

Industry 10 – Trade

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=1,482)

Most commonly, businesses operating in the trade industry employ retail trade managers (54%, n=801) and retail salespersons and sales clerks (47%, n=699).

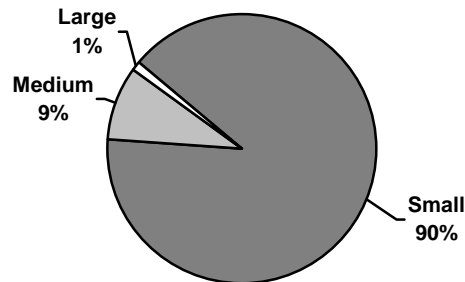
Table E1: Top Four Occupations of Surveyed Businesses* - Trade - Provincial Overview

NOC Code	Occupation Name	n	% (N=1,482)
0621	Retail trade managers	801	54.1
6421	Retail salespersons and sales clerks	699	47.2
6611	Cashiers	328	22.2
1411	General office clerks	143	9.6

*Multiple responses allowed.

On average, trade businesses employ 12 paid employees. Furthermore, surveyed businesses employ a total of 18,706 employees¹. Most businesses are small, employing one to 19 employees (90%, n=1,328).

Figure E1: Business Size - Trade - Provincial Overview (N=1,482)



The large majority of employees among surveyed businesses (93%) are permanent. Of permanent employees, just over two-thirds (69%) are employed on a full-time basis.

Table E2: Profile of Employees – Trade - Provincial Overview

Employee Classification	n	%
Permanent	17,089	92.5
Casual/Contract	851	4.6
Seasonal	542	2.9
Employee Total	18,481	100.0
Business Total	1,474²	-

Status of Permanent Positions	n	%
Full-time	11,766	68.9
Part-time	5,321	31.1
Employee Total	17,087	100.0
Business Total	1,441³	-

¹ Businesses with missing data were excluded from this analysis.

² Businesses with missing data were excluded from this analysis.

³ Businesses with missing data were excluded from this analysis.

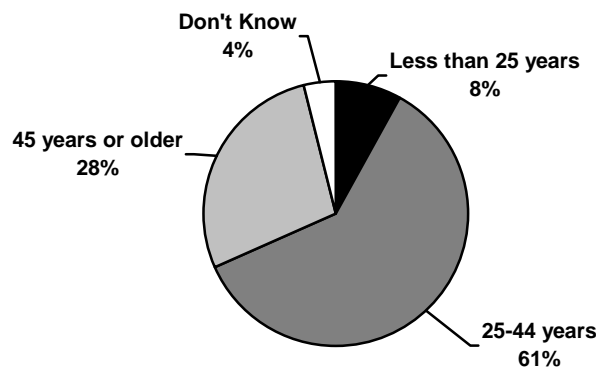
Over one-half of employees (59%) from surveyed businesses have a high school diploma as their highest level of education.

Table E3: Highest Education Level of Employees – Trade - Provincial Overview

	<i>n</i>	%
University degree	1,971	10.5
Journeyperson certification	1,108	5.9
College certificate or diploma	2,261	12.1
High school	11,018	58.9
Less than high school	2,348	12.6
Employee Total	18,706	100.0
Business Total	1,475	-

Almost two-thirds of businesses in the trade industry (61%, n=905) report their employees to be, on average, between the ages of 25 and 44 years. Just over one-quarter (28%, n=410) report an average age of 45 years or older.

Figure E2: Average Age of Workforce - Trade - Provincial Overview (N=1,482)



1.2 Urban/Rural Subdivision

1.2.1 Urban Subdivision

1.2.2 Rural Subdivision

1.2.1 Urban Subdivision (N=831)

Most commonly, urban businesses operating in the trade industry employ retail trade managers (52%, n=433) and retail salespersons and sales clerks (51%, n=420).

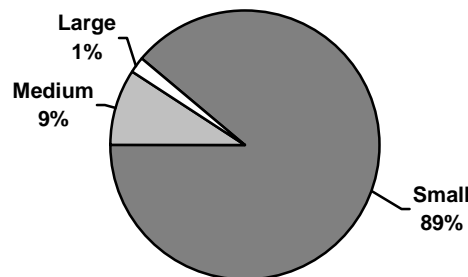
Table E4: Top Five Occupations of Surveyed Businesses* - Trade – Urban Subdivision

NOC Code	Occupation Name	n	% (N=831)
0621	Retail trade managers	433	52.1
6421	Retail salespersons and sales clerks	420	50.5
6611	Cashiers	164	19.7
1411	General office clerks	86	10.3
7452	Material handlers	69	8.3

*Multiple responses allowed.

On average, trade businesses in urban areas employ 14 paid employees. Furthermore, surveyed businesses employ a total of 11,860 employees⁴. Most businesses are small, employing one to 19 employees (89%, n=743).

Figure E3: Business Size – Trade – Urban Subdivision (N=831)



Among surveyed businesses, most (93%) employees are permanent. Of permanent employees, just over two-thirds (68%) are employed on a full-time basis.

Table E5: Profile of Employees – Trade – Urban Subdivision

Employee Classification	n	%
Permanent	10,863	93.2
Casual/Contract	447	3.8
Seasonal	350	3.0
Employee Total	11,660	100.0
Business Total	829⁵	-

Status of Permanent Positions	n	%
Full-time	7,409	68.2
Part-time	3,454	31.8
Employee Total	10,863	100.0
Business Total	813	-

⁴ Businesses with missing data were excluded from this analysis.

⁵ Businesses with missing data were excluded from this analysis.

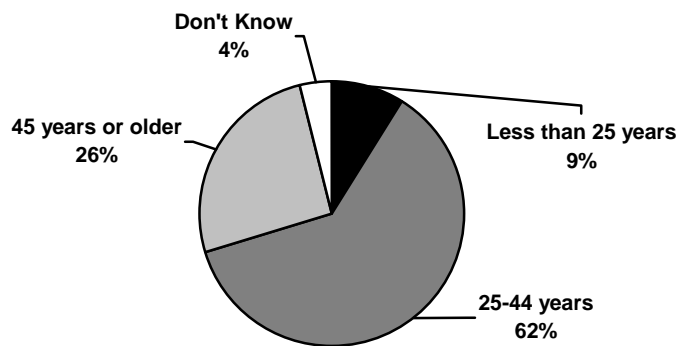
Over one-half of employees (57%) from surveyed businesses have a high school diploma as their highest level of education.

Table E6: Highest Education Level of Employees – Trade – Urban Subdivision

	<i>n</i>	%
University degree	1,330	11.2
Journeyperson certification	720	6.1
College certificate or diploma	1,605	13.5
High school	6,779	57.2
Less than high school	1,426	12.0
Employee Total	11,860	100.0
Business Total	830	-

Almost two-thirds of urban businesses in the trade industry (62%, n=512) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-quarter (26%, n=213) report an average age of 45 years or older.

Figure E4: Average Age of Workforce – Trade – Urban Subdivision (N=831)



1.2.2 Rural Subdivision (N=642)

Most commonly, rural businesses operating in the trade industry employ retail trade managers (58%, n=369) and retail salespersons and sales clerks (41%, n=265).

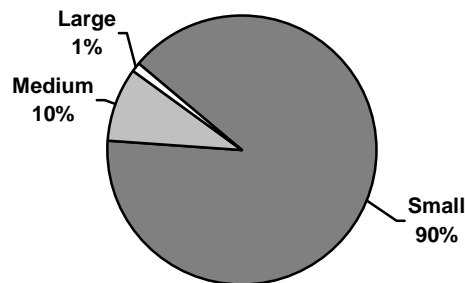
Table E7: Top Five Occupations of Surveyed Businesses* - Trade – Rural Subdivision

NOC Code	Occupation Name	n	% (N=642)
0621	Retail trade managers	369	57.5
6421	Retail salespersons and sales clerks	265	41.3
6611	Cashiers	169	26.3
1241	Secretaries (except legal and medical)	55	8.6
1411	General office clerks	54	8.4

*Multiple responses allowed.

On average, trade businesses in rural areas employ ten paid employees. Furthermore, surveyed businesses employ a total of 6,307 employees⁶. Most businesses are small, employing one to 19 employees (90%, n=577).

Figure E5: Business Size – Trade – Rural Subdivision (N=642)



Among surveyed businesses, most (91%) employees are permanent. Of permanent employees, almost three-quarters (71%) are employed on a full-time basis.

Table E8: Profile of Employees – Trade – Rural Subdivision

Employee Classification	n	%
Permanent	5,725	90.8
Casual/Contract	409	6.5
Seasonal	173	2.7
Employee Total	6,307	100.0
Business Total	635	-

Status of Permanent Positions	n	%
Full-time	4,035	70.5
Part-time	1,688	29.5
Employee Total	5,723	100.0
Business Total	619⁷	-

⁶ Businesses with missing data were excluded from this analysis.

⁷ Businesses with missing data were excluded from this analysis.

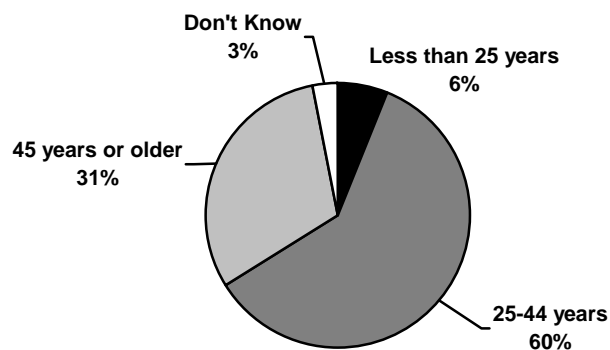
Almost two-thirds of employees (63%) from surveyed businesses have a high school diploma as their highest level of education.

Table E9: Highest Education Level of Employees – Trade – Rural Subdivision

	<i>n</i>	%
University degree	559	8.9
Journeyperson certification	351	5.6
College certificate or diploma	535	8.5
High school	3,988	63.2
Less than high school	874	13.9
Employee Total	6,307	100.0
Business Total	635	-

The majority of rural businesses in the trade industry (60%, n=386) report their employees to be, on average, between the ages of 25 and 44 years. Thirty-one percent (n=200) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Trade – Rural Subdivision (N=642)



1.3 Economic Regions

- 1.3.1 Central Region**
- 1.3.2 Northeast Region**
- 1.3.3 Northwest Region**
- 1.3.4 Southeast Region**
- 1.3.5 Southwest Region**

1.3.1 Central Region (N=304)

Most commonly, Central New Brunswick businesses operating in the trade industry employ retail salespersons and sales clerks (50%, n=150) and retail trade managers (48%, n=145).

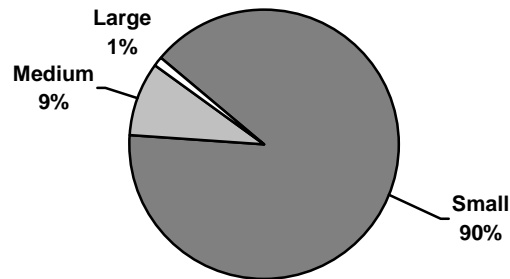
Table E10: Top Four Occupations of Surveyed Businesses* - Trade - Central Region

NOC Code	Occupation Name	n	% (N=304)
6421	Retail salespersons and sales clerks	150	49.5
0621	Retail trade managers	145	47.7
6611	Cashiers	65	21.3
1411	General office clerks	35	11.5

*Multiple responses allowed.

On average, trade businesses in Central New Brunswick employ 14 paid employees. Furthermore, surveyed businesses employ a total of 4,130 employees. Most businesses are small, employing one to 19 employees (90%, n=275).

Figure E7: Business Size – Trade - Central Region (N=304)



Among surveyed businesses, the large majority of employees (94%) are employed on a permanent basis. Of permanent employees, two-thirds (66%) are employed full-time.

Table E11: Profile of Employees – Trade - Central Region

Employee Classification	n	%
Permanent	3,656	93.6
Casual/Contract	161	4.1
Seasonal	89	2.3
Employee Total	3,906	100.0
Business Total	303⁸	-

Status of Permanent Positions	n	%
Full-time	2,395	65.5
Part-time	1,261	34.5
Employee Total	3,656	100.0
Business Total	297	-

⁸ Businesses with missing data were excluded from this analysis.

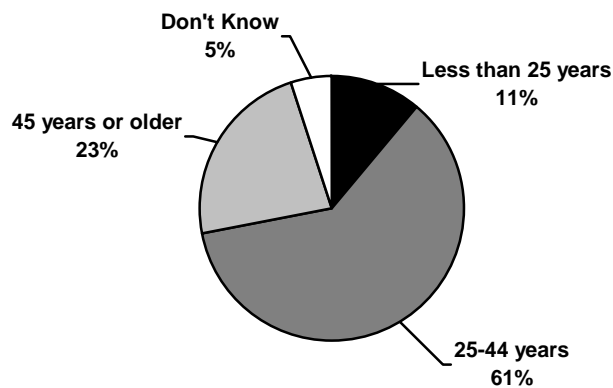
Over one-half of employees (57%) from surveyed businesses have a high school diploma as their highest level of education.

Table E12: Highest Education Level of Employees – Trade - Central Region

	<i>n</i>	%
University degree	531	12.9
Journeyperson certification	244	5.9
College certificate or diploma	605	14.6
High school	2,333	56.5
Less than high school	417	10.1
Employee Total	4,130	100.0
Business Total	304	-

The majority of Central area businesses in the trade industry (61%, n=185) report their employees to be, on average, between the ages of 25 and 44 years. Almost one-quarter (23%, n=71) report an average age of 45 years or older.

Figure E8: Average Age of Workforce – Trade - Central Region (N=304)



1.3.2 Northeast Region (N=317)

Most commonly, Northeast New Brunswick businesses operating in the trade industry employ retail trade managers (63%, n=199) and retail salespersons and sales clerks (44%, n=138).

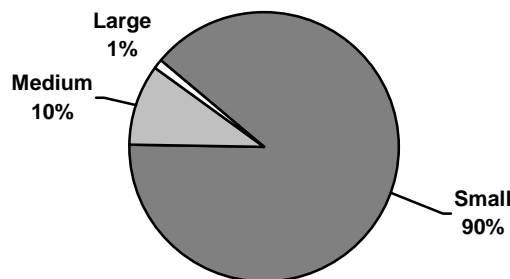
Table E13: Top Five Occupations of Surveyed Businesses* - Trade - Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=317)</i>
0621	Retail trade managers	199	62.6
6421	Retail salespersons and sales clerks	138	43.5
6611	Cashiers	86	27.2
1241	Secretaries (except legal and medical)	34	10.9
1411	General office clerks	27	8.4

*Multiple responses allowed.

On average, trade businesses in Northeast New Brunswick employ 11 paid employees. Furthermore, surveyed businesses employ a total of 3,495 employees. Most businesses are small, employing one to 19 employees (90%, n=284).

Figure E9: Business Size – Trade – Northeast Region (N=317)



Among surveyed businesses, most (90%) employees are employed on a permanent basis. Of permanent employees, almost three-quarters (70%) are employed full-time.

Table E14: Profile of Employees – Trade - Northeast Region

<i>Employee Classification</i>	<i>n</i>	<i>%</i>
Permanent	3,161	90.4
Casual/Contract	242	6.9
Seasonal	93	2.7
Employee Total	3,495	100.0
Business Total	317	-

<i>Status of Permanent Positions</i>	<i>n</i>	<i>%</i>
Full-time	2,215	70.1
Part-time	946	29.9
Employee Total	3,161	100.0
Business Total	311	-

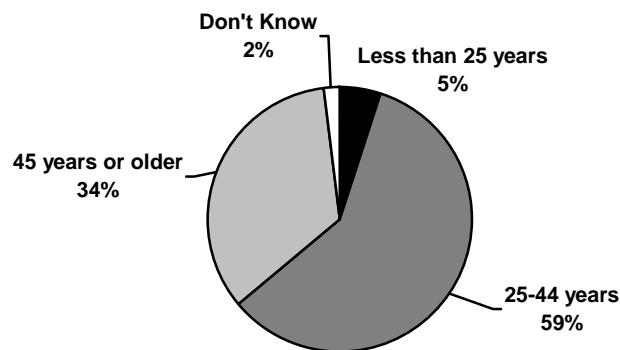
Almost two-thirds of employees (64%) from surveyed businesses have a high school diploma as their highest level of education.

Table E15: Highest Education Level of Employees – Trade - Northeast Region

	<i>n</i>	%
University degree	302	8.6
Journeyperson certification	158	4.5
College certificate or diploma	328	9.4
High school	2,252	64.4
Less than high school	455	13.0
Employee Total	3,495	100.0
Business Total	317	-

Over one-half of Northeast area businesses in the trade industry (59%, n=187) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-third (34%, n=108) report an average age of 45 years or older.

Figure E10: Average Age of Workforce – Trade - Northeast Region (N=317)



1.3.3 Northwest Region (N=230)

Most commonly, Northwest New Brunswick businesses operating in the trade industry employ retail trade managers (58%, n=133) and retail salespersons and sales clerks (45%, n=104).

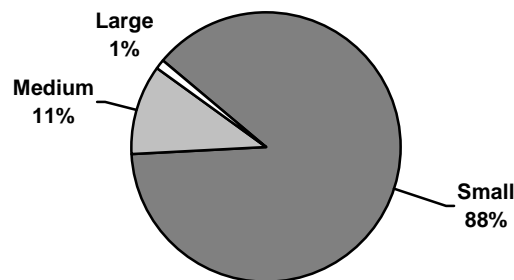
Table E16: Top Four Occupations of Surveyed Businesses* - Trade - Northwest Region

NOC Code	Occupation Name	n	% (N=230)
0621	Retail trade managers	133	57.9
6421	Retail salespersons and sales clerks	104	45.3
6611	Cashiers	41	17.9
1241	Secretaries (except legal and medical)	28	12.1

*Multiple responses allowed.

On average, trade businesses in Northwest New Brunswick employ nine paid employees. Furthermore, surveyed businesses employ a total of 2,125 employees⁹. Most businesses are small, employing one to 19 employees (88%, n=203).

Figure E11: Business Size – Trade – Northwest Region (N=230)



Among surveyed businesses, the large majority of employees (94%) are employed on a permanent basis. Of permanent employees, 72% are employed full-time.

Table E17: Profile of Employees – Trade - Northwest Region

Employee Classification	n	%
Permanent	1,986	93.5
Casual/Contract	121	5.7
Seasonal	18	0.8
Employee Total	2,125	100.0
Business Total	227	-

Status of Permanent Positions	n	%
Full-time	1,437	72.4
Part-time	547	27.6
Employee Total	1,984	100.0
Business Total	222¹⁰	-

⁹ Businesses with missing data were excluded from this analysis.

¹⁰ Businesses with missing data were excluded from this analysis.

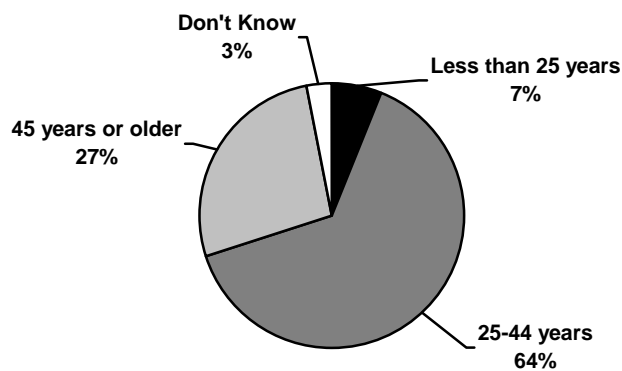
Over one-half of employees (58%) from surveyed businesses have a high school diploma as their highest level of education.

Table E18: Highest Education Level of Employees – Trade - Northwest Region

	<i>n</i>	%
University degree	287	13.5
Journeyperson certification	211	9.9
College certificate or diploma	181	8.5
High school	1,236	58.1
Less than high school	211	9.9
Employee Total	2,125	100.0
Business Total	227	-

Almost two-thirds of Northwest area businesses in the trade industry (64%, n=147) report their employees to be, on average, between the ages of 25 and 44 years. Twenty-seven percent (n=62) report an average age of 45 years or older.

Figure E12: Average Age of Workforce – Trade - Northwest Region (N=230)



1.3.4 Southeast Region (N=333)

Most commonly, Southeast New Brunswick businesses operating in the trade industry employ retail trade managers (51%, n=170) and retail salespersons and sales clerks (46%, n=154).

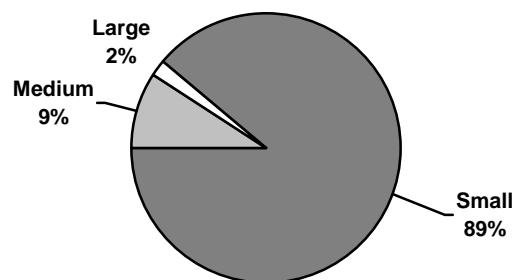
Table E19: Top Five Occupations of Surveyed Businesses* - Trade - Southeast Region

NOC Code	Occupation Name	n	% (N=333)
0621	Retail trade managers	170	51.1
6421	Retail salespersons and sales clerks	154	46.4
6611	Cashiers	77	23.0
7452	Material handlers	39	11.6
1411	General office clerks	33	9.9

*Multiple responses allowed.

On average, trade businesses in Southeast New Brunswick employ 14 paid employees. Furthermore, surveyed businesses employ a total of 4,716 employees¹¹. Most businesses are small, employing one to 19 employees (89%, n=297).

Figure E13: Business Size – Trade – Southeast Region (N=333)



Among surveyed businesses, the large majority of employees (94%) are employed on a permanent basis. Of permanent employees, almost three-quarters (71%) are employed full-time.

Table E20: Profile of Employees – Trade - Southeast Region

Employee Classification	n	%
Permanent	4,426	93.9
Casual/Contract	196	4.2
Seasonal	94	2.0
Employee Total	4,716	100.0
Business Total	330	-

Status of Permanent Positions	n	%
Full-time	3,145	71.1
Part-time	1,281	28.9
Employee Total	4,426	100.0
Business Total	322	-

¹¹ Businesses with missing data were excluded from this analysis.

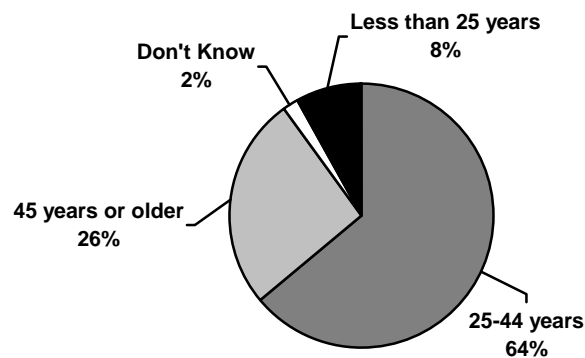
Over one-half of employees (59%) from surveyed businesses have a high school diploma as their highest level of education.

Table E21: Highest Education Level of Employees – Trade - Southeast Region

	<i>n</i>	%
University degree	486	10.3
Journey person certification	283	6.0
College certificate or diploma	532	11.3
High school	2,795	59.3
Less than high school	620	13.1
Employee Total	4,716	100.0
Business Total	330	-

Almost two-thirds of Southeast area businesses in the trade industry (64%, n=215) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-quarter (26%, n=86) report an average age of 45 years or older.

Figure E14: Average Age of Workforce – Trade - Southeast Region (N=333)



1.3.5 Southwest Region (N=297)

Most commonly, Southwest New Brunswick businesses operating in the trade industry employ retail trade managers (52%, n=154) and retail salespersons and sales clerks (51%, n=152).

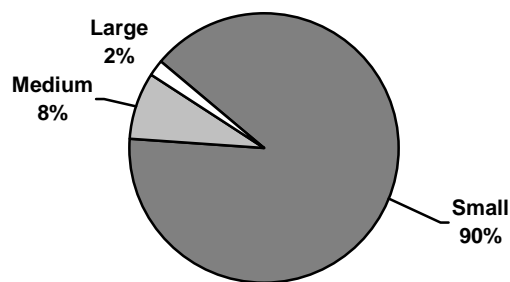
Table E22: Top Five Occupations of Surveyed Businesses* - Trade - Southwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=297)</i>
0621	Retail trade managers	154	51.7
6421	Retail salespersons and sales clerks	152	51.0
6611	Cashiers	59	20.0
1411	General office clerks	35	11.7
1471	Shippers and receivers	30	10.0

*Multiple responses allowed.

