

WORK. MADE BETTER. REPORT

2025

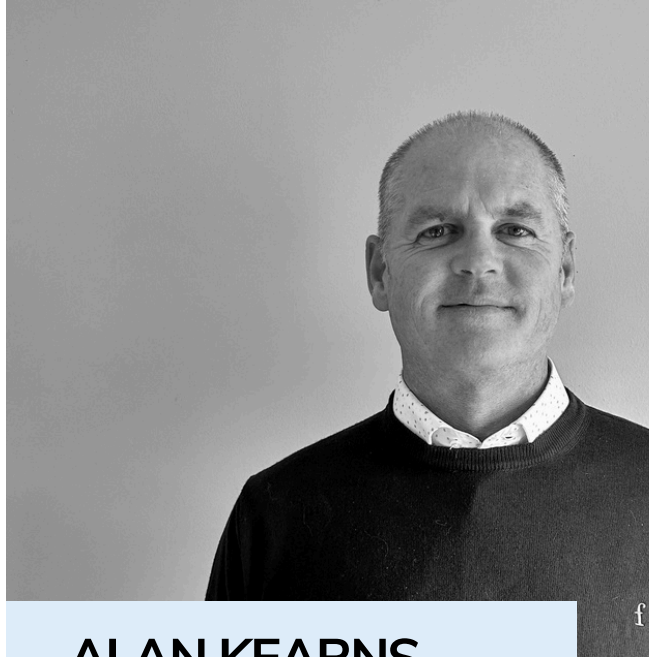


HOW PEOPLE & CULTURE LEADERS ARE SHAPING WORK IN CANADA

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LETTER FROM THE FOUNDER



ALAN KEARNS

Founder & Brand Champion

Between global trade uncertainty, rising inflation, new tariffs, and the rapid deployment of AI across every industry, Canadian leaders are navigating one of the most complex and consequential workplace shifts in decades. At the same time, employees are asking for something more: a commitment to community cultures that foster their success and growth.

In the middle of all this, one thing is clear: the organizations thriving today are leading with both head and heart. They're not just reacting to disruption; they're building workplaces that are more human-first, intentional, inclusive, AI-smart, and resilient to all the changes.

That's why we created the Work. Made Better Awards: to recognize employers who are redefining what great work looks like in Canada. These award recipients aren't flawless, but they're focused. They listen to their people. They make values visible. And they're not waiting for permission to lead differently.

This report is grounded in research that came directly from our conversations with these winning organizations. We spoke with senior HR leaders, public sector executives, founders, and frontline managers. What emerged wasn't just recognition; it was a roadmap. Their stories revealed what's working right now across regions, the public, private, and non-profit sectors, and leadership styles.

What makes this report unique is its distinctly Canadian perspective. Much of the content shaping People & Culture strategy today comes from outside our borders. We believe Canadian leaders deserve insights grounded in our values, diversity, and economic realities.

"What makes this report unique is its distinctly Canadian perspective."

At CareerJoy, we've spent over 20 years helping organizations across Canada navigate uncertainty with a human-first, AI-smart, uniquely Canadian approach that combines empathy with strategy, supporting both people and performance.

Whether you're shaping workplace culture inside the government, growing a national brand, or guiding change in your community, I hope this report offers a new perspective, and encourages you to make work better.

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WORK. MADE BETTER.

A CANADIAN PERSPECTIVE ON THE FUTURE OF PEOPLE & CULTURE.

A REPORT ON THE KEY FORCES, VALUES, AND STRATEGIES RESHAPING THE WORLD OF WORK IN CANADA.

In a time of exponential change, Canada's most future-focused organizations aren't just reacting, they're reimagining. This report distills insights from the Work Made Better Awards, which recognize employers setting the pace for how work should feel, function, and evolve.

What we heard from leaders across sectors—government, tech, healthcare, trades, education—is transparent: People & Culture is no longer a support function. It is now the driver of transformation.

OVERVIEW OF THE WORKPLACE IN CANADA

Canadian workplaces are navigating a complex, often contradictory landscape. On one hand, signs of high engagement point to meaningful progress in flexibility, autonomy, and workplace culture. On the other, persistent stress, declining satisfaction, and widening gaps in employee experience suggest that engagement remains fragile and deeply uneven.

This moment in Canadian work culture is defined by polarization: between flexibility and burnout, between autonomy and disconnection, between engagement and attrition.

What's emerging is a critical truth: the way we lead, support, and evolve our workplaces has never mattered more. The following snapshot offers a data-driven overview of how employees across Canada are experiencing work in 2025.

ENGAGEMENT SIGNALS

19% of Canadians say they are fully engaged at work, according to ADP People at Work 2025. Hybrid workers show the highest engagement, with roughly 1 in 4 (about 25%) reporting peak levels of motivation and commitment (ADP, 2025). Flexible work fuels commitment: employees report stronger engagement when they have control over when and where they work (ADP, 2025).

