

Industry 11 – Transportation and Warehousing

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1.0 Current Employees

1.1 Provincial Overview

1.1 Provincial Overview (N=347)

Most commonly, businesses operating in the transportation and warehousing industry employ truck drivers (40%, n=139) and transportation managers (30%, n=105).

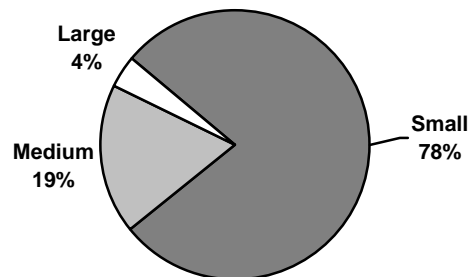
Table E1: Top Five Occupations of Surveyed Businesses* - Transportation and Warehousing - Provincial Overview

NOC Code	Occupation Name	n	% (N=347)
7411	Truck drivers	139	40.0
0713	Transportation managers	105	30.4
1411	General office clerks	64	18.5
1475	Dispatchers and radio operators	51	14.6
7452	Material handlers	49	14.0

*Multiple responses allowed.

On average, transportation and warehousing businesses employ 17 paid employees. Furthermore, surveyed businesses employ a total of 6,913 employees¹. Most businesses are small, employing one to 19 employees (78%, n=270).

Figure E1: Business Size – Transportation and Warehousing - Provincial Overview (N=347)



The large majority of employees among surveyed businesses (91%) are permanent. Of permanent employees, a similar percentage (91%) are employed on a full-time basis.

Table E2: Profile of Employees – Transportation and Warehousing - Provincial Overview

Employee Classification	n	%
Permanent	6,257	90.5
Casual/Contract	397	5.7
Seasonal	259	3.7
Employee Total	6,913	100.0
Business Total	344	-

Status of Permanent Positions	n	%
Full-time	5,676	90.7
Part-time	581	9.3
Employee Total	6,257	100.0
Business Total	323²	-

¹ Businesses with missing data were excluded from this analysis.

² Businesses with missing data were excluded from this analysis.

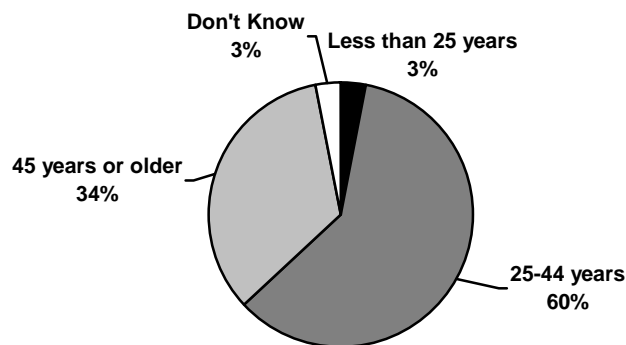
The majority of employees (61%) from surveyed businesses have a high school diploma as their highest level of education.

Table E3: Highest Education Level of Employees – Transportation and Warehousing - Provincial Overview

	<i>n</i>	%
University degree	813	11.8
Journey person certification	493	7.1
College certificate or diploma	729	10.5
High school	4,244	61.4
Less than high school	634	9.2
Employee Total	6,913	100.0
Business Total	344	-

The majority of businesses in the transportation and warehousing industry (60%, n=207) report their employees to be, on average, between the ages of 25 and 44 years. Approximately one-third (34%, n=119) report an average age of 45 years or older.

Figure E2: Average Age of Workforce – Transportation and Warehousing - Provincial Overview (N=347)



1.2 Urban/Rural Subdivision

- 1.2.1 Urban Subdivision**
- 1.2.2 Rural Subdivision**

1.2.1 Urban Subdivision (N=183)

Most commonly, urban businesses operating in the transportation and warehousing industry employ truck drivers (34%, n=63) and transportation managers (32%, n=59).

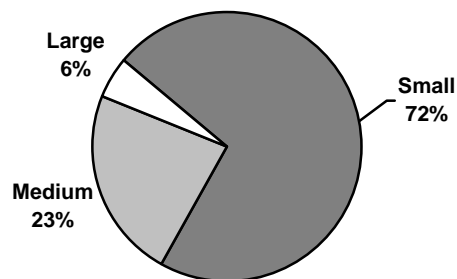
Table E4: Top Five Occupations of Surveyed Businesses* - Transportation and Warehousing – Urban Subdivision

NOC Code	Occupation Name	n	% (N=183)
7411	Truck drivers	63	34.4
0713	Transportation managers	59	32.2
1411	General office clerks	42	23.0
7452	Material handlers	38	20.8
1475	Dispatchers and radio operators	33	18.0

*Multiple responses allowed.

On average, transportation and warehousing businesses in urban areas employ 20 paid employees. Furthermore, surveyed businesses employ a total of 4,321 employees³. Most businesses are small, employing one to 19 employees (72%, n=131).

Figure E3: Business Size – Transportation and Warehousing – Urban Subdivision (N=183)



Among the surveyed businesses, most employees are permanent (93%). Of permanent employees, 89% are employed on a full-time basis.

Table E5: Profile of Employees – Transportation and Warehousing – Urban Subdivision

Employee Classification	n	%
Permanent	4,009	92.8
Casual/Contract	171	4.0
Seasonal	141	3.3
Employee Total	4,321	100.0
Business Total	182	-

Status of Permanent Positions	n	%
Full-time	3,582	89.3
Part-time	427	10.7
Employee Total	4,009	100.0
Business Total	175	-

³ Businesses with missing data were excluded from this analysis.

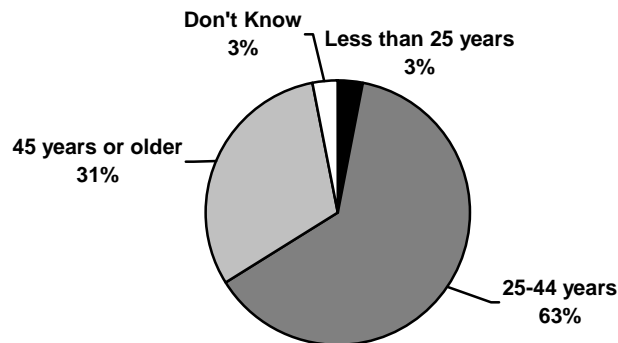
Almost two-thirds of employees (62%) from surveyed businesses have a high school diploma as their highest level of education.

Table E6: Highest Education Level of Employees – Transportation and Warehousing – Urban Subdivision

	<i>n</i>	%
University degree	491	11.4
Journey person certification	343	7.9
College certificate or diploma	472	10.9
High school	2,684	62.1
Less than high school	331	7.7
Employee Total	4,321	100.0
Business Total	182	-

Almost two-thirds of urban businesses in the transportation and warehousing industry (63%, n=115) report their employees to be, on average, between the ages of 25 and 44 years. Almost one-third (31%, n=56) report an average age of 45 years or older.

Figure E4: Average Age of Workforce – Transportation and Warehousing – Urban Subdivision (N=183)



1.2.2 Rural Subdivision (N=166)

Most commonly, rural businesses operating in the transportation and warehousing industry employ truck drivers (48%, n=80).

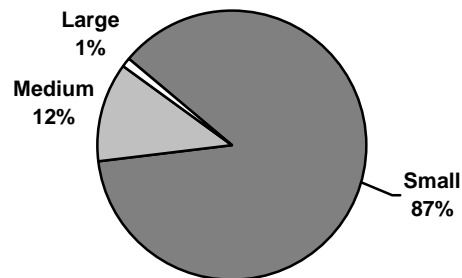
Table E7: Top Five Occupations of Surveyed Businesses* - Transportation and Warehousing – Rural Subdivision

NOC Code	Occupation Name	n	% (N=166)
7411	Truck drivers	80	48.2
0713	Transportation managers	46	27.7
1411	General office clerks	20	12.0
7321	Automotive service technicians, truck mechanics and mechanical repairers	18	10.8
1241	Secretaries (except legal and medical)	17	10.2

*Multiple responses allowed.

On average, transportation and warehousing businesses in rural areas employ 13 paid employees. Furthermore, surveyed businesses employ a total of 2,413 employees⁴. Most businesses are small, employing one to 19 employees (87%, n=144).

Figure E5: Business Size – Transportation and Warehousing – Rural Subdivision (N=166)



Among surveyed businesses, the large majority (85%) of employees are permanent. Of permanent employees, most (94%) are employed on a full-time basis.

Table E8: Profile of Employees – Transportation and Warehousing – Rural Subdivision

Employee Classification	n	%
Permanent	2,055	85.2
Casual/Contract	240	9.9
Seasonal	118	4.9
Employee Total	2,413	100.0
Business Total	164	-

Status of Permanent Positions	N	%
Full-time	1,936	94.3
Part-time	118	5.7
Employee Total	2,054	100.0
Business Total	148⁵	-

⁴ Businesses with missing data were excluded from this analysis.

⁵ Businesses with missing data were excluded from this analysis.

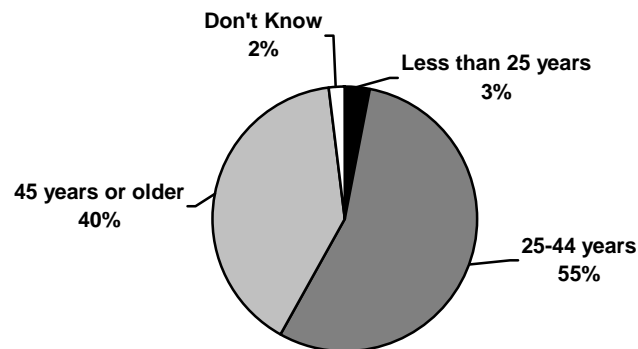
The majority of employees (60%) from surveyed businesses have a high school diploma as their highest level of education.

