



2023-2024

ANNUAL REPORT

Driving strong workforces and safe workplaces that
deliver world-class tourism and hospitality experiences
in British Columbia



ABOUT go2HR

go2HR is BC's tourism and hospitality human resource and health & safety association.

We empower and equip employers with complete human resources and health & safety management programs designed to support strong business performance.

Our programs offer tools, information, and consulting services to elevate employers' human resources and health & safety practices.

We also offer education and training for current and future workforces.

We work as a resource to inform government, stakeholders, and communities on labour market conditions and strategies in relations to the tourism and hospitality sectors in BC.

To learn more visit: go2hr.ca

INDIGENOUS ACKNOWLEDGMENT

go2HR's Vancouver office is located on the traditional, unceded territories of the Coast Salish peoples, including the Musqueam, Squamish and Tsleil-Waututh nations.

We also acknowledge that go2HR's work across BC takes place on the traditional, unceded territories of 203 distinct Nations.

We pay respect to these nations and are grateful to live, work, travel and play on these lands and waters of BC's Indigenous Peoples.

To learn more about Indigenous Tourism in British Columbia visit: indigenoustourismbc.com

Partner Profile: Indigenous Tourism BC



go2HR is committed to continuous learning from, and collaborating with, **Indigenous Tourism British Columbia (ITBC)**. We remain focused on the work required of us to advance Indigenous reconciliation throughout British Columbia's tourism and hospitality industry.



go2HR TRAINING

go2HR's training courses are proprietary and many are registered trademarks of go2HR.

CUSTOMER SERVICE

- SuperHost Foundations of Service Quality
- SuperHost Service For All: Foundations of Inclusive Service
- SuperHost Destination Ambassador

HEALTH & SAFETY

- Safety Basics - Health & Safety Orientation
- Joint Health & Safety Committee (JHSC)
- Safer Spaces: Sexual Harassment Training for Employers and Supervisors
- Safer Spaces: Sexual Harassment Training for Workers
- Auditor Training: Certificate of Recognition
- Foundations of Workplace Safety
- Occupational Health & Safety Program Fundamentals
- FOODSAFE Level 1
- WHMIS
- Hazard and Risk: Identify, Assess, Control and Evaluate
- Violence Prevention
- Stress at the Workplace
- Dealing with Difficult Customers
- Musculoskeletal Disorders Prevention

EQUITY, DIVERSITY AND INCLUSION

- An Introduction to EDI for Tourism & Hospitality
- Navigating Cultural Diversity in the Workplace
- 2SLGBTQ+ Diversity and Inclusion
- Unconscious Bias in the Workplace

MENTAL HEALTH

- Workplace Compassionate and Respectful Employer (CARE) Certificate L1
- Workplace Compassionate and Respectful Employer (CARE) Certificate L2
- Workplace Compassionate and Respectful Employer (CARE) Certificate L3

go2HR TEAM

HEALTH & SAFETY

- Arun Subramanian, Senior Vice President, Health, Safety and People Practices
- Stephanie Mallalieu, Director, Industry Health and Safety
- Lonnie Burnett, Specialist, Industry Health and Safety
- Alanna Harrison, COR Specialist
- Oksana Yashnyk, Coordinator, Industry Health and Safety
- Erin O'Bryne, Consultant, Mental Health & Psychological Safety
- Nicole Howlett, Consultant, Mental Health & Psychological Safety

HUMAN RESOURCES

- Ginger Brunner, Manager, Industry Human Resources and Mental Health, and HR Consultant, Thompson Okanagan
- Sarah Moseley, Manager, Industry Human Resources and Training, HR Consultant, Kootenay Rockies
- Sarah Best, HR Consultant, Northern BC
- Christie Blaquierre, HR Consultant, Cariboo Chilcotin Coast
- Cindy Conti, HR Consultant, Vancouver Coast and Mountains
- Peter Charles, HR Consultant, Vancouver Island

TRAINING

- Yulia Diachenko, Supervisor, Training Services
- Yuley Kim, Training Program Assistant

COMMUNICATIONS

- Judy Frankel, Director, Communications
- Bryce Maloney, Specialist, Web and CRM
- Connie Eng, Coordinator, Communications

ADMINISTRATION AND FINANCE

- Krista Bax, CEO
- Alla Fedorets, Director, Finance and Operations
- Christina Gao, Coordinator, Accounting/Administrative

CHAIR'S MESSAGE

When it comes to hindsight, I agree with author Roy T. Bennett: "The past is a place of reference, not a place of residence."

That said, it can be helpful to look back to see how far we have come as an industry, and as an organization.

A little over three years ago, the federal government announced that it would close our borders to non-Canadians. What followed felt like a futile set of falling dominos. International travel bans, Olympics cancellations, quarantine requirements, mandatory masks, bubbles and, for our industry, devastating impacts on the small businesses that make up most of the province's tourism and hospitality industry.

Like many organizations navigating the whip-saw of relaxed rules followed by rigid restrictions, go2HR looked at addressing what we could control, and prepare for, amidst an evolving future. That resulted in a three-year strategic plan for the organization focused on renewed relevance and increased impact.

Three strategic goals were developed:

- Increasing the awareness and reputation of go2HR for driving strong workforces and safe workplaces for our industry;
- Delivering relevant and effective services across four core areas: health and safety, human resources, training, and research and strategy; and
- Sustaining go2HR as an organization and the people within it.

This report highlights the significant progress that has been made since that plan was created in March 2021. Interestingly, we again find ourselves at an important inflection point that necessitates a renewal of that three-year plan.

If you've had a chance to review go2HR's [updated Workforce Profiles](#), you will see that by the end of 2023, BC's tourism and hospitality industry employed an average of 343,979 people, just 4% shy of pre-pandemic levels.

Good news for sure. However, workforce recovery does not necessarily match industry recovery. Inflationary and housing pressures remain, and we know all too well the impacts of climate variability on the businesses who make up our industry, the majority of which as I noted earlier are small in size. And there is work we all need to do regarding Indigenous reconciliation and equity, diversity and inclusion.