On average, trade businesses in Southwest New Brunswick employ 12 paid employees. Furthermore, surveyed businesses employ a total of 4,239 employees¹². Most businesses are small, employing one to 19 employees (90%, n=268).

Figure E15: Business Size – Trade – Southwest Region (N=297)



Among surveyed businesses, most employees (91%) are employed on a permanent basis. Of permanent employees, two-thirds (67%) are employed full-time.

Table E23: Profile of Employees – Trade - Southwest Region

<i>Employee Classification</i>	<i>n</i>	<i>%</i>
Permanent	3,861	91.1
Casual/Contract	131	3.1
Seasonal	248	5.9
Employee Total	4,239	100.0
Business Total	296	-

<i>Status of Permanent Positions</i>	<i>n</i>	<i>%</i>
Full-time	2,575	66.7
Part-time	1,286	33.3
Employee Total	3,861	100.0
Business Total	290	-

¹² Businesses with missing data were excluded from this analysis.

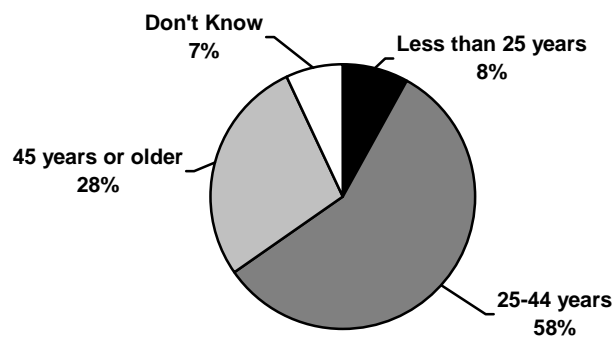
Over one-half of employees (57%) from surveyed businesses have a high school diploma as their highest level of education.

Table E24: Highest Education Level of Employees – Trade - Southwest Region

	<i>n</i>	%
University degree	366	8.6
Journeyperson certification	213	5.0
College certificate or diploma	615	14.5
High school	2,401	56.6
Less than high school	644	15.2
Employee Total	4,239	100.0
Business Total	296	-

Over one-half of Southwest area businesses in the trade industry (58%, n=172) report their employees to be, on average, between the ages of 25 and 44 years. More than one-quarter (28%, n=83) report an average age of 45 years or older.

Figure E16: Average Age of Workforce – Trade - Southwest Region (N=297)



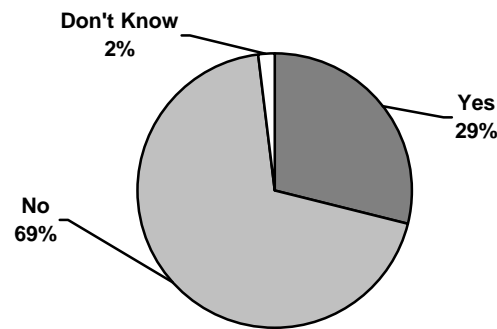
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=1,482)

Overall, 29% of businesses in the trade industry (n=427) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E17: Businesses with a Formal Human Resources Plan - Trade - Provincial Overview (N=1,482)



Almost two-thirds of businesses in this industry (61%, n=897) hired at least one new employee over the past 12 months. Of those who hired (n=897), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 5,194 employees.

Retail salespersons and sales clerks (44%, n=395) was the top occupation hired over the past 12 months.

Table E25: Top Five Occupations Hired in the Past 12 Months* - Trade - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=897)</i>
6421	Retail salespersons and sales clerks	395	44.0
6611	Cashiers	224	24.9
0621	Retail trade managers	59	6.5
6622	Grocery clerks and store shelf stockers	49	5.4
7452	Material handlers	46	5.1

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=897), 66% (n=588) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=309) reported, on average, that they were not satisfied with 35% of the new employees they hired. A minority of businesses (6%, n=17) were not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (28%, n=88) and being unreliable (20%, n=62).

Table E26: Primary Reason for Dissatisfaction with New Employees - Trade – Provincial Overview

	<i>n</i>	<i>% (N=309)</i>
Lacking work ethic/motivation	88	28.3
Unreliable	62	20.0
Unhappy with performance	41	13.3
Not suited/qualified for position	17	5.6
Poor attitude	15	5.0
Lacking adequate training/skills	11	3.5
Too young	8	2.6
Untrustworthy/dishonest	8	2.5
Difficulty adapting to position	7	2.4
Inexperienced	7	2.3
Not a good fit within the company	5	1.6
Other	30	9.7
Don't know	10	3.3

Of the 5,194 new employees hired by surveyed businesses over the past 12 months, a large proportion (84%) have high school or less than high school as their highest level of education.

Table E27: Highest Education Level of New Employees – Trade - Provincial Overview

	<i>n</i>	<i>%</i>
University	304	5.9
Public Community College	417	8.0
Private Training Institution	106	2.0
High School	3,272	63.0
Less than High School	1,095	21.1
New Employee Total	5,194	100.0
Business Total	897	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

As shown below, the majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=136) – 39% of employers (n=50) rated job readiness as excellent, 49% (n=66) rated it as good, 10% (n=14) rated it as fair, 3% (n=3) rated it as poor and 2% (n=3) were unsure.
- Public Community College graduates (n=208) – 23% of employers (n=49) rated job readiness as excellent, 60% (n=125) rated it as good, 12% (n=24) rated it as fair, 2% (n=4) rated it as poor, and 3% (n=6) were unsure.
- Private Training Institution graduates (n=64) – 24% of employers (n=16) rated job readiness as excellent, 64% (n=41) rated it as good, 3% (n=2) rated it as fair, 7% (n=4) rated it as poor and one was unsure.
- High School graduates (n=670) – 19% of employers (n=129) rated job readiness as excellent, 55% (n=369) rated it as good, 20% (n=130) rated it as fair, 4% (n=29) rated it as poor, and 2% (n=12) were unsure.

Among surveyed businesses in the trade industry that hired new employees over the past 12 months, a total of 6% were hired from each of the groups shown below.

Table E28: Classifications of New Employees - Trade – Provincial Overview

	<i>n</i>	%
Immigrants	61	1.2
Co-op students hired for work placement	88	1.8
Persons with disabilities	61	1.2
Aboriginals	85	1.7
New Employee Total	4,897	5.9
Business Total	883¹³	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. Overall, the most popular method used is word of mouth/employee referrals (46%, n=675).

Table E29: Methods Used to Fill Staffing Vacancies* - Trade - Provincial Overview

	<i>n</i>	% (<i>N=1,452</i>)
Use word of mouth/employee referrals	675	45.6
Place ad in newspaper	455	30.7
Place ad/use Service Canada Employment Centre	434	29.3
Use unsolicited resumes	240	16.2
Post internally in your company/organization	183	12.3
Place ad on or check internet/websites	157	10.6
Signs, flyers, pamphlets	84	5.7
Place ad on bulletin boards in local community	62	4.2
Use an employment agency/headhunter	49	3.3
Radio	44	3.0
Place ad in student employment centres at colleges/universities	37	2.5
Don't hire/never have vacancies/self-employed	36	2.4
Place ad in trade/professional/association journals	17	1.2
Other	46	3.1
Don't know	72	4.9

*Multiple responses allowed.

Over the past 12 months, 55% of businesses in the trade industry (n=810) have had at least one vacant position available. Those with at least one vacancy (n=810) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 3,484 vacant positions.

Of the 3,484 vacant positions available among these surveyed businesses, 1,135 or 33% of positions were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, the large majority (81%) of the positions available were permanent.

Table E30: Classification of Vacancies - Trade – Provincial Overview

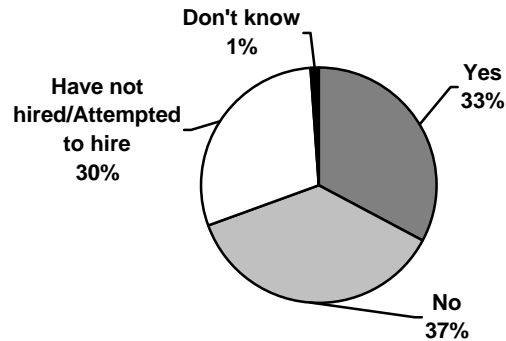
	<i>n</i>	%
Permanent	2,804	80.6
Casual/Contract	283	8.1
Seasonal	393	11.3
Vacancy Total	3,480	100.0
Business Total	808¹⁴	-

¹³ Businesses with missing data were excluded from this analysis.

¹⁴ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. One-third (33%, n=483) have experienced difficulty, 37% (n=548) have not, and 30% (n=442) have not hired or attempted to hire.

Figure E18: Businesses Experiencing Difficulty Filling Vacancies - Trade - Provincial Overview (N=1,482)



The most common reasons for experiencing difficulty in filling vacancies was potential hires lacking experience (22%, n=107), a workforce shortage (22%, n=107) and potential hires lacking educational/training qualifications (22%, n=104).

Table E31: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade - Provincial Overview

	<i>n</i>	<i>% (N=483)</i>
Lacking experience	107	22.1
Workforce shortage	107	22.1
Lacking educational/training qualifications	104	21.6
Salary expectations too high	94	19.4
Lacking soft skills (such as communication/teamwork)	74	15.3
Difficult working conditions	57	11.8
Lacking specific technical skills	50	10.4
Position did not provide enough hours	34	7.0
People not interested in employment	24	5.0
Lacking proper license/permit	6	1.3
Location	5	1.1
Lacking bilingual skills	2	0.5
Other	26	5.4
Don't know	6	1.3

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=483), retail salespersons and sales clerks (34%, n=163) was the most difficult occupation to fill over the past 12 months.

Table E32: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=483)</i>
6421	Retail salespersons and sales clerks	163	33.6
6611	Cashiers	67	13.8
0621	Retail trade managers	27	5.6
7452	Material handlers	23	4.8
7321	Automotive service technicians, truck mechanics and mechanical repairers	19	3.9

*Multiple responses allowed.

The large majority of businesses in the trade industry (93%, n=1,375) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=107), a total of 139 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=107), retail salespersons and sales clerks (33%, n=35) was the top occupation from which employees retired.

Table E33: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Trade - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=107)</i>
6421	Retail salespersons and sales clerks	35	32.9
0621	Retail trade managers	20	19.0
6611	Cashiers	13	12.4

*Multiple responses allowed.

Over one-half of businesses in this industry (59%, n=872) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=609), an average of two employees are expected to retire, with retirement totaling 1,342 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (34%, n=208).

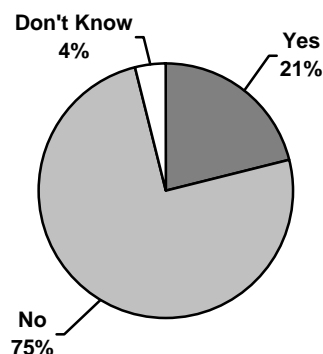
Table E34: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=609)</i>
0621	Retail trade managers	208	34.2
6421	Retail salespersons and sales clerks	169	27.7
6611	Cashiers	54	8.8
1411	General office clerks	26	4.3
3131	Pharmacists	21	3.4

*Multiple responses allowed.

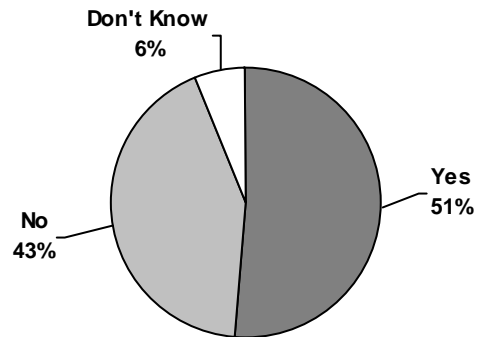
Twenty-one percent of businesses in the trade industry (n=317) expect their owner/manager/CEO to retire within the next five years.

Figure E19: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade - Provincial Overview (N=1,482)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=317), approximately one-half (51%, n=163) have a formal or informal succession plan in place.

Figure E20: Businesses with a Succession Plan - Trade - Provincial Overview (N=317)



2.2 Urban/Rural Subdivision

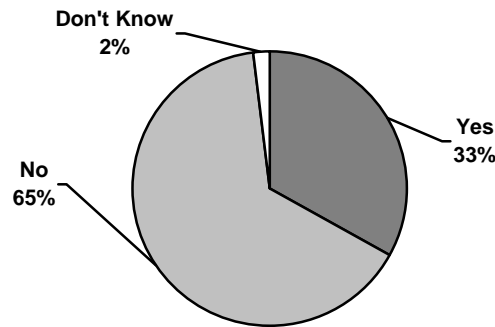
2.2.1 Urban Subdivision

2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=831)

One-third of urban businesses in the trade industry (33%, n=274) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E21: Businesses with a Formal Human Resources Plan - Trade – Urban Subdivision (N=831)



Almost two-thirds of urban businesses in this industry (63%, n=526) hired at least one new employee over the past 12 months. Of those who hired (n=526), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 3,417 employees.

Retail salespersons and sales clerks (48%, n=252) was the top occupation hired over the past 12 months.

Table E35: Top Five Occupations Hired in the Past 12 Months* - Trade - Urban Subdivision

NOC Code	Occupation Name	n	% (N=526)
6421	Retail salespersons and sales clerks	252	47.9
6611	Cashiers	114	21.7
0621	Retail trade managers	37	7.0
7452	Material handlers	33	6.3
6622	Grocery clerks and store shelf stockers	29	5.5

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=526), 61% (n=322) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=204) reported, on average, that they were not satisfied with 35% of the new employees they hired. A minority (5%, n=11) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (26%, n=53).

Table E36: Primary Reason for Dissatisfaction with New Employees - Trade – Urban Subdivision

	<i>n</i>	<i>% (N=204)</i>
Lacking work ethic/motivation	53	26.0
Unreliable	43	21.1
Unhappy with performance	29	14.2
Not suited/qualified for position	14	6.9
Poor attitude	13	6.4
Untrustworthy/dishonest	6	2.9
Lacking adequate training/skills	5	2.5
Difficulty adapting to position	5	2.5
Too young	4	2.0
Inexperienced	4	2.0
Not a good fit within the company	3	1.5
Other	19	9.3
Don't know	6	2.9

Of the 3,417 new employees hired by surveyed businesses over the past 12 months, many (83%) have high school or less than high school as their highest level of education.

Table E37: Highest Education Level of New Employees - Trade – Urban Subdivision

	<i>n</i>	<i>%</i>
University	222	6.5
Public Community College	294	8.6
Private Training Institution	69	2.0
High School	2,177	63.7
Less than High School	655	19.2
New Employee Total	3,417	100.0
Business Total	526	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=93) – 39% of employers (n=36) rated job readiness as excellent, 45% (n=42) rated it as good, 11% (n=10) rated it as fair, 3% (n=3) rated it as poor and 2% (n=2) were unsure.
- Public Community College graduates (n=139) – 21% of employers (n=29) rated job readiness as excellent, 60% (n=84) rated it as good, 14% (n=20) rated it as fair, 3% (n=4) rated it as poor and 1% (n=2) were unsure.
- Private Training Institution graduates (n=37) – 18% of employers (n=7) rated job readiness as excellent, 68% (n=25) rated it as good, one rated it as fair, 8% (n=3) rated it as poor and one was unsure.
- High School graduates (n=403) – 18% of employers (n=74) rated job readiness as excellent, 54% (n=218) rated it as good, 22% (n=88) rated it as fair, 4% (n=15) rated it as poor and 2% (n=8) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 7% were hired from each of the groups shown below.

Table E38: Classifications of New Employees - Trade – Urban Subdivision

	<i>n</i>	%
Immigrants	41	1.3
Co-op students hired for work placement	54	1.7
Persons with disabilities	44	1.4
Aboriginals	69	2.1
New Employee Total	3,236	6.5
Business Total	516¹⁵	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In urban areas, the most popular method used is word of mouth/employee referrals (43%, n=360).

Table E39: Methods Used to Fill Staffing Vacancies* - Trade - Urban Subdivision

	<i>n</i>	% (<i>N=831</i>)
Use word of mouth/employee referrals	360	43.3
Place ad/use Service Canada Employment Centre	295	35.5
Place ad in newspaper	278	33.5
Place ad on or check internet/websites	115	13.8
Use unsolicited resumes	112	13.5
Post internally in your company/organization	109	13.1
Signs, flyers, pamphlets	51	6.1
Use an employment agency/headhunter	36	4.3
Place ad on bulletin board in local community	27	3.2
Place ad in student employment centres at colleges/universities	25	3.0
Radio	21	2.5
Don't hire/never have vacancies/self-employed	19	2.3
Place ad in trade/professional/association journal	10	1.2
Other	26	3.2
Don't know	33	4.0

*Multiple responses allowed.

Over the past 12 months, 59% of urban businesses in the trade industry (n=489) have had at least one vacant position available. Those with at least one vacancy (n=489) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 2,280 vacant positions.

Of the 2,280 vacant positions available among these surveyed businesses, 785 positions or 34% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, most (83%) of the positions available were permanent.

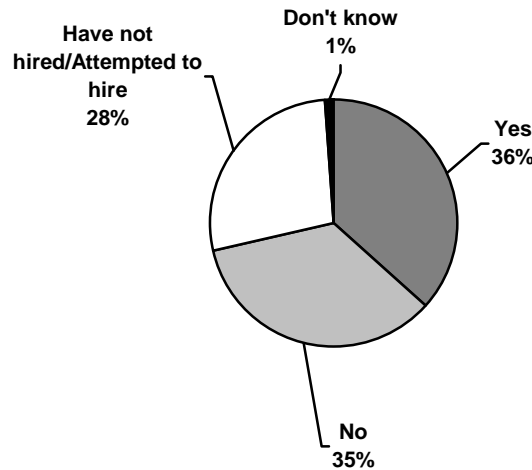
Table E40: Classification of Vacancies - Trade – Urban Subdivision

	<i>n</i>	%
Permanent	1,897	83.2
Casual/Contract	171	7.5
Seasonal	212	9.3
Vacancy Total	2,280	100.0
Business Total	489	-

¹⁵ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-seven percent (n=307) have experienced difficulty, 35% (n=288) have not, and 28% (n=229) have not hired or attempted to hire.

Figure E22: Businesses Experiencing Difficulty Filling Vacancies - Trade – Urban Subdivision (N=831)



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking experience (24%, n=73) and lacking educational/training qualifications (23%, n=70).

Table E41: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade - Urban Subdivision

	<i>n</i>	% (N=307)
Lacking experience	73	23.8
Lacking educational/training qualifications	70	22.8
Workforce shortage	64	20.8
Salary expectations too high	60	19.5
Lacking soft skills (such as communication/teamwork)	50	16.3
Difficult working conditions	38	12.4
Lacking specific technical skills	32	10.4
Position did not provide enough hours	24	7.8
People not interested in employment	13	4.2
Lacking proper license/permit	4	1.3
Lacking bilingual skills	2	0.7
Location	1	0.3
Other	15	4.9
Don't know	5	1.6

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=307), retail salespersons and sales clerks (37%, n=112) was the most difficult occupation to fill over the past 12 months.

Table E42: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade - Urban Subdivision

NOC Code	Occupation Name	n	% (N=307)
6421	Retail salespersons and sales clerks	112	36.5
6611	Cashiers	38	12.4
7452	Material handlers	16	5.2
0621	Retail trade managers	15	4.9
7321	Automotive service technicians, truck mechanics and mechanical repairers	13	4.2

*Multiple responses allowed.

The large majority of businesses in the trade industry (93%, n=769) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=62), a total of 85 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=62), retail salespersons and sales clerks (37%, n=23) was the top occupation from which employees retired.

Table E43: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Trade – Urban Subdivision

NOC Code	Occupation Name	n	% (N=62)
6421	Retail salespersons and sales clerks	23	37.1
0621	Retail trade managers	9	14.5
6611	Cashiers	8	12.9

*Multiple responses allowed.

Over one-half of businesses in this industry (58%, n=479) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=352), an average of two employees are expected to retire, with retirement totaling 850 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (32%, n=111).

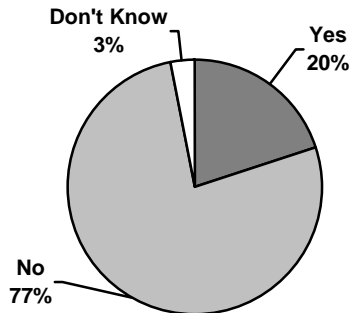
Table E44: Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Urban Subdivision

NOC Code	Occupation Name	n	% (N=352)
0621	Retail trade managers	111	31.5
6421	Retail salespersons and sales clerks	101	28.7
6611	Cashiers	31	8.8
1411	General office clerks	19	5.4
7414	Delivery and courier service drivers	13	3.7
7452	Material handlers	13	3.7

*Multiple responses allowed.

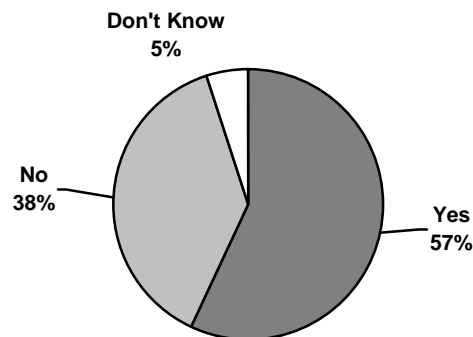
Twenty percent of urban businesses in the trade industry (n=168) expect their owner/manager/CEO to retire within the next five years.

Figure E23: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Urban Subdivision (N=831)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=168), 57% (n=95) have a formal or informal succession plan in place.

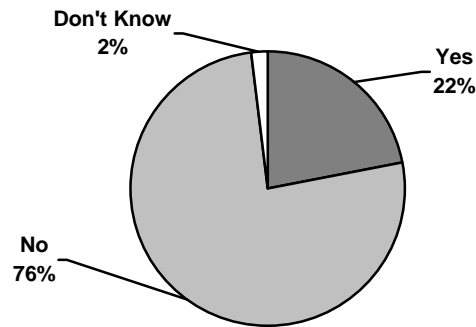
Figure E24: Businesses with a Succession Plan - Trade – Urban Subdivision (N=168)



2.2.2 Rural Subdivision (N=642)

Twenty-two percent of rural businesses in the trade industry (n=140) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E25: Businesses with a Formal Human Resources Plan - Trade – Rural Subdivision (N=642)



Just over one-half of rural businesses in this industry (56%, n=358) hired at least one new employee over the past 12 months. Of those who hired (n=358), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 1,587 employees.

Retail salespersons and sales clerks (36%, n=130) was the top occupation hired over the past 12 months.

Table E45: Top Five Occupations Hired in the Past 12 Months* - Trade - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=358)</i>
6421	Retail salespersons and sales clerks	130	36.3
6611	Cashiers	112	31.3
0621	Retail trade managers	20	5.6
6622	Grocery clerks and store shelf stockers	19	5.3
7414	Delivery and courier service drivers	16	4.5

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=358), 74% (n=264) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=94) reported, on average, that they were not satisfied with 35% of the new employees they hired. A minority of businesses (6%, n=6) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (35%, n=33).

Table E46: Primary Reason for Dissatisfaction with New Employees – Trade – Rural Subdivision

	<i>n</i>	<i>% (N=94)</i>
Lacking work ethic/motivation	33	35.1
Unreliable	16	17.0
Unhappy with performance	10	10.6
Lacking adequate training/skills	6	6.4
Too young	4	4.3
Inexperienced	3	3.2
Not a good fit within the company	2	2.1
Not suited/qualified for position	2	2.1
Difficulty adapting to position	2	2.1
Poor attitude	1	1.1
Untrustworthy/dishonest	1	1.1
Other	10	10.6
Don't know	4	4.3

Of the 1,587 new employees hired by surveyed businesses over the past 12 months, most (88%) have high school or less than high school as their highest level of education.

