



**EMPLOYMENT EQUITY ANNUAL REPORT  
2019**

**Presented by**

**CBC/RADIO-CANADA**

## 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

We continued to make significant progress in 2019, through many announced commitments, new activities, and recognitions for our efforts.

Throughout the year, we continued the delivery of our [2018-21 Diversity and Inclusion Plan](#) that was first publicly announced in fall of the prior year. This Plan conveys our vision 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.

Our annual cultural census campaign was carried out in the first quarter of 2019. Our completion rate reached 91.6% by the end of 2019 and high-level results were once again shared with employees to keep raising awareness of our workforce makeup and the importance of diversity among our employees.

We continued to offer our unconscious bias workshops to managers and supervisors across the country as part of our leadership course offering. 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.

In May, we launched our new three-year strategic plan - [Your Stories, Taken to Heart](#) - at our Annual Public Meeting in Halifax. Reflecting contemporary Canada is one of the strategy's five key priorities, and as such further reinforces our commitment to diversity in our content, our workplace culture, and our workforce. This was followed in June with President and CEO Catherine Tait announcing at the Banff World Media Festival that, by 2025, at least one of the key creative positions in all CBC/Radio-Canada's scripted and factual commissioned programs will be held by a person from a diverse background<sup>1</sup>. CBC/Radio-Canada also participated in the Women Deliver international conference in Vancouver in June.

An inaugural Inclusion Lab was hosted in May in Toronto. Stemming from our 2018-21 D&I Plan, this two-day event provided an opportunity for participating employees to generate new and innovative ideas across the Corporation with the goal of creating a more inclusive workplace. CBC also expanded its Engagement and Inclusion newsletter to a monthly production schedule, while Radio-Canada recently launched "*Femmes Expertes*", a pilot project that targets gender parity in three flagship programs on television and radio.

In September, CBC/Radio-Canada was recognized with a Platinum certification for gender parity—the highest level possible—by Women in Governance, a not-for-profit organization that supports women in their leadership development and career advancement. As national public broadcaster, we strive to serve all Canadians by reflecting a full range of perspectives in our content, workplace culture and workforce. Gender parity is a critical part of this promise. From 48.7% of our employees as women to our support for 62% female-led projects across all original commissioned programs, where a majority of the key creative roles of producer, director, writer and showrunner were held by women, we are putting words into action.

In October, CBC/Radio-Canada announced its [Women in Production Action Plan](#), strengthening its commitment to ensure more leadership roles for women in the Canadian film and television industry. The plan was developed following the CRTC Women in Production Summit in December 2018, where the call went out to all broadcasters to address the lack of gender parity in key creative positions. While CBC/Radio-Canada is proud to have already surpassed its goal of gender parity across its commissioned programs, we want to maintain our momentum in the representation of women in key creative positions from under-represented groups, including visible minorities, Indigenous peoples, people with disabilities and others.

In November, Radio-Canada hosted the Ensemble pour une culture inclusive ("Working Together for an Inclusive Culture") forum in Montreal. Presented in conjunction with the *Ordre des conseillers en ressources humaines agréés* (CRHA) and Catalyst, the event provided an overview of current diversity and inclusion management practices.

## II. Quantitative Information

In 2019, the representation rate for women on CBC/Radio-Canada's permanent staff decreased by 0.4% over the previous year (48.7%). For Indigenous employees, the representation rate decreased by 0.1% over the previous year (2.1%). For persons with disabilities, the representation rate increased by 0.2% over the previous year (3.3%). There was also an increase of 0.9% for members of visible minorities (13.3%).

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<sup>1</sup> Persons from diverse backgrounds include members of visible minorities, Indigenous Peoples, persons with disabilities and members of the LGBTQ2+ community.

