



# ***2022-23 OSFI Employee Survey (ES)***

## **Final Report**

### **Prepared for Office of the Superintendent of Financial Institutions (OSFI)**

Supplier Name: Environics Research

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May 2023

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# Executive summary

The Office of the Superintendent of Financial Institutions (OSFI) Canada is the federal regulator and supervisor of approximately 1,800 financial institutions, including deposit-taking institutions, insurance companies and federally regulated private pensions plans. OSFI regularly conducts a survey of all eligible employees at four locations across Canada. The employee survey seeks to assess employee levels of satisfaction and to identify potential areas for improvement. This report presents the 2023 findings and provides a discussion of these results in comparison to the 2020 OSFI employee survey.

The survey was made available in both official languages and was completed online by OSFI employees between January 16th to February 24th, 2023. The questionnaire explored various themes of employee satisfaction. Survey results are explored overall, in comparison to the previous years' results and by OSFI sector. An overall response rate of 73% was achieved. Since the survey attempted to include all employees (i.e., was conducted as a census), it is unnecessary to apply a margin of error to the survey results and the results are considered representative of the population of OSFI employees.

## Summary of Findings

- Overall results in 2023 are positive across most thematic areas.
- The most positive results are in the Immediate Supervisor theme, consistent with 2020.
- Still strong, but somewhat less so, are results in My job/My career and Wellbeing categories.
- Results vary by region, sector/group, tenure at OSFI, and age group.
  - Employees in the Superintendent's Office & Internal Audit provided the highest average scores while those in the Supervision Sector provided lower scores.
  - Employees who have worked at OSFI for less than two years give higher average scores than those who have been employees longer.
  - OSFI employees who are younger than 30 years old give higher average scores than those older.
  - While results of questions on Official Languages were generally positive, employees in bilingual regions (Ottawa and Montreal) provided lower scores than those in unilingual regions (Toronto and Vancouver)
- To align with current OSFI priorities, the 2023 questionnaire was updated, resulting in an overall mean score that is not directly comparable to the 2020 overall mean score. For comparison purposes only, the 37 scale questions that remained the same from 2020 to 2023 were calculated into a parallel mean that showed a decline in 2023.

The results of this research will be used to help identify areas of improvement for OSFI going forward.

## Cost of Research

The contract value was \$79,468.38 (including HST)

## **Political neutrality statement and contact information**

I hereby certify as senior officer of Environics that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Policy on Communications and Federal Identity of the Government of Canada, and Procedures for Planning and Contracting Public Opinion Research. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate, or ratings of the performance of a political party or its leaders.

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Original contract date: 2022-08-11

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## Introduction

OSFI employs over 900 people in four different locations (Ottawa, Toronto, Montreal and Vancouver) to meet its mandate as the federal regulator and supervisor of approximately 1,800 financial institutions, including deposit-taking institutions (e.g., banks), insurance companies (life and property & casualty), and federally regulated private pensions plans.

As per OSFI's 2022-23 Departmental Plan, one of OSFI's key priorities is related to Culture Initiatives: OSFI is a workplace where curious, diverse, high integrity colleagues are safe to bring their true and best selves to work every day and are safe to fail and then adapt. This research and survey support the gathering of information that will help develop and execute an updated Human Capital Strategy, embed Diversity, Equity and Inclusion (DEI) within OSFI, implement ongoing monitoring of OSFI's cultural promises and commitments, review competency models and performance assessment methods, and implement training and/or supports to nurture the fulfilment of OSFI's promises and commitments. The results will be used to assess and address specific organizational matters.

The survey is designed to measure key areas that impact employee retention and engagement, e.g., my organization, immediate supervisor, senior management, my job/career, official languages, and wellbeing.

Other objectives include:

- To give employees a chance to be heard.
- To identify emerging or changing issues of importance to employees.

## Methodology

The OSFI Employee Survey is an ongoing research project going back to 2005. The 2023 iteration of the survey was available for employee participation from January 16th to February 24th, 2023.

The survey used a census approach. All OSFI employees who have been with the organization for at least three months (by the launch date) were invited to complete the survey. Following the initial email invitation from Environics to each employee's OSFI email address, four reminders were sent to non-responders. As well, internal communications support was provided within OSFI. In communications, employees were informed that their privacy would be respected throughout the research process.

The survey was available to all employees in English and French; 93% of respondents completed the survey in English and 7% in French. The survey took an average of 20 minutes to complete.

Environics worked in consultation with OSFI to develop the 2023 survey, which consisted of tracking metrics as well as new questions to reflect current OSFI priorities. The survey contained a total of 87 closed-ended questions (ten of which are demographic questions) and one open ended (comment) question organized into six thematic sections (plus a section for demographics). In total, 72 questions (out of 87) can be compared directly to the 2020 results (37 questions with 5-point scales and 35 other questions).

## Response Rates

In total, 984 employees were invited to participate with 721 employees completing the survey for an overall response rate of 73%. This is a decrease of seven percentage points since 2020, when the participation rate was 80% (672/841). This is a steeper decline than noted in previous years; the participation rate was 81% in 2019, 85% in 2018 and 87% in 2017.

The response rate differed among sectors; those in the Strategy, Risk and Governance (55%) and the Corporate Services and Transformation (55%) sectors were the least likely to respond and those in the Policy, Innovation and Stakeholder Affairs (69%) sector were the most likely to. Among employees who responded, 16% chose not to identify their work unit (compared with 23% in 2020), effectively reducing the response rate in various sectors/groups. Most identified their sector/group, with 14% not identifying any affiliation at all (compared to 10% in 2020).

The response rate was calculated for each sector by dividing the total number of responses for a sector by the total number of employees for that sector. Since some employees did not identify their sector, they are only included in the overall calculation where the total number of responses (721) is divided by the total number of OSFI employees (984). As a result, the response rate for any given sector may be higher than reported in Table 1 as the 102 employees who did not report their sector would otherwise be included in their response rate.

Since the survey attempted to include all employees (i.e., was conducted as a census) it is unnecessary to apply a margin of error to the survey results. There is limited potential for non-response bias where 73% of the population is included.

**Table 1 – Response rate**

<b>Sector</b>	<b>Number of Employees</b>	<b>Response Rate</b>
Superintendent's Office and Internal Audit	24	63%
Supervision Sector	351	68%
Policy, Innovation and Stakeholder Affairs	205	69%
Strategy, Risk and Governance Sector	100	55%
Corporate Services and Transformation Sector	251	55%
Office of the Chief Actuary	53	58%
Prefer not to say	-	-
<b>Total</b>	<b>984</b>	<b>73%</b>

## Quality Control

The survey instrument was programmed on a secure server over the Internet. Individuals were provided with a hypertext link with a unique PIN embedded ensuring that only invited OSFI employees had access to the questionnaire. It also allowed them to go back into the survey to complete or change information and be automatically returned to the last question they responded to. Once the survey was completed, it was locked, which ensured that questionnaires could not be completed more than once.

The draft questionnaire was pre-tested online with 17 employees at OSFI, including 14 in English and 3 in French.

**Qualitative Analysis of Comments**

A qualitative review highlights themes for each subject area of the survey. Each respondent had one opportunity to provide an open-ended response. Of the 721 completed surveys, 173 (24% of respondents) provided a valid open-ended comment to be shared with the executive committee. The proportion of respondents who provided comments has increased since 2020, where 19% left an open-ended comment to be shared with the executive committee.

The table below indicates the general subject areas respondents flagged with their comments; however, employee comments often related to more than one subject and are reported qualitatively in appropriate themes through the report.

Please note that there is a tendency for participants to comment in those areas where they feel more negative. As a result, these reviews serve to illustrate commonalities between comments and should not be seen to represent all employees.

**Table 2 – Number of comments by thematic area**

<b>Thematic Area</b>	<b>Number of comments</b>
Executive Committee	134
Senior management	105
Wellbeing	49
My job/My career	29
Communication	24
My immediate supervisor	19
Official languages	9
Training	9
Other	37

**How to Interpret the Results**

The tables in this document include percentages for each response but they exclude “Don’t know” and “Prefer not to say” in the calculation of the percentages. All questions were asked to all employees unless otherwise noted (sample sizes are provided).

The analytical text descriptions of results typically combine “strongly” and “somewhat” agree/disagree into overall agreement/disagreement.

Any average listed in a table that is followed by the letter “n” inside brackets, “(n)” indicates that it is notably higher or lower than the comparable question in 2020.

Percentages in tables may not add up to 100% due to rounding.



The 2022/2023 Public Service Employee Survey (PSES) results had not yet been released at the time of the analysis therefore comparison to the 2022-2023 PSES results is not included.

## Key Findings

Survey results were explored overall, in comparison to previous years' results, and by sector/group of OSFI. Of the six sectors/groups, the highest concentration of employees who responded comes from Supervision Sector at 33%. In terms of location, the concentration is largely split between Toronto (47%) and Ottawa (41%) with two per cent of respondents working in Montreal and fewer in Vancouver (1%), leaving a portion of survey respondents who chose not to indicate their location (8%).

There was an even split among employees responding by gender (41% male, 41% female) with 17% who chose not to specify. Employees with between two and 15 years of experience with OSFI make up the majority of the respondents at 56%, leaving 19% responses coming from newer employees (with less than two years at OSFI) and 13% who have been with OSFI for more than 15 years. A large majority of those who responded are RE employees (70%) with the balance being REX (16%) or undisclosed (14% prefer not to say). More than nine in ten (93%) chose to complete the survey in English (compared to 7% who chose to respond in French).

**Table 3.1 – Sample distribution by sector/group**

Sector/Group	Percent
Supervision Sector	33%
Policy, Innovation and Stakeholder Affairs Sector	20%
Corporate Services and Transformation Sector	19%
Strategy, Risk and Governance Sector	8%
Office of the Chief Actuary	4%
Superintendent's Office and Internal Audit	2%
Prefer not to say	14%

**Table 3.2 – Sample distribution by city of work**

In which city do you work?	Percent
Toronto	47%
Ottawa	41%
Montreal	2%
Vancouver	1%
Prefer not to say	8%

**Table 3.3 – Sample distribution by gender**

Are you:	Percent
Male	41%
Female	41%
Other	1%
Prefer not to say	17%

**Table 3.4 – Sample distribution by 2SLGBTQIA+ identification**

<b>Do you identify as 2SLGBTQIA+?</b>	<b>Percent</b>
Yes	7%
No	75%
Prefer not to say	19%

**Table 3.5 – Sample distribution by tenure**

<b>How long have you worked at OSFI?</b>	<b>Percent</b>
Less than 2 years	19%
Between 2 to 15 years	56%
More than 15 years	13%
Prefer not to say	12%

**Table 3.6 – Sample distribution by classification**

<b>Are you:</b>	<b>Percent</b>
RE	70%
REX	16%
Prefer not to say	14%

**Table 3.7 – Sample distribution by language of completion**

<b>Survey completion language:</b>	<b>Percent</b>
English	93%
French	7%

Across the 41 closed-ended scale questions in the survey, the average index score is 4.13. Those in Superintendent's Office and Internal Audit have the highest index score overall (4.39), followed by those in the Office of the Chief Actuary (4.33), and Corporate Services and Transformation Sector (4.30). The index scores in Supervision Sector (4.06) and those who preferred not to say their sector/group (3.81) are below 2023's OSFI-wide average.

**Table 4 – Overall mean\* by group**

<b>Sector/Group</b>	<b>2023</b>
Superintendent’s Office and Internal Audit	4.39
Office of the Chief Actuary	4.33
Corporate Services and Transformation Sector	4.30
Strategy, Risk and Governance Sector	4.28
Policy, Innovation and Stakeholder Affairs Sector	4.18
Supervision Sector	4.06
Prefer not to say	3.81
<b>OSFI Overall</b>	<b>4.13</b>

**Overall Mean\* (41 five-point scale questions)**

**Note:** The 2022-23 index scores provide means using the 5-point scale questions in 2022-23. This does not include the questions “I have intentions of looking for a job outside of OSFI within the next 12 months” and “Systemic barriers to exclusion exist at OSFI.”

**Please note:** Results at the Sector level cannot be compared against 2020 because of reorganization that took place April 2022.

Table 5 provides an overall view of the results in each thematic section for each sector/group. The most positive results are in the Immediate Supervisor theme. Results in My Job/My Career and Wellbeing are also comparably more positive than other themes.

**Table 5 – Overall results by group and thematic area**

<b>Thematic area</b>	<b>Supervision Sector</b>	<b>Policy, Innovation and Stakeholder Affairs Sector</b>	<b>Strategy, Risk and Governance Sector</b>	<b>Corporate Services and Transformation Sector</b>	<b>Office of the Chief Actuary</b>	<b>Superintendent's Office &amp; Internal Audit</b>	<b>OSFI Overall</b>
My organization	3.91	3.81	4.11	4.14	4.15	4.55	<b>3.98</b>
My immediate supervisor	4.42	4.44	4.56	4.65	4.63	4.48	<b>4.46</b>
Senior management	3.72	4.04	4.12	4.11	4.29	4.24	<b>3.87</b>
My job/ My career	4.21	4.28	4.33	4.41	4.25	4.68	<b>4.23</b>
Official languages	4.67	4.68	4.80	4.61	4.52	4.83	<b>4.66</b>
Wellbeing	3.95	4.08	4.21	4.25	4.33	4.40	<b>4.03</b>

# Detailed Findings

## A. My Organization

### Summary

- A majority of employees agree (86%) that OSFI implements activities and practices that support a diverse workplace, a notable increase since 2020 (80%). In line with this, more employees believe (81%) that OSFI works hard to create a workplace that prevents discrimination, compared to 2020 (72%).
- Most employees agree (79%) that learning opportunities offered by OSFI have increased their capacity to be inclusive in the workplace.
- About one in three agree (36%) that systemic barriers to inclusion exist at OSFI, a decrease from 2020 (42%). Agreement in 2023 is higher among employees who did their survey in English (37% vs. 22% French), employees without direct reports (40%), and those with disabilities (59%).
  - Among employees who agree that systemic barriers to inclusion exist at OSFI, seven in ten (70%) mention organizational barriers (i.e., policies, procedural, or practices that prevent individuals from participating fully in a situation).
- Seven in ten employees (73%) agree they get the support they need to manage their career, a result that has held steady since 2020 (74%) and 2019 (72%). Also steady since 2020 (89%) and 2019 (88%) is feeling as though they contribute to the success of the organization, agreed on by a large majority of employees (87%).
- A large majority (88%) say they can attend training opportunities that are available at OSFI at least occasionally, unchanged since 2020 (88%). About half (48%) of employees say they are able to attend regularly. Employees more likely to say 'regularly' include those working in the Supervision Sector (59%).
  - 'Workload' (87%) is the most reported barrier among those unable to attend training opportunities regularly, followed by 'relevant training is not available' (29%). These results are consistent with 2020.
- Seven in ten employees agree (70%) that communications from members of the Executive Committee keep them informed about issues that matter to them, a decline since 2020 (75%).
- Agreeing that communication is effective between teams within their sector/group (63%) has decreased since 2020 (72%).
  - Agreement that communication is effective is more common among those ranked as REX (73%) and employees who have been employed by OSFI for more than 15 years (76%) or less than 2 years (71%).
  - Employees who completed their survey in French are somewhat less likely (53% vs. 64% English) to agree that communication is effective between teams within their sector/group.
- Close to three in ten employees (28%) intend to seek a job outside of OSFI within the next 12 months, a proportion that has increased since 2020 (20%). The most common reasons include 'no growth opportunities' (45%), 'feeling undervalued' (45%) and 'OSFI's culture/workplace' (40%). Believing there are 'no growth opportunities' has decreased since 2020 (65% vs. 45% in 2023) while 'OSFI's culture/workplace' has increased since 2020 (29% vs. 40% in 2023); 'Feeling undervalued' has remained the same.

- Employees who have intentions of looking for a new job are less likely to disclose their sector or location than those who do not.
- Employees who identify as 2SLGBTQIA+ (41%) are more likely to have intentions of looking for a new job compared to those who do not identify as such (23%). This is also true of employees with a disability (40%), compared to those who do not have a disability (24%).
- Within the 'other' category, the Return to Office Mandate was a dominant reason for seeking a new job; approximately half of those who said 'other' mentioned this in their response. Lack of promotional opportunities and discontentment with management were also common mentions.