Table E47: Highest Education Level of New Employees - Trade – Rural Subdivision

	<i>n</i>	<i>%</i>
University	64	4.0
Public Community College	100	6.3
Private Training Institution	34	2.1
High School	968	61.0
Less than High School	421	26.5
New Employee Total	1,587	100.0
Business Total	358	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=37) – 30% of employers (n=11) rated job readiness as excellent, 60% (n=22) rated it as good, 8% (n=3) rated it as fair and one was unsure.
- Public Community College graduates (n=60) – 32% of employers (n=19) rated job readiness as excellent, 60% (n=36) rated it as good, 3% (n=2) rated it as fair, and 5% (n=3) were unsure.
- Private Training Institution graduates (n=26) – Nine employers rated job readiness as excellent, 15 rated it as good, one rated it as fair and one rated it as poor.
- High School graduates (n=255) – 21% of employers (n=54) rated job readiness as excellent, 57% (n=146) rated it as good, 15% (n=37) rated it as fair, 6% (n=14) rated it as poor, and 2% (n=4) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 5% were hired from each of the groups shown below.

Table E48: Classifications of New Employees – Trade – Rural Subdivision

	<i>n</i>	%
Immigrants	17	1.2
Co-op students hired for work placement	32	2.2
Persons with disabilities	13	0.8
Aboriginals	9	0.6
New Employee Total	1,477	4.8
Business Total	354¹⁶	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In rural areas, the most popular method used is word of mouth/employee referrals (50%, n=318).

Table E49: Methods Used to Fill Staffing Vacancies* - Trade - Rural Subdivision

	<i>n</i>	% (N=642)
Use word of mouth/employee referrals	318	49.5
Place ad in newspaper	167	26.0
Use unsolicited resumes	134	20.9
Place ad/use Service Canada Employment Centre	120	18.7
Post internally in your company/organization	71	11.1
Place ad on bulletin boards in local community	37	5.8
Place ad on or check internet/websites	32	5.0
Signs, flyers, pamphlets	31	4.8
Radio	24	3.7
Don't hire/never have vacancies/self-employed	17	2.6
Place ad in student employment centres at colleges/universities	10	1.6
Use an employment agency/headhunter	10	1.6
Place ad in trade/professional/association journals	7	1.1
Other	19	3.0
Don't know	41	6.4

*Multiple responses allowed.

Over the past 12 months, 47% of rural businesses in the trade industry (n=304) have had at least one vacant position available. Those with at least one vacancy (n=304) reported an average of three vacancies. Furthermore, these surveyed businesses reported a total of 1,080 vacant positions.

Of the 1,080 vacant positions available among these surveyed businesses, 296 positions or 27% were vacant more than once throughout the past 12 months.

Furthermore, almost three-quarters (73%) of the positions available among these surveyed businesses were permanent.

Table E50: Classification of Vacancies - Trade – Rural Subdivision

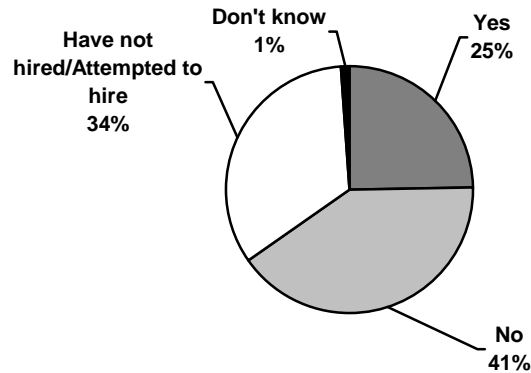
	<i>n</i>	%
Permanent	788	73.3
Casual/Contract	106	9.9
Seasonal	181	16.8
Vacancy Total	1,075	100.0
Business Total	302¹⁷	-

¹⁶ Businesses with missing data were excluded from this analysis.

¹⁷ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. One-quarter (25%, n=162) have experienced difficulty, 41% (n=262) have not, and 34% (n=217) have not hired or attempted to hire.

Figure E26: Businesses Experiencing Difficulty Filling Vacancies - Trade – Rural Subdivision (N=642)



The most common reasons for experiencing difficulty in filling vacancies were a workforce shortage (25%, n=41) and salary expectations being too high (19%, n=31).

Table E51: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade - Rural Subdivision

	<i>n</i>	<i>% (N=162)</i>
Workforce shortage	41	25.3
Salary expectations too high	31	19.1
Lacking educational/training qualifications	30	18.5
Lacking experience	29	17.9
Lacking soft skills (such as communication/teamwork)	21	13.0
Difficult working conditions	17	10.5
Lacking specific technical skills	17	10.5
People not interested in employment	11	6.8
Position did not provide enough hours	8	4.9
Location	5	3.1
Lacking proper license/permit	2	1.2
Other	11	6.8
Don't know	1	0.6

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=162), retail salespersons and sales clerks (27%, n=43) was the most difficult occupation to fill over the past 12 months.

Table E52: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=162)</i>
6421	Retail salespersons and sales clerks	43	26.5
6611	Cashiers	28	17.3
0621	Retail trade managers	12	7.4
7452	Material handlers	6	3.7
6251	Butchers and meat cutters – retail and wholesale	6	3.7

*Multiple responses allowed.

The large majority of businesses in the trade industry (93%, n=598) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=44), a total of 51 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=44), retail trade managers (27%, n=12) and retail salespersons and sales clerks (25%, n=11) were the top occupations from which employees retired.

Table E53: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - Trade – Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=44)</i>
0621	Retail trade managers	12	27.3
6421	Retail salespersons and sales clerks	11	25.0
6611	Cashiers	5	11.4

*Multiple responses allowed.

Almost two-thirds of businesses in this industry (61%, n=391) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=251), an average of two employees are expected to retire, with retirement totaling 454 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (39%, n=98).

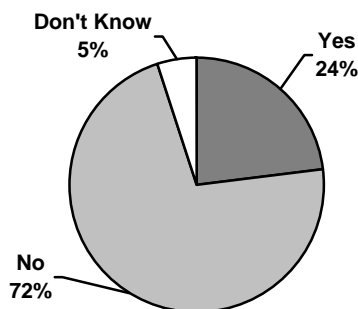
Table E54: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=251)</i>
0621	Retail trade managers	98	39.0
6421	Retail salespersons and sales clerks	65	25.9
6611	Cashiers	22	8.8
3131	Pharmacists	11	4.4

*Multiple responses allowed.

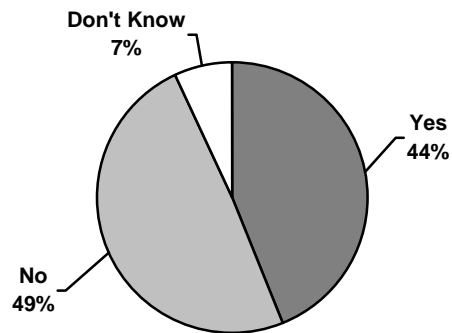
Almost one-quarter of rural businesses in the trade industry (24%, n=151) expect their owner/manager/CEO to retire within the next five years.

Figure E27: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Rural Subdivision (N=642)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=151), almost one-half (44%, n=66) have a formal or informal succession plan in place.

Figure E28: Businesses with a Succession Plan - Trade – Rural Subdivision (N=151)



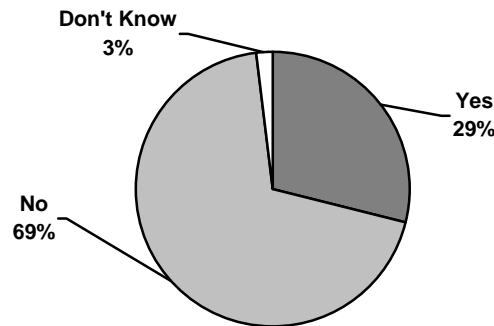
2.3 Economic Regions

- 2.3.1 Central Region**
- 2.3.2 Northeast Region**
- 2.3.3 Northwest Region**
- 2.3.4 Southeast Region**
- 2.3.5 Southwest Region**

2.3.1 Central Region (N=304)

Twenty-nine percent of Central area businesses in the trade industry (n=87) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E29: Businesses with a Formal Human Resources Plan - Trade – Central Region (N=304)



More than one-half of Central area businesses in this industry (58%, n=176) hired at least one new employee over the past 12 months. Of those who hired (n=176), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 1,190 employees.

Retail salespersons and sales clerks (49%, n=86) was the top occupation hired over the past 12 months.

Table E55: Top Five Occupations Hired in the Past 12 Months* - Trade – Central Region

NOC Code	Occupation Name	n	% (N=176)
6421	Retail salespersons and sales clerks	86	48.9
6611	Cashiers	48	27.1
7414	Delivery and courier service drivers	9	5.0
6622	Grocery clerks and store shelf stockers	8	4.3
1411	General office clerks	8	4.5

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=176), 63% (n=110) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=66) reported, on average, that they were not satisfied with 36% of the new employees they hired. A minority (8%, n=5) were not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (29%, n=19) and being unreliable (26%, n=17).

Table E56: Primary Reason for Dissatisfaction with New Employees - Trade – Central Region

	<i>n</i>	% (<i>N=66</i>)
Lacking work ethic/motivation	19	28.7
Unreliable	17	26.2
Unhappy with performance	6	9.5
Poor attitude	6	8.6
Lacking adequate training/skills	4	6.4
Untrustworthy/dishonest	3	5.1
Inexperienced	2	3.4
Difficulty adapting to position	2	3.0
Not suited/qualified for position	1	1.7
Too young	1	1.3
Other	2	3.0
Don't know	2	3.0

Of the 1,190 new employees hired by surveyed businesses over the past 12 months, most (78%) have high school or less than high school as their highest level of education.

Table E57: Highest Education Level of New Employees - Trade – Central Region

	<i>n</i>	%
University	124	10.4
Public Community College	106	8.9
Private Training Institution	31	2.6
High School	784	65.9
Less than High School	143	12.0
New Employee Total	1,190	100.0
Business Total	176	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=35) – 38% of employers (n=13) rated job readiness as excellent, 50% (n=17) rated it as good, 10% (n=3) rated it as fair, and one rated it as poor.
- Public Community College graduates (n=38) – 21% of employers (n=8) rated job readiness as excellent, 58% (n=22) rated it as good, 12% (n=4) rated it as fair, one rated it as poor and 6% (n=2) were unsure.
- Private Training Institution graduates (n=17) – Two employers rated job readiness as excellent, 13 rated it as good, and one rated it as fair.
- High School graduates (n=134) – 12% of employers (n=16) rated job readiness as excellent, 63% (n=84) rated it as good, 21% (n=28) rated it as fair, 3% (n=4) rated it as poor and 2% (n=2) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 10% were hired from each of the groups shown below.

Table E58: Classifications of New Employees - Trade – Central Region

	<i>n</i>	%
Immigrants	25	2.1
Co-op students hired for work placement	19	1.6
Persons with disabilities	18	1.5
Aboriginals	56	4.8
New Employee Total	1,172	10.0
Business Total	174 ¹⁸	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (50%, n=152).

Table E59: Methods Used to Fill Staffing Vacancies* - Trade - Central Region

	<i>n</i>	% (N=304)
Use word of mouth/employee referrals	152	49.8
Place ad/use Service Canada Employment Centre	95	31.1
Place ad in newspaper	95	31.1
Post internally in your company/organization	52	17.2
Use unsolicited resumes	37	12.1
Place ad on or check Internet/website	36	11.9
Signs, flyers, pamphlets	16	5.4
Place ad in student employment centres at colleges/universities	11	3.5
Don't hire/never have vacancies/self-employed	9	2.9
Use an employment agency/headhunter	8	2.5
Place ad on bulletin boards in local community	5	1.7
Radio	4	1.5
Place ad in trade/professional/association journals	3	1.0
Other	10	3.4
Don't know	13	4.4

*Multiple responses allowed.

Over the past 12 months, 55% of Central area businesses in the trade industry (n=166) have had at least one vacant position available. Those with at least one vacancy (n=166) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 967 vacant positions.

Of the 967 vacant positions available among these surveyed businesses, 267 positions or 28% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, just over three-quarters (77%) of the positions available were permanent.

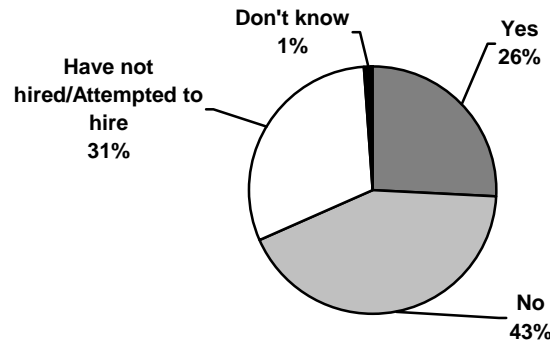
Table E60: Classification of Vacancies - Trade – Central Region

	<i>n</i>	%
Permanent	740	76.5
Casual/Contract	52	5.4
Seasonal	175	18.1
Vacancy Total	967	100.0
Business Total	166	-

¹⁸ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Twenty-six percent (n=78) have experienced difficulty, 43% (n=129) have not, and 31% (n=96) have not hired or attempted to hire.

Figure E30: Businesses Experiencing Difficulty Filling Vacancies - Trade – Central Region (N=304)



Of businesses that have experienced difficulty in filling vacancies (n=78), the main reason for experiencing difficulty was potential hires lacking educational training/qualifications (21%, n=16).

Table E61: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade – Central Region

	<i>n</i>	<i>% (N=78)</i>
Lacking educational/training qualifications	16	20.6
Lacking soft skills (such as communication/teamwork)	14	18.1
Lacking experience	13	17.0
Difficult working conditions	13	17.0
Salary expectations too high	13	16.6
Workforce shortage	12	15.5
Lacking specific technical skills	6	8.3
Position did not provide enough hours	5	6.9
People not interested in employment	4	5.1
Location	1	1.1
Other	1	1.4
Don't know	3	4.3

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=78), retail salespersons and sales clerks (26%, n=21) was the most difficult occupation to fill over the past 12 months.

Table E62: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade – Central Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=78)</i>
6421	Retail salespersons and sales clerks	21	26.4
6611	Cashiers	11	13.7
7452	Material handlers	6	7.2

*Multiple responses allowed.

The large majority of businesses in the trade industry (93%, n=284) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=20), a total of 30 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=20), retail salespersons and sales clerks (n=9) was the top occupation from which employees retired¹⁹.

The majority of businesses in this industry (60%, n=183) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=121), an average of two employees are expected to retire, with retirement totaling 243 employees.

Most commonly, employees are expected to retire from the retail trade managers (35%, n=42) and retail salespersons and sales clerks (33%, n=40) occupations.

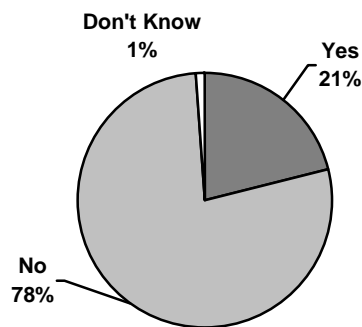
Table E63: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Central Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=121)</i>
0621	Retail trade managers	42	34.5
6421	Retail salespersons and sales clerks	40	33.1
6611	Cashiers	11	8.9
1411	General office clerks	7	5.6
3131	Pharmacists	5	4.0

*Multiple responses allowed.

Almost one-quarter of Central area businesses in the trade industry (21%, n=64) expect their owner/manager/CEO to retire within the next five years.

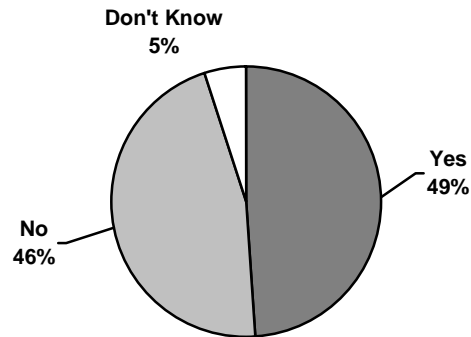
Figure E31: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Central Region (N=304)



¹⁹ Multiple responses allowed.

Approximately one-half (49%, n=32) of businesses that expect their owner/manager/CEO to retire within the next five years have a formal or informal succession plan in place.

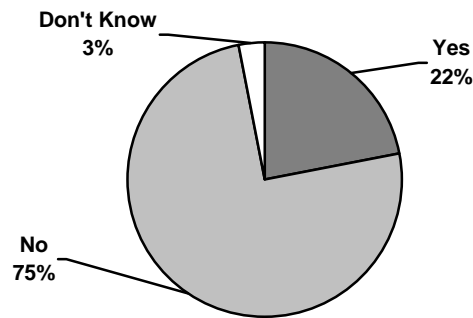
Figure E32: Businesses with a Succession Plan - Trade – Central Region (N=64)



2.3.2 Northeast Region (N=317)

Twenty-two percent of Northeast area businesses in the trade industry (n=70) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E33: Businesses with a Formal Human Resources Plan - Trade – Northeast Region (N=317)



More than one-half of Northeast area businesses in this industry (58%, n=183) hired at least one new employee over the past 12 months. Of those who hired (n=183), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 847 employees.

Retail salespersons and sales clerks (44%, n=80) was the top occupation hired over the past 12 months.

Table E64: Top Five Occupations Hired in the Past 12 Months* - Trade – Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=183)</i>
6421	Retail salespersons and sales clerks	80	43.7
6611	Cashiers	56	30.5
0621	Retail trade managers	16	8.5
6622	Grocery clerks and store shelf stockers	12	6.5
6621	Service station attendants	8	4.3

*Multiple responses allowed.

Almost three-quarters of businesses that hired new employees over the past 12 months (72%, n=131) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=52) reported, on average, that they were not satisfied with 29% of the new employees they hired. A minority (4%, n=2) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (18%, n=9).

Table E65: Primary Reason for Dissatisfaction with New Employees - Trade – Northeast Region

	<i>n</i>	<i>% (N=52)</i>
Lacking work ethic/motivation	9	17.9
Unreliable	8	15.7
Unhappy with performance	7	13.5
Poor attitude	4	8.6
Difficulty adapting to position	4	8.1
Not suited/qualified for position	3	6.5
Too young	3	5.4
Inexperienced	1	2.2
Lacking adequate training/skills	1	1.6
Not a good fit within the company	1	1.6
Other	9	17.3
Don't know	1	1.6

Of the 847 new employees hired by surveyed businesses over the past 12 months, the large majority (86%) have high school or less than high school as their highest level of education.

Table E66: Highest Education Level of New Employees - Trade – Northeast Region

	<i>n</i>	<i>%</i>
University	42	5.0
Public Community College	65	7.6
Private Training Institution	16	1.9
High School	471	55.6
Less than High School	254	30.0
New Employee Total	847	100.0
Business Total	183	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=18) – Five employers rated job readiness as excellent, 12 rated it as good, and one was unsure.
- Public Community College graduates (n=48) – 33% of employers (n=16) rated job readiness as excellent, 57% (n=27) rated it as good, 8% (n=4) rated it as fair and one was unsure.
- Private Training Institution graduates (n=12) – One employer rated job readiness as excellent, ten rated it as good, and one rated it as poor.
- High School graduates (n=132) – 27% of employers (n=36) rated job readiness as excellent, 55% (n=72) rated it as good, 14% (n=18) rated it as fair, 3% (n=5) rated it as poor, and 1% (n=2) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 8% were hired from each of the groups shown below.

Table E67: Classifications of New Employees - Trade – Northeast Region

	<i>n</i>	%
Immigrants	6	0.8
Co-op students hired for work placement	22	3.0
Persons with disabilities	16	2.1
Aboriginals	12	1.6
New Employee Total	745	7.5
Business Total	179²⁰	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (42%, n=133).

Table E68: Methods Used to Fill Staffing Vacancies* - Trade - Northeast Region

	<i>n</i>	% (<i>N=317</i>)
Use word of mouth/employee referrals	133	42.0
Place ad/use Service Canada Employment Centre	85	26.8
Place ad in newspaper	78	24.5
Use unsolicited resumes	61	19.2
Post internally in your company/organization	31	9.9
Place ad on bulletin board in local community	19	6.0
Place ad on or check internet/websites	18	5.7
Signs, flyers, pamphlets	17	5.3
Radio	16	4.9
Don't hire/never have vacancies/self-employed	10	3.2
Place ad in student employment centres at colleges/universities	7	2.3
Former employees, personal connections, family members	4	1.2
Place ad in trade/professional/association journals	3	1.0
Use employment agency/headhunter	3	0.9
Other	9	2.9
Don't know	20	6.2

*Multiple responses allowed.

Over the past 12 months, 50% of Northeast area businesses in the trade industry (n=159) have had at least one vacant position available. Those with at least one vacancy (n=159) reported an average of three vacancies. Furthermore, these surveyed businesses reported a total of 555 vacant positions.

Of the 555 vacant positions available among these surveyed businesses, 132 positions or 24% were vacant more than once throughout the past 12 months.

Furthermore, just over three-quarters (78%) of the positions available among these surveyed businesses were permanent.

Table E69: Classification of Vacancies - Trade – Northeast Region

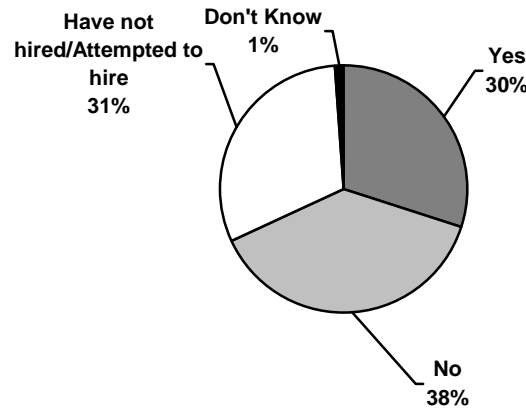
	<i>n</i>	%
Permanent	426	77.5
Casual/Contract	43	7.8
Seasonal	82	14.9
Vacancy Total	550	100.0
Business Total	158²¹	-

²⁰ Businesses with missing data were excluded from this analysis.

²¹ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty percent (n=95) have experienced difficulty, 38% (n=121) have not, and 31% (n=99) have not hired or attempted to hire.

Figure E34: Businesses Experiencing Difficulty Filling Vacancies - Trade – Northeast Region (N=317)



Of businesses that have experienced difficulty in filling vacancies (n=95), the main reasons for experiencing difficulty were potential hires lacking experience (25%, n=24) and a workforce shortage (25%, n=24).

Table E70: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade – Northeast Region

	<i>n</i>	<i>% (N=95)</i>
Lacking experience	24	25.3
Workforce shortage	24	25.3
Lacking educational/training qualifications	18	18.5
Lacking specific technical skills	14	14.6
Salary expectations too high	14	14.6
Difficult working conditions	10	10.7
Lacking soft skills (such as communication/teamwork)	9	9.8
People not interested in employment	8	8.3
Position did not provide enough hours	5	5.4
Lacking bilingual skills	1	1.2
Other	10	10.4

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=95), retail salespersons and sales clerks (38%, n=36) was the most difficult occupation to fill over the past 12 months.

Table E71: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade – Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=95)</i>
6421	Retail salespersons and sales clerks	36	37.5
6611	Cashiers	16	17.0
0621	Retail trade managers	6	6.8
6242	Cooks	4	4.2

*Multiple responses allowed.

The large majority of businesses in the trade industry (94%, n=298) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=19), a total of 23 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=19), retail trade managers (n=5) was the top occupation from which employees retired²².

Almost two-thirds of businesses in this industry (62%, n=195) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=122), an average of two employees are expected to retire, with retirement totaling 251 employees.

Most commonly, employees are expected to retire from the retail trade managers occupation (40%, n=49) and the retail salespersons and sales clerks occupation (26%, n=32).

