



Office of the Superintendent of
Financial Institutions Canada

Bureau du surintendant des
institutions financières Canada

2025 OSFI Employee Survey (ES)

Final report

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

Supplier Name: Environics Research

Contract Number: CW2371736

Contract Value: \$84,947.75 (including HST)

Award Date: 2024-08-16

Delivery Date: 2025-05-16

Registration Number: POR 027-24

For more information on this report, please contact OSFI at: information@osfi-bsif.gc.ca

Ce rapport est aussi disponible en français.

Canada 

**2025 Office of the Superintendent of Financial Institutions (OSFI) Employee Survey (ES)
Final report**

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

Supplier: Environics Research

Registration: POR 027-24

May 2025

Permission to reproduce

This publication may be reproduced for non-commercial purposes only. Prior written permission must be obtained from OSFI. For more information on this report, please contact OSFI at: information@osfi-bsif.gc.ca

Communications Engagement and Stakeholder Affairs
Office of the Superintendent of Financial Institutions
255 Albert St.
Ottawa, ON
K1A 0H2

© His Majesty the King in Right of Canada, as presented by the Minister of Government Transformation, Public Works and Procurement, 2025

Cat. No. IN4-29/2025E-PDF

ISBN 978-0-660-77400-8

Related publications

Cat. No. IN4-29/2025F-PDF (Final Report, French)

ISBN 978-0-660-77401-5

Table of contents

2025 OSFI Employee Survey (ES)	1
Executive summary	ii
Background and objectives	ii
Methodology	ii
Cost of research.....	iii
Report.....	iii
Key findings	iii
Methodology	5
Response rates	5
Quality control.....	6
Qualitative analysis of comments	6
How to interpret the results.....	7
Key findings	7
Detailed findings	11
A. My organization.....	11
B. Leadership – Executive leadership team & senior management	19
C. Leadership – Immediate supervisor	23
D. Official languages.....	25
E. My job.....	28
F. Wellbeing.....	33
G. Discrimination, micro-aggressions, harassment & violence.....	38
Appendix A: Respondent profile	46
Respondent profile	46
Appendix B: Email invitation	51
Appendix C: Email reminders	53
Appendix D: Deadline extension email	57
Appendix E: Last day reminder	59
Appendix F: Survey instrument – English	61
Appendix G: Survey instrument – French	90
Appendix H: Full set of tabulated data	124

Executive summary

Background and objectives

OSFI employs over 1200 people in four different locations (Ottawa, Toronto, Montreal and Vancouver) to meet its mandate as the federal regulator and supervisor of more than 400 financial institutions and 1200 pension plans.

The ES seeks to assess employee levels of satisfaction and to identify potential areas for improvement. Following each survey, OSFI implements improvements based on the feedback of employees, and measures the effectiveness of those improvements in the subsequent survey. It is important to OSFI management to hear the opinions of employees, to understand if their needs are being met, and to solicit their suggestions for improvements.

As per OSFI's 2024-25 Departmental Plan, one of OSFI's key priorities is to embed a culture within the organization that ensures employees can thrive in an ever-changing and uncertain environment and embrace the critical success factors of grit, integrity, and urgency in all aspects of their work.

This work will entail developing and executing a change management strategy relating to culture, conducting a GBA+ review and developing culture metrics as part of our DEI strategy and objectives, continuing to implement our future of hybrid work model including modernizing office workspace, and leveraging innovation, experimentation, knowledge sharing and enabling technology while fostering a sense of shared purpose.

This research collects opinions on (among other areas): overall employee satisfaction, internal communication, performance management, career development, work-life balance, leadership, use of official languages, culture, collaboration, as well as diversity and inclusion. The results will help management plan priorities for dealing with any employee engagement and effectiveness issues.

The survey is designed to measure key areas that impact employee retention and engagement, e.g., my organization, leadership, official languages, my job, and wellbeing.

Other objectives include:

- Giving employees a chance to be heard.
- Identifying emerging or changing issues of importance to employees.

Methodology

EnviroNics Research surveyed 890 OSFI employees between January 20th, 2025 to February 19th, 2025.

Sector	Number of employees	Completed surveys	Response rate
Superintendent's Office and Internal Audit	32	14	44%
Supervision Sector	441	291	66%
Strategy, Risk and Governance Sector	176	125	71%
Corporate Services Sector	356	198	56%
Regulatory Response Sector	177	105	59%
National Security Sector	18	15	83%
Office of the Chief Actuary	56	38	68%
Prefer not to say	n/a	104	n/a
Total	1,256	890	71%

Cost of research

The contract value was \$84, 947.75 (including HST).

Report

This report begins with an executive summary outlining key findings and conclusions, followed by a detailed analysis of the survey data. Provided under a separate cover is a detailed set of “tables” presenting the results for all questions for the total.

In this report, quantitative results are expressed as percentages unless otherwise noted. Results may not add to 100% due to rounding or multiple responses. Net results cited in the text may not exactly match individual results shown in the tables due to rounding.

Key findings

- Overall results in 2025 represent a mix between “positive” and “consider areas to watch”.
 - The most positive results are in the Immediate Supervisor theme, consistent with 2023. Still strong, but somewhat less so, are results in the My job theme. The results for Leadership (ELT and Senior Management) are comparatively lower and have declined since 2023.
- Results vary by sector, tenure, preferred official language and office location.
 - Employees in the Superintendent's Office & Internal Audit and Office of the Chief Actuary provide the highest average scores, while those in the Regulatory Response Sector and National Security Sector offer lower scores.
 - Employees who have worked at OSFI for less than two years give higher scores than those with longer tenures.
 - While results of questions on Official Languages were generally positive, scores are lower among Francophone employees and in bilingual regions (Montreal and Ottawa).
- Driver analysis shows that ‘Feeling valued and personal contribution to OSFI’ is the main driver of overall employee engagement. This is followed by ‘Feeling respected and well-informed by leadership’.
- To align with current OSFI priorities, the 2025 questionnaire was updated, resulting in an overall mean score that is not directly comparable to the 2023 overall mean score. For comparison purposes only, the 30 scale questions that remained the same from 2023 to 2025 were calculated into a parallel mean that showed a decline in 2025.

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

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 Communications Policy 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.

Clementine Blanchard
Vice President, Digital Service
clementine.blanchard@environics.ca

Supplier name: Environics Research Group
Contract number: CW2371736
Original contract date: 2024-08-16

For more information, contact the Department at information@osfi-bsif.gc.ca

Methodology

The OSFI Employee Survey is an ongoing research project going back to 2005. The 2025 iteration of the survey was available for employee participation from January 20th to February 19th, 2025.

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 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 34 minutes to complete.

Environics worked in consultation with OSFI to develop the 2025 survey, which consisted of tracking metrics as well as new questions to reflect current OSFI priorities. The survey contained a total of 115 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, 34 questions (out of 115) can be compared directly to the 2023 results (64 questions with 5-point scales and 51 other questions).

Response rates

In total, 1256 employees were invited to participate with 890 employees completing the survey for an overall response rate of 71%. There is a steady decrease in OSFI participation over the last 6 iterations of the survey. The participation rate was 73% in 2023, 80% in 2020, 81% in 2019, 85% in 2018 and 87% in 2017.

The response rate differed among sectors; those in the Superintendents' Office and Internal Audit Sector (44%) were the least likely to respond and those in the National Security Sector (83%) and Strategy, Risk and Governance Sector (71%) were the most likely to. Among employees who responded, 16% chose not to identify their work unit (compared with 16% in 2023), effectively reducing the response rate in various sectors/groups. Most identified their sector/group, with 8% not identifying any affiliation at all (compared to 14% in 2023).

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 (890) is divided by the total number of OSFI employees (1256). As a result, the response rate for any given sector may be higher than reported in Table 1 as the 104 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 71% of the population is included.

Table 1 – Response rate

Sector	Number of employees	Completed	Response
Superintendent’s Office and Internal Audit	32	14	44%
Supervision Sector	441	291	66%
Strategy, Risk and Governance Sector	176	125	71%
Corporate Services Sector	356	198	56%
Regulatory Response Sector	177	105	59%
National Security Sector	18	15	83%
Office of the Chief Actuary	56	38	68%
Prefer not to say	n/a	104	n/a
Total	1,256	890	71%

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 21 employees at OSFI, including 12 in English and 9 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 890 completed surveys, 211 provided a valid open-ended comment to be shared with the executive leadership team (24% of respondents). The proportion of respondents who provided comments is the same as 2023 (24%).

The graph 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

Thematic area	# of comments
Senior management	123
My organization	113
Executive leadership team	98
Wellbeing	90
My job	49
Immediate supervisor	13
Official languages	6

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 chart that is followed by the letter “n” inside brackets, “(n)” indicates that it is notably higher or lower than the comparable question in 2023.

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

The 2024 Public Service Employee Survey (PSES) results have not yet been released therefore comparison to the 2024 PSES results is not available.

Key findings

Survey results were explored overall, in comparison to previous years’ results, and by sector/group of OSFI. Of the seven 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 (44%) and Ottawa (42%) with four percent of respondents working in Montreal and fewer in Vancouver (2%), leaving a portion of survey respondents who chose not to indicate their location (7%).

There was an even split among employees responding by gender (39% male, 43% female) with seventeen per cent 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 20% responses coming from newer employees (with less than two years at OSFI) and 12% who have been with OSFI for more than 15 years. A large majority of those who responded are RE employees (70% with 16% being REX) and 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	Count
Supervision Sector	33%	291
Corporate Services Sector	22%	198
Strategy, Risk and Governance Sector	14%	125
Regulatory Response Sector	12%	105
Office of the Chief Actuary	4%	38
National Security Sector	2%	15
Superintendent’s Office and Internal Audit	1%	14
Prefer not to say	12%	104

Table 3.2 – Sample distribution by designated office

In which city is your designated OSFI office located?	Percent	Count
Toronto	44%	417
Ottawa	42%	373
Montreal	4%	37
Vancouver	2%	22
Prefer not to say	7%	63

Table 3.3 – Sample distribution by gender

What is your gender:	Percent	Count
Woman	43%	387
Man	39%	344
Another gender	<1%	4
Prefer not to say	17%	155

Table 3.4 – Sample distribution by 2SLGBTQIA+ identification

Do you identify as 2SLGBTQIA+?	Percent	Count
Yes	4%	39
No	77%	685
Prefer not to say	19%	166

Table 3.5 – Sample distribution by tenure

How long have you worked at OSFI?	Percent	Count
Less than 2 years	20%	180
Between 2 to 15 years	56%	494
More than 15 years	12%	105
Prefer not to say	12%	111

Table 3.6 – Sample distribution by classification

Are you:	Percent	Count
RE	70%	626
REX	16%	138
Prefer not to say	14%	126

Table 3.7 – Sample distribution by language of completion

Survey completion language	Percent	Count
English	93%	829
French	7%	61

Across the 53 closed-ended scale questions in the survey, the average index score is 3.92. Those in Superintendent's Office and Internal Audit have the highest index score overall (4.46), followed by those in the Office of the Chief Actuary (4.35), Strategy, Risk and Governance (4.18) and Corporate Services Sector (3.95). The index scores in Supervision Sector (3.85), Regulatory Response Sector (3.83), National Security Sector (3.62) and those who preferred not to say their sector/group (3.65) are below 2025's OSFI-wide average.

Table 4 - Overall mean* by group

Sector/group	2025 means
Superintendent's Office and Internal Audit	4.46
Office of the Chief Actuary	4.35
Strategy, Risk and Governance Sector	4.18
Corporate Services Sector	3.95
Supervision Sector	3.85
Regulatory Response Sector	3.83
National Security Sector	3.62
Prefer not to say	3.65
OSFI overall	3.92

**Note: The 2025 index scores provide means using the 5-point scale questions in 2025. This does not include the questions "I have intentions of looking for a job outside of OSFI within the next 12 months", "Systemic barriers to inclusion exist at OSFI", "Overall to what extent do the following factors cause you work-related stress", "My work-related stress is...", "How often are you able to attend training opportunities available at OSFI (including the Canada School of Public Service).", "How frequently do you observe examples of collaboration at OSFI?".*

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

Table 5 – Overall results by group and thematic area

Thematic area	Supervision Sector	Regulatory Response Sector	Strategy, Risk and Governance Sector	Corporate Services Sector	National Security Sector	Office of the Chief Actuary	Superintendent's Office & Internal Audit	OSFI overall
My organization	3.54	3.45	3.91	3.57	3.49	4.22	4.23	3.59
Leadership - Executive leadership team & senior management	3.46	3.34	4.10	3.44	3.11	4.28	4.22	3.53
Leadership - immediate supervisor	4.37	4.57	4.49	4.56	3.93	4.70	4.77	4.48
My job	3.91	3.85	4.20	4.07	3.40	4.35	4.66	3.97
Official languages	4.68	4.46	4.69	4.59	4.70	4.34	4.66	4.62
Wellbeing	3.56	3.70	4.02	3.87	3.49	4.15	4.40	3.73

Detailed findings

A. My organization

Summary

- A new question was asked this year to understand what employees think about OSFI's workplace. The top five attributes that employees agree describe OSFI's workplace (from a list provided) are: results-oriented (73%), respectful (67%), inclusive (65%), collaborative (65%), and supportive (64%).
 - While the top five descriptors are mostly consistent across sectors, the following are the unique descriptors that fall into the top five: innovative for Superintendent's Office and Internal Audit; agile for Supervision Sector and Regulatory Response Sector; and both growth-oriented and balanced for Office of the Chief Actuary and National Security Sector.
- A question was brought back from 2020 which asked employees about their observations of collaboration at OSFI. Collaboration is seen very or somewhat frequently between colleagues (93%) and between managers (83%), although both are down from 2020 (97% and 88%, respectively). Collaboration is less frequently observed between OSFI offices (66%, stable), and between divisions (64%, down from 75%). Employees observe the least collaboration between sectors (43%, down from 62%).
 - Examples of collaboration between division are more frequently seen by employees in the Strategy, Risk and Governance Sector, National Security Sector, and Supervision Sector (79%, 73%, and 72%).
 - Respondents in the Montreal and Vancouver offices observe examples of collaboration between offices more frequently (83% and 78%).
- A majority of employees (77%) agree that OSFI implements activities and practices that support a diverse workplace, a decrease since 2023 (86%), returning closer to 2020 levels (80%).
 - Agreement is lower among employees who chose not to identify their race (63%), and those who report having been a victim (51%) of harassment, discrimination or micro-aggressions.
- Two-thirds of employees (67%) agree that communication is effective between teams within their sector/group, a slight increase since 2023 (63%).
 - Agreement is higher in the Office of the Chief Actuary (92%), Strategy, Risk and Governance Sector (85%) and the Superintendent's Office and Internal Audit (86%), and lower in Corporate Services (57%) and National Security (60%).
- In a new question in 2025, six in ten (62%) of employees agree that OSFI does a good job of promoting values and ethics in the workplace, and a similar proportion (64%) would know where to go for help resolving an ethical dilemma or conflict between values in the workplace.
 - Agreement that OSFI does a good job promoting values and ethics is higher among newer employees who have worked at OSFI for less than 2 years (79%).

- One in four employees (28%) agree that systemic barriers to inclusion exist at OSFI, a decrease from 2023 (36%) and 2020 (42%).
 - Agreement is higher among Black employees (46%), those who identify as Indigenous (45%) and employees with a disability (40%).
- Among employees who agree that systemic barriers to inclusion exist at OSFI, the top identified barrier is organizational (68%; policies, procedural, or practices that prevent individuals from participating fully in a situation). Attitudinal barriers (behaviours, perceptions, and assumptions that discriminate against equity and equity-seeking groups) are more likely to be identified than in 2023 (66%, up from 38%).
 - Employees with a disability are more likely to have observed or experienced attitudinal (84%) and informational (42%) barriers. One in three with a disability (32%) have observed physical barriers at OSFI.
- In a new question this year, employees were asked to select from a list up to five words that would best describe the culture they currently experience at OSFI. Employees are more likely to describe OSFI as siloed (39%) than collaborative (29%). They are equally likely to describe OSFI as results-oriented (30%) and process-oriented (28%). Risk-averse (27%) rounds out the top five descriptors used.

Table 6 – Levels of agreement about OSFI’s workplace

OSFI’s workplace is...*	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Results-oriented	6%	10%	12%	34%	39%
Respectful	9%	12%	11%	32%	35%
Inclusive	9%	13%	13%	32%	33%
Supportive	7%	15%	14%	34%	30%
Collaborative	9%	17%	10%	38%	27%
Agile	6%	19%	11%	41%	22%
Innovative	8%	15%	19%	38%	20%
Growth-oriented	11%	19%	15%	33%	23%
Balanced	12%	24%	12%	31%	21%
Transparent	17%	22%	16%	27%	17%

**Note: This is a new question in 2025.*

Table 7 – Means of levels of agreement about OSFI’s workplace

OSFI’s workplace is...*	2025 % Strongly agree	2025 means
Results-oriented	39%	3.90
Respectful	35%	3.72
Inclusive	33%	3.66
Supportive	30%	3.64
Collaborative	27%	3.57
Agile	22%	3.55
Innovative	20%	3.48
Growth-oriented	23%	3.38
Balanced	21%	3.25
Transparent	17%	3.05

**Note: This is a new question in 2025.*

Table 8 – Observations of collaboration at OSFI

How frequently do you observe examples of collaboration at OSFI?*	Not at all frequently	Not very frequently	Somewhat frequently	Very frequently
Between colleagues	2%	5%	25%	68%
Between managers	3%	14%	40%	43%
Between OSFI’s offices	13%	22%	34%	32%
Between divisions	8%	28%	43%	21%
Between sectors	21%	37%	31%	12%

**Note: Question reinstated from 2020 questionnaire.*

Table 9 – Means of observations of collaboration at OSFI

How frequently do you observe examples of collaboration at OSFI?*	2025 % very frequently	2025 means**
Between colleagues	68%	3.59
Between managers	43%	3.23
Between OSFI’s offices	32%	2.84
Between divisions	21%	2.77
Between sectors	12%	2.33

**Note: Question reinstated from 2020 questionnaire.*

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

Table 10 – Level of agreement with each statement: My organization

My organization	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
OSFI implements activities and practices that support a diverse workplace.	4%	6%	13%	38%	39%
If I am faced with an ethical dilemma or conflict between values in the workplace, I know where I can go for help in resolving the situation.*	8%	13%	14%	31%	33%
Communication is effective between teams within my sector/group.	7%	15%	10%	38%	29%
OSFI does a good job of promoting values and ethics in the workplace.*	6%	14%	18%	33%	29%

**Note: This is a new question in 2025.*

Table 11 – Comparison results for My organization

My organization	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
OSFI implements activities and practices that support a diverse workplace.	39%	53%	4.02 (n)	4.32
If I am faced with an ethical dilemma or conflict between values in the workplace, I know where I can go for help in resolving the situation.*	33%	-	3.68	-
Communication is effective between teams within my sector/group.	29%	27%	3.68	3.60
OSFI does a good job of promoting values and ethics in the workplace.*	29%	-	3.65	-

**Note: This is a new question in 2025.*

Table 12 – Agreement with systemic barriers

Systemic barriers to inclusion exist at OSFI.	2025	2023
Strongly agree	12%	14%
Somewhat agree	16%	22%
Neither disagree nor agree	26%	24%
Somewhat disagree	19%	17%
Strongly disagree	27%	23%
Mean*	2.67 (n)	2.87

