

**CBC/RADIO-CANADA 2010
ANNUAL EMPLOYMENT EQUITY REPORT
TO HUMAN RESOURCES SKILLS DEVELOPMENT CANADA
(LABOUR)
EXECUTIVE SUMMARY**

I. GENERAL OVERVIEW

The Canadian Broadcasting Corporation/Société Radio-Canada was first established by an Act of Parliament in 1936. As Canada's national public broadcaster and one of its largest cultural institutions, it has operations in each province, the Northwest Territories, Yukon and Nunavut, and its head office located in Ottawa. There are also three news bureaus in the United States of America and eight locations abroad. The Corporation is accountable to all Canadians, reporting annually to Parliament through the Minister of Canadian Heritage. It is governed by the Board of Directors which is comprised of 12 members, including both the Chair and the President-CEO, all of whom are appointed by the federal government.

CBC/Radio-Canada is uniquely Canadian. As the nation's greatest supplier of Canadian content, the Corporation is the mirror in which all Canadians must see themselves reflected. A leader in reaching Canadians on new platforms, we deliver a comprehensive range of radio, television, Internet and satellite-based services.

A Year in Review

In 2010, CBC/Radio-Canada's media services continued to attract strong and loyal audiences. The programming we provide helps to define and understand what it means to be Canadian. It is this aspect which sets us apart from the competition and it is the true role of the public broadcaster. While other conventional broadcasters struggled to maintain audience levels, CBC Television's prime-time Canadian content continued to attract more viewers in 2010. Télévision de Radio-Canada maintained its strong position in prime time, despite ever increasing competition from reality shows and specialty channels. Our radio services continued their outstanding performance, maintaining their historical levels. And, every month, our Internet sites drew seven million visitors, who downloaded 1.2 million podcasts of our programs. In fact, despite an ever-wider range of media choices, more and more Canadians are choosing CBC/Radio-Canada.

Mandate

CBC/Radio-Canada has a mandate to reflect Canadian culture and to foster understanding and a shared sense of national identity through programs that reflect Canada's cultural and regional diversity. The Corporation's broadcasting reach extends across Canada and around the world in nine languages on its international radio service, Radio Canada International, and in eight languages on its Web-based radio service *RCI Viva*. No other Canadian broadcaster, commercial or public, has a mandate to generate the range, depth and quality of Canadian content through a multitude of services, that CBC/Radio-Canada generates, and to make it available to all Canadians, across the country, in both official languages plus eight Aboriginal languages.

Mission and Vision

Diversity is at the core of CBC/Radio-Canada's corporate mission and vision which state respectively that the goal is 'connecting Canadians through compelling Canadian content' and producing programs that 'reflect Canadians and Canada's regions...'

Creating an inclusive and representative workplace environment and one where employees are valued and respected is essential to delivering on the Corporation's mandate. Our newly created diversity vision and mission statements illustrate our commitment to diversity and inclusion.

***Our Commitment...**In its mandate, CBC/Radio-Canada makes diversity one of its priorities, which means reflecting Canada and its regions, as well as the country's multicultural and multiracial nature...The Corporation is committed to reflecting the country's diversity through its programming. It's important that all Canadians be able to recognize themselves on-air and that its programs reflect the changing face of Canada on all platforms. The Corporation is also focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated in the way it recruits and develops its workforce. Through this commitment, the Corporation can leverage our society's similarities and differences as it strives to become an increasingly open, inclusive and progressive organization.*

II. QUANTITATIVE INFORMATION

The representation rate for women in CBC/Radio-Canada's permanent workforce has increased by 5% since 2000 (over 700 women). For 2010, women now represent 45.3% of the permanent workforce. There were 113 (1.5%) Aboriginal Peoples; 126 (1.7%) persons with disabilities; and 478 (6.5%) members of visible minorities occupying permanent positions in 2010.

The growth for women is reflected in 2010 hiring (54%) and promotion (52%) rates that continue to outpace their representation rate in CBC/Radio-Canada's workforce. The hiring rate for members of visible minorities (10.1%) was above their representation rate. This marks the fourth consecutive year where the hiring rate has been at 10%. The hiring rate and promotion rate for Aboriginal Peoples was above their representation rate (2.0% and 1.9% respectively). For persons with disabilities, the hiring rate (1.4%) was below their representation rate (1.7%).

Year-to-Year Variances

This marks the third year that CBC/Radio-Canada is using the Government offered reporting tool, WEIMS, to produce its annual report.

