



2025 Business Continuity Barometer

Quebec's Business Continuity Exchange Network

November 2025

In collaboration with



Alberta / Manitoba / Ontario



France



Canada

About RÉCO

Mission

The Quebec's Business Continuity Exchange Network (RÉCO-Québec) aims to raise awareness among organizations and leaders about the importance of maintaining and restoring essential operations, in both private and public sectors, by applying best practices.

Vision

RÉCO-Québec strives to be a reference for business continuity and help build a community more resilient.



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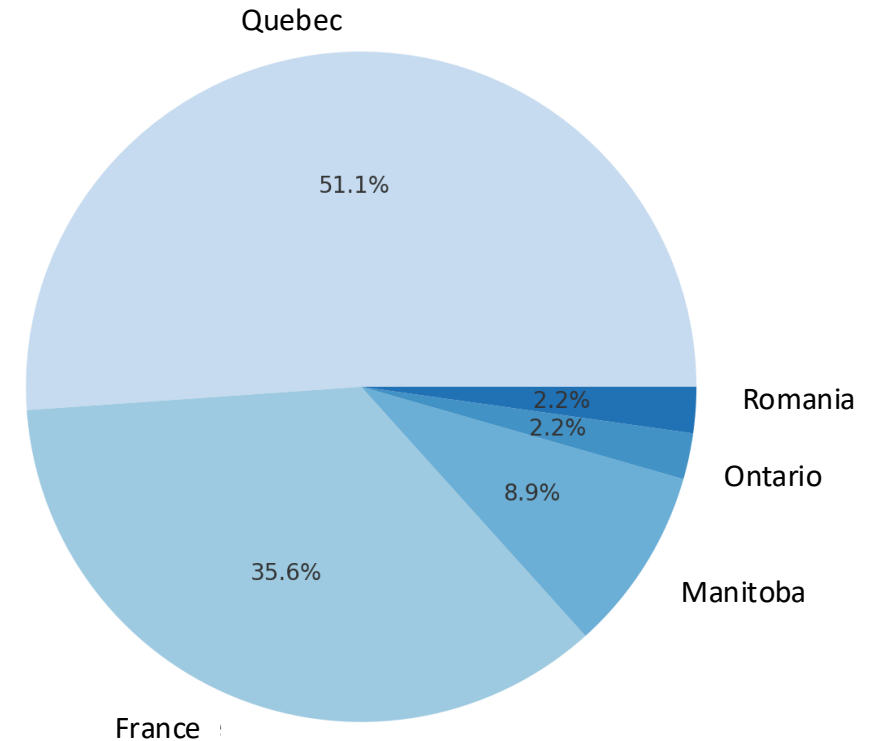
2025 Edition

- ✓ Obtain a high-level overview of business continuity from industry experts
- ✓ Develop an evolving portrait year after year
- ✓ Identify trends, issues, and sector needs

November 2025

Methodology

- ✓ 45 respondents (33% decline in participation)
- ✓ Answers are anonymous
- ✓ Open to Canada and France
- ✓ Results were not analyzed by geographic zone
- ✓ Partners: Canadian chapters of DRIE Canada, DRI Canada, Business Continuity Club (CCA)



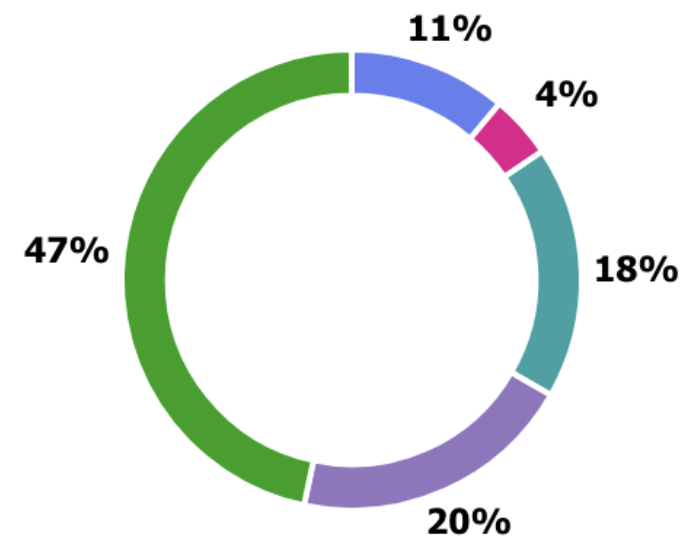


Overview of the participating organizations

Size

Question: What is the size of your organization?

● Less than 100 employees	5
● Between 101 and 500 employees	2
● Between 501 and 2000 employees	8
● Between 2001 and 5000 employees	9
● More than 5001 employees	21

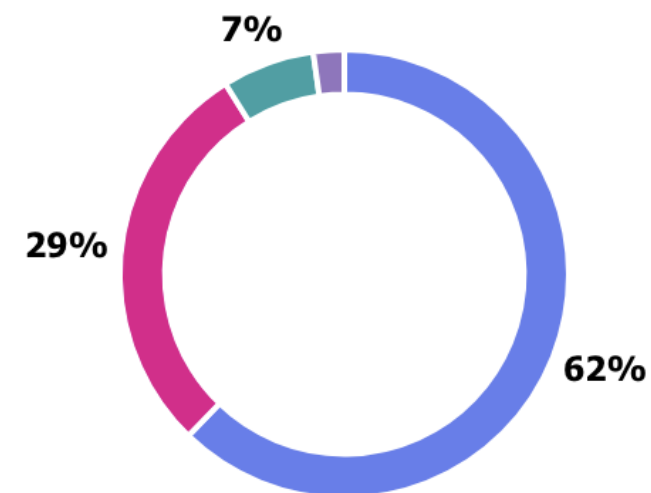


Type

Question: How would you describe your organization?