Warning Signs of Disengagement

- According to Gallup and HR Reporter (2025), Canadian workers experienced a 3-point drop in engagement measure from the previous year.
- Great Place to Work Canada (2025) reports that only 18% of Canadian employees say they are “extremely satisfied” with their current role.
- Daily stress remains a concern as around half of Canadian and North American employees report frequent stress at work (ADP & Gallup, 2025).



In short: engagement is at a crossroads. The gap between high-performing, people-first organizations and those struggling to adapt is growing.

At the centre of this shift are three meta-forces reshaping Canadian organizations:

- **The Rise of AI in people and culture.**
- **Canadian Identity, Newcomer Talent, and the Global Economy**
- **DEI as a Performance Strategy, Not Just a Priority**

Together, these forces are redefining what it means to lead in a modern, human-first, results-driven Canadian workplace.

19%

of Canadians say they are fully engaged at work.



~25%

of hybrid workers are deeply motivated and committed.



Flexible Work Fuels Commitment

Employees are more engaged when they have control over when and where they work.

1. THE RISE OF AI IN PEOPLE AND CULTURE.

AI is no longer hypothetical. It's actively transforming how we hire, train, develop, and support people.

- Approximately two-thirds of Canadians (66%) have used a generative AI tool, and about 30% report using them daily or weekly for work, study, or leisure, which is nearly triple the rate reported in 2023.
- 79% of Canadian CEOs plan to adopt AI within the next 12 months, reflecting a strong intent to integrate AI into their workforce strategies.
- AI is expanding job boundaries, driving task rotation and innovation, and reshaping how Canadian professionals define their roles and career paths.
- AI adoption among HR professionals in Canada has reached 72%, with growing concerns around aligning workforce skills with emerging technology.
- Leadership capability, not technology, is seen by 70% of leaders as the primary barrier to scaling AI across organizations, according to a McKinsey report.

66%

of Canadians use generative AI



70%

of leaders say leadership is the top AI barrier



HR LEADERS ARE NOW NAVIGATING:

- Learnership change management - a complete rethink of leading in a Human-First, AI-smart work environment.
- Recruitment tools that boost efficiency but risk algorithmic bias
- AI-powered HR assistants that enhance employee experience
- Workforce analytics for predicting attrition and skills gaps
- Privacy laws like PIPEDA (Personal Information Protection and Electronic Documents Act) and Quebec's AI Act that demand ethical and transparent AI governance.

The result? A strategic crossroads for HR.

The challenge is not just adoption; it's accountable, inclusive, human-centred integration.

2. CANADIAN IDENTITY, NEWCOMER TALENT, AND THE GLOBAL ECONOMY.

Canada's identity is profoundly shaped by immigration. As of the 2021 Census, nearly one in four people in Canada (23%) were born outside the country—the highest share among G7 nations. Since then, Canada has welcomed record numbers of new permanent and temporary residents, suggesting that this proportion is now even higher. This isn't just a demographic reality, it's a strategic advantage. Immigration fuels population growth, drives innovation, and contributes to a more diverse, resilient workforce.

Canadian organizations are navigating:

- Talent competition in a global labour market
- DEI expectations from global partners and investors
- Trade agreements and ESG frameworks that require transparent people practices

“Like pretty much everything else in the country, you know, Canada and HR has become more progressive.”

– Shari Blackburn, HR Manager, Barry Callebaut

People & Culture teams are responding by:

- Aligning talent strategies with global DEI norms
- Designing onboarding and development programs that support new Canadians
- Rethinking engagement and inclusion across language, culture, and lived experience.

This is Canadian leadership in action: grounded in belonging, powered by difference.



3. DEI AS A PERFORMANCE STRATEGY—NOT JUST A PRIORITY



Canadian organizations have made significant commitments to DEI, and the pressure to deliver results is rising.

- 72% of Canadian business leaders increased DEI investment in 2023.
- Yet, 62% of employees say leaders aren't being held accountable for results.
- Over half of workplaces now offer DEI programs, but a third still do not.

We're asking, are we creating spaces where people of all backgrounds feel safe to share their voice? Inclusion starts there.

- Shari Friesen, Senior Manager, People Partnering & Care, World Vision

People & Culture leaders are navigating this complexity by:

- Using AI to audit hiring bias and pay equity
- Embedding data-driven DEI strategies into their culture metrics
- Delivering inclusive leadership training that moves beyond tokenism.

FROM INTENTION TO IMPACT: REAL CONVERSATIONS, REAL CHANGE

THE CHALLENGE

But the real challenge? Moving from programmatic to embedded, from good intentions to measurable inclusion.

These aren't abstract trends; they're grounded in honest conversations with leaders from Canada's most people-focused organizations, recognized through the Work. Made Better. Awards. From emerging managers to seasoned executives, we spoke with individuals across sectors and roles who are actively leading change in their workplaces.

