



remun

2023-2024 EDITION – TOTAL REWARDS SURVEY

Talent and culture report

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

*This document is an excerpt from **remun**'s 2023-2024 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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Table of contents

About this module	4
Survey results for EDI	5

Appendices

Appendix A – Participating organizations

Appendix B – Methodology

Appendix C – Definitions



About this module

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

- Cash compensation
- Executive compensation
- Group benefits
- Pension and savings
- Working conditions
- **Talent and culture**, new for this 2023-2024 edition.

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



Survey results for equity, diversity and inclusion (EDI)

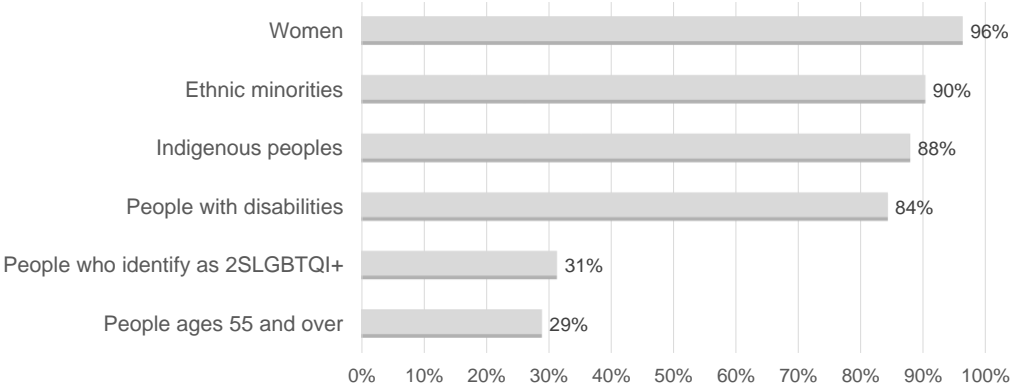
25. Does your organization collect diversity data about your staff (e.g., through self-identification questionnaires)?

	Prevalence
Yes	46%
No	54%
Number of organizations	180

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

Multiple possible answers

	Prevalence
Women	96%
Ethnic minorities	90%
Indigenous peoples	88%
People with disabilities	84%
People who identify as 2SLGBTQI+	31%
People ages 55 and over	29%
Number of organizations	83