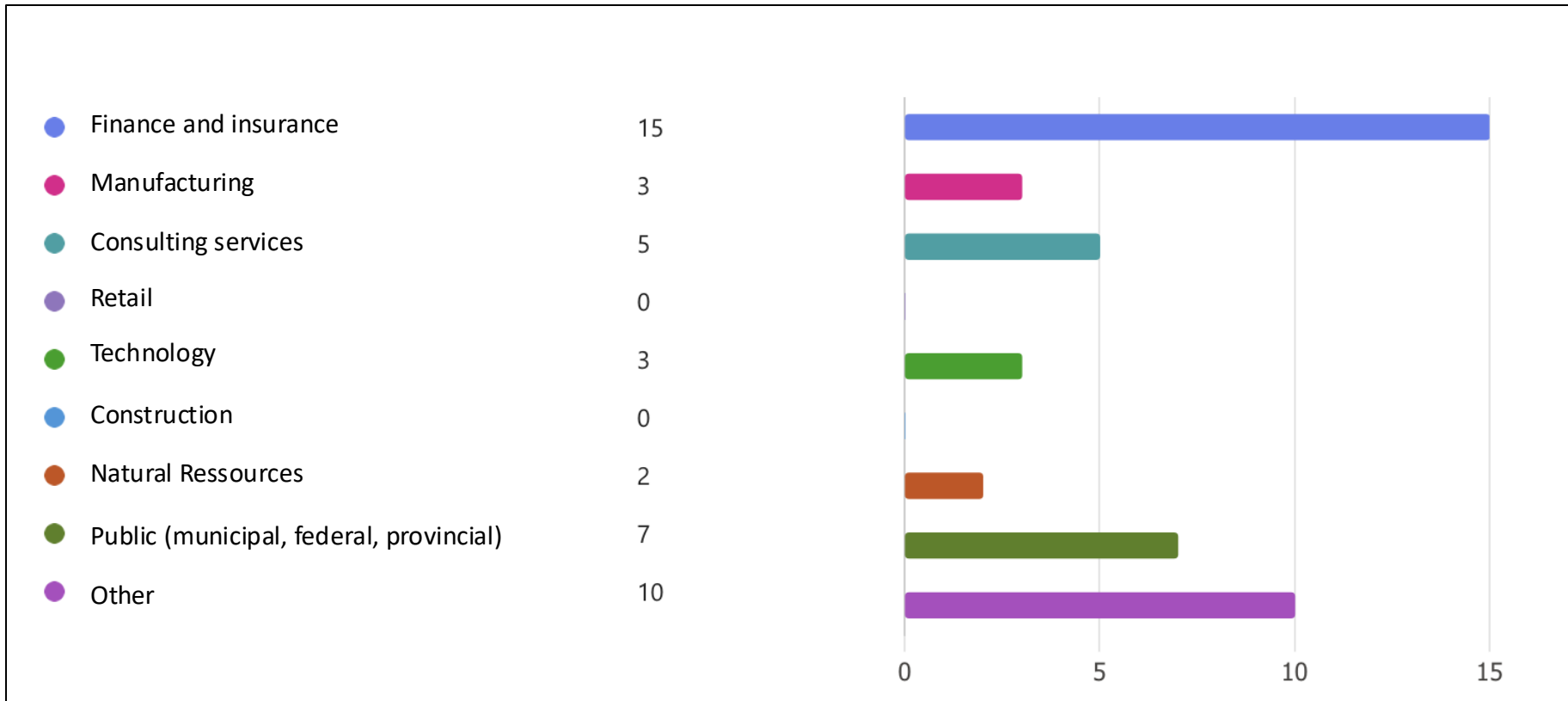


● Private company	28
● Ministry or public agency	13
● Crown corporation	3
● NGO	1



Sector

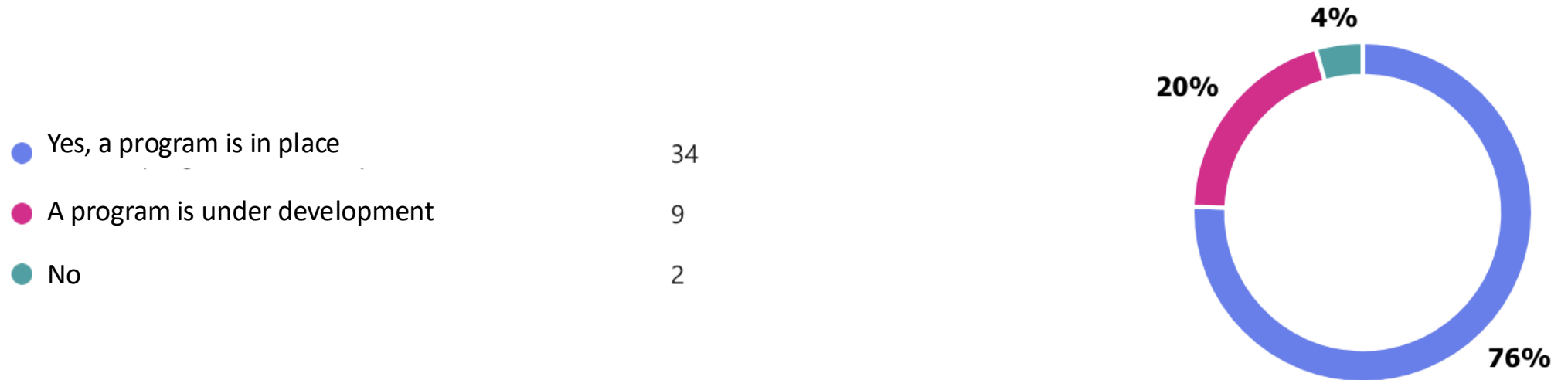
Question: In which sector does your organization operate?



Governance

Question: Does your organization have a Business Continuity Program including Crisis Management?

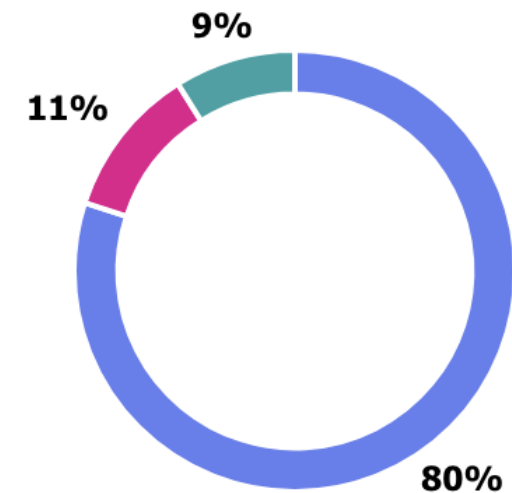
**A management system/program includes structure, policies, planning, responsibilities, procedures, processes, and resources.*