Table E9: Highest Education Level of Employees – Transportation and Warehousing – Rural Subdivision

	<i>n</i>	%
University degree	307	12.7
Journeyperson certification	126	5.2
College certificate or diploma	233	9.7
High school	1,440	59.7
Less than high school	307	12.7
Employee Total	2,413	100.0
Business Total	164	-

Just over one-half of rural businesses in the transportation and warehousing industry (55%, n=91) report their employees to be, on average, between the ages of 25 and 44 years. Forty percent (n=66) report an average age of 45 years or older.

Figure E6: Average Age of Workforce – Transportation and Warehousing – Rural Subdivision (N=166)



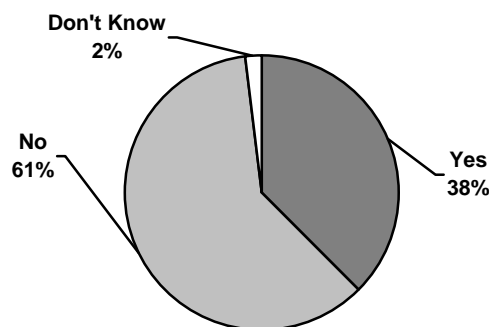
2.0 Hiring and Recruitment Practices

2.1 Provincial Overview

2.1 Provincial Overview (N=347)

Approximately 38% of businesses in the transportation and warehousing industry (n=131) 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 E7: Businesses with a Formal Human Resources Plan – Transportation and Warehousing - Provincial Overview (N=347)



Just over one-half of businesses in this industry (56%, n=193) hired at least one new employee over the past 12 months. Of those who hired (n=193), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 1,305 employees.

Truck drivers (39%, n=75) was the top occupation hired over the past 12 months.

Table E10: Top Four Occupations Hired in the Past 12 Months* - Transportation and Warehousing - Provincial Overview

NOC Code	Occupation Name	n	% (N=193)
7411	Truck drivers	75	38.5
7452	Material handlers	24	12.5
1411	General office clerks	15	7.9
7321	Automotive service technicians, truck mechanics and mechanical repairers	11	5.7

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=193), 66% (n=127) 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 27% of the new employees they hired. One business was 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 (25%, n=16) and being unreliable (17%, n=11).

Table E11: Primary Reason for Dissatisfaction with New Employees – Transportation and Warehousing – Provincial Overview

	<i>n</i>	<i>% (N=66)</i>
Lacking work ethic/motivation	16	24.8
Unreliable	11	17.1
Unhappy with performance	9	13.7
Not suited/qualified for position	6	9.4
Lacking adequate training/skills	4	5.6
Poor attitude	3	4.7
Inexperienced	3	4.3
Difficulty adapting to position	2	3.0
Untrustworthy/dishonest	1	1.3
Other	8	12.0
Don't know	3	4.3

Of the 1,305 new employees hired by surveyed businesses over the past 12 months, a large proportion (74%) have high school or less than high school as their highest level of education.

Table E12: Highest Education Level of New Employees – Transportation and Warehousing - Provincial Overview

	<i>n</i>	<i>%</i>
University	130	10.0
Public Community College	108	8.3
Private Training Institution	107	8.2
High School	726	55.6
Less than High School	233	17.9
New Employee Total	1,305	100.0
Business Total	193	-

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=39) – 34% of employers (n=13) rated job readiness as excellent, 48% (n=19) rated it as good, 7% (n=3) rated it as fair, and 10% (n=4) were unsure.
- Public Community College graduates (n=52) – 30% of employers (n=16) rated job readiness as excellent, 53% (n=27) rated it as good, 6% (n=3) rated it as fair, one rated it as poor, and 10% (n=5) were unsure.
- Private Training Institution graduates (n=26) – Four employers rated job readiness as excellent, 12 rated it as good, seven rated it as fair and three were unsure.
- High School graduates (n=155) – 18% of employers (n=28) rated job readiness as excellent, 54% (n=84) rated it as good, 16% (n=24) rated it as fair, 4% (n=6) rated it as poor, and 8% (n=13) were unsure.

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

Table E13: Classifications of New Employees – Transportation and Warehousing – Provincial Overview

	<i>n</i>	%
Immigrants	81	6.5
Co-op students hired for work placement	27	2.2
Persons with disabilities	7	0.6
Aboriginals	35	2.8
New Employee Total	1,238	12.1
Business Total	188 ⁶	-

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=158).

Table E14: Methods Used to Fill Staffing Vacancies* - Transportation and Warehousing - Provincial Overview

	<i>n</i>	% (<i>N=347</i>)
Use word of mouth/employee referrals	158	45.6
Place ad in newspaper	127	36.7
Place ad/use Service Canada Employment Centre	95	27.4
Post internally in your company/organization	43	12.3
Use unsolicited resumes	41	11.7
Place ad on or check internet/websites	39	11.3
Use an employment agency/headhunter	28	8.2
Place ad in student employment centres at colleges/universities	16	4.5
Place ad on bulletin boards in local community	12	3.6
Radio	9	2.6
Place ad in trade/professional/association journals	6	1.8
Don't hire/never have vacancies/self-employed	6	1.6
Signs, flyers, pamphlets	4	1.1
Other	14	3.9
Don't know	8	2.3

*Multiple responses allowed.

Over the past 12 months, 51% of businesses in the transportation and warehousing industry (n=178) have had at least one vacant position available. Those with at least one vacancy (n=178) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 1,033 vacant positions.

Of the 1,033 vacant positions available among these surveyed businesses, 308 or 30% of positions were vacant more than once throughout the past 12 months.

⁶ Businesses with missing data were excluded from this analysis.

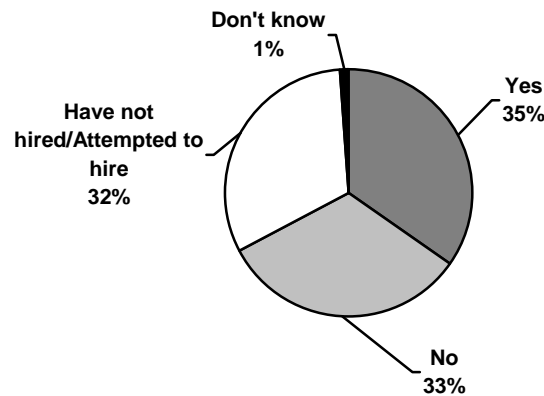
Furthermore, among these surveyed businesses, the large majority (80%) of the positions available were permanent.

Table E15: Classification of Vacancies – Transportation and Warehousing – Provincial Overview

	<i>n</i>	%
Permanent	829	80.3
Casual/Contract	130	12.6
Seasonal	74	7.2
Vacancy Total	1,033	100.0
Business Total	178	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Just over one-third (35%, n=121) have experienced difficulty, 33% (n=114) have not, and 32% (n=110) have not hired or attempted to hire.

Figure E8: Businesses Experiencing Difficulty Filling Vacancies – Transportation and Warehousing - Provincial Overview (N=347)



The most common reasons for experiencing difficulty in filling vacancies were potential hires lacking educational/training qualifications (32%, n=38) and lacking experience (27%, n=33).

Table E16: Main Reason for Experiencing Difficulty in Filling Vacancies* - Transportation and Warehousing - Provincial Overview

	<i>n</i>	% (N=121)
Lacking educational/training qualifications	38	31.6
Lacking experience	33	27.0
Workforce shortage	24	19.8
Difficult working conditions	21	17.7
Salary expectations too high	15	12.6
Lacking proper license/permit	13	10.5
Position did not provide enough hours	10	8.6
Lacking soft skills (such as communication/teamwork)	10	8.1
Lacking specific technical skills	6	4.7
People not interested in employment	2	1.4
Location	1	0.7
Other	8	6.7

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=121), general farm workers (41%, n=49) was the most difficult occupation to fill over the past 12 months.

Table E17: Top Three Occupations That Were Difficult to Fill Over the Past 12 Months* - Transportation and Warehousing - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=121)</i>
7411	Truck drivers	49	40.5
7452	Material handlers	11	9.0
7421	Heavy equipment operators (except crane)	6	4.9

*Multiple responses allowed.

The large majority of businesses in the transportation and warehousing industry (87%, n=301) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=46), a total of 90 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=46), truck drivers (30%, n=14) was the top occupation from which employees retired.

Table E18: Top Four Occupations From Which Employees Retired Over the Past 12 Months* - Transportation and Warehousing - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=46)</i>
7411	Truck drivers	14	30.1
7412	Bus drivers and subway and other transit operators	4	9.8
1463	Couriers, messengers and door-to-door distributors	4	9.2
1214	Supervisors, mail and message distribution occupations	4	8.0

*Multiple responses allowed.

Just over one-half of businesses in this industry (56%, 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=152), an average of three employees are expected to retire, with retirement totaling 493 employees.

Most commonly, employees are expected to retire from the truck drivers occupation (25%, n=39).

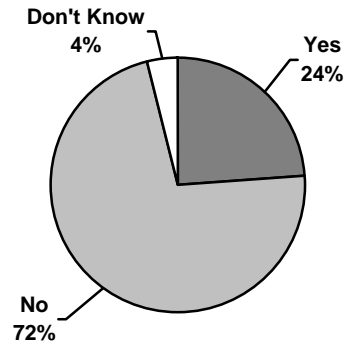
Table E19: Top Three Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Transportation and Warehousing - Provincial Overview

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=152)</i>
7411	Truck drivers	39	25.4
0713	Transportation managers	29	18.7
1411	General office clerks	10	6.5

*Multiple responses allowed.