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

Table 13 – Barriers observed or experienced

Which of the following barriers have you observed or experienced at OSFI in the past year?*	2025 (n=211)	2023 (n=209)
Organizational (policies, procedures, or practices that prevent individuals from participating fully in a situation)	68%	70%
Attitudinal (behaviours, perceptions, and assumptions that discriminate against equity and equity-seeking groups)	66% (n)	38%
Technological (when a device or technological platform is not accessible and cannot be used with an assistive device)	22%	22%
Physical (buildings or outdoor spaces that create barriers to persons with disabilities)	21% (n)	11%
Informational (when sensory disabilities, such as hearing, seeing, or learning disabilities, have not been considered)	19%	21%

**Note: Asked of the subsample who “strongly agree” or “somewhat agree” that “Systemic barriers to inclusion exists at OSFI”. Respondents could choose more than one option; therefore, percentages do not add up to 100%.*

Table 14 – Words to describe the culture experience at OSFI

Which of the following words best describes the culture you currently experience at OSFI?*	2025**
Siloed	39%
Results-oriented	30%
Collaborative	29%
Process-oriented	28%
Risk-averse	27%
Constrained	24%
Perfectionist	24%
Directive	23%
Fear of reprisal	22%
Supportive	22%
Task-oriented	22%
Fixed mindset	19%
Structured	17%
Inclusive	16%
Unsupportive	11%
Biased	11%
Flexible	11%

Which of the following words best describes the culture you currently experience at OSFI?*	2025**
Innovative	9%
Consensus-driven	9%
Growth-oriented	8%
Autonomous	8%
Exclusive	7%
Psychologically safe	6%
Fair / Equitable	6%
Transparent	6%
People-oriented	6%
Efficient	5%
Empowering	4%
Risk-taking	4%
Harmonious	2%

***Note:** This is a new question in 2025.

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

Table 15 – Top 5 words to describe the culture experience at OSFI by sector*

Superintendent's Office and Internal Audit (n=14)	Office of the Chief Actuary (n=38)	Strategy, Risk and Governance (n=125)	Corporate Services (n=198)	Supervision (n=291)	Regulatory Response (n=105)	National Security (n=15)
Siloed (50%)	Results-oriented (58%)	Collaborative (38%)	Siloed (49%)	Process-oriented (33%)	Siloed (48%)	Risk-averse (80%)
Inclusive (43%)	Collaborative (55%)	Siloed (38%)	Results-oriented (33%)	Perfectionist (33%)	Risk-averse (33%)	Siloed (60%)
Results-oriented (36%)	Process-oriented (24%)	Results-oriented (34%)	Risk-averse (27%)	Collaborative (32%)	Process-oriented (31%)	Constrained (47%)
Supportive (36%)	Supportive (24%)	Supportive (32%)	Fixed mindset (25%)	Fear of reprisal (30%)	Constrained (30%)	Results-oriented (40%)
Process-oriented (29%)	Structured (21%)	Risk-averse (30%)	Process-oriented (25%)	Siloed (29%)	Directive (30%)	Fixed mindset (33%)
Risk-averse (29%)	-	-	Perfectionist (25%)	-	-	-
Risk-taking (29%)	-	-	-	-	-	-

**Note: This is a new question in 2025.*

Respondents could choose more than one option; therefore, percentages do not add up to 100%.

Comment analysis

A total of 113 open-ended comments involved My organization. Of those, four major themes emerged and are presented based on frequency of mention and overall tone.

Need for improved change management strategies

- There is a consensus that OSFI has experienced significantly more change and restructuring than before, and that implementation could be improved.
- Frequent changes make it difficult for employees to understand their roles and responsibilities, reducing productivity and adaptability. Senior management does not explain their reasons for frequent changes. This impacts supervisors, who struggle to communicate and implement changes, leading to inconsistency and confusion.
- Some are asking for effective change management strategies and rebalancing of team or sector sizes to better match workloads.

Employee engagement and motivation

- Respondents observe a decline in employee motivation and engagement. They identify factors such as: the impact of frequent changes on the team's well-being, lack of respect and appreciation in the workplace, perceived unfairness regarding compensation or career progression and general barriers to inclusion.
- Senior management still needs to do better at listening and showing they value their employees, despite some efforts to improve.

Return-to-office requirements

- Some identify the return-to-office requirement as a challenge. Many mention that with the recent growth of OSFI, there was a lack of planning and consideration for employees.
- This office is considered ill-equipped to support the number of employees, resulting in inadequate office space and appropriate office rooms for various needs of different employees. The office also lacks sufficient equipment at unassigned office spaces, cubicles for focus work/sensitive calls, etc. As a result, some employees believe they are more productive at home.

Lack of clear direction, collaboration and communication

- As a result of the recent restructurings, some employees believe OSFI is more siloed than before.
- Employees are asking for improved collaboration within the organization at all levels (e.g., between sectors, between different management levels) and for management to improve communications about proposed changes. Experienced employees also feel they need to be more valued for their subject matter expertise.
- Some feel that improving collaboration and alignment between sectors and management could improve the decisions made at the top level and more effective long-term strategies.

B. Leadership – Executive leadership team & senior management

Summary – Executive leadership team

- This year, confidence in the Executive Leadership Team to lead OSFI (53%) experienced a further sharp decline (from 70% in 2023 and 84% in 2020).
- This declining confidence is in line with decreasing proportions who agree OSFI's Executive Leadership Team treats employees with respect (63%, down from 74% in 2023), leads by example (49%, down from 67% in 2023) and creates an inclusive workplace (56%, down from 71% in 2023).
 - Compared to other sectors, employees in the Superintendent's Office and Internal Audit, SRG sector and Office of the Chief Actuary are more likely to agree ELT treats employees with respect, leads by example, and creates an inclusive workplace. Agreement with these three statements is also higher among newer employees at OSFI for less than two years.
 - Employees in the 2SLGBTQIA+ community are less likely to agree that ELT treats employees with respect (49%), creates an inclusive workplace (47%) and leads by example (30%).
- More than half (58%) agree that communications from OSFI's Executive Leadership Team keep them informed about issues that matter to them. This is a decline from 2023 (70%) and 2020 (75%).
 - Agreement is significantly higher among employees in the Superintendent's Office and Internal Audit (86%), Office of the Chief Actuary (78%) and SRG Sector (72%).

Summary – Senior management

- Confidence in the Senior management team to lead OSFI (65%) has further declined since 2023 (70%) and 2020 (80%).
- This declining confidence is in line with the decreasing proportions of employees who agree that OSFI's Senior Management team treats employees with respect (70%, down from 76% in 2023), leads by example (60%, down from 68% in 2023) and creates an inclusive workplace (66%, down from 74% in 2023).
 - Compared to other sectors, employees in the Superintendent's Office and Internal Audit, SRG sector and Office of the Chief Actuary are more likely to agree ELT treats employees with respect, leads by example, and creates an inclusive workplace. Agreement with these three statements is also higher among newer employees at OSFI for less than two years.
 - Employees in the 2SLGBTQIA+ community and those with a disability are less likely to agree that Senior Management treats employees with respect (59% and 62%, respectively).

Table 16 – Level of agreement with each statement: Leadership - Executive leadership team

OSFI’s executive leadership team...*	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Treats employees with respect.	9%	13%	16%	31%	32%
Creates an inclusive workplace.	11%	15%	18%	32%	24%
Leads by example.	13%	17%	21%	27%	22%
I have confidence in the Executive Leadership Team to lead OSFI*.	13%	17%	17%	28%	25%
Communications from OSFI’s Executive Leadership Team keep me informed about issues that matter to me.*	10%	19%	14%	38%	20%

*Note: “Executive Leadership Team” was referred to “Executive Committee” in 2023.

Table 17 – Comparison results for Leadership - Executive leadership team

OSFI’s executive leadership team...*	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Treats employees with respect.	32%	45%	3.64 (n)	4.00
Creates an inclusive workplace.	24%	37%	3.43 (n)	3.85
Leads by example.	22%	31%	3.27 (n)	3.69
I have confidence in the Executive Leadership Team to lead OSFI*.	25%	35%	3.33 (n)	3.80
Communications from OSFI’s Executive Leadership Team keep me informed about issues that matter to me.*	20%	27%	3.40 (n)	3.71

*Note: “Executive Leadership Team” was referred to “Executive Committee” in 2023.

Table 18 – Level of agreement with each statement: Leadership - Senior management

OSFI’s senior management team...	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Treats employees with respect.	8%	12%	11%	32%	38%
Creates an inclusive workplace.	9%	12%	13%	32%	34%
Leads by example.	10%	12%	16%	31%	29%
I have confidence in the Senior Management Team to lead OSFI.	10%	12%	13%	33%	32%

Table 19 – Comparison results for Leadership - Senior management team

OSFI’s senior management team...	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Treats employees with respect.	38%	46%	3.80 (n)	4.02
Creates an inclusive workplace.	34%	44%	3.70 (n)	3.96
Leads by example.	29%	35%	3.57 (n)	3.79
I have confidence in the Senior Management Team to lead OSFI.	32%	38%	3.65 (n)	3.87

Comment analysis – Executive leadership team

A total of 98 open-ended comments involved Executive Leadership Team. The main themes found in the comments include concentration of decision-making power, need for cultural change, and negative leadership behaviour.

Concentration of decision-making power

- Most employees feel that recent changes in OSFI have neglected employee concerns. The perception is that decisions are limited to the most senior levels while disregarding input from lower levels of the organization.
- Many feel the recent reorganization has led to more silos, inefficiency and ineffectiveness; while contributing to more challenges like overlapping duties between teams and resource imbalances.
- Others feel that decisions made by the executive leadership team are not transparent and result in disconnected communication between sectors and a divisive organizational culture.
- Employees feel that the concentration of decision-making power leads to operational confusion. An example of this challenge is that employees lack opportunities to provide input on decisions and understand the reasoning behind them.

Need for cultural change

- Several employees feel the ELT is “out of touch” with OSFI employees; while there is some effort from senior management to connect with lower-level employees, employees feel that ELT do not listen to their concerns in a meaningful way.
- Many encouraged leaders to show more trust in and understanding of employees’ work, balance workloads between sectors, encourage more cross-team collaboration and transparency and clear communication about long-term strategies and goals.

Negative leadership behaviour

- Some employees feel OSFI has a negative leadership style. There is a fear of confrontation and harassment, and even a possibility of being "pushed out" of their job from leadership.
- Employees explained that when concerns are raised, or their experiences are shared with executive leadership, they are often dismissed or given little consequence.

Comment Analysis – Senior management

A total of 123 open-ended comments involved senior management. The main themes found in the comments include ineffective communication and lack of trust from senior management, lack of career progression opportunities and unsupportive leadership behaviour.

Ineffective communication from senior management

- Employees say OSFI runs as a “top-down” organization in which senior management focuses more on their direct reports. They fail to effectively communicate clear directions, plans for implementation, and long-term goals to their employees.
- Employees are highly stressed and confused as expectations and priorities are constantly changing.
- Some employees suggested that senior management create actionable strategic goals based on the long-term strategy which then need to be clearly communicated to their subordinates.

Lack of trust

- Many believe there needs to be more trust and respect for employees. Some mentioned that employee input and feedback are given but quickly ignored and not implemented in the long-term strategy.
- Many employees felt that their experience and subject matter expertise were greatly underutilized and under-valued.

Lack of career progression opportunities

- Some feel that there is little opportunities for career progression. Skills training opportunities are limited for all levels of staff.
- Some believe that management recognizes this, but options remain unavailable. Some employees say they have been denied when they have asked for career and skills training opportunities.

Leadership behaviour

- Some employees say that senior management are missing crucial “people skills” and have a disregard for employee well-being.
- Senior management does not recognize that organizational changes or new policies are at the expense of employees' efficiency and productivity.
- Many employees are genuinely trying to adhere to new policies however senior management reacts negatively when employees struggle. There is a fear of speaking up and fear of reprisal owing to constant negative feedback from leadership.

C. Leadership – Immediate supervisor

Summary

- Results related to immediate supervisors remain positive, as in previous years. Employees agree their immediate supervisor treats employees with respect (90%), appreciates their work (90%), supports efforts to balance work, family and personal life (90%), is open to the suggestions of their employees (89%), creates an inclusive workplace (88%), leads by example (86%), and is a good leader (84%). Mean scores are statistically similar to the previous time each question was asked (2023 or 2020).
- In two new questions introduced this year, most employees also agree that their immediate supervisor keeps them informed about issues affecting their work (86%) and supports their mental health and well-being (86%).
- A large majority (87%) feel confident approaching their immediate supervisor about issues or concerns without fear of reprisal. This has remained consistent with 2023 (88%).
- The proportion of those who agree (82%) that they receive useful feedback from their immediate supervisor on their job performance has remained consistent with 2023 (79%), despite small changes to question wording.

Table 20 – Level of agreement with each statement: Leadership - Immediate supervisor

My immediate supervisor...	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Treats employees with respect.	3%	2%	4%	12%	78%
Appreciates my work.	3%	2%	5%	14%	76%
Creates an inclusive workplace.	3%	3%	7%	14%	74%
Is open to the suggestions of their employees.	3%	4%	4%	16%	73%
Is a good leader.	4%	6%	6%	21%	63%
Supports my efforts to balance my work, family and personal life.**	3%	2%	5%	14%	76%
Supports my mental health and wellbeing.*	3%	3%	8%	12%	74%
Leads by example.	4%	4%	7%	18%	68%
Keeps me informed about issues affecting my work.*	3%	5%	6%	21%	65%
I am confident approaching my immediate supervisor about issues or concerns without fear of reprisal.	4%	4%	5%	15%	72%
I receive useful feedback from my immediate supervisor on my job performance.***	4%	5%	8%	23%	59%

*Note: This is a new statement in 2025.

**Note: This was brought back from 2020.

***Note: While similar, this question was previously “The feedback from my immediate supervisor helps me improve my work performance.” in 2023.

Table 21 – Comparison results for Leadership - Immediate supervisor

My immediate supervisor...	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Treats employees with respect.	78%	78%	4.61	4.60
Appreciates my work.	76%	76%	4.59	4.58
Creates an inclusive workplace.	74%	75%	4.55	4.54
Is open to the suggestions of their employees.	73%	75%	4.51	4.54
Is a good leader.	63%	63%	4.33	4.35
Supports my efforts to balance my work, family and personal life.**	76%	-	4.60	-
Supports my mental health and wellbeing.*	74%	-	4.52	-
Leads by example.	68%	71%	4.42	4.45
Keeps me informed about issues affecting my work.*	65%	-	4.40	-
I am confident approaching my immediate supervisor about issues or concerns without fear of reprisal.	72%	72%	4.46	4.48
I receive useful feedback from my immediate supervisor on my job performance.***	59%	53%	4.27	4.19

**Note: This is a new statement in 2025.*

***Note: This was brought back from 2020.*

****Note: While similar, this question was previously “The feedback from my immediate supervisor helps me improve my work performance.” in 2023. Comparative results are illustrative and should be interpreted with caution.*

Comment analysis

A total of 13 open-ended comments involved the immediate supervisor.

Importance of trust from immediate supervisor

- There is a consensus that immediate supervisors are playing an important role and have a responsibility in permeating a healthy work culture by being supportive, trustworthy, encouraging development and sharing knowledge.

Increased confusion and stress

- It is clear to a few employees that their immediate supervisors are not in sync with senior management and the executive leadership team. This results in immediate supervisors who are unable to be supportive of their team members or to properly prioritize the team’s work.
- Examples include: a supervisor who prioritizes task completion and pleasing senior leaders, pressuring subordinates to finish tasks regardless of quality; or, supervisors who do not receive clear communication or sufficient autonomy to manage their team (e.g., to manage RTO to best fit with their team).

D. Official languages

Summary

- Results in the Official languages theme are generally positive however slightly less so for bilingual regions and Francophone* employees.
 - Employees feel free to use their official language of choice when communicating with their immediate supervisor (93%); this remains high and steady since 2023 (95%). Majorities of employees also feel free to use their preferred official language during meetings with their team (86%) and when preparing written material for internal purposes (85%).
 - Employees working in bilingual regions are less likely to feel free to use their official language of choice during meetings (79%, vs 93% in unilingual regions). This is also true when preparing written material for internal purposes (79% in bilingual regions; 94% in unilingual regions).
 - Francophone employees feel less free to use their preferred official language in written materials (57%) and during meetings (56%). This pattern is similar for Montreal employees, of whom three-quarters are Francophone; Montreal employees also feel less free to use their preferred official language when communicating with their immediate supervisor (78%).
- Agreement that training offered by OSFI is available in their official language of choice (94%) remains high and steady compared to 2023 (95%).

**Note: The terms Francophone and Anglophone refer to individuals whose identified their first official language as French and English, respectively.*

Table 22.1 – Level of agreement: Official languages – Written material

When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Total	6%	4%	4%	8%	77%
<i>Unilingual regions (Toronto/Vancouver)</i>	3%	1%	3%	8%	86%
<i>Bilingual regions (Ottawa/Montreal)</i>	8%	7%	6%	9%	70%

Table 22.2 – Level of agreement: Official languages – Team meetings

During meetings with my team, I feel free to use the official language of my choice.	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Total	5%	4%	4%	8%	78%
<i>Unilingual regions (Toronto/Vancouver)</i>	3%	1%	3%	5%	88%
<i>Bilingual regions (Ottawa/Montreal)</i>	7%	8%	6%	10%	69%

Table 22.3 – Level of agreement: Official languages – Communication with immediate supervisor

When I communicate with my immediate supervisor, I feel free to use the official language of my choice.	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Total	2%	2%	3%	6%	87%
<i>Unilingual regions (Toronto/Vancouver)</i>	2%	0%	2%	5%	90%
<i>Bilingual regions (Ottawa/Montreal)</i>	2%	3%	4%	6%	85%

Table 22.4 – Level of agreement: Official languages – Training

Training offered by OSFI is available in the official language of my choice.	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
Total	1%	1%	4%	9%	85%
<i>Unilingual regions (Toronto/Vancouver)</i>	1%	1%	4%	9%	86%
<i>Bilingual regions (Ottawa/Montreal)</i>	1%	2%	4%	9%	85%

Table 23.1 – Comparison results for Official languages – Written material

When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Total	77%	79%	4.48	4.56
<i>Unilingual regions (Toronto/Vancouver)</i>	86%	87%	4.72	4.77
<i>Bilingual regions (Ottawa/Montreal)</i>	70%	72%	4.26	4.39

Table 23.2 – Comparison results for Official languages – Team meetings

During meetings with my team, I feel free to use the official language of my choice.	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Total	78%	79%	4.50	4.56
<i>Unilingual regions (Toronto/Vancouver)</i>	88%	90%	4.75	4.81
<i>Bilingual regions (Ottawa/Montreal)</i>	69%	68%	4.28	4.34

Table 23.3 – Comparison results for Official languages – Communication with immediate supervisor

When I communicate with my immediate supervisor, I feel free to use the official language of my choice.	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Total	87%	90%	4.74	4.79
<i>Unilingual regions (Toronto/Vancouver)</i>	90%	91%	4.82	4.82
<i>Bilingual regions (Ottawa/Montreal)</i>	85%	89%	4.68	4.78

Table 23.4 – Comparison results for Official languages – Training

Training offered by OSFI is available in the official language of my choice.	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
Total	85%	85%	4.75	4.76
<i>Unilingual regions (Toronto/Vancouver)</i>	86%	88%	4.78	4.83
<i>Bilingual regions (Ottawa/Montreal)</i>	85%	83%	4.74	4.70

Comment analysis

A total of 6 open-ended comments involved official languages.

Clarity and commitment

- Three of these comments referenced the application of official language rules throughout OSFI are hard to follow, resulting in confusion and inconsistent commitment between different departments. One employee would like to see written rules and requirements that are easy to locate and follow.