**Table 6 – Level of agreement with each statement: My Organization**

<b>My Organization</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
OSFI implements activities and practices that support a diverse workplace.	2%	3%	8%	33%	53%
Learning opportunities offered by OSFI have increased my capacity to be inclusive in the workplace.*	2%	5%	14%	32%	46%
OSFI works hard to create a workplace that prevents discrimination.	3%	5%	11%	32%	49%
I get the support that I need to manage my career.	7%	8%	13%	31%	42%
I feel I contribute to the success of our organization.	2%	4%	7%	33%	55%
Communications from members of the Executive Committee keep me informed about issues that matter to me.**	5%	14%	13%	42%	27%
Communication is effective between teams within my Sector/group.	6%	19%	13%	35%	27%
I am kept informed about issues affecting my team.	4%	12%	11%	31%	41%

*\*Note: This is a new question in 2022-23.*

*\*\*Note: In order to ensure a sound methodological transition to a revised wording of this question, half of participants saw wording consistent with the 2020 survey while the other half saw the question with new wording. Since results for both variations of the questions were very similar, the data was merged for analysis. Question shown reflect the new wording; old wording was "Communications from OSFI's Executive Committee keep me informed about issues that matter to me."*

**Table 7 – Comparison results for My Organization**

My Organization	2023 % Strongly Agree	2020 % Strongly Agree	Means	
			2023	2020
OSFI implements activities and practices that support a diverse workplace.	53%	44%	4.32 (n)	4.13
Learning opportunities offered by OSFI have increased my capacity to be inclusive in the workplace.*	46%	-	4.16	-
OSFI works hard to create a workplace that prevents discrimination.	49%	38%	4.19 (n)	3.96
I get the support that I need to manage my career.	42%	38%	3.94	3.93
I feel I contribute to the success of our organization.	55%	58%	4.35	4.41
Communications from members of the Executive Committee keep me informed about issues that matter to me.	27%	30%	3.71 (n)	3.91
Communication is effective between teams within my Sector/group.	27%	27%	3.60 (n)	3.80
I am kept informed about issues affecting my team.	41%	46%	3.93 (n)	4.15

*\*Note: This is a new question in 2022-23.*

**Table 8 – Intentions of looking for a job outside OSFI**

I have intentions of looking for a job outside of OSFI within the next 12 months.*	2023	2020
Strongly agree	15%	8%
Somewhat agree	13%	12%
Neither disagree nor agree	20%	15%
Somewhat disagree	14%	15%
Strongly disagree	38%	49%
Mean	2.53 (n)	2.15

*\*Note: This is a reverse scale question where a lower mean signifies a positive result*

**Table 9 – Reasons looking for a job outside of OSFI**

<b>Which of the following apply to you looking for a job outside of OSFI:</b>	<b>2023 (n=171)*</b>	<b>2020 (n=122)*</b>
No growth opportunities	45%	65%
Feeling undervalued	45%	45%
OSFI's culture/workplace	40%	29%
Poor leadership at senior levels	37%	35%
Compensation and benefits	35%	31%
Feeling overworked	34%	25%
Lack of employee recognition	29%	34%
Feeling disengaged	27%	30%
Time for a change	20%	34%
Seeking a different experience	20%	32%
Job not meeting expectations	13%	11%
Dissatisfied with relationship with immediate supervisor	11%	20%
Other, please specify: (Return to office mandate**, lack of promotional opportunities, etc.)	27%	12%
Prefer not to say	4%	2%

\* **Note:** Respondents could choose more than one option; therefore, percentages do not add up to 100%

\*\* **Note:** Not an option in 2020

**Table 10 – Ability to attend available training opportunities**

<b>How often are you able to attend training opportunities that are available at OSFI?*</b>	<b>2023</b>	<b>2020</b>
Regularly	48%	46%
Occasionally	41%	41%
Rarely	11%	12%
Never	1%	<1%
Mean	3.36	3.34

\***Note:** 4-points scale question mean.

**Table 11 – Barriers to ability to attend training**

<b>How often are you able to attend training opportunities that are available at OSFI?</b>	<b>2023 (n=377)*</b>	<b>2020 (n=358)*</b>
Workload	87%	84%
Relevant training is not available	29%	34%
Training in a relevant/appropriate format not available (e.g., online or in-person)	7%	12%
Manager’s approval not received	2%	4%
Other, please specify: (schedule conflicts, cost, etc.)	8%	11%
Don’t know	3%	2%
Prefer not to say	1%	1%

*\*Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%*

**Table 12 – Agreement with Systemic Barriers**

<b>Systemic barriers to inclusion exists at OSFI.</b>	<b>2023</b>	<b>2020</b>
Strongly agree	14%	16%
Somewhat agree	22%	26%
Neither disagree nor agree	24%	20%
Somewhat disagree	17%	19%
Strongly disagree	23%	18%
Mean*	2.87 (n)	3.02

*\*Note: This is a reverse scale question where a lower mean signifies a positive result*

**Table 13 – Barriers observed or experienced**

<b>Which of the following barriers have you observed or experienced at OSFI in the past year?*</b>	<b>2023 (n=209)**</b>
Organizational (policies, procedures, or practices that prevent individuals from participating fully in a situation)	70%
Attitudinal (behaviours, perceptions, and assumptions that discriminate against persons with disabilities)	38%
Technological (when a device or technological platform is not accessible and cannot be used with an assistive device)	22%
Informational (when sensory disabilities, such as hearing, seeing, or learning disabilities, have not been considered)	21%
Physical (buildings or outdoor spaces that create barriers to persons with disabilities)	11%



*\*Note: This is a new question in 2022-23*

*\*\*Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%*

## Comment Analysis

A total of 9 open-ended comments involved training.

- Ensuring a proper onboarding process and fostering cross departmental collaboration are two areas of improvement noted in employee comments. This is top of mind for employees due to recent growth/hiring at OSFI.
- According to some comments, managers/immediate supervisors could do better at encouraging/valuing training opportunities, so that more employees feel compelled to take part.

A total of 24 open-ended comments involved communications.

- Employees mention that internal messaging related to the Hybrid model has felt mixed in meaning and is generally unclear.
- The new organizational structure and ongoing transformation at OSFI has left employees feeling confused about roles and responsibilities. Some perceive a lack of communication between sectors leading to duplication of work. More communication and alignment between sectors/teams may help mitigate these challenges and help them visualize the “big picture.”
- Several comments mention having less visibility and very few opportunities to communicate with the Superintendent.

## B. Leadership – Immediate Supervisor

### Summary

- Results related to immediate supervisors remain positive, as in previous years. In particular, employees agree that their immediate supervisor ‘treats employees with respect (91%), ‘appreciates their work’ (90%), is ‘open to the suggestions of his/her employees’ (89%) and ‘creates an inclusive workplace’ (89%). Most mean scores remain statistically similar to 2020, with one notable increase in the proportion who are likely to be confident approaching their immediate supervisor about concerns without fear of reprisal.
- A large majority (88%) feel confident approaching their immediate supervisor about issues or concerns without fear of reprisal. This has significantly increased since 2020 (81%). The proportion of those who agree (79%) that feedback from their immediate supervisor helps them improve work performance has remained consistent with 2020 (80%).
  - Confidence approaching their immediate supervisor about issues or concerns is higher among OSFI employees of less than 2 years (95%).
  - Agreement that feedback from their immediate supervisor helps them improve work performance is higher among OSFI employees of less than 2 years (91%).
- Close to four in ten (36%) employees say they have direct reports. Of these, over half (56%) agree that they have the support they need to address unsatisfactory performance issues. Agreement that they have the support they need has declined by 11 percentage points since 2020 (67%) Most with direct reports also say that they have access to resources to support employees on their team experiencing personal challenges (73%), in line with 2020 (77%).

- Positivity related to immediate supervisors is higher among those who report to an RE-07 or below, followed by an REX-07, then lowest among those reporting to an REX-08 or above.

**Table 14 – Level of agreement with each statement: Leadership: Immediate Supervisor**

<b>Leadership: Immediate Supervisor</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
Is a good leader.	4%	5%	6%	22%	63%
Is open to the suggestions of their employees.	3%	4%	4%	15%	75%
Appreciates my work.	3%	3%	4%	14%	76%
Creates an inclusive workplace (e.g., where I feel heard, respected and valued).	3%	4%	4%	14%	75%
Treats employees with respect.	3%	3%	3%	13%	78%
Leads by example, e.g., walks the talk.	4%	4%	7%	14%	71%
I am confident approaching my immediate supervisor about concerns without fear of reprisal.	4%	4%	4%	15%	72%
The feedback from my immediate supervisor helps me improve my work performance.	3%	7%	11%	25%	53%

**Table 15 – Comparison results for Leadership: Immediate Supervisor**

<b>Leadership: Immediate Supervisor</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
Is a good leader.	63%	58%	4.35	4.27
Is open to the suggestions of their employees.	75%	69%	4.54	4.49
Appreciates my work.	76%	69%	4.58	4.49
Creates an inclusive workplace (e.g., where I feel heard, respected and valued).	75%	69%	4.54	4.45
Treats employees with respect.	78%	74%	4.60	4.54
Leads by example, e.g., walks the talk.	71%	60%	4.45	4.31
I am confident approaching my immediate supervisor about concerns without fear of reprisal.	72%	59%	4.48 (n)	4.24

The feedback from my immediate supervisor helps me improve my work performance.	53%	56%	4.19	4.23
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**Table 16.1 – Direct reports**

<b>Do you currently have any employees who report to you directly? (i.e., direct reports)</b>	<b>2023</b>	<b>2020</b>
Yes	36%	34%
No	56%	57%
Prefer not to say	8%	8%

**Table 16.2 – Support received – Performance issues**

<b>I receive the support I need to address unsatisfactory performance issues. (among those who have direct reports)</b>	<b>2023 (n=259)</b>	<b>2020 (n=230)</b>
Yes	56%	67%
No	10%	8%
Not applicable	34%	26%

**Table 16.3 – Support received – Access to resources**

<b>I have access to resources to support employees on my team who are experiencing personal challenges. (among those who have direct reports)</b>	<b>2023 (n=259)</b>	<b>2020 (n=230)</b>
Yes	73%	77%
No	6%	7%
Not applicable	22%	17%

### Comment Analysis

A total of 19 open-ended comments involved My Immediate Supervisor.

- There is a consensus that immediate supervisors have an important role in permeating healthy work culture by encouraging training, being transparent when communicating, etc.
- Some employees mentioned feeling a shift in the culture at OSFI, with increasing pressure being transferred from senior management onto immediate supervisors. With immediate supervisors experiencing more stress, there is a domino effect as this stress is passed on to direct reports. This shift is attributed to current conditions of rapid growth and hiring at OSFI.
- While some employees are content with their capacity to take part in training activities, some could benefit from more encouragement coming from their immediate supervisors to take part in training opportunities.

## C. Leadership – Senior Management

### Summary

- This year, confidence in the Executive Committee to lead OSFI experienced a sharp decline in the proportion of employees who agree (70%). In 2020, a proportion of 84% agreed; 80% in 2019 and 72% in 2018.
  - This decline in confidence is in line with a decreasing proportion who agree that OSFI’s Executive Committee treats employees with respect (74% in 2023 vs. 86% in 2020) and that OSFI’s Executive Committee leads by example (67% in 2023 vs. 74% in 2020).
  - Compared to other sectors, employees in the Supervision Sector are the least likely to agree OSFI’s Executive Committee treats employees with respect (41%), that it leads by example (62%), and least likely to have confidence in the Executive Committee to lead OSFI (64%).
  - Employees who are younger than 30 years old are more likely to agree that OSFI’s Executive Committee treats employees with respect (90%).
- In a new question introduced this year, a little over two thirds agree (68%) that OSFI’s Executive Committee creates an inclusive workplace. Those who agreed are more likely to be newer employees of less than two years (83%).
- Confidence in the Senior Management team to lead OSFI (70%) has decreased since 2020 (80%).
  - In addition to a decline in confidence, the proportion of employees who agree that OSFI’s Senior Management team treats employees with respect also declined (76% in 2023 vs. 82% in 2020). Agreement that OSFI’s Senior Management team leads by example, however, has remained steady (68% in 2023 vs. 70% in 2020).
  - Employees who are younger than 30 years are more likely to agree (93%) that OSFI’s Senior Management team treats employees with respect.
- In another new question introduced this year, three quarters agree (74%) that OSFI’s Senior Management team creates an inclusive workplace (this is a larger proportion than the 68% who feel the same about the Executive Committee).
  - Employees who are younger than 30 years are more likely to agree (93%) that OSFI’s Senior Management team creates an inclusive workplace.

**Table 17 – Level of agreement with each statement: Leadership: Executive Committee**

<b>Leadership: Executive Committee</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).*	6%	11%	11%	31%	37%
Treats employees with respect.	5%	10%	12%	28%	45%
Leads by example, e.g., walks the walk.	8%	14%	12%	36%	31%
I have confidence in the Executive Committee to lead OSFI.	7%	12%	12%	35%	35%

*\*Note: This is a new question in 2022-23.*

**Table 18 – Comparison results for Leadership: Executive Committee**

Leadership: Executive Committee	2023 % Strongly Agree	2020 % Strongly Agree	Means	
			2023	2020
Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).*	38%	-	3.85	-
Treats employees with respect.	45%	51%	4.00 (n)	4.30
Leads by example, e.g., walks the walk.	31%	37%	3.69 (n)	3.96
I have confidence in the Executive Committee to lead OSFI.	35%	52%	3.80 (n)	4.29

\*Note: This is a new question in 2022-23.

**Table 19 – Level of agreement with each statement: Leadership: Senior Management Team**

Leadership: Senior Management Team	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).*	5%	12%	9%	31%	44%
Treats employees with respect.	5%	10%	9%	30%	46%
Leads by example, e.g., walks the walk.	6%	13%	13%	33%	35%
I have confidence in the Senior Management Team to lead OSFI.	5%	12%	13%	33%	38%

\*Note: This is a new question in 2022-23.

**Table 20 – Comparison results for Leadership: Senior Management Team**

Leadership: Senior Management Team	2023 % Strongly Agree	2020 % Strongly Agree	Means	
			2023	2020
Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).*	44%	-	3.96	-
Treats employees with respect.	46%	44%	4.02 (n)	4.16
Leads by example, e.g., walks the walk.	35%	31%	3.79	3.81
I have confidence in the Senior Management Team to lead OSFI.	38%	43%	3.87 (n)	4.11

\*Note: This is a new question in 2022-23.

## Comment Analysis

A total of 105 open-ended comments involved Senior Management.

- Lack of alignment at the Senior Management level has had a trickle-down effect on OSFI employees, causing some to feel that prioritization or responsibilities are unclear. Some employees have also felt an influx of stress and pressure from above to meet targets. Because of this, employees allude to a changing culture and some unfavourable shifts in the way that Senior Management is treated, and how it is treating others.
- Several comments mentioned a need for data-driven policy making and more “radical transparency” to help them understand decisions such as return-to-office, new hiring, project resources, etc. Then, those decisions need to be communicated clearly from senior management.
- According to some employees, people promoted to senior roles are often missing crucial “people skills.” Employees have noticed negative change in the way senior leaders communicate with others, likely from a place of stress or pressure. Several comments mention witnessing hostile interactions between Senior Management toward employees during meetings.
- Some feel that Senior Management should seek and listen to employees’ opinions and feedback more proactively.

A total of 134 open-ended comments involved Executive Committee.

- Most comments are related to announcements of OSFI’s hybrid working model, and disagreement with how it was decided upon then communicated to OSFI employees. Some feel that the move from PIVOT to the hybrid model has intersected at a time when employees already feel stressed due to ongoing change at OSFI, resulting in less work/life balance they enjoyed while working from home.
- Several employees feel that the EC is ‘out of touch’ with OSFI employees; stating that its members have been less visible, leaving employees with fewer opportunities to interact or hear from them directly.
- Some comments indicate that the Executive Committee could do a better job of understanding and addressing concerns about stress and mental health, including those of REX staff.
- There is concern that the EC hasn’t put any measures in place to mitigate the impact of an increased workload and work pace. Decision-making “from the top” has felt rushed to several employees, and some feel they have not had sufficient opportunity to provide input.

## D. My Job/My Career

### Summary

- A strong majority of nine in ten employees (90%) agree they feel proud of the contributions their work makes to OSFI, unchanged since 2020 (90%).
- The proportion of employees (84%) who feel encouraged to be innovative or take initiative in their work continues to increase (compared to 82% in 2020, 81% in 2019 and 76% in 2018).
  - Compared to other Sectors, employees working within the Office of the Chief Actuary (94%) and Corporate Services and Transformation Sector (90%) are most likely to feel this way.

- Eight in ten (81%) employees agree their position makes good use of their personal strengths, a result that is consistent with 2020 (83%). Also consistent is the proportion who agree they get the coaching to do their job well (74% in 2023; 70% in 2020).
- This year, a question was introduced measuring employees' understanding of the Leadership Competency Model and the behaviours they are expected to model. Most (85%) at least somewhat agree that they have an understanding of this.
  - Agreement with understanding the Model is higher among employees at the REX level (95%) and those with direct reports (93%). It is also higher among employees 50+ years old (95%).

**Table 21 – Level of agreement with each statement: My job/ My career**

<b>My job/ My career</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
I am proud of the contributions my work makes to OSFI.	1%	2%	7%	28%	62%
I am encouraged to be innovative or take initiative in my work.	3%	6%	7%	30%	54%
My position makes good use of my personal strengths.	4%	10%	5%	34%	47%
I get the coaching I need to do my job well.	4%	9%	13%	32%	43%
I understand the Leadership Competency Model and the behaviours I am expected to model.*	1%	4%	9%	31%	54%

*\*Note: This is a new question in 2022-23.*

**Table 22 – Comparison results My job/ My career**

<b>My job/ My career</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
I am proud of the contributions my work makes to OSFI.	62%	64%	4.47	4.49
I am encouraged to be innovative or take initiative in my work.	54%	53%	4.28	4.21
My position makes good use of my personal strengths.	47%	49%	4.10	4.17
I get the coaching I need to do my job well.	43%	37%	4.00	3.87
I understand the Leadership Competency Model and the behaviours I am expected to model.*	54%	-	4.32	-

*\*Note: This is a new question in 2022-23.*

## Comment Analysis

A total of 29 open-ended comments involved My Job/ My career.

- There seems to be a consensus that the transformation has brought on increased workloads and a rushed pace of work. Employees have flagged or witnessed an ongoing lack of capacity/resources. This has resulted in employees feeling less connected to their senior leaders and frustration that their input is not valued.
- Several employees note a lack of understanding of roles, responsibilities, and methods of collaboration between sectors. Some employees feel they are working in silos which makes their job feel isolated and disconnected from other sectors/teams. This has resulted in more feelings of instability and confusion on their teams.
- Hiring and promotions are a place of stress for employees with career goals at OSFI. Some feel that fewer promotions are chosen out of internal processes. Others feel there is too much hiring for senior positions, and less to circumvent recent capacity issues.

## E. Official Languages

### Summary

- Results in the Official Languages theme are generally positive however slightly less so for bilingual regions.
  - Employees feel free to use the official language of their choice when communicating with their immediate supervisor (95%); this result has been consistent since 2018. Majorities of employees also feel free to use their official language of choice during meetings with their team (88%) and when preparing written material for internal purposes (89%).
  - Compared to employees who completed their survey in French, those who completed their survey in English are more likely to feel free to use the official language of their choice when preparing written materials (92% English; 47% French) and during meetings (92% English; 45% French).
  - Employees working in unilingual regions are more likely to feel free to use the official language of their choice during meetings (96%) than those in bilingual regions (82%). This is also true when preparing written material for internal purposes (95% in unilingual regions; 85% in bilingual regions).
- Agreement that training offered by OSFI is available in their official language of choice (95%) is high and steady compared to 2020 (95%).



