

**2017 EMPLOYMENT EQUITY ANNUAL REPORT
PRESENTED BY CBC/RADIO-CANADA TO
EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA
(LABOUR PROGRAM)**

EXECUTIVE SUMMARY

I. General Overview

CBC/Radio-Canada is Canada's national public broadcaster. Through our mandate to inform, enlighten and entertain, we play a central role in strengthening Canadian culture. As Canada's trusted news source, we offer a uniquely Canadian perspective on news, current affairs and world affairs. Our distinctively homegrown entertainment programming draws audiences from across the country. Deeply rooted in communities, CBC/Radio-Canada offers diverse content in English, French and eight Indigenous languages. We also offer content in Spanish, Arabic and Mandarin, as well as both official languages, through Radio Canada International (RCI). We are leading the transformation to meet the needs of Canadians in a digital world.

Mandate

CBC/Radio-Canada's mandate is set out in the [Broadcasting Act](#). The Act states that "... the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains;

... the programming provided by the Corporation should:

- i. be predominantly and distinctively Canadian, reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions,
- ii. actively contribute to the flow and exchange of cultural expression,
- iii. contribute to shared national consciousness and identity,
- iv. reflect the multicultural and multiracial nature of Canada."

The Year in Review

January 2017 began with Diane Girard, CBC/Radio-Canada's Values and Ethics Commissioner, launching a resource page for staff to promote her mandate to develop and manage the organization's ethics program. In October, the Commissioner also launched the Corporation's new Code of Conduct, which is available to the [public](#). This was followed by the introduction in December of mandatory training to ensure all employees are familiar with and understand the Code.

The year also began with a number of unconscious bias workshops, including a town hall session in January 2017 for CBC employees and longer training sessions for specific departments (e.g., Human Resources). Additional sessions continued throughout the year, all with the goal of raising awareness of diversity management challenges in the context of recruitment and human resources, and to position the benefits of diversity and inclusion for the Corporation.

The annual cultural census campaign was carried out in the first quarter of 2017 in a more personalized and targeted manner which pushed the completion rate to 87.7% at the end of the

year. High-level results were also shared prominently to raise greater awareness of our workforce makeup, with new diversity dimensions (e.g., representation of our LGBTQ+¹ employees) published on our intranet for the first time.

A series of videos were posted in March to promote awareness of our four organizational values (Creativity, Integrity, Inclusiveness and Relevance). Each video features an employee talking about a specific value and what it means to her/him and to his/her work. Inclusiveness and Relevance continue to be emblematic values for our efforts to become a more diverse and inclusive organization.

The annual employee engagement Dialogue Survey was conducted in October as part of ongoing efforts to promote an engaged workforce. This year's survey included a new question on inclusiveness. Overall results were shared in December 2017, showing improvements on all questions as compared to the previous year's survey.

With regards to Industrial Relations, an Extended National Joint Committee Meeting was held in November in Port Credit (Mississauga, ON), with Canadian Media Guild (CMG) and CBC/Radio-Canada representatives. Among the many accomplishments was the identification of diversity and inclusion initiatives to address collaboratively. Following the renewal of the collective agreement in 2016, the Association of Professionals and Supervisors (APS) and CBC/Radio-Canada maintained constructive exchanges through the National Joint Committee. CBC/Radio-Canada and the Syndicat des communications de Radio-Canada (FNC-CSN) continued negotiations in 2017, with the aim of a unified collective agreement. As for the Association des Réalisateur (AR), constructive exchanges were held with the Corporation within the framework of the Standing Committee following the renewal of a collective agreement in 2016.

II. Quantitative Information

In 2017, the representation rate for women on CBC/Radio-Canada's permanent staff increased by 0.2% over last year (48.4%). For Indigenous employees, the representation rate remained the same as last year at 2%. For persons with disabilities, the representation rate increased by 0.1% over last year (2.6%). There was also an increase of 1% for members of visible minorities (11.5%).

Women were 54.5% share of hires and 50.8% share of promotions. The hiring rate for members of visible minorities (26.6%) was above their representation rate, and their share of promotions was 16.4%. The hiring rate for Indigenous peoples was above the group's representation rate (2.1%). The hiring rate for persons with disabilities was 0.7%. The Corporation continues to conduct yearly campaigns to encourage employees to self-identify.

Year-to-Year Variances

¹ Lesbian, gay, bisexual, transgender, queer, and other gender and sexual diversity.

CBC/Radio-Canada continues to produce its annual report using the government-provided Workplace Equity Information Management System (WEIMS) reporting tool.

