

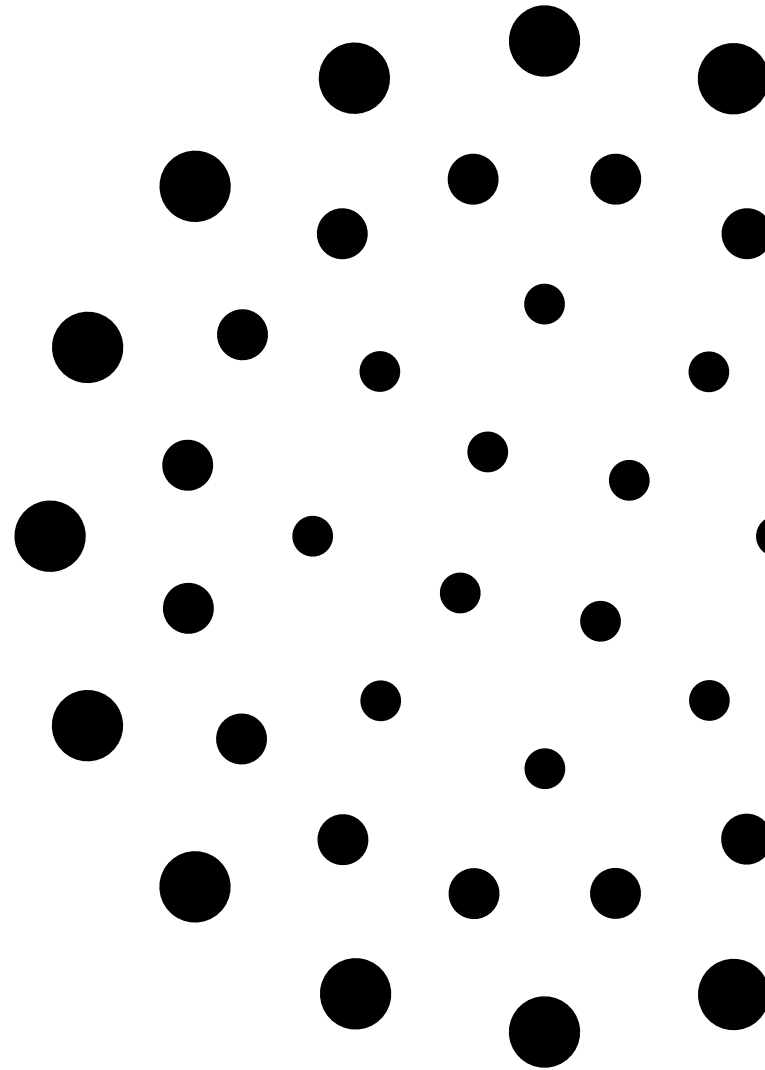
Strategic Report

# Solutions to Labour Shortage

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February 2022





# See What Others Don't: Solutions to Labour Shortage

“Overall, the number of job vacancies has increased by almost 40% in two years”

— [Institut de la statistique du Québec](#),  
September 2021

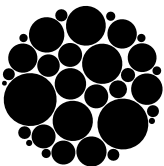
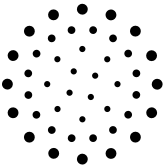
**A fundamental issue is keeping supply chains from operating at full capacity, causing companies to turn down orders and stalling economic growth. These consequences are the result of a phenomenon that is afflicting the business world: the talent shortage.**

Barriers to recruiting qualified workers are increasing and there is no sign that the situation will improve in 2022. Since this is a major threat to the survival of many companies, they must, more than ever, address this issue and find innovative and bold solutions to overcome this workforce shortage.

The solutions put forward will have to include all the business's operations: taxation, labour law, financing, immigration and international mobility, mergers and acquisitions and business succession. We invite you to read our articles to learn more about the alternative solutions proposed by our professionals.

Enjoy your reading!

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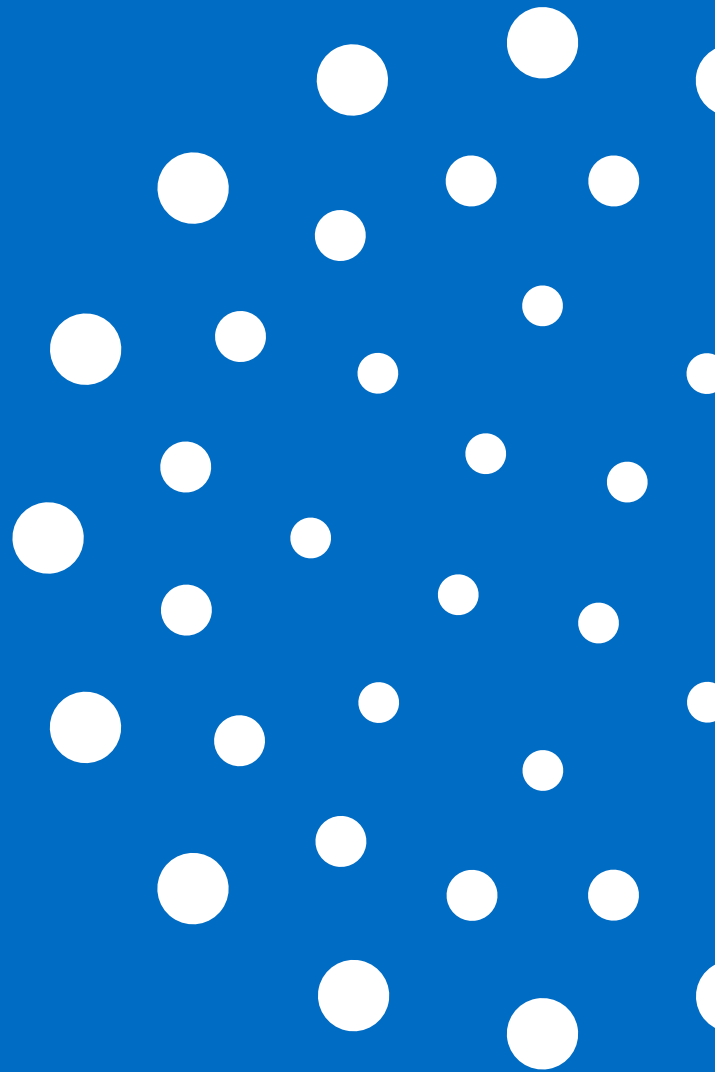