CRAIG BLIZE

**Chief Operating Officer
Earls Kitchen + Bar**

"Our partners are, put simply, paramount to our success. Our financial partners allow us to provide a deep well of services for employers and employees. From there, our community, regional and provincial associations, regulatory and government partners, and supporters help amplify and continuously improve our efforts."

Some pieces of the puzzle are in place and have positioned us to effectively support our industry.

- go2HR's network of regional HR consultants are helping employers raise the bar when it comes to human resources strategies and practices, training and skills development and healthy, safe and inclusive workplaces. You can read about their efforts on page 12.
- An established labour recovery framework was created for tourism and hospitality, including industry informed action plans backed-up by relevant research and data to inform their implementation. You can read about these initiatives starting on page 18.

This solid foundation is **partner**, **people** and **product** focused.

Our **partners** are, put simply, paramount to our success. Our financial partners allow us to provide a deep well of services for employers and employees, and our community, regional and provincial associations, regulatory and government partners, and supporters help amplify and continuously improve our efforts.

The **people** of go2HR are our superpower. Our team is energetic and entrepreneurial. Together we support one another to be that “go to” for growth of our industry and our own development.

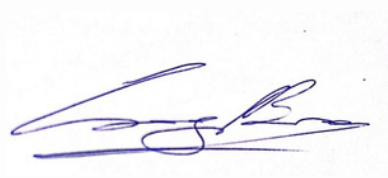
Our **products** – including our programs – are proof of our commitment to building safe workplaces and strong workforces. The suite of training provided by go2HR continues to grow; I encourage you to read more about our offerings starting on page 15.

This foundation will inform the renewal of go2HR's strategic plan, a process in which we will invite you to actively participate. Why? Because your past contributions to our strategic priorities, and their successful execution, is indicative of the intrinsic value of our funders, members and stakeholders. I encourage you to read more about this process on page 22.

We are excited about the work ahead. It comes at a time when we prepare for the more than one million people who will visit our province for Invictus Games Vancouver Whistler and FIFA World Cup 2026™ Vancouver. All of us at go2HR are committed to contributing to British Columbia's leadership role as a world-class destination with a deep understanding of diversity, equity, and inclusion.

Personally, I want to acknowledge the support of our Board. Each of them brings an unique perspective and skill set that is of tremendous value to our organization. I encourage you to review this talented group on page 23 of this report.

With gratitude,



CEO'S MESSAGE

In less than a year, we will bear witness the indomitable spirit of teams from around the world as they compete in Invictus Games 2025 Vancouver Whistler. The addition of winter sports is a guiding light from this global organization that when it comes to inclusion, there is always more to be done.

At go2HR we plan to do our part. We plan to give employers and workers the tools and confidence to deliver on the promise of world-class events, fuel their passion for equity, diversity, and inclusion, and create inclusive and accessible workplaces. You can read more about this future training focus on page 16.

As a lifelong athlete, I can attest to the power of playing on and coaching teams. My aim is to take that on-field experience into our organization. Why? Because business success, like sport, is never achieved on your own.

And when our go2HR team is successful, it means we can support the more than 18,000 businesses that make up British Columbia's tourism and hospitality industry who together employ almost 350,000 people. When you think about the size of our workforce, our industry is a pretty big team.

If we were a sports league, one in eight people in our province would play for us. Better yet, if we all wore the same jersey it would be a powerful visual representation of the value of our industry to the economy – in every single community across B.C.

Two sports/business themes are tangible in our day-to-day work at go2HR.

First, that the path to excellence is paved with perseverance.

What might look like perfection often takes practice. The pinpoint pass, glorious goal or valiant victory that merit the highlight reel may look effortless. Behind it, you'd find thousands of hours of hard work – tenacity through tough times, dedication to developing deeper skills, and a positive mindset.

Many of our memorable tourism and hospitality experiences also rely on practice and teamwork. While they may not always get the glory of a big game, let's make a commitment to let the people who power these memorable moments know how much they mean. The ever-inspirational Maya Angelou reminds us, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

As we say in the health and safety world, if you see something say something.



KRISTA BAX
CEO

"When you think about the size of our workforce, our industry is a pretty big team. If we were a sports league, one in eight people in our province would play for us. Better yet, if we all wore the same jersey it would be a pretty powerful visual representation of the value of our industry to the economy – in every single community across B.C."

The second theme is that success takes a tireless focus on teamwork.

Think of the Miracle on Ice at the 1980 Olympics. The U.S. team, comprised of amateur and college players, upset what was then considered the best team in the world. During player selections, Coach Herb Brooks was questioned about dismissing top talent. In response he said “I’m not looking for the best players, I’m lookin’ for the right ones.” He wanted to create a group of unique perspectives, talents and styles that would create a sum greater than the value of its parts.

With the support of our funders, partners, stakeholders, and members, the unique, talented team at go2HR has recorded some significant wins of our own. As we close this final season of our 2021-2024 strategic plan, we are proud of our progress.

- With our B.C. Tourism and Hospitality Industry Labour Recovery Framework, we developed an **industry playbook** to continue to chart our recovery. I encourage you to review this year’s implementation activities on page 18.
- We’ve **strengthened our bench** when it comes to supporting businesses to create the strong workforces and safe workplaces that solidify their success. This includes deepening our efforts in human resources, occupational health & safety, mental and psychological health and safety, and equity, diversity and inclusion. You can learn more about these efforts throughout this report.
- We’ve **scouted** for information on what our employers need – across our four industry sectors and across B.C.’s six tourism and hospitality regions – to stay relevant and expand our training offerings to address gaps and ensure workers have the skills they need. You can review our progress starting on page 15.
- We’ve delved into data, **scouring stats** for the information that helps inform our strategies and decisions.

As we look ahead and invite your input into renewing our strategic plan this year, my goal is to cultivate the creativity of our industry to chart a compelling course for our organization’s future success and one that contributes to the sustainability of our industry.

I am confident that our team at go2HR, who are creating a culture that values inclusivity, trust, curiosity and collaboration, are up to the challenge. After all, as Michael Jordan reminds us, “talent wins games, but teamwork and intelligence win championships.”

