



**2018 EMPLOYMENT EQUITY ANNUAL REPORT  
PRESENTED BY CBC/RADIO-CANADA TO  
EMPLOYMENT AND SOCIAL DEVELOPMENT  
CANADA  
(LABOUR PROGRAM)**

## **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, as well as current and world affairs. Our distinctively homegrown entertainment programming draws audiences from across the country. Deeply rooted in communities across the country, 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). In response to the changing ways in which people are accessing information, we are now transforming our service offering 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**

At CBC/Radio-Canada, we aspire to be the media leader in drawing on the wealth of unique Canadian perspectives to shape who we are. We believe in celebrating human differences, and that there is no other way to become the best public broadcaster for all Canadians.

We've made considerable progress over the past few years, and our efforts continued unabated again in 2018.

This year, we continued to rollout of our unconscious bias workshops across the country. The goal of these workshops is to raise awareness of diversity management challenges in the context of the employment life cycle and position the benefits of diversity and inclusion (D&I) for the Corporation.

Our annual cultural census campaign was carried out in the first quarter of 2018. To enhance participation, we again used a personalized and targeted approach when asking employees to complete the census. This helped to raise the completion rate up to 90% by the end of the campaign. We shared the high-level results of the census on our employee portal to continue raising awareness of our workforce makeup and the importance of diversity among current employees.

Building on the previous year's modernization of the CBC/Radio-Canada Code of Conduct and our Conflicts of Interest policy, the Values and Ethics Commissioner continued to ask employees to complete mandatory self-directed training and sign a declaration acknowledging that they've read the Code of Conduct. As of March 31, 2018, 80% of our employees had completed the online training and 92% declared they had read and understood the Code of Conduct. The Values and Ethics Commissioner also released an inaugural [annual report](#) in June and continued her tour of CBC/Radio-Canada's main offices across the country to answer employee questions, raise awareness about her role and continue to build trust with employees.

Following the launch of our four corporate values in 2017 (Creativity, Inclusiveness, Integrity and Relevance), we held our first Corporation-wide Inclusion Month in June. Events were held across the country to open up a dialogue about what inclusiveness means at CBC/Radio-Canada, what we're doing to foster important conversations, and what still needs to be done to ensure we continue to develop a truly inclusive workplace that reflects a variety of perspectives and a diversity of experiences and backgrounds. Efforts continue to embed our values into all we do.

In July, we launched an updated [Diversity & Inclusion \(D&I\) section](#) of our corporate website. The new content is anchored in our deepened our thinking around this important issue, which is moving from a focus on numbers and compliance, to having an outlook that encompasses much more than a set of limited criteria. We're also breaking new ground as the first Canadian media company to publicly share data on the gender and sexual diversity (LGBTQ2+<sup>1</sup>) of our workforce. This section enables Canadians to learn more about a number of additional D&I activities and initiatives when they visit our website.

In 2018, we saw the end of our previous three-year plan and the release of our [2018-21 D&I Plan](#), which was launched at our Annual Public Meeting (APM) in September. With the help of experts in the D&I field and through consultations with hundreds of our own employees and employee resource groups (ERGs), we delivered a Plan based on input from across the organization. This new Plan is available on our corporate website and includes specific action plans for all major components of the Corporation.

Finally, our annual Dialogue Employee Engagement Survey was conducted in October as part of ongoing efforts to promote an engaged workforce. This survey saw the highest participation rate ever at 76%. The overall results were shared in December 2018, showing improvements on all questions over the previous year's survey, including the question on inclusiveness.

## **II. Quantitative Information**

In 2018, the representation rate for women on CBC/Radio-Canada's permanent staff increased by 0.64% over last year (49.04%). For Indigenous employees, the representation rate increased by 0.24% over last year (2.24%). For persons with disabilities, the representation rate increased by 0.42% over last year (3.02%). There was also an increase of 0.85% for members of visible minorities (12.35%).

Women were 51.01% of hires and 51.36% of promotions. The hiring rate for members of visible minorities (26.69%) was above their representation rate, and their share of promotions was 18.36%. The hiring rate for Indigenous peoples was above the group's representation rate

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<sup>1</sup> LGBTQ2+: Lesbian, gay, bisexual, transgender, queer, two-spirit, and other gender and sexual diversity

(3.72%). The hiring rate for persons with disabilities was 3.72%. 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 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, 1 employee reclassified into this grouping from Middle and Other Managers.
- In the Professionals occupational group, there were 50 employees reclassified into this grouping from Semi-Professionals and Technicians.
- A total of 266 employees who were non-permanent full-time (temporary + casual) in 2017 became permanent full-time in 2018 (Net +266).
- A total of 16 employees who were permanent full-time in 2017 became non-permanent (temporary + casual) in 2018 (Net -16).
- A total of 44 permanent part-time employees in 2017 became permanent full-time employees in 2018; 23 permanent full-time employees in 2017 became permanent part-time in 2018 (Net +21).
- A total of 135 permanent full-time employees who were on absence without pay in 2017 returned to regular employment in 2018; 127 permanent full-time employees went on to absence without pay in 2018 (Net +8).

