



**EMPLOYMENT EQUITY ANNUAL REPORT  
2020**

**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, current affairs and world affairs. Our distinctively homegrown entertainment programming draws audiences from across the country. Deeply rooted in communities, CBC/Radio-Canada offers diverse content in English, French and eight Indigenous languages. We also deliver content in Arabic, Chinese, Spanish, Punjabi and soon Tagalog, as well as both official languages, through Radio Canada International (RCI). We are leading the transformation 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. be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities,
- iv. strive to be of equivalent quality in English and French,
- v. contribute to shared national consciousness and identity,
- vi. be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose, and
- vii. reflect the multicultural and multiracial nature of Canada."

In many ways, 2020 was groundbreaking in terms of advancing our commitment to diversity and inclusion (D&I), both in our content and behind the scenes. Events that transpired in the early part of the year brought the issue of racism, especially anti-Black and anti-Indigenous racism, to the forefront of much of our work at CBC/Radio-Canada and highlighted the need to accelerate progress on our D&I Plan, which was launched in 2018.

In response to this, the Corporation's D&I Working Group announced in June 2020 ambitious new goals with respect to hiring, retention and promotion to build a more representative and inclusive workforce. Across CBC/Radio-Canada, by 2021-2022, half of all new hires for executive and senior management positions will be Indigenous people, visible minorities, or people with disabilities, and retention and promotion rates for people from these three groups will be doubled.

These new representation objectives are supported by related D&I activities, including making unconscious bias training mandatory for all employees; and committing resources to better identify internal and external candidates from three target groups (Indigenous people, visible minorities, and people with disabilities) for our hiring pool.

To more comprehensively support our goals, the Corporation's D&I Working Group (previously formed in 2019) also reviewed its mandate and expanded its membership in early summer to

include all Senior Executive Team members, as well as representatives from all components (i.e., main business units). Over the course of the year, our heightened commitment to D&I also saw the creation of new roles within different components, including CBC's Engagement and Inclusion (E&I) department and Radio-Canada's Community Inclusion team, which doubled in size in the second half of 2020 with a total of seven members.

In July, we launched "*Be Heard*", a new online system through which employees can report, safely and anonymously, any instance of racism that they experience or witness. This platform allows employees to share their experiences and suggestions on how to improve our workplace. The new resource is not intended to replace our existing discrimination and harassment reporting processes, but rather to offer employees a complementary option specifically related to racism.

In October, CBC/Radio-Canada was recognized with a Platinum certification for gender parity by Women in Governance, a not-for-profit organization that supports women in their leadership development and career advancement. As the highest level of certification possible from this organization, this recognition affirms our commitment to gender parity, and reflects our tremendous effort to be the gender parity leader in the media industry, with women accounting for 48.5% of our workforce, as of December 2020.

And finally, in December we provided a [D&I update to Canadians](#) to report on our progress and where we are headed with regards to improving our workplace culture in tangible, concrete ways, while taking a fresh look at the content we produce and commission to ensure representation of creators from across our society, as well as diversity of opinions and perspectives. Our focus continues to be on our content, workplace culture and workforce.

## **II. Quantitative Information**

In 2020, the representation rate for women on CBC/Radio-Canada's permanent staff increased by 0.2% over the previous year (48.8%). For Indigenous employees, the representation rate increased by 0.1% over the previous year (2.2%). For persons with disabilities, the representation rate increased by 0.1% over the previous year (3.4%). There was also an increase of 0.6% for members of visible minorities (13.9%).

Women represented 50.6% of hires and 47.6% of promotions. The hiring rate for members of visible minorities (35.2%) was above their representation rate, and their share of promotions was 18.4%. The hiring rate for Indigenous peoples was above the group's representation rate (2.5%). The hiring rate for persons with disabilities was 1.9%. 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, three employees reclassified into this grouping from 'Full-Time / Middle and Other Managers'.
- In the 'Middle and Other Managers' occupational group, there were 25 employees reclassified into this grouping from 'Full-Time / Professionals'.
- In the 'Professionals' occupational group, there were 30 employees reclassified into this grouping from 'Semi-Professionals and Technicians'.
- A total of 209 employees who were non-permanent full-time (temporary + casual) in 2019 became permanent full-time in 2020 (Net +209).
- A total of 25 employees who were permanent full-time in 2019 became non-permanent full-time (temporary + casual) in 2020 (Net -25).
- A total of 38 permanent part-time employees in 2019 became permanent full-time employees in 2020; 30 permanent full-time employees in 2019 became permanent part-time in 2020 (Net +8).
- A total of 162 permanent full-time employees who were on absence without pay in 2019 returned to regular employment in 2020; 140 permanent full-time employees went on to absence without pay in 2020 (Net +22).