Stay well,

A handwritten signature in black ink, appearing to read "Herb Brooks", with a stylized flourish at the end.

MEASURING OUR PROGRESS

This year's annual report marks our progress during the final year of our current strategic plan. We had three established strategic goals to guide us through to 2024.

- **Awareness and Reputation:** Increase awareness of go2HR as the primary source of human resources, health & safety, training and research services for BC's tourism and hospitality industry.
- **Relevant and Effective Services:** Deliver human resources, health & safety, training, and research services that are relevant and effective in empowering employers to realize strong workforces and safe workplaces.
- **Financial Sustainability:** Improve financial sustainability by growing and diversifying go2HR's financial partners.

This annual report is designed to shine a spotlight on our progress across our four core service areas.



It is also meant to showcase our team and the work ahead of us – our future focus – in each of these service areas. These values continue to drive our decisions and how we show up as a team.

- **We will be inclusive.** All employers, all workers, all sectors, all regions; committed to Indigenous rights and social equity.
- **We will be collaborative.** Two-way, meaningful engagement for mutual benefit, providing value for stakeholders.
- **We will be curious.** Understanding needs, how can we help to solve problems; finding the best, most innovative ways to do things.
- **We will be trustworthy.** Be the credible, 'go2' source for ideas, insights and information; you can count on us to deliver, trusted for quality programs and services.

Looking ahead, our team will focus on the renewal of go2HR's Strategic Plan. We agree with Levo CEO Caroline Chosn that "collaboration is like carbonation for fresh ideas. Working together bubbles up ideas you would not have come up with solo, which gets you further faster."

This work will begin with our brainstorming and be bolstered by the competitive advantage of your input and insights. We can't wait to get started!

HEALTH & SAFETY



Attracting more people to BC's tourism and hospitality industry means ensuring workplaces showcase a strong health & safety culture built on programs and policies that are measured, monitored and, importantly, continuously improved. Effective health & safety cultures require engagement with the employees within them; workers are empowered to say something if they see something, and employers are focused on managing physical **and** mental health. This year, go2HR was laser focused on creating and executing an expanded communications strategy to promote the WorkSafeBC Certificate of Recognition (COR) Program with the goal of registering and certifying more employers and, in turn, sharing their success stories across the industry.



3,800

health & safety training participants



6,500

downloads of health & safety resources from go2HR's website



64

Certificate of Recognition (COR) certified employers



36

mental health presentations to employers

"This quote about hard work resonates with me: 'the only thing standing between you and outrageous success is continuous improvement.' Employers who don't know about COR outnumber those that do. So we set out to improve on that, building awareness of the program so that more employers register, certify, and share their COR success stories with their industry colleagues."

Arun Subramanian | Senior Vice President, Health, Safety and People Practices

Service Spotlight: Mental Health and Psychological Health and Safety

This year marks go2HR's third year of partnership with the BC Division of the Canadian Mental Health Association. Together, we are ensuring that modern workplaces understand how mental health and wellbeing contribute to overall health and safety. How? Through industry-specific mental health training for employers and workers at different stages of their career, content development (resources, information and templates) for BC's Hub for Workplace Mental Health, and coaching and consulting for employers and workers to help them build a workplace culture that addresses and supports mental and psychological health and safety. As a result of this work, we have seen an increase in industry engagement and workplace mental health awareness since initial program launch. This has included a greater number of employer inquiries and requests for presentations - including at industry events - that have been focused on examination of the breadth and depth of psychological health and safety beyond anxiety and stress management, and how to address them in our tourism and hospitality workplaces.

HEALTH & SAFETY



Service Spotlight: Certificate of Recognition (COR)

This year, in addition to expanding COR tools and resources for employers, go2HR also focused on developing and measuring an annual engagement strategy to increase awareness of the COR program that would result in greater employer participation, creation of sector-specific tools and resources, and a new employer showcase section on go2HR's website. The COR program now includes psychological health and safety tools for employers to support go2HR's outreach to employers to promote workplace mental health. It also includes a Corrective Action Plan review service to help employers respond to gaps in their COR Audit and identifying resources and training that can effectively address and resolve audit findings. The food and beverage and accommodation sectors were both targeted this year for additional COR registrations and to implement campaigns communicating go2HR's COR initiatives. go2HR's COR program website content was revamped and now includes dozens of updated resources for employers including safety talk templates, a Safer Spaces toolkit, employer success stories, audit samples, communications posters, post-injury mental health, claims and injury management FAQs.



"When it comes to the Certificate of Recognition (COR) Program, we don't believe in 'one and done'. Our goal is to support employers every step of the way. From assessing COR Program readiness, to registration, training, audit, and continuous improvement, we see ourselves as partners of prospective and participating employers."

**Stephanie Mallalieu | Director,
Industry Health and Safety**



Initiative in Action: Health & Safety Advisory Services

go2HR's regional HR consultant network set the stage for our ability to launch a complementary no-cost health & safety advisory service for employers, which has garnered significant interest from across our industry. This initiative included a focus on newly opened businesses to help them launch with effective health & safety programs and policies, and a pilot program with the food and beverage sector to target group restaurants who would benefit from training sessions with their teams. Employers can book a free consultation for advice and insights on topics like mental health, first aid, bullying, training, and understanding and responding to the changing regulatory landscape.

"Mental health, including psychological health and safety, is central to a safe workplace. We are encouraged by the number of employers that are reaching out to go2HR to help them address the mental health and well-being of their employees to create a culture of compassion and care, and to ensure their workplaces include the required training and resources to keep people healthy and safe."

Ginger Brunner | Manager, Industry Human Resources and Mental Health, and HR

HEALTH & SAFETY



Initiative in Action: Joint Health & Safety Committee Training

This year go2HR launched a new online, asynchronous Joint Health & Safety Committee Training for employers with teams of 20 or more. This course, for employer and worker representatives or “committee members,” includes training and instruction on how to effectively carry out their duties and responsibilities as JHSC members. In the first four months of implementation, 109 workers completed this training, which meets WorkSafe BC’s regulatory training requirements for all new JHSC members.