From those interviews, five key, interconnected focus areas emerged, revealing where People & Culture is driving the most significant impact today.

PEOPLE BEHIND CHANGE

Behind each of these themes are real organizations doing the work. We're proud to recognize 14 outstanding organizations that are making work better in a time of unprecedented change. As AI continues to reshape how we hire, collaborate, and support our teams, these organizations are leading with commitment, character, and competency in their culture. They show what's possible when people remain the priority even in the face of complexity and transformation.



To understand how real change is unfolding in Canadian workplaces, we spoke with leaders at all levels: those leading themselves through change, those guiding teams, and those steering entire organizations. Some conversations were one-on-one, while others brought together two or three peers reflecting on change together.

We listened to how they're navigating transition, integrating AI into their strategies, and building cultures where results and relationships thrive.

FIVE KEY THEMES SHAPING PEOPLE & CULTURE IN CANADA



“Whether it's how we hire or how we use tech like AI, it all has to start from a place of belonging.”

**- Harjit Douglas,
HR Generalist, OSBIE**

1. PEOPLE & CULTURE AS A STRATEGIC PARTNER

As AI reshapes work, P&C leaders are driving talent strategy, aligning reskilling, inclusion, and innovation. In Canada's diverse economy, newcomer talent and ethical AI use are key to long-term competitiveness.

2. BUILDING HIGH-PERFORMING, INCLUSIVE TEAMS

AI is changing how teams function, but trust and inclusion remain the foundation. In diverse Canadian workplaces, DEI is more than a value, it's a performance advantage when paired with human-AI collaboration.

3. EVOLVING EMPLOYEE ENGAGEMENT & DEVELOPMENT

Hybrid work and AI call for more personalized, purpose-driven development. For global and newcomer talent, meaningful engagement means integrating tech with culturally intelligent learning and growth.

4. EMPOWERING LEADERSHIP IN A MODERN WORKPLACE

The most valuable leadership traits (curiosity, empathy, and adaptability) are deeply human. As AI scales, leadership must reflect Canada's diversity and elevate DEI as a lever for better decisions.

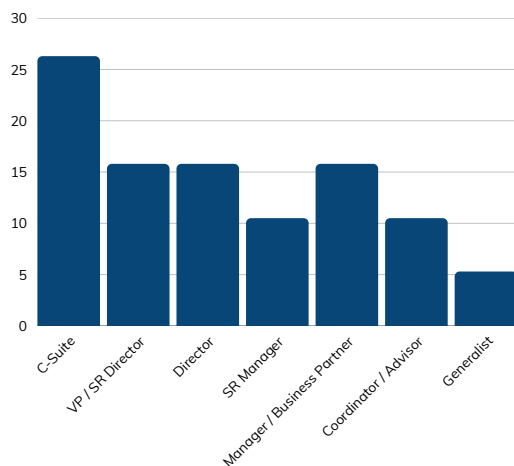
5. WORK-LIFE INTEGRATION & ORGANIZATIONAL RESILIENCE

AI can streamline work but real resilience comes from cultures that support well-being. In Canada's evolving workforce, this means designing systems that honour difference and foster belonging at every level.

PARTNER INTERVIEW HIGHLIGHTS

The following graph provides a snapshot of the individuals we interviewed, from emerging leaders to senior executives, each offering a unique perspective on people-first leadership in a changing world.

Role of Interviewee

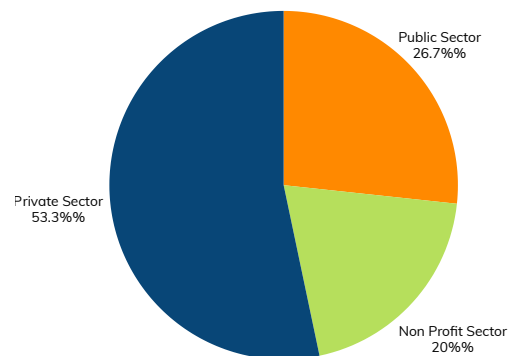


The following pie chart below shows the percentage breakdown of winning companies by sector. The Private Sector makes up over half of the winners, followed by the Public Sector with just over a quarter, and Non-Profit organizations representing one-fifth. This distribution highlights the diverse range of sectors recognized for excellence.

“Our goal is to elevate the profile and impact of People & Culture by making its value tangible, and sharing those insights with partners like you.”

- Alan Kearns, CareerJoy

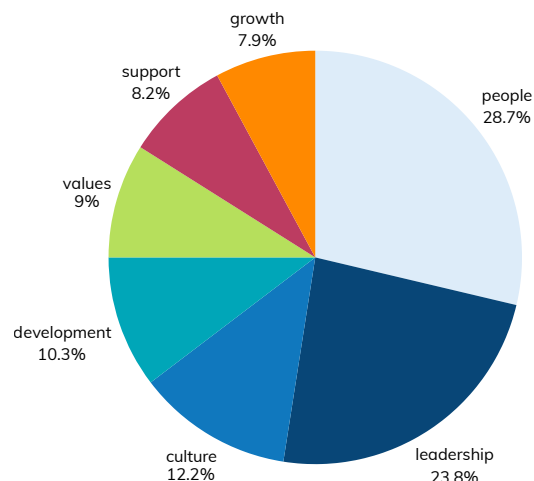
Winning companies by sector



These themes aren't theoretical; they're grounded in the real challenges and courageous responses of leaders across Canada. They reflect a uniquely Canadian approach: modern, human-first, and focused on results that matter.