As a large organization, there are naturally year-to-year variances that occur during a reporting year. Jobs are created which are assigned National Occupational Classifications (NOCs) 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 distribution from one year to the next that aren't 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,

within 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, there was a temporary promotion that accounted for 1 employee moving from Middle Managers (in 2009) to Senior (in 2010).
- Approximately 310 employees who were non-permanent in 2009 became permanent full-time in 2010 (+310).
- Approximately 180 permanent full-time employees who were on absence without pay in 2009 returned to regular employment in 2010; approximately 195 permanent full-time employees went on to absence without pay in 2010 (Net -15).
- Approximately 20 permanent full-time employees in 2009 became permanent part-time in 2010; approximately 50 permanent part-time employees in 2009 became permanent full-time employees in 2010 (Net +30).

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

- Approximately 30 employees who were non-permanent in 2009 became permanent part-time in 2010 (+30).
- Approximately 10 permanent part-time employees who were on absence without pay in 2009 returned to regular employment in 2010. Approximately 15 part-time employees went on to absence in 2010 (-5).
- Approximately 20 permanent full-time employees in 2009 became permanent part-time in 2010. Approximately 50 permanent part-time employees in 2009 became permanent full-time employees in 2010 (Net -30).

III. QUALITATIVE MEASURES

Communications

Information pertaining to diversity and employment equity can be accessed on the Corporation's website and the employee and manager portals. Here, information can be found on initiatives outlined in the Corporation's annual reports on employment equity and multiculturalism as well as workforce demographics and trends, training programs, corporate policies and more.

There are three core ways that CBC/Radio-Canada employee communications integrates stories celebrating diversity into the employee portal including: 1) profiles featuring employees from diverse backgrounds; 2) programming news presented on the employee portal at times touching upon topics involving diversity; 3) employee news including notices about panel discussion and information sessions for employees, also at times highlighting messages or events geared to generating further awareness regarding diversity including Black History Month, National Asian Heritage Month, Aboriginal Awareness Week, Canadian Multiculturalism Day, Canadian Women History Month and International Day of Persons with Disabilities.

Equity Environment/Inclusive Workplace

A Culture That Embraces Diversity... at the corporate level, the Talent Acquisition and Diversity Team under the ‘People and Culture’ function is to ensure that the Corporation is focused on attracting, recruiting and developed a diversified workforce. This team has been actively engaged in fostering a corporate culture that embraces diversity through the following activities:

- Creation and implementation of a three year Corporate Diversity and Equity plan (2009 – 2012);
- Implementation of a diversity governance model by creating senior management, national, and local diversity committees;
- Revision of HR policies to reflect a corporate culture that embraces diversity;
- Revision of the CBC/Radio-Canada jobsite to reflect the voices of our diverse employees;
- Deepening focus and expansion of CBC Inclusion and Diversity Steering Committee – including senior representatives from across business lines.

Both CBC and Radio-Canada also have a strategic committee on diversity, and contribute to the work of national committees on equity and diversity. As with the English Services, diversity is now part of strategic planning exercises for French Services.

Dialogue: Engagement Survey... Sixty-seven percent (67%) of all CBC/Radio-Canada employees answered the ‘Dialogue: Engagement Survey’, conducted from September 15 to October 22, 2010. Questions on diversity were incorporated in the survey. Of the respondents, seventy-four percent (74%) agreed or tended to agree with the statement “CBC/Radio-Canada supports diversity in the workplace recognizing and respecting the value of human differences”. Other findings indicated that overall, engagement levels among staff are high with a strong belief in CBC/Radio-Canada’s mission.

Employment Systems... The Corporation’s policies are reviewed and revised to adjust to new business practices and changing market conditions. In this context, a calendar has been created for the review of all People and Culture policies over the next several years. The past year saw the introduction of a new policy on Prevention Of Work Place Violence and the updating of the policy on Anti-Discrimination and Harassment to further reinforce the principle of an inclusive, respectful, discrimination and harassment-free workplace that promotes sensitivity to individual differences. All new People and Culture policies and current policy revisions are vetted by the People and Culture senior management team before they are submitted for approval by senior management and/or by the Board of Directors.

Corporate Diversity and Equity Plan (2009 – 2012)... the development of this plan, led by the Talent Acquisition and Diversity team, was a collaborative effort by management and unionized representatives. Using the results of the workforce analysis, the plan identifies those areas where effort will be focused over the duration of the plan. The implementation of the actions in the plan will further the strategy to embed diversity principles in programming, human resources, and management practices. Some of the key actions identified in the plan which have been

implemented include the introduction of on-boarding guides as part of the hiring process, exit interviews including a diversity component, revamping the CBC/Radio-Canada jobs site, diversity training, and development of a cultural census. Implementation of the plan is monitored on an annual basis with revisions to the plan where necessary and records maintained to reflect the changes.