Future Focus: Regulatory Readiness

In late 2024, amendments to the Occupational Health and Safety (OHS) Regulation relating to occupational first aid and workplace violence will come into effect. The first aid regulatory changes mean employers across the province will need to review their current first aid plans and make necessary adjustments. Workplace violence and harassment regulatory changes will require employer have an active harassment and violence prevention program to address behavioural hazards, as well as policies for incident resolution and reporting. go2HR will actively communicate these regulatory changes and develop tools and resources to support employer readiness and compliance.

Partner Profile: WorkSafeBC



WorkSafeBC is a foundational partner in go2HR’s role as a health and safety organization and a certifying partner of the Certificate of Recognition program. We continue to work closely together to proactively prepare employers to build and maintain safe and healthy workplaces. We share their dedication to integrity, care, and compassion.

Partner Profile: Canadian Mental Health Association - BC Division



Canadian Mental
Health Association

The BC Canadian Mental Health Association - BC Division (CMHA BC) and go2HR have partnered to create mental health and wellness resources specifically for the tourism and hospitality industry. go2HR has played an important role in the rebranding and renewal of BC’s Hub for Workplace Mental Health and to ensuring these resources are people-focused, reflecting our shared commitment to the psychological health and safety of front-line employees, supervisors, managers, and senior leaders.



HUMAN RESOURCES



During 2023, BC's tourism and hospitality workforce averaged 343,979 people, representing about 12% of our province's total employment. More than 70% of these workers are employed in a small business, many of whom do not have access to human resources advisory services. Over the past two years, go2HR has operated a network of regional HR consultants to support tourism and hospitality businesses in each of BC's six tourism and hospitality economic regions. They work with regional employers and stakeholders to offer advisory services, webinars and employer forums, community outreach and communications. They also support each others efforts by sharing resources and best practices across regions to support one another's performance and personal development.



4,534

advisory services to tourism and hospitality employers



237

businesses engaged self-identifying as diverse ability, female owned, female led, Indigenous, or 2SLGBTQ+



33

in-person presentations/workshops delivered



10K+

visits to Human Resources section of go2HR's website

"We are a trusted source of advice to employers, and one another. By sharing challenges, opportunities, feedback, and tools created across each region, we are creating a comprehensive resource bank that benefits employers throughout the province."

Sarah Moseley | Manager, Industry Human Resources and Training, HR Consultant, Kootenay Rockies

Service Spotlight: Regional HR Consultants Network

With continued investment from the Ministry of Tourism, Arts, Culture and Sport and Destination BC, go2HR operates a network of regional HR consultants on the ground in each of BC's six tourism and hospitality economic regions. To date, they have engaged with almost 15,000 businesses across all four industry sectors. Where organizations articulated their size, 77% identify as employers of fewer than 20 employees. Conversion from initial outreach to subsequent engagement is more than 80%, proving that once employers are aware of go2HR's regional HR consultant network, they proactively reach out for support. Each quarter, the team reviews key areas of focus to achieve greater impact, giving them valuable insights into unique and shared regional challenges and opportunities.



HUMAN RESOURCES



Initiative in Action: Equity, Diversity and Inclusion Resource Hub

go2HR is committed to ensuring that the people that power our tourism and hospitality industry are culturally and socially accepted into their workplaces from day one, and then have the support of their peers and leaders to perform to the best of their abilities. Whether employers are beginning to build a more diverse, equitable and inclusive workforce – or are well on their way to putting policies and practices to work in their operations – go2HR has built a comprehensive hub of resources to help. The hub includes general EDI content but also specific resources to support taking action to support gender equity, 2SLGBTQ+ identity, Indigenous Peoples, and to support anti-racism and accessibility. To date, 1,900 employers have accessed the EDI Resource Hub.

EDI Resource Hub



Initiative in Action: Compensation Information

While the average hourly wage for the tourism and hospitality industry grew 9% to \$27.00 per hour in 2023, compensation is more than just hourly wage. With every single industry competing for talent, the mix of wages, perks, and benefits offered to workers is more important than ever. For many employers, some of whom may not have access to human resources leadership – building, implementing, measuring and monitoring a compensation strategy is daunting. go2HR supports employers by offering customizable compensation resources and tools to set on a mix of total compensation that fits their workplace. Tools include a compensation strategy planning checklist, sector-specific compensation worksheets and sample pay statements, wage-setting guides, and information on British Columbia's Pay Transparency Act and regional living wages.

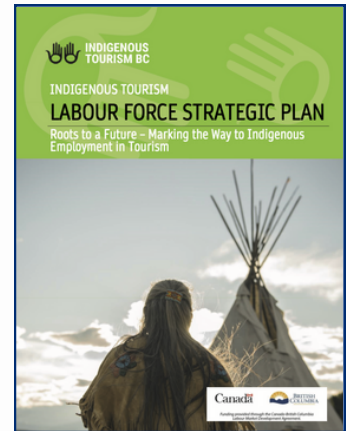


HUMAN RESOURCES



Future Focus: Ongoing Indigenous Tourism BC Collaboration

go2HR believes it is at the Initiation Stage of the Indigenous Inclusion Continuum. Indigenous inclusion is a business imperative for go2HR, reflected in the organization's commitment to work closely with Indigenous Tourism BC to support advancement of shared objectives in key areas, including employer advisory services, labour recovery and labour market strategy, communications, career awareness, and training. go2HR remains committed to coordination with ITBC-specific career awareness initiatives, including ITBC's Labour Force Strategic Plan, which includes strengthening Indigenous people's employment in the industry.



Future Focus: Human Resources Technology

The sixth pillar of the B.C. Tourism and Hospitality Industry's Labour Recovery Framework is using technology for transformation. While we know that technology will prove increasingly important to employers looking to continuously upgrade guest and employee experience, many businesses lack the resources to uncover and implement these improvements. Using go2HR's proven track record of developing useful and usable resources, content will be gathered and shared to help employers understand available technology-focused solutions.