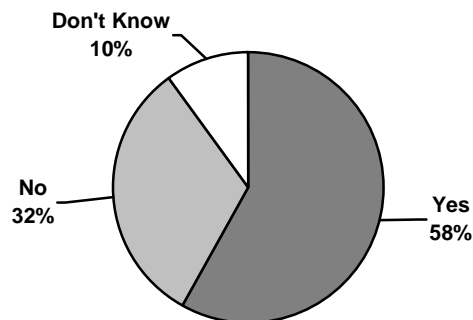
Twenty-four percent of businesses in the transportation and warehousing industry (n=82) expect their owner/manager/CEO to retire within the next five years.

Figure E9: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Transportation and Warehousing - Provincial Overview (N=347)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=82), over one-half (58%, n=47) have a formal or informal succession plan in place.

Figure E10: Businesses with a Succession Plan – Transportation and Warehousing - Provincial Overview (N=82)



2.2 Urban/Rural Subdivision

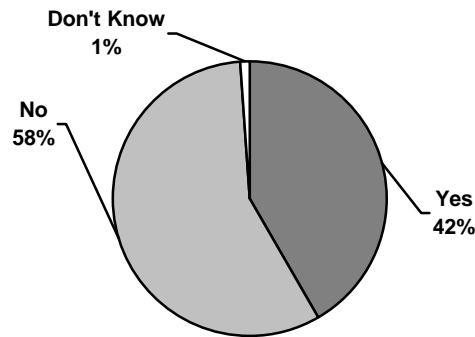
2.2.1 Urban Subdivision

2.2.2 Rural Subdivision

2.2.1 Urban Subdivision (N=183)

Forty-two percent of urban businesses in the transportation and warehousing industry (n=76) 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 E11: Businesses with a Formal Human Resources Plan – Transportation and Warehousing – Urban Subdivision (N=183)



The majority of urban businesses in this industry (60%, n=110) hired at least one new employee over the past 12 months. Of those who hired (n=110), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 655 employees.

Truck drivers (27%, n=30) was the top occupation hired over the past 12 months.

Table E20: Top Seven Occupations Hired in the Past 12 Months* - Transportation and Warehousing - Urban Subdivision

NOC Code	Occupation Name	n	% (N=110)
7411	Truck drivers	30	27.3
7452	Material handlers	20	18.2
1411	General office clerks	6	5.5
1431	Accounting and related clerks	6	5.5
7321	Automotive service technicians, truck mechanics and mechanical repairers	6	5.5
1463	Customer service, information and related clerks	6	5.5
1475	Dispatchers and radio operators	6	5.5

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=110), 67% (n=74) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=36) reported, on average, that they were not satisfied with 28% of the new employees they hired.

The primary reasons identified for dissatisfaction were new employees lacking work ethic/motivation (28%, n=10) and being unreliable (19%, n=7).

Table E21: Primary Reason for Dissatisfaction with New Employees – Transportation and Warehousing – Urban Subdivision

	<i>n</i>	% (<i>N=36</i>)
Lacking work ethic/motivation	10	27.8
Unreliable	7	19.4
Unhappy with performance	5	13.9
Not suited/qualified for position	4	11.1
Poor attitude	2	5.6
Lacking adequate training/skills	1	2.8
Inexperienced	1	2.8
Difficulty adapting to position	1	2.8
Other	4	11.1
Don't know	1	2.8

Of the 655 new employees hired by surveyed businesses over the past 12 months, three-quarters (75%) have high school or less than high school as their highest level of education.

Table E22: Highest Education Level of New Employees – Transportation and Warehousing – Urban Subdivision

	<i>n</i>	%
University	57	8.7
Public Community College	66	10.1
Private Training Institution	44	6.7
High School	375	57.3
Less than High School	113	17.3
New Employee Total	655	100.0
Business Total	110	-

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=23) – 11 employers rated job readiness as excellent, nine rated it as good, one rated it as fair, and two were unsure.
- Public Community College graduates (n=34) – 29% of employers (n=10) rated job readiness as excellent, 56% (n=19) rated it as good, 6% (n=2) rated it as fair, and 9% (n=3) were unsure.
- Private Training Institution graduates (n=13) – Two employers rated job readiness as excellent, five rated it as good, four rated it as fair and two were unsure.
- High School graduates (n=87) – 20% of employers (n=17) rated job readiness as excellent, 53% (n=46) rated it as good, 15% (n=13) rated it as fair, 2% (n=2) rated it as poor and 10% (n=9) were unsure.

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

Table E23: Classifications of New Employees – Transportation and Warehousing – Urban Subdivision

	<i>n</i>	%
Immigrants	12	2.0
Co-op students hired for work placement	7	1.2
Persons with disabilities	3	0.5
Aboriginals	16	2.7
New Employee Total	595	6.4
Business Total	105 ⁷	-

Businesses were asked to identify, in general, the methods they use to fill staffing vacancies that occur. In urban areas, the most popular methods used include word of mouth/employee referrals and ads in newspapers (40% each, n=74 each).

Table E24: Methods Used to Fill Staffing Vacancies* - Transportation and Warehousing - Urban Subdivision

	<i>n</i>	% (N=183)
Use word of mouth/employee referrals	74	40.4
Place ad in newspaper	74	40.4
Place ad/use Service Canada Employment Centre	61	33.3
Place ad on or check internet/websites	28	15.3
Post internally in your company/organization	22	12.0
Use an employment agency/headhunter	20	10.9
Use unsolicited resumes	18	9.8
Place ad in student employment centres at colleges/universities	11	6.0
Place ad on bulletin board in local community	5	2.7
Radio	5	2.7
Place ad in trade/professional/association journals	4	2.2
Don't hire/never have vacancies/self-employed	2	1.1
Done through district/head office	2	1.1
Other	6	3.1
Don't know	4	2.2

*Multiple responses allowed.

Over the past 12 months, 57% of urban businesses in the transportation and warehousing industry (n=104) have had at least one vacant position available. Those with at least one vacancy (n=104) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 549 vacant positions.

Of the 549 vacant positions available among these surveyed businesses, 161 positions or 29% were vacant more than once throughout the past 12 months.

⁷ Businesses with missing data were excluded from this analysis.

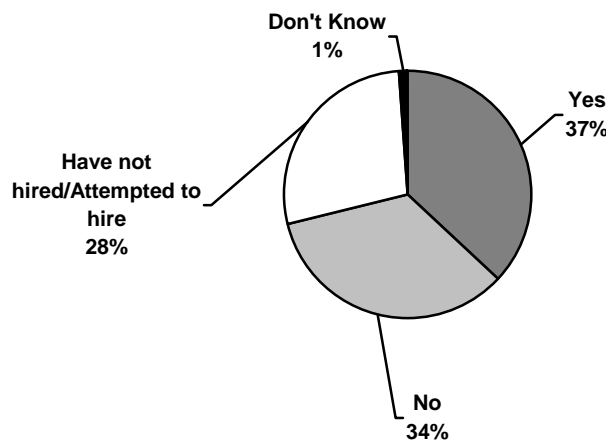
Furthermore, among these surveyed businesses, almost three-quarters (74%) of the positions available were permanent.

Table E25: Classification of Vacancies – Transportation and Warehousing – Urban Subdivision

	<i>n</i>	%
Permanent	404	73.6
Casual/Contract	94	17.1
Seasonal	51	9.3
Vacancy Total	549	100.0
Business Total	104	-

Businesses were asked if they have experienced any difficulty in filling vacancies. Thirty-seven percent (n=67) have experienced difficulty, 34% (n=63) have not, and 28% (n=52) have not hired or attempted to hire.

Figure E12: Businesses Experiencing Difficulty Filling Vacancies – Transportation and Warehousing – Urban Subdivision (N=183)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking educational/training qualifications (42%, n=28).

Table E26: Main Reason for Experiencing Difficulty in Filling Vacancies* - Transportation and Warehousing - Urban Subdivision

	<i>n</i>	% (N=67)
Lacking educational/training qualifications	28	41.8
Lacking experience	17	25.4
Difficult working conditions	13	19.4
Workforce shortage	13	19.4
Salary expectations too high	9	13.4
Lacking proper license/permit	6	9.0
Lacking soft skills	5	7.5
Position did not provide enough hours	4	6.0
Lacking specific technical skills	2	3.0
Other	5	7.5

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=67), truck drivers (31%, n=21) was the most difficult occupation to fill over the past 12 months.

Table E27: Top Four Occupations That Were Difficult to Fill Over the Past 12 Months* - Transportation and Warehousing - Urban Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=67)</i>
7411	Truck drivers	21	31.3
7452	Material handlers	9	13.4
7321	Automotive service technicians, truck mechanics and mechanical repairers	4	6.0
7412	Bus drivers and subway and other transit operators	4	6.0

*Multiple responses allowed.

The large majority of businesses in the transportation and warehousing industry (85%, n=155) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=28), a total of 61 employees retired, averaging two employees per business.

Of businesses that experienced employee retirement over the past 12 months (n=28), truck drivers (n=7) and bus drivers and subway and other transit operators (n=4) were the top occupations from which employees retired⁸.

Approximately one-half of businesses in this industry (51%, n=93) 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 three employees are expected to retire, with retirement totaling 299 employees.

Most commonly, employees are expected to retire from the truck drivers occupation (19%, n=17).