As you explore the report, you'll hear directly from those leading this work, those shaping a more adaptive, equitable, and resilient future of work.

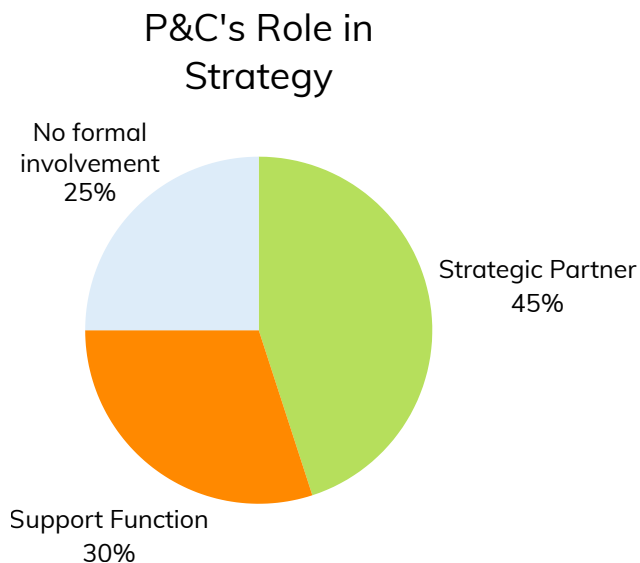
Top Themes in Conversations



1. PEOPLE & CULTURE AS A STRATEGIC PARTNER AND DEVELOPER OF TALENT

* KEY INSIGHT

Canadian People & Culture teams are increasingly stepping into strategic leadership by leveraging AI-powered People Analytics. In this new paradigm, People & Culture is not just supporting; they are actively shaping business outcomes. As noted by HR Reporter, organizations now use predictive analytics to discern which candidates are most likely to succeed 12 months from now, optimizing both hiring quality and retention. Similarly, a case study highlighted by HR Executive shows that analytics-led People & Culture teams are elevating their status, enabling them to reduce turnover, enhance engagement, and inform promotion decisions, all thanks to data-driven insight.



Together, these examples reflect a pivotal shift: Canadian People & Culture is positioning itself not as a service provider, but as a strategic driver, using AI and equity-centered analytics to design inclusive pathways for talent, align workforce planning with organizational goals, and retain diverse newcomers through culturally intelligent insights.

“We want to be on the front end of influencing strategy, not just implementing it. When we're invited early, we can help shape the direction in a way that puts people first while still driving the business.”

- Shari Blackburn, HR Manager, Barry Callebaut

People & Culture in Canada is increasingly seen as a strategic partner—not just a support function—but a core driver of organizational planning and performance. In Canada, roughly 45% of organizations now involve P&C in both planning and executing strategy, compared to ~30% who involve P&C only after decisions are made. At the same time, rising trust from non-P&C staff (42% believe in P&C's effectiveness in 2023, up from 26% in 2021) signals confidence in this shift.

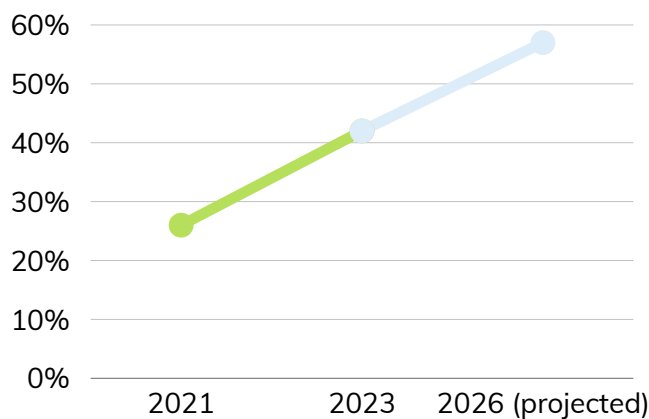
* KEY PRACTICES

- **Collaborate with senior leadership** to ensure AI-enhanced talent strategies align with business goals.
- **Leverage AI-driven analytics** to identify workforce trends and inform decisions in Canada's dynamic labour market.
- **Equip People & Culture professionals** with both technical fluency in AI tools and strong people skills to drive change.
- **Use AI to demonstrate the ROI of people** initiatives through real-time metrics on engagement, retention, and performance.
- **Position People & Culture leaders** as data-literate influencers in critical business decisions.