Partner Profile: BC Ministry of Tourism, Arts, Culture & Sport



BC's Ministry of Tourism, Arts Culture and Sport continues to help us realize a vision of providing free, accessible human resources advisory services throughout the province. In collaboration with their respective regional destination management organizations, go2HR's six regional HR consultants are working on-the-ground in each tourism and hospitality economic region. Feedback from employers is overwhelmingly positive: a Vancouver Coast & Mountains Employer summed up the value of this network as "arming and helping educate us on being better leaders in our industry. For this we thank you!"

Partner Profile: Destination British Columbia



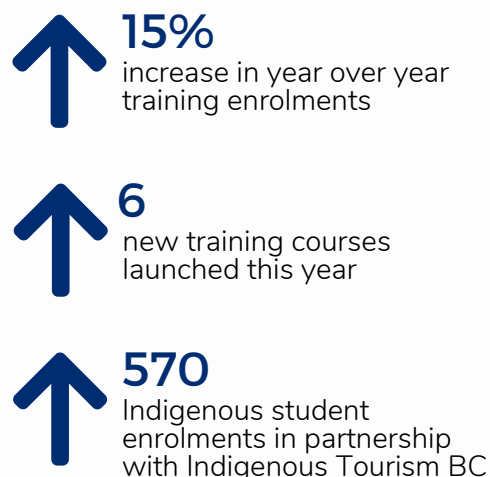
Destination BC was instrumental in the development of the regional HR consultant network. An initial pilot project in 2021 between DBC and go2HR established a regional HR consultant for the Vancouver Coast & Mountains region. That pilot, and an earlier partnership between go2HR and the Thompson Okanagan Tourism Association for a regional HR consultant in that region, were the proof points that allowed expansion of the network to serve employers throughout the province. This year, DBC also supported go2HR's equity, diversity, and inclusion initiative, again acting as a foundational partner in this critical effort to establish a leadership role for our industry.





INDUSTRY TRAINING

Labour shortages have a way of shining a white-hot spotlight on the value of training. Tourism and hospitality has a secret weapon: when it comes to new workers, you don't necessarily need experience to get experience. However, that means that when workers traverse through the wide-open doors of our workplaces, training is critical. Beyond helping employees do their day-to-day job better, training has a multitude of benefits for employers and workers. Training attracts and motivates individuals, builds teams, and improves productivity. Creating a culture where people learn and grow within an organization builds loyalty, affinity and revs-up retention.







"Training offers a key competitive advantage. Employees who see employers investing in their skills, leadership development, and long-term career goals not only perform, they stay planted and growing within your organization."

Yulia Diachenko | Training Services Supervisor

Service Spotlight: Equity, Diversity and Inclusion Training

In Jennifer Millar's 2021 article in the Washington Post business section, she noted that diversity and inclusion in the workplace aren't a preference for younger job seekers, they are a requirement. With 29% of workers under 25, the tourism and hospitality industry in B.C. can use equity, diversity and inclusion (EDI) training to attract and retain workers for whom an inclusive workplace culture is non-negotiable. Employees trained in EDI become more aware, sensitive, and ultimately form a strong team that collaborates and communicates as effectively as possible. go2HR's Equity, Diversity and Inclusion (EDI) Resource Hub links employers with four unique online training modules: An Introduction to EDI, Navigating Cultural Diversity, 2SLGBTQ+ Diversity and Inclusion, and Unconscious Bias in the Workplace.

 <p>An Introduction to Equity, Diversity, and Inclusion (EDI)</p>	 <p>Navigating Cultural Diversity in the Workplace</p>	 <p>Unconscious Bias In The Workplace</p>	 <p>LGBTQ2+ Diversity and Inclusion Training for Workplaces</p>
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INDUSTRY TRAINING



Initiative in Action: The Basics of Safety

To quote John Wooden, “champions are brilliant at the basics.” When it comes to workplace safety, all tourism and hospitality employers must have an Occupational Health and Safety (OHS) Program in place. go2HR helps employers develop a customized OHS Program that addresses their unique operations, from understanding responsibilities through to policy development; conducting risk assessments to creating safe work procedures; communicating safety requirements to training and supervising employees; and conducting workplace inspections and incident investigations to proactively protect their people. go2HR’s new Safety Basics training is a free orientation course designed for new and young workers that includes four modules with industry-specific scenarios, exercises, questions, and examples that sets them up for individual success, and allows them to contribute to our industry’s overall commitment to creating safer experiences for everyone, including workers, guests, and the community.



Initiative in Action: Destination BC’s Tourism Digital Academy

go2HR’s learning management system (LMS) continues to host Destination BC’s Tourism Digital Academy, a digital marketing program for BC tourism businesses who are interested in building their knowledge and skills in digital marketing to an intermediate level. go2HR’s LMS effectively tracks and measures completion of the program’s digital learning modules which include both self-directed and live interactive sessions, and ensures customer service support for Destination BC and learners. The program included 150 participants in 2023-24.



Future Focus: SuperHost® Renewal

More than one million people are expected to visit our province for Invictus Games Vancouver Whistler and FIFA World Cup 2026™ Vancouver. go2HR knows people will provide the power to deliver a welcoming environment and inclusive service. Together with the B.C. Ministry of Tourism, Arts, Culture and Sport and Destination BC, go2HR will renew its proven SuperHost training program to give workers the tools and confidence to deliver on the promise of upcoming world-class events, fuel their passion for equity, diversity, and inclusion, and create inclusive and accessible workplaces. go2HR is committed to demonstrating British Columbia’s leadership role as a world-class destination with a deep understanding of diversity, equity, and inclusion.





INDUSTRY TRAINING



Future Focus: Indigenous Tourism BC's Indigenous Tourism Training Initiative

go2HR will use training learnings and best practices, and its foundation of collaboration with Indigenous Tourism BC (ITBC), to support development and implementation of their Indigenous Tourism Training Initiative. This three-year initiative will support current and aspiring Indigenous tourism workers and employers by providing Indigenous-led and culturally-focused training and educational opportunities that help attract and retain Indigenous tourism talent. go2HR remains committed to supporting ITBC's leadership in Indigenous Peoples-focused training; it is anticipated that more than 240 Indigenous tourism businesses will benefit from the Indigenous Tourism Training Initiative, including 45 communities and more than 1,400 people.