# Is Your Company Ready to Recruit Foreign Workers?

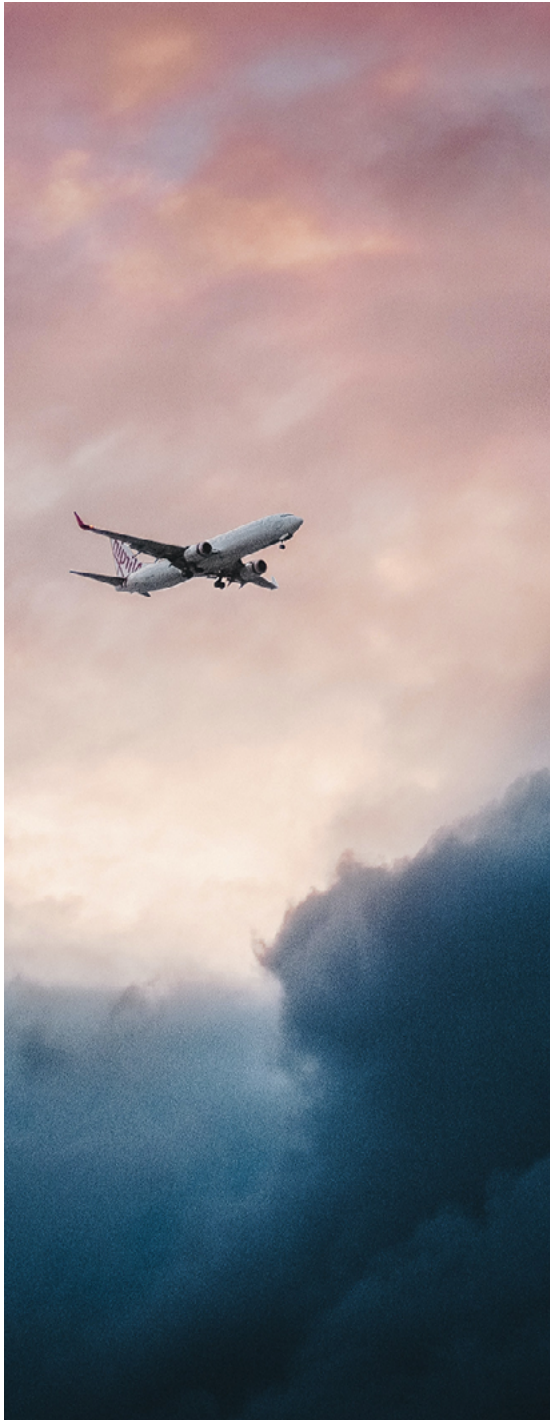
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By : Julie Lessard, Partner,  
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# Is Your Company Ready to Recruit Foreign Workers?



**As the need for workers is at the forefront of business concerns in many areas of the economy, Canada is searching for ways to adapt and modernize its immigration process to address labour shortages by recruiting foreign workers.**

Changes to various immigration programs mean that employers play an increasingly important part in the temporary foreign worker program / system, as they can no longer rely on the long-term demographic effect of permanent immigration. Instead, they must be more proactive in attracting temporary foreign workers so that their specific labour needs can be addressed more quickly.

Most studies show that the Province of Québec will have more than 1,500,000 job openings by 2026, and while unemployed workers, youth and other groups of the population will play a significant role, about 22% of the openings are expected to be filled by immigrants, both skilled and unskilled ([Ministère du Travail, de l'Emploi et de la Solidarité sociale](#)).

Temporary foreign workers are undeniably important to the economy. Even in 2019, immediately preceding the start of the Covid-19 pandemic, Canada issued about 470,000 temporary work permits, a significant increase from the 340,000 and 390,000 permits that were issued in 2017 and 2018 respectively ([Statistics Canada](#)). We expect an even larger increase in temporary work permit issuance in the coming years.

In order to truly benefit from this influx of manpower, companies will need to implement competitive immigration strategies. Immigration can no longer be viewed as a mere tactical human resource issue – it needs to be treated as a strategic issue and as a key element for companies seeking to remain competitive in the global talent market. However, recruiting foreign workers is challenging and requires not only an understanding of the various immigration programs, but also the skill to address the training, integration and retention challenges that are unique to these workers. For example, foreign qualification equivalencies, permanent immigration eligibility and family reunification are all important issues to consider for companies with permanent needs.

Canada is still one of the most open and innovative countries when it comes to immigration policies and programs. Over the past few years, several programs have been implemented and tailored to the needs of various industries. As such, in 2017, Canada launched the Global Talent Stream (GTS) pilot project, now a permanent measure, as part of an overall plan to raise the number of professionals working in science and technology to a proportion of 40% of total employment. Through this program, high-growth, innovative companies can benefit from expedited work permit processing for selected highly skilled positions. These include computer analysts and consultants, software engineers and designers, and interactive media programmers and developers, among others.



