

**2016 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 and one of its largest cultural institutions, with operations in each province and all territories, and its head office located in Ottawa. There are three news bureaus in the United States, as well as in six foreign locations outside North America. The Corporation is governed by a Board of Directors, which is made up of 12 members, including the Chair and the President and CEO, all of whom are appointed by the federal government. The Corporation is an industry leader in reaching Canadians on new platforms and delivers a comprehensive range of radio, television, internet and satellite-based services. CBC/Radio-Canada connects Canadians from coast to coast to coast and, in everything we do, we aim to bring the stories and voices that cannot be found anywhere else. We are the only Canadian broadcaster to offer diverse regional and cultural perspectives 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).

**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**

Early 2016 saw the appointment of Alex Johnston as CBC/Radio-Canada's Vice-President of Strategy and Public Affairs. She brings to this role a great depth of experience, especially as it relates to diversity and inclusiveness, having previously been the executive director of a leading diversity and inclusion firm.

In May 2016, CBC/Radio-Canada announced the creation of a Values and Ethics Commissioner position in keeping with our work to prioritize organizational culture. The role was filled in September with the appointment of Diane Girard. In this position, she will provide a source of guidance and support to employees, and act to as the first point of contact for all questions and concerns relating to values and ethics from both employees and members of the public.

Monique Marcotte was appointed Vice-President of People and Culture in August. She brings to this role over 25 years of experience with CBC/Radio-Canada in a variety of positions. This includes several years acting as the Corporation's employment equity officer.

Stemming from our continued efforts to create and promote an engaged workforce, the second annual Dialogue Survey was held in October. This employee engagement survey, conducted in partnership with Gallup, garnered an all-time high participation rate of 71%. Preliminary results showed organization-wide improvement and positive momentum, with full results shared early in the new year.

Efforts and activities also continued to meet the objectives of our current [2015-2018 diversity and inclusion plan](#), as detailed further in this report. These are enabling us to better reflect Canada's diversity in our workforce, helping us create a more inclusive workplace and is in keeping with the Corporation's five-year strategy, [A Space for Us All](#).

Work also began in 2016 on developing a new set of organizational values. Our four values are: Creativity, Integrity, Inclusiveness and Relevance. They were not officially announced until early 2017; however, it is significant that inclusiveness was identified as a value, which builds on our efforts in this area to become a more diverse and inclusive workplace.

In 2016, CBC/Radio-Canada and the Association of Professionals and Supervisors (APS) reached a four-year collective agreement for the period July 1, 2016 to March 31, 2020. The year also saw elections for the Canadian Media Guild (CMG), resulting in a new branch president and executives for the union, commencing in 2017. Negotiations began in May with the new Syndicat des communications de Radio-Canada (FNC-CSN), which now also represents former STARF and SCFP members. These negotiations will result in the first collective agreement with the merged union. Finally, CBC/Radio-Canada and the Association des réalisateurs (AR) reached a collective agreement that will remain in effect until December 15, 2019.

## **II. Quantitative Information**

CBC/Radio-Canada increased its representation rate in all designated groups in 2016. For women on CBC/Radio-Canada's permanent staff, the rate increased it by 0.7% over last year (48.2%); for Indigenous employees, it increased by 0.5% over last year (2%); for persons with disabilities, it increased by 0.8% over last year (2.5%); and for members of visible minorities, there was also an increase of 1.5% over last year (10.5%).

Women represented 57.2% of the hires and a 55.5% share of promotions in 2016. The hiring rate for members of visible minorities (19.1%) was above their representation rate; as it was for Indigenous peoples (1.6%) and for persons with disabilities (2.3%). The Corporation continues to conduct yearly campaigns to encourage employees to self-identify.

### **Year-to-Year Variances**

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 were 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 were reclassified into this grouping from Middle and Other Managers.
- In the Professionals occupational group, there were approximately 25 employees reclassified into this grouping from Middle and Other Managers.
- Approximately 185 employees who were non-permanent (temporary + casual) in 2015 became permanent full-time in 2016 (Net +185).
- Approximately 30 employees who were permanent in 2015 became non-permanent (temporary + casual) in 2016 (Net -30).
- Approximately 45 permanent part-time employees in 2015 became permanent full-time employees in 2016; approximately 30 permanent full-time employees in 2015 became permanent part-time in 2016 (Net +15).
- Approximately 160 permanent full-time employees who were on absence without pay in 2015 returned to regular employment in 2016; approximately 140 permanent full-time employees went on to absence without pay in 2016 (Net +20).

