

**2015 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 and six locations outside North America. The Corporation is governed by a Board of Directors, 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 can't be found anywhere else. We are the only Canadian broadcaster to offer diverse regional and cultural perspectives in English, French and eight Indigenous languages.

**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**

CBC/Radio-Canada is continuously evolving to reflect the changing faces and voices of our country and to meet the needs of a diverse audience. To help us in these ongoing efforts, we released our [2015–2018 Inclusion and Diversity Plan](#). This new plan is in line with our Corporation-wide five-year strategy, [A Space for Us All](#), as it will help us better reflect Canada's diversity in our workforce, and enhance opportunities for partnerships with more Canadians.

In *A Space for Us All*, we stress that we are in the content business, and we need to focus every resource at our disposal on providing the best possible content for Canadians. Part of making this happen includes a re-think of our organizational structure to empower the creation, promotion and monetization of our content. As a result, a new operating structure was announced in June

2015, which will deliver cost savings by tackling duplication and driving efficiency that can be reinvested in programming.

In October, we launched a new bullying and harassment helpline as part of our response to the [Rubin Report](#) and to help ensure a psychologically safe workplace for all our employees, regardless of level or location. Further to our action plan, later in October, we launched mandatory training for managers on preventing and dealing with harassment and bullying and knowing when to involve Human Resources (HR). Training for employees will be launched in 2016.

In May 2015, the Canada Industrial Relations Board (CIRB) ruled that the new French Services union structure will comprise two bargaining units instead of four. The Syndicat des communications de Radio-Canada (FNC-CSN) now represents members of the Canadian Union of Public Employees (CUPE 675) and the Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada (STARF-CUPE 5757) in addition to their former members. The second bargaining unit consists of the Association des réalisateurs (AR). Radio-Canada is continuing negotiations with the Association des réalisateurs (AR); five bargaining sessions were held in 2015.

## **II. Quantitative Information**

Despite a contracting workforce in 2015, the representation rate for women on CBC/Radio-Canada's permanent staff increased by almost 1% over last year (47.5%). The number of Indigenous employees dropped below the century mark (98), but proportionally remained static (1.5%). For persons with disabilities, the representation level remained static: 106 (1.7%). There was some growth for members of visible minorities occupying permanent positions: 569 (9.0%).

Women received a 57% share of the hires and a 52% share of the promotions. The hiring rate for members of visible minorities (13%) was above their representation rate, marking the ninth consecutive year that the hiring rate has been at or above 10%. The hiring rate for Indigenous peoples was above the group's representation rate (1.7%). For persons with disabilities, despite no hires during the year, they maintained their representation rate by existing employees self-identifying during the year. 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 and staff reductions, there are significant year-to-year variances. Jobs created 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 distributions 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, an employee who was on absence in 2014, departed in 2015. There was also an employee who was promoted into this occupation during the year. This explains the two unaccounted-for variations.
- In the Intermediate Sales and Service Personnel occupational group, there were approximately 35 employees reclassified into this grouping from Middle and Other Managers.
- Approximately 180 employees who were non-permanent (temporary + casual) in 2014 became permanent full-time in 2015 (Net +180).
- Approximately 20 employees who were permanent in 2014 became non-permanent (temporary + casual) in 2015 (Net -20).
- Approximately 30 permanent part-time employees in 2014 became permanent full-time employees in 2015; approximately 35 permanent full-time employees in 2014 became permanent part-time in 2015 (Net -5).
- Approximately 125 permanent full-time employees who were on absence without pay in 2014 returned to regular employment in 2015; approximately 155 permanent full-time employees went on to absence without pay in 2015 (Net -30).

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

- Approximately 25 employees who were non-permanent (temporary + casual) in 2014 became permanent part-time in 2015 (Net +25).
- Approximately 35 permanent full-time employees in 2014 became permanent part-time employees in 2015; approximately 30 permanent part-time employees in 2014 became permanent full-time in 2015 (Net +5).
- Approximately 20 permanent part-time employees who were on absence without pay in 2014 returned to regular employment in 2015; approximately 15 permanent part-time employees went on to absence without pay in 2015 (Net +5).

Finally, there were 27 employees working outside Canada.