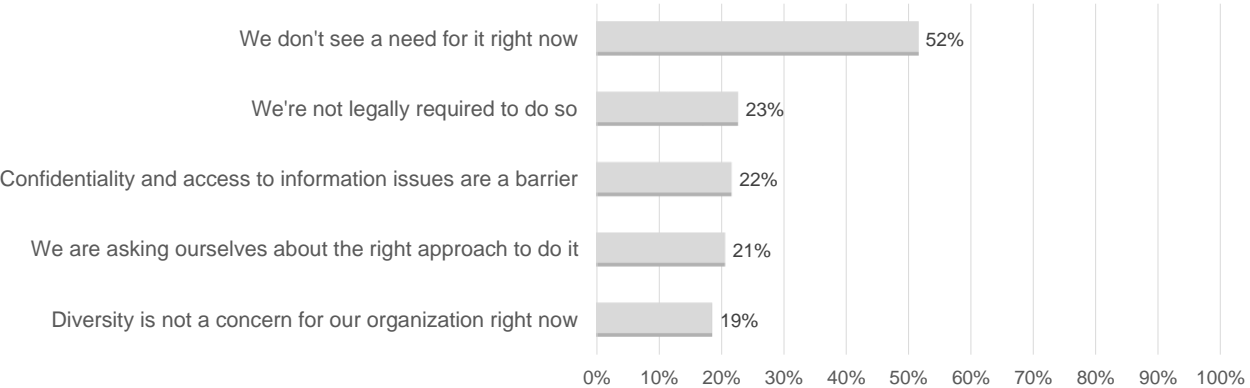


27. Why do you not collect data on diversity?

Multiple possible answers

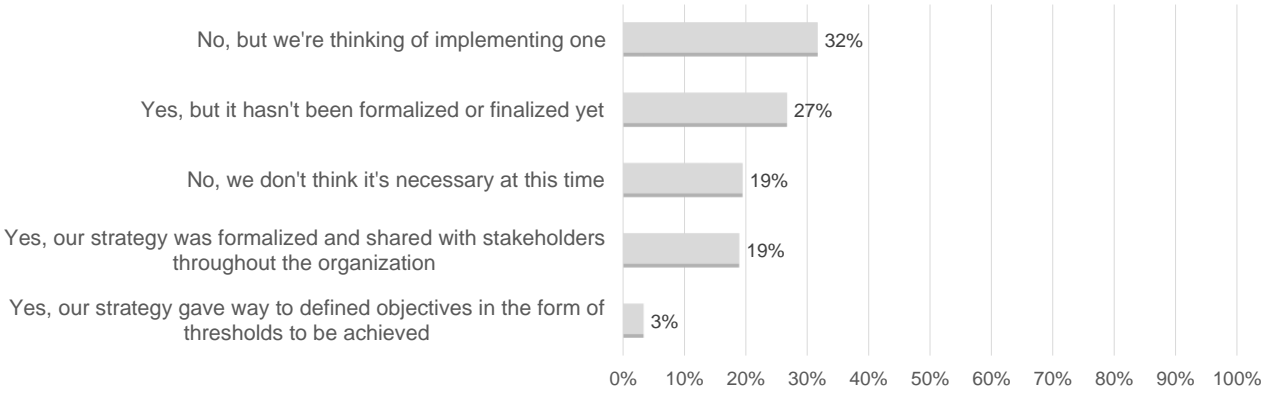
	Prevalence
We don't see a need for it right now	52%
We're not legally required to do so	23%
Confidentiality and access to information issues are a barrier	22%
We are asking ourselves about the right approach to do it	21%
Diversity is not a concern for our organization right now	19%
Number of organizations	97

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



28. Does your organization have an EDI strategy?

	Prevalence
No, but we're thinking of implementing one	32%
Yes, but it hasn't been formalized or finalized yet	27%
No, we don't think it's necessary at this time	19%
Yes, our strategy was formalized and shared with stakeholders throughout the organization	19%
Yes, our strategy gave way to defined objectives in the form of thresholds to be achieved	3%
Number of organizations	180

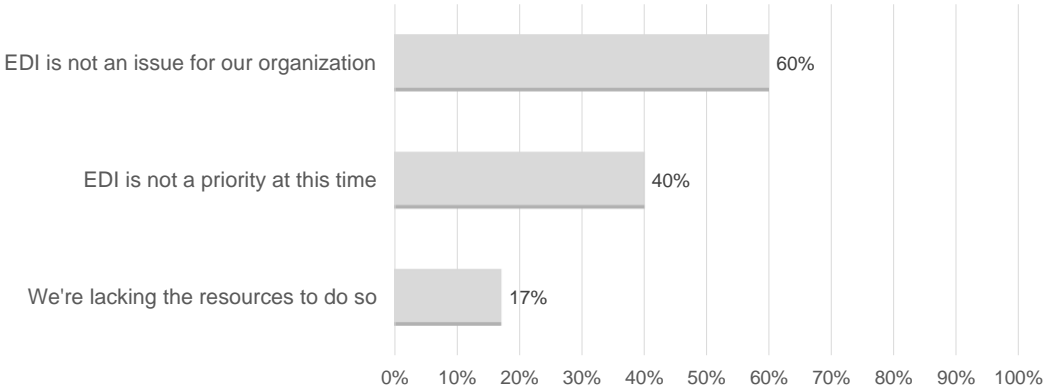


29. Why doesn't your organization have an EDI strategy?

Multiple possible answers

	Prevalence
EDI is not an issue for our organization	60%
EDI is not a priority at this time	40%
We're lacking the resources to do so	17%
Number of organizations	35

Only participants who indicated that an EDI strategy was not necessary at the moment could answer this question.