Women were 53.5% of hires and 55.3% of promotions. The hiring rate for members of visible minorities (29.5%) was above their representation rate, and their share of promotions was 17.8%. The hiring rate for Indigenous peoples was below the group's representation rate (1.7%). The hiring rate for persons with disabilities was 2.4%. 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, one employee reclassified into this grouping from 'Middle and Other Managers'.
- In the 'Middle and Other Managers' occupational group, there were 15 employees reclassified into this grouping from 'Semi-Professionals and Technicians'.
- In the 'Professionals' occupational group, there were 30 employees reclassified into this grouping from 'Semi-Professionals and Technicians'.
- A total of 291 employees who were non-permanent full-time (temporary + casual) in 2018 became permanent full-time in 2019 (Net +291).
- A total of 16 employees who were permanent full-time in 2018 became non-permanent full-time (temporary + casual) in 2019 (Net -16).
- A total of 39 permanent part-time employees in 2018 became permanent full-time employees in 2019; 31 permanent full-time employees in 2018 became permanent part-time in 2019 (Net +8).
- A total of 139 permanent full-time employees who were on absence without pay in 2018 returned to regular employment in 2019; 158 permanent full-time employees went on to absence without pay in 2019 (Net -19).

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

- A total of 54 employees who were non-permanent part-time (temporary + casual) in 2018 became permanent part-time in 2019 (Net +54).
- A total of 31 permanent full-time employees in 2018 became permanent part-time employees in 2019; 39 permanent part-time employees in 2018 became permanent full-time in 2019 (Net -8).

- A total of 11 permanent part-time employees who were on absence without pay in 2018 returned to regular employment in 2019; 4 permanent part-time employees went on to absence without pay in 2019 (Net +7).

Lastly, there were 27 employees working outside Canada.

### III. Qualitative Information

#### 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 2019, many articles were posted on our internal employee portal (called *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 website. The following are examples for the period:

- In spring 2019, we unveiled the eight [Faces of Inclusion portraits of Canadians](#) who have advanced human rights and inclusion. These were showcased at public exhibits in Ottawa, Montreal and Toronto, as well as posted on our corporate site and employee portal. The paintings were created by employees through a national activity, held in June 2018 as part of Inclusion Month.
- Thoughts on Black History Month were shared through podcast interviews with CBC host and producer [Nana aba Duncan](#) and Radio-Canada journalist [Omayra Issa](#). These were posted internally and externally on February 21. On a similar note, a conversation between President and CEO Catherine Tait and Debora Barkun, a member of our Visible Women Employee Resource Group, was [posted](#) in May 2019 to talk about how mentorship, diversity and inclusion are part of our culture at CBC/Radio-Canada.
- For International Women's Day, we posted [Women and media: a powerful alliance](#) (March) both internally and externally, featuring a number of pioneers who made a difference in our workplace and the media industry. In September, we shared the news of our being recognized with a [Platinum certification for gender parity](#) by Women in Governance, and this was followed by our [Women in production action plan](#) gender parity commitment in October.
- For National Indigenous People Day (June 21) we posted a "Pride and purpose" article to our intranet site and our external-facing [Corporate blog](#), giving CBC executive producer Michael Dick the opportunity to share what this day means to him as a member of the Fort William First Nation. He did so in his language, Ojibway, and this was accompanied by English and French translations. In December, internal and external posts announced the launch of the CBC Indigenous [Original Voices](#) site, created in recognition of UNESCO's International Year of Indigenous Languages.
- Persons with Disabilities were in the spotlight through an article posted to our employee portal to mark International Day of Persons with Disabilities (December 3). It presented a sampling of activities, events and information to increase awareness among our colleagues

and our audience of persons with disabilities. An interview entitled [Meet Taylor Katzel](#) was posted earlier in the year to our Corporate site and employee portal, in which M. Katzel shares his thoughts on working with a disability and how CBC/Radio-Canada looks for opportunities to make its content more accessible.

- In 2019, CBC's Engagement and Inclusion newsletter moved to a monthly production schedule, following great positive feedback. We also introduced two new recurring columns: "A Day in the Life of..." and "My Journey in Tech", and we continue to look for ways to keep staff informed and engaged through this channel. Launched in 2018, this newsletter highlights the important work underway and stories from across the country involving equity seeking groups, including persons with disabilities, visible minorities, Indigenous Peoples and women, in addition to allies and champions of inclusion.
- On November 20, 2019, we hosted the *Ensemble pour une culture inclusive* (working together for an inclusive culture) forum, in partnership with Quebec's Ordre des conseillers en ressources humaines agréés, and as part of a special collaboration with the organization *Catalyst*. The forum, which stemmed from a public commitment made in our 2018–21 D&I Plan, focused on workplace culture, specifically targeting inclusion from different angles. It was an outstanding learning opportunity for the participants, including many of our employees. Following the event, an internal article summarizing the takeaways was published and made available to all employees.