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

- A total of 27 employees who were non-permanent (temporary + casual) in 2017 became permanent part-time in 2018 (Net +27).
- A total of 23 permanent full-time employees in 2017 became permanent part-time employees in 2018; 44 permanent part-time employees in 2017 became permanent full-time in 2018 (Net -21).
- A total of 10 permanent part-time employees who were on absence without pay in 2017 returned to regular employment in 2018; 15 permanent part-time employees went on to absence without pay in 2018 (Net -5).

Finally, there were 28 employees working outside Canada.

### III. Qualitative Information (Results achieved are in bold)

#### Communications

**Through communications to employees, we continue to raise awareness among staff and reinforce our commitment to make our workplaces ever more inclusive – a place where all of our employees can bring their whole selves to work, every day.**

In 2018, many articles were posted on our internal employee portal (iO) to promote and celebrate events, achievements, awards and programming related to D&I and employment equity. In many cases, these were also communicated on external platforms, including our corporate site. The following are examples for the period:

- In June, CBC/Radio-Canada celebrated Inclusion Month for the first time as an internal initiative and this resulted in a steady stream of Intranet portal articles. Throughout the month, colleagues from across the country participated in 53 local events to exchange perspectives about and highlight our corporate value of Inclusiveness. This included a national [co-creation activity](#) where employees painted the portraits of eight Canadians who advanced human rights and inclusion in Canada. Other activities included internal videos of Radio-Canada employees from diverse backgrounds discussing diversity, as well as a CBC Town Hall on D&I. A D&I Town Hall was also held at Radio-Canada earlier in the year.
- Several articles about the many ERGs within the Corporation continued to be posted to the employee portal throughout the year. These ERGs consist of employees who have come together to share common backgrounds and experiences and to foster a greater sense of belonging. We also updated our portal's resource page on this topic.
- The Engagement & Inclusion (E&I) monthly newsletter launched in July 2018 and is emailed to over 4,000 CBC employees. It was created to keep our colleagues informed about related initiatives, share interesting articles from other outlets focusing on E&I issues, and highlight people who are working on making the CBC a more inclusive and engaged workplace. Columns include the "E&I Champions," "CBC Leaders on Engagement and Diversity," as well as the "A Day in the Life of..." column that features colleagues who share poignant stories – often peppered with humour – on their daily experiences as persons with disabilities.
- In Montreal, a number of Lunch and Learn sessions were promoted for employees over the course of the year covering varied topics linked to D&I. Among these was a session in April about the challenges of Afghan refugees in Canada, a conference hosted in June to better understand the realities of the LGBTQ2+ community and an event in December on the topic of Mental Health: An Invisible Cause of Disability in the Workplace. On a related note, we continued to advertise unconscious bias training on the portal, as well as sessions on Indigenous recruitment and retention.

#### Equity Environment

In 2018, many activities were held that aimed to foster an inclusive workplace that encourages employment equity, diversity and inclusion:

- The Senior Executive Team Committee on Diversity and Inclusion continued to meet for a second year. The Committee is sponsored by our President and CEO, chaired by our Vice-President of People and Culture, and consisted of three other Senior Executive Team members (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 until the three-year plan was launched. Its main purpose is to ensure

D&I strategic goals are aligned with the overall corporate strategy and that there is increased visibility and ongoing direction as D&I efforts unfold.

- In April 2018, Radio-Canada launched a new internship program for journalists from visible minorities. **The program allowed for the hiring of four reporters, one each in Québec City and Ottawa and two in Montreal, including one as a sports broadcaster. This program aims to include the interns in the regular staff at the end of the program (March 2019).**
- The Developing Diverse Emerging Leaders program spans over 10 months and utilizes a combination of in-class theory, experiential learning, exposure to senior leaders, mentoring and the completion of a major project. It is meant to equip diverse employees with insights, tools and strategies to skillfully advance their careers to the next level with confidence and purpose. The class of 2018 graduated in December. A third cohort is scheduled to graduate in December 2019. **The 30 graduates and 16 current participants are tracked so we can follow their progress in the organization. 97% of grads remain at CBC, and many have been promoted within the organization.**
- In response to requests from CBC staff and managers, CBC Engagement and Inclusion (E&I) launched its first Inclusion Calendar for 2019. It highlights some of the most common holidays, observances and events in Canada and around the world. It also features an array of photos and images of both CBC staff and community events, adding to its value as a highly relevant internal resource. CBC staff can use it to plan their leave, as a resource to create content or simply as a point of interest to broaden their knowledge.
- In September 2018, CBC welcomed the first six participants in the Persons with Disabilities Paid Placement program. The group was selected from hundreds of applicants. **Two of the participants from the pilot program remained at CBC at the end of 2018.** The program has been branded CAPE (CBC Ability Placements for Excellence) and, in 2019, it will expand to six placements in Toronto and four in other CBC locations.
- In November 2018, the Women in MTIS Committee was launched to support women in the Media Technology and Infrastructure Services (MTIS) component by increasing their presence and supporting their development.

