

normandin
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straight talk



2024-2025 EDITION – TOTAL REWARDS SURVEY

Talent and culture report

Results for the diversity, equity and inclusion (DEI) section

*This document is an excerpt from **remun**'s 2024-2025 Talent and culture section. Don't have access to the full report yet? [Contact us](#), it's not too late to participate.*

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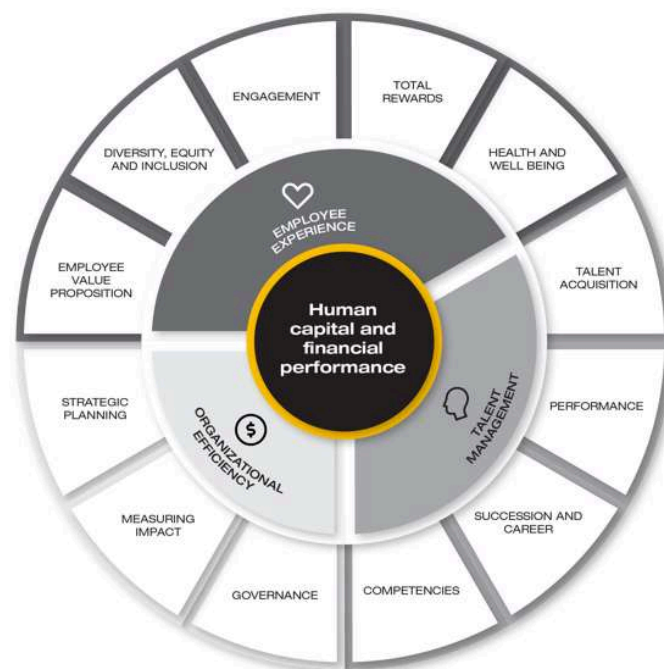


About this section

The **remun** total rewards survey, conducted annually by Normandin Beaudry, covers six sections:

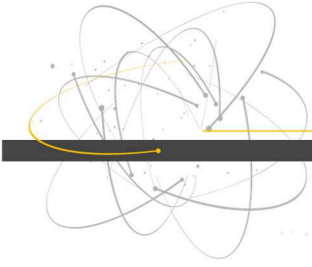
- Cash compensation
- Executive compensation
- Group benefits
- Pension and savings
- Working conditions
- Talent and culture

The **Talent and culture** section is divided into three sections and covers 12 focus areas related to organizational performance.



Focused on talent management and the development of organizational culture, the data presented in this report sheds new light on the evolution of practices that influence and drive employee performance.

This promotional report presents data for the diversity, equity and inclusion section only (questions 25 to 34). For the complete report, contact perfo@normandin-beaudry.ca.



Survey results for diversity, equity and inclusion (DEI)

25. Does your organization collect diversity data about their staff (e.g., through self-identification questionnaires)?

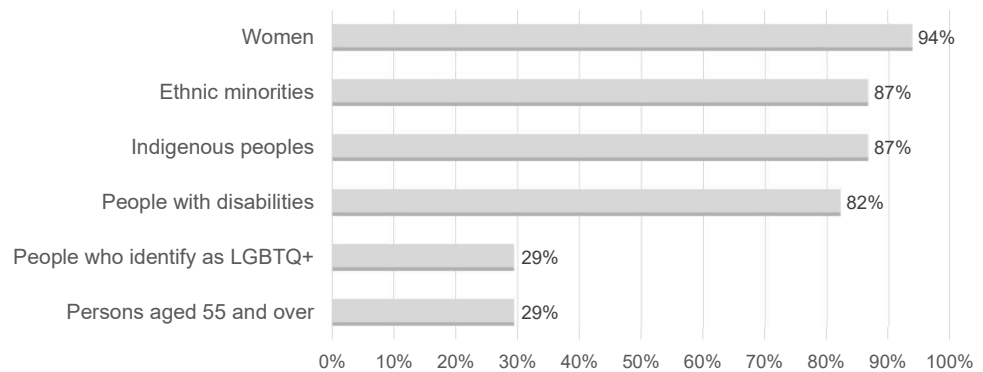
	Prevalence
Yes	48%
No	52%
Number of organizations	233

26. Which of the following categories do you collect data on?

Multiple possible answers

	Prevalence
Women	94%
Ethnic minorities	87%
Indigenous peoples	87%
People with disabilities	82%
People who identify as LGBTQ+	29%
Persons aged 55 and over	29%
Number of organizations	112

In 2024, we surveyed participating organizations about collecting data on racialized people/visible minorities. Out of 32 participants, all organizations indicated that they do collect data on racialized people/visible minorities.