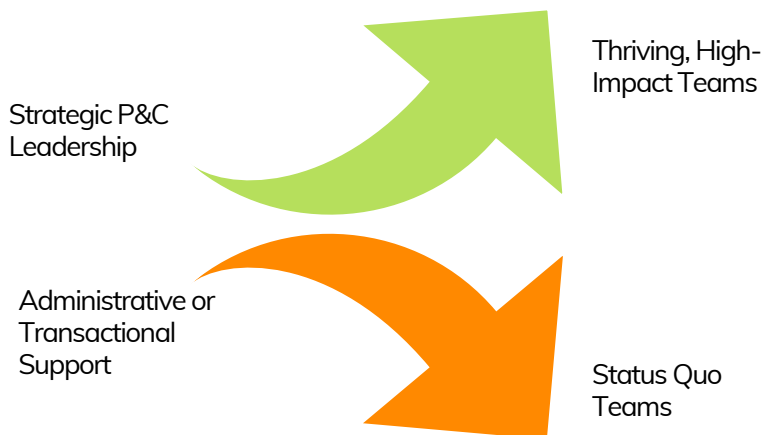
* TAKEAWAY FOR P&C LEADERS

To solidify People & Culture's role as a strategic partner, leaders must embrace AI to augment human insight, align talent development with business objectives, and respond with agility to Canada's evolving workplace landscape.

Belief of Non-P&C Staff in P&C's Effectiveness vs. Year



PEOPLE & CULTURE ROLE AND ITS RELATIONSHIP TO TEAM PERFORMANCE



* PARTNERS IN ACTION



- At Barry Callebaut Group, Shari Blackburn and Felechia Hines exemplify the role of People and Culture as strategic partners at the leadership table. Their unwavering commitment to putting people first ensures that meaningful support, self-awareness, learning, and personal development are integral to the employee experience. By embedding a culture of respect and empowerment, they create an environment where individuals feel genuinely valued and supported, demonstrating forward-thinking leadership that drives both people and business success.



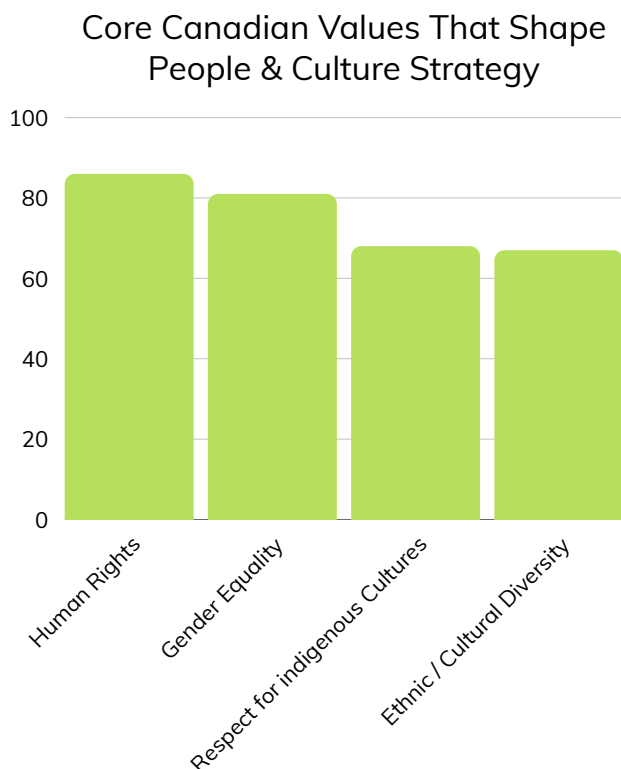
- At Canadian Forces Morale & Welfare Services, Vanessa Walsh and Todd Stride lead the way as strategic partners by integrating forward-thinking programs like CareerCOACH+ to provide personalized, scalable career support for military spouses/partners, CAF members and their families. Their commitment to placing people at the centre of their strategy and having a strong voice at the leadership table drives a culture of empowerment, growth, and meaningful development.

2. BUILDING HIGH-PERFORMING, INCLUSIVE TEAMS

* KEY INSIGHT

Inclusivity in Canada is non-negotiable, rooted in our social values and reinforced by data. Today's inclusive teams are empowered not just by their values but also by the intelligent use of AI to reduce bias, elevate diverse perspectives, and ensure equitable access to growth opportunities.

A 2023 Statistics Canada report analyzing the General Social Survey on Social Identity found that **86% of Canadians identify human rights as a core national value, 81% gender equality, 68% respect for Indigenous cultures, and 67% ethnic and cultural diversity.** These shared values must shape how we design and implement AI in talent systems. AI can help reveal hidden patterns in hiring and advancement, but only when equity is built in by design.



“You can’t just check a box with DEI. It has to be intentional and ongoing. Our goal is a workplace where everyone sees themselves in the success of the team.”