Governance

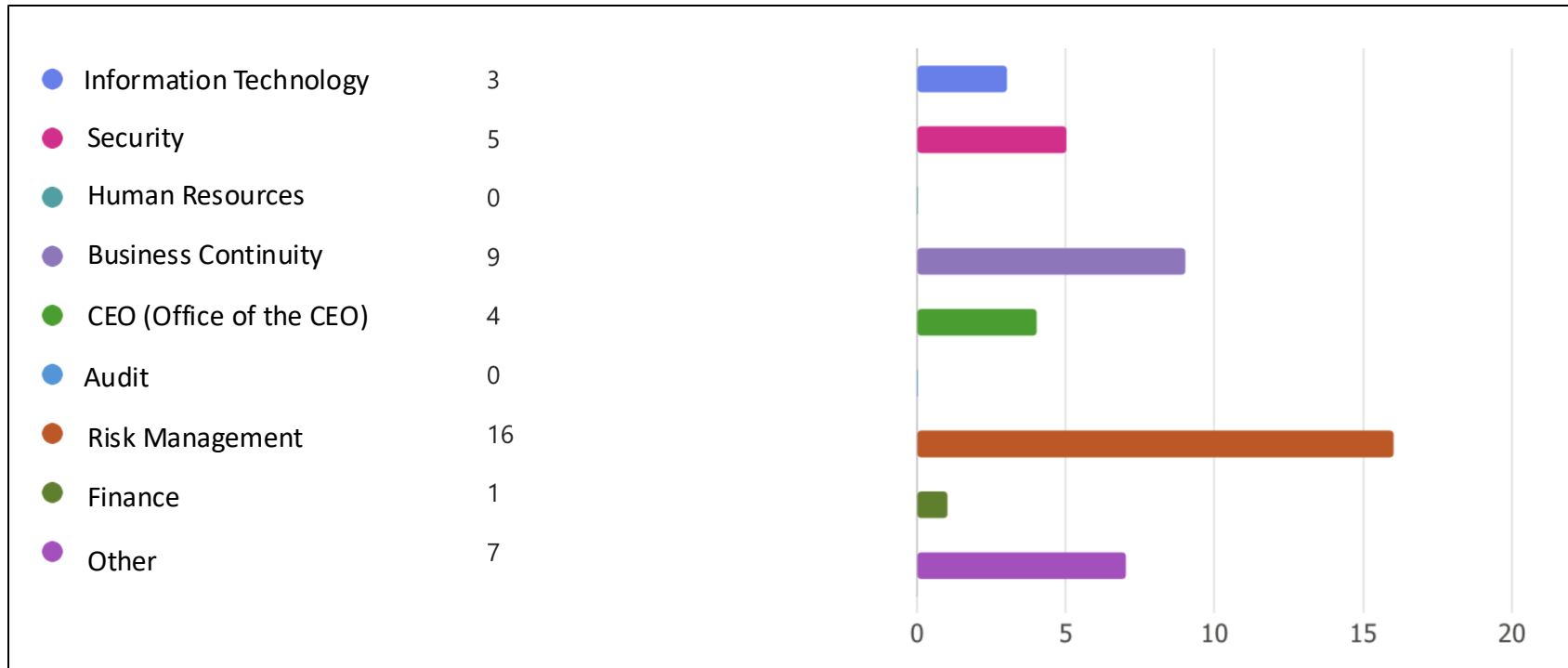
Question: Does your organization have a Business Continuity Policy?

● Yes, a policy is in place	36
● A policy is being drafted	5
● No	4



Governance

Question: In your organization, which unit or department is responsible the business continuity program?

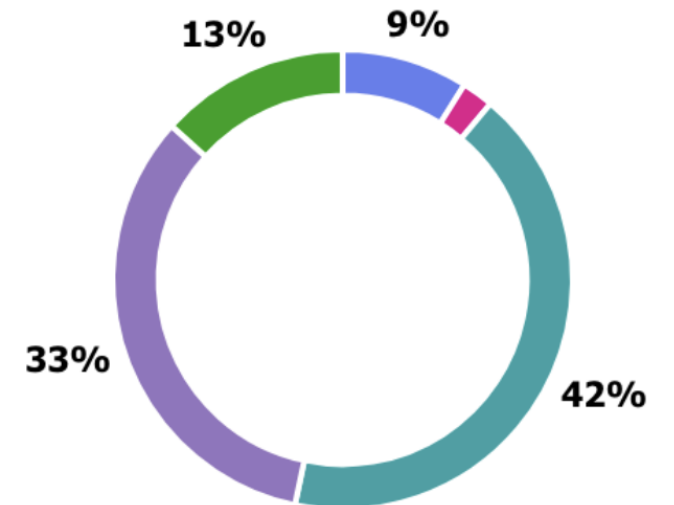


- Other responses included: Strategy & Transformation, Emergency Measures, Civil Security Office, Claims.

Governance

Question: Who is the highest-level person responsible for the continuity/crisis management program?

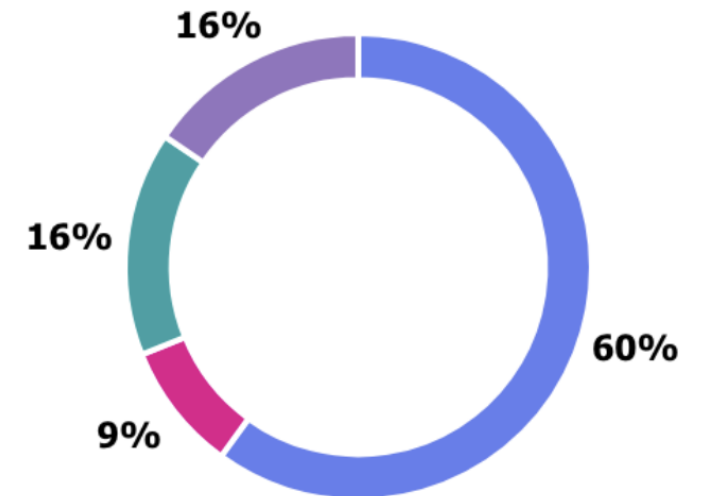
Advisor	4
First Level Management	1
Director	19
Member of the management board	15
Other	6



Governance

Question: How many people are part of the continuity and/or crisis management team?

1 to 3 people	27
3 to 6 people	4
More than 6 people	7
Other	7





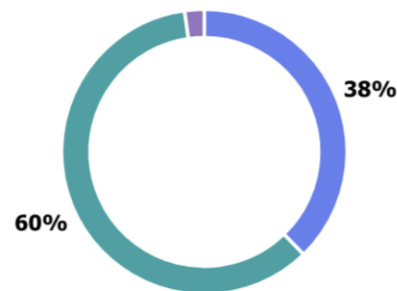
Business continuity & crisis management practices

Note that the results were not analyzed by geographic area.