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

- Approximately 10 employees who were non-permanent (temporary + casual) in 2015 became permanent part-time in 2016 (Net +10).
- Approximately 30 permanent full-time employees in 2015 became permanent part-time employees in 2016; approximately 45 permanent part-time employees in 2015 became permanent full-time in 2016 (Net -15).
- Approximately 15 permanent part-time employees who were on absence without pay in 2015 returned to regular employment in 2016; approximately 5 permanent part-time employees went on to absence without pay in 2016 (Net +10).

Finally, there were 30 employees working outside of Canada.

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

#### **Communications**

In 2016, 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 2016:

- In February, as part of Black History Month (BHM), CBC/Radio-Canada invited employees to participate in many celebrations. Please click on the link to view the section of the [RCI website](#) dedicated to these celebrations.
- In March, CBC introduced the first-ever Disability Summit. It was the first step in building an internal vibrant community – an Employee Resource Group (ERG) – that allowed people to share their personal successes and experiences, reach their potential, and enrich their working experience. **The ERG was established shortly after the Summit. It has started its work to make our workplace more inclusive. A similar event was held later in the year in Radio-Canada, with a similar goal of creating momentum around a newly created community of interest.**
- In May, CBC/Radio-Canada was among 180 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 June, CBC marked the 20th anniversary of National Aboriginal Day in Toronto with a day-long showcase of Indigenous programming from 1996 to the present, as well as a one-hour panel discussion.
- In December, the executive vice-president of English Services published a workforce diversity action plan on the Intranet. Multiple activities will be launched in 2017, including new mentorship and emerging leaders programs geared towards diverse employees. More information about these and other activities will be detailed in next year’s annual report.

**Through communication to employees, we reinforced our commitment to achieving our equity hiring targets to ensure our workforce is reflective of the communities we serve.**

## Equity Environment

In 2016, many activities were held aimed at fostering an inclusive workplace that encourages employment equity, diversity and inclusion:

- People and Culture reorganized its diversity and inclusion responsibilities, which include employment equity, under the talent management umbrella. **This reorganization provided a better integration of diversity and inclusion imperatives in employment life-cycle activities. Increased resources can now be allocated to this important priority.**
- At CBC, we used the ECHOS program for its fifth year. This tool is used to gauge diversity in our radio and television content, capturing visible minorities, Indigenous peoples and persons with disabilities. A total of 110 radio and television shows are monitored.
- A similar program, ECO, is used at Radio-Canada to track diversity in TV Entertainment and Drama. For News, Current Affairs and Radio, Radio-Canada has the capacity to do a minute analysis of every program thanks to its comprehensive and efficient archives system. **By tracking on-air diversity, we can better understand how we reflect the communities that we serve and can adjust our course, as necessary.**
- In English Services, in tandem with our Audience Research team, the Inclusion and Diversity department commissioned a large national survey of hearing and hearing-disabled Canadians to gauge demand for and use of closed captioning on various platforms.

- CBC/Radio-Canada continued to actively participate in the Federally Regulated Employers – Transportation and Communications (FETCO) subcommittee on employment equity. **This subcommittee works cooperatively with a number of federal institutions and shares issues and best practices with other employers subject to federal legislation.**

### **Employment Systems**

As mentioned previously, we continued to implement our 2015-2018 diversity and inclusion plan in 2016. 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 2016, our self-identification questionnaire, known as our “cultural census”, continued to be available on the Corporation’s internal website 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; 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. By the end of 2016, the overall employment equity self-identification response rate was standing at 82.6%. **A high response rate is useful in measuring the diversity of our workforce and allows us to be smarter in our staffing actions (e.g., by establishing more accurate equity hiring targets).**

### **Initiatives for Designated Groups**

#### **a) Recruitment**

In 2016, 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 indicator to monitor the diversity 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 diversity indicator are published in the Corporation’s quarterly financial reports and annual report.