Table E28: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Transportation and Warehousing - Urban Subdivision

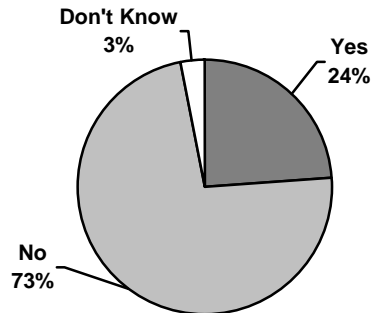
<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=90)</i>
7411	Truck drivers	17	18.9
0713	Transportation managers	14	15.6
7412	Bus drivers and subway and other transit operators	7	7.8
1475	Dispatchers and radio operators	6	6.7

*Multiple responses allowed.

⁸ Multiple responses allowed.

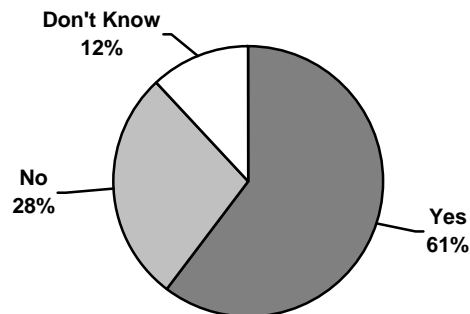
Approximately one-quarter of urban businesses in the transportation and warehousing industry (24%, n=43) expect their owner/manager/CEO to retire within the next five years.

Figure E13: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Transportation and Warehousing – Urban Subdivision (N=183)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=43), 61% (n=26) have a formal or informal succession plan in place.

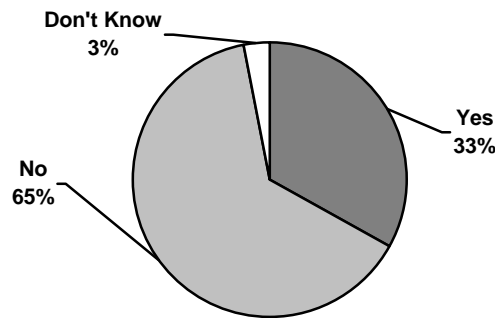
Figure E14: Businesses with a Succession Plan – Transportation and Warehousing - Urban Subdivision (N=43)



2.2.2 Rural Subdivision (N=166)

One-third of rural businesses in the transportation and warehousing industry (33%, n=54) 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 E15: Businesses with a Formal Human Resources Plan – Transportation and Warehousing – Rural Subdivision (N=166)



Approximately one-half of rural businesses in this industry (49%, n=82) hired at least one new employee over the past 12 months. Of those who hired (n=82), an average of six new employees were hired. Furthermore, these surveyed businesses hired a total of 668 employees.

Truck drivers (59%, n=48) was the top occupation hired over the past 12 months.

Table E29: Top Five Occupations Hired in the Past 12 Months* - Transportation and Warehousing - Rural Subdivision

NOC Code	Occupation Name	n	% (N=82)
7411	Truck drivers	48	58.5
1411	General office clerks	10	12.2
7421	Heavy equipment operators (except crane)	6	7.3
7321	Automotive service technicians, truck mechanics and mechanical repairers	5	6.1
1461	Mail, postal and related clerks	5	6.1

*Multiple responses allowed.

Of those who hired new employees over the past 12 months (n=82), 63% (n=52) were fully satisfied with their new hires.

Those not satisfied with at least one employee (n=30) reported, on average, that they were not satisfied with 25% of the new employees they hired. One business was 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 (20%, n=6).

Table E30: Primary Reason for Dissatisfaction with New Employees – Transportation and Warehousing – Rural Subdivision

	<i>n</i>	% (<i>N=30</i>)
Lacking work ethic/motivation	6	20.0
Unreliable	4	13.3
Unhappy with performance	4	13.3
Lacking adequate training/skills	3	10.0
Inexperienced	2	6.7
Not suited/qualified for position	2	6.7
Untrustworthy/dishonest	1	3.3
Poor attitude	1	3.3
Difficulty adapting to position	1	3.3
Other	4	13.3
Don't know	2	6.7

Of the 668 new employees hired by surveyed businesses over the past 12 months, most (72%) have high school or less than high school as their highest level of education.

Table E31: Highest Education Level of New Employees – Transportation and Warehousing – Rural Subdivision

	<i>n</i>	%
University	78	11.7
Public Community College	40	6.0
Private Training Institution	67	10.0
High School	358	53.6
Less than High School	125	18.7
New Employee Total	668	100.0
Business Total	82	-

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=15) – One employer rated job readiness as excellent, ten rated it as good, two rated it as fair and two were unsure.
- Public Community College graduates (n=16) – Five employers rated job readiness as excellent, seven rated it as good, one rated it as fair, one rated it as poor and two were unsure.
- Private Training Institution graduates (n=13) – Two employers rated job readiness as excellent, seven rated it as good, three rated it as fair and one was unsure.
- High School graduates (n=67) – 16% of employers (n=11) rated job readiness as excellent, 58% (n=38) rated it as good, 16% (n=11) rated it as fair, 6% (n=4) rated it as poor, and 5% (n=3) were unsure.

Among surveyed businesses that hired new employees over the past 12 months, a total of 19% were hired from each of the groups shown below.

Table E32: Classifications of New Employees – Transportation and Warehousing – Rural Subdivision

	<i>n</i>	%
Immigrants	79	11.8
Co-op students hired for work placement	23	3.4
Persons with disabilities	4	0.6
Aboriginals	20	3.0
New Employee Total	668	18.8
Business Total	82	-

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 (53%, n=88).

Table E33: Methods Used to Fill Staffing Vacancies* - Transportation and Warehousing - Rural Subdivision

	<i>n</i>	% (<i>N=166</i>)
Use word of mouth/employee referrals	88	53.0
Place ad in newspaper	52	31.3
Place ad/use Service Canada Employment Centre	31	18.7
Use unsolicited resumes	24	14.5
Post internally in your company/organization	21	12.7
Place ad on or check internet/websites	9	5.4
Place ad on bulletin boards in local community	8	4.8
Use an employment agency/headhunter	7	4.2
Place ad in student employment centres at colleges/universities	4	2.4
Don't hire/never have vacancies/self-employed	4	2.4
Radio	4	2.4
Signs, flyers, pamphlets	3	1.8
Place ad in trade/professional/association journals	2	1.2
Colleges/schools/universities (co-op program)	2	1.2
Former employees, personal connections, family members	1	0.6
Done through district/head office	1	0.6
Television	1	0.6
Job fairs	1	0.6
Other	1	0.6
Don't know	4	2.4

*Multiple responses allowed.

Over the past 12 months, 43% of rural businesses in the transportation and warehousing industry (n=72) have had at least one vacant position available. Those with at least one vacancy (n=72) reported an average of five vacancies. Furthermore, among these surveyed businesses, there were a total of 488 vacant positions.

Of the 488 vacant positions available among these surveyed businesses, 149 positions or 31% were vacant more than once throughout the past 12 months.

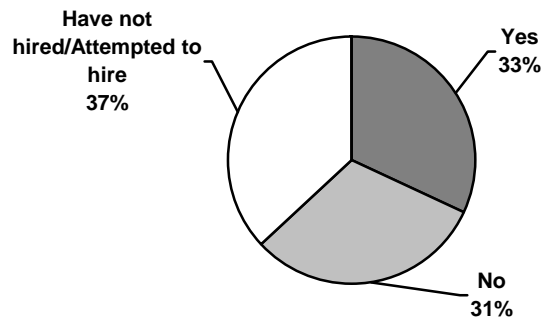
Furthermore, among these surveyed businesses, most (90%) of the positions available were permanent.

Table E34: Classification of Vacancies – Transportation and Warehousing – Rural Subdivision

	<i>n</i>	%
Permanent	440	90.2
Casual/Contract	28	5.7
Seasonal	20	4.1
Vacancy Total	488	100.0
Business Total	72	-

Businesses were asked if they have experienced any difficulty in filling vacancies. One-third (33%, n=54) have experienced difficulty, 31% (n=51) have not, and 37% (n=61) have not hired or attempted to hire.

Figure E16: Businesses Experiencing Difficulty Filling Vacancies – Transportation and Warehousing – Rural Subdivision (N=166)



The most common reason for experiencing difficulty in filling vacancies was potential hires lacking experience (30%, n=16).

Table E35: Main Reason for Experiencing Difficulty in Filling Vacancies* - Transportation and Warehousing - Rural Subdivision

	<i>n</i>	% (<i>N=54</i>)
Lacking experience	16	29.6
Workforce shortage	11	20.4
Difficult working conditions	8	14.8
Lacking educational/training qualifications	8	14.8
Position did not provide enough hours	7	13.0
Lacking proper license/permit	7	13.0
Salary expectations too high	6	11.1
Lacking soft skills (such as communication/teamwork)	5	9.3
Lacking specific technical skills	4	7.4
People not interested in employment	2	3.7
Location	1	1.9
Other	3	5.6

*Multiple responses allowed.

Among businesses experiencing difficulty in filling vacancies (n=54), truck drivers (56%, n=30) was the most difficult occupation to fill over the past 12 months.

Table E36: Top Five Occupations That Were Difficult to Fill Over the Past 12 Months* - Transportation and Warehousing - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=54)</i>
7411	Truck drivers	30	55.6
7421	Heavy equipment operators (except crane)	3	5.6
1475	Dispatchers and radio operators	3	5.6
1411	General office clerks	2	3.7
7413	Taxi and limousine drivers and chauffeurs	2	3.7

*Multiple responses allowed.

The large majority of businesses in the transportation and warehousing industry (90%, n=149) did not have any employees retire over the past 12 months. Of the surveyed businesses that did experience retirement (n=17), a total of 25 employees retired, averaging one employee per business.