Tools

Question: As part of your business continuity and crisis management program, which tools do you primarily use to document and manage it?

- A specialized platform from a vendor 17
- A custom in-house technology solution 0
- Documents (Excel, Word, PDF, etc.) 27
- Other 1



■ Previous years

	Specialized systems	In-house solutions	Documents (Excel, Word, PDF)	Other
2025	38% (17)	0% (0)	60% (27)	2% (1*)
2024	30% (20)	9% (6)	56% (37)	5% (3)
2023	49% (21)	7% (3)	37% (16)	7% (3)
2022	37% (19)	13% (7)	44% (23)	6% (3)

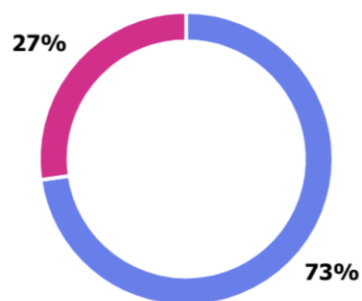
*Respondent indicated specialized platform, in-house solutions, Excel/Word/PDF.

Tools

Question: In the last 12 months (August 2024-August 2025), has your organization conducted any reporting actions to senior management ?

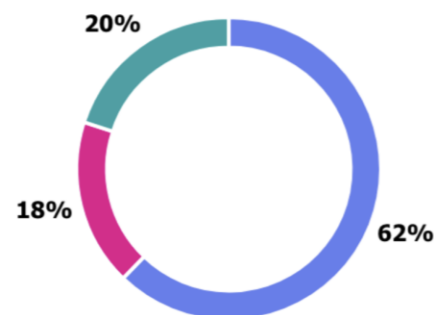
■ Outside crises

- Yes 32
- No 12



■ During crises

- Yes 28
- No 8
- Non applicable (there has not been a crisis situation) 9

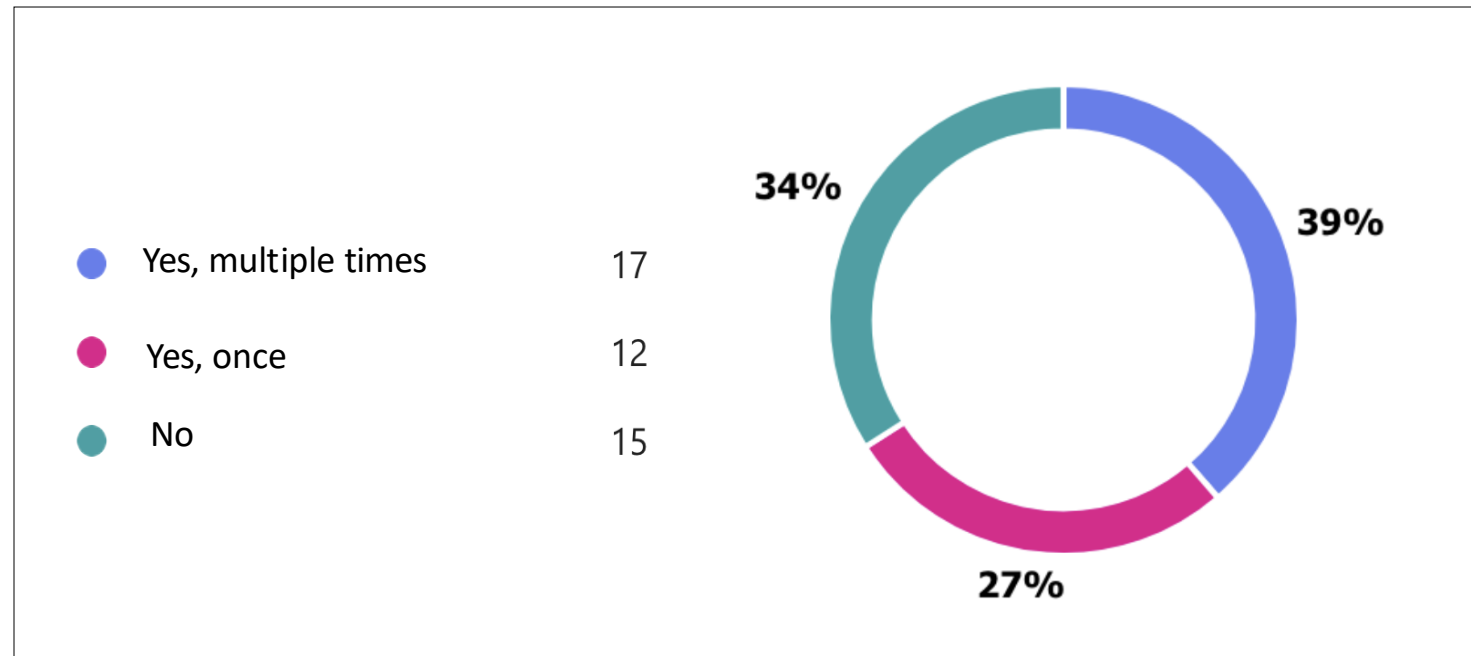


2024

- 72% outside crises;
- 59% during crises.

Exercises

Question: In the past 12 months (August 2024-August 2025), has your organization conducted an exercise to test its continuity plan or crisis management structure?

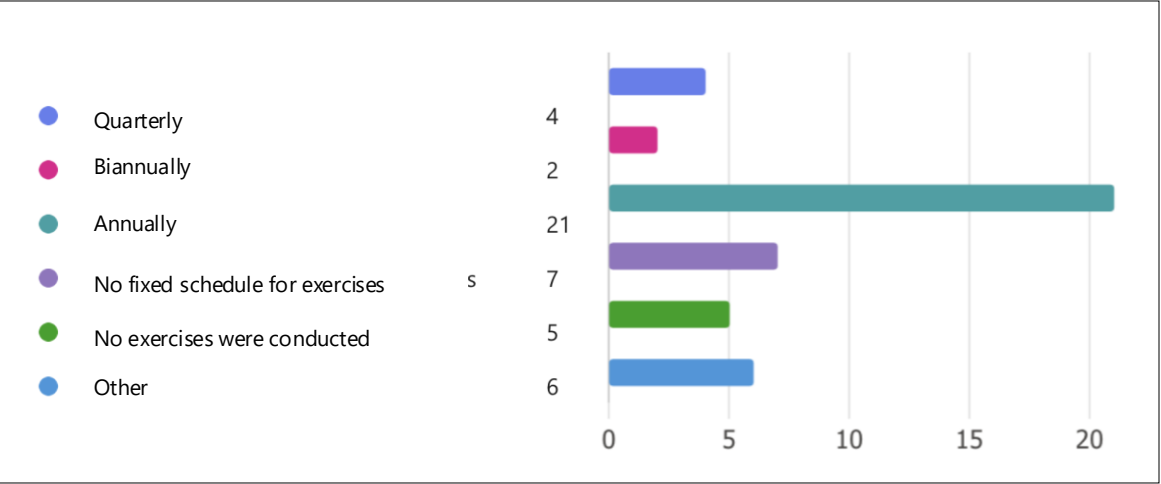


2024

- 16% answered « no »
- 37% « once »
- 47% « multiple times »

Exercises

Question: How often do you conduct exercises as part of your business continuity and crisis management program?