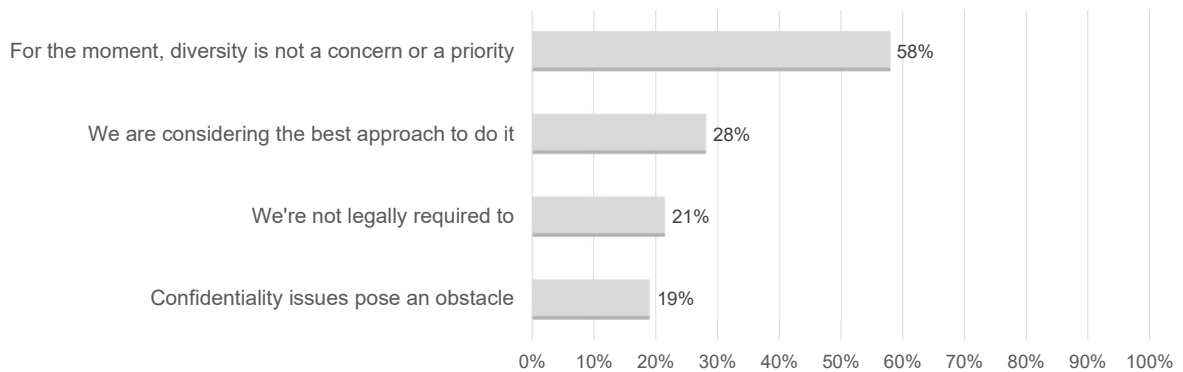


27. Why do you not collect data on diversity? (Select all that apply)

Multiple possible answers

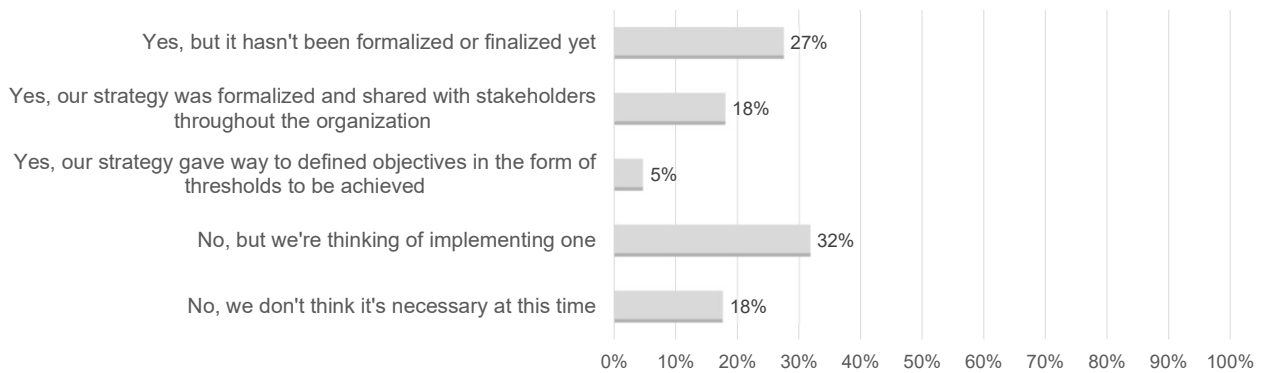
	Prevalence
For the moment, diversity is not a concern or a priority	58%
We are considering the best approach to do it	28%
We're not legally required to	21%
Confidentiality issues pose an obstacle	19%
Number of organizations	121

Only participating organization who indicated not collecting data on diversity within its workforce could answer this question.