Of businesses that experienced employee retirement over the past 12 months (n=17), truck drivers (n=7) was the top occupation from which employees retired.

Table E37: Top Three Occupations From Which Employees Retired Over the Past 12 Months* - transportation and warehousing – Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=17)</i>
7411	Truck drivers	7	41.2
1214	Supervisors, mail and message distribution occupations	3	17.6
1461	Mail, postal and related clerks	2	11.8

*Multiple responses allowed.

Almost two-thirds of businesses in this industry (64%, n=106) do not expect any employees to retire in the next five years. Of the surveyed businesses that expect employee retirement over this period (n=60), an average of three employees are expected to retire, with retirement totaling 184 employees.

Most commonly, employees are expected to retire from the truck drivers occupation (38%, n=23).

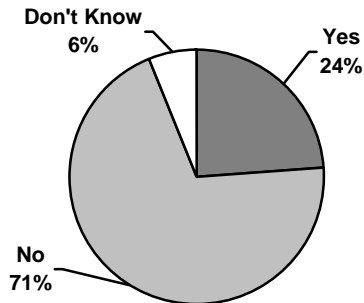
Table E38: Top Four Occupations From Which Employees Are Expected to Retire Over the Next Five Years* - Transportation and Warehousing - Rural Subdivision

<i>NOC Code</i>	<i>Occupation Name</i>	<i>n</i>	<i>% (N=60)</i>
7411	Truck drivers	23	38.3
0713	Transportation managers	15	25.0
1461	Mail, postal and related clerks	6	10.0
1411	General office clerks	5	8.3

*Multiple responses allowed.

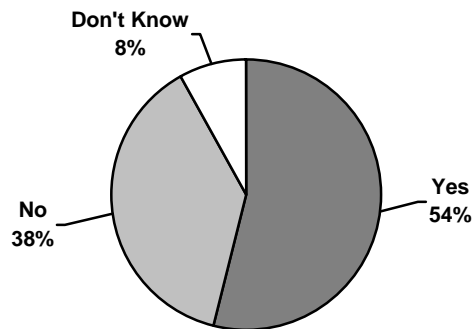
Approximately one-quarter of rural businesses in the transportation and warehousing industry (24%, n=39) expect their owner/manager/CEO to retire within the next five years.

Figure E17: Businesses Expecting Owner/Manager/CEO to Retire in Next Five Years – Transportation and Warehousing – Rural Subdivision (N=166)



Of businesses that expect their owner/manager/CEO to retire within the next five years (n=39), just over one-half (54%, n=21) have a formal or informal succession plan in place.

Figure E18: Businesses with a Succession Plan – Transportation and Warehousing – Rural Subdivision (N=39)



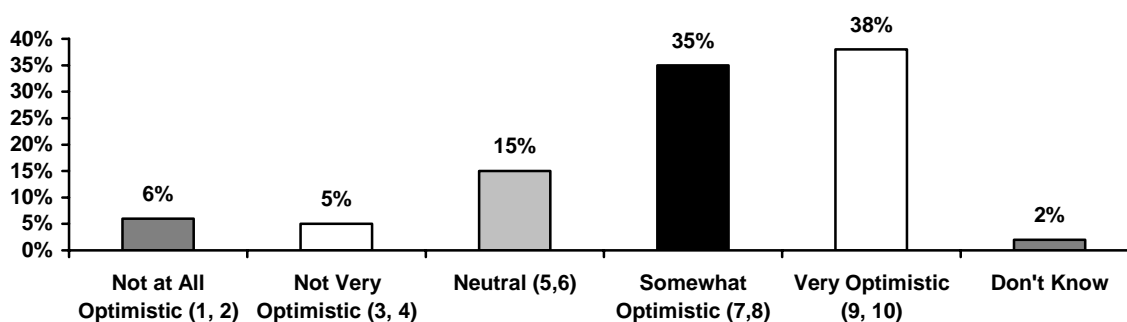
3.0 Business Outlook and Confidence

3.1 Provincial Overview

3.1 Provincial Overview (N=347)

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”. The majority of businesses provided a somewhat optimistic (35%, n=121) or very optimistic (38%, n=134) outlook toward the future.

Figure E19: Level of Optimism About the Future – Transportation and Warehousing – Provincial Overview (N=347)



Businesses that provided an optimistic rating (7 or higher out of 10, n=254) explained their positive outlook by their business doing well (35%, n=88).

Businesses with a neutral rating (5 or 6 out of 10, n=53) mainly indicated that the economy is unstable (26%, n=14), while businesses that provided a pessimistic rating (4 or lower out of 10, n=35) indicated that their business is not doing well (27%, n=9).

Table E39: Reasons for Rating Provided* - Transportation and Warehousing – Provincial Overview

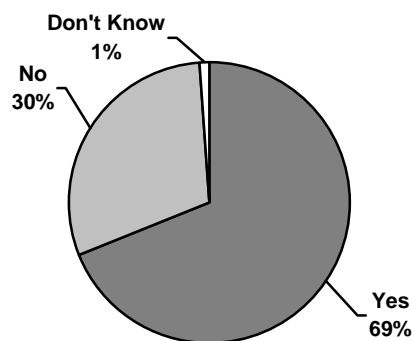
<i>Optimistic</i>	<i>n</i>	<i>% (N=254)</i>
Business is doing well	88	34.6
Growing industry/company	63	24.6
Well established company	44	17.2
Offering an essential service	12	4.9
Economy is unstable	11	4.4
Increase in operating costs	9	3.6
Future is uncertain	5	2.1
Business is not doing well	5	1.8
Operating in the public sector	4	1.6
Workforce shortage	3	1.1
Change in exchange rates	2	0.8
Increase in competition	2	0.7
Business relies on limited outside funding	1	0.4
Other	28	11.2
Don't know/no answer	9	3.6
<i>Neutral</i>	<i>n</i>	<i>% (N=53)</i>
Economy is unstable	14	25.7
Future is uncertain	12	21.9
Increase in operating costs	11	20.9
Business is not doing well	6	11.8
Increase in competition	3	6.4
Workforce shortage	3	5.4
Business relies on limited outside funding	2	4.3
Offering an essential service	1	1.6
Other	2	3.7
Don't know/no answer	8	14.4

Pessimistic	n	% (N=35)
Business is not doing well	9	26.8
Economy is unstable	8	22.8
Increase in operating costs	6	17.9
Future is uncertain	6	16.2
Workforce shortage	3	8.1
Business relies on limited outside funding	1	3.2
Change in exchange rates	1	2.4
Business is doing well	1	2.4
Other	4	10.6
Don't know	1	3.2

*Multiple responses allowed.

Just over two-thirds of businesses operating in the transportation and warehousing industry (69%, n=240) have experienced significant changes to their external operating environment over the past two years.

Figure E20: Experienced Significant Change to External Operating Environment Over the Past Two Years – Transportation and Warehousing – Provincial Overview (N=347)



Businesses that experienced changes (n=240) identified the biggest change as an increase in fuel prices (79%, n=190).

Table E40: Changes Experienced* - Transportation and Warehousing – Provincial Overview

	n	% (N=240)
Increase in fuel prices	190	78.9
Change in exchange rates	58	24.3
Government legislation	27	11.1
Increase in cost of supplies/overhead	25	10.5
Increase in insurance rates	19	8.0
Decline in particular industries	10	4.2
Downturn in economy	10	4.2
Minimum wage increases	6	2.6
Workforce shortage	5	2.2
Increase in competition	3	1.4
Growth in economy	2	0.8
Other	46	19.3
Don't know	1	0.4

*Multiple responses allowed.

3.2 Urban/Rural Subdivision

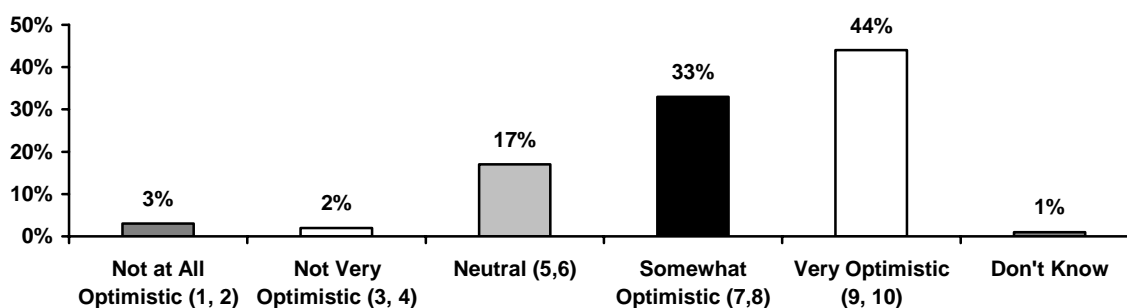
3.2.1 Urban Subdivision

3.2.2 Rural Subdivision

3.2.1 Urban Subdivision (N=183)

Urban 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 (33%, n=61) or very optimistic (44%, n=80) outlook toward the future.

Figure E21: Level of Optimism About the Future – Transportation and Warehousing – Urban Subdivision (N=183)



Businesses that provided an optimistic rating (7 or higher out of 10, n=141) explained their positive outlook by their business doing well (33%, n=47) and the fact that the industry/company is growing (30%, n=42).

Businesses with a neutral rating (5 or 6 out of 10, n=31) mainly indicated that the future is uncertain (26%, n=8), while businesses that provided a pessimistic rating (4 or lower out of 10, n=9) indicated that their business is not doing well (n=3).