Previous years

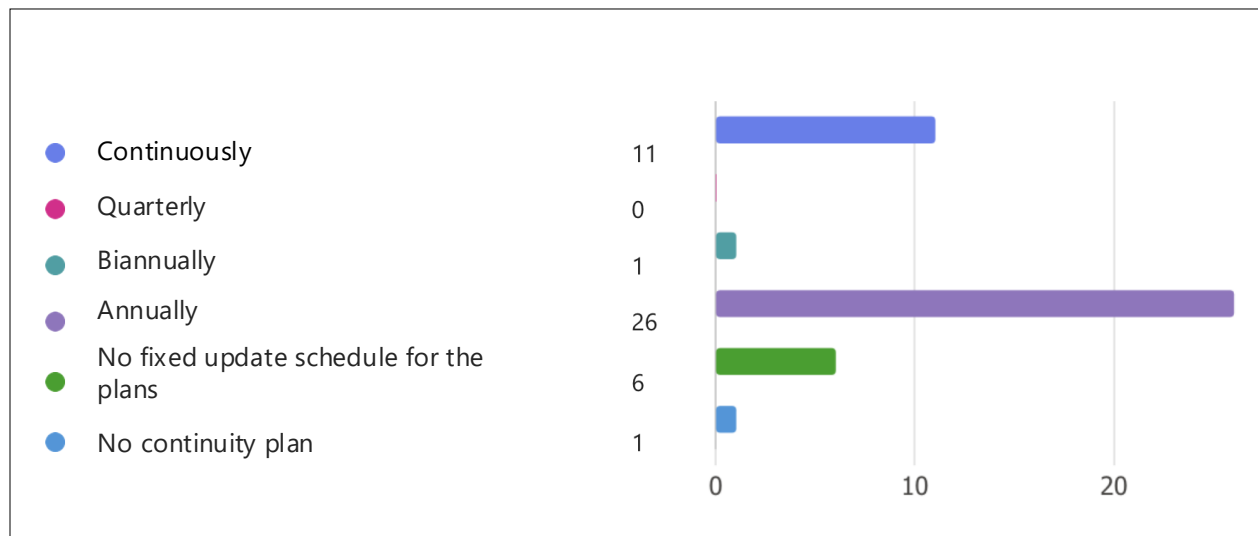
	Quarterly	Biannually	Annually	No fixed calendar	Aucun exercice	Autre
2025	9% (4)	4% (2)	47% (21)	16% (7)	11% (5)	13% (6)
2024	15% (10)	9% (6)	50% (33)	12% (8)	6% (4)	8% (5)
2023	3% (1)	3% (1)	44% (19)	35% (15)	15%(7)	N/A
2022	4%(2)	4% (2)	42% (22)	35% (18)	15%(8)	N/A

Other responses: weekly; only IT recovery plans tested annually.



Plan updates

Question: How often do you update continuity/crisis plans?

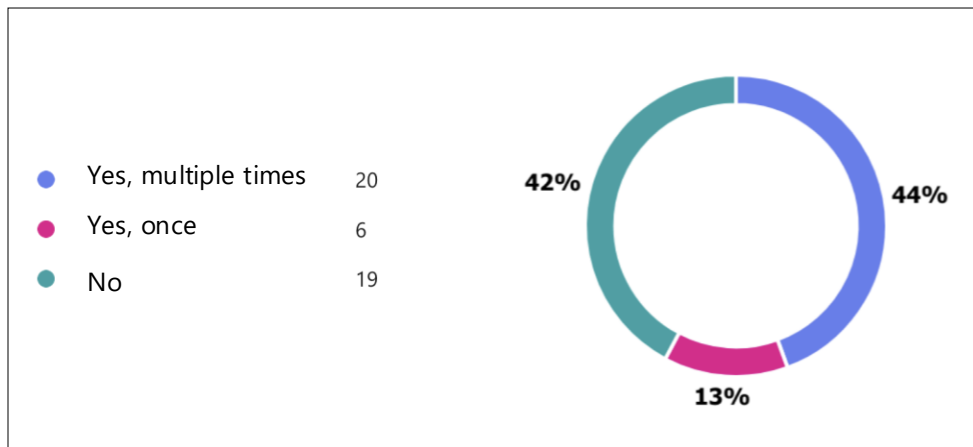


■ Previous years

	Continuously	Quarterly	Biannually	Annually	No fixed calendar	No plans
2025	24% (11)	-	2% (1)	58% (26)	13% (6)	2% (1)
2024	24% (16)	3% (2)	-	58% (39)	10% (7)	4% (3)
2023	12%(5)	-	-	51% (22)	30% (13)	7% (3)
2022	15% (8)	2% (1)	6% (3)	42% (22)	27% (14)	8% (4)

Plan updates

Question: In the last 12 months (August 2024-August 2025), has your organization conducted any staff awareness activities related to business continuity and/or crisis management (excluding exercises)?