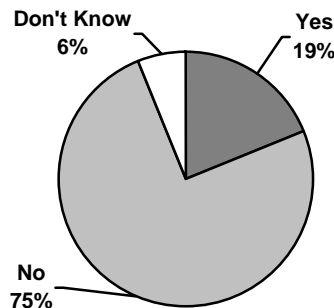
Table E72: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Northeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=122)</i>
0621	Retail trade managers	49	40.0
6421	Retail salespersons and sales clerks	32	26.1
6611	Cashiers	7	5.5

*Multiple responses allowed.

Nineteen percent of Northeast area businesses in the trade industry (n=61) expect their owner/manager/CEO to retire within the next five years.

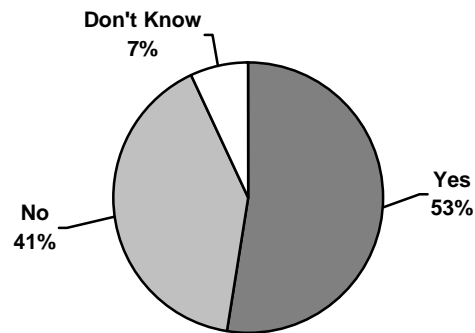
Figure E35: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Northeast Region (N=317)



²² Multiple responses allowed.

Of businesses that expect their owner/manager/CEO to retire within the next five years (n=61), 53% (n=32) have a formal or informal succession plan in place.

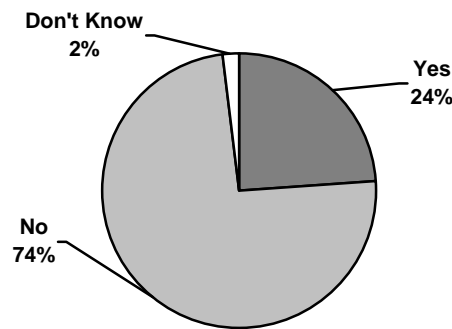
Figure E36: Businesses with a Succession Plan - Trade – Northeast Region (N=61)



2.3.3 Northwest Region (N=230)

Approximately one-quarter of Northwest area businesses in the trade industry (24%, n=55) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E37: Businesses with a Formal Human Resources Plan - Trade – Northwest Region (N=230)



Just over one-half of Northwest area businesses in this industry (55%, n=125) hired at least one new employee over the past 12 months. Of those who hired (n=125), an average of four new employees were hired. Furthermore, these surveyed businesses hired a total of 465 employees.

Retail salespersons and sales clerks (40%, n=50) was the top occupation hired over the past 12 months.

Table E73: Top Six Occupations Hired in the Past 12 Months* - Trade – Northwest Region

NOC Code	Occupation Name	n	% (N=125)
6421	Retail salespersons and sales clerks	50	39.6
6611	Cashiers	24	19.4
7414	Delivery and courier service drivers	9	7.4
6622	Grocery clerks and store shelf stockers	8	6.1
0621	Retail trade managers	7	5.4
7321	Automotive service technicians, truck mechanics and mechanical repairers	7	5.9

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=125), 69% (n=86) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=40) reported, on average, that they were not satisfied with 36% of the new employees they hired. A minority (5%, n=2) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (31%, n=12).

Table E74: Primary Reason for Dissatisfaction with New Employees - Trade – Northwest Region

	<i>n</i>	% (<i>N=40</i>)
Lacking work ethic/motivation	12	30.5
Unhappy with performance	7	17.7
Not suited/qualified for position	5	12.7
Lacking adequate training/skills	3	6.4
Poor attitude	2	5.6
Unreliable	2	4.3
Not a good fit within company	1	2.8
Inexperienced	1	2.1
Untrustworthy/dishonest	1	2.1
Other	4	10.6
Don't know	2	5.0

Of the 465 new employees hired by surveyed businesses over the past 12 months, many (85%) have high school or less than high school as their highest level of education.

Table E75: Highest Education Level of New Employees - Trade – Northwest Region

	<i>n</i>	%
University	12	2.6
Public Community College	48	10.3
Private Training Institution	10	2.2
High School	253	54.4
Less than High School	144	31.0
New Employee Total	465	100.0
Business Total	125	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=10) – Three employers rated job readiness as excellent, six rated it as good, and one rated it as poor.
- Public Community College graduates (n=27) – Eleven employers rated job readiness as excellent, 12 rated it as good, one rated it as fair and two were unsure.
- Private Training Institution graduates (n=6) – Five employers rated job readiness as excellent and two rated it as good.
- High School graduates (n=86) – 14% of employers (n=12) rated job readiness as excellent, 58% (n=50) rated it as good, 19% (n=16) rated it as fair, 6% (n=5) rated it as poor and 4% (n=3) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 7% were hired from each of the groups shown below.

Table E76: Classifications of New Employees - Trade – Northwest Region

	<i>n</i>	%
Immigrants	8	1.8
Co-op students hired for work placement	15	3.3
Persons with disabilities	4	0.9
Aboriginals	4	0.9
New Employee Total	457	6.9
Business Total	125 ²³	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (48%, n=109).

Table E77: Methods Used to Fill Staffing Vacancies* - Trade - Northwest Region

	<i>n</i>	% (N=230)
Use word of mouth/employee referrals	109	47.5
Place ad in newspaper	77	33.6
Place ad/use Service Canada Employment Centre	55	23.9
Use unsolicited resumes	55	23.7
Place ad on or check internet/websites	23	9.9
Post internally in your company/organization	20	8.6
Radio	19	8.1
Signs, flyers, pamphlets	6	2.5
Don't hire/never have vacancies/self-employed	5	2.3
Place ad on bulletin boards in local community	5	2.1
Place ad in trade/professional/association journals	4	1.6
Place ad in student employment centres at colleges/universities	3	1.3
Use an employment agency/headhunter	2	1.0
Other	4	3.2
Don't know	12	5.0

*Multiple responses allowed.

Over the past 12 months, 49% of Northwest area businesses in the trade industry (n=112) have had at least one vacant position available. Those with at least one vacancy (n=112) reported an average of three vacancies. Furthermore, these surveyed businesses reported a total of 325 vacant positions.

Of the 325 vacant positions available among these surveyed businesses, 120 positions or 37% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, most (83%) of the positions available were permanent.

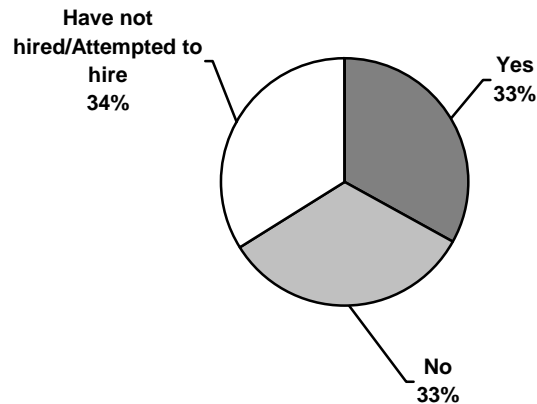
Table E78: Classification of Vacancies - Trade – Northwest Region

	<i>n</i>	%
Permanent	271	83.4
Casual/Contract	20	6.2
Seasonal	35	10.8
Vacancy Total	325	100.0
Business Total	112	-

²³ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-three percent (n=76) have experienced difficulty, 33% (n=76) have not, and 34% (n=78) have not hired or attempted to hire.

Figure E38: Businesses Experiencing Difficulty Filling Vacancies - Trade – Northwest Region (N=230)



Of businesses that have experienced difficulty in filling vacancies (n=76), the main reasons for experiencing difficulty were potential hires lacking experience (29%, n=22) and workforce shortage (26%, n=19).

Table E79: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade – Northwest Region

	<i>n</i>	% (<i>N=76</i>)
Lacking experience	22	29.3
Workforce shortage	19	25.7
Lacking soft skills (such as communication/teamwork)	17	21.9
Lacking educational/training qualifications	16	20.4
Salary expectations too high	15	19.7
Lacking specific technical skills	11	14.1
Difficult working conditions	7	9.3
Position did not provide enough hours	6	7.8
People not interested in employment	5	6.3
Lacking proper license/permit	3	4.1
Location	1	1.1
Other	8	10.8

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=76), retail salespersons and sales clerks (40%, n=30) was the most difficult occupation to fill over the past 12 months.

Table E80: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade – Northwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=76)</i>
6421	Retail salespersons and sales clerks	30	39.7
6611	Cashiers	7	9.3
0621	Retail trade managers	5	6.7

*Multiple responses allowed.

Almost all businesses in the trade industry (95%, n=218) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=13), a total of 14 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=13), retail trade managers (n=6) was the top occupation from which employees retired²⁴.

Almost two-thirds of businesses in this industry (61%, n=140) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=90), an average of two employees are expected to retire, with retirement totaling 143 employees.

Most commonly, employees are expected to retire from the retail trade managers (42%, n=38) and retail salespersons and sales clerks (28%, n=25) occupations.

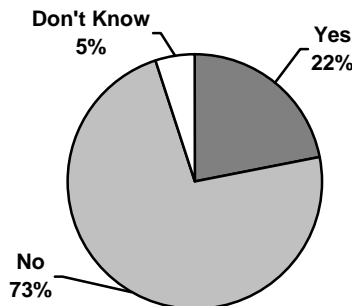
Table E81: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Northwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=90)</i>
0621	Retail trade managers	38	41.7
6421	Retail salespersons and sales clerks	25	27.6
6611	Cashiers	5	5.0

*Multiple responses allowed.

Twenty-two percent of Northwest area businesses in the trade industry (n=50) expect their owner/manager/CEO to retire within the next five years.

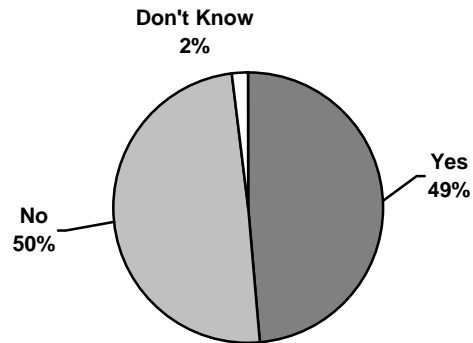
Figure E39: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Northwest Region (N=230)



²⁴ Multiple responses allowed.

Approximately one-half of businesses that expect their owner/manager/CEO to retire within the next five years (49%, n=25) have a formal or informal succession plan in place.

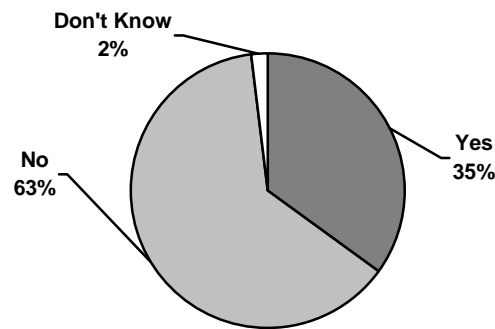
Figure E40: Businesses with a Succession Plan - Trade – Northwest Region (N=50)



2.3.4 Southeast Region (N=333)

Thirty-five percent of Southeast area businesses in the trade industry (n=118) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E41: Businesses with a Formal Human Resources Plan - Trade – Southeast Region (N=333)



More than two-thirds of Southeast area businesses in this industry (69%, n=230) hired at least one new employee over the past 12 months. Of those who hired (n=230), an average of five new employees were hired. Furthermore, these surveyed businesses hired a total of 1,545 employees.

Retail salespersons and sales clerks (43%, n=99) and cashiers (25%, n=58) were the top occupations hired over the past 12 months.

Table E82: Top Three Occupations Hired in the Past 12 Months* - Trade – Southeast Region

NOC Code	Occupation Name	n	% (N=125)
6421	Retail salespersons and sales clerks	99	43.1
6611	Cashiers	58	25.0
7452	Material handlers	21	9.3

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=230), 62% (n=143) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=87) reported, on average, that they were not satisfied with 33% of the new employees they hired. A minority (4%, n=3) were not satisfied with all new employees hired over the past 12 months.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (28%, n=25) and being unreliable (22%, n=19).

Table E83: Primary Reason for Dissatisfaction with New Employees - Trade – Southeast Region

	<i>n</i>	<i>% (N=87)</i>
Lacking work ethic/motivation	25	28.4
Unreliable	19	21.6
Unhappy with performance	15	17.4
Not suited/qualified for position	6	6.4
Too young	4	4.8
Lacking adequate training/skills	2	2.3
Poor attitude	2	2.3
Inexperienced	2	2.3
Untrustworthy/dishonest	1	1.3
Difficulty adapting to position	1	1.3
Not a good fit within company	1	1.0
Other	5	6.1
Don't know	4	4.8

Of the 1,545 new employees hired by surveyed businesses over the past 12 months, many (86%) have high school or less than high school as their highest level of education.

Table E84: Highest Education Level of New Employees – Trade - Southeast Region

	<i>n</i>	<i>%</i>
University	63	4.1
Public Community College	127	8.2
Private Training Institution	24	1.6
High School	975	63.1
Less than High School	355	23.0
New Employee Total	1,545	100.0
Business Total	230	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=36) – 41% of employers (n=15) rated job readiness as excellent, 40% (n=14) rated it as good, 17% (n=6) rated it as fair and one was unsure.
- Public Community College graduates (n=66) – 17% of employers (n=11) rated job readiness as excellent, 67% (n=44) rated it as good, 12% (n=8) rated it as fair, one rated it as poor and one was unsure.
- Private Training Institution graduates (n=16) – Seven employers rated job readiness as excellent, six rated it as good, and two rated it as poor.
- High School graduates (n=176) – 18% of employers (n=31) rated job readiness as excellent, 54% (n=95) rated it as good, 21% (n=37) rated it as fair, 4% (n=7) rated it as poor and 3% (n=5) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 3% were hired from each of the groups shown below.

Table E85: Classifications of New Employees - Trade – Southeast Region

	<i>n</i>	%
Immigrants	9	0.6
Co-op students hired for work placement	19	1.2
Persons with disabilities	13	0.8
Aboriginals	5	0.3
New Employee Total	1,539	2.9
Business Total	227 ²⁵	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (42%, n=138).

Table E86: Methods Used to Fill Staffing Vacancies* - Trade - Southeast Region

	<i>n</i>	% (N=333)
Use word of mouth/employee referrals	138	41.5
Place ad in newspaper	112	33.7
Place ad/use Service Canada Employment Centre	89	26.7
Use unsolicited resumes	50	15.1
Post internally in your company/organization	47	14.2
Place ad on or check internet/websites	45	13.4
Signs, flyers, pamphlets	28	8.5
Use an employment agency/headhunter	18	5.5
Place ad on bulletin boards in local community	15	4.6
Place ad in student employment centres at colleges/universities	8	2.5
Don't hire/never have vacancies/self-employed	5	1.6
Radio	5	1.4
Other	14	4.1
Don't know	12	3.6

*Multiple responses allowed.

Over the past 12 months, 62% of Southeast area businesses in the trade industry (n=206) have had at least one vacant position available. Those with at least one vacancy (n=206) reported an average of four vacancies. Furthermore, among these surveyed businesses, there were a total of 907 vacant positions.

Of the 907 vacant positions available among surveyed businesses, 381 positions or 42% were vacant more than once throughout the past 12 months.

Furthermore, among surveyed businesses, most (91%) of the positions available were permanent.

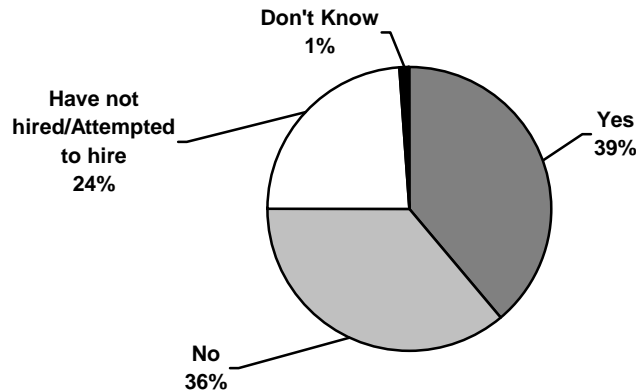
Table E87: Classification of Vacancies - Trade – Southeast Region

	<i>n</i>	%
Permanent	828	91.3
Casual/Contract	39	4.3
Seasonal	40	4.4
Vacancy Total	907	100.0
Business Total	206	-

²⁵ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. More than one-third (39%, n=131) have experienced difficulty, 36% (n=120) have not, and 24% (n=80) have not hired or attempted to hire.

Figure E42: Businesses Experiencing Difficulty Filling Vacancies - Trade – Southeast Region (N=333)



Of businesses that have experienced difficulty in filling vacancies (n=131), the main reasons for experiencing difficulty were a workforce shortage (24%, n=32) and salary expectations being too high (23%, n=31).

Table E88: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade – Southeast Region

	<i>n</i>	<i>% (N=131)</i>
Workforce shortage	32	24.1
Salary expectations too high	31	23.4
Lacking experience	27	20.4
Lacking educational/training qualifications	26	20.2
Lacking soft skills (such as communication/teamwork)	17	13.3
Difficult working conditions	15	11.2
Lacking specific technical skills	14	10.3
Position did not provide enough hours	8	5.8
People not interested in employment	6	4.7
Lacking proper license/permit	2	1.5
Location	2	1.3
Lacking bilingual skills	1	0.9
Other	5	3.7
Don't know	2	1.5

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=131), retail salespersons and sales clerks (29%, n=39) was the most difficult occupation to fill over the past 12 months.

Table E89: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade – Southeast Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=131)</i>
6421	Retail salespersons and sales clerks	39	29.4
6611	Cashiers	22	16.6
7452	Material handlers	9	6.6

*Multiple responses allowed.

The large majority of businesses in the trade industry (90%, n=298) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=35), a total of 48 employees retired, averaging one employee per business.

Retail salespersons and sales clerks (41%, n=14) was the top occupation from which employees retired.

Table E90: Top Four Occupations From Which Employees Retired Over the Past 12 Months* - Trade – Southeast Region

NOC Code	Occupation Name	n	% (N=35)
6421	Retail salespersons and sales clerks	14	41.1
0621	Retail trade managers	5	12.9
6611	Cashiers	3	8.9
7452	Material handlers	2	5.6

*Multiple responses allowed.

Just over one-half of businesses in this industry (55%, n=184) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=149), an average of two employees are expected to retire, with retirement totaling 369 employees.

Most commonly, employees are expected to retire from the retail salespersons and sales clerks occupation (26%, n=39) and the retail managers occupation (25%, n=37).

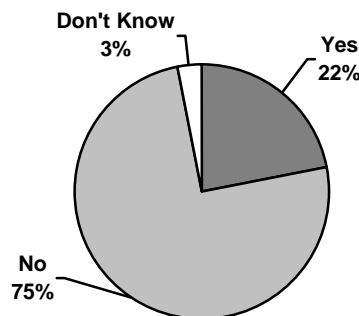
Table E91: Top Five Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Southeast Region

NOC Code	Occupation Name	n	% (N=149)
6421	Retail salespersons and sales clerks	39	26.4
0621	Retail trade managers	37	25.1
6611	Cashiers	20	13.3
1411	General office clerks	10	6.6
7452	Material handlers	9	5.9

*Multiple responses allowed.

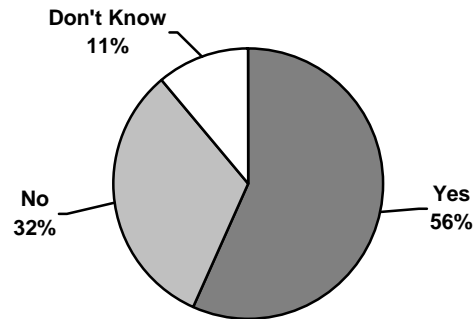
Twenty-two percent of Southeast area businesses in the trade industry (n=72) expect their owner/manager/CEO to retire within the next five years.

Figure E43: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Southeast Region (N=333)



Just over one-half of businesses that expect their owner/manager/CEO to retire within the next five years (56%, n=41) have a formal or informal succession plan in place.

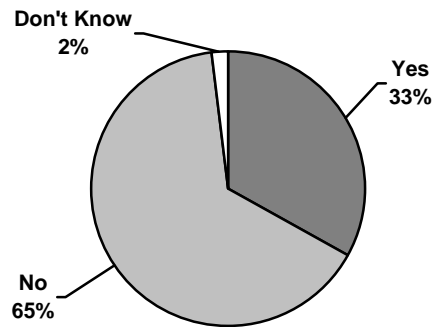
Figure E44: Businesses with a Succession Plan - Trade – Southeast Region (N=72)



2.3.5 Southwest Region (N=297)

One-third of Southwest area businesses in the trade industry (33%, n=98) have a formal human resources plan, that is, a written plan including key elements such as recruitment, retention, compensation and benefits, training, and safety.

Figure E45: Businesses with a Formal Human Resources Plan - Trade – Southwest Region (N=297)



Almost two-thirds of Southwest area businesses in this industry (61%, n=182) hired at least one new employee over the past 12 months. Of those who hired (n=182), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 1,147 employees.

Retail salespersons and sales clerks (44%, n=80) was the top occupation hired over the past 12 months.

Table E92: Top Five Occupations Hired in the Past 12 Months* - Trade – Southwest Region

NOC Code	Occupation Name	n	% (N=182)
6421	Retail salespersons and sales clerks	80	43.9
6611	Cashiers	38	20.9
6622	Grocery clerks and store shelf stockers	13	6.9
0621	Retail trade managers	12	6.8
1452	Customer service, information and related clerks	11	6.0

*Multiple responses allowed.

Of the businesses that hired new employees over the past 12 months (n=182), 65% (n=118) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=64) reported, on average, that they were not satisfied with 39% of the new employees they hired. A minority (8%, n=5) were not satisfied with all new employees hired over the past 12 months.

The primary reason identified for dissatisfaction was new employees lacking work ethic/motivation (35%, n=23).

Table E93: Primary Reason for Dissatisfaction with New Employees - Trade – Southwest Region

	<i>n</i>	<i>% (N=64)</i>
Lacking work ethic/motivation	23	35.0
Unreliable	16	24.9
Unhappy with performance	6	8.7
Not suited/qualified for position	2	3.5
Not a good fit within company	2	3.5
Untrustworthy/dishonest	2	3.5
Lacking adequate training/skills	1	1.7
Poor attitude	1	1.7
Inexperienced	1	1.3
Other	9	14.4
Don't know	1	1.7

Of the 1,147 new employees hired by surveyed businesses over the past 12 months, most (86%) have high school or less than high school as their highest level of education.

Table E94: Highest Education Level of New Employees - Trade – Southwest Region

	<i>n</i>	<i>%</i>
University	63	5.5
Public Community College	71	6.2
Private Training Institution	26	2.3
High School	789	68.8
Less than High School	198	17.3
New Employee Total	1,147	100.0
Business Total	182	-

Businesses that hired at least one employee from the various educational categories were asked to rate the overall job readiness of the employees from each category.

The majority of businesses rated the job readiness of new employees as excellent or good, regardless of employees' education level:

- University graduates (n=37) – 38% of employers (n=14) rated job readiness as excellent, 45% (n=16) rated it as good, 12% (n=4) rated it as fair, 38% (n=14) rated it as poor, and one was unsure.
- Public Community College graduates (n=31) – 9% of (n=3) employers rated job readiness as excellent, 62% (n=19) rated it as good, 22% (n=7) rated it as fair, and 7% (n=2) rated it as poor.
- Private Training Institution graduates (n=13) – One employer rated job readiness as excellent, nine rated it as good, one rated it as fair, one rated it as poor, and one was unsure.
- High School graduates (n=142) – 24% of employers (n=35) rated job readiness as excellent, 48% (n=69) rated it as good, 22% (n=31) rated it as fair, and 6% (n=8) rated it as poor.

Among surveyed businesses that hired new employees over the past 12 months, a total of 4% were hired from each of the groups shown below.

Table E95: Classifications of New Employees - Trade – Southwest Region

	<i>n</i>	%
Immigrants	12	1.2
Co-op students hired for work placement	13	1.3
Persons with disabilities	10	1.0
Aboriginals	8	0.8
New Employee Total	985	4.3
Business Total	178 ²⁶	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. The most popular method used is word of mouth/employee referrals (48%, n=143).