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In an effort to meet the needs of businesses, the Québec government has recently added not only management and professional positions, but also other occupations for which there is a pressing need, such as industrial butchers, some machinery operators, some truck drivers, material handlers and other positions, to the list of high-pressure occupations that also benefit from accelerated processing. The addition of C-level occupations to the National Occupational Classification is a major step forward to meet the evolving needs of the Canadian business. For so-called low-wage occupations, the maximum percentage of foreign workers for some industries has also recently increased from 10% to 20%, a significant and welcome increase for many companies. Interesting temporary measures have also been implemented in response to novel situations during the pandemic, including some that allow for the transition from visitor to worker status and others that make it easier for foreign workers already employed in the country to change employers.

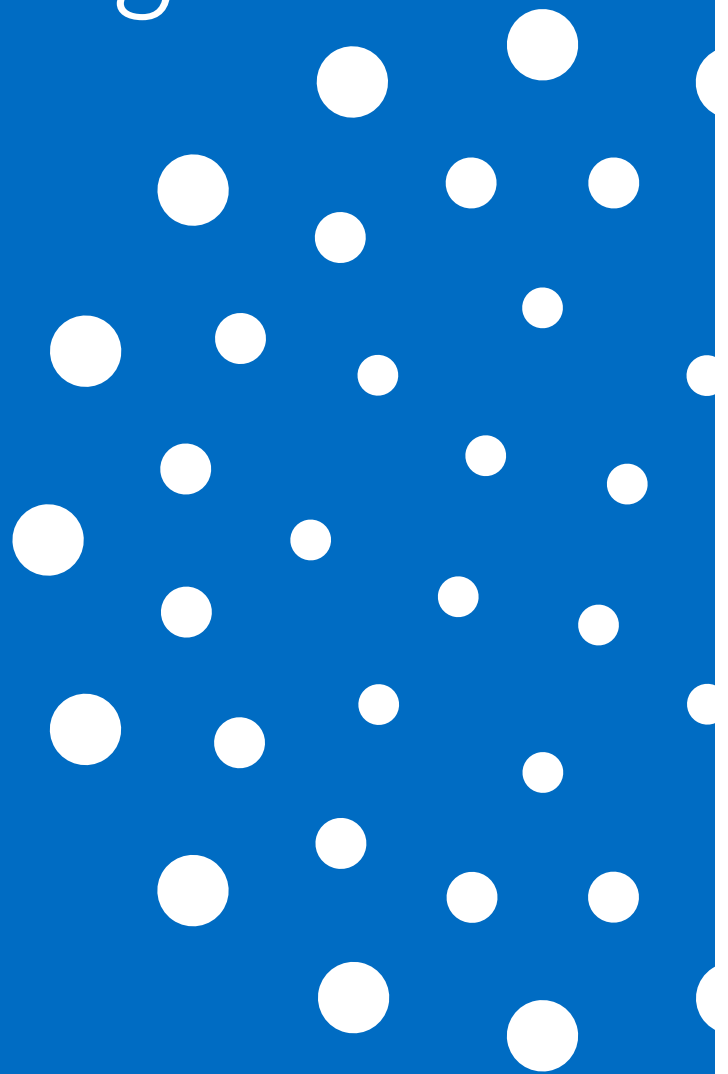
Obviously, immigration is an asset for any business that wishes to be competitive, but a clear and well-defined immigration policy is still needed to ensure compliance and minimize risk. Québec employers can actively contribute to developing tomorrow's workforce. Whether they are aware of the power they have or whether they have the knowledge of the rules and the operational competence to take full advantage of it remains to be seen. It's time to rethink the way companies view immigration.



# Focus on the Human Side of Business Succession: An Intergenerational Bridge as the Solution to Talent Shortages

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By : Mario Charpentier,  
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# Focus on the Human Side of Business Succession: An Intergenerational Bridge as the Solution to Talent Shortages



**In 2022, the number one challenge business leaders are facing is undoubtedly the lack of workforce at every level of their company. Not only are these resources needed to keep the business going, but they are also essential to their growth ambitions.**

While operational talent planning can meet short- and medium-term needs, underestimating the longer-term strategic value of human capital can be risky for the company's sustainability or growth. Successful planning must focus on the workforce, either through a traditional recruitment strategy, through inclusion of succession in the ownership structure, which is becoming a more common scenario, or through M&A opportunities. Both of these last two elements are a breath of fresh air for any company that is inclusive and respectful of its generations.

Individual value plays a significant role in the company's growth, as do the various sources of financing and the investment and partnership strategies.

## **Why Having a Common Destination Matters**

Fulfilling the needs of the hidden jewels that every employer wants to find requires not only a clear growth plan, but also the ability to communicate a strong culture and vision for planning, recruiting and attracting the right talent. Aligning the destination with the individual's motivations ultimately has a beneficial effect on mobilizing the troops and on the opportunities that will arise for the company once it has invested in their development. Nowadays, a company must always showcase the comparative advantages, as well as the fun and fulfillment that it can generate and that sets it apart as an employer. Ultimately, work conditions are definitely important, but much less so than employees' desire to achieve their full potential, to feel supported and respected as a person instead of just based on their skills.

Beyond sound human capital management, the key to an organization's success rests on its ability to adapt and be open to change, whether it be technological innovation or its fundamentals, for example, in the event of a major leadership reorganization, a corporate merger or the transfer of power from one generation to the next, the issue remains the same. Such a culture of change will necessarily involve an individual surrender for the greater good, a kind of openness and organizational serenity not to see the other as a threat or a hindrance, but as an added value to build together a strong and sustainable company where there is a willingness to capitalize on the complementary strengths of each generation and their various personalities, while still respecting the past and the future.