■ Inspired by respondents' answers



2024

- 43% answered « yes, multiple times »
- 28%, « yes, once »
- 28%, «no »



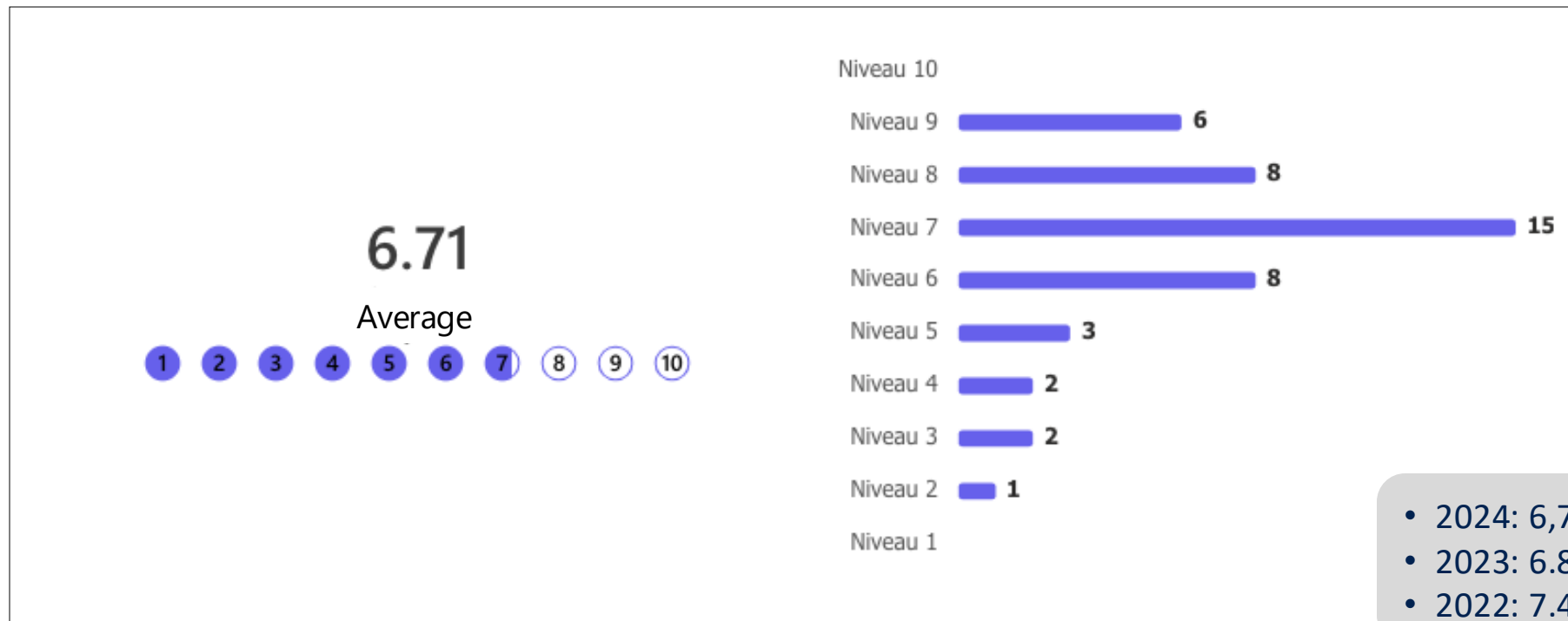
Incident & crisis preparedness

Note that the results were not analyzed by geographic area.

Niveau de préparation

Question: How prepared (1–10) is your organization for a major incident?

(1 = Not prepared at all, 10 = Fully prepared)

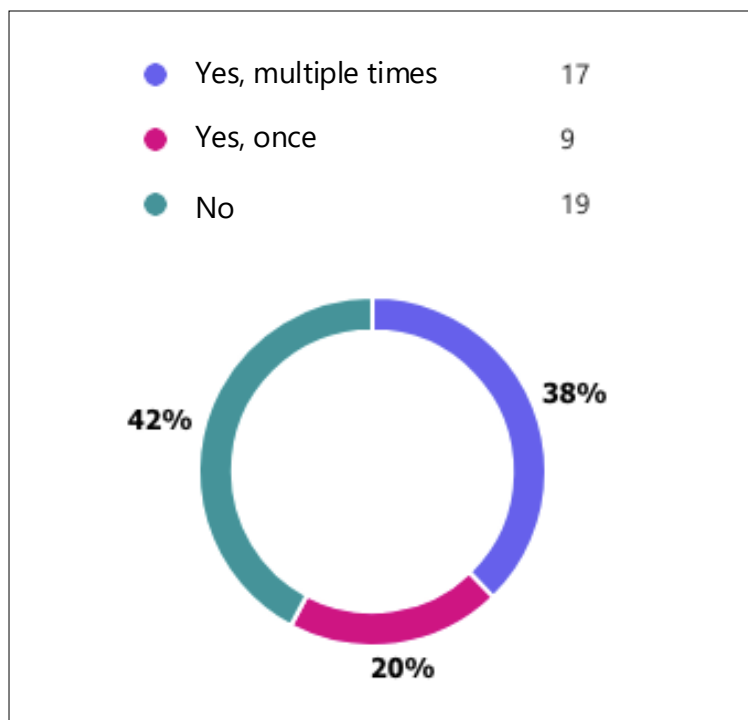


- 2024: 6,75/10
- 2023: 6.88/10
- 2022: 7.40/10

Plan activation

Question: In the last 12 months (August 2024-August 2025), has your organization faced a major incident that required the activation of any of your business continuity or crisis management plans?

(A major incident is a significant disruption that can escalate into a crisis.)