- Jeff Pratt, CEO, OSBIE

* KEY PRACTICES

- **Integrate AI tools** that reduce bias in hiring and advancement, ensuring transparency and fairness.
- **Utilize AI to track inclusivity metrics** and pinpoint gaps in engagement across diverse demographic groups.
- **Combine data insights** with lived experience to cultivate inclusive cultures grounded in trust.
- **Leverage AI-driven sentiment analysis** to gain a deeper understanding of how team members feel, fostering authentic dialogue and inclusion.

* TAKEAWAY FOR P&C LEADERS

AI can either amplify equity or entrench inequality. Canadian P&C leaders must pair AI adoption with inclusive leadership to ensure diverse teams are empowered to thrive.



* PARTNERS IN ACTION



- At OSBIE, Jeff Pratt and Harjit Douglas lead with a strategic focus on inclusion, utilizing insightful surveys and DEI workshops to ensure every voice is heard. Their approach fosters a culture where diverse perspectives strengthen collaboration, driving the development of high-performing teams that are empowered and engaged.



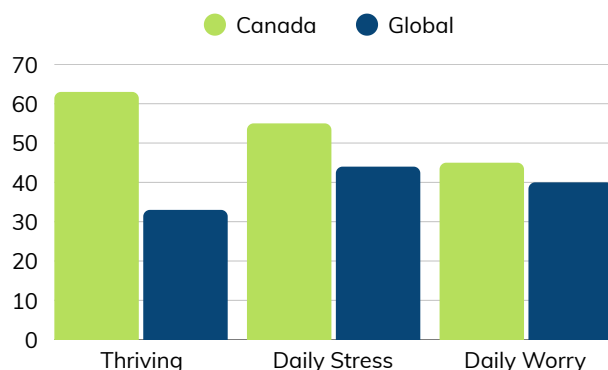
- At World Vision Canada, Shari Friesen and Judi Hesp demonstrate exceptional commitment to making work better by prioritizing their employees' growth and future opportunities. By fostering environments where individuals feel valued and supported, they help build high-performing teams that thrive even through times of change and transition. Their dedication to cultivating a culture of respect, empowerment, and continuous development reflects forward-thinking, people-centred leadership that puts the well-being and potential of their people at the heart of organizational success.

3. EVOLVING EMPLOYEE ENGAGEMENT AND DEVELOPMENT

* KEY INSIGHT

AI is reshaping what it means to grow and engage at work. According to Statistics Canada, 84% of Canadians report a high level of life satisfaction, and nearly 60% say they experience a strong sense of meaning and purpose in their lives. Despite this, Canadian employee engagement sits at 21%, on par with the global average but notably lower than the U.S. rate of 35%. Meanwhile, **63% of Canadian employees report thriving—almost double the global average of 33%—even as they experience higher levels of daily stress (55%) and worry (45%) compared to global averages of 44% and 40%, respectively.**

Thriving and Stress:
A Snapshot of Canadian Workplace Well-Being



The challenge for organizations is to sustain employee engagement while preparing their workforce for a rapidly evolving workplace. AI enables personalized learning and development, helps align career paths with emerging opportunities, and delivers just-in-time training. At the same time, it raises expectations for adaptability. With many Canadian workers facing roles exposed to AI-driven disruption, organizations must prioritize upskilling and continuous learning to support their workforce and stay competitive.

“We’re creating micro-moments of development all the time. Peer coaching, feedback loops, and personalized check-ins are how we’re keeping our team engaged in a hybrid world.”

-Jamie Thorpe, SVP of People, Pursuit Collection

* KEY PRACTICES

- **Offer AI-personalized development plans** that align with employee aspirations and business needs.
- Utilize AI to **identify emerging skills gaps** and design proactive learning journeys.
- **Establish continuous feedback loops**, powered by sentiment analysis, to stay attuned to employee well-being and engagement.
- **Combine data with empathy**, ensuring that AI augments, not replaces, the human side of leadership.

* TAKEAWAY FOR P&C LEADERS

Employee engagement in Canada is rooted in purpose and growth. Leveraging AI to personalize development while maintaining human connection ensures employees feel valued and future-ready even amid elevated stress and worry levels.



* PARTNERS IN ACTION

PURSUIT

- At Pursuit, Jamie Thorpe uses Coaching Circles, powered by peer feedback, to foster collaborative, real-time development. By creating spaces where leaders engage, share insights, and learn from one another, Pursuit cultivates a culture of continuous improvement that strengthens leadership and drives innovation. In the face of AI-driven change, these developed leaders are better equipped to manage disruption and lead their teams with agility.

 **Katimavik**

- At Katimavik, values-based development is the norm, using tech-enabled tools to create mission-aligned growth paths for staff and youth alike. Through programs like FuturePerfect, which include career identity and resume workshops, Katimavik helps Canadian youth build essential career skills, ethical behaviours, and community engagement. This foundation prepares them to adapt, thrive, and lead the way through AI's new challenges as part of Canada's workforce.