- We continued to establish equity hiring targets across the Corporation’s various departments. **The establishment of hiring goals makes hiring managers even more aware of areas where there are representation gaps within their teams. The exercise also allows for discussions with hiring managers about available tools and strategies to expand the potential candidate pool when staffing opportunities arise.**
- Radio-Canada piloted the Programme de stages professionnels pour Autochtones, developed in collaboration with the First Nations Education Council, providing a one-year internship opportunity. **Three Indigenous students from across Quebec were hired under the program, based in newsrooms in Quebec City, Trois-Rivières and Saguenay.**
- Again in 2016, Radio-Canada was a partner in the “Auditions de la diversité.” Six Indigenous or visible minority candidates were selected; they were each provided with 10 hours of individual video coaching to shoot a demo, as well 10 extra hours of theatre coaching to participate in general auditions for Théâtre du Quat’Sous. **The event helped Radio-Canada identify emerging diverse on-air talent.**
- In May, for the second year in a row, we launched the Mentoring Partnership with the Toronto Region Immigrant Employment Council (TRIEC). The goal of the Mentoring Partnership is to bring together established CBC professionals with newly arrived skilled immigrants to build job-specific mentoring relationships, help build their professional networks in Canada and better leverage their skills in local markets. The program also offers real-life diversity and leadership learning for participating CBC volunteer mentors.
- In September, we held the third CBC Development Workshop for Diverse Creators. This outreach initiative helps us develop the diverse creator community and source more content from diverse creators. The 2016 edition, developed in collaboration by our CBC Inclusion and Diversity department and Arts and Docs, brought 15 diverse content creators, chosen from 152 applications from across Canada, to an intensive four-day training program with the objective of providing CBC with digital content.
- Radio-Canada participated in Salon du développement Canado-Maghrébin **enabling participants to meet Radio-Canada employees and the latter to interact with a diverse group of creators.**
- Radio-Canada continued to use Mosaïka, a diversity database used by content managers, to increase the on-air representation of collaborators from different cultural backgrounds.
- Some of the tools that continue to further our recruitment efforts include the CBC/Radio-Canada Jobs site (<http://www.cbc.radio-canada.ca/en/explore/jobs/>), which contains a section on our [commitment to talent and diversity](#). Applicants are invited to submit their resumé in response to specific job postings or, alternatively, to submit their resumes to the candidate database for future consideration. In 2016, new videos were added to better show who we are and what we do, with a particular emphasis on the representation of equity groups.
- 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 announced in the 2015-2018 diversity and inclusion plan, a new diversity training framework for employees was launched. As part of the first phase of deployment, talent acquisition team members and human resources business partners took part in full-day unconscious bias workshops provided through an external vendor. **Employees who**

**participated in the workshops were exposed to the potential impact of unconscious bias in the employment life-cycle. The workshops also helped to raise awareness of diversity management challenges and potential solutions that can be applied in the workplace.**

- Every year, we remind managers of the Diversity and Inclusion Fund. This \$175,000 fund helps managers reach their hiring targets of recruiting and retaining diverse candidates by allocating funding for internships and development opportunities. **Out of the total number of Diversity and Inclusion Fund recipients since 2007, 51% were still employed at the end of 2016.**
- We continued to use the Evolving Leadership Development System (ELDS) to support mid-level leaders in delivering on the Corporation's five-year strategic plan, *A Space for Us All*. The ELDS is designed to help participants adopt a collaborative, adaptive leadership style to deal with the uncertainty, ambiguity and transformational changes facing the Corporation. In 2016, we began assessing the composition of the cohorts to ensure representation of employment equity group members. The impact will start to be seen with the 2017 cohort. The following representation was achieved for the 2016 graduates: **Members of visible minorities accounted for 11.6%, and women for 51.1%; no participants self-identified as Indigenous peoples or persons with disabilities.**

#### **c) Promotion**

The 2015-2018 diversity and inclusion plan addresses succession planning. As part of our program, we continued to track high-potential candidates who are members of employment equity groups using the indicator developed in 2015. The percentage of diverse candidates was also discussed at yearly talent review meetings, along with the development plans for all candidates.

#### **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. 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.
- 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 2016, the Vancouver site audit was completed. An action plan was developed and a series of projects will be initiated in early fiscal 2017–2018. Implementation will take place over three years. The work of updating and incorporating the universal accessibility component into the major washroom renovation project at the Toronto Broadcast Centre is ongoing. The construction phase will begin in 2017–2018 and be completed over three years.

## **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 as self-identification information in our HR database still proves challenging to use: at the end of 2016, approximately 17% 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 two times in 2016, and one additional time through a conference call. There are also other formal CBC and Radio-Canada committees to discuss people, culture and brand diversity and inclusion initiatives.

## **VI. Future Strategies**

In 2017, 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. As such, CBC/Radio-Canada is continuously evolving to include a range of faces, voices, experiences and perspectives, in both our content and our workplace.

- People and Culture refreshed its strategic plan, placing greater emphasis on diversity and inclusion to reflect the greater priority it is being given by leadership.
- We also reframed our diversity and inclusion strategy to ensure it is fully aligned with a new integrated culture strategy, having set out clear goals relating to our people (workforce), our culture (workplace) and our brand (audiences and industry):
  - Attract, hire, develop and retain a diverse workforce that reflects the country and communities we serve.
  - Create and sustain inclusion to enable an engaged and outcome-creating culture.
  - Nurture a citizen-centred brand that includes, reflects and serves diverse Canadian audiences.
- The implementation of our 2015-2018 diversity and inclusion plan continues 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.
- 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.