Given the Corporation's size, there are significant year-to-year variances. Newly created jobs are assigned a National Occupational Classification (NOC) and existing jobs are reviewed to ensure they still reflect the NOCs assigned to them. As a result, there are always shifts in the occupational group distributions from one year to the next that are not accounted for by workflow alone (hires, promotions and terminations). There are also the usual year-to-year (workflow) variances resulting from employee movement within occupations or geographic locations, changes in employment status, and changes in leave of absence status.

The following points highlight specific examples of the year-to-year variance for permanent full-time employees:

- In the Senior Managers occupational group, two employees reclassified into this grouping from Middle and Other Managers.
- In the Professionals occupational group, there were 11 employees reclassified into this grouping from Middle and Other Managers.
- A total of 349 employees who were non-permanent full-time (temporary + casual) in 2016 became permanent full-time in 2017 (Net +349).
- A total of 12 employees who were permanent full-time in 2016 became non-permanent (temporary + casual) in 2017 (Net -12).
- A total of 54 permanent part-time employees in 2016 became permanent full-time employees in 2017; 36 permanent full-time employees in 2016 became permanent part-time in 2017 (Net +18).
- A total of 169 permanent full-time employees who were on absence without pay in 2016 returned to regular employment in 2017; 139 permanent full-time employees went on to absence without pay in 2017 (Net +30).

The following points highlight specific examples of the year-to-year variance for permanent part-time employees:

- A total of 30 employees who were non-permanent (temporary + casual) in 2016 became permanent part-time in 2017 (Net +30).
- A total of 36 permanent full-time employees in 2016 became permanent part-time employees in 2017; 54 permanent part-time employees in 2016 became permanent full-time in 2017 (Net -18).
- A total of eight permanent part-time employees who were on absence without pay in 2016 returned to regular employment in 2017; seven permanent part-time employees went on to absence without pay in 2017 (Net +1).

Finally, there were 31 employees working outside Canada.

III. Qualitative Information (for all following sections, results achieved are in bold)

Communications

In 2017, many articles were posted on the internal employee portal to celebrate events, achievements, awards and programming related to diversity and inclusion and employment equity. In most cases, these were also communicated externally on various web platforms. All of these initiatives helped to raise employee awareness. The following are examples of some of the communications to employees that took place in 2017:

- Multiple communications originated from the Employee Resource Groups (ERGs) within the Corporation or were about them. The ERGs consist of employees who come together to share common backgrounds and experiences and foster a greater sense of belonging. A document to introduce ERGs was created to provide an overview of this topic and to help support the formation of other groups for employees with shared interests. More information on the topic is also found under the Diversity and Inclusion internal page, launched in June 2017.
- In November, the first of a series of “Lunch & Learns” on disabilities at work took place: working with a visual disability. It was co-hosted by an ICI MUSIQUE host and a blind radio host, and aimed to discuss the tools employees need to work effectively with a visual impairment. The series aims to open our minds for the development, two years from now, of the new Maison de Radio-Canada in Montreal.

Through communications to employees, we reinforced our commitment to make our workplaces ever more inclusive and a place where all our employees can bring their whole selves to work, every day.

Equity Environment

In 2017, many activities were held that aimed to foster an inclusive workplace that encourages employment equity, diversity and inclusion:

- A new steering committee was launched: the Senior Executive Team Committee on Diversity and Inclusion. The Committee is sponsored by our President and CEO, chaired by our Vice-President of People and Culture, and consists of three other Senior Executive Team members (i.e., Executive Vice-President, English Services; Executive Vice-President, French Services; and Vice-President, Strategy and Public Affairs). The Committee met on average every second month, and its main purposes is to ensure diversity and inclusion strategic goals are aligned with the overall Corporation strategy and that there is increased visibility and ongoing direction as diversity and inclusion efforts unfold.
- In March 2017, the first 16 participants in the Developing Emerging Leaders program were selected. The program, which spans over 10 months and utilizes a combination of in-class theory, experiential learning, exposure to senior leaders, mentoring, assignments and a secondment leadership opportunity, is meant to equip diverse employees with insights, tools and strategies to skilfully advance their careers to the next level with confidence and purpose.
- In October 2017, People and Culture added resources dedicated to diversity and inclusion, which includes employment equity, to better align with its vision. **This reorganization provided a better integration of diversity and inclusion imperatives in the employment life-cycle activities, with more focus on workplace culture.**

Employment Systems

We continued to implement our 2015-2018 diversity and inclusion plan in 2017. The plan outlines 20 activities to be put in place to move toward a fully representative workforce over the plan period. Plan activities are divided into the following categories: Leadership, Monitoring and Accountability, Recruitment and Selection, Learning and Development, and Accessibility. To

create the plan, we struck working committees made up of union and management representatives, and the plan came together during a one-day in-person meeting of the national Joint Employment Equity Committee, convened especially to address this key topic.