30. Specify the objectives of your EDI initiatives.

Multiple possible answers

	Prevalence
Attract and hire diverse candidates	95%
Improve the quality of life at work and foster an inclusive workplace for all employees	85%
Develop a pool of diverse leaders and create advancement opportunities	78%
Strive for equity in the compensation of our employees	73%
Comply with legal requirements	58%
Meet the diverse needs of our clients	43%
Number of organizations	40

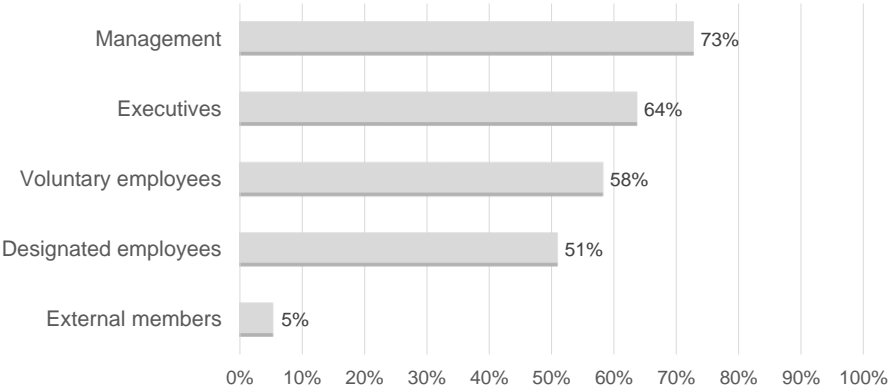
31. Does your organization have an EDI committee?

	Prevalence
Yes	29%
No	71%
Number of organizations	180

32. What is the composition of the EDI committee?

Multiple possible answers

	Prevalence
Management	73%
Executives	64%
Voluntary employees	58%
Designated employees	51%
External members	5%
Number of organizations	55



33. Does your organization ensure that EDI principles are integrated into its total rewards offering to reduce potential inequities for minority groups?

	Prevalence
Yes	54%
No	46%
Number of organizations	180

34. How do you ensure that your total rewards are aligned with EDI principles to reduce inequities for minority groups?

Multiple possible answers

	Prevalence
We integrate EDI principles in the recruiting and candidate selection process	79%
We have a formal process to ensure our total rewards practices are fair for all employee groups (beyond applicable laws)	60%
We have a formal process to ensure our group benefits are fair and equitable	52%
We have a formal process to ensure our talent management practices (including performance and career management) are fair and inclusive	43%
We have a formal process to ensure our pension and savings plans are inclusive and equitable	42%
We put employee inclusion practices first (e.g., support/community groups, flexibility programs, etc.)	30%
We offer training, development or mentorship programs related to diversity objectives	29%
We offer development and attraction programs for diverse leaders (e.g., mentorship, referral, equity and fair representation policy, etc.)	9%
EDI objectives are included in the incentive compensation plan of some employer groups	5%
Number of organizations	98

Appendix A – Participating organizations

The 2023-2024 edition of the **Talent and culture** module of **remun** is based on an extensive database of 180 participating organizations across Canada.