Language quality

- Examples of concerns about official language quality and requirements at OSFI include: the perception that French language quality has declined over time; texts that are obviously translated by artificial intelligence (AI); feeling intimidated speaking French when most colleagues only speak English; and, feeling at a disadvantage for career progression at OSFI as a unilingual employee.

E. My job

Summary

- A set of new questions was asked focusing on the employee's job, and the results are generally positive. Eight in ten employees (82%) say they have clear work objectives. Three-quarters feel they receive meaningful recognition for their work (74%), feel valued at work (74%), and have opportunities to provide input into decisions that affect their work (76%).
- Since 2023, there has been a decline in the proportion of employees who feel they contribute to the success of the organization (77%, down from 88%). There has been a similar decline in the proportion who feel they get the support they need to manage their career (64%, vs. 73% in 2023). Seven in ten employees (71%) feel they get the coaching they need to do their job well, similar to 2023 (75%).
 - Feeling that they get support to manage their career is higher among employees from the Office of Chief Actuary (87%) and the Superintendent's Office and Internal Audit (86%).
- Eight in ten employees (79%) agree that OSFI supports continuous learning and development.
- Eight in ten employees (81%) say they can attend OSFI training at least occasionally, which is down from 2023 (88%). This decline is especially evident for regular attendance (32%, vs. 48% in 2023). Regular attendance is higher among newer employees working for OSFI for less than two years (40%).
 - Among employees unable to regularly attend OSFI training, the main reason continues to be workload (79%). Other reasons include a lack of relevant training (34%) and that available training did not meet their learning needs in terms of depth and breadth (33%).
- One-third of employees (33%) have intentions of looking for a job outside of OSFI in the next 12 months, which has steadily increased since 2023 (28%) and 2020 (20%).
 - Employees who have intentions of looking for a new job are less likely to disclose their sector or location than those who do not.
 - Intention to look for a new job is higher among employees who do not use a flexible working arrangement (34%, vs 25% who use an FWA).
 - The top three reasons for applying for another job outside of OSFI were the lack of growth opportunities (58%), OSFI's culture/workplace (45%), and poor senior leadership (45%).

- Reasons given in the “other” category for seeking a new job include more than half who cite the return to office mandate, plus references to lack of career progression and negative senior leadership behaviour.
- One in three (34%) employees say they have direct reports. Of those, two-thirds (68%) agree they have the support needed to address unsatisfactory performance issues, which is an improvement from 2023 (56%). Most of those having direct reports (78%) also say they have access to resources to support employees experiencing personal challenges (78%), which is also a slight increase from 2023 (73%).

Table 24 – Level of agreement with each statement: My job

My job	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
I have clear work objectives.*	5%	9%	5%	32%	50%
I receive meaningful recognition for work well done.*	6%	8%	12%	29%	45%
Overall, I feel valued at work.*	7%	9%	10%	31%	43%
I get the coaching I need to do my job well.	5%	12%	12%	30%	41%
OSFI supports continuous learning and development.*	4%	9%	8%	35%	44%
I feel I contribute to the success of our organization.	4%	5%	13%	33%	44%
I have opportunities to provide input into decisions that affect my work.*	5%	10%	10%	35%	41%
I get the support that I need to manage my career.	8%	13%	14%	29%	35%

**Note: This is a new question in 2025.*

Table 25 – Comparison results for My job

My job	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
I have clear work objectives.*	50%	-	4.13	-
I receive meaningful recognition for work well done.*	45%	-	4.00	-
Overall, I feel valued at work.*	43%	-	3.94	-
I get the coaching I need to do my job well.	41%	43%	3.89	4.00
OSFI supports continuous learning and development.*	44%	-	4.07	-
I feel I contribute to the success of our organization.	44%	55%	4.08 (n)	4.35
I have opportunities to provide input into decisions that affect my work.*	41%	-	3.98	-
I get the support that I need to manage my career.	35%	42%	3.70 (n)	3.94

**Note: This is a new question in 2025.*

Table 26 – Ability to attend available training opportunities

How often are you able to attend training opportunities available at OSFI (incl. the Canada School of Public Service)?*	2025	2023
Regularly	32%	48%
Occasionally	49%	41%
Rarely	17%	11%
Never	2%	1%
Mean**	3.12 (n)	3.36

*Note: This question was “How often are you able to attend training opportunities that are available at OSFI?” in 2023.

**Note: 4-points scale question mean.

Table 27 – Barriers to ability to attend training

Which of the following barriers apply to your inability to attend training opportunities available at OSFI?	2025* (n=599)	2023* (n=377)
Workload	79%	87%
Relevant training is not available	34%	29%
Available training does not meet my learning needs (depth and breadth)**	33%	-
Training in a relevant/appropriate format not available (e.g., online or in-person)	6%	7%
Manager’s approval not received	3%	2%
Other (cost/budget, scheduling conflicts, available training not relevant)	10%	8%
Don’t know	3%	3%
Prefer not to say	2%	1%

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

**Note: New response option in 2025.

Table 28 – Intentions of looking for a job outside OSFI

I have intentions of looking for a job outside of OSFI within the next 12 months.*	2025	2023
Strongly agree	19%	15%
Somewhat agree	14%	13%
Neither	19%	20%
Somewhat disagree	15%	14%
Strongly disagree	34%	38%
Mean	2.68	2.53

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

Table 29 – Reasons looking for a job outside of OSFI

Which of the following apply to you looking for a job outside of OSFI:	2025* (n=249)	2023* (n=171)
No growth opportunities	58%	45%
OSFI’s culture/workplace	45%	40%
Poor leadership at senior levels	45%	37%
Feeling undervalued	37%	45%
Compensation and benefits	29%	35%
Feeling disengaged	26%	27%
Feeling overworked	24%	34%
Lack of employee recognition	22%	29%
Seeking a different experience	19%	20%
Time for a change	19%	20%
Job not meeting expectations	14%	13%
Dissatisfied with relationship with immediate supervisor	8%	11%
Other (i.e. RTO mandate, career progression, leadership behaviour)	23%	27%
Prefer not to say	2%	4%

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

Table 30.1 – Direct reports

Do you currently have any employees who report to you directly? (i.e., direct reports)	2025	2023
Yes	34%	36%
No	58%	56%
Prefer not to say	8%	8%

Table 30.2 - Direct reports and support received – Access to resources

I have access to resources to support employees on my team who are experiencing personal challenges. (among those who have direct reports)	2025 (n=303)	2023 (n=259)
Yes	78%	73%
No	8%	6%
Not applicable	14%	22%

Table 30.3 - Direct reports and support received – Performance issues

I receive the support I need to address unsatisfactory performance issues. (among those who have direct reports)	2025 (n=303)	2023 (n=259)
Yes	68%	56%
No	8%	10%
Not applicable	24%	34%

Comment analysis

A total of 49 open-ended comments involved job and career growth. The main themes found in the comments include lack of career growth opportunities, resource and workload imbalance, and the return to office mandate.

Lack of career growth opportunities

- Many refer to a lack of career growth opportunities and that promotions are based on favouritism instead of merit and leadership skills.
- Many indicate they were initially excited to join OSFI but have become frustrated with lack of transparency of job opportunities.
- Employees raise concerns of inconsistent access to job openings, training opportunities, apprenticeships, different assignments, goal-oriented bonus system, etc.
- Some would like to see a formal career growth process to help motivate employees and give them clear goals and expectations.

Resource and workload imbalance

- Employees often refer to resource imbalances, including where some divisions have more workload than others, but also where some divisions have too many or not enough workers for their workload or importance. This causes confusion and demotivates employees.
- Capacity issues, workload, and increasing pace of change are notable pain points for employees who shared comments this year.
- There is some acknowledgement that senior management has spent time to connect with employees – but decisions seem to be made that disregard employees' experiences and analysis. Some have suggested that decisions must be made with greater consideration. If changes are made, there needs to be more resources and a change management process to efficiently implement the changes.

Return to office mandate

- Several comments pertain to the perceived negative impact of the mandated return-to-office. Many highlighted that it has been one of the biggest stressors. Lack of office space and office equipment, and inconsistent compliance have confused and frustrated employees.
- Some employees noted that RTO requirements limit their opportunities to advance to REX.

F. Wellbeing

Summary

- Eight in ten (81%) employees agree their work unit offers an environment where they feel confident to speak up and express opinions. This has decreased since 2023 (86%) and returned to 2020 levels (81%).
 - Confidence to speak up is lower among those who report having been a victim (61%) of harassment, discrimination, or micro-aggressions.
- Two in three employees (66%) agree that OSFI provides appropriate resources to support balancing work, family and personal life; this proportion has been declining over time (73% in 2023, 77% in 2020, 80% in 2019).
- In a new question introduced this year, six in ten (64%) employees would describe their workplace as being psychologically healthy.
 - Agreement is higher among newer employees with OSFI less than two years (77%). Agreement is lower among employees with a disability (53%) or who identify as 2SLGTQBI+ (51%), and those who report having been a victim (37%) of harassment, discrimination, or micro-aggressions.
- More than six in ten (65%) employees agree that OSFI does a good job of raising awareness of mental health in the workplace. This has dropped below the range of 76% to 78%, held since 2019.
- Under half of employees (45%) feel they can initiate a formal recourse process without fear or reprisal, a decrease since 2023 (52%) and a return to 2020 levels (41%).
 - Agreement is higher among newer employees with OSFI less than two years (56%). Agreement is lower among employees who report having been a victim (20%) of harassment, discrimination, or micro-aggressions.
- In a new question this year, more than six in ten (65%) employees say they can often or almost always complete all their assigned work during regular work hours; another one in five (21%) say this happens sometimes, while 15 percent rarely or never complete their work during work hours.
- This year, a new question was introduced to measure how employees felt about their work-related stress. One-third (34%) say their level of work-related stress is low to very low, four in ten (43%) say it was moderate, and one-quarter (24%) said it was high to very high.
 - Rating their work-related stress as high to very high is more widespread among those with direct reports (28%), those with a disability (31%) and those who report having been a victim (54%) of harassment, discrimination, or micro-aggressions.
- Employees were also asked to identify to what extent a list of factors caused their work-related stress. The top five factors include competing or constantly changing priorities (42%), not enough employees to do the work (37%), lack of clear expectations (32%), balancing work & personal life (30%), and heavy workload (29%).

- Compared to other sectors, employees from the Supervision Sector are more likely to choose heavy workload (38%) and overtime or long hours (22%) as factors for work-related stress.
- About one quarter (24%) of OSFI employees use some type of FWA, the most common of which is a flexible work schedule, which is consistent with 2023.
 - Among those who do not use FWA, a lack of interest remains the main reason (49%), followed by a belief that such arrangements would not be supported (27%). 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 31 – Level of agreement with each statement: Wellbeing

Wellbeing	Strongly disagree	Somewhat disagree	Neither	Somewhat agree	Strongly agree
My work unit offers an environment where I feel I can speak up and express my opinions.	5%	6%	8%	34%	47%
OSFI provides resources and services to support me in managing challenges in balancing my work, family and personal life.*	5%	9%	21%	34%	32%
I would describe my workplace as being psychologically healthy.**	9%	14%	13%	32%	32%
OSFI does a good job of raising awareness of mental health in the workplace.	6%	11%	18%	36%	29%
I feel I can initiate a formal recourse process without fear of reprisal.	17%	17%	21%	20%	25%

**Note: This was previously "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)." in 2023.*

****Note: This is a new question in 2025.*

Table 32 – Comparison results for Wellbeing

Wellbeing	2025 % strongly agree	2023 % strongly agree	2025 means	2023 means
My work unit offers an environment where I feel I can speak up and express my opinions.	47%	57%	4.13 (n)	4.32
OSFI provides resources and services to support me in managing challenges in balancing my work, family and personal life.**	32%	42%	3.79 (n)	3.99
I would describe my workplace as being psychologically healthy.*	32%	-	3.65	-
OSFI does a good job of raising awareness of mental health in the workplace.	29%	48%	3.72 (n)	4.13
I feel I can initiate a formal recourse process without fear of reprisal.	25%	35%	3.20 (n)	3.47

**Note: This is a new question in 2025.*

****Note:** This was previously “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).” in 2023.

Table 33 – Completion of assigned workload during regular work hours

I can complete my assigned workload during my regular work hours.*	2025
Always or almost always	30%
Often	35%
Sometimes	21%
Rarely	9%
Never or almost never	6%
Mean	2.27

***Note:** This is a new question in 2025.

Table 34 – Overall level of work-related stress

Overall, my level of work-related stress is...*	2025
Very high	7%
High	17%
Moderate	43%
Low	27%
Very low	7%
Mean**	2.89

***Note:** This is a new question in 2025.

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

Table 35 – Level of agreement with each statement: My Organization

Overall, to what extent do the following factors cause you work-related stress?*	Not at all	Small extent	Moderate extent	Large extent	Very large extent
Competing or constantly changing priorities	13%	19%	26%	22%	20%
Not enough employees to do the work	19%	21%	22%	19%	18%
Heavy workload	13%	25%	32%	17%	12%
Lack of clear expectations	19%	27%	23%	16%	16%
Balancing work and personal life	19%	26%	26%	15%	15%
Lack of control or input in decision making	18%	27%	26%	17%	12%
Unreasonable deadlines	22%	25%	30%	13%	9%
Overtime or long hours	36%	30%	19%	9%	6%
Lack of recognition	39%	29%	14%	10%	8%
Issue(s) with management	50%	20%	15%	8%	8%
Difficulty accessing my work tools or network	48%	27%	15%	6%	5%
Feeling disconnected from colleagues	49%	26%	13%	7%	4%
Lack of job security	50%	31%	11%	4%	5%
Personal issues	53%	29%	12%	4%	2%
Accessibility or accommodation issues	71%	15%	6%	4%	4%
Issue(s) with my immediate supervisor	75%	13%	5%	3%	4%
Issue(s) with my co-worker(s)	71%	18%	6%	2%	2%
Harassment or discrimination	81%	8%	5%	2%	3%

**Note: This is a new question in 2025.*

Table 36 – Level of agreement with each statement: My Organization

Overall, to what extent do the following factors cause you work-related stress?*	Very large extent	Mean**
Competing or constantly changing priorities	20%	3.18
Not enough employees to do the work	18%	2.97
Heavy workload	12%	2.90
Lack of clear expectations	16%	2.82
Balancing work and personal life	15%	2.82
Lack of control or input in decision making	12%	2.76
Unreasonable deadlines	9%	2.60
Overtime or long hours	6%	2.20
Lack of recognition	8%	2.19
Issue(s) with management	8%	2.03
Difficulty accessing my work tools or network	5%	1.92
Feeling disconnected from colleagues	4%	1.91
Lack of job security	5%	1.83
Personal issues	2%	1.73
Accessibility or accommodation issues	4%	1.55
Issue(s) with my immediate supervisor	4%	1.47
Issue(s) with my co-worker(s)	2%	1.45
Harassment or discrimination	3%	1.37

**Note: This is a new question in 2025. / **Note: This is a reverse scale question where a lower mean indicates a positive result.*

Table 37.1 - Flexible work arrangements

Do you currently use any of the following flexible working arrangements (FWA)?*	2025**	2023**
I do not use FWA	60%	63%
Employees who use any FWA	24%	24%
Flexible work schedule	17%	18%
Compressed work week	6%	6%
Banked time	1%	2%
Leave with income averaging	1%	<1%
Part-time employment	<1%	1%
Self-funded leave	<1%	0%
Pre-retirement transition leave	<1%	0%
Prefer not to say	15%	13%

**Note: Table includes response categories that employees selected. Reasons for not using FWAs that were not selected have not been included in this table (i.e. "Job sharing" was not selected).*

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

Table 37.2 - Flexible work arrangements: Reason for not using

I do not use FWA because: (among those who do not use FWA)	2025* (n=538)	2023* (n=457)
I am not interested in any FWA	49%	44%
I do not feel that it would be supported	27%	22%
My request for an FWA was denied	1%	1%
Other, please specify: (Unawareness, not allowed, heavy workload)	13%	19%
Prefer not to say	11%	15%

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

Comment Analysis – Wellbeing

A total of 90 open-ended comments involved wellbeing. The main themes found in the comments include culture of fear and a culture of bullying, need for more respect, and attention to work-life balance.

Fear and a culture of bullying

- Many comments reflected concerns about a workplace culture where employees experience fear of reprisal, blame, disrespect, and exclusion. Some noted that negative behaviour — particularly from individuals in more senior positions — often goes unaddressed. As a result, employees reported feeling stressed and experiencing low morale.
- Some employees explained that those in the executive level and senior level can be very negative. There is a fear of reprisal if concerns are raised. Many feel that senior leadership do not lead by example and turn a blind eye towards these negative behaviours.
- Employees feel that when giving feedback, the tone and language from senior management can often feel aggressive and demotivating. Employees comment that they are concerned for their

mental health due to these interactions and feel senior management could improve their people skills and empathy.

- Some employees have acknowledged that senior management has provided more opportunities for employees to voice their opinions. Many comments request greater action in which senior management acknowledges employee feedback and engages with them.

Need for respect

- Employees suggested that senior management could improve its trust in employees, respecting their time and experience.
- The constant reorganizations have negatively impacted employees who are unable to prioritize. There is employee confusion without clear communication or plans for implementation from senior management.
- Many employees also say there is less collaboration than before between teams and between senior management. This causes more silos and even overlapping or contradicting priorities for employees.

Attention to work-life balance

- Many employees struggle with work-life balance without RTO flexibility.
- Some noted that as OSFI has grown, there is a lack of office space and office equipment. Many highlighted that workload has increased, and they are more productive at home as they save time on commuting and have well-equipped office space.
- Some highlighted the policy is applied inconsistent across teams, including from the top, which has led to confusion and frustration for those trying to abide by the RTO mandate.

G. Discrimination, micro-aggressions, harassment & violence

Summary – Discrimination

- Two-thirds (68%) of employees agree that OSFI works hard to create a workplace that prevents discrimination. This view has declined from 2023 (81%) and is now more aligned with 2020 (72%).
 - Agreement that OSFI works to prevent workplace discrimination is lower among employees who chose not to reveal their race (52%) or identified as another racial group without specifying (59%), as well as among Indigenous employees (40%).
- Five percent of employees say they have been a victim of discrimination on the job in the past year, a slight decrease from previous waves (7% in each of 2023, 2020 and 2019).
 - Being the victim of discrimination was more widely reported by employees with a disability (17%).
- Among those who experienced discrimination:

- Age and race remain the most common reasons given for the discrimination. Since 2023, there is a slight increase in reports of discrimination due to their disability/illness, and fewer who connect it to their national or ethnic origin, colour or sex.
- Discrimination continues to be most likely to originate from a senior manager (32%) or co-workers (28%).
- More than half (55%) say they knew where to go for assistance. Almost half (45%) say they took no action; those who chose to act most often discussed the matter with their immediate supervisor or a senior manager.

Table 38 – Discrimination prevention at OSFI

OSFI works hard to create a workplace that prevents discrimination.	2025	2023
Strongly agree	37%	49%
Somewhat agree	31%	32%
Neither	19%	11%
Somewhat disagree	10%	5%
Strongly disagree	3%	3%
Mean	3.89 (n)	4.19

Table 39 – Been the victim of discrimination

Have you been the victim of discrimination on the job in the past year?	2025	2023
Yes	5%	7%
No	95%	93%

Table 40.1 – Experience with discrimination: Source

From whom did you experience discrimination on the job? (those who experienced discrimination)*	2025 (n=47)	2023 (n=51)
Senior management	32%	41%
Co-workers	28%	25%
My immediate supervisor	13%	22%
Executive Leadership Team**	13%	14%
My Director	4%	18%
Individuals from other departments or agencies	2%	10%
Individuals from the institutions we regulate	2%	2%
Other	19%	12%
Prefer not to say	28%	22%

***Note:** Table includes response categories that employees selected. Sources of discrimination that were not selected in 2023 or 2025 have not been included in the table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.