**Table 23.1 – Level of agreement with each statement: Official Languages – Written material**

<b>When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
Total	4%	5%	3%	10%	79%
<i>Unilingual regions (Toronto/Vancouver)</i>	2%	2%	1%	8%	87%
<i>Bilingual regions (Ottawa/Montreal)</i>	5%	7%	4%	13%	72%

**Table 23.2 – Level of agreement with each statement: Official Languages – Training**

<b>The training offered by OSFI is available in the official language of my choice.</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
Total	1%	2%	3%	10%	85%
<i>Unilingual regions (Toronto/Vancouver)</i>	1%	1%	2%	9%	88%
<i>Bilingual regions (Ottawa/Montreal)</i>	1%	4%	4%	9%	83%

**Table 23.3 – Level of agreement with each statement: Official Languages - Communication with immediate supervisor**

<b>When I communicate with my immediate supervisor, I feel free to use the official language of my choice.</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
Total	2%	1%	2%	5%	90%
<i>Unilingual regions (Toronto/Vancouver)</i>	2%	1%	2%	4%	91%
<i>Bilingual regions (Ottawa/Montreal)</i>	2%	1%	3%	5%	89%

**Table 23.4 – Level of agreement with each statement: Official Languages – Team meetings**

<b>During meetings with my team, I feel free to use the official language of my choice.</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
Total	4%	3%	4%	9%	79%
<i>Unilingual regions (Toronto/Vancouver)</i>	2%	1%	2%	6%	90%
<i>Bilingual regions (Ottawa/Montreal)</i>	5%	6%	7%	14%	68%

**Table 24.1 – Comparison results for Official Languages - Written material**

<b>When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.</b>				
<b>When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
Total	79%	81%	4.56	4.55
<i>Unilingual regions (Toronto/Vancouver)</i>	87%	92%	4.77	4.84
<i>Bilingual regions (Ottawa/Montreal)</i>	72%	71%	4.39	4.26

**Table 24.2 – Comparison results for Official Languages - Training**

<b>The training offered by OSFI is available in the official language of my choice.</b>				
<b>The training offered by OSFI is available in the official language of my choice.</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
Total	85%	86%	4.76	4.76
<i>Unilingual regions (Toronto/Vancouver)</i>	88%	91%	4.83	4.84
<i>Bilingual regions (Ottawa/Montreal)</i>	83%	83%	4.70	4.70

**Table 24.3 – Comparison results for Official Languages - Communication with immediate supervisor**

<b>When I communicate with my immediate supervisor, I feel free to use the official language of my choice.</b>				
<b>When I communicate with my immediate supervisor, I feel free to use the official language of my choice.</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
Total	90%	88%	4.79	4.76
<i>Unilingual regions (Toronto/Vancouver)</i>	91%	92%	4.82	4.84
<i>Bilingual regions (Ottawa/Montreal)</i>	89%	84%	4.78	4.68

**Table 24.4 – Comparison results for Official Languages - Team meetings**

<b>During meetings with my team, I feel free to use the official language of my choice.</b>				
<b>During meetings with my team, I feel free to use the official language of my choice.</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
Total	79%	80%	4.56	4.54
<i>Unilingual regions (Toronto/Vancouver)</i>	90%	92%	4.81	4.83
<i>Bilingual regions (Ottawa/Montreal)</i>	68%	68%	4.34	4.23

### Comment Analysis

A total of 9 open-ended comments involved Official Languages.

- While some feel that bilingualism is encouraged at OSFI, others feel that staff who know French are expected to work in French.

- Some employees expressed negativity and confusion about who is or is not eligible to receive bilingualism bonus pay.
- A few mention that francophones are sometimes asked to translate for their anglophone colleagues. This tends to happen with internal emails and other communications in rushed situations, when the turn-around time from translation services is too long.

## F. Wellbeing

### Summary

- Half of employees (52%) feel they can initiate a formal recourse process without fear or reprisal, an increase since 2020 (41%).
  - Those more likely to feel this way include employees working in the Corporate Services and Transformation Sector (64%) and the Strategy, Risk and Governance Sector (59%). Additionally, newer employees who have worked at OSFI for less than 2 years (77%), those without direct reports (58%), and those who do not report having a disability (58% vs. 39% with a disability). Employees who report having been the victim of harassment (29%), discrimination (20%) or micro-aggressions (35%) are less likely to agree, compared those who haven't.
- A majority of over eight in ten employees (83%) feel they have flexibility to prioritize tasks and responsibilities when facing multiple demands at work. While this is statistically consistent with 2020, (86%) there has been a decline since 2019 (90%).
- A proportion of almost nine in ten employees (86%) agree their work unit offers an environment where they feel confident to speak up and express opinions. This has increased since 2020 (81%).
  - Confidence to speak up is higher among those working at OSFI for less than two years (98%) and those without direct reports (91%).
  - Confidence to speak up is lower among those who report having been the victim of harassment (65%), discrimination (65%) or micro-aggressions (66%).
- Seven in ten employees (73%) agree that OSFI provides appropriate resources to support balancing work, family and personal life; this has decreased compared to 2020 (77%) and 2019 (80%).
  - Agreement is somewhat higher among employees working within the Office of the Chief Actuary (87%) and Corporate Services and Transformation Sector (81%). Additionally, it is higher among employees with a designated OSFI office in Ottawa (80%).
- About eight in ten (78%) employees agree that OSFI does a good job of raising awareness of mental health in the workplace. This result has remained in the range of 76% to 78% since 2019.
- This year, employees were again asked whether they're able to bring their whole self to work. Consistent with 2020 (74%), almost three quarters of employees (74%) agreed with this statement. Those with disabilities are less likely to agree (59%).
- The proportion of employees (7%) who say they have been a victim of discrimination on the job in the last year is unchanged since 2020 and 2019. Among those who experienced discrimination:

- Age, national or ethnic origin and race are the most common reasons given for the discrimination.
- Discrimination is most likely to originate from a senior manager\* (41%) or co-workers (25%).
- A proportion of almost six in ten (59%) of those who have experienced discrimination on the job say they knew where to go for assistance. While a third (35%) said they took no action, those who did most often discussed the matter with their immediate supervisor or a senior manager.
- The proportion of employees (16%) who say they have been a victim of micro-aggressions on the job in the past year has seen a slight increase since 2020 (15%). Among those who have experienced micro-aggressions:
  - Most are likely to say the source of micro-aggressions were co-workers (34%) or a senior manager (29%).
  - Two thirds (66%) knew where to go for assistance, which is consistent with 2020 (61%). While a third (35%) said they took no action to address the micro-aggression(s) experienced, those who did most often discussed the matter with their immediate supervisor or a senior manager (20%).
- This year, the question about harassment on the job in the past year was revised to include “and/or violence.” Four percent of employees said they have experienced harassment or violence on the job, similar to 2020 (5%). Among employees who said yes to this question:
  - Most say the source of harassment/violence was a senior manager\* or co-workers. Experiences included being excluded or ignored, as well as unfair treatment.
  - The majority knew where to go for assistance. While one third took no action, those who did most often discussed the matter with their immediate supervisor or a senior manager.
- About one quarter (24%) of OSFI employees use some type of FWA which is consistent with 2020. A flexible work schedule continues to be the most often mentioned arrangement.
  - Among those who do not use FWA, a lack of interest is the main reason given (44%). In 2020 this was also the top reason, mentioned by six in ten (62%).
  - Those who chose ‘other’ as an option were likely to mention not knowing about FWA/how it works, or not feeling they currently need it.

**Table 25 – Level of agreement with each statement: Wellbeing**

<b>Wellbeing</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
I feel I can initiate a formal recourse process (e.g., grievance, complaint) without fear of reprisal.	12%	16%	20%	17%	35%
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work.	3%	8%	6%	40%	43%
My work unit offers an environment where I feel confident to speak up and express my opinions.	3%	6%	5%	29%	57%
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life (e.g., Employee and Family Assistance Program and wellness initiatives).	3%	10%	14%	31%	42%
OSFI does a good job of raising awareness of mental health in the workplace.	2%	8%	12%	30%	48%
I feel I am able to bring my whole self to work.	6%	8%	11%	30%	44%

**Table 26 – Comparison results for Wellbeing**

<b>Wellbeing</b>	<b>2023 % Strongly Agree</b>	<b>2020 % Strongly Agree</b>	<b>Means</b>	
			<b>2023</b>	<b>2020</b>
I feel I can initiate a formal recourse process (e.g., grievance, complaint) without fear of reprisal.	35%	18%	3.47 (n)	3.03
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work.	43%	58%	4.11 (n)	4.34
My work unit offers an environment where I feel confident to speak up and express my opinions.	57%	51%	4.32 (n)	4.17
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life (e.g., Employee and Family Assistance Program and wellness initiatives).	42%	45%	3.99 (n)	4.12

OSFI does a good job of raising awareness of mental health in the workplace.	48%	37%	4.13 (n)	3.98
I feel I am able to bring my whole self to work.	44%	48%	3.97	4.02

**Comment Analysis – Wellbeing**

A total of 49 open-ended comments involved Wellbeing.

- Several comments pertain to the perceived negative impact of the hybrid work model and mandated time in office. Those who favour working from home bring up the benefit of continued work/life balance (i.e., having more time with their families and less time spent commuting, and report having higher productivity and better mental health overall).
- Flexibility is an important matter for employees and their work-life balance. While some disagree with the hybrid model in its entirety, others want flexibility in choosing which days to come into the office and a model that does not mandate a specific number of days, or a proportion of time spent in the office.
- Capacity issues, workload, and increasing pace of change are notable pain points for employees who shared comments this year. Many mention feeling overworked and under pressure. Senior Management spending time to gather input from employees may help employees feel better understood.
- Attitudes of Senior leadership seem to play a part in employees’ wellbeing and ‘setting the tone.’ Some comments reference feeling bullied or noticing senior leaders behaving poorly in meetings. This has a stressful impact on the realities of employees who are ‘on the ground.’
- The focus on DEI was noted by several employees, who generally appreciate the intention behind DEI related initiatives.
- Some feel that DEI initiatives do not always seem to be completely thought out and are often inaccessible to the individuals they are intended to benefit.
- Another area of concern is that the intended effect of DEI initiatives is being undermined by Senior leadership’s lack of regard for the mental health of those who manage, as well as those who are managed. Examples of actions that undermine wellbeing include leaders exhibiting problematic behaviour, increased pressure and workload on staff, and making rushed decisions before gathering input from employees.
- For some, issues in the leadership at OSFI contribute to a general culture of distrust that is felt by employees. For those who feel this, the organization seems more authoritative and less collaborative than it used to be, affecting overall culture and individual employees’ wellbeing.

**Experience with Discrimination**

**Table 27 – Been the victim of discrimination**

<b>Have you been the victim of discrimination on the job in the past year?</b>	<b>2023</b>	<b>2020</b>
Yes	7%	7%
No	93%	93%

**Table 28.1 – Experience with discrimination - Source**

<b>From whom did you experience discrimination on the job? (those who experienced discrimination)**</b>	<b>2023 (n=51)</b>	<b>2020 (n=47)</b>
Senior manager* [This includes all Managing Directors, Senior Directors and Executive Directors (e.g., REX-08 – REX-10)]	41%	-
Senior Management*	-	40%
Co-workers	25%	21%
My immediate supervisor (The person whom you report to directly)	22%	32%
My Director (REX-07)	18%	30%
Executive Committee member*	14%	-
Superintendent, Assistant Superintendent*	-	6%
Individuals from other departments or agencies	10%	9%
Individuals from the institutions that we regulate	2%	0%
Other	12%	11%
Prefer not to say	22%	15%

\* **Note:** Response option was revised in 2022-23.

\*\* **Note:** Table includes response categories that employees selected. Source of discrimination, reasons, and actions taken that were not selected in 2020 or 2023 have not been included in this table..

**Table 28.2 – Experience with discrimination - Reason**

<b>Did you experience discrimination because of your: (those who experienced discrimination)***</b>	<b>2023 (n=51)</b>	<b>2020 (n=47)</b>
Age	33%	23%
National or ethnic origin	31%	23%
Race	29%	32%
Sex	24%	23%
Colour	18%	15%
Family status	12%	17%
Marital status	10%	9%
Disability*	10%	-
Disability or illness*	-	11%
Religion	6%	4%
Sexual orientation	6%	4%
Genetic characteristics**	6%	-
Gender identity or expression	2%	2%
Prefer not to say	29%	13%

\***Note:** Response option was revised in 2022-23.

\*\***Note:** This is a new response option in 2022-23.

\*\*\***Note:** Table includes response categories that employees selected. Source of discrimination, reasons, and actions taken that were not selected in 2020 or 2023 have not been included in this table.

**Table 28.3 – Experience with discrimination - Assistance**

<b>Did you know where to go for assistance? (among those who experienced discrimination)</b>	<b>2023 (n=51)</b>	<b>2020 (n=47)</b>
Yes	59%	66%
No	41%	34%

**Table 28.4 – Experience with discrimination - Actions taken**

<b>What action(s) did you take to address the discrimination you experienced? (among those who experienced discrimination)**</b>	<b>2023 (n=51)</b>	<b>2020 (n=47)</b>
Discussed the matter with my immediate supervisor or a senior manager	18%	13%
Discussed the matter with my director	10%	15%
Discussed the matter with the person(s) from whom I experienced the discrimination	8%	15%
Contacted a human resource professional	8%	6%
Discussed the matter with my union representative	8%	15%
Resolved the matter informally on my own	8%	2%
Used an informal conflict resolution process	6%	4%
Filed a grievance*	2%	-
Other, please specify	12%	9%
I took no action	35%	43%
Prefer not to say	39%	19%

\***Note:** This is a new response option in 2022-23.

\*\***Note:** Table includes response categories that employees selected. Source of discrimination, reasons, and actions taken that were not selected in 2020 or 2023 have not been included in this table.

### Experience with Micro-Aggressions

**Table 29 – Been the victim of Micro-Aggressions**

<b>Have you been the victim of micro-aggressions on the job in the past year?</b>	<b>2023</b>	<b>2020</b>
Yes	16%	15%
No	84%	85%



**Table 30.1 – Experience with micro-aggressions – Source**

<b>From whom did you experience micro-aggressions on the job? (those who have been the victim of micro-aggressions)</b>	<b>2023 (n=115)</b>	<b>2020 (n=98)</b>
Co-workers	34%	40%
Senior manager* [This includes all Managing Directors, Senior Directors and Executive Directors (e.g., REX-08 – REX-10)]	29%	-
Senior Management*	-	31%
My immediate supervisor (The person whom you report to directly)	19%	26%
My Director (REX-07)	10%	17%
Executive Committee member*	10%	-
Superintendent, Assistant Superintendent*	-	7%
Individuals from other departments or agencies	8%	6%
My direct reports	3%	3%
Individuals from the institutions that we regulate	2%	1%
Other	10%	2%
Prefer not to say	25%	21%

\*Note: Response option was revised in 2022-23.

**Table 30.2 – Experience with micro-aggressions - Assistance**

<b>Did you know where to go for assistance? (among those who experienced micro-aggressions)</b>	<b>2023 (n=115)</b>	<b>2020 (n=98)</b>
Yes	66%	61%
No	34%	39%

**Table 30.3 – Experience with micro-aggressions - Actions taken**

<b>What action(s) did you take to address the micro-aggressions you experienced? (those who have been the victim of micro-aggressions)</b>	<b>2023 (n=115)</b>	<b>2020 (n=98)</b>
Discussed the matter with my immediate supervisor or a senior manager	20%	21%
Resolved the matter informally on my own	13%	6%
Discussed the matter with the person(s) from whom I experienced the micro-aggression(s)	12%	9%
Discussed the matter with my director	9%	7%
Contacted a human resources professional	3%	3%
Used an informal conflict resolution process	3%	3%
Discussed the matter with my union representative	1%	3%
Filed a grievance/complaint	0%	1%
Other, please specify	5%	5%
I took no action	35%	48%
Prefer not to say	37%	16%

## Experience with Harassment and/or Violence

**Table 31 – Been the victim of Harassment and/or Violence**

Have you been the victim of harassment and/or violence on the job in the past year?*	2023	2020
Yes	4%	5%
No	96%	95%

\*Note: This year, the question about harassment on the job was revised to include “and/or violence.” Interpret comparative data with caution.

**Table 32.1 – Experience with harassment - Source**

From whom did you experience harassment and/or violence on the job? (those who have been the victim of harassment)**	2023 (n=31)	2020 (n=33)
Senior manager* [This includes all Managing Directors, Senior Directors and Executive Directors (e.g., REX-08 – REX-10)]	35%	-
Senior Management*	-	27%
Co-workers	29%	27%
My immediate supervisor (The person whom you report to directly)	29%	33%
My Director (REX-07)	19%	24%
Individuals from other departments or agencies	13%	3%
Executive Committee member*	10%	-
Superintendent, Assistant Superintendent*	-	6%
Individuals from the institutions that we regulate	3%	0%
My direct reports	0%	3%
Other	6%	0%
Prefer not to say	16%	9%

\*Note: Response option was revised in 2022-23.

\*\*Note: Table includes response categories that employees selected. Source of harassment/violence, nature and actions taken that were not selected in 2020 or 2023 have not been included in this table.