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

#### **Communications**

In 2015, many articles were posted on the internal employee portal to celebrate events, achievements, awards and programming related to diversity and employment equity. In most cases, these were also communicated externally on various web platforms. All initiatives prove useful to raise employee awareness. The following are some of the communications to employees that took place in 2015:

- In January, we co-presented an outreach screening of *Muneeza in the Middle*, a documentary featuring diverse content, with CBC Documentary Channel. **We attracted approximately**

**225 people to the CBC, where we talked about our commitment to documentary programming, as well as inclusion and diversity.**

- In February, as part of Black History Month (BHM), CBC/Radio-Canada invited employees to participate in the multiple celebrations the Corporation was taking part in through all its services. Please click the link to view the section of the [Radio Canada International \(RCI\) website](#) dedicated to the celebrations.
- Also in February, a meeting was held at Maison de Radio-Canada in Montreal between Radio-Canada programmers and approximately twenty guests from various Indigenous communities. The purpose of the session was to discuss the education barriers faced by Indigenous students and potentially create employment opportunities for them in media companies such as Radio-Canada. **At the end of the meeting, Radio-Canada offered to host a three-day introductory media workshop for students from the Kiuna Institution, an Indigenous college.** This proposal demonstrated Radio-Canada's commitment to increasing Indigenous graduation rates and, ultimately, their employability in the media industry.
- In May, as part of Asian Heritage Month, a talk was held at Maison de Radio-Canada de Montréal, where two employees of Vietnamese background celebrated the 40th anniversary of the arrival of the “Boat People” refugees to Canada. A special page was also created on the RCI website with original TV, radio and digital content.
- In June, the Corporation raised employee awareness about fragrance sensitivity in the workplace. Employees learned that scented products have entered the growing list of air pollutants and can cause adverse physical reactions in some people. Employees were asked to consider using unscented toiletries and minimizing, or even eliminating, their use of perfumes and colognes at work, to make workplaces more inclusive for employees suffering from fragrance sensitivity.
- Also in June, Radio-Canada informed employees of the various efforts underway to increase diversity in drama series. At the initiative of its Diversity team, French Services formed the Working Group on Drama Diversity, with a wide membership that includes representatives from the producers' and casting directors' associations, Diversité Artistique Montréal, the National Theatre School of Canada, TVA, UDA and SARTEC. **Created in September 2014, the Working Group aims to get its members to make a “diversity shift” that would see them produce drama series with more diverse stories and characters.**
- In September, the new Vice-President of People and Culture (the Corporation's HR department) announced the posting of the new *2015–2018 Inclusion and Diversity Plan* on the employee portal. We also used the release of the [Second Quarter Financial Report 2015–2016](#) as an opportunity to publicly announce our new plan on the corporate website. See the Employment Systems section of this report for more information on the plan.
- In October, we launched a new Inclusion and Diversity page on the intranet portal, which features the themed logo introduced with the new three-year plan. **This new logo is now used as the visual signature for all of the Corporation's inclusion and diversity initiatives.**

### **Equity Environment**

In 2015, many activities were held aimed at fostering an inclusive workplace that encourages employment equity and diversity:

- We launched 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. **Indigenous peoples accounted for 2.1% of participants, members of visible minorities, 10.4%, and women, 45.1%; no participants self-identified as persons with disabilities.**
- At CBC, we rolled out the ECHOS program for its fourth year. This tool is used to gauge reflection of diversity within our radio and television content, capturing visible minorities, Indigenous peoples and, new in 2015, persons with disabilities.
- A similar program, ECO, was 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, I & D commissioned a large national survey of visible minorities to gauge media use and impressions of CBC content and platforms. Results were presented in customized packages to multiple departments across ES.
- 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 released our new *2015–2018 Inclusion and Diversity Plan* in 2015. 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 specially to address this key topic.

CBC/Radio-Canada was subject to an employment equity audit from the Canadian Human Rights Commission in 2015. The audit report notes that we still have some work to do for our workforce to become fully reflective of our audience; however, it acknowledges that our organization is becoming increasingly diverse over time, and that our continuing efforts and our Inclusion and Diversity Plan will help us achieve our targets.