### Equity Environment

In 2019, many activities were held that aimed to foster an inclusive workplace that encourages employment equity, diversity and inclusion:

- The Senior Executive Team's Committee on Diversity and Inclusion continued to meet for a third 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, Corporate Development). 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. At year end, the Committee was reorganized: starting in early 2020, it will be chaired by our President and CEO, and all the members of the Senior Executive Team will be part of it.
- In October 2019, Media Technology and Infrastructure Services (MTIS) added to their ranks an Internal Engagement Team. Their mandate is to foster an inclusive work culture and sense of belonging within the department through a variety of communications channels and engagement initiatives. One of their main responsibilities is to manage the Diversity and Inclusion portfolio for the department.
- CBC launched the 2019 CBC Abilicrew Placements for Excellence (CAPE) Program as a follow-up to the successful 2018 Persons with Disabilities (PWD) Placement Pilot which had a total of six Toronto-based placements. The abilicrew is CBC's Employee Resource Group (ERG) for employees with physical or mental disabilities and their allies. CAPE aims to kick-start the careers of people with disabilities, eliminate barriers to employment, and showcase the talents of this traditionally underrepresented group. For the 2019 program,

five paid placements were available in Toronto and four paid placements were available in other regions of Canada, for a total of nine placements at CBC. The program ran from September 16 to December 6, 2019.

The successful candidates were immersed in select CBC departments across the country. Over the course of twelve weeks, the nine selected candidates gained valuable hands-on experience and industry knowledge, and had the opportunity to build their careers and network with CBC's team of accomplished leaders. Since the program's inception, three CAPE participants remain at CBC as full-time employees following their placements, and four remain connected with employment opportunities at CBC as Casual employees.

- The CBC Developing Diverse Emerging Leaders (DEL) Program spans over 10 months and offers participants 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 employees from visible minorities, Indigenous peoples and persons with disabilities communities with insights, tools and strategies to skillfully advance their careers to the next level with confidence and purpose. CBC's third cohort, the Class of 2019, graduated in December. Participants came from a variety of CBC departments and from across the country. A fourth cohort is scheduled to graduate in December 2020. The 45 graduates and 16 current participants are tracked so we can follow their progress in the organization. Many have been promoted within the organization and offered leadership opportunities. DEL remains a highly regarded, competitive and prestigious leadership development program at CBC.
- Following the inaugural Employee Resource Group (ERG) elections in April 2019, which resulted in full leadership teams for CBC's six ERGs, the department of Engagement and Inclusion (E&I) held its first formal orientation session for the incoming leadership in June 2019. This included a networking session with current and former ERG chairs and their executive sponsors. We continue to gain a better understanding of the needs of the leadership teams for more training in key areas including communications, finance, leadership and planning. E&I has embarked on an improved and consultative plan to develop the leadership teams and the ERGs in general.

### Employment Systems

- In 2019, we continued the delivery of our [2018-21 D&I plan](#). The Plan outlines 79 activities to be put in place to become a more diverse and inclusive organization. The Plan is anchored around the following vision: "By 2021, CBC/Radio-Canada will be the media leader in drawing on the wealth of unique Canadian perspectives to shape our content, workplace culture 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 2019, our self-identification questionnaire, known as our Cultural Census, continued to be available on the Corporation's internal portal. 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 our 2020–22 corporate strategy, *Your Stories, Taken to Heart*, one of our five priorities is “reflecting contemporary Canada.” That priority has been translated into a representation target for our new external hires. The target covers three groups: Indigenous peoples, persons with disabilities, and members of visible minorities. 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 2019, the percentage of new hires from equity groups since April 2019 (i.e., the beginning of our fiscal year) was 29.6%, well above workforce availability. Starting in 2019-20, the target also became part of our short-term incentive plan.
- Radio-Canada’s Cross-Platform Reporter program trained two cohorts in 2019, one in the spring and the other in the fall. Half of the 18 participants during the year were from visible minorities. Paid training lasting five weeks was followed by 10 weeks of paid work in a local station somewhere in Canada.
- A mobile Indigenous news unit was set up at the end of the year in Radio-Canada’s Mauricie–Centre-du-Québec station located in Trois-Rivières. The unit recruited two young Indigenous reporters who produce news content mainly for digital platforms.
- In January 2019, thanks to *Synergies+*, about 60 talented individuals who were from visible minorities or had disabilities were given the opportunity to network for an entire day with nearly two dozen managers in charge of various Radio-Canada production areas. The guests were writers, producers or directors who had experience with documentary, variety or drama content.