28. Does your organization have a DEI strategy or action plan?

	Prevalence
Yes, but it hasn't been formalized or finalized yet	27%
Yes, our strategy was formalized and shared with stakeholders throughout the organization	18%
Yes, our strategy gave way to defined objectives in the form of thresholds to be achieved	5%
No, but we're thinking of implementing one	32%
No, we don't think it's necessary at this time	18%
Number of organizations	233

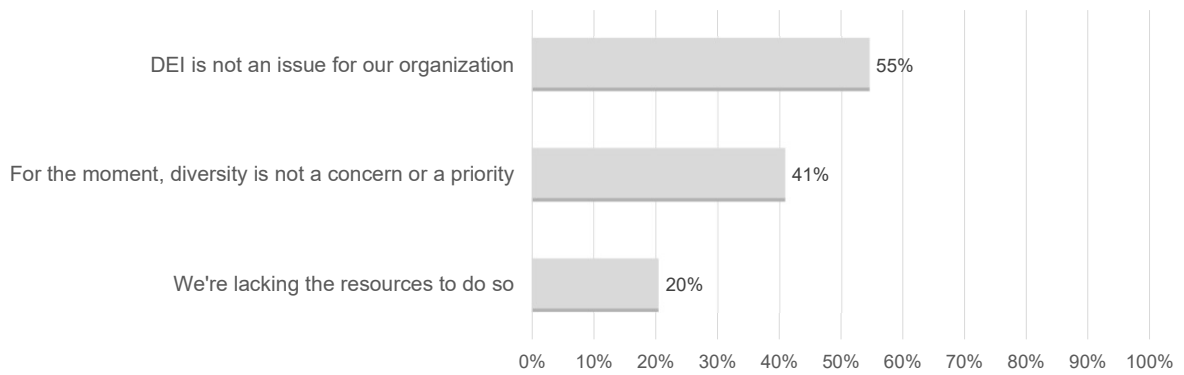


29. Why doesn't your organization have a DEI strategy or action plan?

Multiple possible answers

	Prevalence
DEI is not an issue for our organization	55%
For the moment, diversity is not a concern or a priority	41%
We're lacking the resources to do so	20%
Number of organizations	44

Only participating organizations who indicated that an DEI strategy was not necessary at the moment could answer this question.



30. Specify the field(s) of action of the DEI objectives developed.

Multiple possible answers

	Prevalence
Increasing diversity within the workforce	91%
Improve/maintain climate of inclusion	89%
Achieve/maintain equity in compensation	64%
Comply with legal requirements	58%
Meet the needs of our clients	34%
Number of organizations	53

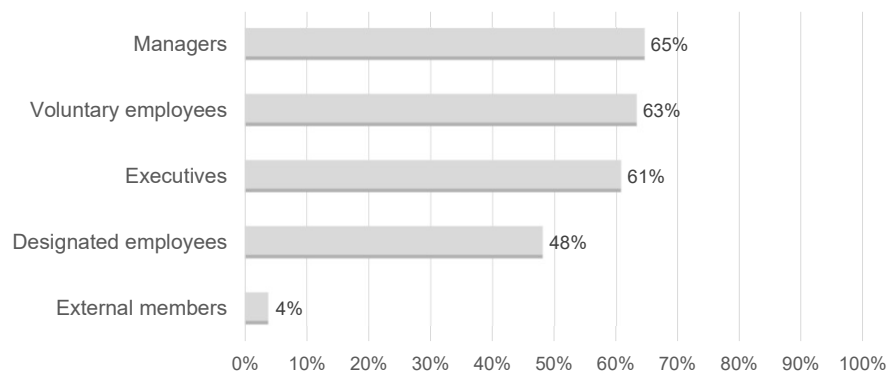
31. Does your organization have a DEI committee?

	Prevalence
Yes	33%
No	67%
Number of organizations	233

32. What is the composition of the DEI committee?

Multiple possible answers

	Prevalence
Managers	65%
Voluntary employees	63%
Executives	61%
Designated employees	48%
External members	4%
Number of organizations	79



33. Has your organization integrated DEI principles into its total rewards offering to reduce potential inequities?

	Prevalence
Yes	52%
No	48%
Number of organizations	233

34. In what areas are these DEI principles integrated? (Select all that apply)

Multiple possible answers

	Prevalence
Recruitment	80%
Direct compensation management (beyond current legislation)	60%
Group benefits plan	51%
Talent management (e.g., performance management, competencies and career development, etc.)	44%
Pension and savings plans	40%
Various initiatives aimed at improving quality of life at work (e.g., support group, flexible working hours, etc.)	34%
Number of organizations	121

Appendix A – Participating organizations

The 2024-2025 edition of the **Talent and culture** section of **remun** is based on an extensive database of 233 participating organizations across Canada.