****Note:** "Executive Leadership Team" was referred to "Executive Committee" in 2023.

Table 40.2 – Experience with discrimination: Reason

Did you experience discrimination because of your: (those who experienced discrimination) *	2025 (n=47)	2023 (n=51)
Age	28%	33%
Race	21%	29%
Disability or illness**	19%	10%
National or ethnic origin	13%	31%
Sex	13%	24%
Family status	9%	12%
Religion	4%	6%
Gender identity or expression	4%	2%
Colour	2%	18%
Marital status	2%	10%
Sexual orientation	2%	6%
Genetic characteristics	0%	6%
Other***	21%	-
Prefer not to say	19%	29%

**Note: Table includes response categories that employees selected. Reasons that were not selected in 2023 or 2025 have not been included in the table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.*

***Note: "Disability or illness" was "Disability" in 2023.*

****Note: This is a new response category for 2025.*

Table 40.3 – Experience with discrimination: Assistance

Did you know where to go for assistance? (among those who experienced discrimination)	2025 (n=47)	2023 (n=51)
Yes	55%	59%
No	45%	41%

Table 40.4 – Experience with discrimination: Actions taken

What action(s) did you take to address the discrimination you experienced? (among those who experienced discrimination) *	2025 (n=47)	2023 (n=51)
Discussed the matter with my immediate supervisor or a senior manager	21%	18%
Discussed the matter with the person(s) from whom I experienced the discrimination	11%	8%
Discussed the matter with my director	9%	10%
Discussed the matter with my union representative	6%	8%
Contacted a human resources professional	6%	8%
Resolved the matter informally on my own	2%	8%
I used an informal conflict resolution process	0%	6%
Filed a grievance	0%	2%
Other	9%	12%
I took no action	45%	35%
Prefer not to say	15%	39%

**Note: Table includes response categories that employees selected. Actions that were not selected in 2023 or 2025 have not been included in the table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.*

Table 40.5 – Experience with discrimination: Reasons for taking no action

Was there anything specific that held you back from taking action to address the discrimination you experienced? * (those who took no action)	2025 (n=21)
I did not believe it would make a difference	76%
I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker)	43%
I was too distraught	19%
I had concerns about the formal complaint process (e.g., confidentiality, how long it would take)	14%
I did not think the incident was serious enough	5%
I did not know what to do, where to go or whom to ask	5%
I was advised against filing a complaint	5%
Other	5%
Prefer not to say	5%

**Note: New in 2025, respondents were provided with a list of response options rather than open text box. Table includes response categories that employees selected. Reasons that were not selected in have not been included in the table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.*

Summary - Micro-aggressions

- Fifteen percent of employees say they have been a victim of micro-aggressions on the job in the past year, which is consistent with 2023 (16%).
 - Micro-aggressions are reported by 36 percent of Indigenous employees*; they are also more widely reported by employees with a disability (30%), those who identify as 2SLGBTQIA+ (28%), employees who identify as South Asian (23%), Black (21%) or Arab (17%), as well as those who choose not to identify their race (21%) or identified as another racial group without specifying (27%).

- Among those who experienced micro-aggressions:
 - This behaviour continues to be most likely to originate from a co-worker (36%) or senior management (30%)
 - Six in ten (59%) knew where to go for assistance. Four in ten (39%) say they took no action to address the micro-aggression(s); those who chose to act most often discussed the matter with their immediate supervisor or a senior manager.

**Note: Results are illustrative due to small sample size for this demographic group. Interpret result with caution.*

Table 41 – Been the victim of micro-aggressions

Have you been the victim of micro-aggressions on the job in the past year?	2025	2023
Yes	15%	16%
No	85%	84%

Table 42.1 – Experience with micro-aggressions: Source

From whom did you experience micro-aggressions on the job? * (those who have been the victim of micro-aggressions)	2025 (n=135)	2023 (n=115)
Co-workers	36%	34%
Senior management	30%	29%
My immediate supervisor	15%	19%
Executive Leadership Team**	13%	10%
My Director	12%	10%
Individuals from other departments or agencies	4%	8%
My direct reports	3%	3%
Individuals from the institutions that we regulate	1%	2%
Other	7%	10%
Prefer not to say	23%	25%

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

***Note: "Executive Leadership Team" was referred to "Executive Committee" in 2023.*

Table 42.2 – Experience with micro-aggressions: Assistance

Did you know where to go for assistance? (among those who experienced micro-aggressions)	2025 (n=135)	2023 (n=115)
Yes	59%	66%
No	41%	34%

Table 42.3 – Experience with micro-aggressions: Actions taken

What action(s) did you take to address the micro-aggressions you experienced? * (those who have been the victim of micro-aggressions)	2025 (n=135)	2023 (n=115)
Discussed the matter with my immediate supervisor or a senior manager	27%	20%
Discussed the matter with my director	13%	9%
Discussed the matter with the person(s) from whom I experienced the micro-aggression(s)	9%	12%
Contacted a human resources professional	7%	3%
Resolved the matter informally on my own	7%	13%
Discussed the matter with my union representative	4%	1%
I used an informal conflict resolution process	4%	3%
Filed a grievance/complaint	1%	0%
Other	5%	5%
I took no action	39%	35%
Prefer not to say	15%	37%

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

Table 42.4 – Experience with micro-aggressions: Reason for taking no action

Was there anything specific that held you back from taking action to address the micro-aggression you experienced? (those who took no action)	2025 (n=53)
Yes	42%
No	17%
Prefer not to say	42%

Table 42.5 – Experience with micro-aggressions: Top reasons for taking no action

Please specify: * (those who responded “Yes” to “Was there anything specific that held you back from taking action to address the micro-aggression you experienced?”)	2025 (n=22)
Afraid of reprisal	45%
Did not believe it would make a difference	32%
Did not think the incident was serious enough	18%

**Note: This is a new question for 2025.*

Summary - Harassment and/or violence

- Five percent of employees have experienced harassment or violence on the job, which is consistent with 2023 (4%).
 - Employees with a disability were more likely to disclose having experienced harassment or violence on the job (13%).
- Among those who experienced harassment or violence:
 - This behaviour tends to originate from senior management or their immediate supervisor.

- The nature of harassment has shifted since 2023, with more mentions of aggressive or controlling behaviour, which are now ahead of mentions of unfair treatment or being excluded/ignored.
- The majority knew where to go for assistance (74%). Almost one in five (17%) took no action, which is a decrease from 2023 (32%). In turn, the proportion choosing to discuss the matter with someone (either their immediate supervisor or a senior manager, their director, or the person doing the harassment) has increased.

Table 43 – 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?	2025	2023
Yes	5%	4%
No	95%	96%

Table 44.1 – Experience with harassment or violence: Source

From whom did you experience harassment and/or violence on the job? * (those who have been the victim of harassment)	2025 (n=46)	2023 (n=31)
Senior management**	35%	35%
My immediate supervisor	24%	29%
Co-workers	17%	29%
Executive Leadership Team***	11%	10%
My Director	7%	19%
My direct reports	7%	0%
Individuals from other departments or agencies	4%	13%
Individuals from the institutions that we regulate	2%	3%
Other	15%	6%
Prefer not to say	11%	16%

***Note:** Table includes response categories that employees selected. Sources of harassment that were not selected in 2023 or 2025 have not been included in this table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.

****Note:** "Senior Management" was "Senior Manager" in 2023.

*****Note:** "Executive Leadership Team" was referred to "Executive Committee" in 2023.

Table 44.2 – Experience with harassment or violence: Nature

Please indicate the nature of the harassment and/or violence you experienced. * (those who have been the victim of harassment)	2025 (n=46)	2023 (n=31)
Aggressive behaviour	63%	32%
Excessive control	54%	29%
Unfair treatment	48%	58%
Offensive remark	46%	26%
Being excluded or being ignored	41%	58%
Humiliation	37%	29%

Yelling or shouting	30%	16%
Personal attack	28%	23%
Interference with work or withholding resources	26%	32%
Threat	13%	16%
Sexual comment or gesture	0%	6%
Other	13%	16%
Prefer not to say	2%	6%

***Note:** Table includes response categories that employees selected. Nature of harassment that were not selected in 2023 or 2025 have not been included in this table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.

Table 44.3 – Experience with harassment or violence: Assistance

Did you know where to go for assistance? (among those who experienced harassment)	2025 (n=46)	2023 (n=31)
Yes	74%	65%
No	26%	35%

Table 44.4 – Experience with harassment or violence: Actions taken

What action did you take to address the harassment and/or violence? * (those who have been the victim of harassment)	2025 (n=46)	2023 (n=31)
Discussed with immediate supervisor or a senior manager	59%	29%
Discussed with the person(s) from whom I experienced the harassment	24%	10%
Discussed with my director	20%	6%
Contacted a human resources professional	15%	3%
I used an informal conflict resolution process	13%	0%
Discussed the matter with my union representative	11%	6%
Filed a notice of occurrence	4%	0%
Resolved the matter informally on my own	4%	10%
Contacted the Designated Recipient	2%	0%
Other	15%	13%
I took no action**	17%	32%
Prefer not to say	13%	32%

***Note:** Table includes response categories that employees selected. Actions that were not selected in 2023 or 2025 have not been included in this table. Respondents could choose more than one option; therefore, percentages do not add up to 100%.

****Note:** New in 2025, respondents were provided with a list of response options to identify their reasons for not taking any actions. Results cannot be shared due to low response rate.

Comment Analysis – Discrimination/ micro-aggressions/ harassment and violence

This year, there was one open comment question. Considering that respondents were asked not to include any personal information or internally asked to discuss these matters through other Human Resource channels, any comments on these topics are rolled up into Wellbeing.

Appendix A: Respondent profile

Respondent profile

Classification

Are you:	Percent
RE	70%
REX	16%
Prefer not to say	14%

Tenure

How long have you worked at OSFI?	Percent
Less than 2 years	20%
Between 2 to 15 years	56%
More than 15 years	12%
Prefer not to say	12%

Age group

What is your age group?	Percent
24 years and under	1%
25 to 29 years	5%
30 to 34 years	9%
35 to 39 years	11%
40 to 44 years	14%
45 to 49 years	13%
50 to 54 years	11%
55 to 59 years	6%
60+ years	3%
Prefer not to say	27%

Location of work

In which city is your designated OSFI office located?	Percent
Toronto	44%
Ottawa	42%
Montreal	4%
Vancouver	2%
Prefer not to say	7%

First official language

What is your first official language?	Percent
English	68%
French	16%
Prefer not to say	16%

Survey language completion

Survey completed in:	Percent
English	93%
French	7%

Gender

What is your gender:	Percent
Man	39%
Woman	43%
Another gender (optional to specify):	<1%
Prefer not to say	17%

Racial identity

Which racial group do you identify with?*	Percent
Black	5%
East Asian (for example, Chinese, Japanese, Korean)	11%
Southeast Asian (for example, Filipino, Indonesian, Vietnamese)	2%
Latin America (for example, Brazilian, Guatemalan, Mexican)	1%
Arab (for example, Lebanese, Saudi Arabian, Syrian)	3%
South Asian (for example, East Indian, Pakistani, Sri Lanka)	7%
West Asian (for example, Afghan, Iranian, Turkish)	1%
White	42%
Other	3%
Prefer not to say	26%

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

Ethnic or cultural identity

Which ethnic or cultural origin(s) do you identify with?*	Percent
Southern Africa	<1%
Western Africa	2%
Northern Africa	1%
Eastern Africa	<1%
Central Africa	<1%
Southern Asia	6%
Western Asia and the Middle East	2%

Eastern Asia	10%
South-eastern Asia	2%
Asia – not otherwise specified	1%
Southern Europe	3%
Western Europe	6%
Northern Europe	11%
Eastern Europe	4%
Europe – not otherwise specified	3%
South America	1%
North America	19%
Central America	<1%
Caribbean	2%
South America, Central America or Caribbean – not otherwise specified	<1%
North America – not otherwise specified	4%
Oceania	<1%
Buddhist	<1%
Christian	9%
Hindu	1%
Jewish	1%
Muslim	3%
Sikh	1%
Another identity	2%
Don't know	1%
Prefer not to say	31%

**Note: Table includes response categories that employees selected. Ethnic or cultural origins that were not selected have not been included in this table. 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	10%
No	72%
Prefer not to say	18%

Nature of disability

Please indicate the nature of your disability:* (among those with a disability)	Percent
Mental health-related disability	38%
Chronic health condition	25%
Sensory or environmental disability	22%
Cognitive disability	17%
Hearing disability	15%
Pain-related disability	13%
Learning disability	10%
Seeing disability	8%

Flexibility disability	7%
Speech or communication disability	5%
Dexterity disability	3%
Memory disability	3%
Developmental disability	2%
Mobility disability	1%
Another disability	6%
Prefer not to say	7%

**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	81%
Prefer not to say	17%

Indigenous Person self-identification

If you wish to provide further details, please specify the group(s) to which you belong.* (among those who identify as an Indigenous person who wish to provide further details)	Percent
North American Indian/First Nation	55%
Métis	45%
Inuk (Inuit)	9%
Prefer not to say	9%

**Note: Respondents could choose more than one option; therefore, percentages do not add up to 100%. Caution: Small sample size.*

2SLGBTQIA+

Do you identify as 2SLGBTQIA+?	Percent
Yes	4%
No	77%
Prefer not to say	19%

2SLGBTQIA+ self-identification

If you wish to provide further details, please specify how you self-identify.* (among the 2SLGBTQIA+ who wish to provide further details)	Percent
Gay	33%
Bisexual	28%
Queer	15%
Lesbian	13%
Asexual	10%
Transgender	5%
Pansexual	5%
Two-spirit	3%
Prefer not to say	13%

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

Appendix B: Email invitation

SUBJECT: 2024-25 Biennial Employee Survey / Édition 2024-2025 du Sondage biennal auprès des employés

* Le français suit *

Dear employee,

Environics has been commissioned to conduct the 2024-25 Biennial OSFI Employee Survey. This survey is designed to gather the feedback of employees about various aspects of our working environment.

Your participation is voluntary. Your answers will remain anonymous and the information you provide will be administered according to the requirements of the *Privacy Act*, the *Access to Information Act*, and any other pertinent legislation. Click to view [our privacy policy](#).

OSFI will use the results for operational planning purposes and to guide decision making by the Executive Leadership Team (ELT) and senior management (REX-08 and above). Aggregated survey results may be disclosed to ELT and senior management to assess and address specific organizational matters in a use consistent with subsection 8(2) of the *Privacy Act*.

The survey will take about 20 minutes to complete, at your convenience. You will be able to leave and re-enter the survey, to continue where you last left off.

If you wish to confirm the validity of this survey, please contact OSFI's Consultations Unit at surveys-sondages@osfi-bsif.gc.ca.

Please complete the survey by **February 14**.

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

To begin the survey, click on the link below. **If you are connected to VPN, please turn it off before accessing the questionnaire.**

<LINK>

If the link above does not work, copy the URL into your Chrome browser.

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 Clementine.Blanchard@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Clementine Blanchard
Vice President, Digital Service
Environics Research

Bonjour,

Le BSIF a confié la réalisation de l'édition 2024-2025 du Sondage biennal auprès des employés à Environics. Ce sondage a pour but de recueillir l'avis des membres du personnel du BSIF sur divers aspects de leur milieu de travail.

La participation est facultative. Vos réponses resteront anonymes, et les renseignements que vous fournirez seront gérés conformément aux exigences de la Loi sur la protection des renseignements personnels, de la Loi sur l'accès à l'information et de toute autre loi dont il y a lieu de tenir compte. Consulter notre politique de confidentialité pour en savoir plus.

Le BSIF utilisera les résultats à des fins de planification opérationnelle et pour éclairer le processus décisionnel de l'équipe de la haute direction (EHD) et de la haute direction (groupe et niveau REX-08 et supérieurs). Par conséquent, les résultats agrégés du sondage pourraient être communiqués à l'EHD et à la direction afin d'évaluer des questions organisationnelles précises et d'y donner suite. Si tel est le cas, l'utilisation de ces informations se fera conformément au paragraphe 8(2) de la *Loi sur la protection des renseignements personnels*.

Il vous faudra une vingtaine de minutes pour répondre au sondage, au moment qui vous conviendra. À noter que vous pouvez quitter le sondage à tout moment pour y revenir plus tard, et reprendre à l'endroit où vous vous étiez arrêté(e).

Si vous souhaitez confirmer la validité de ce sondage, veuillez communiquer avec le Groupe des consultations du BSIF à l'adresse surveys-sondages@osfi-bsif.gc.ca.

Vous avez jusqu'au **14 février** pour répondre au sondage.

Les résultats seront communiqués au personnel au printemps.

Cliquer sur le lien ci-dessous pour commencer le sondage. **Le cas échéant, veuillez vous déconnecter du RPV avant d'accéder au questionnaire.**

<LINK>

Si le lien ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur Chrome.

Note : Ce lien unique est associé à votre adresse courriel. Nous vous prions par conséquent de NE TRANSFÉRER ce message ou ce lien À PERSONNE.

Si vous avez des questions au sujet du sondage ou si vous avez besoin d'y accéder par un autre moyen, veuillez communiquer avec moi à l'adresse Clementine.Blanchard@environics.ca. Tous les échanges resteront confidentiels.

Nous vous remercions à l'avance de votre participation.

Clementine Blanchard
Vice-présidente, Services numériques
Environics Research

Appendix C: Email reminders

SUBJECT: Reminder: 2024-25 Biennial Employee Survey / Rappel : Édition 2024-2025 du Sondage biennal auprès des employés

* Le français suit *

Dear employee,

On January 20, you received an email inviting your participation in the 2024-25 Biennial OSFI Employee Survey.

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

Your participation is voluntary. Your answers will remain anonymous and the information you provide will be administered according to the requirements of the *Privacy Act*, the *Access to Information Act*, and any other pertinent legislation. Click to view [our privacy policy](#).

The survey will take about 20 minutes to complete, at your convenience. You will be able to leave and re-enter the survey, to continue where you last left off.

This is a reminder to please complete the survey by February 14.

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

To begin the survey, click on the link below. **If you are connected to VPN, please turn it off before accessing the questionnaire.**

<LINK>

If the link above does not work, copy the URL into your Chrome browser.

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 Clementine.Blanchard@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Clementine Blanchard

Vice President, Digital Service

Environics Research

Bonjour,

Le 20 janvier, vous avez reçu un courriel invitant votre participation à l'édition 2024-2025 du Sondage biennal auprès des employés.

Votre rétroaction est importante. Ce sondage a pour but de recueillir l'avis des membres du personnel du BSIF sur divers aspects de leur milieu de travail.

La participation est facultative. Vos réponses resteront anonymes, et les renseignements que vous fournirez seront gérés conformément aux exigences de la Loi sur la protection des renseignements personnels, de la Loi sur l'accès à l'information et de toute autre loi dont il y a lieu de tenir compte. Consulter notre politique de confidentialité pour en savoir plus.

Il vous faudra une vingtaine de minutes pour répondre au sondage, au moment qui vous conviendra. À noter que vous pouvez quitter le sondage à tout moment pour y revenir plus tard, et reprendre à l'endroit où vous vous étiez arrêté(e).

Nous vous rappelons de bien vouloir répondre au sondage d'ici le 14 février.

Les résultats seront communiqués au personnel au printemps.

Cliquer sur le lien ci-dessous pour commencer le sondage. **Le cas échéant, veuillez vous déconnecter du RPV avant d'accéder au questionnaire.**

<LINK>

Si le lien ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur Chrome.