**Table 32.2 – Experience with harassment - Nature**

Please indicate the nature of the harassment and/or violence you experienced.* (those who have been the victim of harassment)	2023 (n=31)	2020 (n=33)
Being excluded or being ignored	58%	52%
Unfair treatment	58%	48%
Aggressive behaviour	32%	48%
Interference with work or withholding resources	32%	21%
Excessive control	29%	42%
Humiliation	29%	33%
Offensive remark	26%	36%
Personal attack	23%	33%

Threat	16%	15%
Yelling or shouting	16%	6%
Sexual comment or gesture	6%	9%
Other	16%	12%
Prefer not to say	6%	3%

*\*Note: Table includes response categories that employees selected. Source of harassment/violence, nature and actions taken that were not selected in 2020 or 2023 have not been included in this table.*

**Table 32.3 – Experience with harassment - Assistance**

<b>Did you know where to go for assistance? (among those who experienced harassment)</b>	<b>2023 (n=41)</b>	<b>2020 (n=33)</b>
Yes	65%	64%
No	35%	36%

**Table 32.4 – Experience with harassment and/or violence - Actions taken**

<b>What action did you take to address the harassment and/or violence?*</b> <i>(those who have been the victim of harassment)</i>	<b>2023 (n=31)</b>	<b>2020 (n=33)</b>
Discussed the matter with my immediate supervisor or a senior manager	29%	42%
Discussed the matter with the person(s) from whom I experienced the harassment	10%	12%
Resolved the matter informally on my own	10%	6%
Discussed the matter with my director	6%	12%
Discussed the matter with my union representative	6%	6%
Contacted a human resources professional	3%	6%
Used an informal conflict resolution process	0%	6%
Other, please specify	13%	18%
I took no action	32%	21%
Prefer not to say	32%	15%

*\*Note: Table includes response categories that employees selected. Source of harassment/violence, nature and actions taken that were not selected in 2020 or 2023 have not been included in this table.*

### Comment Analysis – Discrimination/ Micro-aggressions/ Harassment and Violence

*“Please tell us if there was anything specific that held you back from taking action to address the discrimination/micro-aggressions/harassment/violence you experienced.”*

A total of 36 responses. The main reasons for not taking action are:

- Fear of reprisal.
- Uncertainty that anything beneficial would come out of it.
- Feeling as if those they would report to are also those who have a bias against them.
- Not feeling they can count on their senior management to act.
- Fear of impact on others’ perceptions of them.

- Fear of being disbelieved.
- Wishing to avoid any animosity with the aggressor.
- Coped with it or brushed it off as ignorance/lack of awareness about their culture, disability, etc.

**Table 33.1 – Flexible work arrangements**

<b>Do you currently use any of the following flexible working arrangements (FWA)?**</b>	<b>2023</b>	<b>2020</b>
<b>I do not use FWA</b>	<b>63%</b>	<b>60%</b>
<b>Employees who use any FWA</b>	<b>24%</b>	<b>28%</b>
Flexible Work Schedule (variable start and end times)	18%	20%
Compressed Work Week	6%	6%
Banked Time	2%	4%
Part-time Employment*	1%	-
Leave with Income Averaging	<1%	1%
Pre-retirement Transition Leave	0%	<1%
Prefer not to say	13%	11%

*\*Note: This is a new response option in 2022-23.*

*\*\*Note: Table includes response categories that employees selected. Reasons for not using FWAs that were not selected have not been included in this table.*

**Table 33.2 – Flexible work arrangements – Reasons for not using**

<b>I do not use FWA because: (among those who do not use FWA)</b>	<b>2023 (n=457)</b>	<b>2020 (n=406)</b>
I am not interested in any FWA	44%	62%
I do not feel that it would be supported	22%	18%
My request for an FWA was denied	1%	1%
Other, please specify:* (Unawareness, not in need of it, etc.)	19%	-
Prefer not to say	15%	19%

*\*Note: This is a new response option in 2022-23.*

## Appendix A: Respondent Profile

### Respondent Profile

#### Classification

<b>Are you:</b>	<b>Percent</b>
RE	70%
REX	16%
Prefer not to say	14%

#### Tenure

<b>How long have you worked at OSFI?</b>	<b>Percent</b>
Less than 2 years	19%
Between 2 to 15 years	56%
More than 15 years	13%
Prefer not to say	12%

#### Age group

<b>What is your age group?</b>	<b>Percent</b>
24 or younger	2%
25 to 29 years	4%
30 to 34 years	8%
35 to 39 years	12%
40 to 44 years	16%
45 to 49 years	11%
50 to 54 years	12%
55 to 59 years	4%
60+ years	4%
Prefer not to say	27%

#### Location of work

In which city is your designated OSFI office located?	Percent
Toronto	47%
Ottawa	41%
Montreal	2%
Vancouver	1%
Prefer not to say	8%

#### Survey language completion

Survey completed in:	Percent
English	93%
French	7%

#### Gender

What is your gender?	Percent
Man	41%
Woman	41%
Another gender (optional to specify):	<1%
Prefer not to say	17%

#### Racial identity

Which racial group do you identify with?*	Percent
White	45%
East / Southeast Asian	15%
South Asian	6%
Black	4%
Middle Eastern	3%
Latino / Latina / Latinx	1%
Other	2%
Prefer not to say	27%

*\*Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%*

### Ethnic identity

Which ethnic origins do you identify with?*	Percent
Northern Europe	15%
Eastern Asia	11%
Western Europe	11%
Southern Asia	7%
Eastern Europe	6%
Southern Europe	4%
Western Asia	2%
South-eastern Asia	2%
Caribbean	2%
Western Africa	1%
Central America	1%
Northern Africa	1%
Eastern Africa	<1%
South America	<1%
Southern Africa	<1%
Central Asia	<1%
Middle Africa	<1%
Other	5%
I don't know	6%
Prefer not to say	34%

*\*Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%*

### Disability

Are you a person with a disability?	Percent
Yes	9%
No	73%
Prefer not to say	17%

### Nature of disability

Please indicate the nature of your disability*: <i>(among those with a disability)</i>	Percent
A mental health disability	41%
A cognitive disability	31%
A chronic health condition or pain	29%
A hearing disability	13%
A sensory / environmental disability	13%
A seeing disability	12%

Challenges with flexibility or dexterity	9%
A mobility issue	7%
An intellectual disability	7%
A speech disability	6%
Other	3%
Prefer not to say	12%

*\*Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%*

#### Indigenous Person

Do you identify as an Indigenous Person?	Percent
Yes	1%
No	83%
Prefer not to say	16%

#### Indigenous Person: Self-Identification

If you wish to provide further details, please specify the group(s) to which you belong. <i>(among those who identify as an Indigenous person who wish to provide further details)*</i>	Percent
North American Indian/First Nation	63%
Métis	25%
Inuk (Inuit)	0%
Prefer not to say	13%

*\*Note: Small sample size; interpret with caution.*

#### 2SLGBTQIA+

Do you identify as 2SLGBTQIA+?	Percent
Yes	7%
No	75%
Prefer not to say	19%

#### 2SLGBTQIA+: Self identification

If you wish to provide further details, please specify how you self-identify*. <i>(among the 2SLGBTQIA+ who wish to provide further details)</i>	Percent
Gay	45%
Bisexual	23%
Queer	17%
Lesbian	15%
Asexual	11%



Transgender	4%
Questioning	4%
Intersex	0%
Other	9%
Prefer not to say	6%

*\*Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%*

## Appendix B: Email invitation

**SUBJECT:** 2022-23 Biennial OSFI Employee Survey / Sondage biennal auprès des employés du BSIF – Édition 2022-2023

Dear Employee,

Environics has been commissioned by the Office of the Superintendent of Financial Institutions (OSFI) to conduct its 2022-23 Biennial Employee Survey.

This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment.

Your participation is voluntary and any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). Aggregated survey results may be disclosed to OSFI's Executive Committee and Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

The survey will take about 20 minutes of your time and you can complete it at your convenience. You are able to leave and re-enter the survey re-commencing at the place in the questionnaire where you last left off.

Please complete the survey by **February 22**.

Results of the survey will be shared with OSFI employees in the spring.

To begin the survey, click on the link below. If the link does not work please copy the URL into your browser.

<LINK>

**Note:** This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, please contact me at [Stephanie.Coulter@environics.ca](mailto:Stephanie.Coulter@environics.ca). All contacts will be held in confidence.

Thank you in advance for your participation.

Stephanie Coulter  
Senior Research Associate  
Environics Research

Bonjour,

Le Bureau du surintendant des institutions financières (BSIF) a confié l'administration de l'édition 2022-2023 de son sondage biennal auprès des employés au cabinet Environics.

Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). En conséquence, les résultats agrégés du sondage pourraient être communiqués au Comité de direction et à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

Il ne vous faudra qu'une vingtaine de minutes pour remplir le sondage au moment qui vous conviendra. Vous pourrez quitter le sondage pour y revenir plus tard, et reprendre à l'endroit même où vous étiez en le quittant.

Veuillez répondre au sondage d'ici le **22 février**.

Les résultats du sondage seront communiqués aux employés du BSIF au printemps.

Pour commencer le sondage, cliquez sur le lien ci-dessous. Si le lien ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur.

<LINK>

**Note : Ce lien unique est associé à votre courriel. Veuillez donc NE PAS FAIRE PARVENIR ce message ou ce lien à quelqu'un d'autre.**

Si vous avez des questions sur le sondage, veuillez communiquer avec ma collègue Clémentine Blanchard à l'adresse [clementine.blanchard@environics.ca](mailto:clementine.blanchard@environics.ca). Tout contact sera traité de manière confidentielle.

Nous vous remercions à l'avance de votre participation.

Stephanie Coulter  
Associée de recherche principale  
Environics Research

## Appendix C: Email Reminders

**SUBJECT:** Reminder: 2022-23 Biennial OSFI Employee Survey / Rappel : Sondage biennal auprès des employés du BSIF – Édition 2022-2023

Dear Employee,

On January 23, you received an email from Environics, the firm commissioned by OSFI to conduct the 2022-23 Biennial Employee Survey.

**Your input is important.** This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment.

Your participation is voluntary and any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). Aggregated survey results may be disclosed to OSFI's Executive Committee and Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

The survey will take about 20 minutes of your time and you can complete it at your convenience. You are able to leave and re-enter the survey re-commencing at the place in the questionnaire where you last left off.

**This is a reminder to please complete the survey by February 22.**

Results of the survey will be shared with OSFI employees in the spring.

To begin the survey, click on the link below. *If the link does not work, please copy the URL directly into your browser.*

<LINK>

**Note :** This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, or experience any technical issues during its completion, please contact me at [Stephanie.Coulter@environics.ca](mailto:Stephanie.Coulter@environics.ca). All contacts will be held in confidence.

Thank you in advance for your participation.

Stephanie Coulter  
Senior Research Associate  
Environics Research

Bonjour,

Le 23 janvier, vous avez reçu un courriel d'Environics, le cabinet auquel le BSIF a confié l'administration de l'édition 2022-2023 de son sondage biennal auprès des employés.

**Votre opinion est importante.** Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). En conséquence, les résultats agrégés du sondage pourraient être communiqués au Comité de direction et à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

Il ne vous faudra qu'une vingtaine de minutes pour remplir le sondage au moment qui vous conviendra. Vous pourrez quitter le sondage pour y revenir plus tard, et reprendre à l'endroit même où vous étiez en le quittant.

**Nous vous rappelons de bien vouloir répondre au sondage d'ici le 22 février.**

Les résultats du sondage seront communiqués aux employés du BSIF au printemps.

Pour commencer le sondage, cliquez sur le lien ci-dessous. *Si le lien ne fonctionne pas, veuillez copier l'adresse URL directement dans votre navigateur.*

<LINK>

**Note :** Ce lien unique est associé à votre courriel. Veuillez donc **NE PAS FAIRE PARVENIR ce message ou ce lien à quelqu'un d'autre.**

Si vous avez des questions sur le sondage, ou si vous rencontrez des problèmes technique durant celui-ci, veuillez communiquer avec ma collègue Clémentine Blanchard à l'adresse [clementine.blanchard@environics.ca](mailto:clementine.blanchard@environics.ca). Tout contact sera traité de manière confidentielle.

Nous vous remercions à l'avance de votre participation.

Stephanie Coulter  
Associée de recherche principale  
Environics Research

**SUBJECT:** Last Chance: 2022-23 Biennial OSFI Employee Survey / Dernière chance: Sondage biennal auprès des employés du BSIF – Édition 2022-2023

Dear Employee,

On January 23, you received an email from Environics, the firm commissioned by OSFI to conduct the 2023 Employee Survey.

**Your input is important.** This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment.

Your participation is voluntary and any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). Aggregated survey results may be disclosed to OSFI's Executive Committee and Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

The survey will take about 20 minutes of your time and you can complete it at your convenience. You are able to leave and re-enter the survey re-commencing at the place in the questionnaire where you last left off.

**This is a reminder to please complete the survey by February 22.**

Results of the survey will be shared with OSFI employees in the spring.

To begin the survey, click on the link below. *If the link does not work, please copy the URL directly into your browser.*

<LINK>

**Note:** This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, or experience any technical issues during its completion, please contact me at [stephanie.coulter@environics.ca](mailto:stephanie.coulter@environics.ca). All contacts will be held in confidence.

Thank you in advance for your participation.

Stephanie Coulter  
Senior Research Associate  
Environics Research

Bonjour,

Le 23 janvier, vous avez reçu un courriel d'Environics, le cabinet auquel le BSIF a confié l'administration de l'édition 2022-2023 de son sondage biennal auprès des employés.

**Votre opinion est importante.** Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). En conséquence, les résultats agrégés du sondage pourraient être communiqués au Comité de direction et à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

Il ne vous faudra qu'une vingtaine de minutes pour remplir le sondage au moment qui vous conviendra. Vous pourrez quitter le sondage pour y revenir plus tard, et reprendre à l'endroit même où vous étiez en le quittant.

**Nous vous rappelons de bien vouloir répondre au sondage d'ici le 22 février.**

Les résultats du sondage seront communiqués aux employés du BSIF au printemps.

Pour commencer le sondage, cliquez sur le lien ci-dessous. *Si le lien ne fonctionne pas, veuillez copier l'adresse URL directement dans votre navigateur.*

<LINK>

**Note : Ce lien unique est associé à votre courriel. Veuillez donc NE PAS FAIRE PARVENIR ce message ou ce lien à quelqu'un d'autre.**

Si vous avez des questions sur le sondage, ou si vous rencontrez des problèmes technique durant celui-ci, veuillez communiquer avec ma collègue Clémentine Blanchard à l'adresse [clementine.blanchard@environics.ca](mailto:clementine.blanchard@environics.ca). Tout contact sera traité de manière confidentielle.

Nous vous remercions à l'avance de votre participation.

Stephanie Coulter  
Associée de recherche principale  
Environics Research

## Appendix D: Deadline Extension Email

**SUBJECT:** DEADLINE EXTENDED: 2022-23 Biennial OSFI Employee Survey / DATE LIMITE REPORTÉE :  
Sondage biennal auprès des employés du BSIF – Édition 2022-2023

Dear Employee,

The deadline for the 2022-23 Biennial Employee Survey has been extended because your input is important. Please complete the survey by **February 24**.

This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment.

Your participation is voluntary and any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). Aggregated survey results may be disclosed to OSFI's Executive Committee and Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

The survey will take about 20 minutes of your time and you can complete it at your convenience. You are able to leave and re-enter the survey re-commencing at the place in the questionnaire where you last left off.

Results of the survey will be shared with OSFI employees in the spring.

To begin the survey, click on the link below. *If the link does not work, please copy the URL directly into your browser.*

<LINK>

**Note :** This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, or experience any technical issues during its completion, please contact me at [Stephanie.Coulter@environics.ca](mailto:Stephanie.Coulter@environics.ca). All contacts will be held in confidence.

Thank you in advance for your participation.

Stephanie Coulter  
Senior Research Associate  
Environics Research



Bonjour,

La date limite pour répondre au questionnaire de l'édition 2022-2023 du sondage biennal auprès des employés est remise de quelques jours parce que votre opinion compte. Nous vous demandons de bien vouloir nous transmettre vos réponses d'ici le **24 février**.

Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). En conséquence, les résultats agrégés du sondage pourraient être communiqués au Comité de direction et à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

Il ne vous faudra qu'une vingtaine de minutes pour remplir le sondage au moment qui vous conviendra. Vous pourrez quitter le sondage pour y revenir plus tard, et reprendre à l'endroit même où vous étiez en le quittant.

Les résultats du sondage seront communiqués aux employés du BSIF au printemps.

Pour commencer le sondage, cliquez sur le lien ci-dessous. *Si le lien ne fonctionne pas, veuillez copier l'adresse URL directement dans votre navigateur.*

<LINK>

**Note : Ce lien unique est associé à votre courriel. Veuillez donc NE PAS FAIRE PARVENIR ce message ou ce lien à quelqu'un d'autre.**

Si vous avez des questions sur le sondage, ou si vous rencontrez des problèmes technique durant celui-ci, veuillez communiquer avec ma collègue Clémentine Blanchard à l'adresse [clementine.blanchard@environics.ca](mailto:clementine.blanchard@environics.ca). Tout contact sera traité de manière confidentielle.

Nous vous remercions à l'avance de votre participation.

Stephanie Coulter  
Associée de recherche principale  
Environics Research

## Appendix E: Last Day Reminder

**SUBJECT:** Last Chance: 2022-23 Biennial OSFI Employee Survey / Dernière chance: Sondage biennal auprès des employés du BSIF – Édition 2022-2023

Dear Employee,

**The last day to complete the 2022-23 Biennial Employee Survey is tomorrow, February 24. Please complete the survey to have your say.**

This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment.

Your participation is voluntary and any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). Aggregated survey results may be disclosed to OSFI's Executive Committee and Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

The survey will take about 20 minutes of your time.

Results of the survey will be shared with OSFI employees in the spring.

To begin the survey, click on the link below. *If the link does not work, please copy the URL directly into your browser.*

<LINK>

**Note :** This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, or experience any technical issues during its completion, please contact me at [Stephanie.Coulter@environics.ca](mailto:Stephanie.Coulter@environics.ca). All contacts will be held in confidence.

Thank you-for your participation.

Stephanie Coulter  
Senior Research Associate  
Environics Research

Bonjour,

**La dernière journée pour participer au sondage biennal auprès des employés, édition 2022-2023 est demain, le 24 février. Veuillez y répondre pour avoir voix au chapitre.**

Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). En conséquence, les résultats agrégés du sondage pourraient être communiqués au Comité de direction et à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

Il ne vous faudra qu'une vingtaine de minutes pour remplir le sondage.

Les résultats du sondage seront communiqués aux employés du BSIF au printemps.

Pour commencer le sondage, cliquez sur le lien ci-dessous. *Si le lien ne fonctionne pas, veuillez copier l'adresse URL directement dans votre navigateur.*

<LINK>

**Note : Ce lien unique est associé à votre courriel. Veuillez donc NE PAS FAIRE PARVENIR ce message ou ce lien à quelqu'un d'autre.**

Si vous avez des questions sur le sondage, ou si vous rencontrez des problèmes technique durant celui-ci, veuillez communiquer avec ma collègue Clémentine Blanchard à l'adresse [clementine.blanchard@environics.ca](mailto:clementine.blanchard@environics.ca). Tout contact sera traité de manière confidentielle.