CARE

Compassionate and
Respectful Employer



FOUNDATIONS OF
WORKPLACE SAFETY



Safer Spaces

CREATING SEXUAL HARASSMENT FREE WORKPLACES
IN BC'S TOURISM AND HOSPITALITY INDUSTRY

Partner Profile: Justice Canada



Government
of Canada

Gouvernement
du Canada

Justice Canada provided go2HR with financial support to address the serious issue of workplace sexual harassment. The final year of a successful three-year initiative has allowed us to build and launch informed, robust, gender and diversity sensitive training required by employers and workers. To date, the Safer Spaces training has been taken by more than 1,800 people, supporting the goal of the initiative to help create sexual harassment free workplaces in B.C.'s tourism and hospitality industry by helping workers feel empowered to report harassment and keep employers accountable for cultivating safe workplaces.

Partner Profile: Destination British Columbia



Destination BC's collaboration on go2HR's equity, diversity and inclusion training portfolio helps ensure that all tourism and hospitality employers – regardless of size or resources – can unlock the benefits of EDI, from attraction and retention to employee performance, job satisfaction, and well being.



BRITISH COLUMBIA
VISITOR CENTRE
@ OSOYOOS

RESEARCH & STRATEGY



Research and strategy fuel results, but they also serve as guideposts and “mile markers” on the (sometimes bumpy) road to success. Effective initial research paves the way for strategy, heeding Benjamin Franklin’s warning that “by failing to prepare, you are preparing to fail.” Ongoing research serves an equally powerful purpose: proving the impact of your strategy. Just like we were taught in kindergarten, sharing is caring. go2HR ensures that our research and strategies are informed by external input and expertise, and made available to support the sustainability of the tourism and hospitality industry as a whole. This ensures that, consistent with our organization’s origin story, we build an ecosystem of understanding and addressing the issues before us.

↑ 8 million
total impressions from go2HR’s Labour Recovery Framework recruitment and communications campaign

↑ 100K+
visits to go2HR’s Career Explorer website page

↑ 6%
increase in Employment Tracker usage over prior year

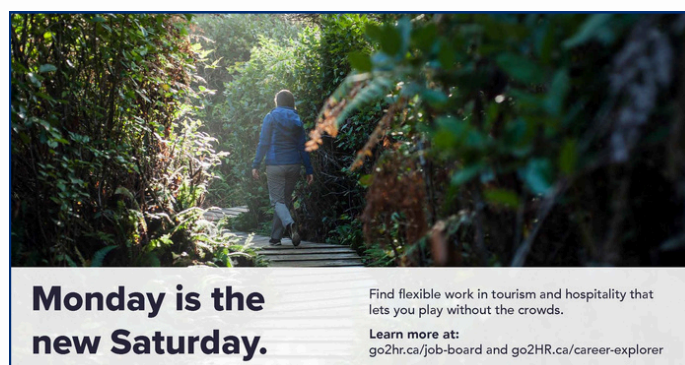
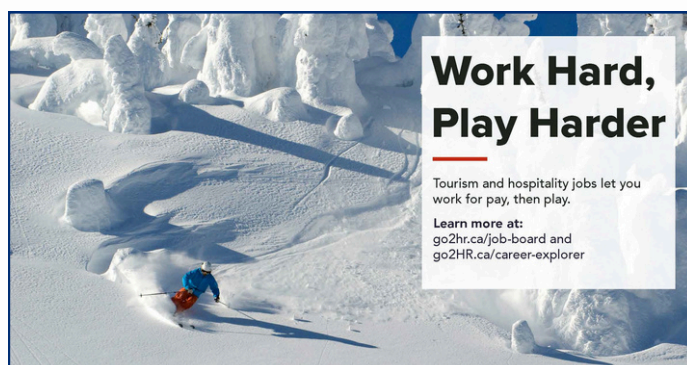
↑ 3
pilot Tourism & Hospitality Bootcamps for high-school students

“Research and strategy are bright lights. They help us understand what we don’t yet know, but need to better understand. They then create an informed path forward, acting as a north star to illuminate the journey.”

Judy Frankel | Director, Communications

Service Spotlight: B.C. Tourism & Hospitality Labour Recovery Framework

This year go2HR embarked on a modest recruitment and communications campaign designed to showcase the value of working in the tourism and hospitality industry. Target audiences were youth, newcomers to Canada, and Indigenous Peoples. Campaign assets, including non-English language materials, were developed in collaboration with Industry Engagement Working Group members. Specific Indigenous Peoples assets were developed in close collaboration with Indigenous Tourism British Columbia. The first phase of the campaign, between April 26 and July 30, 2023, resulted in a total of 4.6 million impressions. A second phase of the campaign was launched with updated imagery to attract entrants into the fall and winter seasons, and generated a total of 3.36 million impressions.





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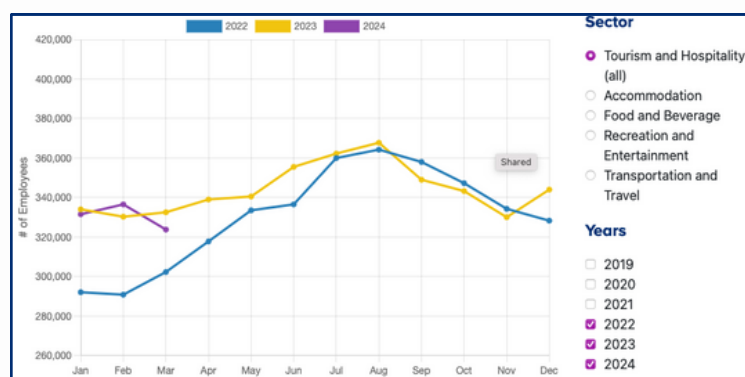
Service Spotlight: B.C. Tourism & Hospitality Labour Recovery Framework (continued)

Partial implementation of go2HR's Career Awareness Strategy was launched this year with the completion of pilot Tourism & Hospitality Bootcamps in Victoria, Shuswap and Chilliwack. These one-day programs allow high school students to spend the day learning about tourism and hospitality in an interactive and experiential format, exploring behind the scenes of industry operations, hearing from local tourism and hospitality leaders about their career journeys, and taking part in hands-on activities and experiences to better understand work experience opportunities and potential career pathways.