Table E96: Methods Used to Fill Staffing Vacancies* - Trade - Southwest Region

	<i>n</i>	% (N=297)
Use word of mouth/employee referrals	143	48.2
Place ad/use Service Canada Employment Centre	110	37.2
Place ad in newspaper	93	31.3
Use unsolicited resumes	38	12.6
Place ad on or check internet/websites	35	11.7
Post internally in your company/organization	32	10.8
Use an employment agency/headhunter	18	6.1
Place ad on bulletin boards in local community	18	6.0
Signs, flyers, pamphlets	17	5.6
Place ad in student employment centres at colleges/universities	7	2.4
Don't hire/never have vacancies/self-employed	6	2.1
Place ad in trade/professional/association journals	4	1.4
Other	9	3.2
Don't know	16	5.2

*Multiple responses allowed.

Over the past 12 months, 56% of Southwest area businesses in the trade industry (n=165) have had at least one vacant position available. Those with at least one vacancy (n=165) reported an average of four vacancies. Furthermore, these surveyed businesses reported a total of 730 vacant positions.

Of the 730 vacant positions available among these surveyed businesses, 235 positions or 32% were vacant more than once throughout the past 12 months.

Furthermore, among these surveyed businesses, approximately three-quarters (74%) of the positions available were permanent.

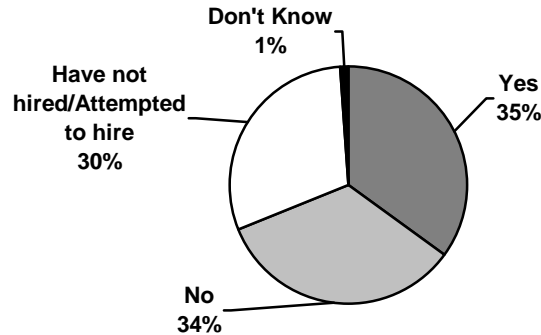
Table E97: Classification of Vacancies - Trade – Southwest Region

	<i>n</i>	%
Permanent	539	73.8
Casual/Contract	130	17.8
Seasonal	62	8.5
Vacancy Total	730	100.0
Business Total	165	-

²⁶ Businesses with missing data were excluded from this analysis.

Businesses were asked if they have experienced any difficulty in filling vacancies. Just over one-third (35%, n=103) have experienced difficulty, 34% (n=101) have not, and 30% (n=90) have not hired or attempted to hire.

Figure E46: Businesses Experiencing Difficulty Filling Vacancies - Trade – Southwest Region (N=297)



Of businesses that have experienced difficulty in filling vacancies (n=103), the main reason for experiencing difficulty was potential hires lacking educational/training qualifications (28%, n=29).

Table E98: Main Reason for Experiencing Difficulty in Filling Vacancies* - Trade – Southwest Region

	<i>n</i>	<i>% (N=103)</i>
Lacking educational/training qualifications	29	27.9
Salary expectations too high	21	20.8
Lacking experience	21	19.9
Workforce shortage	20	19.1
Lacking soft skills (such as communication/teamwork)	17	16.1
Difficult working conditions	12	11.8
Position did not provide enough hours	10	9.6
Lacking specific skills	6	5.7
Location	2	1.9
People not interested in employment	1	1.1
Lacking proper license/permit	1	1.1
Other	2	2.2
Don't know	1	1.1

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=103), retail salespersons and sales clerks (37%, n=38) was the most difficult occupation to fill over the past 12 months.

Table E99: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Trade – Southwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=103)</i>
6421	Retail salespersons and sales clerks	38	36.6
6611	Cashiers	11	10.6
0621	Retail trade managers	5	4.7
7321	Automotive service technicians, truck mechanics and mechanical repairers	6	6.0

*Multiple responses allowed.

The large majority of businesses in the trade industry (93%, n=276) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=21), a total of 24 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=21), retail salespersons and sales clerks (n=6) and cashiers (n=4) were the top occupations from which employees retired²⁷.

More than one-half of businesses in this industry (57%, n=170) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=128), an average of two employees are expected to retire, with retirement totaling 337 employees.

Most commonly, employees are expected to retire from the retail trade managers occupations (34%, n=43).

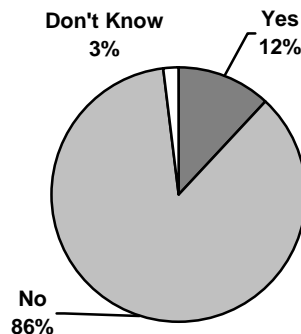
Table E100: Top Six Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Trade - Southwest Region

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=128)</i>
0621	Retail trade managers	43	33.6
6421	Retail salespersons and sales clerks	33	25.8
6611	Cashiers	12	9.3
7414	Delivery and courier service drivers	6	4.9
1411	General office clerks	6	4.9
3131	Pharmacists	6	4.6

*Multiple responses allowed.

Almost one-quarter of Southwest area businesses in the trade industry (23%, n=69) expect their owner/manager/CEO to retire within the next five years.

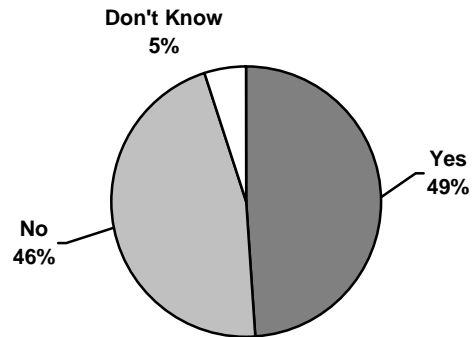
Figure E47: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years - Trade – Southwest Region (N=297)



²⁷ Multiple responses allowed.

Approximately one-half of businesses that expect their owner/manager/CEO to retire within the next five years (49%, n=34) have a formal or informal succession plan in place.

Figure E48: Businesses with a Succession Plan - Trade – Southwest Region (N=69)



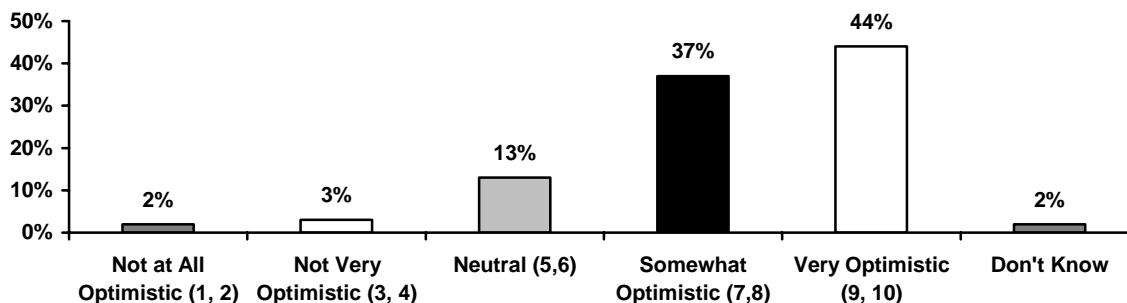
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=1,482)

Businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.0 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. The majority of businesses provided a somewhat optimistic (37%, n=548) or very optimistic (44%, n=644) outlook toward the future.

Figure E49: Level of Optimism About the Future - Trade – Provincial Overview (N=1,482)



Businesses that provided an optimistic rating (7 or higher out of 10, n=1,193) explained their positive outlook by their business doing well (43%, n=508).

Businesses with a neutral rating (5 or 6 out of 10, n=185) mainly indicated that the economy is unstable (24%, n=44) or the future is uncertain (21%, n=39), while businesses that provided a pessimistic rating (4 or lower out of 10, n=75) indicated that the future is uncertain (30%, n=22) or the economy is unstable (24%, n=18).

Table E101: Reasons for Rating Provided* - Trade – Provincial Overview

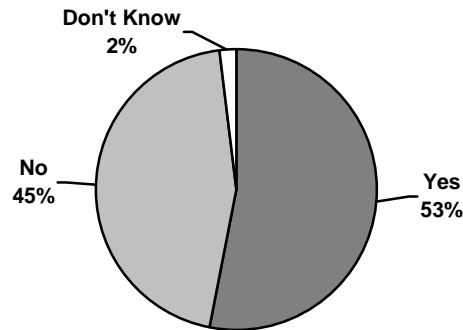
Optimistic	n	% (N=1,193)
Business is doing well	508	42.6
Growing industry/company	283	23.7
Well established company	216	18.1
Future is uncertain	35	2.9
Economy is unstable	34	2.8
Increase in competition	24	2.0
Business is not doing well	21	1.8
Workforce shortage	20	1.7
Change in exchange rates	11	0.9
Increase in operating costs	9	0.8
Other	154	12.8
Don't know/no answer	74	6.2
Neutral	n	% (N=185)
Economy is unstable	44	23.5
Future is uncertain	39	21.2
Business is not doing well	27	14.4
Increase in competition	21	11.6
Increase in operating costs	14	7.3
Workforce shortage	13	6.9
Change in exchange rates	6	3.2
Business is doing well	4	2.3
Well established company	4	2.0
Growing industry/company	2	1.1
Operating in the public sector	1	0.5
Business relies on limited outside funding	1	0.5
Other	25	13.7
Don't know/no answer	9	4.7

Pessimistic	n	% (N=75)
Future is uncertain	22	29.9
Economy is unstable	18	23.9
Business is not doing well	13	17.4
Increase in operating costs	6	8.3
Increase in competition	6	8.3
Change in exchange rates	6	7.6
Workforce shortage	4	4.9
Business is doing well	1	1.5
Other	8	11.0
Don't know/no answer	3	4.2

*Multiple responses allowed.

Just over one-half of businesses operating in the trade industry (53%, n=792) have experienced significant changes to their external operating environment over the past two years.

Figure E50: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Provincial Overview (N=1,482)



Businesses that experienced changes (n=792) identified the biggest changes as an increase in fuel prices (48%, n=378) and a change in exchange rates (37%, n=294).

Table E102: Changes Experienced* - Trade – Provincial Overview

	n	% (N=792)
Increase in fuel prices	378	47.8
Change in exchange rates	294	37.2
Increase in cost of supplies/overhead	128	16.1
Downturn in economy	108	13.6
Government legislation	79	10.0
Increase in competition	66	8.3
Decline in particular industries	53	6.6
Minimum wage increases	17	2.1
Increase in insurance rates	13	1.6
Growth in economy	10	1.2
Workforce shortage	8	1.0
Other	137	17.3
Don't know	4	0.5

*Multiple responses allowed.

3.2 Urban/Rural Subdivision

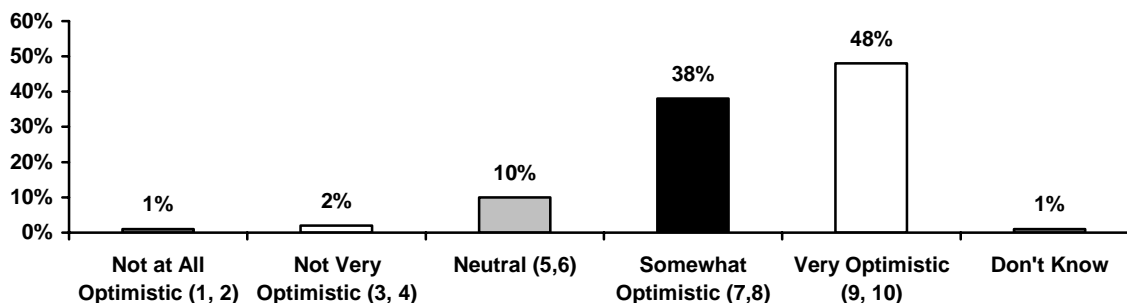
3.2.1 Urban Subdivision

3.2.2 Rural Subdivision

3.2.1 Urban Subdivision (N=831)

Urban businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.3 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (38%, n=314) or very optimistic (48%, n=398) outlook toward the future.

Figure E51: Level of Optimism About the Future - Trade – Urban Subdivision (N=831)



Businesses that provided an optimistic rating (7 or higher out of 10, n=712) explained their positive outlook by their business doing well (45%, n=318).

Businesses with a neutral rating (5 or 6 out of 10, n=80) mainly indicated that the economy is unstable (28%, n=22) or the future is uncertain (24%, n=19), while businesses that provided a pessimistic rating (4 or lower out of 10, n=27) indicated that the future is uncertain (n=10).

Table E103: Reasons for Rating Provided* - Trade – Urban Subdivision

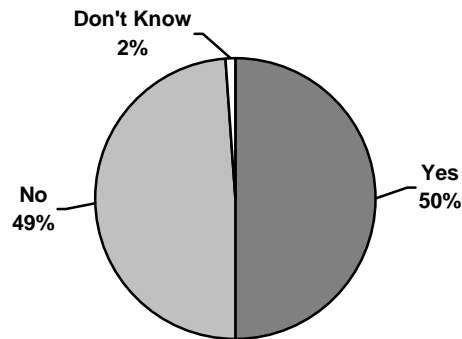
Optimistic	n	% (N=712)
Business is doing well	318	44.7
Growing industry/company	191	26.8
Well established company	139	19.5
Economy is unstable	20	2.8
Future is uncertain	19	2.7
Increase in competition	15	2.1
Business is not doing well	10	1.4
Workforce shortage	7	1.0
Increase in operating costs	5	0.7
Change in exchange rates	3	0.4
Offering an essential service	2	0.3
Other	76	10.6
Don't know/no answer	37	5.2
Neutral	n	% (N=80)
Economy is unstable	22	27.5
Future is uncertain	19	23.8
Business is not doing well	10	12.5
Increase in competition	10	12.5
Increase in operating costs	6	7.5
Workforce shortage	6	7.5
Business is doing well	3	3.8
Well established company	1	1.3
Growing industry/company	1	1.3
Other	9	11.3
Don't know/no answer	4	5.0

Pessimistic	n	% (N=27)
Future is uncertain	10	37.0
Business is not doing well	4	14.8
Increase in competition	4	14.8
Increase in operating costs	4	14.8
Economy is unstable	3	11.1
Change in exchange rates	2	7.4
Business is doing well	1	3.7
Workforce shortage	1	3.7
Other	2	7.4
Don't know	2	7.4

*Multiple responses allowed.

One-half of urban businesses operating in the trade industry (50%, n=411) have experienced significant changes to their external operating environment over the past two years.

Figure E52: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Urban Subdivision (N=831)



Businesses that experienced changes (n=411) identified the biggest changes as an increase in fuel prices (48%, n=197) and a change in exchange rates (40%, n=165).

Table E104: Changes Experienced* - Trade – Urban Subdivision

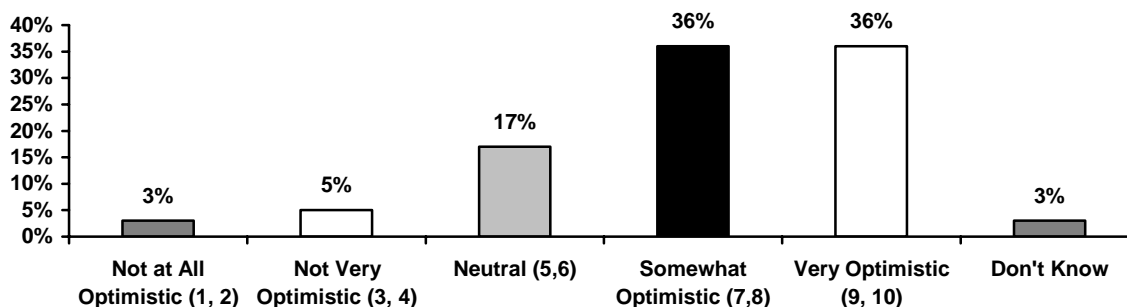
	n	% (N=411)
Increase in fuel prices	197	47.9
Change in exchange rates	165	40.1
Increase in cost of supplies/overhead	69	16.8
Downturn in economy	49	11.9
Government legislation	46	11.2
Increase in competition	36	8.8
Decline in particular industries	24	5.8
Minimum wage increases	8	1.9
Growth in economy	7	1.7
Increase in insurance rates	4	1.0
Workforce shortage	3	0.7
Other	62	15.1
Don't know	3	0.7

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=642)

Rural businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.6 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (36%, n=230) or very optimistic (36%, n=231) outlook toward the future.

Figure E53: Level of Optimism About the Future - Trade – Rural Subdivision (N=642)



Businesses that provided an optimistic rating (7 or higher out of 10, n=461) explained their positive outlook by their business doing well (38%, n=177).

Businesses with a neutral rating (5 or 6 out of 10, n=111) mainly indicated that the economy is unstable or the future is uncertain (19% each, n=21 each), while businesses that provided a pessimistic rating (4 or lower out of 10, n=52) indicated that the economy is unstable (33%, n=17).

Table E105: Reasons for Rating Provided* - Trade – Rural Subdivision

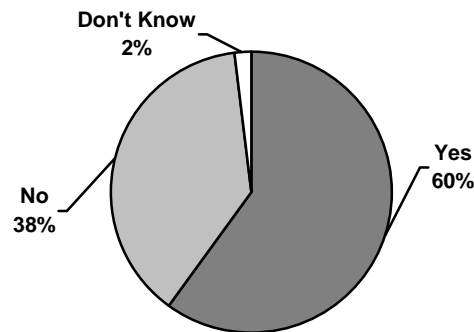
Optimistic	n	% (N=461)
Business is doing well	177	38.4
Growing industry/company	80	17.4
Well established company	70	15.2
Future is uncertain	16	3.5
Workforce shortage	14	3.0
Economy is unstable	13	2.8
Business is not doing well	12	2.6
Change in exchange rates	9	2.0
Increase in competition	8	1.7
Offering an essential service	5	1.1
Increase in operating costs	4	0.9
Other	72	15.6
Don't know/no answer	38	8.2
Neutral	n	% (N=111)
Economy is unstable	21	18.9
Future is uncertain	21	18.9
Business is not doing well	17	15.3
Increase in competition	12	10.8
Increase in operating costs	8	7.2
Workforce shortage	7	6.3
Change in exchange rates	7	6.3
Well established company	3	2.7
Business is doing well	1	0.9
Growing industry/company	1	0.9
Operating in the public sector	1	0.9
Business relies on limited outside funding	1	0.9
Other	18	16.2
Don't know/no answer	5	4.5

Pessimistic	n	% (N=52)
Economy is unstable	17	32.7
Future is uncertain	13	25.0
Business is not doing well	10	19.2
Change in exchange rates	4	7.7
Workforce shortage	3	5.8
Increase in operating costs	2	3.8
Increase in competition	2	3.8
Other	7	13.5
Don't know/no answer	1	1.9

*Multiple responses allowed.

The majority of rural businesses operating in the trade industry (60%, n=386) have experienced significant changes to their external operating environment over the past two years.

Figure E54: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Rural Subdivision (N=642)



Businesses that experienced changes (n=386) identified the biggest changes as an increase in fuel prices (48%, n=184) and a change in exchange rates (33%, n=128).

Table E106: Changes Experienced* - Trade – Rural Subdivision

	n	% (N=386)
Increase in fuel prices	184	47.7
Change in exchange rates	128	33.2
Downturn in economy	62	16.1
Increase in cost of supplies/overhead	59	15.3
Government legislation	32	8.3
Decline in particular industries	30	7.8
Increase in competition	30	7.8
Increase in insurance rates	10	2.6
Minimum wage increases	9	2.3
Workforce shortage	5	1.3
Growth in economy	2	0.5
Other	78	20.2
Don't know	1	0.3

*Multiple responses allowed.

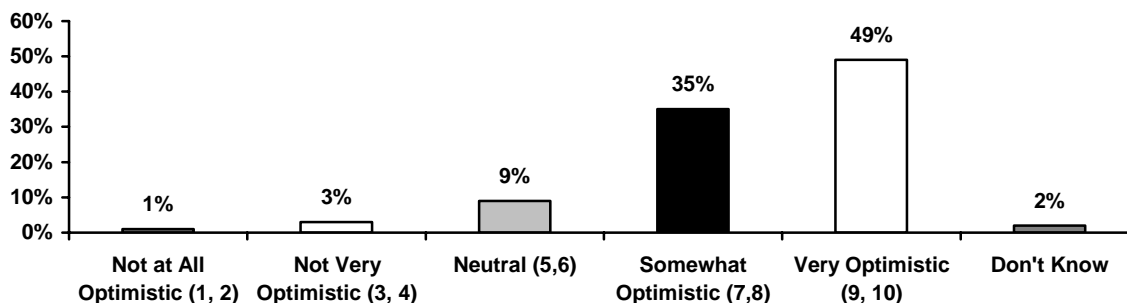
3.3 Economic Regions

- 3.3.1 Central Region**
- 3.3.2 Northeast Region**
- 3.3.3 Northwest Region**
- 3.3.4 Southeast Region**
- 3.3.5 Southwest Region**

3.3.1 Central Region (N=304)

Central region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.3 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (35%, n=107) or very optimistic (49%, n=150) outlook toward the future.

Figure E55: Level of Optimism About the Future - Trade – Central Region (N=304)



Businesses that provided an optimistic rating (7 or higher out of 10, n=257) explained their positive outlook by their business doing well (52%, n=134).

Businesses with a neutral rating (5 or 6 out of 10, n=28) mainly indicated that the future is uncertain (n=10), while businesses that provided a pessimistic rating (4 or lower out of 10, n=12) also indicated that the future is uncertain (n=5).

Table E107: Reasons for Rating Provided* - Trade – Central Region

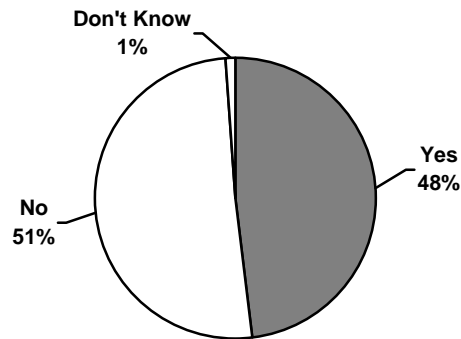
Optimistic	n	% (N=257)
Business is doing well	134	52.1
Growing industry/company	68	26.2
Well established company	53	20.7
Workforce shortage	6	2.2
Increase in operating costs	5	2.1
Future is uncertain	4	1.4
Economy is unstable	3	1.3
Increase in competition	3	1.3
Business is not doing well	3	1.3
Change in exchange rates	2	0.9
Other	22	8.6
Don't know/no answer	3	1.2
Neutral	n	% (N=28)
Future is uncertain	10	37.1
Economy is unstable	5	18.6
Business is not doing well	4	13.6
Increase in operating costs	3	10.1
Business is doing well	1	4.0
Well established company	1	3.0
Workforce shortage	1	3.0
Other	4	14.1
Don't know/no answer	2	7.0

Pessimistic	n	% (N=12)
Future is uncertain	5	41.6
Increase in operating costs	4	38.9
Business is not doing well	2	19.5
Increase in competition	2	19.5
Economy is unstable	1	7.4
Don't know/no answer	1	9.7

*Multiple responses allowed.

Almost one-half of Central area businesses operating in the trade industry (48%, n=146) have experienced significant changes to their external operating environment over the past two years.

Figure E56: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Central Region (N=304)



Businesses that experienced changes (n=146) identified the biggest changes as an increase in fuel prices (49%, n=71) and a change in exchange rates (36%, n=52).