Note : Ce lien unique est associé à votre adresse courriel. Nous vous prions par conséquent de NE TRANSFÉRER ce message ou ce lien À PERSONNE.

Si vous avez des questions au sujet du sondage ou si vous avez besoin d'y accéder par un autre moyen, veuillez communiquer avec moi à l'adresse Clementine.Blanchard@environics.ca. Tous les échanges resteront confidentiels.

Nous vous remercions à l'avance de votre participation.

Clementine Blanchard
Vice-présidente, Services numériques
Environics Research

SUBJECT: Final Reminder: 2024-25 Biennial Employee Survey / Dernier rappel : Édition 2024-2025 du Sondage biennal auprès des employés

* Le français suit *

Dear employee,

On January 20, you received an email inviting your participation in the 2024-25 Biennial OSFI Employee Survey.

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

Your participation is voluntary. Your answers will remain anonymous and the information you provide will be administered according to the requirements of the Privacy Act, the Access to Information Act, and any other pertinent legislation. Click to view [our privacy policy](#).

The survey will take about 20 minutes to complete, at your convenience. You will be able to leave and re-enter the survey, to continue where you last left off.

This is a reminder to please complete the survey by February 14.

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

To begin the survey, click on the link below. **If you are connected to VPN, please turn it off before accessing the questionnaire.**

<LINK>

If the link above does not work, copy the URL into your Chrome browser.

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 Clementine.Blanchard@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Clementine Blanchard

Vice President, Digital Service

Environics Research

Bonjour,

Le 20 janvier, vous avez reçu un courriel invitant votre participation à l'édition 2024-2025 du Sondage biennal auprès des employés.

Votre rétroaction est importante. Ce sondage a pour but de recueillir l'avis des membres du personnel du BSIF sur divers aspects de leur milieu de travail.

La participation est facultative. Vos réponses resteront anonymes, et les renseignements que vous fournirez seront gérés conformément aux exigences de la Loi sur la protection des renseignements personnels, de la Loi sur l'accès à l'information et de toute autre loi dont il y a lieu de tenir compte. Consulter notre politique de confidentialité pour en savoir plus.

Il vous faudra une vingtaine de minutes pour répondre au sondage, au moment qui vous conviendra. À noter que vous pouvez quitter le sondage à tout moment pour y revenir plus tard, et reprendre à l'endroit où vous vous étiez arrêté(e).

Nous vous rappelons de bien vouloir répondre au sondage d'ici le 14 février.

Les résultats seront communiqués au personnel au printemps.

Cliquer sur le lien ci-dessous pour commencer le sondage. **Le cas échéant, veuillez vous déconnecter du RPV avant d'accéder au questionnaire.**

<LINK>

Si le lien ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur Chrome.

Note : Ce lien unique est associé à votre adresse courriel. Nous vous prions par conséquent de NE TRANSFÉRER ce message ou ce lien À PERSONNE.

Si vous avez des questions au sujet du sondage ou si vous avez besoin d'y accéder par un autre moyen, veuillez communiquer avec moi à l'adresse Clementine.Blanchard@environics.ca. Tous les échanges resteront confidentiels.

Nous vous remercions à l'avance de votre participation.

Clementine Blanchard
Vice-présidente, Services numériques
Environics Research

Appendix D: Deadline extension email

*SUBJECT: Deadline Extended: 2024-25 Biennial Employee Survey / Date limite reportée :
Édition 2024-2025 du Sondage biennal auprès des employés*

* Le français suit *

Dear employee,

The deadline for the 2024-25 Biennial OSFI Employee Survey has been extended because your input is important. Please complete the survey by **February 19**.

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

Your participation is voluntary. Your answers will remain anonymous and the information you provide will be administered according to the requirements of the *Privacy Act*, the *Access to Information Act*, and any other pertinent legislation. Click to view [our privacy policy](#).

The survey will take about 20 minutes to complete, at your convenience. You will be able to leave and re-enter the survey, to continue where you last left off.

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

To begin the survey, click on the link below. **If you are connected to VPN, please turn it off before accessing the questionnaire.**

<LINK>

If the link above does not work, copy the URL into your Chrome browser.

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 Clementine.Blanchard@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Clementine Blanchard
Vice President, Digital Service
Environics Research

Bonjour,

La date limite pour répondre au questionnaire de l'édition 2024-2025 du Sondage biennal auprès des employés est remise de quelques jours. Votre opinion compte. Nous vous demandons de bien vouloir nous transmettre vos réponses d'ici le **19 février**.

Ce sondage a pour but de recueillir l'avis des membres du personnel du BSIF sur divers aspects de leur milieu de travail.

La participation est facultative. Vos réponses resteront anonymes, et les renseignements que vous fournirez seront gérés conformément aux exigences de la Loi sur la protection des renseignements personnels, de la Loi sur l'accès à l'information et de toute autre loi dont il y a lieu de tenir compte. Consulter notre politique de confidentialité pour en savoir plus.

Il vous faudra une vingtaine de minutes pour répondre au sondage, au moment qui vous conviendra. À noter que vous pouvez quitter le sondage à tout moment pour y revenir plus tard, et reprendre à l'endroit où vous vous étiez arrêté(e).

Nous vous rappelons de bien vouloir répondre au sondage d'ici le 14 février.

Les résultats seront communiqués au personnel au printemps.

Cliquer sur le lien ci-dessous pour commencer le sondage. **Le cas échéant, veuillez vous déconnecter du RPV avant d'accéder au questionnaire.**

<LINK>

Si le lien ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur Chrome.

Note : Ce lien unique est associé à votre adresse courriel. Nous vous prions par conséquent de NE TRANSFÉRER ce message ou ce lien À PERSONNE.

Si vous avez des questions au sujet du sondage ou si vous avez besoin d'y accéder par un autre moyen, veuillez communiquer avec moi à l'adresse Clementine.Blanchard@environics.ca. Tous les échanges resteront confidentiels.

Nous vous remercions à l'avance de votre participation.

Clementine Blanchard
Vice-présidente, Services numériques
Environics Research

Appendix E: Last day reminder

SUBJECT: Last Chance: 2024-25 Biennial Employee Survey / Dernière chance: Édition 2024-2025 du Sondage biennal auprès des employés

* Le français suit *

Dear employee,

On January 20, you received an email inviting your participation in the 2024-25 Biennial OSFI Employee Survey.

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

Your participation is voluntary. Your answers will remain anonymous and the information you provide will be administered according to the requirements of the *Privacy Act*, the *Access to Information Act*, and any other pertinent legislation. Click to view [our privacy policy](#).

The survey will take about 20 minutes to complete, at your convenience. You will be able to leave and re-enter the survey, to continue where you last left off.

The last day to complete the 2024-25 Biennial Employee Survey is today, February 19. Please complete the survey to have your say.

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

To begin the survey, click on the link below. **If you are connected to VPN, please turn it off before accessing the questionnaire.**

<LINK>

If the link above does not work, copy the URL into your Chrome browser.

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 Clementine.Blanchard@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Clementine Blanchard
Vice President, Digital Service
Environics Research

Bonjour,

Le 20 janvier, vous avez reçu un courriel invitant votre participation à l'édition 2024-2025 du Sondage biennal auprès des employés.

Votre rétroaction est importante. Ce sondage a pour but de recueillir l'avis des membres du personnel du BSIF sur divers aspects de leur milieu de travail.

La participation est facultative. Vos réponses resteront anonymes, et les renseignements que vous fournirez seront gérés conformément aux exigences de la Loi sur la protection des renseignements personnels, de la Loi sur l'accès à l'information et de toute autre loi dont il y a lieu de tenir compte. Consulter notre politique de confidentialité pour en savoir plus.

Il vous faudra une vingtaine de minutes pour répondre au sondage, au moment qui vous conviendra. À noter que vous pouvez quitter le sondage à tout moment pour y revenir plus tard, et reprendre à l'endroit où vous vous étiez arrêté(e).

La dernière journée pour participer au sondage biennal auprès des employés, édition 2024-2025 est aujourd'hui, le 19 février. Veuillez y répondre pour avoir voix au chapitre.

Les résultats seront communiqués au personnel au printemps.

Cliquer sur le lien ci-dessous pour commencer le sondage. **Le cas échéant, veuillez vous déconnecter du RPV avant d'accéder au questionnaire.**

<LINK>

Si le lien ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur Chrome.

Note : Ce lien unique est associé à votre adresse courriel. Nous vous prions par conséquent de NE TRANSFÉRER ce message ou ce lien À PERSONNE.

Si vous avez des questions au sujet du sondage ou si vous avez besoin d'y accéder par un autre moyen, veuillez communiquer avec moi à l'adresse Clementine.Blanchard@environics.ca. Tous les échanges resteront confidentiels.

Nous vous remercions à l'avance de votre participation.

Clementine Blanchard
Vice-présidente, Services numériques
Environics Research

Appendix F: Survey instrument – English

Welcome to the 2024-25 Biennial OSFI Employee Survey / Voici l'édition 2024-2025 du Sondage biennal auprès des employés du BSIF

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

English

French

Your views are important!

This survey will gather feedback on various aspects of our working environment. The Executive Leadership Team (ELT) 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.

The value of this survey **relies entirely on your candid participation**. Towards the end of the survey, you will be given the opportunity to provide additional thoughts, comments, or observations to be shared with ELT. Your responses will be kept strictly confidential and shared as a roll up at the OSFI level.

The deadline to complete the survey is **February 14**.

Your privacy will be respected. Your survey responses are collected and administered according to the provisions of the federal *Privacy Act*, the *Access to Information Act*, and s. 13 of the *OSFI 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 employee could be identified. Only summary reports of aggregate data and verbatim comments rolled up at the OSFI level will be provided. Click to view our [privacy policy](#).

How to complete the survey

Your participation in this survey is voluntary and will take about 20 minutes of your time. You're able to leave and re-enter the survey starting the survey where you last left off.

Please base your answers on your lived experience over the last 12 months.

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.

How to contact us

If you have any questions on how to complete the survey, about the survey content (i.e., its purpose, timing, reasons for specific questions), or to request it in an alternate format, please contact [Clementine Blanchard](#).

My organization

Please indicate your level of agreement with each statement.

Q1. Currently, OSFI's workplace is...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
a) Agile (e.g., quickly adapting to changes and/or new situations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Balanced (e.g., ensuring an even distribution of work and personal time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Collaborative (e.g., working together effectively towards common goals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Growth-oriented (e.g., focused on expanding and/or improving)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Inclusive (e.g., ensuring everyone feels valued and included)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Innovative (e.g., embracing new ideas and/or creative approaches)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Respectful (e.g., showing consideration and/or respect for others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Results-oriented (e.g., motivated)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

and/or determined to achieve goals)							
i) Supportive (e.g., providing help and/or encouragement to one another)	<input type="radio"/>						
j) Transparent (e.g., open and honest in communications and/or operations)	<input type="radio"/>						

Q2. How frequently do you observe examples of collaboration at OSFI?	Not at all frequently	Not very frequently	Somewhat frequently	Very frequently	Don't know	Not applicable
a) Between colleagues	<input type="radio"/>					
b) Between managers	<input type="radio"/>					
c) Between divisions	<input type="radio"/>					
d) Between sectors	<input type="radio"/>					
e) Between OSFI's offices (i.e., Montreal, Ottawa, Toronto and Vancouver)	<input type="radio"/>					

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
Q3. Communication is effective between teams within my Sector/group.*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4. OSFI does a good job of promoting values and ethics in the workplace.	<input type="radio"/>						
Q5. If I am faced with an ethical dilemma or conflict between values in the workplace, I know where I can go for help in resolving the situation.	<input type="radio"/>						
Q6. Systemic barriers** to inclusion exists at OSFI.	<input type="radio"/>						

* The **sectors/groups** within OSFI are Supervision Sector, Corporate Services Sector, Strategy, Risk and Governance Sector, Regulatory Response Sector, National Security Sector, the Office of the Superintendent (including Internal Audit), and the Office of the Chief Actuary.

** **Systemic barriers** are defined as attitudes, policies, practices or systems that result in individuals from certain population groups receiving unequal access to or being excluded from participation in employment, services or programs (e.g., through discrimination, racism, sexism, homophobia, transphobia, ableism, etc). These barriers are systemic in nature, meaning they result from individual, societal or institutional practices, policies, traditions and/or values that may be “unintended” or “unseen” to those who do not experience them. They can have serious and long-lasting harmful impacts on individuals.

Q6B. [IF Q6=Strongly or Somewhat Agree] Which of the following barriers have you observed or experienced at OSFI in the past year?

Please select all that apply

- Attitudinal (behaviours, perceptions, and assumptions that discriminate against equity and equity-seeking groups)
- 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)

Please indicate your level of agreement with this statement.	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q7. OSFI implements activities and practices that support a diverse* workplace.	○	○	○	○	○	○	○

* 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.

Q8. Which of the following words best describes the culture you currently experience at OSFI?

Please select up to 5 words

[randomize response options]

- | | | | |
|---|---|---|---|
| <input type="checkbox"/> Siloed | <input type="checkbox"/> Collaborative | <input type="checkbox"/> Risk-Averse | <input type="checkbox"/> Risk-Taking |
| <input type="checkbox"/> Perfectionist | <input type="checkbox"/> Efficient | <input type="checkbox"/> Structured | <input type="checkbox"/> Flexible |
| <input type="checkbox"/> Consensus-Driven | <input type="checkbox"/> Innovative | <input type="checkbox"/> Constrained | <input type="checkbox"/> Autonomous |
| <input type="checkbox"/> Fear of Reprisal | <input type="checkbox"/> Psychologically Safe | <input type="checkbox"/> Task-Oriented | <input type="checkbox"/> People-Oriented |
| <input type="checkbox"/> Biased | <input type="checkbox"/> Fair/Equitable | <input type="checkbox"/> Process-Oriented | <input type="checkbox"/> Results-Oriented |
| <input type="checkbox"/> Unsupportive | <input type="checkbox"/> Supportive | <input type="checkbox"/> Harmonious | <input type="checkbox"/> Transparent |
| <input type="checkbox"/> Directive | <input type="checkbox"/> Empowering | <input type="checkbox"/> Inclusive | <input type="checkbox"/> Exclusive |
| <input type="checkbox"/> Growth-oriented | | <input type="checkbox"/> Fixed mindset | |

Leadership

Executive Leadership Team

OSFI's Executive Leadership Team (ELT) includes the Superintendent, Chief Actuary, Deputy Superintendent of Supervision, as well as Assistant Superintendents of Corporate Services Sector, Regulatory Response Sector, National Security Sector, and Strategy, Risk and Governance Sector.

Please indicate your level of agreement with each statement.

OSFI's Executive Leadership Team...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q9. Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).	○	○	○	○	○	○	○

Q10. Treats employees with respect.	<input type="radio"/>						
Q11. Leads by example, e.g., walks the talk.	<input type="radio"/>						

OSFI's Executive Leadership Team...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q12. Communications from OSFI's Executive Leadership Team keep me informed about issues that matter to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q13. I have confidence in the Executive Leadership Team to lead OSFI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Senior Management

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

Please indicate your level of agreement with each statement.

OSFI's Senior Management Team...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q14. Creates an inclusive workplace (e.g., where I feel heard, respected, and valued).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15. Treats employees with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q16. Leads by example, e.g., walks the talk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate your level of agreement with this statement.

OSFI's Senior Management Team...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q17. I have confidence in the Senior Management Team to lead OSFI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Immediate Supervisor

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

Q18. 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

Please indicate your level of agreement with each statement.

My immediate supervisor...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q19. Is a good leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q20. Is open to the suggestions of their employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q21. Appreciates my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q22. Creates an inclusive workplace (e.g., where I feel heard, respected and valued).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q23. Treats employees with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q24. Leads by example, e.g., walks the talk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q25. Keeps me informed about issues affecting my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My immediate supervisor...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q26. I receive useful feedback from my immediate supervisor on my job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q27. I am confident approaching my immediate supervisor about issues or concerns without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My immediate supervisor...	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q28. supports my efforts to balance my work, family and personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q29. supports my mental health and wellbeing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Official Languages

Q30. 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
Q31. 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.)	○	○	○	○	○	○	○
Q32. During meetings with my team, I feel free to use the official language of my choice (English or French).	○	○	○	○	○	○	○
Q33. When I communicate with my immediate supervisor*I feel free to use the official language of my choice (English or French).	○	○	○	○	○	○	○
Q34. Training offered by OSFI is available in the official language of my choice (English or French).	○	○	○	○	○	○	○

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

My job

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
Q35. OSFI supports continuous learning and development.	○	○	○	○	○	○	○

Q36. How often are you able to attend training opportunities available at OSFI (including the Canada School of Public Service).	Never	Rarely	Occasionally	Regularly	Not applicable

Q36B (IF Q36 = Any response other than regularly or not applicable)

Which of the following barriers apply to your inability to attend training opportunities available at OSFI (including the Canada School of Public Service)?

Please select all that apply

- Workload
- Manager's approval not received
- Relevant training is not available
- Available training does not meet my learning needs (depth and breadth)
- Training in a relevant/appropriate format not available (e.g., online or in-person)
- Other, please specify: _____
- Don't know
- 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
Q37. I have clear work objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q38. I get the coaching I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q39. I receive meaningful recognition for work well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q40. Overall, I feel valued at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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
Q41. I have opportunities to provide input into decisions that affect my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q42. I get the support* that I need to manage my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q43. I feel I contribute to the success of our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q44. I have intentions of looking for a job outside of OSFI within the next 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Q44B (IF Q44 = Somewhat or Strongly Agree)

Which of the following apply to you looking for a job outside of OSFI:

Please 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

Q45. 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.*

Q45B. (IF Q45 = Yes)

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

- Yes
- No
- Not applicable

Q45C. (IF Q45 = 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 this statement.

<i>Please select one.</i>	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q46. I would describe my workplace as being psychologically healthy*.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

** A **psychologically healthy** workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employee psychological health due to negligent, reckless or intentional individual behaviours and organizational practices.*

Q47. I can complete my assigned workload during my regular working hours.

- Always or almost always
- Often
- Sometimes
- Rarely
- Never or almost never
- Don't know
- Not applicable

Q48. Overall, to what extent do the following factors cause you work-related stress?	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent	Don't know
Heavy workload	<input type="radio"/>	<input type="radio"/>				
Unreasonable deadlines	<input type="radio"/>	<input type="radio"/>				
Not enough employees to do the work	<input type="radio"/>	<input type="radio"/>				
Overtime or long hours	<input type="radio"/>	<input type="radio"/>				
Balancing work and personal life	<input type="radio"/>	<input type="radio"/>				

Q48. Overall, to what extent do the following factors cause you work-related stress?	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent	Don't know
Lack of control or input in decision making	<input type="radio"/>	<input type="radio"/>				
Competing or constantly changing priorities	<input type="radio"/>	<input type="radio"/>				
Lack of clear expectations	<input type="radio"/>	<input type="radio"/>				
Lack of recognition	<input type="radio"/>	<input type="radio"/>				
Feeling disconnected from colleagues	<input type="radio"/>	<input type="radio"/>				

Q48. Overall, to what extent do the following factors cause you work-related stress?	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent	Don't know
Difficulty accessing my work tools or network (e.g., work email, work device, ergonomic equipment)	<input type="radio"/>	<input type="radio"/>				
Accessibility or accommodation issues	<input type="radio"/>	<input type="radio"/>				
Harassment* or discrimination**	<input type="radio"/>	<input type="radio"/>				

* As per OSFI's Work Place Harassment and Violence Prevention Policy, work place harassment 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.

****Discrimination** refers to the unjust or prejudicial treatment of a person or group of people that deprives them of or limits their access to opportunities and advantages that are available to other members of society. The Canadian Human Rights Act sets out the following prohibited grounds of discrimination: 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.