Nous vous remercions de votre participation.

Stephanie Coulter  
Associée de recherche principale  
Environics Research

## Appendix F: Survey Instrument – English

Welcome to the 2022-23 Biennial OSFI Employee Survey/Bienvenue au sondage biennal auprès des employés du BSIF - édition 2022-23

Please select your preferred language/Veuillez cocher la langue de votre choix:

English

French

Your views are important!

This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment. The Executive Committee at OSFI wants to know what is going well and what improvements can be made and is committed to acting on your input and ideas.

Please note that the link within the email invitation you received is unique to you; please do not share your link with others.

Participation in this survey is voluntary, however, the value of this survey *relies entirely on the candid participation of employees* like yourself.

The deadline to complete the survey is February 22.

OSFI, through Environics, is collecting and using your survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). As such, aggregated survey results may be disclosed to OSFI's Executive Committee and Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

**Your privacy will be respected.** The collection of survey information is done in accordance with s. 13 of the *OSFI Act*. Any personal information collected will only be used and disclosed in accordance with the provisions of the federal *Privacy Act*. In accordance with the *Privacy Act*, you have the right of access to and protection of your individual responses and the right to file a complaint to the Privacy Commissioner of Canada regarding the handling of this information.

Additionally, in accordance with industry and government research standards, Environics WILL NOT divulge individual survey responses to anyone at OSFI and, at no time will OSFI have access to responses in such a manner that an OSFI employee could be identified; only summary reports of aggregate data and verbatim comments rolled up at the OSFI level will be provided. Please click **here** (insert LINK) to view the Environics privacy statement.

### How to complete the survey

Your participation in this survey is voluntary and will take about 20 minutes of your time.

You can complete the survey all at once, or you may do it in sections, as your answers will be saved and you will be brought to your last screen when you return.

All questions have a "Don't know / Not applicable" response option. Please select this option if you feel you do not have enough information to answer the question, or if you feel the question does not apply to your situation.

Use the navigation buttons found at the bottom of your screen to move ahead or back in the survey. Using your browser's "Back" button may result in your responses not being saved.

**How to contact us**

**If you have any questions on how to complete the survey or about the survey content (i.e., its purpose, timing, reasons for specific questions), please contact Stephanie Coulter at [stephanie.coulter@environics.ca](mailto:stephanie.coulter@environics.ca).**

**Executive Committee**

*OSFI's **Executive Committee** includes the Superintendent, Chief Actuary, Deputy Superintendent of Supervision, as well as Assistant Superintendents of Corporate Services and Transformation Sector, Policy, Innovation and Stakeholder Affairs Sector, and Strategy, Risk and Governance Sector.*

**Please indicate your level of agreement with each statement.**

<b>OSFI's Executive Committee</b>	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q1. Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).</b>							
<b>Q2. Treats employees with respect.</b>							
<b>Q3. Leads by example, e.g., walks the talk.</b>							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q4. I have confidence in the Executive</b>							

<b>Committee to lead OSFI.</b>							
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**Senior Management**

*OSFI's Senior Management includes all of the following: Executive Directors, Senior Directors, Managing Directors, Chief Human Resources Officer (CHRO), Chief Information Officer (CIO), Chief Financial Officer (CFO), Chief Transformation Officer (CTO), Chief Audit Executive (CAE), and Chief Data Officer (CDO), (e.g., REX-08 – REX-10).*

**Please indicate your level of agreement with each statement.**

<b>OSFI's Senior Management Team</b>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither disagree nor agree</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>Q5. Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).</b>							
<b>Q6. Treats employees with respect.</b>							
<b>Q7. Leads by example, e.g., walks the talk.</b>							

	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither disagree nor agree</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>Q8. I have confidence in the Senior Management Team to lead OSFI.</b>							

**Immediate Supervisor**

Your *immediate supervisor* is the person whom you report to directly.

**Q9. What level is the person to whom you report to directly (i.e., your immediate supervisor)?**

- RE-07 or below
- REX-07
- REX-08 or above

**Q10. How long have you been under the supervision of your current immediate supervisor?**

- Less than 6 months
- Over 6 months

**Please indicate your level of agreement with each statement.**

<b>My immediate supervisor (the person whom you report to directly):</b>	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q11. Is a good leader.</b>							
<b>Q12. Is open to the suggestions of their employees.</b>							
<b>Q13. Appreciates my work.</b>							
<b>Q14. Creates an inclusive workplace (e.g., where I feel heard, respected and valued).</b>							
<b>Q15. Treats employees with respect.</b>							
<b>Q16. Leads by example, e.g., walks the talk.</b>							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q17. I am confident approaching my immediate supervisor about issues or</b>							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>concerns without fear of reprisal.</b>							

**Communication**

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q18A. Communications from OSFI's Executive Committee keep me informed about issues that matter to me.</b>							
<b>Q18B. Communications from members of the Executive Committee keep me informed about issues that matter to me.</b>							
<b>Q19. Communication is effective between teams within my Sector/group.</b>							
<b>Q20. I am kept informed about issues affecting my team.</b>							

*The **Executive Committee** includes the Superintendent, Chief Actuary, Deputy Superintendent of Supervision, as well as Assistant Superintendents of Corporate Services and Transformation Sector, Policy, Innovation and Stakeholder Affairs Sector, and Strategy, Risk and Governance Sector.*

*The **sectors/groups** within OSFI are Supervision Sector, Corporate Services and Transformation Sector, Policy, Innovation and Stakeholder Affairs Sector, Strategy, Risk and Governance Sector, the Office of the Superintendent (including Internal Audit), and the Office of the Chief Actuary.*

**Official Languages**



**Q21. In which city is your designated OSFI office located?**

- Montreal
- Ottawa
- Toronto
- Vancouver
- Prefer not to say

**Please indicate your level of agreement with each statement.**

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q22. When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language (English or French) of my choice. (Note this does not refer to material for use external to OSFI).</b>							
<b>Q23. During meetings with my team, I feel free to use the official language of my choice (English or French).</b>							
<b>Q24. When I communicate with my immediate supervisor, I feel free to use the official language of my choice (English or French).</b>							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q25. The training offered by OSFI is available in the official language of my choice (English or French).</b>							

\* *Immediate supervisor* is the person whom you report to directly.

**Training**

**Q26. How often are you able to attend training opportunities that are available at OSFI?**

- Regularly GO TO Q27
- Occasionally GO TO Q26B
- Rarely GO TO Q26B
- Never GO TO Q26B
- Not applicable GO TO Q27

**Q26B (IF Q26 = Any response other than regularly or not applicable)**

**Which of the following barriers apply to your inability to attend training at OSFI (select all that apply):**

- Workload
- Manager's approval not received
- Relevant training is not available
- Training in a relevant/appropriate format not available (e.g., online or in-person)
- Other, please specify
- Don't know
- Prefer not to say

**My job/Career**

**Please indicate your level of agreement with each statement.**

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q27. My position makes good use of</b>							

my personal strengths.							
Q28. I get the coaching I need to do my job well.							
Q29. The feedback from my immediate supervisor helps me improve my work performance.							
Q30. I understand the Leadership Competency Model and the behaviours I am expected to model.							

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q31. I am encouraged to be innovative or take initiative in my work.							
Q32. I get the support that I need to manage my career.							
Q33. I feel I contribute to the success of our organization.							

<b>Q34. I am proud of the contributions my work makes to OSFI.</b>						
<b>Q35. I have intentions of looking for a job outside of OSFI within the next 12 months.</b>						

\* **Support** comes in many forms and can be given in words or actions. Support includes tools, resources and support from management.

**Q35B (IF Q35 = Somewhat or Strongly Agree)**

**Which of the following apply to you looking for a job outside of OSFI (select all that apply):**

- Time for a change
- Seeking a different experience
- Dissatisfied with relationship with immediate supervisor
- Lack of employee recognition
- Compensation and benefits
- OSFI’s culture/workplace
- No growth opportunities
- Job not meeting expectations
- Feeling overworked
- Feeling disengaged
- Feeling undervalued
- Poor leadership at senior levels
- Other, please specify:
- Prefer not to say

**Direct reports**

**Q36. Do you currently have any employees who report to you directly (i.e., direct reports)?**

- Yes
- No
- Prefer not to say

*\*In this survey, **employees** are defined as people employed directly by OSFI, regardless of level or position within the organization, e.g., indeterminate, term and part time. It does not include short-term staff such as casual employees, co-op and summer students, and contracted staff such as consultants.*

**Q36B. (IF Q36 = Yes)**

**I receive the support I need to address unsatisfactory performance issues.**

- Yes
- No
- Not applicable

**Q36C. (IF Q36 = Yes)**

**I have access to resources to support employees on my team who are experiencing personal challenges.**

- Yes
- No
- Not applicable

**Wellbeing**

**Please indicate your level of agreement with each statement.**

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q37. I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work.</b>							
<b>Q38. My work unit offers an environment where I feel I can speak up and express my opinions.</b>							
<b>Q39. I feel I can initiate a formal recourse process (e.g., grievance, complaint)</b>							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
without fear of reprisal.							
Q40. I feel I am able to bring my whole self to work.							
Q41. OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life (e.g., Employee and Family Assistance Program and wellness initiatives).							
Q42. OSFI does a good job of raising awareness of mental health in the workplace.							

*\* **Bringing our whole self to work** is premised on a workplace where employees can be themselves and not feel they have to check part of who they are “at the door.” Employees feel they can express themselves freely, show up authentically, lead with humility, ask for help, connect with others in a genuine way, and allow themselves to be truly seen if this is their wish.*

*\*\* **Mental health** is a person’s condition with regard to their psychological and emotional wellbeing. Wellbeing is when an individual realizes their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community.*

**Please indicate your level of agreement with each statement.**

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
<b>Q43. OSFI implements activities and practices that support a diverse workplace.</b>							
<b>Q44. Learning opportunities offered by OSFI have increased my capacity to be inclusive in the workplace.</b>							
<b>Q45. OSFI works hard to create a workplace that prevents discrimination.</b>							
<b>Q46. Systemic barriers to inclusion exists at OSFI.</b>							

\* A **diverse workplace** includes everyone, regardless of race, national or ethnic origin, colour, disability, sex, sexual orientation, gender identity or expression, marital status or family status, religion, age, language, cultural background, interests, views or other dimensions. It encompasses all the differences between colleagues' personal and professional identities.

\*\* **Systemic barriers** are defined as systems, policies or practices that result in some individuals from equity-seeking groups receiving unequal access to or being excluded from participation in employment, services or programs. These barriers are systemic in nature, meaning that they result from institutional level practices, policies, traditions and/or values that may be "unintended" or "unseen" but that have serious and long-lasting impacts on the lives of those affected (e.g., on their career trajectories).

**Q46B. [IF Q46=Strongly or Somewhat Agree] Which of the following barriers have you observed or experienced at OSFI in the past year? (select all that apply)**

- Attitudinal** (behaviours, perceptions, and assumptions that discriminate against persons with disabilities)
- Physical** (buildings or outdoor spaces that create barriers to persons with disabilities)
- Informational** (when sensory disabilities, such as hearing, seeing, or learning disabilities, have not been considered)

- Technological** (when a device or technological platform is not accessible and cannot be used with an assistive device)
- Organizational** (policies, procedures, or practices that prevent individuals from participating fully in a situation)

**Q47. Have you been the victim of discrimination\* on the job in the past year?**

- Yes
- No

**\*Discrimination** means treating someone differently or unfairly because of a personal characteristic or distinction, which, whether intentional or not, has an effect that imposes disadvantages not imposed on others or that withholds or limits access that is given to others. There are 13 prohibited grounds of discrimination under the Canadian Human Rights Act: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability, or conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.

**Q47B. [If Q47 =Yes]**

**Did you experience discrimination because of your: (select all that apply)**

- Race
- National or ethnic origin
- Colour
- Religion
- Age
- Sex
- Sexual orientation
- Gender identity or expression
- Marital status
- Family status
- Genetic characteristics
- Disability
- Pardoned conviction or suspended record
- Prefer not to say

**Q47C. [if Q47=Yes]**

**From whom did you experience discrimination on the job? (select all that apply)**

- Co-workers
- My immediate supervisor (The person whom you report to directly)
- My Director (REX-07)
- Senior manager [This includes all Managing Directors, Senior Directors and Executive Directors (e.g., REX-08 – REX-10)]



- Executive Committee member
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other
- Prefer not to say

**Q47D. [if Q47=Yes]**

**What action(s) did you take to address the discrimination you experienced? (select all that apply)**

- Discussed the matter with my immediate supervisor or a senior manager
- Discussed the matter with my director
- Discussed the matter with the person(s) from whom I experienced the discrimination
- Contacted a human resource professional
- Discussed the matter with my union representative
- Used an informal conflict resolution process
- Filed a grievance
- Filed a complaint with the Canadian Human Rights Commission
- Resolved the matter informally on my own
- Other, please specify
- I took no action
- Prefer not to say

**Q47D.i. [If “I took no action” selected in Q47D]**

Please tell us if there was anything specific that held you back from taking action to address the discrimination you experienced: \_\_\_\_\_

- Prefer not to say

**Q47E. [if Q47=Yes]**

**Did you know where to go for assistance?**

- Yes
- No

**Q48. Have you been the victim of micro-aggressions\* on the job in the past year?**

- Yes
- No

**Micro-aggressions** are everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

**Q48B. [if Q48=Yes]**

**From whom did you experience micro-aggressions on the job? (select all that apply)**

- Co-workers
- My immediate supervisor (The person whom you report to directly)
- My Director (REX-07)
- Senior manager [This includes all Managing Directors, Senior Directors and Executive Directors (e.g., REX-08 – REX-10)]
- Executive Committee member
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other
- Prefer not to say

**Q48C. [if Q48=Yes]**

**What action(s) did you take to address the micro-aggressions you experienced? (select all that apply)**

- Discussed the matter with my immediate supervisor or a senior manager
- Discussed the matter with my director
- Discussed the matter with the person(s) from whom I experienced the micro-aggression(s)
- Contacted a human resources professional
- Discussed the matter with my union representative
- Used an informal conflict resolution process
- Filed a grievance/complaint
- Resolved the matter informally on my own
- Other, please specify
- I took no action
- Prefer not to say

**Q48C.i. [If “I took no action” selected in Q48C]**

Please tell us if there was anything specific that held you back from taking action to address the micro-aggressions you experienced: \_\_\_\_\_

- Prefer not to say

**Q48D. [if Q48=Yes]**

**Did you know where to go for assistance?**

- Yes
- No

**Q49. Have you been the victim of harassment and/or violence\* on the job in the past year?**

- Yes

- No

As per OSFI's Work Place Harassment and Violence Prevention Policy, **work place harassment and violence** means any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment.

**Q49B. [If Q49 =Yes]**

**From whom did you experience harassment and/or violence on the job? (select all that apply)**

- Co-workers
- My immediate supervisor (The person whom you report to directly)
- My Director (REX-07)
- Senior manager [This includes all Managing Directors, Senior Directors and Executive Directors (e.g., REX-08 – REX-10)]
- Executive Committee member
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other
- Prefer not to say

**Q49C. [If Q49 =Yes]**

**Please indicate the nature of the harassment and/or violence you experienced. (select all that apply)**

- Aggressive behaviour
- Excessive control
- Being excluded or being ignored
- Humiliation
- Interference with work or withholding resources
- Offensive remark
- Personal attack
- Physical violence
- Sexual comment or gesture
- Threat
- Unfair treatment
- Yelling or shouting
- Other
- Prefer not to say

**Q49D. [If Q49 =Yes]**

**What action did you take to address the harassment and/or violence? (select all that apply)**

- Discussed the matter with my immediate supervisor or a senior manager

- Discussed the matter with my director
- Discussed the matter with the person(s) from whom I experienced the harassment
- Contacted a human resources professional
- Contacted the Designated Recipient
- Discussed the matter with my union representative
- Used an informal conflict resolution process
- Filed a grievance
- Filed a notice of occurrence
- Filed a complaint with the Canadian Human Rights Commission
- Resolved the matter informally on my own
- Other, please specify
- I took no action
- Prefer not to say

**Q49D.i. [If “I took no action” selected in Q49D]**

Please tell us if there was anything specific that held you back from taking action to address the harassment you experienced: \_\_\_\_\_

- Prefer not to say

**Q49E. [if Q49=Yes]**

**Did you know where to go for assistance?**

- Yes
- No

**COMMENTS**

**Q50. Do you wish to provide feedback to the Executive Committee about any of the topics that have been addressed in this survey?**

**Privacy Notice**

OSFI, through Environics, is collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by the Executive Committee and Senior Management (REX-08 and above). The collection of survey information is done in accordance with s. 13 of the *OSFI Act*. Any personal information collected will only be used and disclosed in accordance with the provisions of the federal *Privacy Act*.

Participation in this survey is voluntary. By participating in the survey, you are providing explicit consent for OSFI to access, use and disclose your comments and responses for the purpose of planning, management and administration, including investigative and research/statistical purposes.

**Your privacy will be respected and your responses will be kept strictly confidential. Comments will only be provided to the Executive Committee as a roll up at the OSFI level.**

- I hereby acknowledge that, I have read and understood the Privacy Notice
- Yes, I wish to add comments for the **Executive Committee** to review
- No, I do not wish to add comments for the **Executive Committee** to review

**Q50B. [if Q50=Yes] Comments will be provided as a roll up at the OSFI level and provided for review by the Executive Committee only. Names will be redacted by Environics and HR before the comments are shared. A thematic, aggregated *summary analysis* of comments received will also be prepared and made available to all OSFI employees as part of the overall survey results.**

***Please be as specific as possible however do not include any personal or confidential information, particularly as it relates to matters that are best addressed through appropriate HR mechanisms.***

Comment box for comments

**Q50C. [if Q50=Yes]**

**Which of the following area(s) are your comments related to (select all that apply):**

- Executive Committee
- Senior management
- My immediate supervisor
- Communication
- Official languages
- Training
- My job/Career
- Wellbeing
- Other, please specify:

**GENERAL INFORMATION**

**OSFI is committed to creating an environment that expressly values the individual, where employees feel safe, involved, connected, and able to bring their whole self to work.**

**The following questions are for survey analysis purposes only and will help OSFI better understand the perceptions of employees so that we can continue our work toward a workplace that is diverse and more inclusive. Any personal information collected will only be used and disclosed in accordance with the provisions of the federal *Privacy Act*.**

**We guarantee that this information will be kept completely confidential. Results will be reported by Environics in subgroups of no less than 10 completed surveys across any demographic factor. Responses from smaller groups will be combined with another group to protect the anonymity of**

respondents, or rolled-up at the Sector level, as applicable.