Table E108: Changes Experienced* - Trade – Central Region

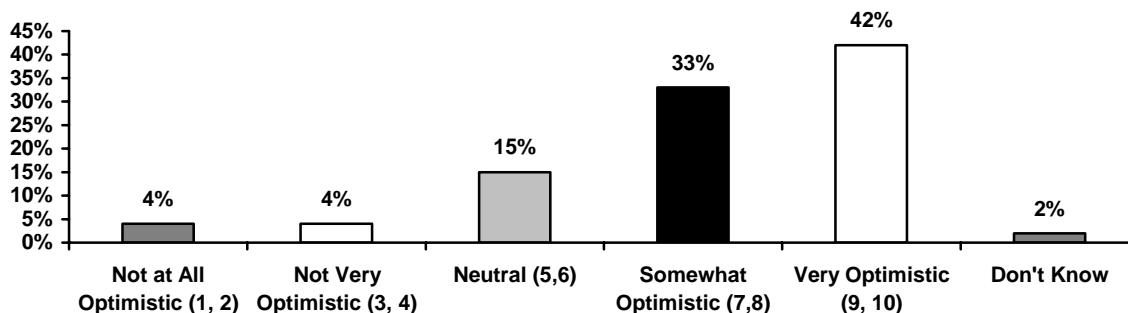
	n	% (N=146)
Increase in fuel prices	71	48.5
Change in exchange rates	52	35.6
Increase in cost of supplies/overhead	18	12.1
Government legislation	17	11.5
Downturn in economy	16	11.0
Increase in competition	11	7.5
Minimum wage increases	8	5.2
Decline in particular industries	4	2.7
Increase in insurance rates	3	1.9
Workforce shortage	1	0.8
Growth in economy	1	0.8
Other	31	20.9
Don't know	1	0.8

*Multiple responses allowed.

3.3.2 Northeast Region (N=317)

Northeast region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.8 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (33%, n=105) or very optimistic (42%, n=134) outlook toward the future.

Figure E57: Level of Optimism About the Future - Trade – Northeast Region (N=317)



Businesses that provided an optimistic rating (7 or higher out of 10, n=239) explained their positive outlook by their business doing well (39%, n=94).

Businesses with a neutral rating (5 or 6 out of 10, n=48) mainly indicated that the economy is unstable (32%, n=15), while businesses that provided a pessimistic rating (4 or lower out of 10, n=23) indicated that the economy is unstable (n=7) or the future is uncertain (n=6).

Table E109: Reasons for Rating Provided* - Trade – Northeast Region

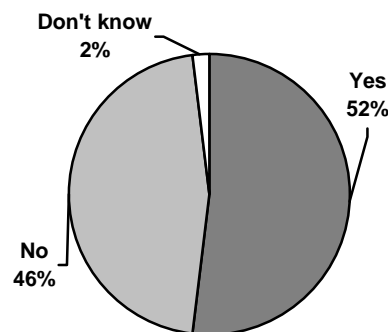
Optimistic	n	% (N=239)
Business is doing well	94	39.4
Growing industry/company	45	18.8
Well established company	38	15.7
Future is uncertain	10	4.3
Economy is unstable	10	4.3
Business is not doing well	6	2.4
Increase in competition	6	2.6
Workforce shortage	5	1.9
Increase in operating costs	1	0.5
Other	34	14.4
Don't know/no answer	20	8.5
Neutral	n	% (N=48)
Economy is unstable	15	31.8
Increase in competition	8	16.4
Business is not doing well	7	14.7
Future is uncertain	7	14.1
Workforce shortage	7	13.5
Increase in operating costs	3	5.9
Well established company	1	1.8
Growing industry/company	1	1.8
Other	6	13.0
Don't know/no answer	2	3.5

Pessimistic	n	% (N=22)
Economy is unstable	7	32.5
Future is uncertain	6	25.0
Business is not doing well	4	18.8
Increase in competition	2	9.9
Workforce shortage	2	7.5
Increase in operating costs	2	7.5
Change in exchange rates	1	3.8
Other	4	16.2

*Multiple responses allowed.

Approximately one-half of Northeast area businesses operating in the trade industry (52%, n=166) have experienced significant changes to their external operating environment over the past two years.

Figure E58: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Northeast Region (N=317)



Businesses that experienced changes (n=166) identified the biggest change as an increase in fuel prices (49%, n=82).

Table E110: Changes Experienced* - Trade – Northeast Region

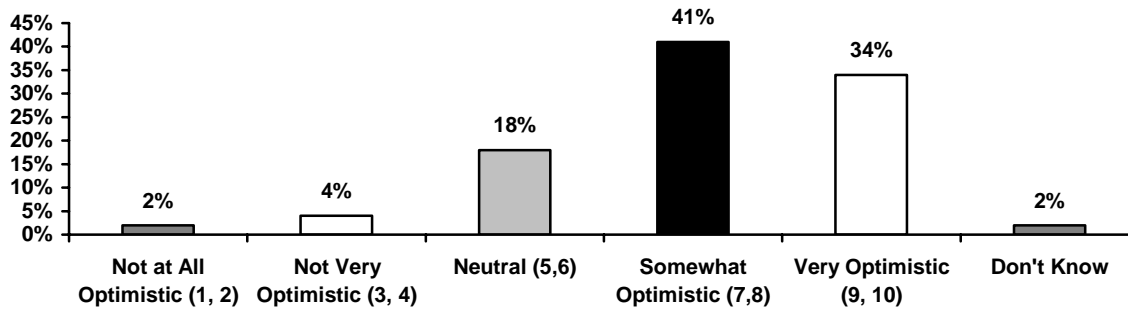
	n	% (N=166)
Increase in fuel prices	82	49.0
Change in exchange rates	34	20.7
Increase in cost of supplies/overhead	34	20.7
Downturn in economy	26	15.5
Decline in particular industries	22	13.2
Increase in competition	8	4.8
Government legislation	6	3.6
Workforce shortage	3	1.5
Minimum wage increases	3	1.5
Growth in economy	1	0.7
Increase in insurance rates	1	0.5
Other	27	16.3
Don't know	1	0.5

*Multiple responses allowed.

3.3.3 Northwest Region (N=230)

Northwest region businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.6 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (41%, n=94) or very optimistic (34%, n=78) outlook toward the future.

Figure E59: Level of Optimism About the Future - Trade – Northwest Region (N=230)



Businesses that provided an optimistic rating (7 or higher out of 10, n=172) explained their positive outlook by their business doing well (39%, n=67).

Businesses with a neutral rating (5 or 6 out of 10, n=41) mainly indicated that the economy is unstable (28%, n=12), while businesses that provided a pessimistic rating (4 or lower out of 10, n=13) indicated that the future is uncertain (n=4).

Table E111: Reasons for Rating Provided* - Trade – Northwest Region

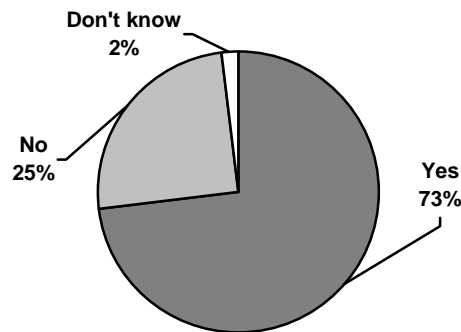
Optimistic	n	% (N=172)
Business is doing well	67	38.7
Well established company	31	17.9
Growing industry/company	23	13.1
Economy is unstable	8	4.9
Business is not doing well	7	3.8
Future is uncertain	4	2.5
Change in exchange rates	4	2.5
Increase in competition	3	1.6
Offering an essential service	2	1.0
Workforce shortage	1	0.5
Increase in operating costs	1	0.5
Other	24	13.9
Don't know/no answer	22	12.9
Neutral	n	% (N=41)
Economy is unstable	12	28.2
Future is uncertain	7	17.9
Business is not doing well	7	16.6
Increase in competition	4	10.4
Change in exchange rates	3	8.3
Increase in operating costs	2	4.8
Well established company	1	2.1
Business relies on limited outside funding	1	2.1
Other	6	13.8
Don't know/no answer	2	4.1

Pessimistic	n	% (N=13)
Future is uncertain	4	30.4
Economy is unstable	3	19.6
Business is not doing well	2	13.1
Workforce shortage	1	8.6
Business is doing well	1	8.6
Other	3	19.6
Don't know	1	8.6

*Multiple responses allowed.

Almost three-quarters of Northwest area businesses operating in the trade industry (73%, n=168) have experienced significant changes to their external operating environment over the past two years.

Figure E60: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Northwest Region (N=230)



Businesses that experienced changes (n=168) identified the biggest changes as a change in exchange rates (51%, n=85) and an increase in fuel prices (39%, n=66).

Table E112: Changes Experienced* - Trade – Northwest Region

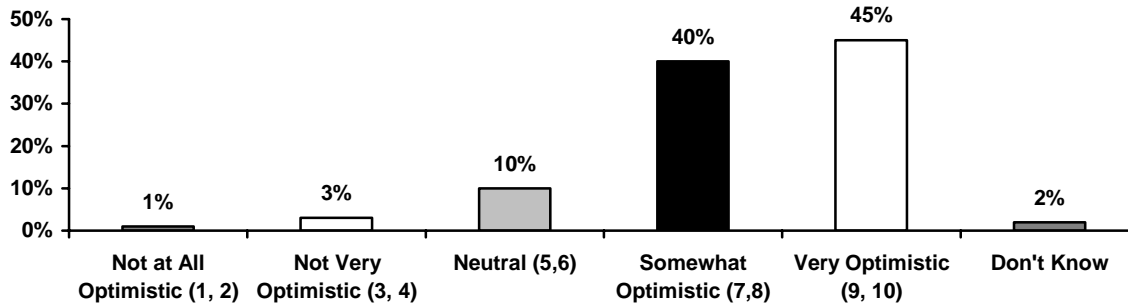
	n	% (N=168)
Change in exchange rates	85	50.8
Increase in fuel prices	66	39.3
Increase in cost of supplies/overhead	34	20.5
Downturn in economy	32	19.0
Increase in competition	19	11.5
Decline in particular industries	13	7.8
Government legislation	12	6.9
Increase in insurance rates	2	1.2
Minimum wage increases	1	0.7
Workforce shortage	1	0.7
Other	31	18.4

*Multiple responses allowed.

3.3.4 Southeast Region (N=333)

Southeast region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.2 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (40%, n=132) or very optimistic (45%, n=149) outlook toward the future.

Figure E61: Level of Optimism About the Future - Trade – Southeast Region (N=333)



Businesses that provided an optimistic rating (7 or higher out of 10, n=282) explained their positive outlook by their business doing well (40%, n=114).

Businesses with a neutral rating (5 or 6 out of 10, n=33) mainly indicated that the future is uncertain (27%, n=9) and that competition has increased (25%, n=8), while businesses that provided a pessimistic rating (4 or lower out of 10, n=11) indicated that the future is uncertain (n=5).

Table E113: Reasons for Rating Provided* - Trade – Southeast Region

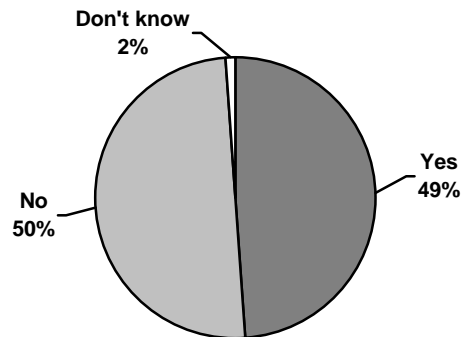
Optimistic	n	% (N=281)
Business is doing well	114	40.3
Growing industry/company	75	26.7
Well established company	50	17.7
Future is uncertain	11	3.8
Economy is unstable	6	2.3
Increase in competition	6	2.2
Workforce shortage	6	2.0
Offering an essential service	4	1.3
Change in exchange rates	1	0.4
Business is not doing well	1	0.4
Other	34	12.1
Don't know/no answer	19	6.6
Neutral	n	% (N=33)
Future is uncertain	9	26.5
Increase in competition	8	24.8
Increasing operating costs	5	15.4
Business is not doing well	4	12.0
Economy is unstable	3	9.4
Workforce shortage	2	6.0
Business is doing well	1	3.4
Growing industry/company	1	3.4
Well established company	1	3.4
Operating in the public sector	1	2.6
Other	3	8.6

Pessimistic	n	% (N=11)
Future is uncertain	5	43.6
Business is not doing well	2	20.4
Economy is unstable	2	18.0
Change in exchange rates	1	10.2
Other	1	7.7

*Multiple responses allowed.

Approximately one-half of Southeast area businesses operating in the trade industry (49%, n=162) have experienced significant changes to their external operating environment over the past two years.

Figure E62: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Southeast Region (N=333)



Businesses that experienced changes (n=162) identified the biggest change as an increase in fuel prices (56%, n=91).

Table E114: Changes Experienced* - Trade – Southeast Region

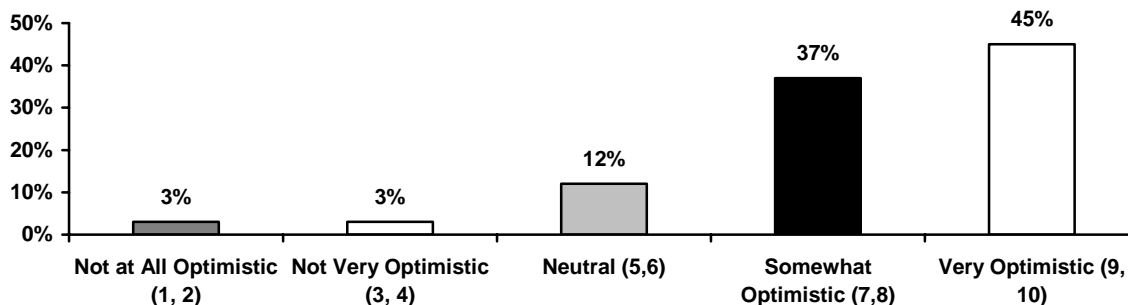
	n	% (N=162)
Increase in fuel prices	91	56.2
Change in exchange rates	60	37.0
Increase in cost of supplies/overhead	26	16.1
Government legislation	19	12.1
Downturn in economy	19	12.1
Increase in competition	9	5.8
Decline in particular industries	7	4.0
Increase in insurance rates	4	2.3
Growth in economy	3	2.1
Workforce shortage	3	1.7
Minimum wage increases	3	1.6
Other	24	14.6
Don't know	2	1.4

*Multiple responses allowed.

3.3.5 Southwest Region (N=297)

Southwest region businesses operating in this industry were generally optimistic about the future, providing a mean rating of 8.0 on a scale of 1 to 10, where 1 was “not at all optimistic” and 10 was “very optimistic”. Most often, businesses provided a somewhat optimistic (37%, n=111) or very optimistic (45%, n=133) outlook toward the future.

Figure E63: Level of Optimism About the Future - Trade – Southwest Region (N=297)



Businesses that provided an optimistic rating (7 or higher out of 10, n=243) explained their positive outlook by their business doing well (41%, n=100).

Businesses with a neutral rating (5 or 6 out of 10, n=35) indicated that the economy is unstable (24%, n=8), while businesses that provided a pessimistic rating (4 or lower out of 10, n=16) also indicated the economy is unstable (n=5).

Table E115: Reasons for Rating Provided* - Trade – Southwest Region

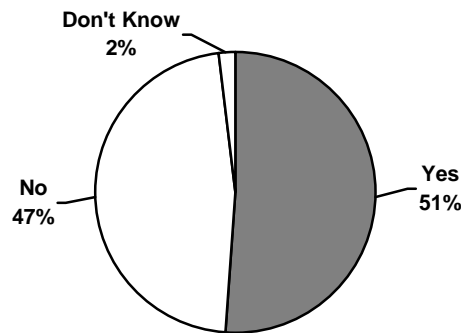
Optimistic	n	% (N=243)
Business is doing well	100	41.2
Growing industry/company	73	29.9
Well established company	45	18.3
Future is uncertain	6	2.6
Increase in competition	5	2.1
Economy is unstable	5	2.1
Business is not doing well	5	2.0
Change in exchange rates	3	1.4
Workforce shortage	3	1.3
Increase in operating costs	2	0.7
Offering an essential service	1	0.5
Operating in the public sector	1	0.5
Other	31	12.7
Don't know/no answer	10	4.0
Neutral	n	% (N=35)
Economy is unstable	8	24.0
Future is uncertain	6	16.8
Business is not doing well	5	14.4
Workforce shortage	3	9.6
Change in exchange rates	3	7.2
Business is doing well	2	5.6
Increase in competition	1	3.2
Increase in operating costs	1	2.4
Other	7	19.2
Don't know/no answer	3	9.6

Pessimistic	n	% (N=16)
Economy is unstable	5	31.1
Change in exchange rates	4	22.4
Future is uncertain	3	18.9
Business is not doing well	3	15.6
Increase in competition	2	10.4
Workforce shortage	1	5.2
Other	1	6.9
Don't know/no answer	1	5.2

*Multiple responses allowed.

Approximately one-half of Southwest area businesses operating in the trade industry (51%, n=150) have experienced significant changes to their external operating environment over the past two years.

Figure E64: Experienced Significant Change to External Operating Environment Over the Past Two Years - Trade – Southwest Region (N=297)



Businesses that experienced changes (n=150) identified the biggest changes as an increase in fuel prices (46%, n=69) and a change in exchange rates (42%, n=63).

Table E116: Changes Experienced* - Trade – Southwest Region

	n	% (N=150)
Increase in fuel prices	69	46.0
Change in exchange rates	63	42.2
Government legislation	25	16.7
Increase in competition	19	12.4
Increase in cost of supplies/overhead	15	10.1
Downturn in economy	15	9.8
Decline in particular industries	7	4.7
Growth in economy	4	2.6
Increase in insurance rates	4	2.5
Minimum wage increases	3	1.9
Other	25	16.6

*Multiple responses allowed.

4.0 Training and Employment Development

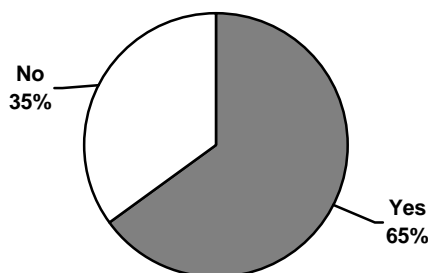
4.1 Provincial Overview

4.1 Provincial Overview (N=1,482)

Among businesses in the trade industry, almost two-thirds (65%, n=967) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=967), 35% (n=335) did not offer formal training, while the remaining 65% (n=632) made formal training available.

Figure E65: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade - Provincial Overview (N=1,482)



Of businesses that offered formal training to their employees (n=632), the most common source of formal, structured training was internal staff (69%, n=432).

Overall, formal training sessions account for approximately 5% of these businesses' overall operating budgets.

Table E117: Sources of Formal, Structured Training* - Trade - Provincial Overview

	<i>n</i>	<i>% (N=632)</i>
Internal staff	432	68.5
Manufacturers training/new equipment training	109	17.3
A non-profit organization/professional association	96	15.2
A private training institution	78	12.3
NBCC or CCNB	51	8.1
Private consultant	30	4.8
Another public educational institution	26	4.1
Conferences, seminars, trade shows	15	2.3
Online/internet	14	2.2
Franchise people/videos	6	0.9
Courses offered by government	5	0.8
Other	52	8.2
Don't know	6	0.9

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

4.2.1 Urban Subdivision

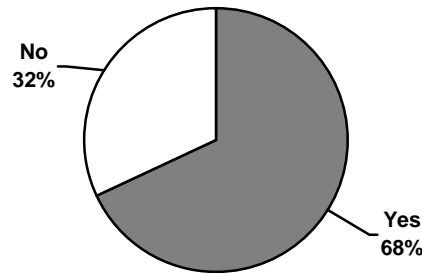
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=831)

Among urban businesses in the trade industry, just over two-thirds (68%, n=567) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=567), 31% (n=178) did not offer formal training, while the remaining 69% (n=389) made formal training available.

Figure E66: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Urban Subdivision (N=831)



Of businesses that offered formal training to their employees (n=389), the most common source of formal, structured training was internal staff (70%, n=274).

Overall, formal training sessions account for approximately 5% of these businesses' overall operating budgets.

Table E118: Sources of Formal, Structured Training* - Trade - Urban Subdivision

	<i>n</i>	<i>% (N=389)</i>
Internal staff	274	70.4
Manufacturers training/new equipment training	70	18.0
A non-profit organization/professional association	56	14.4
A private training institution	51	13.1
NBCC or CCNB	31	8.0
Private consultant	21	5.4
Another public educational institution	17	4.4
Conferences, seminars, trade shows	7	1.8
Online/internet	7	1.8
Courses offered by government	4	1.0
Franchise people/videos	3	0.8
Other	27	6.9
Don't know	3	0.8

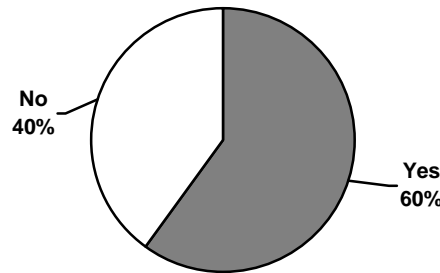
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=642)

Among rural businesses in the trade industry, the majority (60%, n=387) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=387), 41% (n=159) did not offer formal training, while the remaining 59% (n=228) made formal training available.

Figure E67: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Rural Subdivision (N=642)



Of businesses that offered formal training to their employees (n=228), the most common source of formal, structured training was internal staff (64%, n=146).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E119: Sources of Formal, Structured Training* - Trade - Rural Subdivision

	<i>n</i>	<i>% (N=228)</i>
Internal staff	146	64.0
A non-profit organization/professional association	39	17.1
Manufacturers training/new equipment training	36	15.8
A private training institution	24	10.5
NBCC or CCNB	19	8.3
Another public educational institution	8	3.5
Private consultant	8	3.5
Conferences, seminars, trade shows	8	3.5
Online/internet	7	3.1
Franchise people/videos	3	1.3
Courses offered by government	1	0.4
Other	25	11.0
Don't know	3	1.3

*Multiple responses allowed.

4.3 Economic Regions

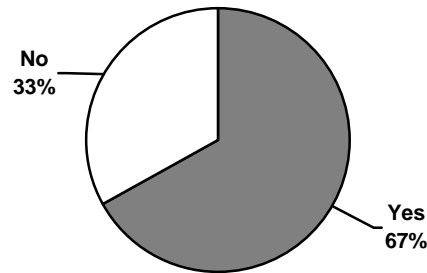
- 4.3.1 Central Region**
- 4.3.2 Northeast Region**
- 4.3.3 Northwest Region**
- 4.3.4 Southeast Region**
- 4.3.5 Southwest Region**

4.3.1 Central Region (N=304)

Two-thirds of businesses in the trade industry in Central New Brunswick (67%, n=204) have offered informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=204), 35% (n=71) did not offer formal training, while the remaining 65% (n=133) made formal training available.

Figure E68: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Central Region (N=304)



Of businesses that offered formal training to their employees (n=133), the most common source of formal, structured training was internal staff (71%, n=95).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E120: Sources of Formal, Structured Training* - Trade - Central Region

	<i>n</i>	<i>% (N=133)</i>
Internal staff	95	71.2
Manufacturers training/new equipment training	28	20.8
A non-profit organization/professional association	19	14.6
A private training institution	15	11.6
Private consultant	7	5.1
NBCC or CCNB	7	5.1
Another public educational institution	5	4.0
Conferences, seminars, trade shows	4	3.2
Online/internet	4	3.2
Franchise people/videos	2	1.5
Other	8	5.7
Don't know	1	0.6

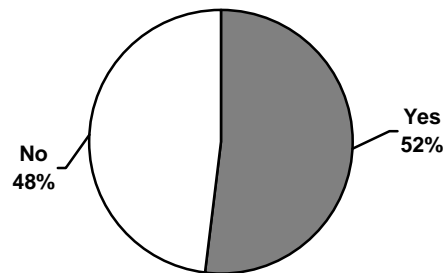
*Multiple responses allowed.

4.3.2 Northeast Region (N=317)

Businesses in the trade industry in Northeast New Brunswick are evenly split in their offering of informal or formal training to their employees over the past two years (52% offered, n=164; 48% did not offer, n=153).

Of those businesses that made training available to their employees (n=164), 39% (n=64) did not offer formal training, while the remaining 61% (n=100) made formal training available.