Initiative in Action: go2HR Employment Tracker

go2HR's Employment Tracker provides real-time insights into key employment characteristics across the province, by region, and by tourism and hospitality industry sector. This data, publicly accessible on go2HR's website, provides a monthly, in-depth view of employment that informs overall research and strategy efforts.



Future Focus: Career Awareness Initiatives

Labour Recovery Framework implementation included the creation of a proposed career awareness strategy, and complementary educator engagement framework, that could – with partnership and funding support – set a foundation for execution of additional tourism and hospitality bootcamps and development of turnkey, accessible tourism and hospitality teaching materials for educators. Why ramp-up our efforts with students and educators? We are competing with every industry of our economy to showcase the work experience and career opportunities available within our industry. go2HR remains committed to further momentum of this year's efforts to create and sustain tourism and hospitality career pathways for high school students.



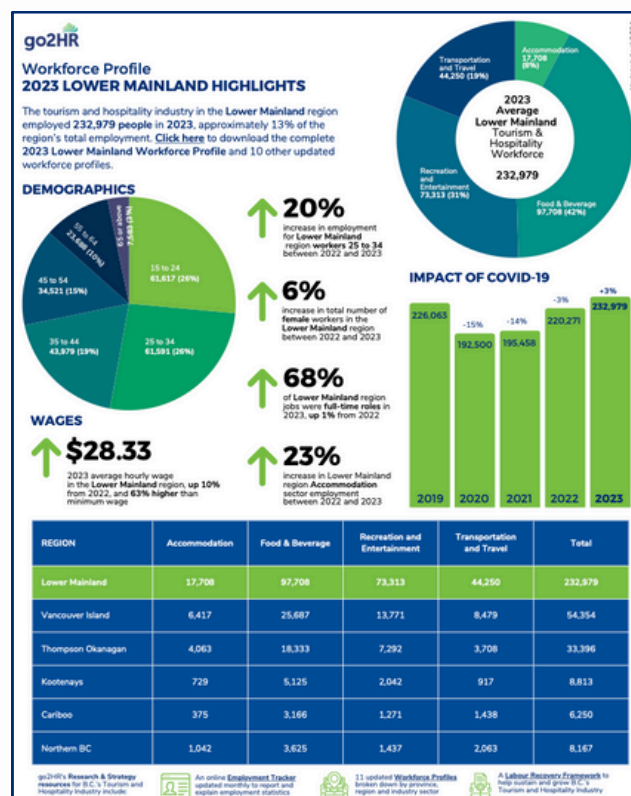
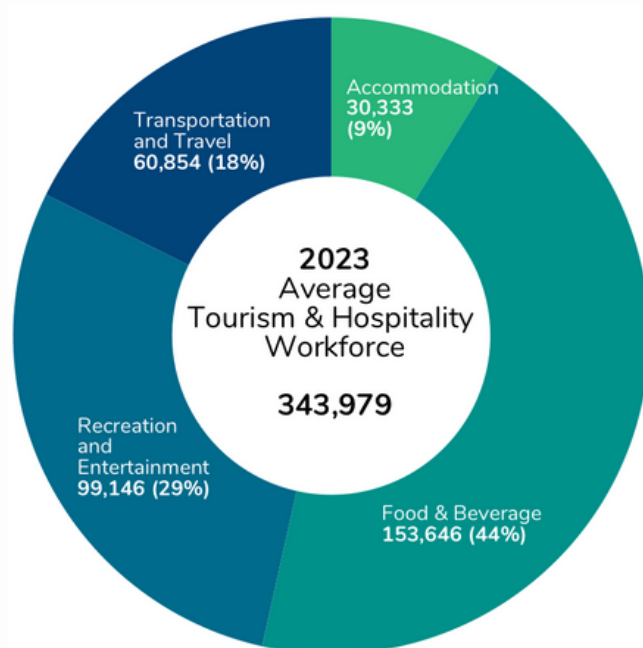
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Future Focus: Sectoral and Regional Workforce Profiles

Updated Workforce Profiles are available on go2HR's website to allow users to delve into detailed demographic insights that highlight the diversity within our industry. In addition to an overall profile of British Columbia's tourism and hospitality industry, unique profiles have been created for each industry sector (accommodation, food and beverage, recreation and entertainment and travel and transportation services), and each of the six provincial tourism and hospitality economic regions. All 11 Workforce Profile highlight flat sheets are accompanied by a full report outlining labour market dynamics, workforce characteristics, and the trajectory of the industry's recovery.

INDUSTRY EMPLOYMENT BY SECTOR (2023)



Partner Profile: Pacific Economic Development Canada



Pacific Economic
Development Canada

Développement économique
Canada pour le Pacifique

Pacific Economic Development Canada was instrumental in the development and implementation of the B.C. Tourism and Hospitality Labour Recovery Framework (LRF). PacificCan's commitment to investment in the LRF meant British Columbia was 18 months ahead of other provinces who were addressing tourism and hospitality labour recovery. This allowed go2HR to share project results and best practices with national and provincial stakeholders with similar efforts underway. We are grateful for PacificCan's belief in our ability to deliver results for our industry, one we embrace as part of our identity as a people, both Indigenous and non-Indigenous.

Partner Profile: Industry Engagement Working Group

A co-creation approach to labour recovery with industry engagement now seems non-negotiable. go2HR's ability to foster, sustain, and grow the B.C. Tourism & Hospitality Labour Recovery Framework (LRF) **Industry Engagement Working Group (IEWG)** has been integral to having a single, coordinated "voice" on labour recovery. Through in-person and virtual meetings – and regular engagement to gather feedback and consensus – the IEWG proved an invaluable source of support for LRF development and implementation. This model is now a best practice for future project development and execution. A [full list of IEWG members](#) is available on go2HR's website.