**Thank you for completing these important questions.**

**Q51. What is your gender:**

- Man
- Woman
- Another gender (optional to specify):
- Prefer not to say

*Race is a term used to classify people into groups based principally on physical traits such as skin colour. Racial categories are not based on science or biology but on differences society has created, with significant consequences for people's lives. Racial categories may vary over time and place and can overlap with ethnic, cultural or religious groupings. (The definition of Race is from the Data Standards for the Identification and Monitoring of Systemic Racism (2019) produced by the Government of Ontario Anti-Racism Directorate.)*

**Q52. Which racial group do you identify with? (select all that apply)**

- Black
- East / Southeast Asian
- Latino / Latina / Latinx
- Middle Eastern
- South Asian
- White
- Another racial group (optional to specify):
- Prefer not to say

*Ethnic groups refer to a person's ethnic or cultural origins. Ethnic groups have a common identity, heritage ancestry, or historical past, often with identifiable cultural, linguistic, and/or religious characteristics. (The definition of Ethnic Groups is from the Data Standards for the Identification and Monitoring of Systemic Racism (2019) produced by the Government of Ontario Anti-Racism Directorate.)*

**Q52B. Which ethnic origins do you identify with? (select all that apply)**

- Eastern Africa (e.g., Tanzania, Kenya, Uganda, Rwanda)
- Northern Africa (e.g., Algeria, Egypt, Libya, Morocco)
- Western Africa (e.g., Benin, Mali, Burkina Faso, Nigeria)
- Southern Africa (e.g., South Africa, Botswana, Namibia, Eswatini)
- Middle Africa (e.g., Angola, Cameroon, Democratic Republic of the Congo)
- Central America (e.g., Belize, Costa Rica, Mexico, Nicaragua)
- South America (e.g., Brazil, Chile, Peru)
- Central Asia (e.g., Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)
- Eastern Asia (e.g., China, Japan, Mongolia, North Korea, South Korea)

- Southern Asia (e.g., India, Pakistan, Sri Lanka)
- South-eastern Asia (e.g., Philippines, Cambodia, Indonesia)
- Western Asia (e.g., Iran, Turkey, United Arab Emirates)
- Caribbean (e.g., Cuba, Haiti, Jamaica)
- Eastern Europe (e.g., Hungary, Poland, Romania, Ukraine)
- Northern Europe (e.g., Denmark, Estonia, United Kingdom of Great Britain and Northern Ireland)
- Southern Europe (e.g., Greece, Italy, Portugal, Spain)
- Western Europe (e.g., Belgium, France, Germany, Switzerland)
- Oceania (e.g., Micronesia, Melanesia, Polynesia)
- Another ethnic origin (optional to specify):
  - I don't know
  - Prefer not to say

*An **Indigenous Person** is a North American Indian or a member of a First Nation, a Métis or Inuk (Inuit). North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.*

**Q53. Do you identify as an Indigenous Person?**

- Yes
- No
- Prefer not to say

**Q53B. [if Q53 = Yes]**

**If you wish to provide further details, please specify the group(s) to which you belong: (select all that apply)**

- North American Indian/First Nations
- Métis
- Inuk (Inuit)

Prefer not to say

*A person with a disability is a person with any impairment, including a physical, mental, intellectual, cognitive, sensory, learning or communication impairment, or a functional limitation, whether apparent or not, and permanent, temporary or episodic in nature, that hinders a person's full and equal participation in society when they face a barrier.*

*A barrier refers to a physical, structural, technological, socioeconomic or cultural obstruction, or one that is related to information, communications, attitudes or mindsets, that hinders a person's full and equal participation in society.*

**Q54. Are you a person with a disability?** *For the purposes of this questionnaire, please only identify disabilities that have lasted or are expected to last 6 months or more.*

- Yes
- No
- Prefer not to say

**Q54B. [if Q54 = Yes]**

**Please indicate the nature of your disability: (select all that apply)**

- A seeing disability - affects vision, including total blindness, partial sight and visual distortion
- A hearing disability - affects ability to hear, including being hard of hearing, deafness or acoustic distortion
- A speech disability - affects ability to talk, including total speech loss, partial speech and speech distortion.
- A mobility issue - affects ability to move your body, including the required use of a wheelchair or a cane, or other issues impacting your mobility
- Challenges with flexibility or dexterity - affect ability to move joints or perform motor tasks, especially with your hands
- A mental health disability - affects psychology or behaviour, such as anxiety, depression or social / compulsive disorder or phobia or psychiatric illness
- A sensory or environmental disability - affects sensitivity to light, sounds or other distractions, as well as allergens and other environmental sensitivities
- A chronic health condition or pain - affects ability to function on a regular or episodic basis due to migraines, Crohn's disease, colitis, and other disabilities or health conditions
- A cognitive disability affects ability to carry out tasks involving executive functioning, such as planning and organization, learning information, communication and memory, including autism or Asperger's syndrome, attention deficit disorder, and learning disabilities
- An intellectual disability affects ability to learn and to adapt behaviour to different situations
- Other disability (including: developmental disabilities and all other types of disabilities), please specify:
- Prefer not to say

*The collection of information relating to the representation of employees belonging to the 2SLGBTQIA+ community will contribute to the Government of Canada's work to improve equality for this community. Through the promotion of human rights and the development of inclusive policies and programs, OSFI continues its work toward a workplace that is diverse and more inclusive.*

**Q55. Do you identify as 2SLGBTQIA+?**

Responses to this question will not be used for obligations under the Employment Equity Act, as **2SLGBTQIA+ (Two-Spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual)** are not formally identified as designated groups in the Act. OSFI is committed to equal participation of these



groups in the workforce and is requesting this data to better understand representation in the workforce.

- Yes
- No
- Prefer not to say

**Q 55B. [if Q55 = Yes]**

**If you wish to provide further details, please specify how you self-identify. (select all that apply)**

- Two-spirit
- Lesbian
- Gay
- Bisexual
- Transgender
- Queer
- Questioning
- Intersex
- Asexual
- Another identity (optional to specify):
- Prefer not to say

**Q56. What is your age group?**

- 24 years and under
- 25 to 29 years
- 30 to 34 years
- 35 to 39 years
- 40 to 44 years
- 45 to 49 years
- 50 to 54 years
- 55 to 59 years
- 60 years and over
- Prefer not to say

**Q57. Do you currently use any of the following flexible working arrangements (FWA)? (select all that apply)**

**NOTE:** While “telework” constitutes a flexible work arrangement under OSFI’s Guidelines on flexible work arrangements and special leave, this option is now an integral part of OSFI’s hybrid work model and is used, if not by all, then by a majority of employees. As such, it has not been included on the list.

- Compressed Work Week
- Flexible Work Schedule (variable start and end times)
- Part-time Employment

- Banked Time
- Job Sharing
- Leave with Income Averaging
- Self-funded Leave
- Pre-retirement Transition Leave
- I do not use FWA
- Prefer not to say

**Q57B. [if Q57 = I do not use FWA]**

**I do not use FWA because:**

- I am not interested in any FWA
- I do not feel that it would be supported
- My request for an FWA was denied
- Other, please specify:
- Prefer not to say

**Q58. How long have you worked at OSFI?**

- Less than 2 years
- Between 2 to 15 years
- More than 15 years
- Prefer not to say

**Q59. Are you:**

- RE
- REX
- Prefer not to say

**Q60. What is your Sector/group?**

- Superintendent's Office and Internal Audit
- Supervision Sector
- Policy, Innovation and Stakeholder Affairs Sector
- Strategy, Risk and Governance Sector
- Corporate Services and Transformation Sector
- Office of the Chief Actuary
- Prefer not to say

**Q61. In which organizational work unit are you currently working?**

**Again, we guarantee that this information will be kept completely confidential. Results will be reported in subgroups of no less than 10 completed surveys per work unit. Responses from smaller work units will be combined with another work unit to protect the anonymity of respondents, or rolled-up at the Sector level, as applicable.**

- Prefer not to say

<b>Superintendent' Office and Internal Audit</b>
100 - Superintendent's Office
200 - Assistant Superintendent and Chief Operating Officer
333 - Assistant Superintendent, Policy, Innovation and Stakeholder Affairs
401 - Deputy Superintendent, Supervision
560 - Assistant Superintendent and CSRO
650 - Internal Audit
<b>Supervision Sector</b>
334/482 - Capital and Liquidity Standards Division/ Credit Risk Division
402/493/494/600 - Supervision Quality Assurance/ Supervision Institute/ Supervisory Framework/ Supervision Methods, Standards, and Controls
417/445/475 - Mortgage Insurance Group/ Insurance/ Private Pension Plans Division
422/424/426/478 - Capital Assessment/ Capital Management/ Supervision Data and Analytical Insights/ Risk Advisory Hub
425/468/479 - Reactive Monitoring On-site Group – Pensions/ Risk Assessment and Intervention Hub/ Reactive Monitoring Onsite Group
427 - International Banking
428 - Domestic Banking
466 - Supervision Central Office
486/508 - Model Risk Division (MRD)/ Market & Liquidity Risk Division (MLRD)
503 - Actuarial Division
<b>Policy, Innovation and Stakeholder Affairs Sector</b>
280/315/319 - CESA/ Communications & Engagement/ Stakeholder Affairs
311 - Approvals
312 - Prudential Policy and Strategic Liaison
320/321/351 - Regulatory Affairs Division/ Legislative Policy, Interpretations and Compliance/ Private Pension Plan Policy
350 - Climate Risk Hub
352 - Digital Innovation and Impact Hub
353/505/530 - Central Office PISA/ Accounting Policy/ Non-Financial Risk Group (NFRG)

507 - Operational Risk Division
511 - Culture & Compliance Risk Division
531 - Technology Risk Division (TRD)
<b>Strategy, Risk and Governance Sector</b>
240/561/565/566/567 - Strategic Governance Office/ Enterprise Risk Management/ Strategy and Governance, Senior Director/ Corporate Planning/ Central Office, SRG
550 - Risk & Data Analytics (RDA)
540/562/563/564 - Horizon Risk Surveillance/ Risk Quantification/ Applied Risk Research and Analytics/ Industry Surveillance
<b>Corporate Services and Transformation Sector</b>
204/206/208 - Chief Information Officer/ IM/IT Strategic Management/ Client Relationship Management
210/260/261/262 - Chief Financial Officer/ Transformation Office/ Enterprise Change Management/ Central Office, CST
211 - Finance
212 - Infrastructure and Technology Services Division
214/219 - Enterprise Information Management/ Cyber Security
217 - Application Services
230/231/253 - Chief Human Resources Officer/ HR Planning, Programs, Systems and Analytics/ Culture, Inclusion and Development
250 - Organizational Design and Staffing Solutions
251 - Workplace Effectiveness
252 - Security and Facilities Services
313 - Legal Services Division
<b>Office of the Chief Actuary</b>
700/710/720 - Chief Actuary/ Social Insurance Programs/ Public Pensions

**Please take a moment and decide if you wish to revisit your answers before proceeding to the next screen.**  
**Once you move to the next screen and complete the survey you will not be able to change your answers.**

Thank you for taking our survey. Your efforts are greatly appreciated!

## Appendix G: Survey Instrument – French

Bienvenue au sondage biennal auprès des employés du BSIF - édition 2022-23 / Welcome to the 2022-23 Biennial OSFI Employee Survey

Veuillez cocher la langue de votre choix / Please select your preferred language:

Français

Anglais

Votre opinion compte!

Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail. Le Comité de direction du BSIF veut savoir ce qui va bien et quelles améliorations peuvent être apportées et s'engage à donner suite à vos commentaires et idées.

Le lien qui se trouve dans l'invitation que vous avez reçue ne s'adresse qu'à vous; vous ne devez pas le transférer à une autre personne.

**La participation à ce sondage est volontaire, cependant, la valeur de ce sondage *repose entièrement sur les réponses franches des employés* comme vous.**

Vous avez jusqu'au 22 février pour remplir le questionnaire.

**Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses au sondage, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). En conséquence, les résultats agrégés du sondage pourraient être communiqués au Comité de direction et à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.**

**La confidentialité de vos renseignements sera respectée.** La collecte de renseignements pour le sondage est effectuée conformément à l'article 13 de la *Loi sur le BSIF*. L'utilisation et la communication de tout renseignement personnel recueilli se feront uniquement d'une manière conforme aux dispositions de la *Loi sur la protection des renseignements personnels* de compétence fédérale. Conformément à la *Loi sur la protection des renseignements personnels*, vous avez le droit d'accéder à vos réponses individuelles et de les protéger, ainsi que le droit de déposer une plainte auprès du Commissaire à la protection de la vie privée du Canada concernant le traitement de ces informations.

De plus, conformément aux normes de recherche de l'industrie et du gouvernement, Environics NE DIVULGUERA PAS les réponses individuelles au sondage à qui que ce soit au BSIF et le BSIF n'aura jamais accès aux réponses d'une façon qui lui permettrait de faire correspondre celles-ci à un employé du BSIF; seuls des rapports sommaires de données agrégées seront fournis, ainsi qu'une compilation de commentaires textuels au niveau du BSIF. Veuillez cliquer [ici](#) (insérer le LIEN) pour accéder à l'énoncé de confidentialité d'Environics.

**Comment remplir le questionnaire**

Votre participation à ce sondage est facultative et il vous faudra une vingtaine de minutes pour y répondre.

Vous pouvez répondre à toutes les questions d'un seul trait ou par section. Si vous fermez le questionnaire avant d'avoir terminé, vos réponses seront enregistrées et, lorsque vous l'ouvrirez de nouveau, il s'affichera à l'endroit où vous étiez rendu.

Toutes les questions offrent une option de réponse « Ne sais pas / Sans objet ». Veuillez choisir cette réponse si vous estimez ne pas posséder les connaissances nécessaires pour répondre à la question ou si elle ne cadre pas avec votre situation.

N'utilisez que les boutons de navigation situés au bas de votre écran pour avancer ou reculer dans le sondage. L'utilisation du bouton "Précédent" de votre navigateur pourrait entraîner la perte de vos réponses.

### **Pour nous joindre**

**Si vous avez des questions au sujet de la façon de remplir le questionnaire ou de son contenu (p. ex., les objectifs, l'échéancier ou les motifs de questions précises), veuillez écrire à Stephanie Coulter à l'adresse [stephanie.coulter@environics.ca](mailto:stephanie.coulter@environics.ca).**

### **Comité de direction**

*Le **Comité de direction** du BSIF comprend le surintendant, l'actuaire en chef, le surintendant adjoint du Secteur de la surveillance, ainsi que les surintendants auxiliaires du Secteur des services intégrés et de la transformation, du Secteur de l'innovation stratégique et des relations avec les intervenants, et du Secteur de la stratégie, du risque et de la gouvernance.*

### **Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

<b>Le Comité de direction du BSIF</b>	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q1. Crée un milieu de travail inclusif (c.-à-d. où je me sens entendu, respecté et valorisé).</b>							
<b>Q2. Traite les employés avec respect.</b>							
<b>Q3. Dirige en montrant l'exemple (joint le geste à la parole).</b>							

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q4. J'ai confiance en la capacité du Comité de direction à diriger le BSIF.</b>							

### **Haute direction**

*La **haute direction** du BSIF comprend tous les directeurs administratifs, directeurs principaux et directeurs généraux, ainsi que le dirigeant principal des ressources humaines (DPRH), le dirigeant principal de l'information (DPI), le dirigeant principal des finances (DPF), le dirigeant principal de la transformation (DPT), le dirigeant principal de l'audit (DPA) et le dirigeant principal des données (DPD) (c.-à-d. les postes de groupe et niveau REX-08 à REX-10).*

**Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

<b>L'équipe de la haute direction du BSIF</b>	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q5. Crée un milieu de travail inclusif (c.-à-d. où je me sens entendu, respecté et valorisé).</b>							
<b>Q6. Traite les employés avec respect.</b>							
<b>Q7. Dirige en montrant l'exemple (joint le geste à la parole).</b>							

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q8. J'ai confiance en la capacité de l'équipe de la haute</b>							

direction à diriger le BSIF.							
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### **Supérieur immédiat**

Le *supérieur immédiat* est la personne dont vous relevez directement.

**Q9. À quel niveau se situe la personne dont vous relevez directement (c.-à-d. votre supérieur immédiat)?**

- RE-07 ou inférieur
- REX-07
- REX-08 ou supérieur

**Q10. Depuis combien de temps êtes-vous sous la supervision de votre supérieur immédiat actuel?**

- Moins de six mois
- Plus de six mois

**Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

<b>Mon supérieur immédiat (la personne de qui vous relevez directement) :</b>	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q11. Est un bon dirigeant.</b>							
<b>Q12. Est ouvert aux suggestions de ses employés.</b>							
<b>Q13. Apprécie mon travail.</b>							
<b>Q14. Crée un milieu de travail inclusif (c.-à-d. où je me sens entendu, respecté et valorisé).</b>							
<b>Q15. Traite les employés avec respect.</b>							
<b>Q16. Dirige en montrant l'exemple</b>							



<b>Mon supérieur immédiat (la personne de qui vous relevez directement) :</b>	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>(joint le geste à la parole).</b>							

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q17. Je sais que je peux confier mes inquiétudes à mon supérieur immédiat sans crainte de représailles.</b>							

### Communication

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q18A. Les communications du Comité de direction du BSIF me tiennent au courant des questions qui m'importent.</b>							
<b>Q18B. Les communications provenant des membres du Comité de direction me tiennent au courant des questions qui m'importent.</b>							
<b>Q19. La communication est efficace entre les</b>							

équipes de mon secteur/groupe.							
Q20. On me tient au courant des questions qui ont une incidence sur mon équipe.							