#### b) Training and Development

- In compliance with our three-year plan, again this year we organized multiple sessions of the Inclusive Leadership: Unconscious Bias course designed to increase awareness and provide tools to people in supervisory roles so that they can break down their biases and put



inclusive leadership into practice. By December 31, 2019, over 850 individuals had taken the training (40% of the target population).

- We offered all our employees an online introductory course developed by Pride at Work Canada about the history and vocabulary related to LGBTQ2+ identities.
- Radio-Canada provided a variety of courses to specific groups of employees, including *Diversité et équité en onde* (diversity and equity on air) made available to 110 researchers, producers and chief editors as well as *Recrutement de personnes handicapés* (recruiting persons with disabilities) for members of the Committee on Diversity and Inclusion.
- Radio-Canada held a lunch-and-learn session in Montreal and online. Highlighting technology that can be used for persons with disabilities, the session made employees aware of the challenges facing those individuals, addressed the importance of accessibility and inspired employees by showing how certain technology innovations can offset or mitigate various physical, visual, auditory, mobility or other limitations.
- This year, we launched a new edition of the D&I Fund to focus more on employee development. With a minimum value of \$200,000, this fund is useful to support the development of members of visible minorities, persons with disabilities, Indigenous peoples and women in non-traditional roles at CBC/Radio-Canada. The fund remains available to help finance internship projects in our business units other than English Services and French Services.
- On May 15 and 16, 2019, we held our first lab on inclusion. Its purpose was to develop and implement workplace culture prototypes using a design thinking approach. More than 25 participants were selected to develop five prototypes aimed at making our workplace more inclusive, especially for employees who are members of employment equity groups.
- We continued to use the Leadership Development System (LDS) to support mid-level leaders in delivering on the Corporation's three-year strategic plan, *Your Stories, Taken to Heart*. During 2019–2020, 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 2019 and that will complete the program by June 2020: members of employment equity groups (i.e. indigenous peoples, members of visible minorities, and persons with disabilities) accounted for 12.5%, and women for 54%.
- CBC held three 90-minute sessions entitled *On Screen Protocols and Pathways*. 87 people registered to attend. Marcia Nickerson, author of [\*On Screen Protocols & Pathways: A media production guide to working with First Nations, Metis and Inuit Communities, Cultures, Concepts and Stories\*](#), used the course to: share guidelines and best practices for working with Indigenous content, concepts and communities; guidelines for how to work with Indigenous communities in positive, mutually beneficial, and practical ways; and to promote, protect and ensure narrative sovereignty.
- Piloted one cultural fluency training pilot with leaders in Toronto and one in Vancouver training approximately 60 CBC managers. Cultural fluency is having the capacity to embrace

and work in many different cultural environments, and to gain the skills needed to support diversity in its widest definition.

#### c) Promotion

- In 2019, we started tracking in more detail the promotion rates for all equity groups to monitor how they compare to the Corporation's other employees. Those rates are now included in a dashboard that is presented to our Senior Executive Team and the People and Culture leadership team. The findings will guide the actions taken as part of our program.

#### d) Retention and Termination

- 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.
- In 2019, we also started tracking in more detail the voluntary separation rates for all equity groups to monitor how they compare to the Corporation's other employees. Those rates are now included in a dashboard that is presented to our Senior Executive Team and the People and Culture leadership team. The findings will guide the actions taken as part of our program.
- 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 leave, job rotations and more. Articles in some collective agreements contain provisions relating to flexible work arrangements.