LIST OF PARTICIPATING ORGANIZATIONS

A	
AccèsConseil	Analogic Canada
Aéroports de Montréal	APCHQ
Agence de mobilité durable Montréal	ArcelorMittal Mining G.P.
Agendrix	ASDR Canada Inc.
Air Inuit	Autorité régionale de transport métropolitain (ARTM)
Aliments Ouimet-Cordon Bleu Inc.	Avril Supermarché Santé
Aluminerie Alouette Inc.	
American Iron & Metal (AIM)	
B	
Barreau du Québec	Berger
Barrette Structural	Biron Health Group
BCF s.e.n.c.r.l.	Blakes, Cassels & Graydon
Beaulieu Canada	S.E.N.C.R.L./s.r.l./LLP
Belron Canada Inc.	Bridor Inc.
Beneva	Blue Cross Canassurance Group
C	
CAA-Québec	Coca Cola Canada Bottling Limited
Café William	Cofomo Inc.
Cain Lamarre s.e.n.c.r.l.	Colabor Inc.
Canmec	Cominar
Carrousel packaging inc	Computer Research Institute of Montréal - CRIM
CDPQ Infra	
CF Montréal	Creaform Inc. (AMETEK – Ultra precision Technologies)
Centraide of Greater Montreal	CTMA
CIMA+	
Cirque du Soleil	
D	
Damotech	Dermapure
Davies Ward Phillips & Vineberg s.e.n.c.r.l. / s.r.l.	DNE Resources
DBM Technologies Inc.	Dominion Blueline Inc.
Dr. Oetker	duBreton
Decasult	Dupras Ledoux

E	
Efficiency One	Entreprises Dominion Blueline Inc.
Eldorado Gold Quebec	ERCO Worldwide
Énergir	Etalex
Energy Safety Canada	Evident Scientific
Englobe Corp.	EXO
F	
Familiprix	Filgo
Fasken Martineau DuMoulin s.e.n.c.r.l / s.r.l	Fondation CHU Sainte-Justine
FC Liners	Fondation Lucie et André Chagnon
Festo Didactique Ltd.	Frima Studio
Foliot Furniture	Fromagerie St-Albert
Fednav	Frontmatec
FMxSJR	Fruit d'Or
G	
G Mining Services Inc.	Groupe Croix Bleue Canassurance
Galileo Partners	Groupe Deric
Garaga	Groupe Dynamite Inc.
GBi Experts-conseils Inc.	Groupe Labrie
Gearbox software	Groupe Montoni
Genisys Consulting Group Inc.	Groupe Nutri Inc.
Gestion Robgroup Inc.	Groupe Paco (Gala Systèmes Inc.)
GHD Consultants Ltd	Groupe Promutuel
GIRO	Groupe Robert
Glencore – Raglan Mine	Groupe Roxboro Bauval
Groupe Canam Inc.	Groupe Sélection Inc.
Groupe CDF	
H	
Harnois, Oil Group	Héma-Québec
Heart and Stroke Foundation	Humania Assurance
Hecla Mining Company - Mine Casa Berardi	
I	
IAM Gold Corporation	Infrastructel Inc.
Industrielle Alliance – Insurance and Financial Services Inc.	Intact Financial Corporation
Infasco	
J	
JAMP Pharma corporation	
K	
Kaleido Croissance Inc. (prev. Universitas Inc.)	Knowlton Development Corporation Inc.
Kerry (Canada) Inc.	Kruger Products Inc.
KIND Canada	