Our four core service areas bring together our various departments to collaboratively tackle challenges and opportunities. The result is ongoing integration across all of our activities. Some examples of how each core service includes cross-functional elements:

- ↑ **1.4 million**
new visits to go2HR's website
 - ↑ **188%**
increase in time on website
compared to prior year
 - ↑ **40K+**
unique subscribers to
go2HR eBlasts and newsletters
 - ↑ **3,721+**
businesses registered on
go2HR's Job Board

Krista Bax | CEO

Teamwork is the foundation of our culture of service – to our partners, funders, stakeholders and each other. In our team’s own words, here is what else makes up the culture of go2HR.



YOUR go2HR TEAM



Professor Halford Luccock said “no one can whistle a symphony. It takes an orchestra to play it.” For our annual Summer Team Day, go2HR participated in an all-staff Indigenous Awareness learning program, followed by a cultural canoe tour with Takaya Tours in North Vancouver. We paddled together in the protected waters of the Burrard Inlet and beautiful Indian Arm while guides from the Coast Salish Nation sang songs, told legends and educated us about ancient village sites.

Part of building a strong team is spending time together giving back to our community. This year, go2HR participated in the Metro Vancouver YWCA Presents of Peace Program. We sponsored a single-mother-led family to help alleviate some of the pressure that families experience over the holiday season.

Reflective of our province wide efforts, we also allocated funds to each of British Columbia’s six tourism and hospitality economic regions. Each regional HR consultant was responsible for using their local knowledge, insights and relationships to find the best fit for these funds.



Future Focus: go2HR Strategic Planning Initiative

Our focus for the coming year will be the renewal of go2HR’s Strategic Plan. The winds of change continue to buffet our industry – befitting a review of our progress since we developed the plan in March 2021 to guide us through a three-year period that has presented challenges and left us with a sense of optimism. As we look ahead to what will fuel our forward progress, we want to engage our funders, partners, stakeholders and external audiences. We’ll proactively pursue your input on our strategic goals, and the actions, metrics and timelines for which we will hold ourselves accountable.



To learn more about **Takaya Tours**, visit: takayatours.com.



To learn more about the **YWCA’s Presents of Peace Program**, visit: ywcavan.org.



go2HR BOARD



Our team is grateful for the wise guidance of our Board of Directors:

- Craig Blize (Chair) – Chief Operating Officer, Earls Kitchen + Bar
- Jared Davis (Vice Chair) – Vice President, Project Development, WCL Group
- Heidi Romich (Vice Chair) – Owner/Operator, The Heid Out Restaurant and Brewhouse
- Dave Butler – Director, Sustainability, Canadian Mountain Holidays
- David Mackenzie – Owner and General Manager, Pemberton Valley Lodge
- Eda Koot – General Manager, Inn at Laurel Point
- Jeff Guignard – Executive Director, ABLE BC
- Neil McInnes – Vice President, Corporate Development, Destination BC
- Stephanie Wells – Dean of Business, University Arts & Science, College of the Rockies

Directors Roundtable Discussion

go2HR's Board remains incredibly important to the vitality – and viability – of the organization. Our governance model means that each of our directors has a maximum tenure of six years. This year, it means three key contributors will leave the Board. We gathered **Eda Koot**, **Jeff Guignard**, and **Craig Blize** together for a conversation about their tenure as directors.

Eda, what has impressed you most about Jeff's tenure on the Board?

"Can I say everything? Seriously, probably Jeff's steadfast commitment to go2HR as his sector was reeling from COVID-19 and then struggling to recover. He remained focused on go2HR's sustainability at the same time he was a tireless advocate for the bar and pub sector. His straightforward, no-nonsense approach to detailing the crippling impact of COVID-19 – and advocating for solutions to help tens of thousands of businesses keep the doors partly open – are a testament to the relationships he has within our industry and beyond."

Craig, as someone in the food and beverage sector of our industry, what have you learned from Eda's contribution to go2HR?

"Her authentic passion for the accommodation sector, in particular its people. That encompasses the thousands of people who have



Eda Koot



Jeff Guignard



Craig Blize

worked with her over her career, and the people in communities that directly and indirectly benefit from our industry. Her strategic insights, honed by a career that has included driving four-season-strong visitation at Sun Peaks and marrying climate action with hotel operations, have been of immense benefit to go2HR – and many other local and regional organizations who have relied upon her expertise.”

Jeff, how has Craig’s tenure as chair contributed to go2HR’s present and future?

“You really can’t underestimate the impact of having the insights of an executive at one of North America’s most successful restaurant chains leading your board. His unique ability to address the micro and macro challenges to our industry particularly with respect to attracting and retaining people have been instrumental to our go-forward strategy.”

Eda, how has your tenure on the go2HR board impacted your career?

“What comes to mind is the strong, trailblazing women that I have had the pleasure of serving with and learning from, including our past chair Heidi Romich. Hopefully that signals to young people in our workplaces and communities that there is a place for women at all levels, including CEO or General Manager. In our industry, which is nearing gender parity in terms of our overall workforce, the top talent on our board – women and, of course, men too – should signal the breadth of leadership opportunities in tourism and hospitality.”

Jeff, what will you miss about the go2HR board?

“The collegiality for sure. My hope is that any tourism and hospitality leader who joins an industry board or committee feels as welcomed as I did joining the go2HR board. Each director was listened to and respected for their individual perspective and unique experience. We had challenging, intense discussions, but always left each meeting feeling inspired, energized, and a valued part of the team. I will also miss the talented team at go2HR who are responsible for executing an ambitious set of organizational strategies and priorities.”

Craig, what is your wish for go2HR as an organization?

“My hope is that our partners, funders and stakeholders continue to see the efficacy of our organization. The go2HR team, ably led by our CEO Krista Bax, have grown the visibility of go2HR’s brand, and the trust of those that invest in us to support the growth and sustainability of our industry through implementation of actions that are measured, communicated and, ultimately, continuously improved. I am confident in the organization’s ability to deliver on this promise, and look forward to watching – albeit from the sidelines as past chair – their continued success.”

go2HR

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