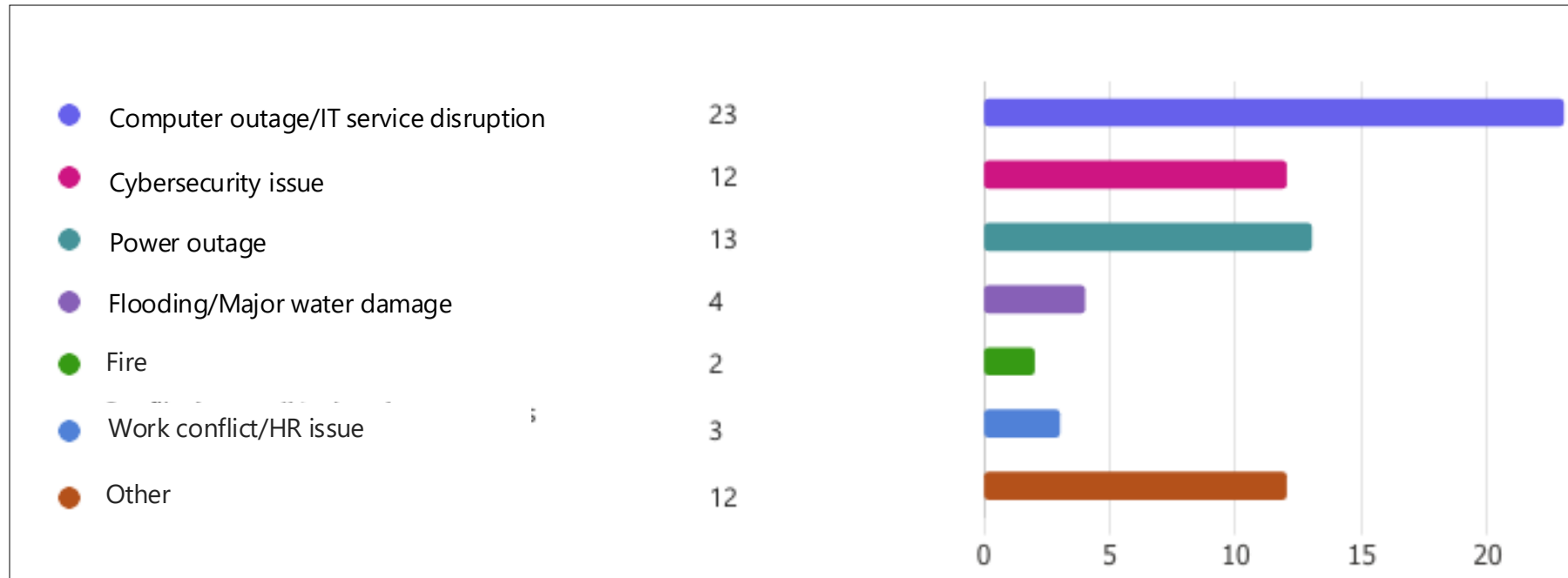


Previous years

	Yes, multiple times	Yes, once	No
2025	38% (17)	20% (9)	42% (19)
2024	34% (23)	32% (22)	34% (23)
2023	33% (14)	21% (9)	46% (20)
2022	21% (11)	21% (11)	58% (30)

Nature of incidents

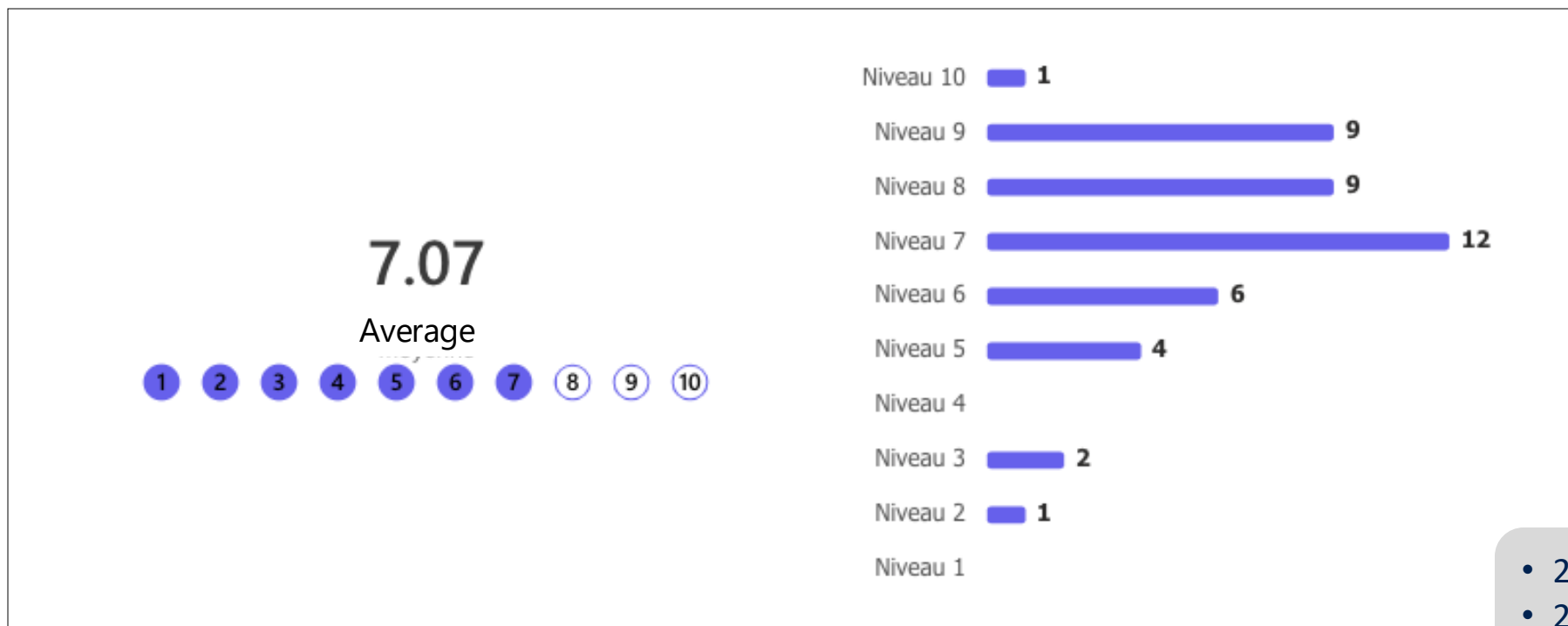
Question: What was the nature of the main incidents that required the activation of one or more business continuity and/or crisis management plans?



- IT outage remains top cause for 4 years
- Electrical outage becomes second (2024: cybersecurity)
- Other causes: postal strike, geopolitics, fires, suppliers.

Self-assessment

Question: On a scale of 1 to 10, how would you rate your organization's response to these major incidents?



- 2024: 7,39
- 2023: 7.8
- 2022: 7.6



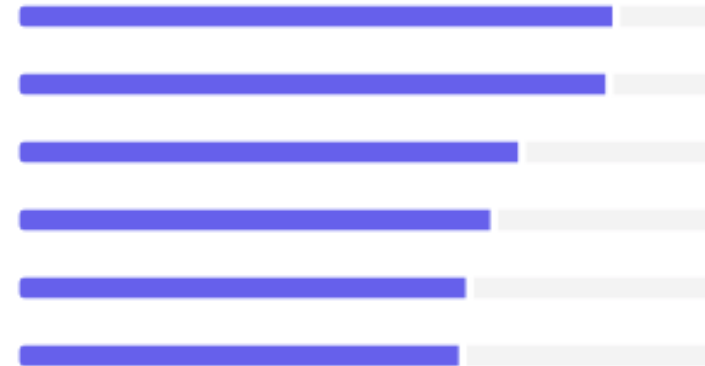
Challenges in business continuity and crisis management

Note that the results were not analyzed by geographic area.