Q48. Overall, to what extent do the following factors cause you work-related stress?	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent	Don't know
Lack of job security	<input type="radio"/>	<input type="radio"/>				
Personal issues	<input type="radio"/>	<input type="radio"/>				
Issue(s) with my co-worker(s)	<input type="radio"/>	<input type="radio"/>				
Issue(s) with my immediate supervisor	<input type="radio"/>	<input type="radio"/>				
Issue(s) with management	<input type="radio"/>	<input type="radio"/>				

Q49. Overall, my level of work-related stress is...

- Very low
- Low
- Moderate
- High
- Very high
- Don't know

- Not applicable

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
Q50. My work unit offers an environment where I feel I can speak up and express my opinions.	○	○	○	○	○	○	○
Q51. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.	○	○	○	○	○	○	○
Q52. OSFI provides resources and services to support me in managing challenges in balancing my work, family and personal life (e.g., Employee Assistance Program and wellness initiatives).	○	○	○	○	○	○	○
Q53. OSFI does a good job of raising awareness of mental health* in the workplace.	○	○	○	○	○	○	○

**** 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.

Discrimination

Please indicate your level of agreement with this statement.

Please select one.	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q54. OSFI works hard to create a workplace that prevents discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q55. Have you been the victim of discrimination* on the job in the past year?

- Yes
- No

**Discrimination refers to the unjust or prejudicial treatment of a person or group of people that deprives them of or limits their access to opportunities and advantages that are available to other members of society. The Canadian Human Rights Act sets out the following prohibited grounds of discrimination: 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.*

Q55B. [If Q55 =Yes]

Did you experience discrimination because of your:

Please select all that apply

- Race
- National or ethnic origin
- Religion
- Colour
- Disability or illness
- Sexual orientation
- Gender identity or expression (including gender diverse identities or expressions such as transgender, two-spirit, or non-binary)
- Sex
- Marital status
- Family status
- Age
- Genetic characteristics (including a requirement to undergo a genetic test or disclose the results of a genetic test)
- Pardoned conviction or suspended record
- Other
- Prefer not to say

Q55C. [if Q55=Yes]

From whom did you experience discrimination on the job?

Please select all that apply

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

Q55D. [if Q55=Yes]

What action(s) did you take to address the discrimination you experienced?

Please 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 resources professional
- Discussed the matter with my union representative
- I 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

Q55E [If “I took no action” selected in Q55D]

Was there anything specific that held you back from taking action to address the discrimination you experienced?

Please select all that apply

- The issue was resolved
- I did not think the incident was serious enough
- The behaviour stopped
- The individual apologized
- Management intervened
- The individual left or changed jobs
- I changed jobs
- I did not know what to do, where to go or whom to ask
- I was too distraught
- I had concerns about the formal complaint process (e.g., confidentiality, how long it would take)
- I was advised against filing a complaint

- I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker)
- Someone threatened me
- I did not believe it would make a difference
- I intend to file a grievance or a formal complaint, but I have not done so yet
- Other
- Prefer not to say

Q55F. [if Q55=Yes]

Did you know where to go for assistance?

- Yes
- No

Harassment

Q56. 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 on their identity as a member of an equity or equity-seeking group.*

Q56B. [if Q56=Yes]

From whom did you experience micro-aggressions on the job?

Please select all that apply

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

Q56C. [if Q56=Yes]

What action(s) did you take to address the micro-aggressions you experienced?

Please 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
- I 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

Q56D. [If “I took no action” selected in Q56C]

Was there anything specific that held you back from taking action to address the micro-aggressions you experienced?

- Yes, please specify: _____
- No
- Prefer not to say

Q56E. [if Q56=Yes]

Did you know where to go for assistance?

- Yes
- No

Q57. 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.*

Q57B. [If Q57 =Yes]

From whom did you experience harassment and/or violence on the job?

Please select all that apply

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

Q57C. [If Q57 =Yes]

Please indicate the nature of the harassment and/or violence you experienced.

Please 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

Q57D. [If Q57 =Yes]

What action did you take to address the harassment and/or violence?

Please 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
- I 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

Q57E. [If “I took no action” selected in Q57D]

Was there anything specific that held you back from taking action to address the harassment you experienced?

Please select all that apply

- The issue was resolved
- I did not think the incident was serious enough
- The behaviour stopped
- The individual apologized
- Management intervened
- The individual left or changed jobs
- I changed jobs
- I did not know what to do, where to go or whom to ask
- I was too distraught
- I had concerns about the formal complaint process (e.g., confidentiality, how long it would take)
- I was advised against filing a complaint
- I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker)
- Someone threatened me
- I did not believe it would make a difference
- I intend to file a grievance or a formal complaint, but I have not done so yet
- Other
- Prefer not to say

Q57F. [if Q57=Yes]

Did you know where to go for assistance?

- Yes
- No

COMMENTS

Q58. Do you wish to provide feedback to the Executive Leadership Team about any of the topics that have been addressed in this survey?

- Yes, I wish to add comments for the Executive Leadership Team to review
- No, I do not wish to add comments for the Executive Leadership Team to review

Q58B. [if Q57=Yes] Personal identifiers will be redacted from verbatim comments to ensure anonymity prior to them being shared with members of the Executive Leadership Team and the Chief Human Resources Officer. A summary of the themes found in the comments will be made available to all staff 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

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.

Thank you for completing these important questions.

Gender refers to a social and personal identity and may be different than a person's biological sex.

Q59. 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 groups.

Q60. Which racial group(s) do you identify with?

Please select all that apply

- Black
- East Asian (for example, Chinese, Japanese, Korean)
- Southeast Asian (for example, Filipino, Indonesian, Vietnamese)
- Latin America (for example, Brazilian, Guatemalan, Mexican)
- Arab (for example, Lebanese, Saudi Arabian, Syrian)
- South Asian (for example, East Indian, Pakistani, Sri Lanka)
- West Asian (for example, Afghan, Iranian, Turkish)
- White
- Another identity (optional to specify):
- Prefer not to say

Ethnic origin refers to the ethnic or cultural origins of a person's ancestors. People who identify with similar ethnic origins (ethnic groups) tend to have a shared understanding of their ancestry or historical past, often with identifiable geographic, cultural, linguistic and/or religious characteristics.

Q61. Which ethnic or cultural origin(s) do you identify with?

Please select all that apply

- Southern Africa (for example, Botswana, Eswatini, Namibia, South Africa)
- Western Africa (for example, Benin, Ghana, Mali, Nigeria)
- Northern Africa (for example, Algeria, Egypt, Libya, Morocco)
- Eastern Africa (for example, Burundi, Kenya, Rwanda, Tanzania)
- Central Africa (for example, Angola, Cameroon, Democratic Republic of the Congo, Gabon)
- Africa – not otherwise specified
- Southern Asia (for example, Bhutan, India, Pakistan, Sri Lanka)
- Western Asia and the Middle East (for example, Bahrain, Iran, Turkey, United Arab Emirates)
- Eastern Asia (for example, China, Japan, Mongolia, South Korea)
- South-eastern Asia (for example, Cambodia, Indonesia, Philippines, Vietnam)
- Central Asia (for example, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan)
- Asia – not otherwise specified
- Southern Europe (for example, Greece, Italy, Portugal, Slovenia)
- Western Europe (for example, Belgium, France, Germany, Switzerland)
- Northern Europe (for example, Denmark, Ireland, Sweden, United Kingdom)
- Eastern Europe (for example, Bulgaria, Hungary, Poland, Ukraine)
- Europe – not otherwise specified
- South America (for example, Brazil, Chile, Peru, Venezuela)
- North America (for example, Canada, the United States)
- Central America (for example, Belize, Costa Rica, Mexico, Nicaragua)
- Caribbean (for example, Cuba, Haiti, Jamaica, Trinidad and Tobago)
- South America, Central America or Caribbean – not otherwise specified
- North America – not otherwise specified

- Oceania (for example, Australia, Fiji, New Zealand, Polynesia)
- Oceania – not otherwise specified
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Another identity (optional to specify): _____
- 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.

Q62. Do you identify as an Indigenous Person?

- Yes
- No
- Prefer not to say

Q62. [if Q62 = Yes]

If you wish to provide further details, please specify the group(s) to which you belong:

Please select all that apply

- 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, learning, communication, or sensory impairment - or a functional limitation - permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.

Q63. 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

Q63B. [if Q63 = Yes]

Please indicate the nature of your disability:

Please select all that apply

- Seeing disability: affects vision, including total blindness, partial sight and visual distortion.
- Hearing disability: affects ability to hear, including being hard of hearing, deafness or acoustic distortion.
- Speech or communication disability: affects ability to talk, including total speech loss, partial speech and speech distortion.
- Mobility disability: affects ability to move your body, including the required use of a wheelchair or a cane, or other issues impacting your mobility.
- Flexibility disability: affects ability to move joints, to bend and to reach for things.
- Dexterity disability: affects ability to perform fine motor tasks, especially with your hands.
- Mental health-related disability: affects psychology or behaviour, such as anxiety, depression or social or compulsive disorder, or phobia or psychiatric illness.
- Sensory or environmental disability: affects sensitivity to lights, sounds, smells or other elements in one's environment, including allergens.
- Chronic health condition: affects ability to function on a regular or episodic basis due to an ongoing health condition such as diabetes, Crohn's disease, colitis, fibromyalgia, multiple sclerosis.
- Pain-related disability: affects ability to function on a regular or episodic basis due to pain.
- Cognitive disability: ability to carry out tasks involving executive functioning, such as planning and organization.
- Learning disability: affects the way a person receives, understands and uses information, such as dyslexia, dysgraphia and other learning disabilities.
- Memory disability: affects a person's ability to remember information.
- Developmental disability (also known as intellectual disability): affects ability to learn and to adapt behaviour to different situations.
- Another disability (optional to specify): _____
- Prefer not to say

The collection of information relating to the representation of employees belonging to the LGBTQ2SIA+ community will contribute to the Government of Canada's work to improve equality for 2SLGBTQIA+ communities. 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.

Q64. Do you identify as 2SLGBTQIA+?

- Yes
- No
- Prefer not to say

Q64B. [if Q64 = Yes]

If you wish to provide further details, please specify how you self-identify.

Please select all that apply

- Two-spirit
- Lesbian
- Gay
- Bisexual

- Transgender
- Queer
- Questioning
- Intersex
- Asexual
- Pansexual
- Another identity (optional to specify): _____
- Prefer not to say

Q65. 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

Q66. What is your first official language?

- English
- French
- Prefer not to say

Q67. Do you currently use any of the following flexible working arrangements (FWA)?

Please 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 by most 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

Q67B. [if Q67 = 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

Q68. How long have you worked at OSFI?

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

Q69. Are you:

- RE
- REX
- Prefer not to say

Q70. What is your Sector/group?

- Superintendent's Office and Internal Audit
- Supervision Sector
- Strategy, Risk and Governance Sector
- Corporate Services Sector
- Regulatory Response Sector
- National Security Sector
- Office of the Chief Actuary
- Prefer not to say

Q71. In which organizational work unit are you currently working?

[skip Q71 if Q70 equals "Prefer not to say"]

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.

Superintendent' Office and Internal Audit

- 100 - Superintendent's Office
- 130 – Assistant Superintendent, NSS
- 200 - Assistant Superintendent and Chief Operating Officer
- 313 - Legal Services Unit
- 333 - Assistant Superintendent, Regulatory Response
- 401 - Deputy Superintendent, Supervision
- 560 - Assistant Superintendent and CSRO
- 650 - Internal Audit

Supervision Sector

- 402/466 - Supervision Quality Assurance/ Supervision Central Office
- 417/445 - Mortgage Insurance Group/ Insurance
- 422/478 - Banking Risk and Capital/ Risk Advisory Hub

427 - International Banking
428 - Domestic Banking
468 - Risk Assessment and Intervention Hub (Jacqueline Friedland)
475/485 - Private Pension Plans Division/ Risk Assessment and Intervention Hub (Patrick Clermont)
493/494 - Supervision Institute/ Supervisory Framework
496 - Insurance Risk and Capital and Pension Risk
508 - Market & Liquidity Risk Division (MLRD)
Strategy, Risk and Governance Sector
210/211 - Chief Financial Officer/ Finance
240/565/566/567/568/569 - SGO/ Strat & Gov, Sr.Dir/ Corp Plan/ CO, SRG/ Int Risk Mgmt/ Analyst Dev Prog.
549/550 - Data Collection Modernization/ Risk & Data Analytics (RDA)
540/551/562/563/564 - Horizon Risk Surveillance/ HMR Div./ Risk Quantification/ ARRA/ Ind. Surveillance
561 - Enterprise Risk Management
Corporate Services Sector
204/206/208 - Chief Information Officer/ IM/IT Strategic Management/ Client Relationship Management
207 - Data Collection Operations
212 - Infrastructure and Technology Services Division
214/219 - Enterprise Information Management/ Cyber Security
217 - Application Services
222 - Service Excellence
230/231 - Chief Human Resources Officer/ HR Planning, Programs, Systems and Analytics
232 - Security
250 - Workforce Organization, Resourcing, Learning and Development
251 - Workplace Effectiveness
252 - Facilities Services
261/262 - Enterprise Change Management/ Central Office, CST
280/319 - Communications, Engagement and Stakeholders Affairs/ Stakeholder Affairs
315 - Corporate and Digital Communication
323 - Public Affairs
Regulatory Response Sector
311 - Approvals Division
312 - Intergovernmental Affairs and Policy Division
320/321 - Regulatory Affairs Directorate/ Legislative Affairs Division
322/505 - Policy Development and Standards Division/ Accounting Policy Division
350 - Climate Risk Division

353/511/530 - Central Office, RR/ Culture & Compliance Risk Div./ Emerging Risk Operations Directorate

355/507 - Integrity and Security Risk Division/ Operational Risk Division

531 - Technology Risk Division (TRD)

National Security Sector

131/132/133 - NSS Administration & Operations/ NSS Intelligence/ NSS Liaison and External Review

Office of the Chief Actuary

700/710/720/740 - Chief Actuary/ Soc. Insurance Programs/ Public Pensions/ Private Pension Plan Actuarial

- Prefer not to say

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.

Appendix G: Survey instrument – French

Welcome to the 2024-25 Biennial OSFI Employee Survey / Voici l'édition 2024-2025 du Sondage biennal auprès des employés du BSIF

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

Anglais

Français

Votre opinion compte!

Ce sondage permettra de recueillir votre rétroaction sur divers aspects de notre milieu de travail. L'équipe de la haute direction (EHD) veut savoir ce qui va bien et quelles améliorations peuvent être apportées, et elle s'engage à donner suite à vos commentaires et idées.

Le lien qui se trouve dans l'invitation que vous avez reçue est unique et associé à votre adresse courriel; prière de ne le transférer à personne.

Nous vous invitons à **répondre aux questions en toute franchise**, car c'est là que réside toute la valeur de cet exercice. À la fin du questionnaire, vous aurez la possibilité de présenter des réflexions, des observations ou des commentaires supplémentaires qui seront transmis à l'EHD. Vos réponses demeureront strictement confidentielles et seront communiquées sous une forme compilée à l'échelle du BSIF.

Vous avez jusqu'au **14 février** pour répondre au sondage.

La confidentialité de vos renseignements sera respectée. Vos réponses au sondage sont recueillies et gérées conformément aux dispositions de la *Loi sur la protection des renseignements personnels*, de la *Loi sur l'accès à l'information* et de l'article 13 de la *Loi sur le BSIF*. Aux termes de 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.

En outre, conformément aux normes de pratique professionnelle qui régissent les sondages d'opinion dans les secteurs public et privé, Environics ne dévoilera AUCUNE réponse individuelle à qui que ce soit au BSIF, et le BSIF n'aura jamais accès aux réponses d'une façon qui lui permettrait de faire le lien entre une réponse et un membre de son personnel. Seuls seront fournis des rapports de synthèse contenant des données agrégées et une compilation des commentaires textuels à l'échelle du BSIF. Consulter notre [politique de confidentialité](#) pour en savoir plus.

Comment répondre au sondage

Votre participation à ce sondage est facultative et il vous faudra une vingtaine de minutes pour y répondre. À noter que vous pouvez quitter le sondage à tout moment pour y revenir plus tard, et reprendre à l'endroit où vous vous étiez arrêté(e).

Veuillez fonder vos réponses sur votre vécu des 12 derniers mois.

Pour chaque question, vous avez la possibilité de répondre « Je ne sais pas » ou « Sans objet ». Veuillez choisir l'une de ces options si vous estimez ne pas avoir les connaissances nécessaires pour répondre à la question ou si celle-ci ne cadre pas avec votre situation.

Nous joindre

Si vous avez des questions sur la façon de répondre au sondage ou sur son contenu (par exemple, but, calendrier ou raison d'être d'une question précise), ou pour demander qu'on vous le fournisse dans un autre format, veuillez communiquer avec Clementine Blanchard.

Mon organisme

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

Q1. À l'heure actuelle, le milieu de travail du BSIF est...	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
--	--------------------------	--------------------------	-----------------------------	----------------------	----------------------	----------------	------------

Agile (c'est-à-dire un milieu où on s'adapte rapidement aux changements et/ou aux nouvelles situations)	<input type="radio"/>						
Équilibré (c'est-à-dire un milieu où on veille à une répartition équilibrée entre travail et temps personnel)	<input type="radio"/>						
Collaboratif (c'est-à-dire un milieu où on travaille ensemble de manière efficace pour atteindre des objectifs communs)	<input type="radio"/>						
Axé sur la croissance (c'est-à-dire un milieu où on met l'accent sur le développement et/ou l'amélioration)	<input type="radio"/>						
Inclusif (c'est-à-dire un milieu où on veille à ce que chaque personne se sente valorisée et incluse)	<input type="radio"/>						
Innovateur (c'est-à-dire un milieu où on est ouvert aux nouvelles idées et/ou aux approches novatrices)	<input type="radio"/>						
Respectueux (c'est-à-dire un milieu où on fait preuve de considération et/ou de respect envers les autres)	<input type="radio"/>						
Axé sur les résultats (c'est-à-dire un milieu où on fait preuve de motivation et/ou de détermination à atteindre les objectifs)	<input type="radio"/>						
Axé sur le soutien (c'est-à-dire un milieu où on s'entraide et/ou on s'encourage)	<input type="radio"/>						

Axé sur la transparence (c'est-à-dire un milieu où fait preuve d'ouverture et d'honnêteté dans les communications et/ou les activités)	<input type="radio"/>						
---	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Q2. À quelle fréquence voyez- vous des exemples de collaboration au BSIF?	Pas souvent du tout	Pas très souvent	Assez souvent	Très souvent	Je ne sais pas	Sans objet
Entre collègues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entre gestionnaires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entre divisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entre secteurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entre bureaux du BSIF (Montréal, Ottawa, Toronto et Vancouver)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q3. La communication est efficace entre les équipes de mon secteur ou groupe*.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q4. Le BSIF fait un bon travail de promotion des valeurs et de l'éthique dans le milieu de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q5. Si j'étais confronté(e) à un dilemme éthique ou à un conflit entre les valeurs du milieu de travail, je saurais où aller pour obtenir de l'aide afin de régler le problème.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q6. Il y a des obstacles systémiques** qui nuisent à l'inclusion au BSIF.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Les secteurs ou groupes au sein du BSIF sont le Secteur de la surveillance, le Secteur des services intégrés, le Secteur de la stratégie, du risque et de la gouvernance, le Secteur des mesures de réglementation, le Secteur de la sécurité nationale, le Bureau du surintendant (qui comprend l'Audit interne) et le Bureau de l'actuaire en chef.