### Employment Systems

In 2018, we completed the implementation of our previous 2015-18 plan and started to put in place the new one covering 2018-21. The new [D&I Plan](#) outlines 79 activities to be put in place in order for us to become a more diverse and inclusive organization. All activities represent how we will bring our new vision to life: “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 create the Plan, and in addition to focus groups and executive interviews, we had multiple consultations with union and management representatives. The national action plan came together during a one-day in-person meeting of the national Joint Employment Equity Committee, convened especially to address this key topic. We decided to publicly release a summary of our experience on our corporate website [here](#).

In 2018, 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 it 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, official and non-official languages spoken, gender and sexual diversity, and beliefs and religions.

The confidential data obtained from the cultural census are automatically added to a secure HR database. **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 2018, CBC/Radio-Canada remained focused on attracting top candidates when staffing opportunities arose. Here is a summary of our employment equity and D&I recruitment activities:

- As announced in the 2015-2018 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 targets set under the equity index are published in the Corporation's quarterly financial reports and annual report. **At the end of December 2018, the percentage of new hires from equity groups since April 2018 (i.e., the beginning of our fiscal year) was 30.1%. This was our highest quarterly consolidated result since we started using the index in 2015-2016, and it even surpassed our annual target of 25.4% which was increased when our new President and CEO, Catherine Tait, took office.**
- We continued using 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 D&I. Paid fees are also impacted by capacity to provide equity talent.**
- The third year of the Radio-Canada Internship Program for Indigenous journalists allowed for the placement of reporters in Québec City and Montreal in the French-speaking Indigenous News Unit "Espaces autochtones."
- At Radio-Canada, the Regina School for multi-media reporters held two academic terms in 2018: one in the spring and the second in the fall. **Half of the 20 participants were from visible minorities. The month-long paid training was followed by eight weeks of paid work in a local station across Canada.**
- At Radio-Canada, the compulsory entrance exams (general knowledge, French, English and newswriting) for reporters were overhauled to purge the exams of involuntary cultural barriers for candidates of two of the designated groups, namely Indigenous peoples and visible minorities.
- We continued the mentorship component of the Developing Diverse Emerging Leaders program which is designed to specifically address the needs and support the development of talented staff who are also members of diverse groups including people with disabilities. All participants were matched with a leader from English Services. For 10 months, the mentor and mentee met and worked together and the program involved one day of mentorship training. **We learned that the mentor benefits as much from sharing her/his wisdom as the mentee does from having a safe space to talk about the challenges of taking on a leadership role.**

- 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 our three-year plans, we continued to foster an inclusive work environment through the ongoing implementation of our D&I training framework for employees, with special emphasis on unconscious bias.
- CBC/Radio-Canada continued to collaborate with Indigenous 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 Indigenous 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*. During 2018-2019, we also continued to review the composition of the cohorts to ensure fair representation of employment equity group members. As a result, strong representation was achieved for the cohort of participants that started in November 2018 and that will complete the program by June 2019 diverse members accounted for 9.8% and women for 54.1%.
- Every year, we remind managers of the D&I 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

We continued to track high-potential candidates who are members of employment equity groups using the indicator developed under the 2015-2018 D&I Plan. The percentage of equity 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 normally presented and discussed yearly at Joint Employment Equity Committee meetings with the unions.
- 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 the new Maison de Radio-Canada in Montreal, the construction is advancing to integrate accessibility into the common spaces of the buildings and services, including the elevators, kitchenettes, washrooms and cloakrooms. Additional user accommodation requirements are being surveyed to ensure fluid integration of those needs. Accessible service equipment such as water bottle fillers, photocopiers and furniture options are being explored to be included as part of the project.

The following was completed at the Toronto Broadcast Centre (TBC):

- Washroom upgrade: complete renovation of all 85 washrooms, including 15 accessible washrooms, and the construction of one *Accessibility for Ontarians with Disability Act*-compliant accessible washroom
- Elevator modernization: added braille elevator buttons, high-contrast touch screens, visible monitors with close captioning in English and French, floor modifications in both official languages, and visible call up/down indicators in elevator lobbies
- Kitchen renovations: renovations of four kitchens to meet accessibility standards, including new access to sinks and appliances, as well as accessible taps
- Running person signage: updated exit signage to the new universal signage and requirements

The following was completed in the Ottawa Consolidation Project:

- Renovation of newsroom carpets for higher impact for visibility
- New accessible kitchens
- New wayfaring signage including braille
- New furniture to accommodate mobility requirements.

#### **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 2018, approximately 10% 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 three times in 2018. There are also other formal CBC and Radio-Canada committees that discuss content, workplace culture and workforce D&I initiatives.

## **VI. Future Strategies**

- CBC/Radio-Canada has made “reflecting contemporary Canada” one of the five pillars of its new 3-year strategy. The Corporation’s ambition and intention is to reflect the range and richness of this country’s diversity, celebrate our different perspectives, and all the things that bring us together. We will do this in our staffing, as well as our content choices.
- We will continue to implement our D&I Plan to ensure full alignment with our integrated culture strategy. Our D&I vision is as follows: “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.”
- We will 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.