Internal challenges

Question: For your organization, what are the most significant internal challenges from a business continuity and crisis management perspective?

- 1 Increasing complexity of the organization
- 2 Lack of resources/budget for business continuity
- 3 Too much reliance on Third-Parties (vendors, consultants, etc)
- 4 Human resources issues (departures, demobilization, recruitment, etc.)
- 5 Lack of expertise in continuity
- 6 Low importance placed on continuity by senior management

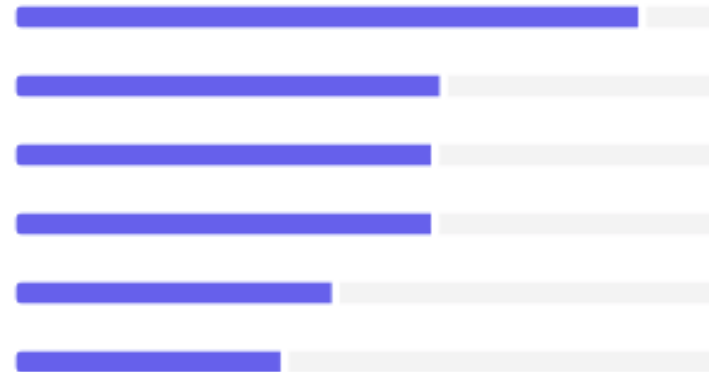


- Same top 2 as 2024
- Third: dependency on third parties (2024: HR challenges)

External challenges

Question: What are the main external challenges your organization faces regarding business continuity and/or crisis management?





- 1 Information security issues
- 2 Climate change and natural disasters
- 3 Unpredictable hazards
- 4 Regulatory or legal requirements
- 5 Obsolescence of infrastructure (transport, electricity, water, etc)
- 6 Pandemic

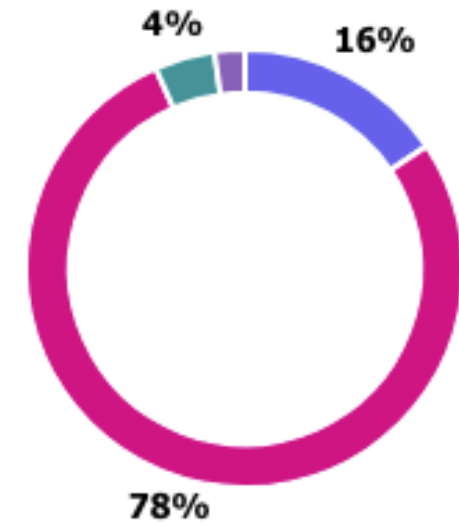


- Cybersecurity remains top for 4 years
- Regulatory/legal requirements now rank second along with climate risks and unpredictable events.

Preparedness self-assessment

Question: Compared to 12 months ago, do you consider that your organization is more or less prepared to handle a major incident?

	Much more prepared	7
	A little more prepared	35
	A little less prepared	2
	Much less prepared	1

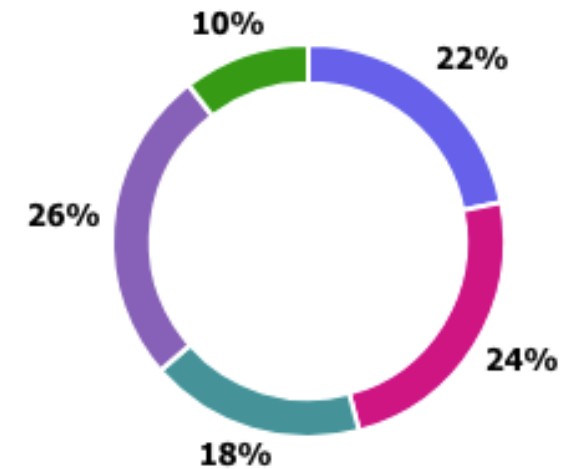


- The Trend remains stable.

Positive factors

Question: Why is your organization **more prepared** today?

● The Business Continuity program has proven effective	21
● Remote work makes our organization's operations more flexible	23
● The pandemic forced a change in processes	17
● High management pays more attention to continuity	25
● Other	10

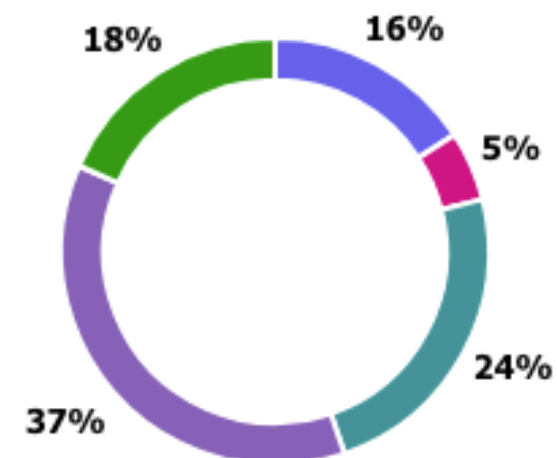


- The importance placed by senior management has become the primary factor influencing organizations' level of preparedness.
- Among the other factors mentioned were: maturity, continuous improvement, and regulatory requirements.

Negative factors

Question: Why is your organization less prepared today?

● We are encountering some operational and financial difficulties.	6
● Our entire industry is struggling.	2
● We are facing human resources issues (burnout, disengagement, retention, recruitment).	9
● We are facing issues related to the business continuity program (expertise, budget, resources, etc.).	14
● Other	7



- Business continuity program constraints are becoming the primary reason cited as hindering organizations' preparedness.
- Other factors noted include: challenges in prioritizing continuity, the complexity of IT systems and changing environments, outdated IT infrastructure and software, lack of expertise, and the separation of IT disaster recovery and business continuity teams.



2025 Key findings

Participation

- Significant decrease in the number of participants (33%)

Challenges in the field

- IT security has remained the primary external challenge for the past four years.
- Regulatory and legal requirements have become the second most important external challenge, alongside climate change, natural disasters, and unforeseen events.
- The importance given by senior management is the primary factor in organizational preparedness.

Incident and crisis response

- 58% of participants had to respond to at least one incident.
- 66% of participants activated their response plans at least once in the past 12 months.

Business continuity role

- The increasing complexity of organizations and the lack of resources remain the main internal challenges.
- Cybersecurity risks remain the primary external challenge.



Thank you all for your collaboration

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