4. EMPOWERING LEADERSHIP FOR THE MODERN AI-SMART WORKPLACE

* KEY INSIGHT

Leadership in Canada is undergoing a redefinition. Today's leaders are expected to be flexible, empathetic, and emotionally intelligent, skills that AI cannot replace but can help scale. With stress levels rising (22.7% of women cite work-life imbalance as a primary source of stress) leaders must utilize both human intuition and AI tools to create healthier, more responsive workplaces.

AI can support leaders in understanding team dynamics, predicting burnout, and surfacing feedback that might otherwise go unheard. But it must be deployed with care and transparency.

“Tech was always where my heart was. I got placed in HR unexpectedly back when those two didn’t really go together. But I ended up loving HR tech and constantly asked, ‘How can we integrate these better?’”

—Shari Friesen, Senior Manager, People Partnering & Care, World Vision Canada

* KEY PRACTICES

- Equip leaders with AI tools for team sentiment tracking, performance trends, and coaching insights.
- Utilize AI to tailor leadership development to evolving team needs and individual growth goals.
- Prioritize psychological safety and emotional intelligence in leadership training, skills that complement AI, not compete with it.
- Ensure leaders have the tools and permission to lead with both data and heart.

* TAKEAWAY FOR P&C LEADERS

The modern Canadian workplace demands human-centred, data-enabled leadership. By combining AI insights with emotional intelligence, leaders can create resilient, high-trust environments that support long-term success.

* PARTNERS IN ACTION

The logo for Seneca Polytechnic, featuring the word "Seneca" in a large, bold, red sans-serif font, with "POLYTECHNIC" in a smaller, red, all-caps sans-serif font directly beneath it.

- At Seneca, resume writing and LinkedIn support programs guide new Canadians—many new to Canada's workplace landscape—in acquiring the skills to navigate an AI-driven job market successfully. This comprehensive support builds confidence and equips diverse talent to thrive and excel in today's evolving employment landscape.

5. ORGANIZATIONAL CULTURE, WORK-LIFE INTEGRATION, AND RESILIENCE

* KEY INSIGHT

Work-life integration forms the foundation of organizational resilience in Canada, a country ranked 5th globally for work-life balance according to Remote's Global Life-Work Balance Index 2024. This ranking reflects Canada's relatively short average workweek (32.1 hours), its emphasis on safety, and a strong culture of inclusivity. Canada is also recognized as one of the most LGBTQ+-friendly countries, which contributes significantly to overall employee satisfaction and work-life balance. Additionally, higher union participation compared to other countries, such as the United States, helps secure worker rights and supports work-life balance across various sectors.



Yet challenges remain: 42% of employees rate their mental health as fair or poor, and 32% report work-life conflict, fueling the need for empathetic, flexible workplaces.

AI offers new opportunities to enhance employee well-being, whether through mental health chatbots, predictive analytics for workload balancing, or flexible scheduling algorithms. Successful implementation requires transparency and a steadfast commitment to human dignity.

“At CFMWS, facilitating virtual access to career professionals for tailored coaching and a network of national employers who value their unique attributes and who can accommodate the realities of what military family life entails, has proven to be a real success!”

- Vanessa Walsh, Senior Manager, Employment Team, CFMWS

* KEY PRACTICES

- Leverage AI to **proactively forecast burnout** risks, optimize workloads, and bolster well-being.
- **Design flexible work models** guided by AI insights into team needs, preferences, and performance.
- **Provide mental health supports** that are tech-enabled but **delivered with genuine human empathy.**
- **Integrate AI into resilience strategies** while upholding core Canadian values of inclusion, care, and trust.

* TAKEAWAY FOR P&C LEADERS

True organizational resilience depends on maintaining balance. While AI helps predict risks and tailor flexibility, only compassionate human leadership can cultivate the trust and care essential to thriving amid uncertainty.



* PARTNERS IN ACTION



- Kriska Group builds organizational resilience by supporting employees through career transitions with care, helping sustain morale and ensure a future-ready workforce. Led by Heather Mewhinney, Director of Human Resources, Kriska Group prioritizes employee growth and future opportunities, creating an environment where individuals feel valued, especially during change. Their culture of respect and empowerment reflects forward-thinking, people-centered leadership, focused on both personal and professional growth.



- The Salvation Army, led by Josie Delpriore, Senior Director of Human Resources, strengthens resilience by guiding employees through change while maintaining a stable, supportive culture. Their focus on work-life integration ensures individuals feel valued and empowered during transitions. By fostering respect and support, even in challenging times, the Salvation Army showcases resilient, people-centered leadership that balances organizational strength with employee well-being.

REFLECTIONS

After spending time with the data, the stories, and the voices in this report, I keep coming back to something simple: better isn't a buzzword. It's a lived-in reality. It's happening every day: in moments where leaders choose to pause, to listen, to try something new that puts people first.