Table E41: Reasons for Rating Provided* - Transportation and Warehousing – Urban Subdivision

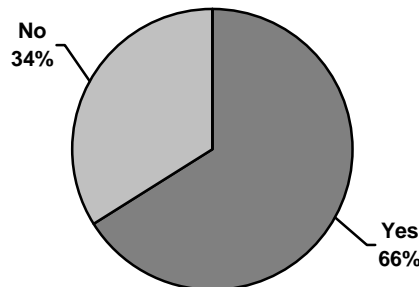
Optimistic	n	% (N=141)
Business is doing well	47	33.3
Growing industry/company	42	29.8
Well established company	29	20.6
Economy is unstable	7	5.0
Increase in operating costs	5	3.5
Offering an essential service	2	1.4
Operating in the public sector	2	1.4
Other	22	15.6
Don't know/no answer	2	1.4
Neutral	n	% (N=31)
Future is uncertain	8	25.8
Economy is unstable	6	19.4
Increase in operating costs	6	19.4
Increase in competition	3	9.7
Business relies on limited outside funding	2	6.5
Business is not doing well	1	3.2
Workforce shortage	1	3.2
Other	1	3.2
Don't know/no answer	6	19.4

Pessimistic	n	% (N=9)
Business is not doing well	3	33.3
Future is uncertain	2	22.2
Economy is unstable	1	11.1
Workforce shortage	1	11.1
Business relies on limited outside funding	1	11.1
Increase in operating costs	1	11.1
Other	1	11.1
Don't know	1	11.1

*Multiple responses allowed.

Two thirds of urban businesses operating in the transportation and warehousing industry (66%, n=120) have experienced significant changes to their external operating environment over the past two years.

Figure E22: Experienced Significant Change to External Operating Environment Over the Past Two Years – Transportation and Warehousing – Urban Subdivision (N=183)



Businesses that experienced changes (n=120) identified the biggest change as an increase in fuel prices (78%, n=93).

Table E42: Changes Experienced* - Transportation and Warehousing – Urban Subdivision

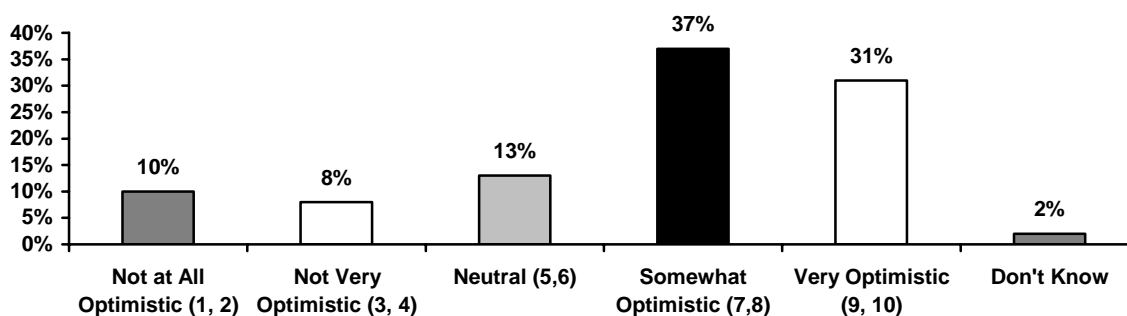
	n	% (N=120)
Increase in fuel prices	93	77.5
Change in exchange rates	30	25.0
Government legislation	17	14.2
Increase in cost of supplies/overhead	11	9.2
Increase in insurance rates	11	9.2
Decline in particular industries	6	5.0
Minimum wage increases	4	3.3
Downturn in economy	3	2.5
Increase in competition	3	2.5
Workforce shortage	1	0.8
Growth in economy	1	0.8
Other	20	16.7

*Multiple responses allowed.

3.2.2 Rural Subdivision (N=166)

Rural businesses operating in this industry were somewhat optimistic about the future, providing a mean rating of 7.0 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=61) or very optimistic (31%, n=51) outlook toward the future.

Figure E23: Level of Optimism About the Future – Transportation and Warehousing – Rural Subdivision (N=166)



Businesses that provided an optimistic rating (7 or higher out of 10, n=112) explained their positive outlook by their business doing well (37%, n=41).

Businesses with a neutral rating (5 or 6 out of 10, n=21) mainly indicated that the economy is unstable (n=8), while businesses that provided a pessimistic rating (4 or lower out of 10, n=29) also indicated that the economy is unstable (n=8).

Table E43: Reasons for Rating Provided* - Transportation and Warehousing – Rural Subdivision

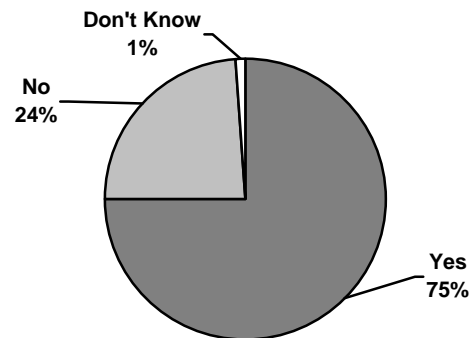
Optimistic	n	% (N=112)
Business is doing well	41	36.6
Growing industry/company	18	16.1
Well established company	13	11.6
Offering an essential service	12	10.7
Future is uncertain	5	4.5
Business is not doing well	4	3.6
Economy is unstable	4	3.6
Increase in operating costs	4	3.6
Operating in the public sector	2	1.8
Workforce shortage	2	1.8
Increase in competition	2	1.8
Other	12	10.7
Don't know/no answer	8	7.1
Neutral	n	% (N=21)
Economy is unstable	8	38.1
Business is not doing well	6	28.6
Increase in operating costs	5	23.8
Future is uncertain	3	14.3
Workforce shortage	2	9.5
Offering an essential service	1	4.8
Other	1	4.8
Don't know/no answer	1	4.8

Pessimistic	n	% (N=29)
Economy is unstable	8	27.6
Business is not doing well	7	24.1
Increase in operating costs	6	20.7
Future is uncertain	4	13.8
Workforce shortage	2	6.9
Change in exchange rates	1	3.4
Business is doing well	1	3.4
Other	3	10.3

*Multiple responses allowed.

Three-quarters of rural businesses operating in the transportation and warehousing industry (75%, n=124) have experienced significant changes to their external operating environment over the past two years.

Figure E24: Experienced Significant Change to External Operating Environment Over the Past Two Years – Transportation and Warehousing – Rural Subdivision (N=166)



Businesses that experienced changes (n=124) identified the biggest changes as an increase in fuel prices (81%, n=100).

Table E44: Changes Experienced* - Transportation and Warehousing – Rural Subdivision

	n	% (N=124)
Increase in fuel prices	100	80.6
Change in exchange rates	29	23.4
Increase in cost of supplies/overhead	15	12.1
Government legislation	9	7.3
Downturn in economy	8	6.5
Increase in insurance rates	8	6.5
Workforce shortage	5	4.0
Decline in particular industries	4	3.2
Minimum wage increases	2	1.6
Growth in economy	1	0.8
Other	28	22.6
Don't know	1	0.8

*Multiple responses allowed.

4.0 Training and Employment Development

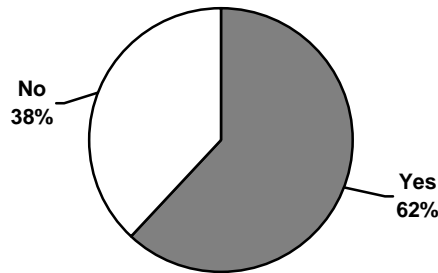
4.1 Provincial Overview

4.1 Provincial Overview (N=347)

Among businesses in the transportation and warehousing industry, almost two-thirds (62%, n=215) 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=215), 31% (n=66) did not offer formal training, while the remaining 69% (n=148) made formal training available.

Figure E25: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Transportation and Warehousing - Provincial Overview (N=347)



Of businesses that offered formal training to their employees (n=148), the most common source of formal, structured training was internal staff (67%, n=100).

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

Table E45: Sources of Formal, Structured Training* - Transportation and Warehousing - Provincial Overview

	<i>n</i>	<i>% (N=148)</i>
Internal staff	100	67.3
A non-profit organization/professional association	34	23.0
A private training institution	25	17.1
Private consultant	17	11.4
NBCC or CCNB	15	9.9
Another public educational institution	15	9.9
Manufacturers training/new equipment training	10	7.0
Courses offered by government	2	1.3
Online/internet	2	1.1
Other	20	14.0
Don't know	2	1.3

*Multiple responses allowed.

4.2 Urban/Rural Subdivision

4.2.1 Urban Subdivision

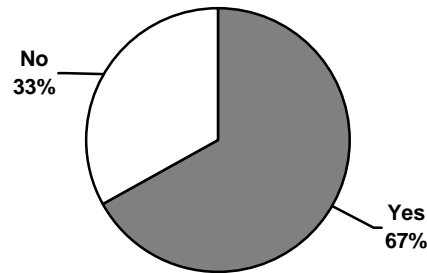
4.2.2 Rural Subdivision

4.2.1 Urban Subdivision (N=183)

Among urban businesses in the transportation and warehousing industry, two-thirds (67%, n=122) 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=122), 28% (n=34) did not offer formal training, while the remaining 72% (n=88) made formal training available.

Figure E26: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Transportation and Warehousing – Urban Subdivision (N=183)



Of businesses that offered formal training to their employees (n=88), the most common source of formal, structured training was internal staff (72%, n=63).