L

La Maison Simons	Lekto Brosseau
La Fédération des caisses Desjardins du Québec	Leucan
La Presse Inc.	Lg2
Labrie Group	LIDD Consultants Inc.
Lallemand Inc	Les Rôtisseries St-Hubert Ltd.
Langlois Lawyers L.L.P.	Leucan
Laval University	Lindt & Sprüngli (Canada) Inc.
Lavery, De Billy L.L.P.	Logibec Inc.
LCI Education Network	Logient
Le Groupe Maurice	Logisco
Le Groupe Petra	Logistec Corporation
Les Ateliers Beau-Roc Inc.	Loto-Québec

M

Macleam Engineering	Mine Canadian Malartic
MDF Commerce	Mines Seleine – Sel Windsor Ltd.
Metaltech-Omega Inc.	Moment Factory
Mercier Floors	Momentum Technologies
Micro Bird Inc.	Moosehead Breweries Ltd.

N

Nature's Touch Frozen Foods Inc.	Novatech
Nemaska Lithium Inc.	Novo SST
Norda Stelo Inc.	Nouveau Monde Graphite

O

Olymel S.E.C.	Osisko Mining Inc.
Opération enfant soleil	Ordre des infirmières et infirmiers du Québec (OIIQ)
Optimum General Inc.	Ordre des Ingénieurs du Québec (OIQ)
O3 Mining Inc.	

P

Patrick Morin Inc.	Polygon Security Inc.
Paco Group (Gala Systems Inc.)	Prinoth Ltd.
Pharmascience	PRATIQ

Q

QSL International	Québec Iron Ore
Quebec Institute of Artificial Intelligence	Quadra

R

Raufoss Automotive Parts	REVAU
Raymond Chabot Grant Thornton	RUETGERS Polymers Ltd.
Recochem Inc.	
Reflector Entertainment Ltd.	
Renaissance Québec	
Réseau de transport de Longueuil	
Resource Productivity & Recovery Authority	

S

Safran Landing Systems	Soprema
Sanimax San Inc.	Soucy Wallet
Saputo Dairy Products Canada s.e.n.c	South Shore
Sayona	Spectra Premium Mobility Solutions
Sépaq	STACE
Sherweb	St. Johns Packaging Ltd.
Société de transport de Montréal	Stelpro
Société des alcools du Québec	STERIS Canada
Société québécoise du cannabis	Stornoway Diamonds
Sollio Cooperative Group	Sunstar Americas, Inc.
SOPFEU	

T

Tata Steel Minerals Canada	Therrien Couture Joli-Cœur
Technominex Inc.	Tink digital profitability Inc.
Technorm Inc.	TouchTunes
Tecsys Inc.	Toyoda Gosei - Waterville TG Inc.
Téléfilm Canada	Transat A.T. Inc.
Tetra Tech QI Inc.	Transit Warehouse Distribution Inc.
The Fédération des Caisses Desjardins du Québec	Treasury Board of Canada Secretariat
The Groupe Aldo Inc.	Turbulent Media Inc.

U

UAP Inc.	Unimax Ltd.
Umbrella Technologies	UV insurance

V

Velan	Vidéotron L.L.P.
Ventilation ULC Venmar Broan Nutone	Ville de Gatineau
Veolia ES Canada	Ville de Longueuil
VIA Rail	Ville de Québec

W

Wallbridge Mining Company Ltd.	WSP Canada
Waterfront Toronto	

X-Y-Z

WANT TO REFER A NEW MEMBER?

Would you like to have certain organizations from your reference market join **remun** next year?

Invite them to contact us: remun@normandin-beaudry.ca

Appendix B – Methodology

Data collection

Data collection for this report took place from March to July 2024.

The total number of employees of an organization comes from the cash compensation section of the 2024-2025 edition of the **remun** survey, which was collected from March to June 2024.

Data interpretation

The number of observations is displayed under “Number of organizations”. This number is used to assess the statistical significance of the market data presented in this report.

Only organizations that provided a valid response to a given question are considered in the count of observations for that question. Organizations that did not provide an answer to a question or organizations for which the question is not applicable are not counted in the number of observations made. Also, some sub-questions were hidden based on the recorded answer to the previous question. Thus, from one question to another, the number of observations may vary.

Data confidentiality

Data provided by participating organizations is kept strictly confidential. Only aggregated results are shown along with the response from the organization for whom the custom report is intended. Also, a minimum number of observations is established for displaying descriptive statistics.