Recruitment Tools

CBC-Radio-Canada Jobs Site: the online jobs site www.CBC.ca/jobs and <http://cbc.radio-canada.ca/emplois/> was revamped in 2010 to enhance the focus on diversity. The aim was to make the jobsite attractive to the best and most diverse talent including showcasing dynamic employee profiles from the four designated groups. The site which is both informative and user-friendly invites applicants to submit their resumes in response to specific job postings or alternatively to submit their resumes in the candidate database for future consideration. There is also a section on ‘Frequently Asked Questions’ that discusses the benefits of working for CBC/Radio-Canada and the Corporation’s commitment to diversity. The online jobs site which is W3C compliant for visually impaired people assists the recruiting team and hiring managers to track and monitor the attraction efforts that have been put in place. CBC/Radio-Canada also has a recruitment DVD/video designed to attract diverse candidates to work at the Corporation which is shown at conferences, career fairs, in schools and universities visited by CBC/Radio-Canada staff.

Recruitment Practices: From coast to coast, CBC/Radio-Canada managers worked hard to attract the best and brightest people with a focus on diversity. Recruitment practices were varied and numerous including sending vacant job postings to diverse organizations and post-secondary institutions; posting job vacancies in special media and/or linking to specialized websites; using social media, Twitter, Facebook and LinkedIn to help promote our opportunities; working with outreach organizations specializing in placing candidates from specific target populations; attending career fairs targeted at Aboriginal Peoples including VISIONQUEST; and building strong relations with local immigrant organizations including Immigrant Services Society, to name a few. A diversity dashboard was created this year to monitor the progression of diversity attractions, hiring, retention, promotion and departure.

Community Snapshots: This tool provides CBC programmers and hiring managers critical information on national and regional demographic trends in the areas of population makeup, immigration trends, family education, jobs and housing, and consumption of radio and television (as per 2006 census information). It also includes “community input” data highlighting key issues in each of our major cities and providing feedback on CBC’s portrayal of diverse communities based on public opinion surveys and community roundtables undertaken by the CBC Regional Partnerships Managers. Community Snapshots are available on the Corporation’s portal.

Diversity Hiring Goals: Hiring goals were set this past year by the English Network’s key television and radio managers to improve the representation of diverse employees in the Corporation’s workforce. As part of an overall workforce planning exercise, Finance managers in the French Network participated in a pilot using a recently developed tool for setting hiring

goals. We're planning a full launch using this tool for French Services and Corporate Groups in 2011.

Self-Identification: During the on-boarding process, new hires are given the opportunity to complete and submit an employment equity self-identification questionnaire. Employees may update their self-identification information at any time by accessing the online tool. This information is automatically updated in the employee database. A new cultural census form was developed this year to include questions pertaining to culture and ethnicity in addition to designated group status. It will be tested with new hires before it is used in a corporation-wide census.

Outreach

Consistent with the Corporation's mandate to bring diverse regional and cultural perspectives into the daily lives of Canadians, CBC/Radio-Canada is the only Canadian broadcaster with a local Chinese news site – cbc.ca/bc/chinesenews and an Aboriginal news site. Located at cbc.ca/aboriginal, the website showcases CBC's coverage of Aboriginal issues on television, Newsworld, radio and CBCNEWS.ca. The website also features employee profiles which give a greater sense of recognition and act as a focal point for maintaining a sense of community among Aboriginal staff. Both websites have enhanced CBC's connection to Aboriginal and Chinese communities.

Radio-Canada's coverage of the catastrophe in Haiti in January 2010 allowed us to promote dialogue and cooperation among groups in Canada. We covered the event on TV, radio, and the Web across the country. We also created the "Le cri de l'espoir" microsite in tandem with Média Mosaïque and the Conseil des relations interculturelles du Québec. The site allowed people in Canada to search for missing persons after the earthquake. We aired open-line programs at night for several weeks to accompany, comfort and listen to Canadians originally from Haiti and teamed up with CEPAM radio to simulcast these programs in Montreal and Haiti. We also aired a major benefit telethon for Haiti, to which thousands of listeners generously responded. Our regional stations from coast to coast followed suit.

Employees also have access to tools such as '*Languages We Speak*', a database of languages spoken by our employees which is used as a resource when there is a need for interpreters or contacts within specific linguistic communities as well as the '*New Faces/New Voices Rolodex*', CBC's most diverse contacts database available primarily to journalists, producers and researchers throughout the organization intended to provide an up-to-date resource of experts and analysts on a broad range of topics.

Partnerships

CBC/Radio-Canada enjoys partnerships with other broadcasters including the Aboriginal Peoples Television Network (APTN). Radio-Canada has established various types of partnerships with cultural community organizations, for instance with the Vues d'Afrique festival, the City of Montreal, the Conférence régionale des élus de Montréal, the Maison de l'Afrique and African Cabaret. Our on-air personalities from cultural communities are also involved in major events celebrating diversity. As both a broadcaster and producer of content, we have created programs and reports to promote events that celebrate our Canadian heritage.