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

Table E46: Sources of Formal, Structured Training* - Transportation and Warehousing - Urban Subdivision

	<i>n</i>	<i>% (N=88)</i>
Internal staff	63	71.6
A non-profit organization/professional association	22	25.0
A private training institution	15	17.0
NBCC or CCNB	10	11.4
Another public educational institution	10	11.4
Private consultant	9	10.2
Manufacturers training/new equipment training	7	8.0
Workers compensation	1	1.1
Construction association	1	1.1
Various tourism agencies and associations	1	1.1
Courses offered by government	1	1.1
Other	10	11.4
Don't know	1	1.1

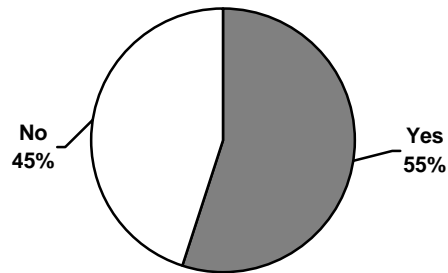
*Multiple responses allowed.

4.2.2 Rural Subdivision (N=166)

Among rural businesses in the transportation and warehousing industry, just over one-half (55%, n=91) 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=91), 36% (n=33) did not offer formal training, while the remaining 64% (n=58) made formal training available.

Figure E27: Percentage of Businesses that Offered Informal or Formal Training Over the Past Two Years – Transportation and Warehousing – Rural Subdivision (N=166)



Of businesses that offered formal training to their employees (n=58), the most common source of formal, structured training was internal staff (59%, n=34).

Overall, formal training sessions account for approximately 3% of these businesses' overall operating budgets.

Table E47: Sources of Formal, Structured Training* - Transportation and Warehousing - Rural Subdivision

	<i>n</i>	<i>% (N=58)</i>
Internal staff	34	58.6
A non-profit organization/professional association	11	19.0
A private training institution	10	17.2
Private consultant	8	13.8
NBCC or CCNB	4	6.9
Another public educational institution	4	6.9
Manufacturers training/new equipment training	3	5.2
Online/internet	2	3.4
Courses offered by government	1	1.7
Insurance industry training	1	1.7
Other	6	10.3
Don't know	1	1.7

*Multiple responses allowed.

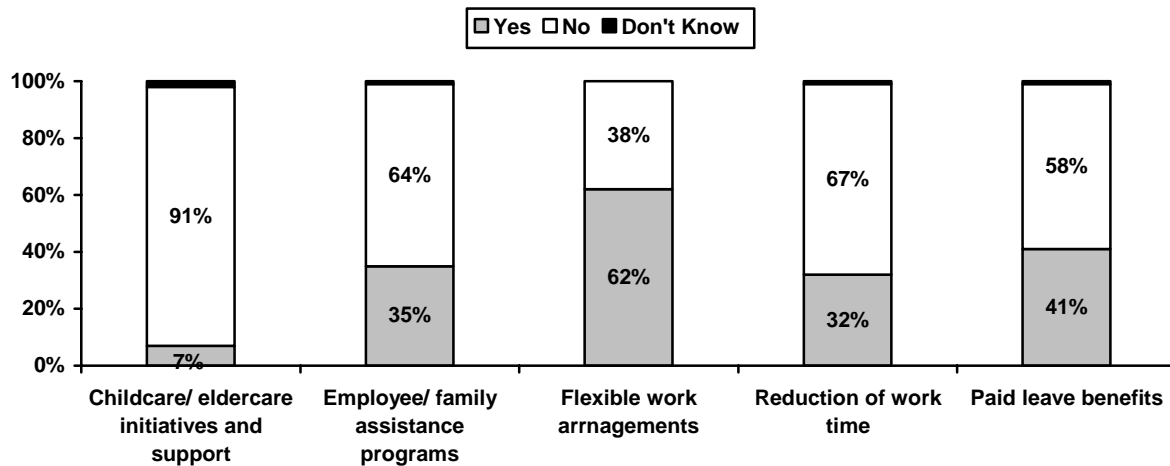
5.0 Family Friendly Policies and Procedures

5.1 Provincial Overview

5.1 Provincial Overview (N=347)

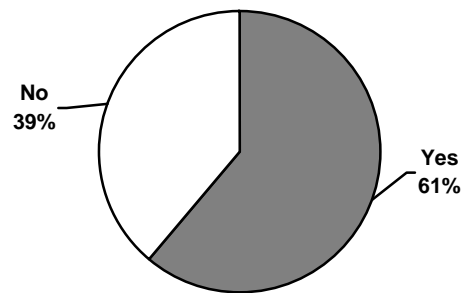
Among businesses in the transportation and warehousing industry, the most common form of family-oriented benefits offered is flexible work arrangements (62%, n=214).

Figure E28: Types of Family-Friendly Benefits Offered by Businesses – Transportation and Warehousing – Provincial Overview (N=347)



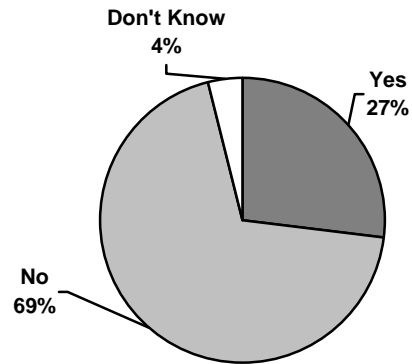
Almost two-thirds of businesses in this industry (61%, n=212) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=212), women account for an average of 46% of all key decision-making positions.

Figure E29: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Transportation and Warehousing - Provincial Overview (N=347)



To ensure that jobs of equal value earn equal pay, just over one-quarter of businesses in this industry (27%, n=94) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E30: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Transportation and Warehousing – Provincial Overview (N=347)



5.2 Urban/Rural Subdivision

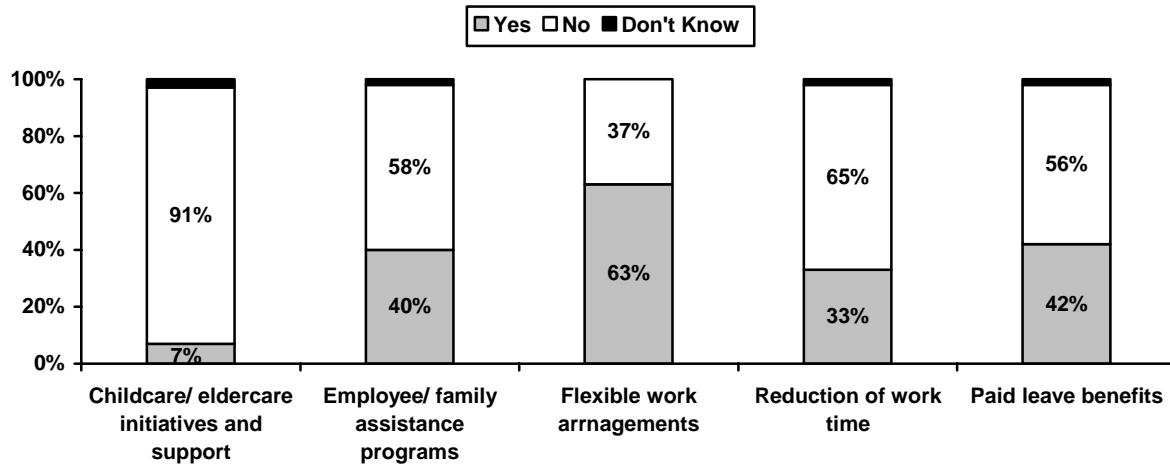
5.2.1 Urban Subdivision

5.2.2 Rural Subdivision

5.2.1 Urban Subdivision (N=183)

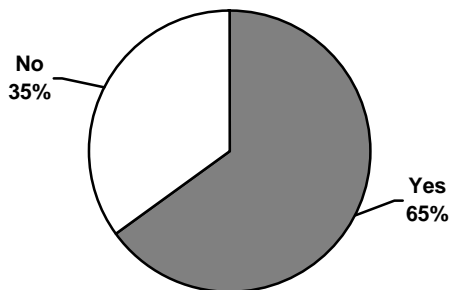
Among urban businesses in the transportation and warehousing industry, the most common form of family-oriented benefits offered is flexible work arrangements (63%, n=115).

Figure E31: Types of Family-Friendly Benefits Offered by Businesses – Transportation and Warehousing – Urban Subdivision (N=183)



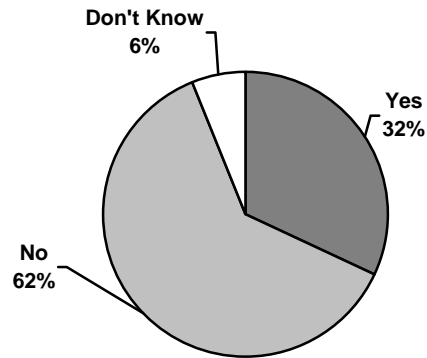
Almost two-thirds of urban businesses in this industry (65%, n=118) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=118), women account for an average of 48% of all key decision-making positions.