Minimum number of observations required

Descriptive statistics	Minimum number of organizations to provide the statistic
Average	3
Median	4
25 th and 75 th percentiles	5

Appendix C – Definitions

DESCRIPTIVE STATISTICS

25th percentile

The 25th percentile is the value at which 25% of the data observed is less than or equal to this value.

50th percentile (median)

The 50th percentile is the value at which 50% of the data observed is less than or equal to this value.

75th percentile

The 75th percentile is the value at which 75% of the data observed is less than or equal to this value.

Average

The average represents the arithmetic average corresponding to the total of the data collected divided by the number of observations.

CAREER STREAMS

Management

Plans, oversees, organizes and manages the work of an area of activity or a team. Exercises decision-making authority in order to achieve organizational/sector strategies and objectives. Enjoys a certain level of discretionary flexibility, guided by directions defined by reporting channels and limited by applicable policies for all assigned resources (team, budget, material).

Professional

Develops, analyzes, assesses and implements policies, practices and approaches associated with their area of activity via diverse means of influence (advisory relationship, research, file analysis, process development, project management, etc.). Enjoys a great deal of autonomy while complying with recognized practices.

Technical

Carries out technical activities associated with their area of activity that require specific skills. Enjoys a certain degree of autonomy, guided by the technical specifications of the work to be completed.

Support

Performs administrative or operational activities, guided by procedures, directives from their supervisor or predefined work processes.

CONCEPTS

Career and succession management program

Developing processes and tools to foster stimulating careers and identifying and developing the organization's future generation of employees.

Employee and family assistance program (“EFAP”)

Employee and family assistance programs (EFAP) consist of services offered by the organization—almost always through external providers—to support the psychological, physical, financial, and social well-being of employees and of their family.

Employer brand

Actions that promote the total rewards offering and make the organization an attractive workplace.

Employee value proposition (“EVP”)

Clear and compelling definition of the organization's employee experience offering.

Engagement programs

Inspired by the theory of self-determination, it is defined by the implementation of policies and practices that promote the commitment and fulfillment of employees by satisfying three basic needs : autonomy, competence and affiliation.

Diversity, equity and inclusion (“DEI”)

Deploying practices, policies and strategies that provide a healthy, open and welcoming work environment.

Governance

Framing the organizational structure, the roles and responsibilities, and the policies and practices in talent and culture of the organization.

Guiding principle

Rule of action agreed by an influence group that will serve as a reference to determine future actions.

HR off-site

An off-site is a strategic planning or thinking exercise that takes place away from the workplace.

Performance management program

Consists of implementing practices that govern performance management processes and tools.

Strategic planning

Framing the strategic thinking process to identify future directions and determine the strategies to be implemented.

Strategic thinking

Evolving and agile approach, which can be adjusted at any time according to changes in the internal and/or external environment of the organization.

Talent acquisition program

Defines talent attraction strategies and assessing their impact to attract the best talent for the organization's needs.

Total rewards

Defines the monetary and non-monetary offer that distinguishes an organization to attract talent and drive its performance. Total rewards programs can be broken down into four categories: cash compensation (salaries, bonuses, etc.), group benefits, pension and savings plans, and talent and culture practices.

HR INDICATORS

Absenteeism rate

Number of days of absence compared to the estimated number of work days scheduled for a year. The number of days of absence generally takes into account work days lost for personal reasons (illness, family obligations, etc.).

Engagement rate

In relation to the total population for a given period, number of employees having both:

- a positive perception and comments about the employer
- the desire to surpass themselves in order to achieve their objectives
- a feeling of well-being at work

This combination, inspired in particular by the theory of self-determination, is the result of the satisfaction of three fundamental needs, namely the feeling of autonomy, competence and affiliation.

Involuntary turnover rate

Involuntary departures consisting of layoffs, terminations, dismissals, etc. as compared to the total population over a given period.

Short-term/long-term disability incidence rate

Number of disability leaves in relation to the total population for a given period.

Voluntary turnover rate

Voluntary departures consisting of employees who voluntarily leave the organization as compared to the total population over a given period.



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