** Les obstacles systémiques s'entendent des attitudes, politiques, pratiques ou systèmes qui font que des personnes membres de certains groupes de population ne bénéficient pas d'un accès égal à des emplois, des services ou des programmes, ou en sont exclues (c'est-à-dire en raison de discrimination, de racisme, de sexisme, d'homophobie, de transphobie, de capacitisme, etc.). Ces obstacles sont de nature systémique, c'est-à-dire qu'ils résultent de pratiques, de politiques, de traditions ou de valeurs individuelles, sociétales ou institutionnelles qui peuvent être « involontaires » ou « invisibles » pour ceux qui ne les subissent pas. Ils peuvent avoir des répercussions néfastes graves et durables sur les personnes touchées.

Q6B. [Si Q6 = Tout à fait d'accord ou Quelque peu d'accord] Parmi les obstacles suivants, lesquels avez-vous observés ou rencontrés au BSIF au cours de la dernière année?

Vous pouvez choisir plus d'une réponse.

- Obstacles liés à l'attitude (comportements, perceptions et préjugés qui constituent une discrimination à l'égard des groupes visés par l'équité ou en quête d'équité)
- Obstacles physiques (immeubles ou espaces extérieurs qui créent des obstacles pour les personnes handicapées)
- Obstacles informationnels (lorsque des handicaps sensoriels, comme des troubles de l'audition, de la vue ou de l'apprentissage, n'ont pas été pris en considération)
- Obstacles technologiques (lorsqu'un appareil ou une plateforme technologique n'est pas accessible et ne peut pas être utilisé au moyen d'un appareil fonctionnel)
- Obstacles organisationnels (politiques, procédures ou pratiques qui empêchent des personnes de participer pleinement à une situation)

Dans quelle mesure êtes-vous d'accord avec l'énoncé suivant?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q7. Le BSIF met en place des activités et des pratiques qui favorisent un milieu de travail diversifié*.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

** Dans un milieu de travail diversifié, chaque personne est intégrée au groupe, 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 à l'expression de genre, à l'état matrimonial, à la situation de famille, à la religion, à l'âge, à la langue, à l'origine culturelle, aux centres d'intérêt, aux points de vue ou à d'autres caractéristiques. Toutes les différences entre l'identité personnelle et professionnelle des collègues sont admises.*

Q8. Parmi les mots suivants, lesquels décrivent le mieux la culture actuelle au BSIF selon votre vécu?

Vous pouvez choisir au maximum 5 mots.

[Présenter les réponses possibles dans un ordre aléatoire]

- | | | | |
|--|--|--|---|
| <input type="checkbox"/> Cloisonnement | <input type="checkbox"/> Collaboration | <input type="checkbox"/> Tendance à éviter le risque | <input type="checkbox"/> Tendance à prendre des risques |
| <input type="checkbox"/> Perfectionnisme | <input type="checkbox"/> Efficacité | <input type="checkbox"/> Rigidité | <input type="checkbox"/> Souplesse |
| <input type="checkbox"/> Recherche de consensus | <input type="checkbox"/> Innovation | <input type="checkbox"/> Contraintes | <input type="checkbox"/> Autonomie |
| <input type="checkbox"/> Crainte de représailles | <input type="checkbox"/> Milieu psychologiquement sain | <input type="checkbox"/> Accent sur les tâches | <input type="checkbox"/> Accent sur les personnes |
| <input type="checkbox"/> Parti pris | <input type="checkbox"/> Équité | <input type="checkbox"/> Accent sur les processus | <input type="checkbox"/> Accent sur les résultats |

- Manque de soutien
- Approche directive
- Orientation vers la croissance
- Soutien
- Approche donnant les moyens d’agir
- Harmonie
- Inclusion
- Orientation vers l’immobilisme
- Transparence
- Exclusion

Leadership

Équipe de la haute direction

L'équipe de la haute direction (EHD) du BSIF comprend le surintendant, l'actuaire en chef, le surintendant adjoint, Secteur de la surveillance, ainsi que les surintendants auxiliaires du Secteur des services intégrés, du Secteur des mesures de réglementation, du Secteur de la sécurité nationale et du Secteur de la stratégie, du risque et de la gouvernance.

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

L'équipe de la haute direction du BSIF...	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q9. Crée un milieu de travail inclusif (c'est-à-dire un milieu où je sens que l'on m'écoute, que l'on me respecte et que l'on me valorise).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q10. Traite les employés avec respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q11. Dirige en montrant l'exemple (c'est-à-dire joint le geste à la parole).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet

Q12. Les communications de l'équipe de la haute direction du BSIF me tiennent au courant des questions qui m'importent.	○	○	○	○	○	○
Q13. J'ai confiance en la capacité de l'équipe de la haute direction à diriger le BSIF.	○	○	○	○	○	○

Haute Direction

*Font partie de la **haute direction** du BSIF les personnes qui occupent un poste de directeur administratif, de directeur principal ou de directeur général, ou le poste de dirigeant principal des ressources humaines (DPRH), de dirigeant principal de l'information (DPI), de dirigeant principal des finances (DPF), de dirigeant principal de l'audit (DPA) ou de dirigeant principal des données (DPD) (autrement dit un poste de groupe et niveau REX-08, REX-09 ou REX-10).*

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

La haute direction du BSIF...	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q14. Crée un milieu de travail inclusif (c'est-à-dire un milieu où je sens que l'on m'écoute, que l'on me respecte et que l'on me valorise).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15. Traite les employés avec respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q16. Dirige en montrant l'exemple (c'est-à-dire joint le geste à la parole).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure êtes-vous d'accord avec l'énoncé suivant?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q17. J'ai confiance en la capacité de la haute direction à diriger le BSIF.							

Supérieur(e) immédiat(e)

Votre supérieur(e) immédiat(e) est la personne dont vous relevez directement.

Q18. À quel niveau se situe la personne dont vous relevez directement, c'est-à-dire votre supérieur(e) immédiat(e)?

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

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

Mon ou ma supérieur(e) immédiat(e)...	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q19. Est un(e) bon(ne) dirigeant(e).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q20. Est ouvert(e) aux suggestions de ses employés.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q21. Apprécie mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q22. Crée un milieu de travail inclusif (c'est-à-dire un milieu où je sens que l'on m'écoute, que l'on me respecte et que l'on me valorise)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q23. Traite les employés avec respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q24. Dirige en montrant l'exemple (c'est-à-dire joint le geste à la parole).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q25. Me tient au courant des questions qui touchent mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q26. Je reçois de la rétroaction utile de mon (ma) superviseur(e) immédiat(e) sur mon rendement au travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q27. Je sais que je peux confier mes inquiétudes à mon ou ma supérieur(e) immédiat(e) sans crainte de représailles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mon ou ma supérieur(e) immédiat(e)...	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q28. Me soutient dans mes efforts visant à concilier ma vie professionnelle, ma vie familiale et ma vie personnelle.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q29. Soutient ma santé mentale et mon bien-être.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Langues officielles

Q30. 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 d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q31. 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 aux documents diffusés à l'extérieur du BSIF.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q32. Lorsque j'assiste à une réunion d'équipe, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q33. Lorsque je communique avec mon ou ma supérieur(e) immédiat(e)*, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q34. Le BSIF offre de la formation dans la langue officielle de mon choix (français ou anglais).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Votre supérieur(e) immédiat(e) est la personne dont vous relevez directement.

Mon emploi

Dans quelle mesure êtes-vous d'accord avec l'énoncé suivant?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q35. Le BSIF favorise l'apprentissage et le perfectionnement continus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Veillez sélectionner une réponse

Q36. À quelle fréquence êtes-vous en mesure d'assister aux séances de formation offertes au BSIF (dont celles offertes par l'École de la fonction publique du Canada)?	Jamais	Rarement	Occasionnellement	Régulièrement	Sans objet

Q36B (Si Q35 = Jamais, Rarement ou Occasionnellement)

Parmi les obstacles suivants, quels sont ceux qui vous empêchent d'assister aux séances de formation offertes au BSIF (dont celles offertes par l'École de la fonction publique du Canada)?

Vous pouvez choisir plus d'une réponse.

- Charge de travail
- Approbation du gestionnaire non reçue
- Aucune formation pertinente n'est offerte
- Les formations offertes ne répondent pas à mes besoins en matière d'apprentissage (niveau de détail et portée)
- Aucune formation n'est offerte dans un format pertinent ou approprié (par exemple en ligne ou en personne)
- Autre (veuillez préciser) : _____
- Je ne sais pas
- 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 d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet

Q37. J'ai des objectifs de travail clairs.	<input type="radio"/>						
Q38. Je reçois l'encadrement dont j'ai besoin pour bien faire mon travail.	<input type="radio"/>						
Q39. Je reçois une reconnaissance significative lorsque je fais un bon travail.	<input type="radio"/>						
Q40. Dans l'ensemble, je me sens valorisé(e) au travail.	<input type="radio"/>						

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q41. J'ai l'occasion de contribuer aux décisions qui touchent mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q42. Je reçois le soutien* dont j'ai besoin pour gérer ma carrière.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q43. J'ai l'impression de contribuer au succès de notre organisme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q44. J'ai l'intention de chercher un emploi à l'extérieur du BSIF au cours des 12 prochains mois.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Q44B (Si Q43 = Quelque peu d'accord ou Tout à fait d'accord)

Parmi les raisons suivantes, quelles sont celles qui expliquent que vous avez l'intention de chercher un emploi à l'extérieur du BSIF?

Vous pouvez choisir plus d'une réponse.

- Besoin de changement
- Recherche d'une expérience différente
- Insatisfaction à l'égard de la relation avec le ou la supérieur(e) immédiat(e)
- Manque de reconnaissance du personnel
- Rémunération et avantages sociaux
- Culture et milieu de travail du BSIF
- Aucune possibilité de croissance
- Le travail ne répond pas aux attentes
- Impressions d'être surmené(e)
- Sentiment d'indifférence
- Impression d'être sous-estimé(e)
- Faible leadership aux échelons supérieurs
- Autre (veuillez préciser) : _____
- Je préfère ne pas répondre

Q45. Y a-t-il actuellement des membres du personnel* qui relèvent directement de vous (autrement dit, avez-vous des subordonné(e)s direct(e)s)?

- Oui
- Non
- Je préfère ne pas répondre

** Aux fins du présent sondage, les **membres du personnel** sont des personnes employées directement par le BSIF, quel que soit leur niveau ou leur poste au sein de l'organisme, par exemple, des personnes nommées pour une période indéterminée ou déterminée, ou qui travaillent à temps partiel. En revanche, sont exclus les personnes embauchées à court terme (emploi occasionnel, programme coopératif, stage d'été) et le personnel contractuel comme les experts-conseils.*

Q45B. [Si Q45 = Oui]

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

- Oui
- Non
- Sans objet

Q45C. [Si Q45 = 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 l'énoncé suivant?

Veillez sélectionner une réponse	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q46. Je dirais que mon milieu de travail est sain sur le plan psychologique*.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Un **milieu de travail psychologiquement sain** est un environnement de travail favorisant le bien-être psychologique des employés et contribuant activement à prévenir les préjudices portés à la santé mentale des travailleurs causés par des pratiques organisationnelles et des comportements individuels négligents, insouciants ou intentionnels.

Q47. J'arrive à accomplir les tâches qui me sont assignées pendant mes heures normales de travail.

- Toujours ou presque toujours
- Souvent
- Parfois
- Rarement
- Jamais ou presque jamais
- Je ne sais pas
- Sans objet

Q48. Dans l'ensemble, dans quelle mesure les facteurs suivants vous causent-ils du stress au travail?	Aucunement	Dans une faible mesure	Modérément	Dans une grande mesure	Dans une très grande mesure	Je ne sais pas
Lourde charge de travail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Délais déraisonnables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pas assez d'employé(e)s pour faire le travail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heures supplémentaires ou longues heures de travail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conciliation travail et vie personnelle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q48. Dans l'ensemble, dans quelle mesure les facteurs suivants vous causent-ils du stress au travail?	Aucunement	Dans une faible mesure	Modérément	Dans une grande mesure	Dans une très grande mesure	Je ne sais pas
Manque de contrôle ou de contribution aux prises de décision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Priorités concurrentes ou qui changent constamment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manque d'attentes claires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manque de reconnaissance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Se sentir déconnecté(e) de ses collègues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q48. Dans l'ensemble, dans quelle mesure les facteurs suivants vous causent-ils du stress au travail?	Aucunement	Dans une faible mesure	Modérément	Dans une grande mesure	Dans une très grande mesure	Je ne sais pas
Difficulté à avoir accès à mes outils ou au réseau de travail (p. ex. courriel de travail, appareil de travail, équipement ergonomique)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problèmes d'accessibilité ou d'adaptation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Harcèlement* ou discrimination**	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Selon la Politique sur la prévention du harcèlement et de la violence en milieu de travail du BSIF, par **harcèlement** en milieu de travail, on entend « 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 ».

**** La *discrimination* est le traitement injuste ou préjudiciable d'une personne ou d'un groupe de personnes qui les empêche d'avoir pleinement accès aux occasions et aux avantages auxquels ont accès d'autres membres de la société. La Loi canadienne sur les droits de la personne énonce les motifs de distinction illicite suivants : 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 de famille, les caractéristiques génétiques, la déficience ou l'état de personne gracée.**

Q48. Dans l'ensemble, dans quelle mesure les facteurs suivants vous causent-ils du stress au travail?	Aucunement	Dans une faible mesure	Modérément	Dans une grande mesure	Dans une très grande mesure	Je ne sais pas
Manque de sécurité d'emploi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problèmes personnels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problème(s) avec un(e) ou des collègues de travail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problème(s) avec un(e) ou des supérieur(e)s	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problème(s) avec la direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q49. Dans l'ensemble, mon niveau de stress lié au travail est...

- Très faible
- Faible
- Modéré
- Élevé
- Très élevé
- Je ne sais pas
- Sans objet

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q50. Mon unité de travail offre un environnement où je peux m'exprimer sans hésitation et faire valoir mes opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q51. J'ai le sentiment de pouvoir entamer un processus de recours officiel (par exemple, grief, plainte ou droit d'appel) sans crainte de faire l'objet de représailles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q52. Le BSIF offre des ressources et des services pour m'aider à surmonter les difficultés que présente la conciliation de ma vie professionnelle, de ma vie familiale et de ma vie personnelle (par exemple, Programme d'aide aux employés et mesures de bien-être).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q53. Le BSIF réussit bien à sensibiliser son personnel à la santé mentale* en milieu de travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* La **santé mentale** est l'état d'une personne sur le plan du bien-être psychologique et émotionnel. Le bien-être, c'est réaliser son potentiel et être en mesure de faire face aux situations de stress normales de la vie, de travailler de façon productive et fructueuse et d'apporter une contribution à sa collectivité.

Discrimination

Dans quelle mesure êtes-vous d'accord avec l'énoncé suivant?

<i>Veillez sélectionner une réponse</i>	Tout à fait en désaccord	Quelque peu en désaccord	Ni d'accord ni en désaccord	Quelque peu d'accord	Tout à fait d'accord	Je ne sais pas	Sans objet
Q54. Le BSIF met tout en œuvre pour créer un milieu de travail qui prévient la discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q55. Avez-vous été victime de discrimination* au travail au cours de la dernière année?

- Oui
- Non

* La **discrimination** est le traitement injuste ou préjudiciable d'une personne ou d'un groupe de personnes qui les empêche d'avoir pleinement accès aux occasions et aux avantages auxquels ont accès d'autres membres de la société. La Loi canadienne sur les droits de la personne énonce les motifs de distinction illicite suivants : 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 de famille, les caractéristiques génétiques, la déficience ou l'état de personne gracée.

Q55B. [Si Q55 = Oui]

Sur quel motif avez-vous été victime de discrimination? Vous pouvez choisir plus d'une réponse.

- Race
- Origine nationale ou ethnique
- Religion
- Couleur
- Déficience ou maladie
- Orientation sexuelle

- Identité ou expression de genre (y compris les identités ou expressions de genres divers, comme la transidentité, la bispiritualité ou la non-binarité)
- Sexe
- État matrimonial
- Situation de famille
- Âge
- Caractéristiques génétiques (y compris l'obligation de subir un test génétique, ou de communiquer les résultats d'un test génétique)
- État de personne graciée
- Autre
- Je préfère ne pas répondre

Q55C. [Si Q55 = Oui]

De la part de qui avez-vous été victime de discrimination au travail?

Vous pouvez choisir plus d'une réponse.

- Des collègues
- Mon ou ma supérieur(e) immédiat(e) (la personne dont vous relevez directement)
- Mon ou ma directeur(trice) (REX-07)
- Un membre de la haute direction (ce qui comprend toutes les personnes occupant un poste de directeur général, de directeur principal ou de directeur administratif [REX-08, REX-09 ou REX-10])
- Un membre de l'équipe de la haute direction
- Mes subordonné(e)s direct(e)s
- Des personnes d'autres ministères ou organismes
- Des personnes travaillant pour les institutions que nous réglémentons
- Autre
- Je préfère ne pas répondre

Q55D. [Si Q55 = Oui]

Quelle(s) mesure(s) avez-vous prise(s) pour remédier à la discrimination dont vous avez été victime?

Vous pouvez choisir plus d'une réponse.

- J'en ai parlé à mon ou ma supérieur(e) immédiat(e) ou à un membre de la haute direction.
- J'en ai parlé à mon ou ma directeur(trice).
- J'en ai parlé à la personne ou aux personnes de la part desquelles j'ai été victime de discrimination.
- J'ai communiqué avec un ou une professionnel(le) des ressources humaines.
- J'en ai parlé à mon ou ma représentant(e) syndical(e).
- 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.

Q55E. [Si Q55D = Je n'ai rien fait]

Vous êtes-vous retenu(e) d'agir pour remédier à la discrimination dont vous avez été victime pour une raison précise?

Vous pouvez choisir plus d'une réponse.

- La situation a été réglée.
- Je ne pensais pas que l'incident était assez grave.
- Le comportement s'est arrêté.
- La personne s'est excusée.
- La direction est intervenue.
- La personne a quitté ou changé d'emploi.
- J'ai changé d'emploi.
- Je ne savais pas quoi faire, où aller ou à qui parler.
- J'étais trop bouleversé(e).
- J'avais des préoccupations au sujet du processus formel de plaintes (par exemple, la confidentialité, le temps que prendrait le processus).
- On m'a conseillé(e) d'éviter de déposer une plainte.
- J'avais peur des représailles (par exemple, limiter l'avancement de ma carrière ou porter l'étiquette de fauteur(-euse) de troubles).
- Quelqu'un m'a menacé(e).
- Je ne croyais pas que cela ferait une différence.
- Le délai prévu pour déposer un grief ou une plainte officielle avait expiré.
- J'ai l'intention de déposer un grief ou une plainte officielle, mais je ne l'ai pas encore fait
- Autre
- Je préfère ne pas répondre.

Q55F. [Si Q55 = Oui]

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

- Oui
- Non

Harcèlement

Q56. Avez-vous été victime de 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 visé par l'équité ou en quête d'équité.*

Q56B. [Si Q56 = Oui]

De la part de qui avez-vous été victime de microagressions au travail?

Vous pouvez choisir plus d'une réponse.

- Des collègues
- Mon ou ma supérieur(e) immédiat(e) (la personne dont vous relevez directement)
- Mon ou ma directeur(trice) (REX-07)

- Un membre de la haute direction (ce qui comprend toutes les personnes occupant un poste de directeur général, de directeur principal ou de directeur administratif [REX-08, REX-09 ou REX-10])
- Un membre de l'équipe de la haute direction
- Mes subordonné(e)s direct(e)s
- Des personnes d'autres ministères ou organismes
- Des personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

Q56C. [Si Q56 = Oui]

Quelle(s) mesure(s) avez-vous prise(s) pour remédier aux microagressions dont vous avez été victime? Vous pouvez choisir plus d'une réponse.