Le **Comité de direction** comprend le surintendant, l'actuaire en chef, le surintendant adjoint du Secteur de la surveillance, ainsi que les surintendants auxiliaires du Secteur des services intégrés et de la transformation, du Secteur de l'innovation stratégique et des relations avec les intervenants, et du Secteur de la stratégie, du risque et de la gouvernance.

Les **secteurs/groupes** du BSIF sont le Secteur de la surveillance, le Secteur des services intégrés et de la transformation, le Secteur de l'innovation stratégique et des relations avec les intervenants, le Secteur de la stratégie, du risque et de la gouvernance, le Bureau du surintendant (y compris l'Audit interne) et le Bureau de l'actuaire en chef.

#### Langues officielles

**Q21. Dans quelle ville se situe votre bureau désigné du BSIF?**

- Montréal
- Ottawa
- Toronto
- Vancouver
- Je préfère ne pas répondre

**Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
Q22. Lorsque je rédige des documents à usage interne, y compris des courriels, je me sens libre de le faire dans la langue officielle de mon choix (français ou anglais). (Cet énoncé ne s'applique pas							

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
aux documents diffusés à l'extérieur du BSIF.)							
Q23. Lorsque j'assiste à une réunion de service, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).							
Q24. Lorsque je communique avec mon supérieur immédiat, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).							
Q25. Le BSIF offre de la formation dans la langue officielle de mon choix (français ou anglais).							

*Le supérieur immédiat est la personne dont vous relevez directement.*

### Formation

**Q26. À quelle fréquence êtes-vous en mesure d'assister aux séances de formation offertes au BSIF?**

- Régulièrement
- Occasionnellement
- Rarement
- Jamais
- Sans objet

**Q26B (SI Q26 = Toute réponse autre que « Régulièrement » ou « Sans objet »)**

**Lesquels des obstacles suivants vous empêchent de suivre une formation au BSIF? (Cochez toutes les réponses qui s'appliquent.)**

- Charge de travail
- Approbation du gestionnaire non reçue
- Aucune formation pertinente n'est offerte
- Formation dans un format pertinent / approprié non disponible (par exemple en ligne ou en personne)
- Autre (veuillez préciser):
- Ne sais pas
- Je préfère ne pas répondre

**Mon emploi/Ma carrière**

**Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q27. Mes forces personnelles sont bien exploitées dans le poste que j'occupe.</b>							
<b>Q28. Je reçois l'encadrement dont j'ai besoin pour bien faire mon travail.</b>							
<b>Q29. Lorsque mon supérieur immédiat fait le point avec moi sur mon travail, cela m'aide à améliorer mon rendement.</b>							
<b>Q30. Je comprends le Modèle de compétences en leadership et les comportements</b>							

que je dois adopter.							
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Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q31. On m'encourage à innover ou à faire preuve d'initiative dans mon travail.</b>							
<b>Q32. Je reçois le soutien* dont j'ai besoin pour gérer ma carrière.</b>							
<b>Q33. J'ai l'impression de contribuer au succès de notre organisation.</b>							
<b>Q34. Je suis fier de la contribution de mon travail au BSIF.</b>							
<b>Q35. J'ai l'intention de chercher du travail à l'extérieur du BSIF au cours des 12 prochains mois.</b>							

Le *soutien* prend de nombreuses formes et peut être donné en paroles ou en actions. Le soutien comprend les outils, les ressources et le soutien de la direction.

**Q35B (si Q35 = Quelque peu d'accord ou Tout à fait d'accord)**

Lesquels des énoncés suivants s'appliquent à votre recherche d'emploi à l'extérieur du BSIF? (Cochez toutes les réponses qui s'appliquent.)

- Besoin d'un changement
- Recherche d'une expérience différente
- Insatisfait de la relation avec le supérieur immédiat

- Manque de reconnaissance des employés
- Rémunération et avantages sociaux
- Culture et milieu de travail du BSIF
- Aucune possibilité de croissance
- Le travail ne répond pas aux attentes
- Impression d'être surmené
- Sentiment d'indifférence
- Impression d'être sous-estimé
- Faible leadership aux échelons supérieurs
- Autre (veuillez préciser) :
- Je préfère ne pas répondre

### **Subordonnés directs**

**Q36. Avez-vous présentement des employés\* qui relèvent de vous (c.-à-d. des subalternes directs)?**

- Oui
- Non
- Je préfère ne pas répondre

*Aux fins du présent sondage, les **employés** sont des personnes employées directement par le BSIF, quel que soit leur niveau ou leur poste au sein de l'organisation, p. ex., employés nommés pour une période indéterminée, employés nommés pour une période déterminée et employés à temps partiel. Cela ne comprend pas le personnel à court terme comme les employés occasionnels, les étudiants stagiaires et le personnel contractuel comme les experts-conseils.*

**Q36B. (Si Q36 = Oui)**

**Je reçois le soutien dont j'ai besoin pour chercher à résoudre les problèmes de rendement insatisfaisant.**

- Oui
- Non
- Sans objet

**Q36C. (Si Q36 = Oui)**

**J'ai accès à des ressources pour soutenir les employés de mon équipe qui font face à des défis personnels.**

- Oui
- Non
- Sans objet

### **Bien-être**

**Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q37. J'ai la latitude voulue pour classer en priorité les tâches et les fonctions quand je suis aux prises avec de multiples exigences au travail.</b>							
<b>Q38. Mon unité de travail offre un environnement où je peux m'exprimer sans hésitation et faire valoir mes opinions.</b>							
<b>Q39. J'ai le sentiment de pouvoir entamer un processus de recours officiel (p. ex., grief, plainte) sans crainte de faire l'objet de représailles.</b>							
<b>Q40. Je me sens capable d'être entièrement moi-même* au travail.</b>							
<b>Q41. Le BSIF offre les ressources appropriées qui m'aident à</b>							

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>surmonter les difficultés que présente la conciliation de ma vie professionnelle, de ma vie familiale et de ma vie personnelle (p. ex. le Programme d'aide aux employés et des initiatives de bien-être).</b>							
<b>Q42. Le BSIF réussit bien à sensibiliser les gens à la santé mentale en milieu de travail.</b>							

*Être **entièrement soi-même au travail** signifie que les employés n'ont pas l'impression de devoir laisser de côté une part d'eux-mêmes « à la porte » du bureau. Ils sentent qu'ils peuvent s'exprimer librement, être authentiques, diriger avec humilité, demander de l'aide, avoir des liens sincères avec les autres, et se permettre d'être vus réellement comme ils sont, s'ils le souhaitent.*

*La **santé mentale** est l'état d'une personne par rapport à son bien-être psychologique et émotionnel. Le bien-être est une situation où une personne réalise son potentiel, peut faire face aux tensions normales de la vie, peut travailler de façon productive et fructueuse et peut apporter une contribution à sa collectivité.*

**Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?**

	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>Q43. Le BSIF met en place des activités et des pratiques qui</b>							



	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
<b>favorisent un milieu de travail diversifié.</b>							
<b>Q44. Les possibilités d'apprentissage offertes par le BSIF m'ont permis d'être plus inclusif en milieu de travail.</b>							
<b>Q45. Le BSIF met tout en œuvre pour créer un milieu de travail qui prévient la discrimination.</b>							
<b>Q46. Il y a des obstacles systémiques qui nuisent à l'inclusion au BSIF.</b>							

Dans un **milieu de travail diversifié**, tout le monde est accepté, sans égard à la race, à l'origine nationale ou ethnique, à la couleur, à la déficience, au sexe, à l'orientation sexuelle, à l'identité ou l'expression de genre, à l'état matrimonial ou à la situation familiale, à la religion, à l'âge, à la langue, aux antécédents culturels, aux intérêts, aux points de vue ou à d'autres dimensions. Toutes les différences entre l'identité personnelle et professionnelle des collègues sont admises.

On définit les **obstacles** comme des systèmes, politiques ou pratiques qui font que certaines personnes de groupes en quête d'équité ne bénéficient pas d'un accès égal à des emplois, des services ou des programmes, ou en **systémiques** sont exclus. Ces obstacles sont de nature systémique, ce qui signifie qu'ils résultent de pratiques, de politiques, de traditions ou de valeurs institutionnelles qui peuvent être « involontaires » ou « invisibles », mais qui ont des répercussions sérieuses et durables sur la vie des personnes touchées (p. ex. sur leur cheminement professionnel).

**Q46B. [SI Q45=Tout à fait ou quelque peu d'accord] Parmi les obstacles suivants, lesquels avez-vous observés ou rencontrés au BSIF au cours de la dernière année? (Cochez toutes les réponses qui s'appliquent.)**

- Obstacles attitudinaux** : sont les comportements, les perceptions et les préjugés qui font que les personnes handicapées sont victimes de discrimination
- Obstacles physiques** : sont des immeubles ou des espaces extérieurs qui constituent des empêchements pour les personnes handicapées

- Obstacles en matière d'information** : existent lorsque des handicaps sensoriels, par exemple des troubles de l'ouïe, de la vue ou de l'apprentissage, n'ont pas été pris en considération
- Obstacles technologiques** : existent lorsqu'un appareil ou une plateforme technologique est inaccessible et ne peut être utilisé au moyen d'un dispositif d'assistance
- Obstacles organisationnels** : sont les politiques, les procédures ou les pratiques qui empêchent des personnes de participer pleinement à une situation

**Q47. Estimez-vous avoir été victime de discrimination\* au travail au cours de la dernière année?**

- Oui
- Non

La discrimination est le fait de traiter une personne différemment ou de façon inéquitable en raison d'une caractéristique qui lui est propre ou la distingue et qui, intentionnellement ou non, la désavantage par rapport à d'autres ou lui refuse ou limite un accès dont bénéficient d'autres personnes. La *Loi canadienne sur les droits de la personne* a établi 13 motifs de distinction illicite, lesquels sont fondés sur la race, l'origine nationale ou ethnique, la couleur, la religion, l'âge, le sexe, l'orientation sexuelle, l'identité ou l'expression de genre, l'état matrimonial, la situation familiale, les caractéristiques génétiques, la déficience et l'état de personne graciée.

**Q47B. [Si Q47 = Oui]**

**Sur quel motif avez-vous été victime de discrimination? (Cochez toutes les réponses qui s'appliquent.)**

- Race
- Origine nationale ou ethnique
- Couleur
- Religion
- Âge
- Sexe
- Orientation sexuelle
- Identité ou expression de genre
- État matrimonial
- Situation familiale
- Caractéristiques génétiques
- Déficience
- État de personne graciée
- Je préfère ne pas répondre

**Q47C. [Si Q47 = Oui]**

**De la part de qui avez-vous été victime de discrimination au travail? (Cochez toutes les réponses qui s'appliquent.)**

- Collègues
- Mon supérieur immédiat (la personne de qui vous relevez directement)

- Mon directeur (REX-07)
- Un membre de la haute direction [Comprend tous les directeurs généraux, les directeurs principaux et les directeurs administratifs (p. ex., REX-08 – REX-10)]
- Un membre du Comité de direction
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

**Q47D. [si Q47= Oui]**

**Quelle(s) mesure(s) avez-vous prise(s) pour remédier à la discrimination dont vous avez été victime? (Cochez toutes les réponses qui s'appliquent.)**

- J'ai discuté de la question avec mon supérieur immédiat ou un membre de la haute direction
- J'ai discuté de la question avec mon directeur
- J'ai discuté de la question avec la ou les personnes de qui j'ai été victime de discrimination
- J'ai communiqué avec un professionnel des ressources humaines
- J'ai discuté de la question avec mon représentant syndical
- J'ai eu recours à un processus informel de résolution des conflits
- J'ai déposé un grief
- J'ai déposé une plainte auprès de la Commission canadienne des droits de la personne
- J'ai réglé la question de façon informelle par moi-même
- Autre (veuillez préciser) :
- Je n'ai rien fait
- Je préfère ne pas répondre

**Q47D.i. [Si la réponse « Je n'ai rien fait » a été choisie à Q47D]**

Veuillez nous dire si une raison précise vous a retenu d'agir pour faire face à la discrimination dont vous avez été l'objet : \_\_\_\_\_

- Je préfère ne pas répondre

**Q47E. [Si Q47 = Oui]**

**Saviez-vous où aller pour obtenir de l'aide?**

- Oui
- Non

**Q48. Avez-vous vécu des microagressions\* au travail au cours de la dernière année?**

- Oui
- Non

Les **microagressions** sont des affronts, des insultes ou des signes de mépris (verbaux, non verbaux ou véhiculés par le milieu, intentionnels ou non) communiquant au quotidien des messages hostiles, désobligeants ou négatifs à des personnes ciblées uniquement en raison de leur appartenance à un groupe marginalisé.

**Q48B. [Si Q48= Oui]**

**De la part de qui avez-vous été victime de microagressions au travail? (Cochez toutes les réponses qui s'appliquent.)**

- Collègues
- Mon supérieur immédiat (la personne de qui vous relevez directement)
- Mon directeur (REX-07)
- Un membre de la haute direction [Comprend tous les directeurs généraux, les directeurs principaux et les directeurs administratifs (p. ex., REX-08 – REX-10)]
- Un membre du Comité de direction
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

**Q48C. [si Q48= Oui]**

**Quelle(s) mesure(s) avez-vous prise(s) pour faire face aux microagressions que vous avez vécues? (Cochez toutes les réponses qui s'appliquent)**

- J'ai discuté de la question avec mon supérieur immédiat ou un membre de la haute direction
- J'ai discuté de la question avec mon directeur
- J'ai discuté de la question avec la ou les personnes de qui j'ai été victime de microagressions
- J'ai communiqué avec un professionnel des ressources humaines
- J'ai discuté de la question avec mon représentant syndical
- J'ai eu recours à un processus informel de résolution des conflits
- J'ai déposé un grief ou une plainte
- J'ai réglé la question de façon informelle par moi-même
- Autre (veuillez préciser) :
- Je n'ai rien fait
- Je préfère ne pas répondre

**Q48C.i. [Si la réponse « Je n'ai rien fait » a été choisie à Q48C]**

Veuillez nous dire si une raison précise vous a retenu d'agir pour faire face aux microagressions que vous avez vécues : \_\_\_\_\_

- Je préfère ne pas répondre

**Q48D. [Si Q48 = Oui]**

**Saviez-vous où aller pour obtenir de l'aide?**

- Oui
- Non

**Q49. Avez-vous été victime de harcèlement ou de violence\* au travail au cours de la dernière année?**

- Oui
- Non

Selon la *Politique sur la prévention du harcèlement et de la violence en milieu de travail* du BSIF, le **harcèlement et la violence** en milieu de travail se définit comme suit : tout acte, comportement ou propos, notamment de

nature sexuelle, qui pourrait vraisemblablement offenser ou humilier un employé ou lui causer toute autre blessure ou maladie, physique ou psychologique, y compris tout acte, comportement ou propos réglementaire.

**Q49B. [Si Q49 =Oui]**

**De la part de qui avez-vous été victime de harcèlement ou de violence au travail? (Cochez toutes les réponses qui s'appliquent.)**

- Collègues
- Mon supérieur immédiat (la personne de qui vous relevez directement)
- Mon directeur (REX-07)
- Un membre de la haute direction [Comprend tous les directeurs généraux, les directeurs principaux et les directeurs administratifs (p. ex., REX-08 – REX-10)]
- Un membre du Comité de direction
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

**Q49C. [si Q49 = Oui]**

**Veillez indiquer la nature du harcèlement ou de la violence dont vous avez été victime.**

- Comportement agressif
- Contrôle excessif
- Être exclus ou ignoré
- Humiliation
- Interférence avec le travail ou retenue des ressources
- Remarque injurieuse
- Attaque personnelle

- Violence physique
- Commentaire ou geste de nature sexuelle
- Menace
- Traitement injuste
- Cris ou hurlements
- Autre
- Je préfère ne pas répondre

**Q49D. [Si Q49 = Oui]**

**Quelles mesures avez-vous prises pour remédier au harcèlement ou à la violence? (Cochez toutes les réponses qui s'appliquent.)**

- J'ai discuté de la question avec mon supérieur immédiat ou un membre de la haute direction
- J'ai discuté de la question avec mon directeur
- J'ai discuté de la question avec la ou les personnes de qui j'ai été victime de harcèlement
- J'ai communiqué avec un professionnel des ressources humaines
- J'ai communiqué avec le destinataire désigné
- J'ai discuté de la question avec mon représentant syndical
- J'ai eu recours à un processus informel de résolution des conflits
- J'ai déposé un grief
- J'ai déposé un avis d'incident
- J'ai déposé une plainte auprès de la Commission canadienne des droits de la personne
- J'ai réglé la question de façon informelle par moi-même
- Autre (veuillez préciser) :
- Je n'ai rien fait
- Je préfère ne pas répondre

**Q49D.i. [Si la réponse « Je n'ai rien fait » a été choisie à Q49D]**

Veuillez nous dire si une raison précise vous a retenu d'agir pour faire face au harcèlement dont vous avez été l'objet : \_\_\_\_\_

- Je préfère ne pas répondre

**Q49E. [Si Q49 = Oui]**

**Saviez-vous où aller pour obtenir de l'aide?**

- Oui
- Non

**Commentaires**

**Q50. Souhaitez-vous formuler des commentaires à l'intention du Comité de direction sur les sujets abordés dans ce sondage?**

### Avis de confidentialité

Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses au sondage, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par le Comité de direction et la haute direction du BSIF (niveaux REX-08 et supérieurs). La collecte de renseignements pour le sondage est effectuée conformément à l'article 13 de la *Loi sur le BSIF*. Toute information personnelle recueillie ne sera utilisée et divulguée que conformément aux dispositions de la *Loi sur la protection des renseignements personnels*.

La participation à ce sondage est volontaire. En y participant, vous consentez explicitement à ce que le BSIF reçoive, utilise et communique vos commentaires et réponses à des fins de planification, de gestion et d'administration, y compris à des fins d'enquête, de recherche et de statistique.