Figure E69: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Northeast Region (N=317)



Of businesses that offered formal training to their employees (n=100), the most common source of formal, structured training was internal staff (59%, n=59).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E121: Sources of Formal, Structured Training* - Trade - Northeast Region

	<i>n</i>	<i>% (N=100)</i>
Internal staff	59	58.9
Manufacturers training/new equipment training	17	16.9
A non-profit organization/professional association	16	16.3
A private training institution	16	15.5
NBCC or CCNB	9	8.7
Private consultant	5	5.3
Another public educational institution	5	4.8
Online/internet	4	4.2
Conferences, seminars, trade shows	4	3.7
Franchise people/videos	2	1.7
Courses offered by government	1	1.1
Other	7	6.8
Don't know	1	1.1

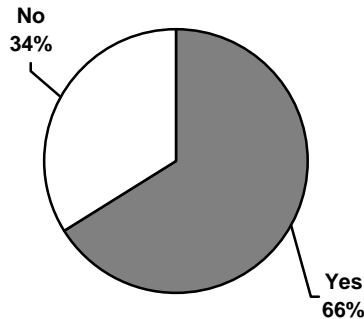
*Multiple responses allowed.

4.3.3 Northwest Region (N=230)

Among businesses in the trade industry in Northwest New Brunswick, two-thirds (66%, n=152) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=152), 37% (n=56) did not offer formal training, while the remaining 63% (n=96) made formal training available.

Figure E70: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Northwest Region (N=230)



Of businesses that offered formal training to their employees (n=96), the most common source of formal, structured training was internal staff (66%, n=63).

Overall, formal training sessions account for approximately 7% of these businesses' overall operating budgets.

Table E122: Sources of Formal, Structured Training* - Trade - Northwest Region

	<i>n</i>	<i>% (N=96)</i>
Internal staff	63	65.9
A private training institution	13	13.5
Manufacturers training/new equipment training	13	13.5
NBCC or CCNB	12	12.0
A non-profit organization/professional association	9	9.1
Online/internet	3	3.5
Another public educational institution	3	3.2
Conferences, seminars, trade shows	3	2.9
Private consultant	3	2.7
Franchise people/videos	2	2.3
Courses offered by government	1	1.2
Other	11	11.5

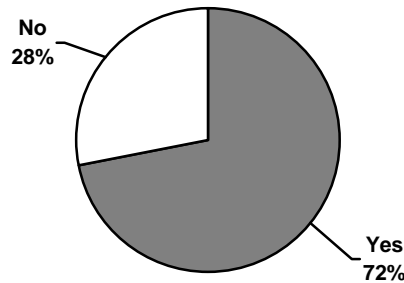
*Multiple responses allowed.

4.3.4 Southeast Region (N=333)

Among businesses in the trade industry in Southeast New Brunswick, almost three-quarters (72%, n=240) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=240), 33% (n=80) did not offer formal training, while the remaining 67% (n=159) made formal training available.

Figure E71: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Southeast Region (N=333)



Of businesses that offered formal training to their employees (n=159), the most common source of formal, structured training was internal staff (68%, n=108).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E123: Sources of Formal, Structured Training* - Trade - Southeast Region

	<i>n</i>	<i>% (N=159)</i>
Internal staff	108	67.9
A non-profit organization/professional association	26	16.5
Manufacturers training/new equipment training	25	15.9
A private training institution	20	12.6
Private consultant	11	6.7
NBCC or CCNB	9	5.8
Another public educational institution	4	2.7
Courses offered by government	2	1.4
Conferences, seminars, trade shows	1	0.5
Other	12	7.6
Don't know	2	1.2

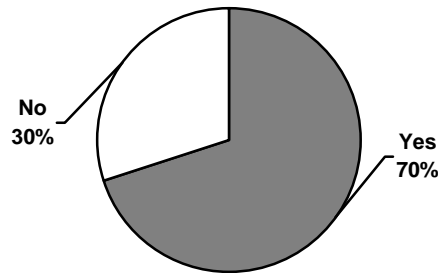
*Multiple responses allowed.

4.3.5 Southwest Region (N=297)

Among businesses in the trade industry in Southwest New Brunswick, the majority (70%, n=208) have offered some form of informal or formal training to their employees over the past two years.

Of those businesses that made training available to their employees (n=208), 31% (n=65) did not offer formal training, while the remaining 69% (n=143) made formal training available.

Figure E72: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years - Trade – Southwest Region (N=297)



Of businesses that offered formal training to their employees (n=143), the most common source of formal, structured training was internal staff (75%, n=107).

Overall, formal training sessions account for approximately 4% of these businesses' overall operating budgets.

Table E124: Sources of Formal, Structured Training* - Trade - Southwest Region

	<i>n</i>	<i>% (N=143)</i>
Internal staff	107	75.0
Manufacturers training/new equipment training	27	18.5
A non-profit organization/professional association	25	17.7
NBCC or CCNB	15	10.2
A private training institution	14	9.6
Another public educational institution	8	5.9
Private consultant	5	3.5
Conferences, seminars, trade shows	3	2.2
Online/internet	2	1.4
Courses offered by government	1	0.6
Other	14	9.8
Don't know	2	1.4

*Multiple responses allowed.

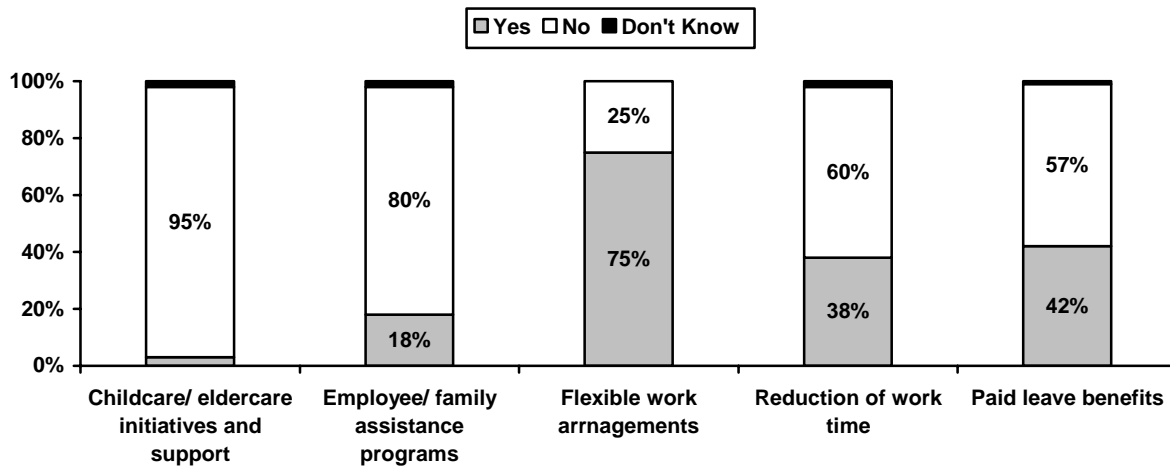
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=1,482)

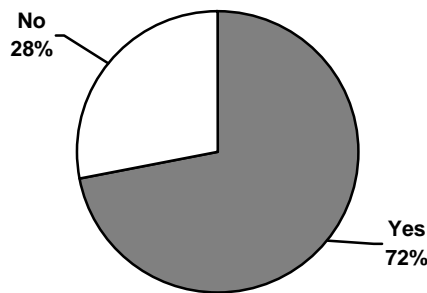
Among businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (75%, n=1,107).

Figure E73: Types of Family-Friendly Benefits Offered by Businesses - Trade – Provincial Overview (N=1,482)



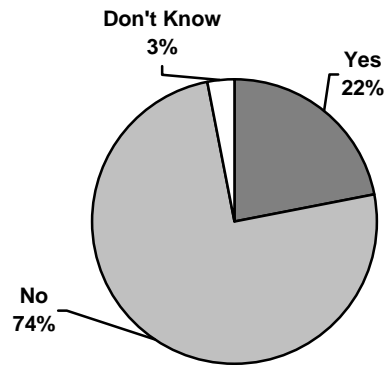
Almost three-quarters of businesses in this industry (72%, n=1,059) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=1,059), women account for an average of 58% of all key decision-making positions.

Figure E74: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade - Provincial Overview (N=1,482)



To ensure that jobs of equal value earn equal pay, almost one-quarter of businesses in this industry (22%, n=330) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E75: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Provincial Overview (N=1,482)



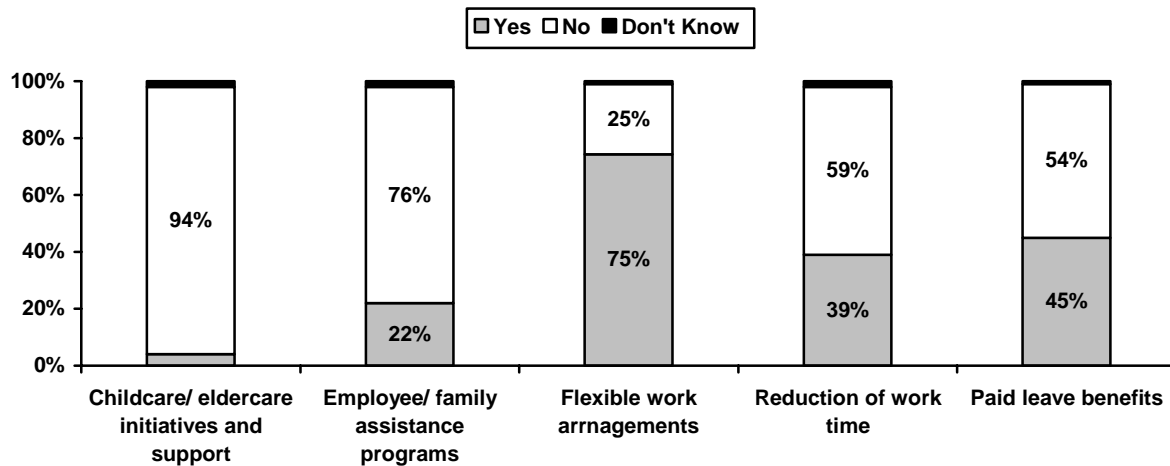
5.2 Urban/Rural Subdivision

- 5.2.1 Urban Subdivision**
- 5.2.2 Rural Subdivision**

5.2.1 Urban Subdivision (N=831)

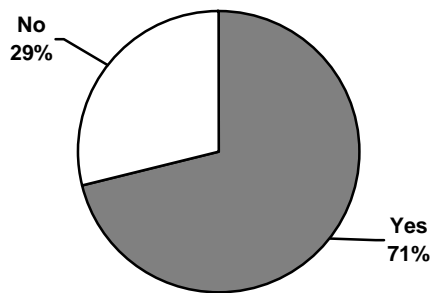
Among urban businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (75%, n=623).

Figure E76: Types of Family-Friendly Benefits Offered by Businesses - Trade – Urban Subdivision (N=831)



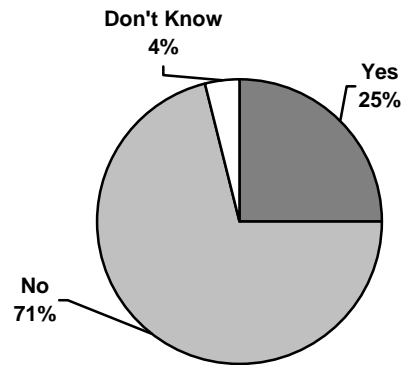
Almost three-quarters of urban businesses in this industry (71%, n=592) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=592), women account for an average of 55% of all key decision-making positions.

Figure E77: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Urban Subdivision (N=831)



To ensure that jobs of equal value earn equal pay, one-quarter of urban businesses in this industry (25%, n=206) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

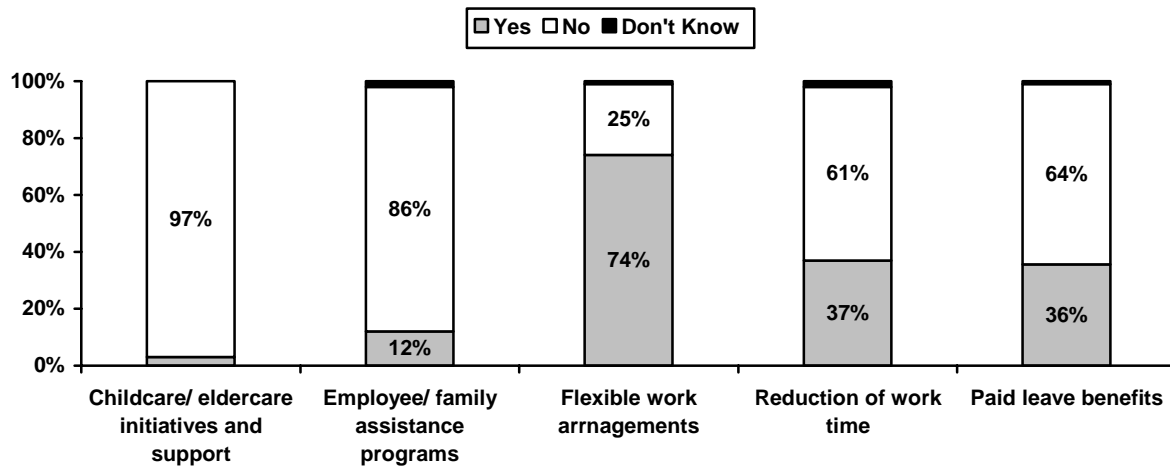
Figure E78: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Urban Subdivision (N=831)



5.2.2 Rural Subdivision (N=642)

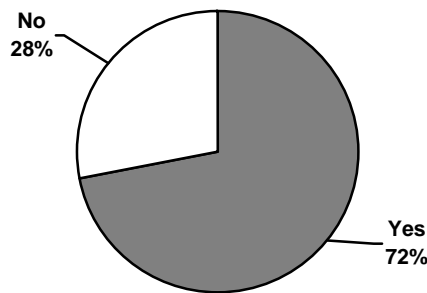
Among rural businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (74%, n=478).

Figure E79: Types of Family-Friendly Benefits Offered by Businesses - Trade – Rural Subdivision (N=642)



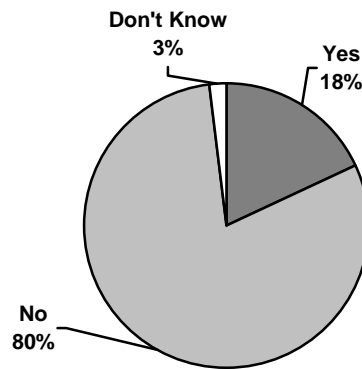
Almost three-quarters of rural businesses in this industry (72%, n=461) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=461), women account for an average of 61% of all key decision-making positions.

Figure E80: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Rural Subdivision (N=642)



To ensure that jobs of equal value earn equal pay, 18% of rural businesses in this industry (n=115) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E81: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Rural Subdivision (N=642)



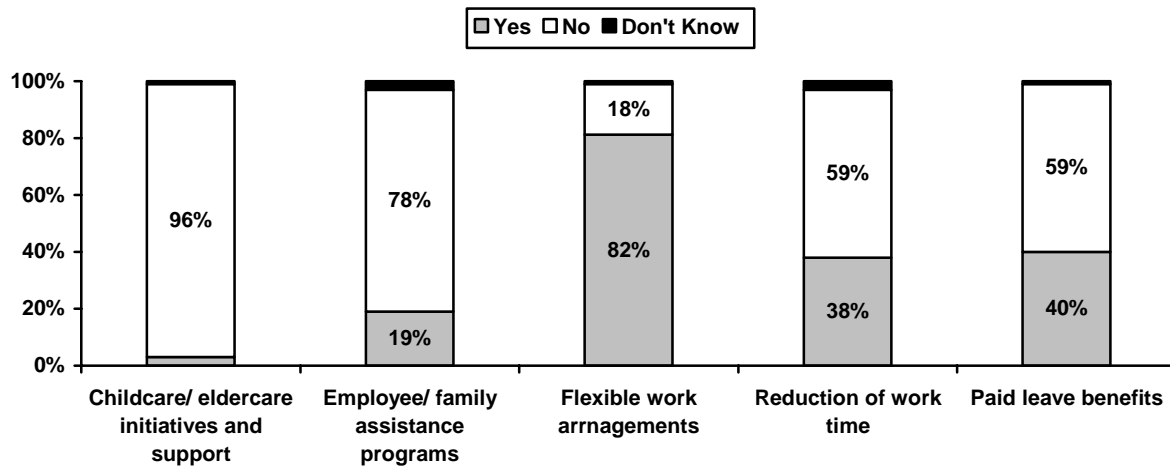
5.3 Economic Regions

- 5.3.1 Central Region**
- 5.3.2 Northeast Region**
- 5.3.3 Northwest Region**
- 5.3.4 Southeast Region**
- 5.3.5 Southwest Region**

5.3.1 Central Region (N=304)

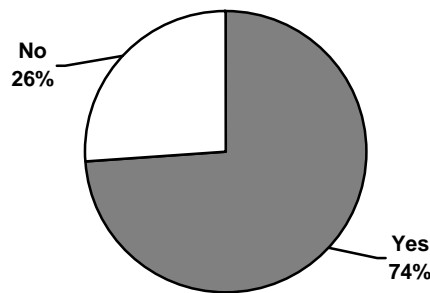
Among Central area businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (82%, n=248).

Figure E82: Types of Family-Friendly Benefits Offered by Businesses - Trade – Central Region (N=304)



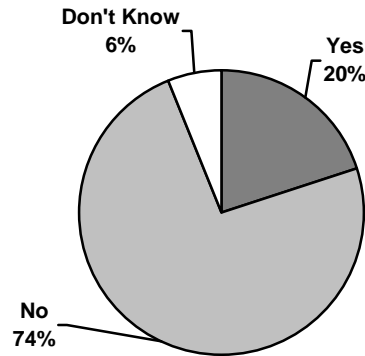
Approximately three-quarters of businesses in this industry (74%, n=226) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=226), women account for an average of 57% of all key decision-making positions.

Figure E83: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Central Region (N=304)



To ensure that jobs of equal value earn equal pay, 20% of Central area businesses in this industry (n=60) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

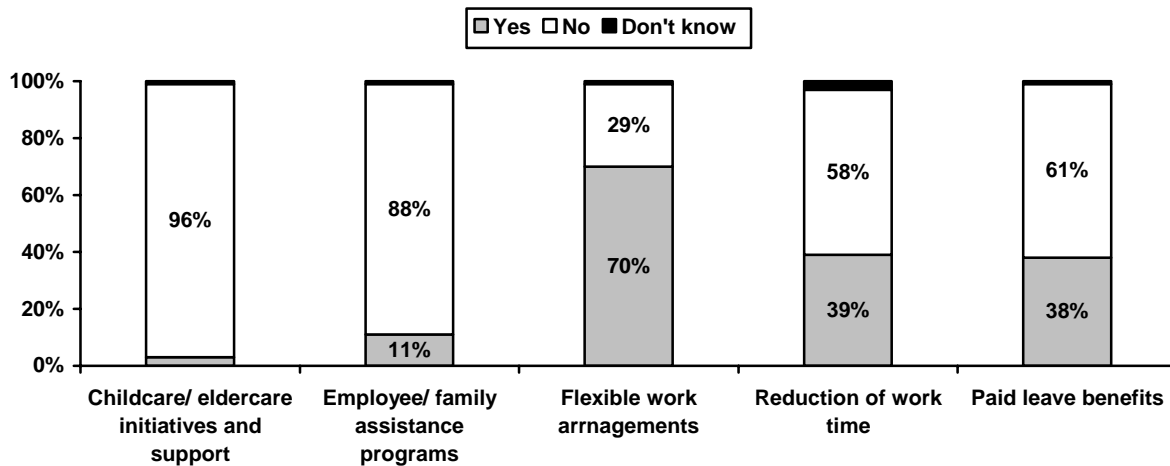
Figure E84: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Central Region (N=304)



5.3.2 Northeast Region (N=317)

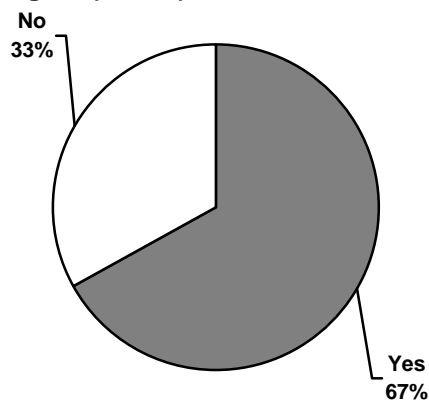
Among Northeast area businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (70%, n=221).

Figure E85: Types of Family-Friendly Benefits Offered by Businesses - Trade – Northeast Region (N=317)



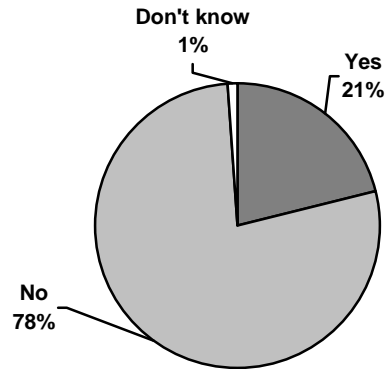
Two-thirds of businesses in this industry (67%, n=212) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=212), women account for an average of 60% of all key decision-making positions.

Figure E86: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Northeast Region (N=317)



To ensure that jobs of equal value earn equal pay, 21% of Northeast area businesses in this industry (n=67) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

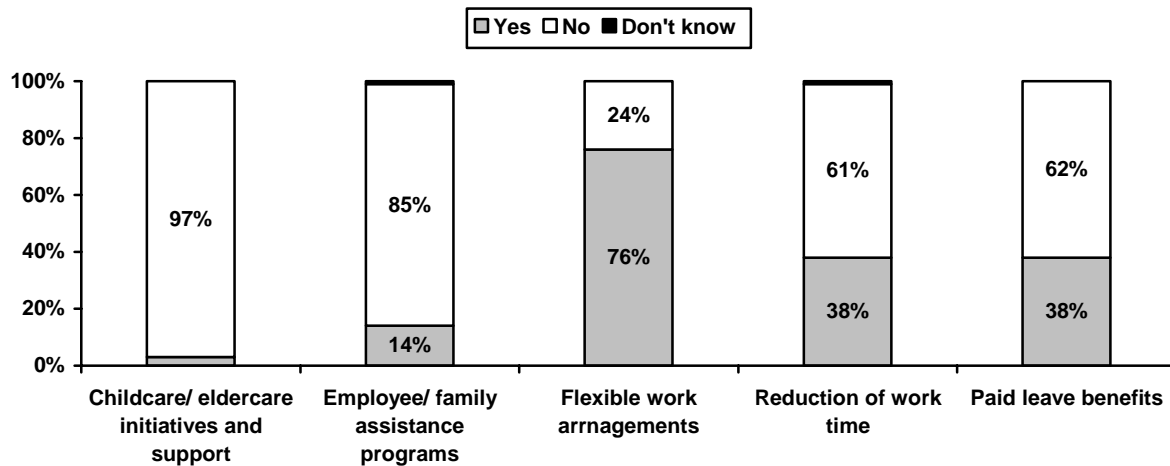
Figure E87: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Northeast Region (N=317)



5.3.3 Northwest Region (N=230)

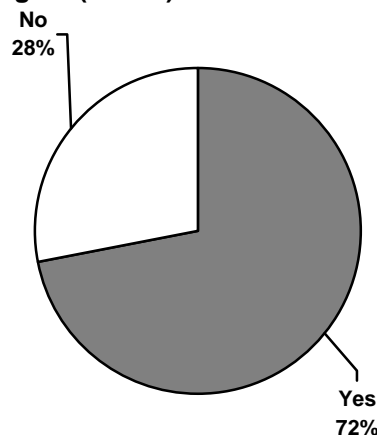
Among Northwest area businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (76%, n=176).

Figure E88: Types of Family-Friendly Benefits Offered by Businesses - Trade – Northwest Region (N=230)



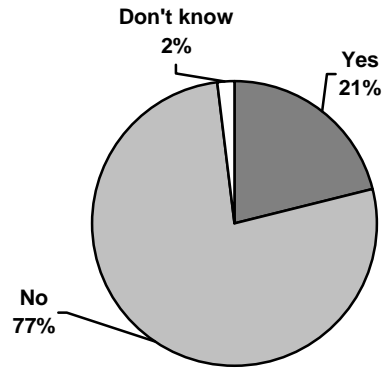
Almost three-quarters of businesses in this industry (72%, n=165) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=165), women account for an average of 57% of all key decision-making positions.