The key to an organization's success rests on its ability to adapt and be open to change.

### Aligning Values in a Transaction

Mergers and acquisitions are sometimes the quickest way for entrepreneurs to fill the talent gap. Beyond all the important technical elements, such as the financial and legal aspects of an acquisition, it is the identification of the human factors that will make these transactions successful. Under no circumstances should we underestimate the “fit” between those who are acquiring and those who are joining a company.

More and more companies and entrepreneurs are wondering about the people who will run their company after the acquisition. During the initial meeting, it is essential to understand what significance they give to the values defined by the organization, and especially to agree on the part that the outgoing leaders will play. Apart from the purchase price or operational integration, the seller will often express a willingness to help after the sale, but not as an extra. This support contract typically lasts from one to two years.

Moreover, there are an increasing number of earnout clauses in which the quality and retention of talent during the post-acquisition integration period allow the seller to raise or lower the sale price.

Talent selection becomes even more significant in a management buyout, where the existing employees or the next generation of employees in the case of family-owned businesses are buying out the company. One of the key factors for success is to set up a well-designed stock option plan beforehand, say from 10% to 15%, which is not only a motivating factor to be part of the company's growth, but is also a way of being transparent and receptive to the different generations.

In turn, the younger generations will also benefit from respecting this demonstration of openness by the current management to ensure a smooth transition when the time comes. That being said, in order to achieve this, the availability of capital for the new generations is often an issue. Our major Canadian and Québec banks have an important part to play in supporting them, but there are also many investment funds that are very active and open to takeover opportunities in Québec. In fact, an acquisition can be made in partnership with a fund or a bank and the usual decision-making and exit clauses can be included in a shareholders' agreement between the buyers.

### Shareholding and Alternative Financing

Family offices have increasingly structured investment vehicles around professional managers to invest and facilitate such transactions. Private equity investments can even be majority-owned. The benefits of such private equity scenarios with family offices include not only the provision of the required capital, but above all the understanding of the market as well as the human and psychological challenges surrounding the intergenerational transfer of power so as to avoid any missteps during these riskier transitional stages.



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Investment funds will also feel more comfortable and willing to invest in projects with a strong management team and succession plan in place. Aside from leaving the reins in the hands of the acquiring partner, the acquiring group will often seek to keep the seller around for a few years while transitioning, offering a minority stake in partial payment of the purchase price. In other words, a high-quality workforce will give the company more flexibility as events and business cycles change. The same is true for a smaller capitalization publicly traded company. It will be less afraid of closing its capital stock through private capital if it knows that it can count on strong individuals in-house to take over.

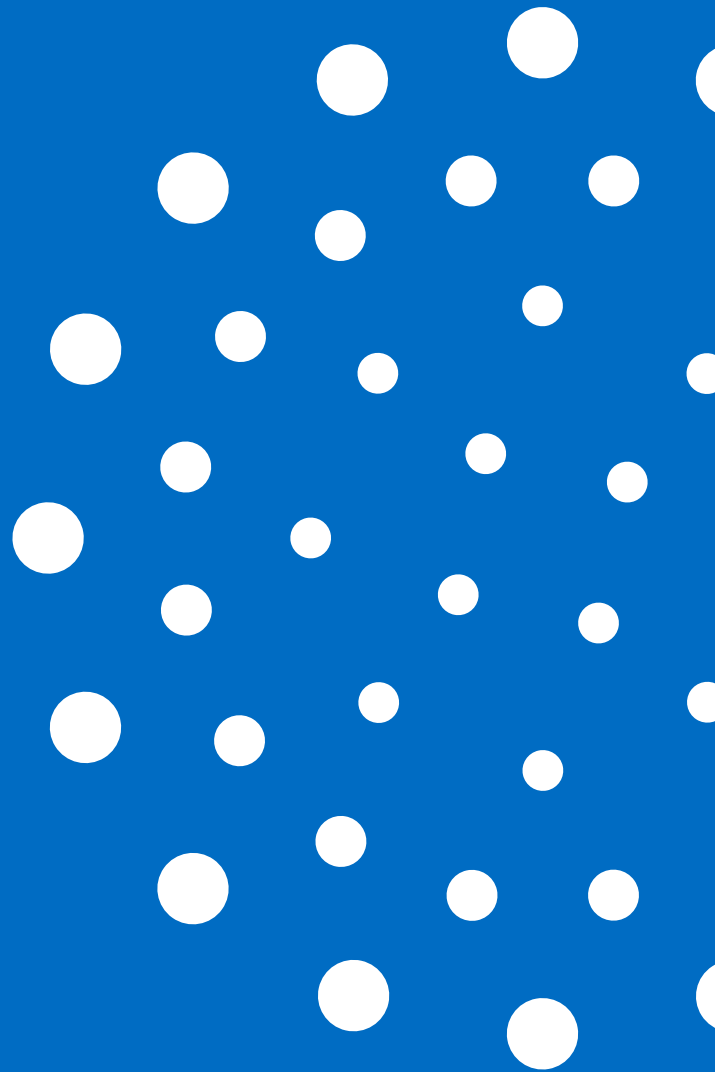
Lawyers, accountants or professionals involved in the transfer of family businesses, such as industrial psychologists, must be aware of the various challenges motivating people, regardless of their age or level of experience within an organization. Working towards a common destination that allows for self-realization, self-improvement, and the ability to see farther is the key.