Figure E32: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Transportation and Warehousing – Urban Subdivision (N=183)



To ensure that jobs of equal value earn equal pay, approximately one-third of urban businesses in this industry (32%, n=59) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

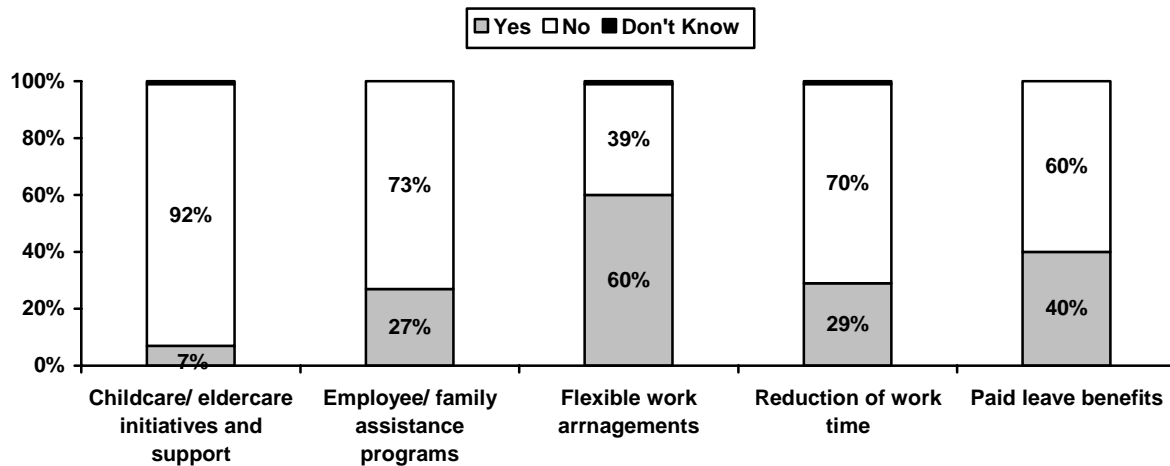
Figure E33: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Transportation and Warehousing – Urban Subdivision (N=183)



5.2.2 Rural Subdivision (N=166)

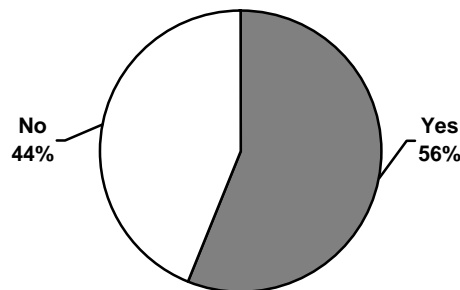
Among rural businesses in the transportation and warehousing industry, the most common form of family-oriented benefits offered is flexible work arrangements (60%, n=100).

Figure E34: Types of Family-Friendly Benefits Offered by Businesses - Transportation and Warehousing – Rural Subdivision (N=166)



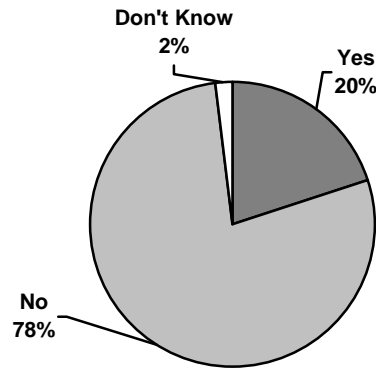
Just over one-half of rural businesses in this industry (56%, n=93) employ women in key decision-making positions such as positions at the management and senior management level. Within these businesses (n=93), women account for an average of 44% of all key decision-making positions.

Figure E35: Percentage of Businesses that Employ Women in Key Decision-Making Positions – Transportation and Warehousing – Rural Subdivision (N=166)



To ensure that jobs of equal value earn equal pay, 20% of rural businesses in this industry (n=33) have developed and implemented a written, formal gender-neutral process for job evaluation based on skill level, effort, responsibility and working conditions.

Figure E36: Percentage of Businesses/Organization that have a Written, Formal Gender-Neutral Process of Job Evaluation – Transportation and Warehousing – Rural Subdivision (N=166)



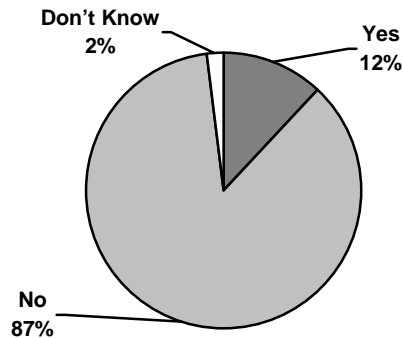
6.0 Literacy

6.1 Provincial Overview

6.1 Provincial Overview (N=347)

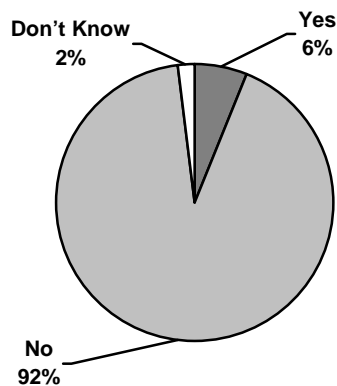
Overall, a minority of businesses in the transportation and warehousing industry (12%, n=41) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=41), it is estimated that an average of 19% of employees experience this problem.

Figure E37: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Transportation and Warehousing - Provincial Overview (N=347)



Furthermore, a minority of businesses (6%, 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 21% of employees experience this problem.

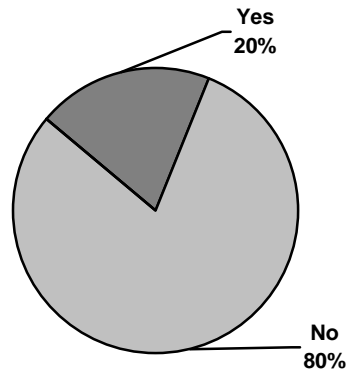
Figure E38: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Transportation and Warehousing – Provincial Overview (N=347)



Businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=47) were asked if they have any initiatives or programs in place to support these employees.

The large majority of these businesses (80%, n=37) do not have any initiatives or programs in place.

Figure E39: Percentage of Businesses With Initiatives/Programs to Support Employees With Reading/Numeracy Difficulties – Transportation and Warehousing - Provincial Overview (N=47)



Businesses that have such initiatives or programs in place (n=10) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=3), paying for educational upgrades/courses (n=3) and other initiatives (n=3)⁹.

⁹ Multiple responses allowed.

6.2 Urban/Rural Subdivision

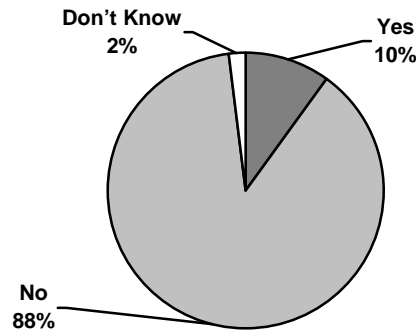
6.2.1 Urban Subdivision

6.2.2 Rural Subdivision

6.2.1 Urban Subdivision (N=183)

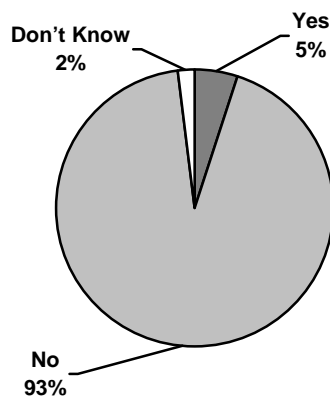
Overall, a minority of urban businesses in the transportation and warehousing industry (10%, n=18) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=18), it is estimated that an average of 16% of employees experience this problem.

Figure E40: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Transportation and Warehousing – Urban Subdivision (N=183)



Furthermore, a minority of urban businesses (5%, n=9) 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=9), it is estimated that an average of 19% of employees experience this problem.

Figure E41: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Transportation and Warehousing – Urban Subdivision (N=183)



Urban businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=21) were asked if they have any initiatives or programs in place to support these employees. Eighteen of these 21 businesses do not have any initiatives or programs in place.

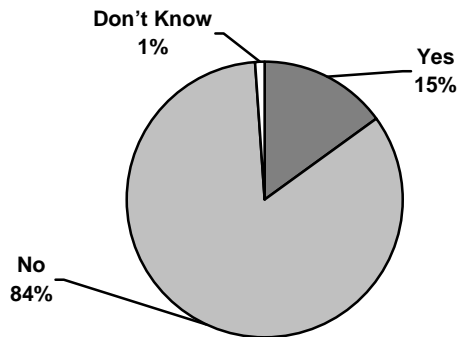
The businesses that do have initiatives or programs in place offer to pay for educational upgrades or courses (n=2) or offer other initiatives (n=1)¹⁰.

¹⁰ Multiple responses allowed.

6.2.2 Rural Subdivision (N=166)

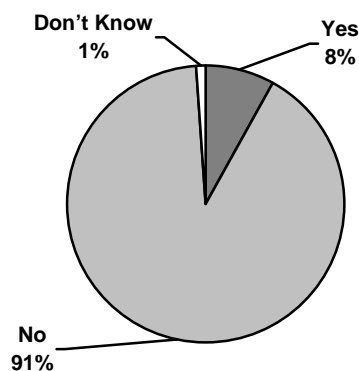
Overall, a minority of rural businesses in the transportation and warehousing industry (15%, n=24) report having at least one employee who has difficulty reading and subsequently applying what was read to his/her job. Among these businesses (n=24), it is estimated that an average of 23% of employees experience this problem.

Figure E42: Percentage of Businesses With Employees Who Have Difficulty Reading, Understanding or Applying What They Have Read to Their Jobs – Transportation and Warehousing – Rural Subdivision (N=166)



Furthermore, a minority of rural businesses (8%, n=13) 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=13), it is estimated that an average of 23% of employees experience this problem.

Figure E43: Percentage of Businesses With Employees Who Have Difficulty Working With Numbers in Their Jobs – Transportation and Warehousing – Rural Subdivision (N=166)



Rural businesses in this industry with at least one employee who experiences a reading or numeracy difficulty (n=27) were asked if they have any initiatives or programs in place to support these employees. The majority of these businesses (n=20) do not have any initiatives or programs in place.

Businesses that have such initiatives or programs in place (n=7) were asked to describe them. The most popular initiatives/programs include internal training opportunities (n=4), paying for educational upgrades/courses (n=1) and other initiatives (n=2)¹¹.

¹¹ Multiple responses allowed.