In 2017, our self-identification questionnaire, known as our cultural census, continued to be available on the Corporation's internal website through a new mobile-friendly platform and was an integral part of the on-boarding process for new employees. The questionnaire is divided into two parts:

1. Part I covers the areas that CBC/Radio-Canada is required to report on under the *Employment Equity Act*.
2. Part II deals with matters and groups that are not covered by the *Employment Equity Act*, but that are just as important in fostering an inclusive workplace. Information is compiled on subjects such as ethno-cultural background; socio-demographic groups; citizenship status (new this year); official and non-official languages spoken; gender and sexual diversity; and beliefs and religions.

The confidential data obtained from the cultural census is automatically added to a secure HR database. A number of targeted activities were held this year to improve the response rate, including another national campaign. **A high response rate is useful in measuring the diversity of our workforce and allows us to be smarter in our employment life-cycle actions (e.g., by establishing more accurate equity hiring and retention activities).**

Initiatives for Designated Groups

a) Recruitment

In 2017, the Corporation continued to make significant efforts in restructuring how it conducts its business. CBC/Radio-Canada remained focused on attracting top candidates when staffing opportunities arose. Here is a summary of our employment equity and diversity and inclusion recruitment activities:

- As announced in the 2015-2018 diversity and inclusion plan, we continued to use an index to monitor the equity representation of new hires. The indicator covers three groups: Indigenous peoples, persons with disabilities and members of visible minorities. It is an integral part of our report card to track implementation of our five-year corporate plan, *A space for us all*. The Corporation's results in meeting the target set under the equity index are published in the Corporation's quarterly financial reports and annual report. **At the end of December 2017, the percentage of new hires from equity groups since April 2017 (i.e., the beginning of our fiscal year) was standing at 25.0%. This was our highest quarterly consolidated result since we started using the index in 2015-2016, and it even surpassed our annual and five-year targets of 23.2%.**
- We established a list of preferred employment agencies following a formal request for a supply arrangement process. As part of the selection process, agencies had to demonstrate how they are promoting diversity and inclusion.
- At Radio-Canada, the Programme de stages professionnels pour Autochtones returned for a second year. Developed in collaboration with the First Nations Education Council (FNEC), it provides for a one-year paid internship opportunity. **By the end of 2017, five Indigenous students from across Quebec had been hired since the launch of the program. They are based in newsrooms in Quebec City, Montreal, Trois-Rivières and Saguenay.**

- We launched a pilot project that involved matching all participants of the Developing Emerging Leaders program with a Leader from English Services. For 10 months, the mentor and mentee met and worked together. The program involved one day of mentorship training. The program was then expanded to include another 35 individuals who were middle managers and who wanted to take part in a mentorship program - that would allow them to safely pursue questions around leadership, advancement and support around how to navigate everything from office politics to human equity. **We learned that the mentor benefits as much from sharing their wisdom as the mentee does from having a safe space to talk about the challenges of taking on a leadership role.**
- In May and June, and for another year, CBC/Radio-Canada was one of the exhibitors that participated in the Salon de l'immigration et de l'intégration au Québec. Members of the People and Culture and French Services senior leadership teams were on hand to greet and speak with event attendees, estimated at about 10,000 people. **The Salon was an ideal place to connect, particularly with recent immigrants who are both skilled and looking for career opportunities.** In addition, our Talent Acquisition | Diversity and Inclusion team participated in a number of other diversity and inclusion-focused job fairs, all with a goal to broaden the pool of candidates when staffing opportunities arise.
- In August, we significantly updated our [Working With Us](#) recruitment page on our corporate site to increase the prominence of diversity in our workforce and inclusive work culture. Enhancements included a new message from the Vice-President of People and Culture and a set of videos featuring employees speaking on what we do, innovation and our culture.
- Information pertaining to employment equity, including the Corporation's annual reports on employment equity and multiculturalism, as well as workforce demographics and trends, are made public and can be accessed on our [corporate website](#).

b) Training and Development

- As per the 2015-2018 diversity and inclusion plan, we continued to foster an inclusive environment with the diversity training framework for employees, with special emphasis on unconscious bias, as referred to in the Year in Review section.
- CBC/Radio-Canada teamed up at the beginning of 2017 with Aboriginal Link, an organization that focuses on developing tools to communicate with First Nations, Inuit and Métis groups across Canada. **In addition to better outreach to Indigenous communities, teaming up with Aboriginal Link helped to educate our employees on what they can do to welcome and nurture Indigenous employees within our organization.**
- We continued to use the Leadership Development System (LDS) to support mid-level leaders in delivering on the Corporation's five-year strategic plan, *A space for us all*. **We also continued in 2017 to review the composition of the cohorts to ensure fair representation of employment equity group members. As a result, the following representation was achieved for the cohort of participants that started in November 2017 and that will graduate in June 2018: Indigenous peoples accounted for 3.5%, members of visible minorities for 16% and women for 49.1%; no participants self-identified as persons with disabilities.**
- Every year, we remind managers of the Diversity and Inclusion Fund, a \$200,000 fund created to help managers recruit and develop members of visible minorities, persons with disabilities, Indigenous peoples and women for internships and development opportunities at CBC/Radio-Canada.