#### e) Reasonable Accommodation

CBC/Radio-Canada reach goes beyond broadcasting, with the increased initiative & dynamic outlook to its built environment. The Media Technology and Infrastructure Services (MTIS) department, specifically its Real Estate Solutions team, has pioneered the approach of creating spaces that are accessible, inclusive, dynamic, adaptable, flexible, sustainable and production-ready. They do this by aligning CBC/Radio-Canada's values, goals and desired work patterns with the design of compelling work environments. These enable, engage and inspire our staff to create, produce, and contribute their best work to foster Canadian content.

Real Estate Solutions has also been working diligently on creating a more inclusive & accessible workspaces. Accessible design in the workplace is considered essential across the portfolio.

In the coming years, the Real Estate Solutions team will be auditing existing facilities & suggesting realistic goals on short term and long term accommodations for users with the help

of an external subject matter expert in accessibility and inclusive design. The goal is to look at five sites per year, focusing on the interior spaces for leased sites and the entire environment (interior and exterior) for owned sites.

Currently in the Toronto Broadcasting Centre, Real Estate Solutions are/have:

- Creating more diverse open spaces that respects code requirements for corridor space allocation in and around potential obstacles;
- Introducing more flexible and adaptable collaborative furniture;
- With an ergonomic assessment, introducing more Height Adjustable Workstations;
- Upgraded 18 existing washrooms along the core of the building;
- Created four new universal washrooms (gender neutral, accessible)
- Renovated the elevator cabs with international buttons;
- Upgraded kitchens with accessible counter heights and spacing;
- Installed automatic door openers (i.e. bumpers) to allow easier reach for all.

We will be piloting a new series of seven gender-neutral washrooms as part of a renovation of our workspace in our Regina. The new open concept plan in the newsroom will allow for easy access in the newsroom given the removal of most obstacles in the way.

We are in the process of constructing a universal washroom (gender neutral, accessible and adult-size changing table) in Charlottetown. Again, the new open concept plan in the newsroom will allow for easier access to the washroom given the removal of most obstacles in the way.

Currently in Vancouver, the 110 Arts Co-Operative will invest in an accessibility upgrade: the addition of an automatic door opener for the facility's inner door. At present, the door must be triggered manually, which inhibits access. In undertaking this upgrade, the space would become fully accessible for individuals - staff, volunteers, and visitors - of different ability levels. The plan is for this construction to commence in the summer of 2020, and conclude by the end of the calendar year.

#### **IV. Constraints**

- At the end of 2019, approximately 10% of our workforce had not responded to the employment equity self-identification portion of our Cultural Census. This is a number that we are hoping to improve through ongoing communication and promotion of the census.

#### **V. Consultations with Employee Representatives**

- CBC (English Services) continues to support and develop our Employee Resource Groups (ERGs). ERGs are voluntary, employee-led groups formed to act as a resource for both group members and the CBC. ERGs help foster a more diverse, inclusive workplace aligned with CBC's engagement and inclusion strategy. Seven ERGs have been created to date for: persons with disabilities; visible minorities; women of colour; women in tech; Indigenous Peoples; and two groups representing the LGBTQ+ community. We regularly connect and consult with all of our ERGs and ask them to feed into our strategy and initiatives in meaningful ways.

- Various consultative mechanisms exist to facilitate the implementation of employment equity and diversity initiatives within the Corporation. Our Joint Equity Diversity and Inclusion Committee, made up of management and unionized employees, met in person three times in 2019. There are also other formal CBC and Radio-Canada committees that discuss content, workplace culture and workforce D&I initiatives.
- A diversity and inclusion committee specific to French Services continued to meet on a monthly basis throughout the year. Bringing together twenty-odd people representing all departments, the committee's role is to propel the diversification process for staff and content at Radio-Canada. At the mid-year point, following a survey of members, the committee was restructured into three subcommittees, one for each pillar in the CBC/Radio-Canada 2018–21 D&I Plan (workforce, workplace culture and content)

## **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.” To accelerate the reflection of contemporary Canada and as identified in this [public statement](#), we will bring additional focus on hiring, retention and promotion of historically underrepresented groups.
- We will continue to work to expand the scope of, and further improve the response rate to, our cultural census 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.