La confidentialité de vos renseignements sera respectée et vos réponses demeureront strictement confidentielles. Les commentaires seront transmis uniquement au Comité de direction, dans une compilation, au niveau du BSIF.

- Je reconnais par la présente avoir lu et compris l'avis de confidentialité
- Oui, je souhaite formuler des commentaires à l'intention du **Comité de direction** afin qu'il en prenne connaissance.
- Non, je ne souhaite pas formuler des commentaires à l'intention du **Comité de direction** afin qu'il en prenne connaissance.

**Q50B. [Si Q50 = Oui] Les commentaires seront présentés sous forme de compilation au niveau du BSIF et seront transmis uniquement au Comité de direction. Tous les renseignements personnels, dont les noms, seront retirés des commentaires par Environics et les RH avant leur transmission. Une analyse sommaire des commentaires regroupés sera préparée par thème et pourra être consultée par tous les employés du BSIF dans le cadre des résultats généraux du sondage.**

***Veillez être aussi précis que possible tout en prenant soin de ne pas inclure de renseignements personnels ou confidentiels, particulièrement sur des points qu'il est préférable d'aborder à l'aide des mécanismes appropriés des RH.***

Case pour commentaires

**Q50C. [si Q50= Oui]**

**Auxquels des thèmes suivants vos commentaires se rapportent-ils? (Cochez toutes les réponses qui s'appliquent.)**

- Comité de direction
- Haute direction
- Supérieur immédiat

- Communication
- Langues officielles
- Formation
- Mon emploi/ma carrière
- Bien-être
- Autre (veuillez préciser) :

### **Renseignements généraux**

**Le BSIF s’engage à créer un environnement qui valorise expressément la personne, où l’employé se sent en sécurité, engagé, connecté et capable d’être lui-même au travail.**

**Les questions suivantes ne sont posées qu’à des fins d’analyse du sondage et aideront le BSIF à mieux comprendre les perceptions des employés afin que nous puissions poursuivre la création d’un milieu de travail diversifié et plus inclusif.**

**Nous vous donnons l’assurance que vos réponses seront traitées de façon confidentielle. Les réponses présentées dans le rapport établi par Environics seront tirées d’au moins dix questionnaires remplis par des employés ayant au moins une caractéristique démographique en commun. Les réponses des plus petites unités seront groupées avec celles d’une autre unité afin d’assurer l’anonymat des répondants ou regroupées au niveau du secteur, le cas échéant.**

**Nous vous remercions de bien vouloir répondre aux questions suivantes.**

#### **Q51. Quel est votre genre?**

- Homme
- Femme
- Autre (précisez si vous le souhaitez) :
- Je préfère ne pas répondre

*Le terme **race** est utilisé pour catégoriser les personnes dans des groupes qui se différencient principalement des autres par un ensemble de caractères physiques héréditaires comme la couleur de la peau. Les groupes raciaux n’ont aucun fondement scientifique ou biologique, mais sont déterminés par les différences que la société a choisi de mettre en avant, avec d’importantes conséquences sur la vie des personnes. Cette classification peut évoluer au fil du temps ou varier selon les régions, et coïncider avec certains groupes ethniques, culturels ou religieux. (La définition des groupes raciaux provient des Normes relatives aux données en vue de repérer et de surveiller le racisme systémique (2019) émises par la Direction générale de l’action contre le racisme du gouvernement de l’Ontario.)*

#### **Q52. À quel groupe racial vous identifiez-vous? (Cochez toutes les réponses qui s’appliquent.)**

- Noir
- Est-asiatique / Asiatique du Sud-Est
- Latino / Latina / Latinx
- Moyen-oriental
- Sud-asiatique
- Blanc



- Autre groupe racial (précisez si vous le souhaitez) :
- Je préfère ne pas répondre

Les **groupes ethniques** désignent l'origine ethnique ou culturelle d'une personne. Les membres d'un groupe ethnique ont en commun une identité, un patrimoine, une ascendance ou une histoire qui comportent souvent des caractéristiques culturelles, linguistiques ou religieuses identifiables.

(La définition des groupes ethniques provient des Normes relatives aux données en vue de repérer et de surveiller le racisme systémique (2019) émises par la Direction générale de l'action contre le racisme du gouvernement de l'Ontario.)

**Q52B. À quelles origines ethniques vous identifiez-vous? (Cochez toutes les réponses qui s'appliquent.)**

- Afrique de l'Est (p. ex., Tanzanie, Kenya, Ouganda, Rwanda)
- Afrique du Nord (p. ex., Algérie, Égypte, Libye, Maroc)
- Afrique de l'Ouest (p. ex., Bénin, Mali, Burkina Faso, Nigéria)
- Afrique du Sud (p. ex., Afrique du Sud, Botswana, Namibie, Eswatini)
- Afrique centrale (p. ex., Angola, Cameroun, République démocratique du Congo)
- Amérique centrale (p. ex., Belize, Costa Rica, Mexique, Nicaragua)
- Amérique du Sud (p. ex., Brésil, Chili, Pérou)
- Asie centrale (p. ex., Kazakhstan, Kirghizistan, Tadjikistan, Turkménistan, Ouzbékistan)
- Asie de l'Est (p. ex., Chine, Japon, Mongolie, Corée du Nord, Corée du Sud)
- Asie du Sud (p. ex., Inde, Pakistan, Sri Lanka)
- Asie du Sud-Est (p. ex., Philippines, Cambodge, Indonésie)
- Asie de l'Ouest (p. ex., Iran, Turquie, Émirats arabes unis)
- Caraïbes (p. ex., Cuba, Haïti, Jamaïque)
- Europe de l'Est (p. ex., Hongrie, Pologne, Roumanie, Ukraine)
- Europe du Nord (p. ex., Danemark, Estonie, Royaume-Uni de Grande-Bretagne et de l'Irlande du Nord)
- Europe du Sud (p. ex., Grèce, Italie, Portugal, Espagne)
- Europe de l'Ouest (p. ex., Belgique, France, Allemagne, Suisse)
- Océanie (p. ex., Micronésie, Mélanésie, Polynésie)
- Autre origine ethnique (précisez si vous le souhaitez) :
- Je ne sais pas
- Je préfère ne pas répondre

Une **personne autochtone** est un Indien de l'Amérique du Nord ou un membre d'une Première Nation, un Métis ou un Inuk (Inuit). Les termes « Indien de l'Amérique du Nord » et « membres d'une Première Nation » désignent les Indiens de plein droit, des traités ou inscrits aussi bien que les Indiens n'ayant pas statut légal ou non inscrits.

**Q53. Vous identifiez-vous comme une personne autochtone?**

- Oui

- Non
- Je préfère ne pas répondre

**Q53B. [si Q53 = Oui]**

**Si vous souhaitez fournir plus de détails, veuillez préciser le ou les groupes auxquels vous appartenez. (Cochez toutes les réponses qui s'appliquent.)**

- Indien d'Amérique du Nord /Premières Nations
- Métis
- Inuk (Inuit)
- Je préfère ne pas répondre

*Une **personne en situation de handicap** est une personne atteinte d'une déficience notamment physique, intellectuelle, cognitive, mentale ou sensorielle, d'un trouble d'apprentissage ou de la communication ou une limitation fonctionnelle, de nature permanente, temporaire ou épisodique, manifeste ou non et dont l'interaction avec un obstacle nuit à la participation pleine et égale de la personne dans la société*

*Dans ce contexte, un obstacle est un élément – de nature physique, structurelle, technologique, socioéconomique ou culturelle, ou lié à l'information, aux communications, aux attitudes ou aux mentalités – qui nuit à la participation pleine et égale d'une personne dans la société.*

**Q54. Êtes-vous une personne en situation de handicap? Aux fins de ce questionnaire, veuillez indiquer uniquement les conditions qui durent depuis six mois ou qui pourraient durer six mois ou plus.**

- Oui
- Non
- Je préfère ne pas répondre

**Q54B. [si Q54 = Oui]**

**Veuillez indiquer la nature de votre handicap (cochez toutes les réponses qui s'appliquent) :**

- Trouble de la vision qui nuit à la vue, notamment la cécité totale, la vue partielle et la distorsion visuelle.
- Trouble de l'audition qui nuit à la capacité d'entendre, notamment l'état de malentendant, la surdité ou la distorsion acoustique.
- Trouble de la parole qui nuit à la capacité de parler, notamment la perte totale de la parole, les troubles partiels de la parole et la distorsion de la parole.
- Problème de mobilité qui nuit à la capacité de bouger ou qui rend notamment l'utilisation d'un fauteuil roulant ou d'une canne nécessaire, ou autres problèmes qui influent sur la mobilité.
- Problème de flexibilité ou de dextérité qui nuit à la capacité de bouger les articulations ou d'effectuer des tâches motrices, en particulier avec les mains.
- Problème de santé mentale qui influe sur la psychologie ou le comportement, comme l'anxiété, la dépression ou les troubles sociaux ou compulsifs, ou une phobie ou une maladie psychiatrique.

- Trouble sensoriel ou lié à l'environnement qui nuit à la sensibilité à la lumière, aux sons ou à d'autres distractions, ainsi que les allergènes et autres sensibilités environnementales.
  - Maladie ou douleur chronique qui nuit de façon régulière ou épisodique à la capacité de fonctionner en raison de migraines, de la maladie de Crohn, de colites et d'autres handicaps ou problèmes de santé.
  - Trouble cognitif qui nuit à la capacité d'effectuer des tâches qui nécessitent un fonctionnement exécutif, comme la planification et l'organisation, l'apprentissage de l'information, la communication et la mémoire, notamment l'autisme ou le syndrome d'Asperger, le trouble déficitaire de l'attention, et les difficultés d'apprentissage.
  - Handicap intellectuel qui nuit à la capacité d'apprendre et d'adapter le comportement à différentes situations.
  - Autre handicap (y compris les difficultés de développement et tout autre type de handicap) (veuillez préciser):
- Je préfère ne pas répondre

*La collecte de données sur la représentation des employés qui appartiennent à la communauté 2ELGBTQIA+ contribuera au travail que fait le gouvernement du Canada pour améliorer l'égalité pour ses membres. Par le biais de la promotion des droits de la personne et le développement de politiques et programmes inclusifs, le BSIF poursuit ses efforts en vue d'offrir un milieu de travail diversifié et plus inclusif.*

**Q55. Vous identifiez-vous comme une personne 2ELGBTQIA+?**

Les réponses à cette question ne seront pas utilisées pour les obligations prévues dans la Loi sur l'équité en matière d'emploi, puisque les personnes **2ELGBTQIA+ (deux esprits, lesbiennes, gaies, bisexuelles, transgenres, queers, en questionnement, intersexuées et asexuelles)** ne sont pas officiellement identifiées comme groupes désignés dans la Loi. Le BSIF s'est engagé à assurer une participation égale de ces groupes dans son effectif et demande ces données dans le but de mieux comprendre la représentation dans son effectif.

- Oui
- Non
- Je préfère ne pas répondre

**Q55B. [si Q55 = oui]**

**Si vous souhaitez fournir plus de détails, veuillez préciser comment vous vous auto-identifiez. (Cochez toutes les réponses qui s'appliquent.)**

- Deux esprits
- Lesbienne
- Gaie
- Bisexuelle
- Transgenre
- Queer
- En questionnement

- Intersexuée
- Asexuelle
- Autre identité (précisez si vous le souhaitez) :
- Je préfère ne pas répondre

**Q56. À quel groupe d'âge appartenez-vous?**

- 24 ans et moins
- 25 à 29 ans
- 30 à 34 ans
- 35 à 39 ans
- 40 à 44 ans
- 45 à 49 ans
- 50 à 54 ans
- 55 à 59 ans
- 60 ans et plus
- Je préfère ne pas répondre

**Q57. Profitez-vous présentement de l'une des modalités de travail flexibles (MTF) suivantes? (Cochez toutes les réponses qui s'appliquent.)**

**REMARQUE :** Bien que le "télétravail" constitue une modalité de travail flexible selon les lignes directrices du BSIF sur les modalités de travail flexibles et les congés spéciaux, cette option fait désormais partie intégrante du modèle de travail hybride du BSIF et est utilisée, sinon par tous, du moins par une majorité d'employés. C'est pourquoi elle n'a pas été incluse dans la liste.

- Semaine de travail comprimée
- Horaire flexible (heures de début et de fin variables)
- Travail à temps partiel
- Crédit d'heures de travail
- Partage d'emploi
- Congé avec étalement du revenu
- Congé autofinancé
- Congé de transition à la retraite
- Je ne profite pas de MTF
- Je préfère ne pas répondre

**Q57B. [si Q57 = Je ne profite pas de MTF]**

**Je ne profite d'aucune des modalités de travail flexibles (MTF) parce que :**

- Je ne suis intéressé par aucune MTF
- Je ne crois pas que ma demande serait appuyée
- Ma demande de MTF a été refusée
- Autre (veuillez préciser):

- Je préfère ne pas répondre

**Q58. Depuis combien de temps travaillez-vous au BSIF?**

- Moins de 2 ans
- Entre 2 et 15 ans
- Plus de 15 ans
- Je préfère ne pas répondre

**Q59. À quelle catégorie d'employés appartenez-vous?**

- RE
- REX
- Je préfère ne pas répondre

**Q60. Quel est votre secteur / groupe?**

- Bureau du surintendant et Audit interne
- Secteur de la surveillance
- Secteur de l'innovation stratégique et des relations avec les intervenants
- Secteur de la stratégie, du risque et de la gouvernance
- Secteur des services intégrés et de la transformation
- Bureau de l'actuaire en chef
- Je préfère ne pas répondre

**Q61. Dans quelle unité de l'organisation travaillez-vous à l'heure actuelle?**

**Encore une fois, nous vous donnons l'assurance que vos réponses seront traitées de façon confidentielle. Les réponses présentées dans le rapport seront tirées d'au moins dix questionnaires remplis par des employés d'une unité de travail donnée. Les réponses des plus petites unités seront groupées avec celles d'une autre unité de travail afin d'assurer l'anonymat des répondants ou regroupées au niveau du secteur, le cas échéant.**

- Je préfère ne pas répondre

<b>Bureau du surintendant et Audit interne</b>
100 - Bureau du surintendant
200 - Surintendant(e) auxiliaire et dirigeant(e) principal(e) des opérations
333 - Surintendant(e) auxiliaire, Innovation stratégique et Relations avec les intervenants
401 - Surintendant adjoint, Surveillance
560 - Surintendant(e) auxiliaire et dirigeant(e) principal(e) de la stratégie et des risques
650 - Vérification interne
<b>Secteur de la surveillance</b>

334/482 - Division des fonds propre/ Division sur le risque de crédit
402/493/494/600 - Assurance de la qualité en surveillance/ Institut de surveillance/ Cadre de surveillance/ Méthodes, normes et contrôles de surveillance
417/445/475 - Assurance hypothèques/ Assurance/ Division des régimes de retraite privés
422/424/426/478 - Évaluation des fonds propres/ Gestion des fonds propres/ GR Données et perspectives analytiques de surveillance/ Centre consultatif sur le risque
425/468/479 - GR du suivi réactif et d'examen-retraite/ Centre d'évaluation du risque et d'intervention/ Groupe de suivi réactif et d'examen sur place
427 - Services bancaires internationaux
428 - Services bancaires nationaux
466 - Bureau Central de la surveillance
486/508 - Division des risques de modélisation (DRM)/ Division des risques de marché et de liquidité (DRML)
503 - Division de l'actuariat
<b>Secteur de l'innovation stratégique et des relations avec les intervenants</b>
280/315/319 – Comm., Mobilisation et Relations avec les intervenants/ Communications et Engagement/ Relations avec les intervenants
311 - Approbations
312 - Politiques prudentielles et liaison de politiques stratégiques
320/321/351 - Division des affaires réglementaires/ Politique, interprétations et conformité législatives / Politiques des régimes de retraite privés
350 - Le carrefour du risque climatique
352 - Le carrefour de l'innovation et de l'impact numérique
353/505/530 - Bureau central, ISRI / Pratique de comptabilité / Groupe du risque non-financier (GRNF)
507 - Division de la gestion du risque opérationnel
511 - Division des risques liés à la culture et à la conformité
531 - Division des risques liés à la technologie (DRT)
<b>Secteur de la stratégie, du risque et de la gouvernance</b>
240/561/566/567 – Bureau de la gouvernance stratégique/ Gestion de risques d'entreprise/ Planification intégrée / Bureau central de la stratégie et des risques
550 – Services d'analyse du risque et des données (SARD)

540/562/563/564 – Surveillance des risques à l’horizon / Quantification des risques/ Recherche appliquée sur le risque et de l’analyse des données/ Surveillance de l’industrie
<b>Secteur des services intégrés et de la transformation</b>
204/206/208 - Dirigeante principale de l'information/ Gestion stratégique de la GI-TI/ Gestion des relations avec la clientèle
210/260/261/262 – Dirigeant(e) principal(e) des finances/ Groupe de la transformation/ Gestion du changement de l’entreprise/ Bureau central, Services intégrés et Transformation
211 - Finances
212 - Division de l'infrastructure et des services technologiques
214/219 - Gestion de l'information de l'entreprise/ Cybersécurité
217 - Services des applications
230/231/253 – Dirigeant(e) principal(e) des ressources humaines/ Planification, Programmes, Systèmes et Analyses RH / Culture, Inclusion et Perfectionnement
250 – Efficacité en milieu de travail Conception organisationnelle et solutions en dotation
251 – Efficacité en milieu de travail
252 – Sécurité et services des installations
313 – Division des services juridiques
<b>Bureau de l’actuaire en chef</b>
700/710/720 - Actuaire en chef/ Programmes d’assurance sociale/ Public Pensions

**Veillez prendre un instant pour décider si vous souhaitez revoir vos réponses avant de passer à l’écran suivant.**

**Si vous passez à l’écran suivant pour terminer le sondage, vous ne pourrez plus modifier vos réponses.**

Merci d'avoir participé à notre sondage. Nous apprécions grandement vos efforts

Thank you for taking our survey. Your efforts are greatly appreciated!

## **Appendix H: Full Set of Tabulated Data**

The full set of tabulated data is submitted in a separate document.