For two years, CBC Toronto has been a partner for TRIEC (Toronto Region Immigrant Employment Council) Success Awards involving programming, hosting and promotion initiatives.

Special Diversity Events... CBC and the Canadian Media Guild partnered to have a panel discussion with CBC personalities to celebrate Black History Month on February 4, 2010 in CBC Toronto's Glenn Gould Studio. This was an opportunity to present a panel of CBC employees from across the organization, discussing how Black history and heritage have influenced their careers in the broadcast industry. The panel included a senior producer, Metro Morning; a host, Canada Live; a host, Radio 2 Morning; a reporter, The National; and a broadcast technician, CBC Television. In addition to the live presentation, a video of the session was posted on the employee portal for viewing after the event. On May 12, 2010, a day of awareness of the First Nations realities took place at Radio-Canada in Montreal. The day was jointly organized with the CEPN (Conseil en education des Premieres Nations). Among others, journalists, anchors, managers of different sectors (i.e. television, radio, news, public affairs) participated in this event. Subjects that were discussed included the historical, cultural, educational and financial challenges experienced by members of the First Nations. Over the past year, Radio-Canada has held several diversity panels to find out how people from French-speaking cultural communities across the country perceive social issues, to understand their realities, and to find out their expectations for the public broadcaster. CBC/Radio-Canada celebrated the 2010 International Day of Persons with Disabilities on its facebook page and on the employee portal. Articles included a link to the CBC Language Guide on the appropriate way to speak or write about disabilities.

Internships/Mentoring and Training

In 2010, the HELP (Help Energize Local Projects) Fund provided financial assistance to managers in the English and French Networks to support twenty-three (23) internships in a variety of on-air and production roles for candidates from three of the four designated groups and one workplace accommodation for a person with a disability. Internships include workplace assignments with an identified mentor, coaching and on the job training. Since 2005, the HELP Fund boasts a fifty-five percent (55%) retention rate with one in three persons in a full-time position.

Training and Development

CBC/Radio-Canada includes modules on diversity and equity in the workplace in its training courses covering fundamentals of effective leadership and management. For example, the three-hour inclusion and diversity module in the training program 'Ready to Lead for Managers' is designed to encourage and engage group reflection on the concepts of inclusion and diversity in the work place and to generate managers' understanding of their roles and responsibilities in the development of a harmonious and inclusive culture as well as how their personal values and behaviours may affect the organization's ability to achieve its business objectives. Anywhere from 12 to 16 groups of 16 managers and supervisors take this program in a year.

Promotion

As part of the performance management and development process, a succession planning exercise has been in place at CBC/Radio-Canada for senior management for a number of years.

The Diversity and Equity Plan calls for the development of diversity strategies for succession planning activity for key and critical positions in the Corporation.

Retention and Termination

In tandem with its recruitment efforts, CBC/Radio-Canada also encourages employee retention through a number of initiatives designed to meet the diverse needs of employees. Examples include helping employees manage their work-life balance through flexible work hours, compressed workday schedules, job rotations and special leaves. Also, thanks to the HELP Fund, we have been able to integrate and retain talented employees. Here is just one example of the comments from managers, “I wanted to send this on to you as an example of how the HELP Fund paid off in allowing us to both train and then hire permanently, a really good, young and enthusiastic Aboriginal broadcaster in our Cree Bureau in Montreal. All are thrilled with the success of this.”

Workplace Accommodation

In addition to those examples listed above, workplace accommodations included devices for employees with hearing impairments, installation of special computer software for those with visual impairments, ergonomic assessments, building improvements such as improved lifts in a couple of CBC/Radio-Canada locations to ensure accessibility for people with impaired mobility.

IV. CONSTRAINTS

Self-identification still presents a barrier to accurate reporting on the diversity of the Corporation’s workforce. Efforts in the short-term will focus on capturing this information from those employees who have not submitted a questionnaire. Budget pressures, an increasingly competitive market and possible workforce reduction may impede progress in achieving a fully diverse and representative workforce.

V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES

The Joint Employment Equity Committee which is made up of representatives of unionized and non-unionized employees met three times face-to-face and once by teleconference in 2010. The subject matters discussed included workplace accessibility, a presentation on the revamped jobsite, updates on the implementation of the Diversity and Equity Plan, and the new cultural census. There was also considerable consultation on the content of the cultural census including members of the English and French Diversity Committees and the National Steering Committee.

VI. FUTURE STRATEGIES

The Corporation will continue to implement strategies that enable us to recruit and develop a diverse and skilled workforce from entry-level to the most senior positions in the Corporation. We will ensure that we improve the response rate to our self-identification questionnaire in order to accurately reflect the representation of three of the four designated groups in our workforce. We will continuously review our employment systems and practices including our policies with a focus on ensuring a supportive and inclusive workplace.