For more information on the human, commercial and legal issues related to mergers and acquisitions in a context of labour shortage, feel free to contact Mario Charpentier or Jean-Christophe Imbeau at BCF.

# Contractual Tools to Alleviate Labour Shortages in the Manufacturing Sector

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By : Dominique Babin,  
Partner, Lawyer



# Contractual Tools to Alleviate Labour Shortages in the Manufacturing Sector



**A day seldomly goes by where the effects of the current labour shortage are not heard, referenced or experienced. This shortage is currently glaring in the manufacturing sector, which, according to the Manufacturiers et Exportateurs du Québec organization, suffers from a lack of operators, welders, machinists, assemblers, mechanics and engineers.**

According to a [BDC study](#), the manufacturing sector is the second most affected sector by the current labour shortage, tied with the retail and wholesale sector. This unfortunately results in limitations in commercial growth, loss of contracts and deals, payment of monetary penalties due to backlog, and a reduction in overall business production.

For employers, the usual response to this labour shortage is to intensify their efforts to attract available workers by improving working conditions. This approach, however, is subject to its own limitations given the acute competition in the market. In parallel, employers sometimes make efforts to broaden the recruitment pool by asking employees to take later retirement, or to promote immigration initiatives and hire personnel from abroad. Alternatively, certain employers have chosen to automate their processes; this, however, isn't always a viable option as it can be time-consuming and costly.

A solution that companies sometimes overlook or misuse consists in using contractual tools to increase their access to resources. Companies – manufacturing or otherwise – are often familiar with certain contractual models but are not always aware of all the available contractual tools that may aid in minimizing the effects of the labour shortage, and may perhaps even help them distinguish themselves. In fact, there are several contractual models (other than the traditional employment contractual model) that can be used to unlock further resources. Such models offer increased flexibility and provide options to manufacturing companies looking for solutions. However, it is important to first understand these models' specifics in order to achieve the desired objectives.

## **The Service Contracts: A Flexible Tool**

A contract similar, yet distinct in nature from employment contracts is the consulting or service contract. Such type of contract is usually formed between a company and an individual (or a management company owned by that individual). A key difference between a service contract and an employment contract is independence; an employment arrangement entails a relationship of subordination between the employer and employee.



One of the main variations is whether the service provider offers access to resources at specified hourly rates or is responsible for delivering a predefined outcome.

A service or consulting contract offers more flexibility and certain tax benefits to self-employed workers and avoids certain payment obligations for the company generally related to employment (ex. social security). However, it is important to ensure that this contract cannot later be characterized as a «disguised» employment contract. In this case, the individual may be able to benefit from certain legal protections afforded by applicable labour law including those used in the event of wrongful dismissals or workplace accidents. Additionally, it should be noted that a service provider's confidentiality and loyalty obligations are generally of a lesser degree than employees. However, contrary to employees, intellectual property developed by service providers belong, by default, to the service provider (and not to the company!). The consulting or service contract must therefore be well drafted to take these elements into account.

A business that wants to access resources of another, either locally or abroad, can enter into a service contract, which may be called a [subcontract](#) or outsourcing contract. There are many variations of such type of arrangement.

One of the main variations is whether the service provider offers access to resources at specified hourly rates or is responsible for delivering a predefined outcome. If the work is to be done at a specified hourly rate, the client company generally remains responsible for managing the resources; this results in the client retaining more control of the processes and knowledge related to the execution of the services. However, the client also retains the risk of execution and is subjected to staff turnover. In the second case, the service provider assumes responsibility for execution and guarantees a result, which has obvious advantages. However, the client must accept a certain loss of control and know-how of certain processes.

In some cases, companies do not have formal agreements and instead issue purchase orders for the services required. However, in the current situation of labour shortages and fragile supply chains, this approach is risky. A subcontractor who is not bound by more formal framework is not obliged to continue to deliver the products and services, even if the relationship was long-standing. This could result in a subcontractor refusing a purchase order. Moreover, nothing prevents the supplier from increasing its prices or changing the nature of its products and services. This is why a company whose activities rely heavily on subcontractors must pay particular attention to implementing solid long-term contracts.

Long-term subcontractor contracts should clearly identify the services, deliverables, schedule (timeline), pricing, delivery and payment terms. If such an agreement is put in place with a foreign company, it is important to identify the laws that will apply in the event of a dispute (governing law), and the court that will adjudicate in the event of a dispute (governing venue). Although the contract may provide that Québec law will apply, there are often certain rules of public order or local standards that will also de facto apply to the relationship. Key issues related to confidentiality, exclusivity and intellectual property will need to be addressed in the contract, which becomes the law of the parties.



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## The Partnership Contract: Building a Long-Term Relationship

A third contractual option for dealing with labour shortages, which is often more binding and complex, but has great potential, consist in combining property, knowledge or activities with those of another business and to share the profits from the joint activities. This arrangement is known as a partnership.

There are several ways companies may wish to structure a partnership; the most well known consists in forming a joint-stock partnership, known as a “corporation”. We also sometimes hear of the formation of consortiums or joint ventures. This can be an interesting option, for example, if a company with an interesting technology or customer base wishes to establish a long-term relationship with another company that has access to qualified resources, either locally or abroad. Needless to say, partnership agreements must be carefully drafted and are subject to significant negotiations.