- J'en ai parlé à mon ou ma supérieur(e) immédiat(e) ou à un membre de la haute direction.
- J'en ai parlé à mon ou ma directeur(trice).
- J'en ai parlé à la personne ou aux personnes de la part desquelles j'ai été victime de microagressions.
- J'ai communiqué avec un ou une professionnel(le) des ressources humaines.
- J'en ai parlé à mon ou ma représentant(e) syndical(e).
- 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.

Q56D. [Si Q56C = Je n'ai rien fait]

Vous êtes-vous retenu(e) d'agir pour remédier aux microagressions dont vous avez été victime pour une raison précise?

- Oui (veuillez préciser) : _____
- Non
- Je préfère ne pas répondre

Q56E. [Si Q56 = Oui]

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

- Oui
- Non

Q57. 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, par harcèlement et violence en milieu de travail, on entend « 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 ».*

Q57B. [Si Q57 =Oui]

De la part de qui avez-vous été victime de harcèlement ou de violence au travail?

Vous pouvez choisir plus d'une réponse.

- Des collègues
- Mon ou ma supérieur(e) immédiat(e) (la personne dont vous relevez directement)
- Mon ou ma directeur(trice) (REX-07)
- Un membre de la haute direction (ce qui comprend toutes les personnes occupant un poste de directeur général, de directeur principal ou de directeur administratif [REX-08, REX-09 ou REX-10])
- Un membre de l'équipe de la haute direction
- Mes subordonné(e)s direct(e)s
- Des personnes d'autres ministères ou organismes
- Des personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

Q57C. [Si Q57 =Oui]

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

Vous pouvez choisir plus d'une réponse.

- Comportement agressif
- Contrôle excessif
- Être exclu(e) ou ignoré(e)
- Humiliation
- Interférence dans le travail ou retenue de 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

Q57D. [Si Q57 =Oui]

Quelle(s) mesure(s) avez-vous prise(s) pour remédier au harcèlement ou à la violence dont vous avez été victime?

Vous pouvez choisir plus d'une réponse.

- J'en ai parlé à mon ou ma supérieur(e) immédiat(e) ou à un membre de la haute direction.
- J'en ai parlé à mon ou ma directeur(trice).
- J'en ai parlé à la personne ou aux personnes de la part desquelles j'ai été victime de harcèlement ou de violence.
- J'ai communiqué avec un ou une professionnel(le) des ressources humaines.
- J'ai communiqué avec le destinataire désigné.
- J'en ai parlé à mon ou ma représentant(e) syndical(e).
- 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.

Q57E. [Si Q57D = Je n'ai rien fait]

Vous êtes-vous retenu(e) d'agir pour remédier au harcèlement dont vous avez été victime pour une raison précise?

Vous pouvez choisir plus d'une réponse.

- La situation a été réglée.
- Je ne pensais pas que l'incident était assez grave.
- Le comportement s'est arrêté.
- La personne s'est excusée.
- La direction est intervenue.
- La personne a quitté ou changé d'emploi.
- J'ai changé d'emploi.
- Je ne savais pas quoi faire, où aller ou à qui parler.
- J'étais trop bouleversé(e).
- J'avais des préoccupations au sujet du processus formel de plaintes (par exemple, la confidentialité, le temps que prendrait le processus).
- On m'a conseillé(e) d'éviter de déposer une plainte.
- J'avais peur des représailles (par exemple, limiter l'avancement de ma carrière ou porter l'étiquette de fauteur(-euse) de troubles).
- Quelqu'un m'a menacé(e).
- Je ne croyais pas que cela ferait une différence.
- J'ai l'intention de déposer un grief ou une plainte officielle, mais je ne l'ai pas encore fait.
- Autre
- Je préfère ne pas répondre.

Q57F. [Si Q57 = Oui]

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

- Oui
- Non

COMMENTAIRES

Q58. Souhaitez-vous formuler des commentaires à l'intention de l'équipe de la haute direction sur les sujets abordés dans ce sondage?

- Oui, je souhaite ajouter des commentaires pour qu'ils soient transmis à l'**équipe de la haute direction**.
- Non, je ne souhaite pas ajouter de commentaires pour qu'ils soient transmis à l'**équipe de la haute direction**.

Q58B. [Si Q57 = Oui] Tous les éléments permettant d'identifier une personne seront caviardés du texte des commentaires afin d'en assurer l'anonymat avant de les communiquer aux membres de l'équipe de la haute direction et à la dirigeante principale des ressources humaines. Les résultats globaux du sondage qui seront communiqués à l'ensemble des membres du personnel comprendront une synthèse des thèmes abordés dans les commentaires.

Veillez être aussi précis(e) 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.

Entrer les commentaires dans cette case

Renseignements généraux

Le BSIF s'engage à créer un environnement qui valorise expressément l'humain, et où chaque personne se sent en sécurité, impliquée, connectée et capable d'être elle-même au travail.

Les questions suivantes ne sont posées qu'à des fins d'analyse du sondage et nous aideront à mieux comprendre les perceptions des membres du personnel afin que nous puissions poursuivre nos efforts visant à créer un milieu de travail diversifié et plus inclusif. 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.

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 10 questionnaires remplis par des membres du personnel ayant au moins une caractéristique démographique en commun. Les réponses des groupes plus petits seront compilées à celles d'un autre groupe afin d'assurer l'anonymat des personnes sondées.

Nous vous remercions de répondre à ces questions importantes.

Le genre est une identité sociale et personnelle qui peut être différent du sexe biologique.

Q59. Quel est votre genre?

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

Le terme « race » est utilisé pour classer les personnes en groupes, principalement selon des caractéristiques physiques telles que la couleur de la peau. Les catégories raciales ne sont pas fondées sur la science ni la biologie, mais sur des différences créées par la société, et ont entraîné des conséquences importantes sur la vie des gens. Les catégories raciales peuvent varier dans le temps et dans l'espace et peuvent se superposer à des groupes ethniques, culturels ou religieux.

Q60. À quel(s) groupe(s) racial (raciaux) vous identifiez-vous?

Vous pouvez choisir plus d'une réponse.

- Noir
- Est-Asiatique (par exemple, Chinois, Japonais, Coréen)
- Asiatique du Sud-Est (par exemple, Philippin, Indonésien, Vietnamien)
- Latino-Américain (par exemple, Brésilien, Guatémaltèque, Mexicain)
- Arabe (par exemple, Libanais, Saoudien, Syrien)
- Asiatique du Sud (par exemple, Indien d'Asie, Pakistanais, Sri-Lankais)
- Asiatique de l'Ouest (par exemple, Afghan, Iranien, Turc)
- Blanc
- Autre identité (vous pouvez préciser si vous le souhaitez) :
- Je préfère ne pas répondre

Le terme « origine ethnique » fait référence aux origines ethniques ou culturelles des ancêtres d'une personne. Les personnes qui s'identifient à des origines ethniques semblables (groupes ethniques) ont tendance à avoir une compréhension commune de leurs racines et/ou de leur passé historique et ont souvent des caractéristiques géographiques, culturelles, linguistiques ou religieuses identifiables.

Q61. À quelle(s) origine(s) ethnique(s) ou culturelle(s) vous identifiez-vous?

Vous pouvez choisir plus d'une réponse.

- Afrique du Sud (par exemple, Botswana, Eswatini, Namibie, Afrique du Sud)
- Afrique de l'Ouest (par exemple, Bénin, Ghana, Mali, Nigéria)
- Afrique du Nord (par exemple, Algérie, Égypte, Libye, Maroc)
- Afrique de l'Est (par exemple, Burundi, Kenya, Rwanda, Tanzanie)
- Afrique centrale (par exemple, Angola, Cameroun, République démocratique du Congo, Gabon)
- Afrique (non spécifié ailleurs)
- Asie du Sud (par exemple, Bhoutan, Inde, Pakistan, Sri Lanka)
- Asie de l'Ouest et Moyen-Ouest (par exemple, Bahreïn, Iran, Turquie, Émirats arabes unis)
- Asie de l'Est (par exemple, Chine, Japon, Mongolie, Corée du Sud)
- Asie du Sud-Est (par exemple, Cambodge, Indonésie, Philippines, Vietnam)
- Asie centrale (par exemple, Kazakhstan, Kirghizistan, Tadjikistan, Turkménistan)
- Asie (non spécifié ailleurs)
- Europe du Sud (par exemple, Grèce, Italie, Portugal, Slovaquie)
- Europe de l'Ouest (par exemple, Belgique, France, Allemagne, Suisse)
- Europe du Nord (par exemple, Danemark, Irlande, Suède, Royaume-Uni)

- Europe de l'Est (par exemple, Bulgarie, Hongrie, Pologne, Ukraine)
- Europe (non spécifié ailleurs)
- Amérique du Sud (par exemple, Brésil, Chili, Pérou, Venezuela)
- Amérique du Nord (par exemple, Canada, États-Unis)
- Amérique centrale (par exemple, Belize, Costa Rica, Mexique, Nicaragua)
- Antilles (par exemple, Cuba, Haïti, Jamaïque, Trinité-et-Tobago)
- Amérique du Sud, Amérique centrale ou Antilles (non spécifié ailleurs)
- Amérique du Nord (non spécifié ailleurs)
- Océanie (par exemple, Australie, Fidji, Nouvelle-Zélande, Polynésie)
- Océanie (non spécifié ailleurs)
- Bouddhiste
- Chrétien
- Hindou
- Juif
- Musulman
- Sikh
- Autre identité (vous pouvez préciser 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 Indiens de l'Amérique du Nord et les membres d'une Première Nation comprennent les Indiens de plein droit, inscrits ou visés par un traité aussi bien que les Indiens de fait ou non inscrits.

Q62. Vous identifiez-vous comme une personne autochtone?

- Oui
- Non
- Je préfère ne pas répondre

Q62. [Si Q62 = Oui]

Si vous souhaitez fournir des précisions, vous pouvez indiquer le ou les groupes auxquels vous appartenez.

Vous pouvez choisir plus d'une réponse.

- Premières Nations
- Métis
- Inuk (Inuit)
- Je préfère ne pas répondre

On entend par personne en situation de handicap une personne présentant une déficience, notamment physique, intellectuelle, cognitive, mentale ou sensorielle, un trouble d'apprentissage ou de la communication, ou encore une limitation fonctionnelle, de nature permanente, temporaire ou épisodique, manifeste ou non, dont l'interaction avec un obstacle nuit à la participation pleine et égale à la société.

Q63. Êtes-vous une personne en situation de handicap? Aux fins de ce questionnaire, veuillez tenir compte uniquement des handicaps qui durent depuis au moins 6 mois ou qui pourraient durer 6 mois ou plus.

- Oui
- Non
- Je préfère ne pas répondre

Q63B. [Si Q63 = Oui] Veuillez indiquer la nature de votre handicap.

Vous pouvez choisir plus d'une réponse.

- Trouble de la vision : nuit à la vue et comprend la cécité totale, la vue partielle et la distorsion visuelle.
- Trouble de l'audition : nuit à la capacité d'entendre et comprendre l'état de malentendant, la surdité et la distorsion acoustique.
- Trouble de la parole : nuit à la capacité de parler et comprend la distorsion et la perte totale ou partielle de la parole.
- Problème de mobilité : nuit à la capacité de bouger le corps et comprend la nécessité d'utiliser un fauteuil roulant ou une canne et d'autres problèmes ayant une incidence sur la mobilité.
- Problème de flexibilité : nuit à la capacité de bouger les articulations, de se pencher et de chercher à atteindre des objets.
- Problème de dextérité : nuit à la capacité d'effectuer des tâches motrices, en particulier avec les mains.
- Trouble de santé mentale : influe sur la psychologie ou le comportement et comprend l'anxiété, la dépression, les troubles sociaux ou compulsifs, les phobies et les maladies psychiatriques.
- Handicap sensoriel ou environnemental : affecte la sensibilité aux lumières, aux sons, aux odeurs ou à d'autres éléments de l'environnement, notamment les allergènes.
- Problème de santé chronique : nuit de façon régulière ou épisodique à la capacité de fonctionner en raison d'un problème de santé continu comme le diabète, la maladie de Crohn, les colites, la fibromyalgie, et la sclérose en plaques.
- Handicap lié à la douleur : nuit à la capacité de fonctionner de manière régulière ou épisodique en raison de la douleur.
- Trouble cognitif : nuit à la capacité d'effectuer des tâches qui nécessitent des fonctions exécutives, comme la planification et l'organisation.
- Trouble d'apprentissage : nuit à la capacité de recevoir, de comprendre et d'utiliser de l'information, comme la dyslexie, la dysgraphie et d'autres troubles de l'apprentissage.
- Trouble de la mémoire : nuit à la capacité d'une personne à se souvenir d'une information.
- Déficience de développement (également connu sous le nom de déficience intellectuelle) : nuit à la capacité d'apprentissage et à l'adaptation du comportement à différentes situations.
- Autre handicap (vous pouvez préciser si vous le souhaitez) : _____
- Je préfère ne pas répondre

La collecte de données sur la représentation des membres du personnel qui appartiennent à la communauté LGBTQ2SIA+ contribuera au travail que fait le gouvernement du Canada pour améliorer l'égalité pour les communautés 2SLGBTQIA+. 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.

Q64. Vous identifiez-vous comme une personne 2SLGBTQIA+?

- Oui
- Non
- Je préfère ne pas répondre

Q64B. [Si Q64 = Oui]

Si vous souhaitez fournir des précisions, vous pouvez indiquer comment vous vous auto-identifiez.

Vous pouvez choisir plus d'une réponse.

- Personne bispirituelle
- Personne lesbienne
- Personne gaie
- Personne bisexuelle
- Personne transgenre
- Personne queer
- En questionnement
- Personne intersexuée
- Personne asexuelle
- Personne pansexuelle
- Autre identité (vous pouvez préciser si vous le souhaitez) : _____
- Je préfère ne pas répondre

Q65. Quel est votre groupe d'âge?

- 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

Q66. Quelle est votre première langue officielle?

- Anglais
- Français
- Je préfère ne pas répondre

Q67. Profitez-vous actuellement de l'une des modalités de travail flexibles (MTF) suivantes?

Vous pouvez choisir plus d'une réponse.

NOTA: Bien que le « télétravail » constitue une modalité de travail flexible selon la ligne directrice du BSIF sur les modalités de travail flexibles et l'attribution de congés spéciaux, cette option fait désormais partie intégrante du modèle de travail hybride du BSIF et est utilisée par une majorité de membres du personnel. 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 d'aucune MTF
- Je préfère ne pas répondre

Q67B. [Si Q67 = Je ne profite d'aucune MTF]

Je ne profite d'aucune modalité de travail flexible (MTF) parce que :

- Aucune MTF ne m'intéresse
- Je ne crois pas que ma demande serait appuyée
- Ma demande de MTF a été refusée
- Autre (veuillez préciser) : _____
- Je préfère ne pas répondre

Q68. 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

Q69. À quel groupe appartenez-vous :

- RE
- REX
- Je préfère ne pas répondre

Q70. Quel est votre secteur ou groupe?

- Bureau du surintendant et Audit interne
- Secteur de la surveillance
- Secteur de la stratégie, du risque et de la gouvernance
- Secteur des services intégrés
- Secteur des mesures de réglementation
- Secteur de la sécurité nationale
- Bureau de l'actuaire en chef
- Je préfère ne pas répondre

Q71. Dans quelle unité organisationnelle travaillez-vous à l'heure actuelle?
 [skip Q71 if Q70 equals "Prefer not to say"]

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 10 questionnaires remplis par des membres du personnel d'une unité organisationnelle donnée. Les réponses des groupes plus petits seront compilées à celles d'un autre groupe afin d'assurer l'anonymat des personnes sondées.

Bureau du surintendant et Audit interne
100 – Bureau du surintendant
130 – Surintendant(e) auxiliaire, SSN
200 – Surintendant auxiliaire et dirigeant principal des opérations
313 – Division des services juridiques
333 – Surintendant auxiliaire, Mesures de réglementation
401 – Surintendant adjoint, Surveillance
560 – Surintendant auxiliaire et dirigeant principal de la stratégie et du risque
650 – Audit interne
Secteur de la surveillance
402/466 - Assurance de la qualité en surveillance/ Bureau Central de la surveillance
417/445 - Assurance hypothèques/ Assurance
422/478 - Risques bancaires et fonds propres/ Centre consultatif sur le risque
427 - Services bancaires internationaux
428 - Services bancaires nationaux
468 - Centre d'évaluation du risque et d'intervention (Jacqueline Friedland)
475/485 - Division des régimes de retraite privés/ Centre d'évaluation du risque et d'intervention (Patrick Clermont)
493/494 - Institut de surveillance/ Cadre de surveillance
496 - Risques et fonds propres et risques liés aux régimes de retraite
508 - Division des risques de marché et de liquidité (DRML)
Secteur de la stratégie, du risque et de la gouvernance

210/211 – Dirigeant(e) principal(e) des finances/ Finances
240/565/566/567/568/569 – Bureau de la gouvernance stratégique/ Stratégie et gouvernance, Directeur(trice) principale/ Planification intégrée / Bureau central de la stratégie et des risques/ Gestion interne des risques/ Programme de développement des analystes
549/550 – Modernisation de la collecte de données/ Services d'analyse du risque et des données (SARD)
540/551/562/563/564 – Surveillance des risques à l'horizon/ Division du risque lié à l'habitation et aux prêts hypothécaires/ Quantification des risques/ Recherche appliquée sur le risque et de l'analyse des données/ Surveillance de l'industrie
561 – Gestion de risques d'entreprise
Secteur des services intégrés
204/206/208 - Dirigeante principale de l'information/ Gestion stratégique de la GI-TI/ Gestion des relations avec la clientèle
207 - Opérations de collecte de données
212 - Division de l'infrastructure et des services technologiques
214/219 - Gestion de l'information de l'entreprise/ Cybersécurité
217 - Services des applications
222 - Excellence de services
230/231 – Dirigeant(e) principal(e) des ressources humaines/ Planification, programmes, systèmes et analyses RH
232 - Sécurité
250 – Organisation du personnel, ressources, apprentissage et développement
251 – Efficacité en milieu de travail
252 – Services des installations
261/262 – Gestion du changement de l'entreprise/ Bureau central, Services intégrés et Transformation
280/319 - Comm., mobilisation et relations avec les intervenants/ Relations avec les intervenants
315 - Communications d'entreprise et numériques
323 - Affaires publiques
Secteur des mesures de réglementation

311 - Division des approbations
312- Division des politiques et affaires intergouvernementales
320/321 - Division des affaires réglementaires/ Division des affaires législatives
322/505 - Division de l'élaboration des politiques et des normes/ Division des politiques comptables
350 - Division du risque climatique
353/511/530 - Bureau central, MR / Division des risques liés à la culture et à la conformité/ Direction des activités en réponse aux risques émergents
355/507 - Division des risques liés à l'intégrité et la sécurité/ Division de la gestion du risque opérationnel
531 - Division des risques liés à la technologie (DRT)
Secteur de la sécurité nationale
131/132/133 - Politiques, planification et déclarations du SSN/ Secteur sécurité nationale renseignement/ SSN Liaison et Examens Externes
Bureau de l'actuaire en chef
700/710/720/740 - Actuaire en chef/ Programmes d'assurance sociale/ Pensions publiques/ Régimes de retraite privés - actuariel

- Je préfère ne pas répondre

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

Merci d'avoir participé à notre sondage. Vos efforts sont grandement appréciés!

Appendix H: Full set of tabulated data

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