LIST OF PARTICIPATING ORGANIZATIONS

A	
AccèsConseil	American Iron & Metal (AIM)
Aéroports de Montréal	Analogic Canada
Agence de mobilité durable Montréal	APCHQ
Air Inuit	ArcelorMittal Mining G.P.
Aliments Ouimet-Cordon Bleu Inc.	Autorité régionale de transport métropolitain (ARTM)
Aluminerie Alouette Inc.	
B	
Barreau du Québec	Berger
Barrette Structural	Biron Health Group
Belron Canada Inc.	Blue Cross Canassurance Group
Beneva	
C	
CAA-Québec	Cofomo Inc.
CDPQ Infra	Colabor
Centraide of Greater Montreal	Cominar
Computer Research Institute of Montréal - CRIM	Creaform Inc.
CIMA+	(AMETEK – Ultra precision Technologies)
Cirque du Soleil	
D	
Damotech	Dr. Oetker
DBM Technologies Inc.	Decasult
DNE Resources	Dermapure
Dominion BlueLine Inc.	Dupras Ledoux
E	
Efficiency One	ERCO Worldwide
Eldorado Gold Quebec	Etalex
Énergir	Evident Scientific
Energy Safety Canada	EXO
Englobe Corp.	

F	
Familiprix	Fondation Lucie et André Chagnon
Foliot Furniture	Frima Studio
Fednav	Fromagerie St-Albert
FMxSJR	Fruit d'Or
G	
G Mining Services Inc.	Groupe CDF
Galileo Partners	Groupe Deric
Garaga	Groupe Dynamite Inc.
GBi Experts-conseils Inc.	Groupe Filgo-Sonic
Gearbox software	Groupe Montoni
Genisys Consulting Group Inc.	Groupe Nutri Inc.
Gestion Robgroup Inc.	Groupe Promutuel
GHD Consultants Ltd.	Groupe Robert
Glencore – Raglan Mine	Groupe Roxboro Bauval
Groupe Canam Inc.	Groupe Sélection Inc.
H	
Heart and Stroke Foundation	Héma-Québec
Hecla Mining Company - Mine Casa Berardi	Humania Assurance
I	
IAMGOLD – Westwood mine	Infrastructel Inc.
Industrielle Alliance – Insurance and Financial Services Inc.	Intact Financial Corporation
Infasco	
J	
K	
Kaleido Croissance Inc. (prev. Universitas Inc.)	Knowlton Development Corporation Inc.
Kerry Ltd.	Kruger Products Inc.
KIND Canada	

L

La Presse Inc.	Les Rôtisseries St-Hubert Ltd.
Labrie Group	Leucan
Lallemand Inc.	Lindt & Sprüngli (Canada) Inc.
Langlois Lawyers L.L.P.	Logibec Inc.
Lavery, De Billy L.L.P.	Logient
LCI Education Network	Logisco
Le Groupe Maurice	Logistec Corporation
Le Groupe Petra	Loto-Québec
Les Ateliers Beau-Roc Inc.	Lussier

M

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

N

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

O

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

P

Patrick Morin Inc.	Professionals Financial Inc.
Paco Group (Gala Systems Inc.)	PRATIQ
Polygon Security Inc.	

Q

QSL International	Quadra
Québec Iron Ore	

R

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

S

Safran Landing Systems	Soprema
Sanimax San Inc.	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
SOPFEU	Sunstar Americas, Inc.

T

Tata Steel Minerals Canada	The Fédération des Caisses Desjardins du Québec
Technominex Inc.	The Groupe Aldo Inc.
Technorm Inc.	Toyoda Gosei - Waterville TG Inc.
Tecsys Inc.	Transat A.T. Inc.
Téléfilm Canada	Transit Warehouse Distribution Inc.
Tetra Tech QI Inc.	

U

UAP Inc.	Unimax Ltd.
Umbrella Technologies	UV INSURANCE

V

Velan	Ville de Longueuil
Vidéotron L.L.P.	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 February to July 2023.

The total number of employees of an organization comes from the cash compensation module of the 2023-2024 edition of the **remun** survey, which was collected from March to June 2023.

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.

Equity, diversity and inclusion (“EDI”)

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.



Montreal

Toronto

Quebec City

630, René-Lévesque Blvd. West, 30th floor
Montreal, QC H3B 1S6
514-285-1122

155, University Avenue
Suite 1805, Toronto, ON M5H 3B7
416-285-0251

1751, du Marais Street, Suite 300
Quebec City, QC G1M 0A2
418-634-1122