## Acquiring Another Business: A Definitive Avenue

Finally, a business that wishes to have access to the resources of another entity on a more permanent basis may acquire it, either through an asset or share purchase. In this case, a proper due diligence of the assets and liabilities of the target business must be conducted, keeping in mind that the acquiring company is acquiring the employment contracts of the target company “as-is”. This means that it is bound by the terms and conditions of such contracts, which implies, among other things, that it will have to respect the seniority of the employees and their existing terms of employment. This solution is currently being adopted by many businesses, which undoubtedly explains, in part, the [marked increase in merger and acquisition transactions](#) over the past few years and the increased business consolidation in the manufacturing sector.

In short, there are many available contractual tools that can be customized to each company’s business reality and desired objectives. It would be a shame not to take advantage of the huge collaboration potential available, locally and abroad. Of course, as with all opportunities, there are risks to consider; the overall decision on how to navigate a labour shortage requires careful analysis and planning, but once you land on the right, well-crafted solution, the payoff is worth it. As with any crisis, the current labour shortage can be seized as an opportunity for growth and improvement.

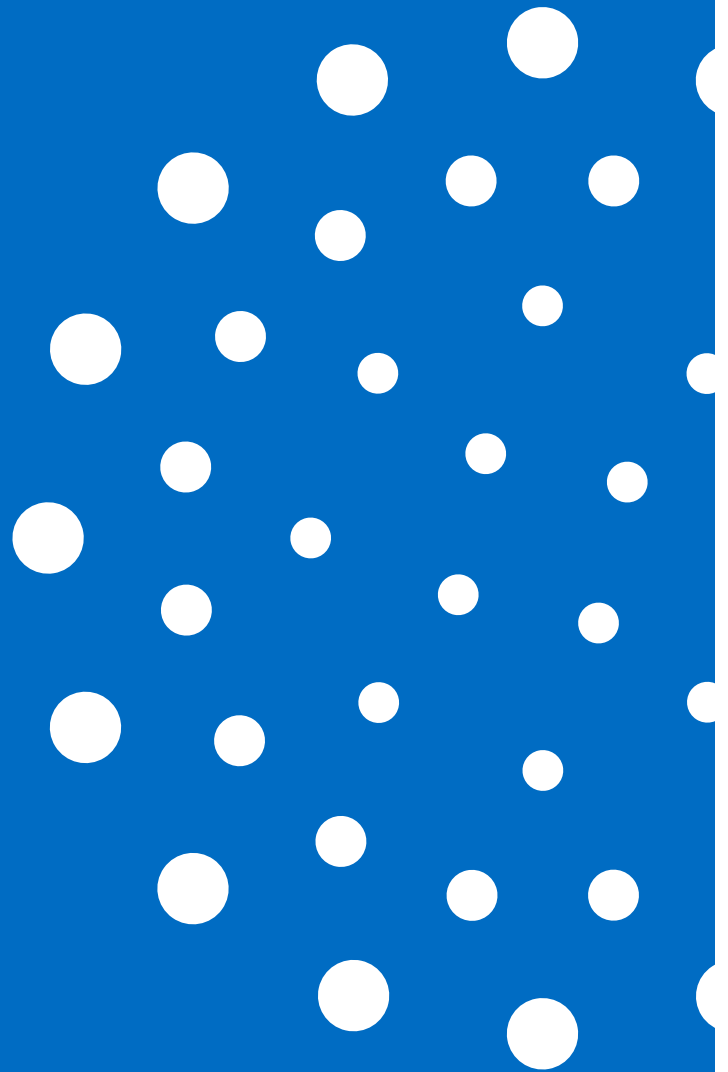


# Promoting Employment and Economic Growth: Tax Exemption for Foreign Researchers and Experts

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By : Marc-André Godard,  
Partner, Lawyer, Head of  
the Tax Group, and  
Charles Bloom, Lawyer

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# Promoting Employment and Economic Growth: Tax Exemption for Foreign Researchers and Experts



**Labour shortages are a reality in most industries and regions of the Province of Québec, with major consequences: disruptions in essential public services, slowing down in the development of several strategic Québec economic sectors and a decrease in investments.**

Tax incentives have already been put in place to boost employment, namely by making it easier and more attractive to recruit qualified foreign workers. Since 1999, the Québec government has been offering a tax incentive to help Québec companies attract foreign researchers and experts with the high-level skills needed to carry out innovation projects.

This particular category of workers encompasses two different types of profiles of individuals who are experts in their respective fields: “researchers” and “experts.” These profiles are meant to support scientific research and experimental development (SR&ED) activities, as well as management and financing of innovation activities.

## **Eligible Foreign Researchers**

A foreign researcher is eligible for this tax benefit when an employment contract is signed in the Province of Québec if:

- The employer runs a business in Canada and performs SR&ED work in the Province of Québec;
- The employer has a graduate degree with a major research paper recognized by a Québec university or has an equivalent level of knowledge;
- The researcher does not live in the Province of Québec or in Canada immediately prior to working for the eligible employer;
- The researcher works exclusively or almost exclusively for the eligible employer (90% or more of the researcher’s time must be spent with the eligible employer) doing work related to SR&ED activities;
- The researcher has a background in pure or applied science or a related field;
- The researcher has the required skills to carry out SR&ED activities within the company.

The employer must apply for a certificate from the Québec government so that the employee can benefit from the tax exemption.

### Eligible Foreign Experts

A foreign expert is eligible for this tax benefit when an employment contract is signed in the Province of Québec if:

- The employer runs a business in Canada and performs SR&ED work in the Province of Québec;
- The employer has an undergraduate degree recognized by a Québec university or has an equivalent level of knowledge;
- The expert does not live in the Province of Québec or in Canada immediately prior to working for the eligible employer;
- The expert works exclusively or almost exclusively for the eligible employer (90% or more of the expert's time must be spent with the eligible employer) doing work related to SR&ED activities;
- The expert must be dedicated almost exclusively to SR&ED activities within the Québec company, either in management, financing or commercialization of SR&ED activities, or in technology transfer, and must have the required skills.

