



Pay Equity Maintenance Evaluation General Program from April 1, 2016, to March 31, 2021 FIRST POSTING

To: All employees represented by ACUMAE, CUPEU, CUSSU, TRAC and employees not governed by a collective agreement or other agreement

Date: July 7, 2025

Employer Obligations

In accordance with the Pay Equity Act, the Concordia University is required to conduct a pay equity maintenance evaluation every five years. The purpose of this evaluation is to determine whether any events that have occurred within the organization since the last maintenance evaluation have created pay gaps between predominantly female job classes and predominantly male job classes of equal value, and, if so, to correct those gaps.

This posting is to inform you that we have completed the pay equity maintenance evaluation for the University's general pay equity plan for the period from April 1, 2016, to March 31, 2021. This plan covers the following employee groups:

- Employees represented by the Association of Concordia University Management and Administrative Employees (ACUMAE);
- Employees represented by Concordia University Professional Employee Union (CUPEU);
- Employees represented by Concordia University Support Staff Union (CUSSU);
- Employees represented by Teaching Assistants and Research Assistants (TRAC);
- Employees not governed by a collective agreement or other agreement.

This posting presents the process and results of this exercise.

Summary of Pay Equity Maintenance Process

The following approach was applied:

1. Identification of the events that could have affected pay equity over the five-year period

First, we reviewed the events that may have affected the maintenance of pay equity for the period from April 1, 2016, to March 31, 2021. A total of 195 events were recorded during this period, including the annual adjustment of salary scales (June 1 of each year), the creation of new job classes, the pension plan reform in universities in Quebec, and the closure of job classes.

2. Review of the List of Job Classes and Their Respective Gender Predominance

The University then validated or modified the job classes identified during the 2016 pay equity maintenance evaluation, considering the events mentioned above.

A job class encompasses a single position or group of positions with the following common characteristics:

- Similar duties or responsibilities;
- Required same qualifications; and
- Same compensation level.

The gender predominance of each job class was determined based on the following criteria:

- Proportion of men and women, as of March 31, 2021;
- Historical evolution of the proportion of men and women; and
- Occupational stereotypes.

3. Evaluation of Male and Female Job Classes

During the five-year period covered by the maintenance evaluation, the University assessed every new job class created and every existing job class whose functions had changed, as changes occurred within the organization. The evaluation method used is the same as the one agreed upon by the joint pay equity committee established in 2010 to implement the initial pay equity plan. This is also the method that was used during the first maintenance evaluation in 2016. This tool considers the four main factors recognized by the Pay Equity Act, namely the qualifications required, the responsibilities assumed, the effort required and the conditions under which the work is performed.

A score is given to each job class as part of the evaluation process. Subsequently, job classes of equivalent value are grouped into bands of equal point intervals, as established by the pay equity committee when the initial plan was implemented.

4. Comparison of Female and Male Job Classes and Estimations of Gaps

Comparisons between female-predominant and male-predominant job classes were made using a methodology based on the comparison of polynomial curves. More specifically, the curve representing female-predominant job classes was compared to that of male-predominant job classes. These curves were established based on the value of each job class, determined by the point band to which it belongs, as well as the maximum compensation associated with each job class.

Employee Participation Process

As required by the Act, an employee participation process has been implemented to allow representatives of non-unionized employees and unions to ask questions and express concerns regarding the work carried out.

As part of this process, each group, namely ACUMAE, CUPEU, CUSSU, and employees not governed by a collective agreement or other agreement, participated in two individual meetings to present the pay equity maintenance evaluation process, including:

First meeting:

- An overview of the Pay Equity Act;
- The list of events that may have affected the maintenance of pay equity; and
- The list of job classes along with their gender predominance, as determined by the criteria set out in the Act.

Second meeting:

- The evaluation methodology;
- The methodology used for calculating compensation; and
- The methodology and results of the comparisons.

Summary of questions and observations presented as part of the consultation measures of the participation process

Representatives asked questions during these meetings as well as via email. These questions focused on the following aspects:

- The representation of each group and who represents the employees non governed by a collective agreement or other agreement in the process;
- The list of events and how hires and departures may affect the maintenance of pay equity;
- Job classes excluded from the application of the Act;
- The criteria used to determine job classes and their gender predominance;
- The implications of changing the gender predominance of a job class and the impact on the salary scales currently assigned to jobs previously adjusted;
- The criteria used to determine the gender predominance of job classes, including how non-binary gender employees are taken into account;
- Events that may warrant a shift in predominance for a specific job;
- The job evaluation tool used;
- The job evaluation results;
- The components of compensation included in the calculation of total compensation;
- The impact of delayed completion of the pay equity maintenance evaluation on employees; and

- The methodology planned for communicating the results to employees.

The University responded verbally to all questions raised during the meetings. Responses were also provided to all questions submitted by e-mail.

Furthermore, following the exchanges, the predominance of certain job classes was reviewed to reflect the feedback provided by employee representatives as part of the participation process.

Results of the Pay Equity Maintenance Evaluation

The work and analysis conducted revealed that the events occurring during the five years covered by this maintenance evaluation did not impact pay equity. Throughout the period, the curve representing female-predominant job classes consistently remained above that of male-predominant job classes. Therefore, no adjustments are required.

Rights and Recourses

In accordance with section 76 of the Pay Equity Act, any employee may, in writing and within 60 days of the posting, before September 7, 2025, request additional information or submit observations to Dario Diaz, Compensation Manager to the following address: payequity@concordia.ca

We will then proceed, within 30 days of the deadline, with a new 60-day posting specifying any changes made or indicating that no amendments are required.

Thank you for your attention in this regard,

Jean-Sébastien Senécal

Director, Compensation, Benefits and Pension