Figure E89: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Northwest Region (N=230)



To ensure that jobs of equal value earn equal pay, 21% of Northwest area businesses in this industry (n=48) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

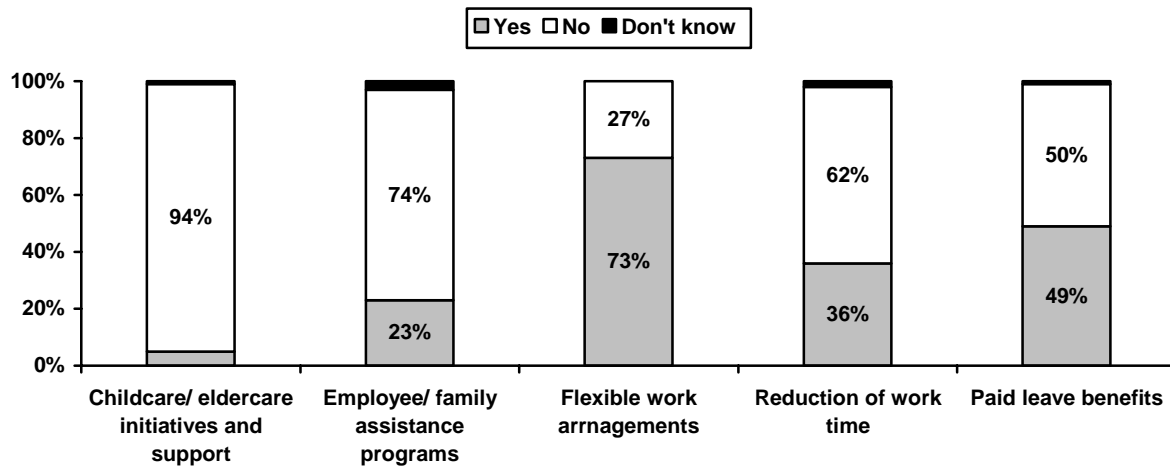
Figure E90: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Northwest Region (N=230)



5.3.4 Southeast Region (N=333)

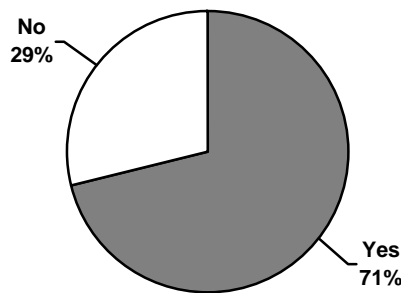
Among Southeast area businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (73%, n=244).

Figure E91: Types of Family-Friendly Benefits Offered by Businesses - Trade – Southeast Region (N=333)



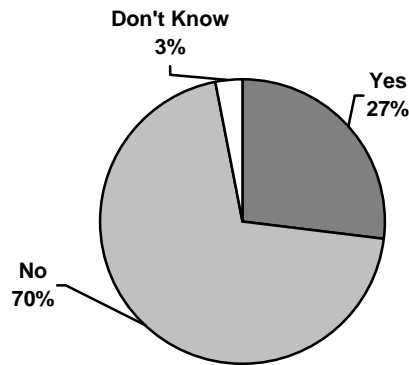
Almost three-quarters of businesses in this industry (71%, n=237) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=237), women account for an average of 58% of all key decision-making positions.

Figure E92: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Southeast Region (N=333)



To ensure that jobs of equal value earn equal pay, 27% of Southeast area businesses in this industry (n=89) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

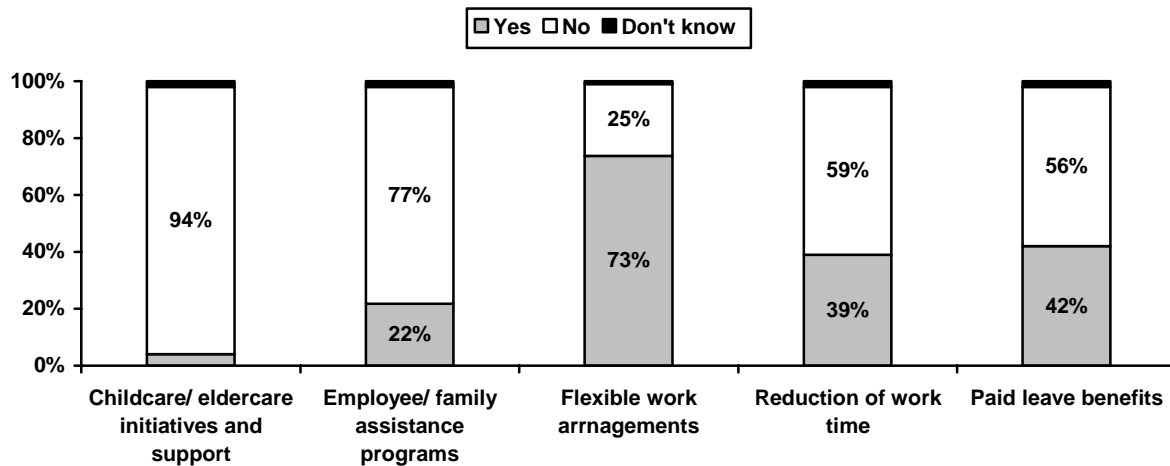
Figure E93: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Southeast Region (N=333)



5.3.5 Southwest Region (N=297)

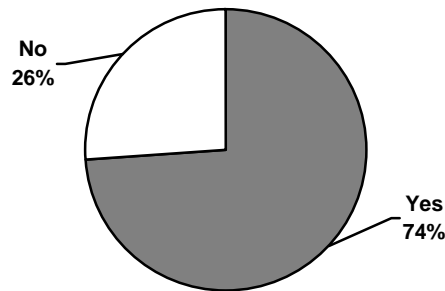
Among Southwest area businesses in the trade industry, the most common form of family-oriented benefits offered is flexible work arrangements (73%, n=218).

Figure E94: Types of Family-Friendly Benefits Offered by Businesses - Trade – Southwest Region (N=297)



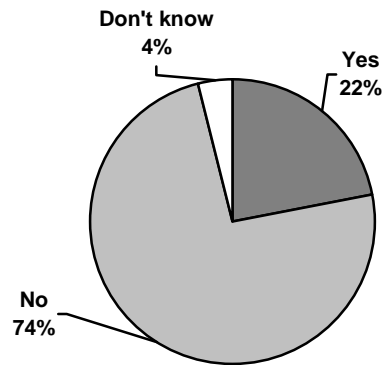
Approximately three-quarters of businesses in this industry (74%, n=219) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=219), women account for an average of 56% of all key decision-making positions.

Figure E95: Percentage of Businesses that Employ Women in Key Decision-Making Positions - Trade – Southwest Region (N=297)



To ensure that jobs of equal value earn equal pay, 22% of Southwest area businesses in this industry (n=66) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E96: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation - Trade – Southwest Region (N=297)



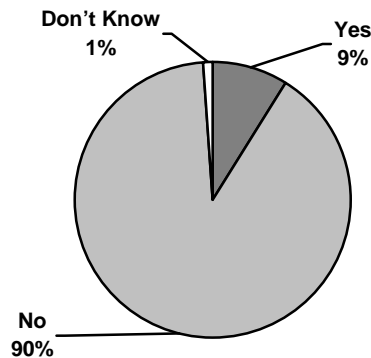
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=1,482)

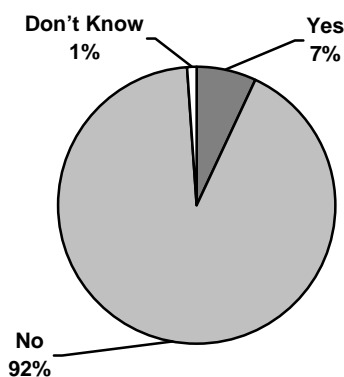
Overall, a minority of businesses in the trade industry (9%, n=129) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=129), it is estimated that an average of 13% of employees experience this problem.

Figure E97: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade - Provincial Overview (N=1,482)



Furthermore, a minority of businesses (7%, n=109) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=109), it is estimated that an average of 15% of employees experience this problem.

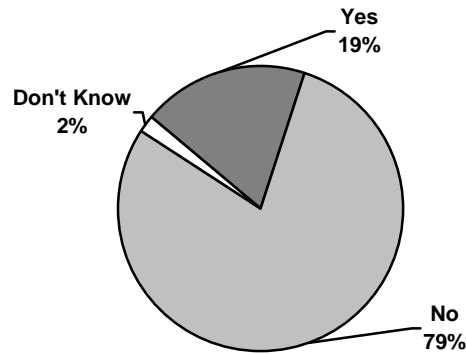
Figure E98: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Provincial Overview (N=1,482)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=172) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (79%, n=135) do not have any initiatives or programs in place.

Figure E99: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade - Provincial Overview (N=172)



Businesses that have such initiatives or programs in place (n=34) were asked to describe them. The most popular initiatives/programs were internal training opportunities (n=19)²⁸.

²⁸ Multiple responses allowed.

6.2 Urban/Rural Subdivision

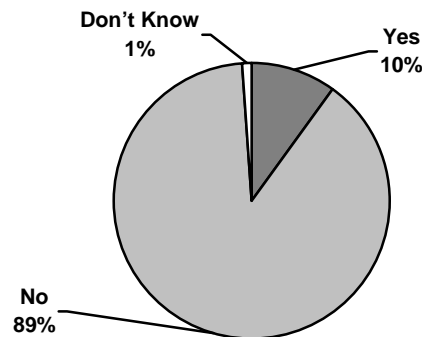
6.2.1 Urban Subdivision

6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=831)

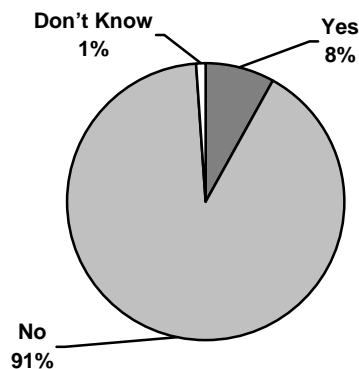
Overall, a minority of urban businesses in the trade industry (10%, n=84) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=84), it estimated that an average of 12% of employees experience this problem.

Figure E100: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Urban Subdivision (N=831)



Furthermore, a minority of urban businesses (8%, n=70) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=70), it is estimated that an average of 14% of employees experience this problem.

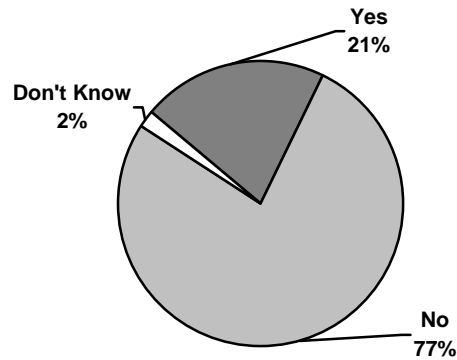
Figure E101: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Urban Subdivision (N=831)



Urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=111) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (77%, n=85) do not have any initiatives or programs in place.

Figure E102: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade – Urban Subdivision (N=111)



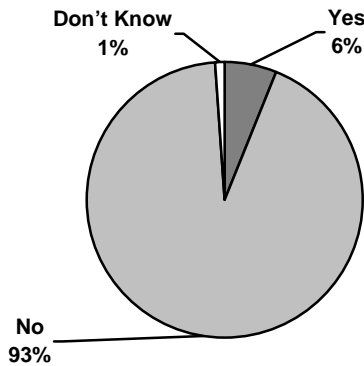
The businesses that do have initiatives/programs in place most commonly offer internal training opportunities (n=16)²⁹.

²⁹ Multiple responses allowed.

6.2.2 Rural Subdivision (N=642)

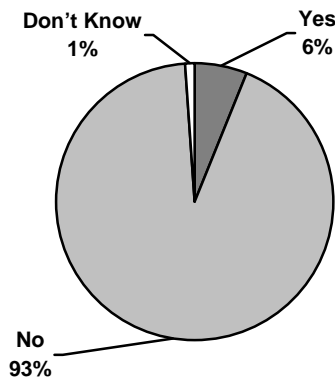
Overall, a minority of rural businesses in the trade industry (6%, n=41) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=41), it is estimated that an average of 14% of employees experience this problem.

Figure E103: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Rural Subdivision (N=642)



Furthermore, a minority of rural businesses (6%, n=36) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=36), it is estimated that an average of 17% of employees experience this problem.

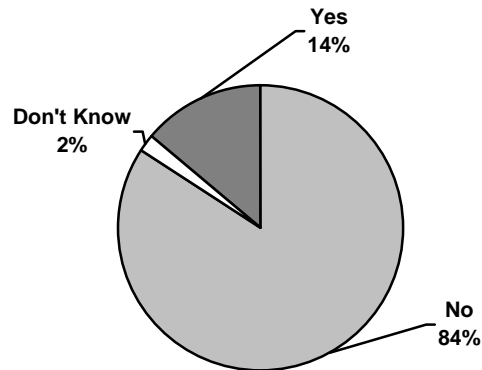
Figure E104: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Rural Subdivision (N=642)



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=55) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (84%, n=46) do not have any initiatives or programs in place.

Figure E105: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade – Rural Subdivision (N=55)



Businesses that have such initiatives or programs in place (n=9) were asked to describe them. These businesses most commonly offered a variety of programs (n=5)³⁰.

³⁰ Multiple responses allowed.

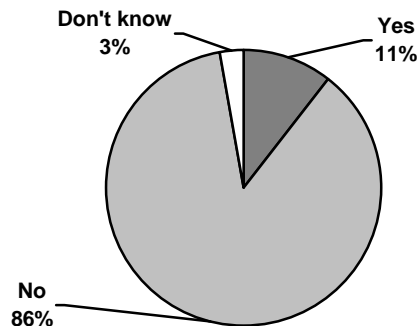
6.3 Economic Regions

- 6.3.1 Central Region**
- 6.3.2 Northeast Region**
- 6.3.3 Northwest Region**
- 6.3.4 Southeast Region**
- 6.3.5 Southwest Region**

6.3.1 Central Region (N=304)

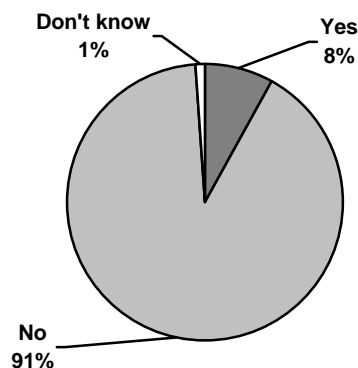
Overall, a minority of Central area businesses in the trade industry (11%, n=32) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=32), it is estimated that an average of 11% of employees experience this problem.

Figure E106: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Central Region (N=304)



Furthermore, a minority of Central area businesses (8%, n=25) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=25), it is estimated that an average of 17% of employees experience this problem.

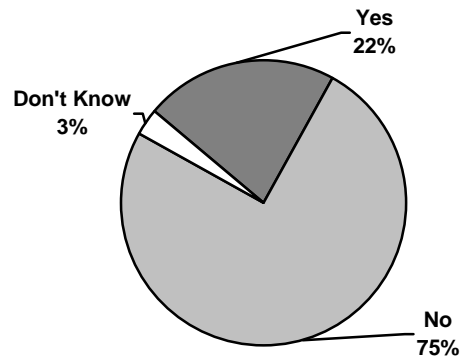
Figure E107: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Central Region (N=304)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=38) were asked if they have any initiatives or programs in place to support these employees.

Three-quarters of these businesses (75%, n=29) do not have any initiatives or programs in place.

Figure E108: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade – Central Region (N=38)



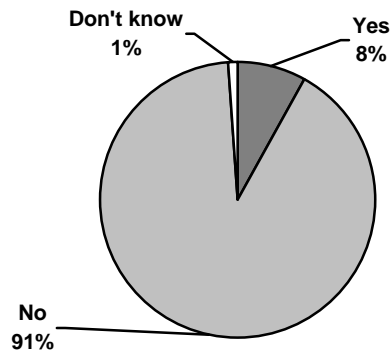
The businesses that have initiatives/programs in place most commonly offer internal training opportunities (n=7)³¹.

³¹ Multiple responses allowed.

6.3.2 Northeast Region (N=317)

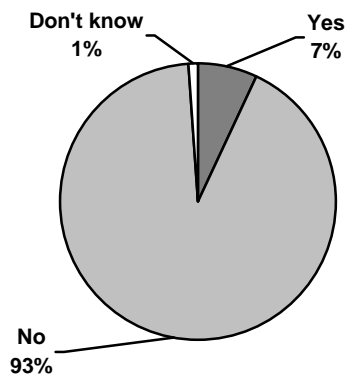
Overall, 8% of Northeast area businesses in the trade industry (n=25) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=25), it is estimated that an average of 12% of employees experience this problem.

Figure E109: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Northeast Region (N=317)



Furthermore, a minority of Northeast area businesses (7%, n=21) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=21), it is estimated that an average of 15% of employees experience this problem.

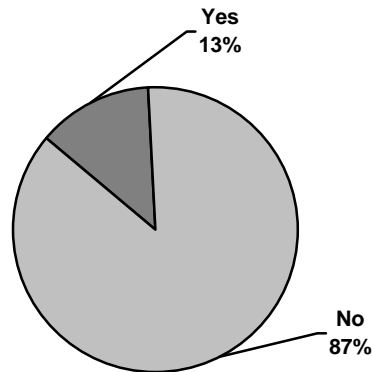
Figure E110: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Northeast Region (N=317)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=32) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (87%, n=28) do not have any initiatives or programs in place.

Figure E111: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade – Northeast Region (N=32)



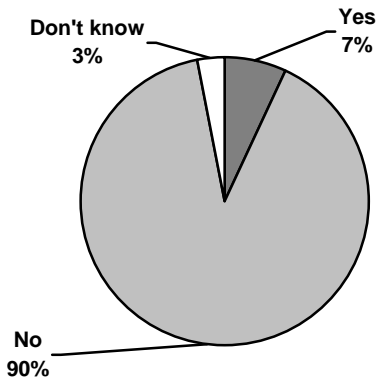
Businesses that have such initiatives or programs in place (n=4) were asked to describe them. Two of these businesses offered internal training opportunities, one business offered to pay for educational upgrades/courses and the other business offered to match jobs to persons' abilities or modify their work³².

³² Multiple responses allowed.

6.3.3 Northwest Region (N=230)

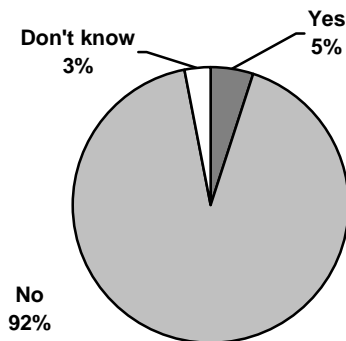
Overall, a minority of Northwest area businesses in the trade industry (7%, n=16) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=16), it is estimated that an average of 15% of employees experience this problem.

Figure E112: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Northwest Region (N=230)



Furthermore, a minority of Northwest area businesses (5%, n=12) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=12), it is estimated that an average of 17% of employees experience this problem.

Figure E113: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Northwest Region (N=230)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=19) were asked if they have any initiatives or programs in place to support these employees. Seventeen of these 19 businesses do not have any initiatives or programs in place.

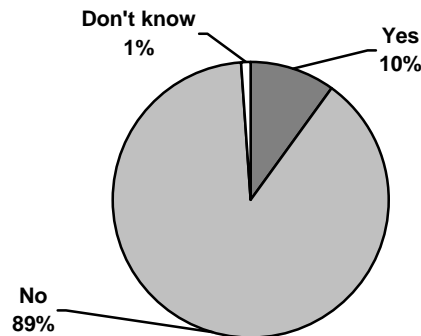
The two businesses that have initiatives/programs in place offer internal training opportunities and other initiatives³³.

³³ Multiple responses allowed.

6.3.4 Southeast Region (N=333)

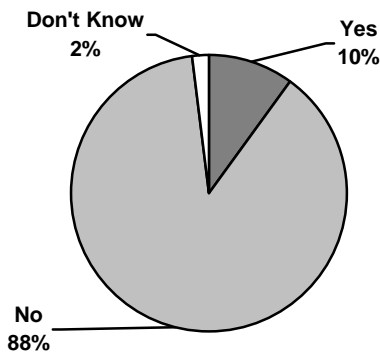
Overall, 10% of Southeast area businesses in the trade industry (n=32) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=32), it is estimated that an average of 14% of employees experience this problem.

Figure E114: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Southeast Region (N=333)



Furthermore, 10% of Southeast area businesses (n=34) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=34), it is estimated that an average of 13% of employees experience this problem.

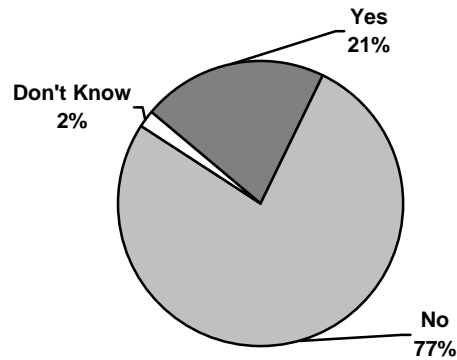
Figure E115: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Southeast Region (N=333)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=50) were asked if they have any initiatives or programs in place to support these employees.

Just over three-quarters of these businesses (77%, n=39) do not have any initiatives or programs in place.

Figure E116: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade – Southeast Region (N=50)



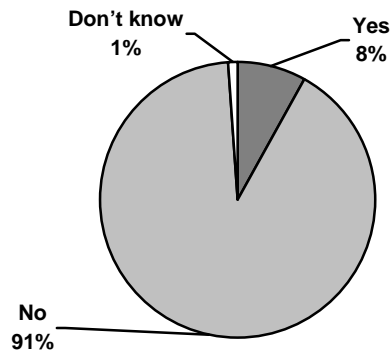
The businesses that have initiatives/programs in place most commonly offer internal training opportunities (n=7)³⁴.

³⁴ Multiple responses allowed.

6.3.5 Southwest Region (N=297)

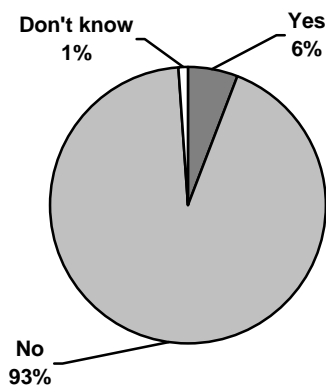
Overall, a minority of Southwest area businesses in the trade industry (8%, n=24) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=24), it is estimated that an average of 11% of employees experience this problem.

Figure E117: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs - Trade – Southwest Region (N=297)



Furthermore, a minority of Southwest area businesses (6%, n=18) report having at least one employee who has difficulty working with numbers in his/her job, including difficulty in measuring, calculating, or observing or recording results. Among these businesses (n=18), it is estimated that an average of 14% of employees experience this problem.

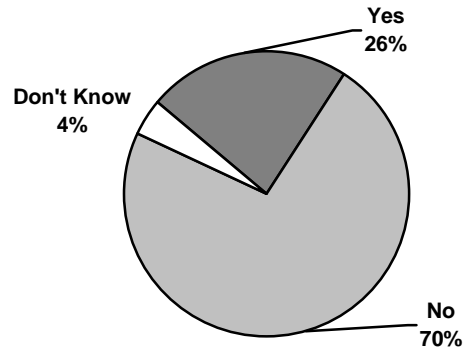
Figure E118: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs - Trade – Southwest Region (N=297)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=32) were asked if they have any initiatives or programs in place to support these employees.

Seventy percent of these businesses (n=22) do not have any initiatives or programs in place.

Figure E119: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties - Trade – Southwest Region (N=32)



Of the businesses that do have initiatives or programs in place (n=9), internal training opportunities and paying for educational upgrades/courses are most commonly offered (n=2 each).