### Amounts and Length of Tax Exemption

Tax exemption is granted to an individual through a Québec tax exemption according to the following terms and conditions:

- 1<sup>st</sup> and 2<sup>nd</sup> year of employment: 100% deduction of salary (0% of the salary paid by the Québec company is taxable)
- 3<sup>rd</sup> year of employment: 75% deduction of salary (25% of the salary paid by the Québec company is taxable)
- 4<sup>th</sup> year of employment: 50% deduction of salary (50% of the salary paid by the Québec company is taxable)
- 5<sup>th</sup> year of employment: 25% deduction of salary (75% of the salary paid by the Québec company is taxable)

This provincial tax exemption is only available for a maximum of 60 consecutive months.

### Obtaining a Tax Exemption

The employer must apply for a certificate from the Québec government so that the employee can benefit from the tax exemption. However, it should be noted that such application must be filed with the government before March 1<sup>st</sup> of the calendar year that follows the given taxation year for the tax vacation to be applicable to that taxation year. As an example, to qualify for the tax exemption for 2021, the application must be filed by March 1, 2022.



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Furthermore, it is up to the employer and the employee to make sure that all legal requirements are met.

Required documents to be provided by the employer in an application are:

- Application form for researcher or expert certificate (NB: the forms are different);
- Employee resume;
- Certified copy of the university degree recognized in the Province of Québec, in French or in English;
  - If the candidate doesn't have a degree that is recognized in the Province of Québec, an Évaluation comparative des études effectuées hors du Québec issued by the Ministère de l'Immigration, de la Francisation et de l'Intégration must be provided;
- Copy of the employment contract signed by both parties;
- Copy of the company's certificate of incorporation, if it is the employer's first application.

The Québec government will process the application and Revenu Québec will issue the certificate to the employer if the eligibility requirements are met. Once the certificate is received, the employer will be able to adjust the payroll deductions at source for the employee who is granted a tax exemption.

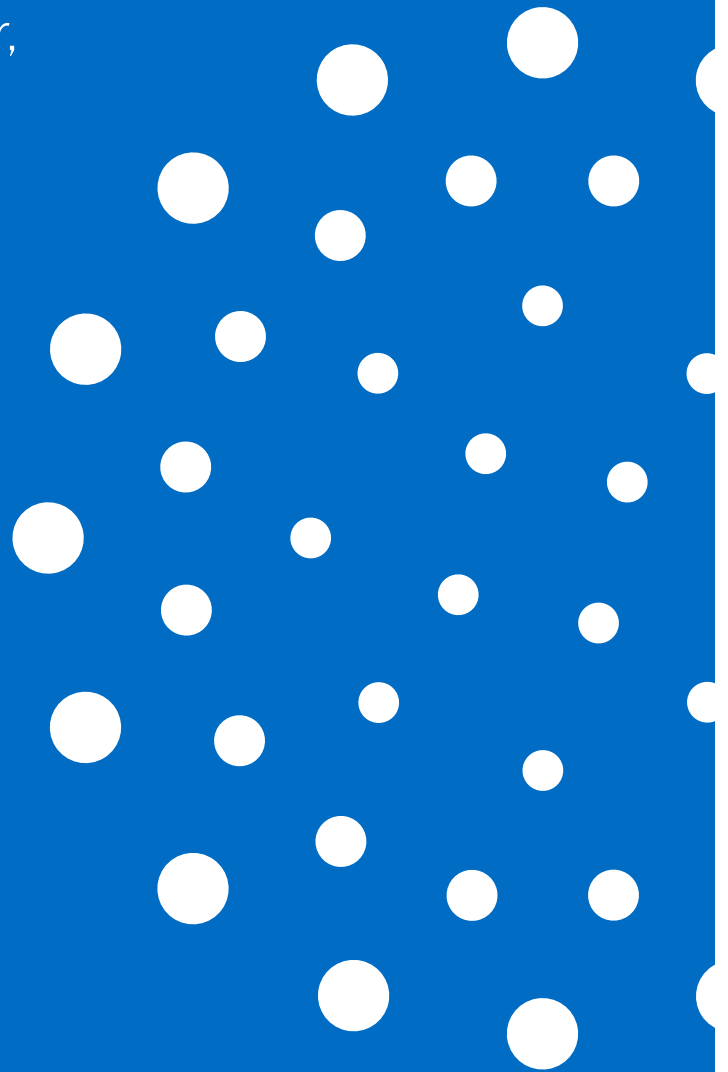
An annual renewal application form must be duly completed and signed by the employer and filed with the Québec government to benefit from the tax deduction for each following year. Also, the foreign researcher or expert must continue to carry out SR&ED activities with the employer.

Québec employers ought to know about and take advantage of this relatively simple tax measure, as it allows them to hire qualified workers while boosting their attractiveness in the eyes of foreign workers.