We've seen it at Barry Callebaut, where People & Culture sits confidently at the strategy table. At CFMWS, coaching is integrated into their support for families. At OSBIE, every voice is invited into the room. At Pursuit, peer feedback shapes leadership in real time. At World Vision Canada, trust is lived, not just a sentiment. And at Seneca, where new Canadians are met with tools, support, and dignity. And at Kriska Group, where care and clarity guide people through transitions, helping them stay steady during times of change,

Leaders in these spaces aren't waiting for someone else to take the lead. They're showing up. Choosing trust over fear. Flexibility over rigidity. Values over optics. And yes, AI is part of the story. But never as the main character. The heartbeat is still human. What struck me most in these conversations wasn't just the ideas or the initiatives—it was the posture—a willingness to lead with humility. To let people be seen. To move at the speed of trust. That's where engagement lives.

“P&C shouldn't just handle policy and payroll—it should sit beside the CEO as a true partner at the senior level.”

**- Jamie Thorpe,
Pursuit Collection**

At CareerJoy, we've always believed that the best work is built on four principles:

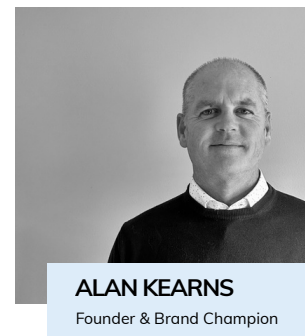
- Human-first leadership that sees the whole person.
- AI-smart solutions that help, not replace, our wisdom.
- 100% Canadian context with global relevance.
- Measurable results that matter to people, performance, and purpose.

So if you're holding this report and wondering what comes next, I'd offer this: make one small, brave, human move. Maybe it's a check-in. Perhaps it's a complex conversation. Maybe it's a shift toward trust.

Because when people feel like they matter, they show up differently. They stay. They lead. They grow. And yes, the results follow.

Let's keep walking this together with courage & care.

Alan



ALAN KEARNS
Founder & Brand Champion

LEAD THE CHANGE, THE CANADIAN WAY



If you're a senior leader navigating this season of change, you're not alone and you don't have to figure it out in isolation. We know that fundamental transformation doesn't come from imported playbooks. It grows from context, conversation, and a distinctly Canadian approach to work; one that values trust, equity, and collaboration as much as innovation and efficiency.

We'd love to be in that conversation with you. Whether you're leading in the public sector, guiding a nonprofit or NGO, or building a values-based private company, we understand the Canadian landscape and we offer solutions tailored to it. At CareerJoy, we work alongside leaders like you to design leadership development, career transitions, team performance, and culture strategies that are both human-first and AI-informed.

This year, we've learned from incredible organizations like World Vision Canada, CFMWS, Barry Callebaut, Seneca, OSBIE, Pursuit, Kriska Group, and more. These leaders aren't waiting for a repackaged answer from outside our borders. They're doing the work rooted in values, shaped by community, and reflective of the people they serve.

So let's talk. Not about trends. But about what matters most in your world. About where your people are at. And about what kind of workplace you want to build next: authentically, intentionally, and with the right partner by your side.

Nominations are now open for the 2026 Work. Made Better Awards. If your organization (or one you admire) is showing what human-first, forward-thinking leadership looks like in Canada, we'd be honoured to help share that story. Send your nomination to marketing@careerjoy.com.

Because this is what makes our workplaces better; not imported models, but Canadian-made momentum with global relevance, when we build solutions rooted in trust, shaped by real people, and designed for measurable impact, their influence extends beyond our borders.

Let's lead making work better together.

Here in Canada.

With the world watching.

HOW CAN WE SUPPORT YOU?

At CareerJoy, we're proud to be a national people and culture firm working with leaders and teams across the private, nonprofit, and public sectors to do one thing well: make work better for Canadians.

We're not a placement firm, and we're not here to tell you what colour your personality is. We don't believe complex leadership questions deserve simplistic answers. We offer independent, unbiased advice rooted in what works in the real world, not what's trending in someone else's playbook.

WHAT WE OFFER ISN'T JUST A SERVICE —IT'S A PARTNERSHIP.

Here's how we help:

- Career Transition & Outplacement
- Leadership Development
- AI- Smart Change Readiness
- Executive Coaching & Career Strategy
- Team & Culture Workshops

WHY CAREERJOY?

- 4.7 Google rating from 100's of Canadian professionals
- 93% client referral rate
- 24% average leadership effectiveness improvement
- Bilingual services in every province and territory

We are proudly 100% Canadian-owned and operated. Every solution is tailored. Every outcome is measurable.

Let's talk about what's next for your people, your culture, and your mission. Together, we'll build what looks better.

Let's start the conversation.

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THE CareerJoy⁺ WORK. MADE BETTER. NETWORK

CELEBRATING CANADA'S HUMAN-FIRST, AI-CENTRIC EMPLOYERS OF 2025