In 2015, 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; sexual orientation; 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 2015, the overall employment equity self-identification response rate had seen an increase of 2.0% to 82.8%. **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 diversity hiring targets).**

## Initiatives for Designated Groups

### a) Recruitment

In 2015, 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 recruitment activities:

- As announced in the *2015–2018 Inclusion and Diversity Plan*, we launched a new indicator on 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.
- We continued to establish diversity 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.**
- In January and February, we held the CBC Development Workshop for Diverse Creators in partnership with Manifesto to help cultivate diverse talent through a series of workshops, networking events and unique learning experiences. All five of the participants pitched to a panel of CBC executives. **In late 2015, all of them remained connected with CBC; one of them worked on a documentary for CBC, another spent time on the set of *Heartland* and has since directed shows. Through meeting CBC executives, the program facilitator was hired as the host the CBC Arts show *Exhibitionists*.**
- In March, we launched The Mentoring Partnership (TMP) with the Toronto Region Immigrant Employment Council (TRIEC) after having successful programs launched in British Columbia in 2013 and 2014 in partnership with Immigrant Services Society (ISS of BC). We had 29 mentors enrol who fulfilled 33 mentoring relationships with new immigrants to Canada. **At least one of the mentees got a job with CBC.** In addition, in April, we hosted a Professional Development and Networking session for CBC employees and external partners involved in TMP.
- In May, Radio-Canada organized an introductory media workshop, further to its February meeting with Indigenous representatives. A three-day training camp was held at the Kiuna Institution College on the Abenaki First Nations reserve of Odanak. About a dozen Indigenous studying or working in communications learned how to put together a news

website including copy and photos, under the guidance of Radio-Canada trainers. On the workshop's last day, the product of their efforts was presented to an audience of managers at Maison de Radio-Canada in Montreal.

- In 2015, 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 resumes in response to specific job postings or alternatively to submit their resumes to the candidate database for future consideration.
- 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**

- Every year, we remind managers of the Inclusion and Diversity 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 Inclusion and Diversity Fund recipients since 2007, 53% were still employed at the end of 2015, a higher retention rate than our entire workforce for the same period.**
- The *2015–2018 Inclusion and Diversity Plan* announced a new diversity training framework for employees. Training is scheduled to begin in 2016.
- The Respect in the Workplace training, a joint union-management initiative through the Working Group on Employee Health Care, continued for a final year in 2015. **These mandatory sessions focused on helping employees work better together, including on matters of inclusion and diversity.**

#### **c) Promotion**

- The new *2015–2018 Inclusion and Diversity Plan* address once again the issue of succession planning. As part of our new program, we have developed an indicator to effectively track high-potential diversity 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 workweek schedules, special leaves, job rotations and more. Articles in some collective agreements contain provisions relating to flexible work arrangements.
- 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**

- 2015 was a transition period focused on planning accessibility measures. The new accessibility compliance checklist grid was tested out at the Toronto Broadcast Centre. The results were used to develop a comprehensive action plan for the site. The projects stemming from this exercise have been identified and will be initiated in 2016, including upgrades to make washrooms more accessible. In addition, although the audit found no major deficiencies, a project aimed at addressing high-priority gaps will be completed in 2016. An audit exercise was also initiated for the Vancouver Broadcast Centre, following which an action plan will be developed to correct any identified gaps.

#### **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 2015, approximately 17% of our workforce had not completed the cultural census.
- Multiple budget pressures continue to result in reduced staffing opportunities, which may slow progress in achieving a fully diverse and representative workforce.

#### **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 three times in 2015. In addition, joint projects were worked on outside the committee, such as work meetings to lay the groundwork for the new three-year plan. There are also other formal CBC and Radio-Canada committees to discuss on-air and workforce diversity initiatives.

#### **VI. Future Strategies**

- As the nation's public broadcaster, CBC/Radio-Canada is continuously evolving to reflect the changing faces and voices of our country, and to meet the needs of a diverse audience. In 2016, the Corporation will continue with the implementation of *A Space for Us All*, the strategy that will modernize the public broadcaster as we move towards 2020.
- People and Culture adjusted its three-year strategic plan to align it with *A Space for Us All*. The HR plan focuses on enabling our people to lead and support the ongoing transformation of CBC/Radio-Canada. This plan prioritizes the recruitment and development of a diverse and skilled workforce from the entry-level to the most senior positions in the Corporation. Among the activities found in our three-year strategic plan, the launch and implementation of our *2015–2018 Inclusion and Diversity Plan* will 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 further improve the response rate to our self-identification questionnaire in order to accurately reflect the representation of the designated groups in our

workforce. Our employment systems, practices and policies will continue to be reviewed with a focus on ensuring a supportive and inclusive workforce.