# How Can Employers Overcome Labour Shortages in Québec and Across Canada?

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By: Nancy Boyle, Partner, Lawyer,  
Head of the Labour  
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and Stefania Fratianni, Lawyer



# How Can Employers Overcome Labour Shortages in Québec and Across Canada?



**The repercussions of a global pandemic have left the province of Québec, and, in fact, all of Canada facing long-lasting labour shortage issues with thousands of unfilled jobs. According to a recent report from the Canadian Federation of Independent Business, 81% of small and medium sized enterprises in Québec say they are feeling the strain of the labour shortage.**

According to its findings, 59% of the managers employed by such enterprises and 43% of their regular employees had to work longer hours in the first month of 2022 to make up for the lack of available workers. Faced with this reality, it is undeniable that many employees are unhappy and switching jobs, making it more difficult for employers to recruit. Considering this unprecedented labour shortage, there are several options that employers may want to explore to both retain their existing employees and attract candidates to join their workforce.

## **Improving Existing Conditions**

Many Québec employers are not only struggling to recruit new employees; they are struggling to retain talent. According to a recent study, almost a third of young employees between the ages of 18 and 34 in Québec are thinking of leaving their jobs in the next year due to salary, benefits, lack of professional challenges and advancement opportunities.

Therefore, employers must be prepared to meet employees' expectations by offering them sought-after job amenities such as flexibility, better working conditions and an increase in compensation, whether in the form of a salary increase or a bonus. In this new work-from-home era, employers may also want to consider extending this option on a permanent or hybrid basis, while also offering home office support in the form of an equipment allowance or a home office budget. Flexibility is clearly becoming an increasingly desired perk for the modern employee.

Ultimately, it is important to keep top performers on-board, discuss advancement opportunities, invest in training and development, and reward good performance. Employees also generally value an increase in benefits such as vacation entitlements, childcare assistance, wellness support and healthcare insurance. Implementing mentorship programs or offering tuition reimbursement can also be a great addition to an employer's extended onboarding toolbox.



Employers must explore their options to stand out from their competitors during these labour-intensive times, as workforce issues can become a huge impediment to growth.

### Inspired by Ontario's Measures

To attract new employees, employers may also want to adopt measures in line with the new legislation enacted in our neighbouring province of Ontario which restricts the use of non-competition agreements and requires employers to have policies allowing employees to disconnect from work.

In fact, this new legislation follows the European trend to introduce limits on employer expectations regarding employee availability during non-core business hours. The federal government is also currently exploring a similar right-to-disconnect amendment to the *Canada Labour Code*. Québec employers may therefore want to consider adopting policies which allow employees to disconnect from work, thereby emphasizing a healthy work-life balance and conveying the message to employees that they are cared for and appreciated. Excluding restrictive covenants such as non-compete and non-solicitation undertakings from employment agreements can also incentivize potential candidates, especially those who would consider occupying a position in Ontario.

### Temporary Foreign Workers

Truth be told, solutions to increase salaries and improve benefits merely shift the labour force around. New workers will not magically materialize. An interesting solution for employers could be to consider hiring temporary foreign workers.

To meet growing labour needs, the Québec government has implemented several measures to stimulate the workforce and ease recruitment requirements by investing \$3.9 billion to add 170,000 workers in certain priority sectors. These priority sectors are health care, education, childcare, information technology and construction. The measures adopted by the government to facilitate the hiring of foreign workers in the province of Québec include raising the maximum number of temporary foreign workers allowed in low-wage positions to be hired in certain designated sectors. Employers can now hire up to 20% temporary foreign workers in a single workplace (an increase of 10% for most employers) until December 31, 2024. The increased limit is intended to integrate more immigrant resources to fill job vacancies in sectors facing significant labour shortages, such as:

- retail;
- food and lodging;
- food, beverage and tobacco manufacturing;
- management of companies and enterprises;
- health care;
- forestry industry;
- rubber and plastic products manufacturing;
- wood, pulp and paper processing.





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Québec government has also updated the list of high-demand occupations for which employers do not need to prove recruitment efforts when hiring temporary foreign workers as required under the Labour Market Impact Assessment process. The new list has been significantly expanded from last year's list of 181 occupations. There are now 222 occupations on the list that qualify for the new facilitated process taking into account the labour needs of all regions of Québec. The Québec government estimates that newcomers, particularly temporary foreign workers, will fill 22% of job vacancies by 2026.

In addition, the government is offering financial assistance to support businesses that choose to recruit internationally. Up to 50% of the costs incurred for an eligible international recruitment activity may be reimbursed to the employer, up to a maximum of \$1,200, which will allow certain employers to recruit talent abroad at a lower cost.

### **Retain Experienced Workers**

Sometimes it may not make sense for employers to search abroad for a solution when the most experienced workers are within the organization. Compared to other Canadian provinces, aging workers in Québec tend to leave for retirement more quickly. Quebecers between 60 and 64 years old had an employment rate of 54% in 2021, compared to 60% in Ontario and a national average of 58%.

As such, employers may want to look into financial incentives and flexible work schedules to keep older workers on the job longer.

Overall, there are many solutions that employers should consider if they are affected or want to prevent being affected by Québec's growing labour shortage. Employers must explore their options to stand out from their competitors during these labour-intensive times, as workforce issues can become a huge impediment to growth.

# About BCF

**With close to 500 employees, including 300 professionals, BCF Business Law is the go-to firm for business leaders, growing companies, and well-established global enterprises that have chosen Quebec and Canada as a stepping stone to growth and success.**

Our entrepreneurship not only distinguishes us from the competition but has earned us the recognition of one of Canada's Best Managed Companies for the 14<sup>th</sup> year in a row.

BCF understands its clients' business which makes us the ideal partner for ambitious startups, well-established private and public companies, investment bankers, venture capital and private equity firms. BCF's pragmatic and forward-thinking solutions turn clients' dreams into viable and innovative businesses. Our relentless pursuit of excellence has earned BCF the trust of companies in all sectors of activity throughout Quebec, Canada and the world.



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