c) Promotion

The 2015-2018 diversity and inclusion plan addresses succession planning. We continued to track high-potential candidates who are members of employment equity groups using the indicator developed under the current three-year plan. The percentage of diverse candidates is monitored yearly and, as part of talent review meetings, we discuss high-risk retention and development for succession candidates and pay particular attention to candidates from designated groups.

d) Retention and Termination

- A great number of initiatives continue to be in place to meet the needs of CBC/Radio-Canada's diverse workforce and to encourage employee retention. They include many work-life balance items such as compressed work week schedules, special leaves, job rotations and more. Articles in some collective agreements contain provisions relating to flexible work arrangements.
- Reasons for leaving CBC/Radio-Canada are tracked separately for employment equity designated groups in order to ensure that we adjust our programs based on findings. These findings are presented and discussed yearly at Joint Employment Equity Committee meetings.
- CBC/Radio-Canada continued providing an Employee Assistance Program, which is available in 25 languages, to all CBC/Radio-Canada staff, retirees, long-term contract employees and their resident families.

e) Reasonable Accommodation

In 2017, as part of the Toronto Broadcast Center elevator modernization project, numeric keypads with braille buttons were installed in all elevators and elevator lobby call buttons were lowered for wheelchair users. Preparations are underway for the washroom and kitchenette upgrades, including accessibility for people with reduced mobility. In Montreal, plans are underway to ensure access for people with reduced mobility in the CDI (Centre de l'information).

IV. Constraints

With the help of our cultural census, we are expecting to achieve a higher employee response rate for employment equity self-identification. However, work remains to be done: at the end of 2017, approximately 12% of our workforce had not self-identified.

V. Consultations with Employee Representatives

Various consultative mechanisms exist to facilitate the implementation of employment equity and diversity initiatives within the Corporation. Our Joint Employment Equity Committee, made up of management and unionized employees, met in person twice in 2017, as well as one additional time through a conference call. The Committee's terms of reference were also modified to better reflect its ongoing focus on equity, diversity and inclusion. There are also other formal CBC and Radio-Canada committees that discuss content, workplace culture, and workforce diversity and inclusion initiatives.

VI. Future Strategies

In 2018, the Corporation will continue with the implementation of *A space for us all*, the strategy that propels the public broadcaster toward 2020. It sets out the objectives of better reflecting Canada's diversity in the workforce and enhancing opportunities for partnerships with more Canadians.

- People and Culture will continue to place emphasis on diversity and inclusion to reflect the greater priority it is being given by leadership as demonstrated by the additional resources added as mentioned above.
- We will also develop a new diversity and inclusion strategic framework to ensure full alignment with our integrated culture strategy, setting out a new vision: "By 2021, CBC/Radio-Canada will be the media leader in drawing on the wealth of unique Canadian perspectives to shape our content, workplace and workforce". To support our vision, our three pillars will be content (i.e., on-air representation reflective of Canadians), workplace culture (i.e., inclusive organizational culture) and workforce (i.e., representation and workflow). Clear goals relating to each pillar will be identified:
 - To better connect with our diverse audience by creating and sharing stories relevant to all
 - To foster an inclusive work culture where everyone brings value through their uniqueness
 - To actively recruit, develop and retain diverse talent that is representative of contemporary Canada.
- The implementation of our 2015-2018 diversity and inclusion plan will continue until its completion scheduled for the end of June. Based on the strategic framework referenced above, a new 2018-2021 diversity and inclusion plan will be launched and will continue to be instrumental for the Corporation to remove employment barriers for the four designated groups and focus its efforts to become even more representative of the diverse Canadian population and more relevant for the communities that we serve. Action plans will now be developed and implemented in our main business units, in addition to the national action plan that we have traditionally worked on. The LGBTQ+ group will also be added to our three-year plan for the first time, in addition to the four designated groups.
- We will also continue to work to expand the scope of, and further improve the response rate to, our self-identification questionnaire in order to accurately reflect the representation of the designated groups and more in our workforce.
- Our employment systems, practices and policies will continue to be reviewed with a focus on ensuring an inclusive, engaged and outcome-creating workforce.