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

- A total of 9 employees who were non-permanent part-time (temporary + casual) in 2019 became permanent part-time in 2020 (Net +9).
- A total of 30 permanent full-time employees in 2019 became permanent part-time employees in 2020; 38 permanent part-time employees in 2019 became permanent full-time in 2020 (Net -8).
- A total of 14 permanent part-time employees who were on absence without pay in 2019 returned to regular employment in 2020; 9 permanent part-time employees went on to absence without pay in 2020 (Net +5).

Lastly, there were 24 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 2020, many articles were posted on our internal employee portal (called iO) and our Corporate site ([cbc.radio-canada.ca](http://cbc.radio-canada.ca)) to convey several significant announcements, and to celebrate internally and externally events, achievements, awards and programming related to D&I and employment equity. The following are examples for the period:

- Our annual cultural census campaign was carried out in the first quarter of 2020, during which we achieved a cumulative completion rate of 92.2%. 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 as being integral to reflecting contemporary Canada and creating content that mirrors and celebrates the range and richness of our country.

- In June, we published an article on our employee portal about National Indigenous History Month, to raise awareness regarding the history of Indigenous people in our country, as well as their challenges and achievements in the present. The article mentioned content featured on our platforms in recognition of this month along with related internal initiatives.
- Events leading up to June brought the issue of racism, especially anti-Black and anti-Indigenous racism, to the forefront of much of our work, prompting the publication of several articles on the need to accelerate progress on our current D&I Plan. These articles shared our ambitious new hiring, retention and promotion business goals and related activities, and prompted our public recognition that systemic racism exists in Canada and within many of its institutions, including its national public broadcaster.
- With the onset of the COVID-19 pandemic in the first half of the year, recurring virtual meetings for all employees quickly became an effective way to bring employees together to present and answer questions about pertinent issues, including those associated with our desire to be more diverse and inclusive in our workforce and in our workplace culture. Our Employee Resource Groups (ERGs) also filled this space by hosting virtual gatherings for employees to better understand topics such as unconscious bias and microaggressions. One of these sessions was also held on December 3 in recognition of International Day of People with Disabilities entitled *Building Back Better: Toward a disability-inclusive, accessible and sustainable post COVID-19 World*.
- It was also in June that CBC's Engagement and Inclusion (E&I) department launched the Inclusion Hub internal microsite as a resource to create and foster an inclusive and equitable workplace. Resources include articles on allyship, microaggressions, inclusive newsroom best practices, anti-racist action, mental health and more.
- In July, as a follow-up to the above-noted commitment to combat racism in all its forms, an internal communications campaign launched *Be Heard*, a resource available to all employees wishing to report an instance of racist or discriminatory behaviour within the Corporation. There were also additional communications in October to maintain awareness among employees of this resource and to mark the 100-day milestone since its implementation.
- In December, Catherine Tait, our President and CEO, published an update on our D&I initiatives on our employee portal and our Corporate site, following the ambitions we stated in June to accelerate our plans to reflect contemporary Canada. Catherine used the internal version of this note to thank those who found the courage to speak honestly to the Senior Executive Team about discrimination, and recognize the hard work and commitment shown by the members of the D&I Working Group and all the teams, including the Joint Equity Diversity and Inclusion (JEDI) committee and ERGs, in tackling this challenging but crucial work of transforming our organization.

### Equity Environment

In 2020, many activities were held that aimed to foster an inclusive workplace that encourages employment equity, diversity and inclusion:

- We reviewed the governance structure around D&I with the modifications made to the D&I Working Group. The Working Group is our steering and advisory national forum to discuss matters related to equity, diversity and inclusion in the areas of content, workplace culture

and workforce. The group is chaired by our President and CEO and is made of all other Senior Executive Team members (these are the eight most senior roles in the Corporation). In addition, other members are D&I key stakeholders who play important roles in bringing our vision to life.

- In October, Media Technology and Infrastructure Services (MTIS) created the role of Program Lead, Internal Engagement to focus on the D&I portfolio. The objectives of this role are to create awareness around D&I programs and activities offered to MTIS employees, engage and educate MTIS employees on D&I matters and to foster an inclusive workplace culture.
- Radio-Canada's permanent steering committee on D&I was restructured in view of implementing more actions. It started to work in three sub-committees, corresponding to the three fields of intervention in D&I: content, workplace culture and workforce. Each sub-committee implemented projects, like building the first toolkit for managers hiring employees with disabilities. The permanent steering committee is made up of 30 people representing all the departments of the Radio-Canada component.
- CBC launched the third cohort of the CBC Abilicrew Placements for Excellence (CAPE) Program in the fall of 2020. The CAPE Program started in 2018 and is a 12-week paid placement program that aims to kick-start the careers of people with disabilities, eliminate barriers to employment, showcase the talents of this traditionally underrepresented group, and generate more discussion, learning and content related to disability, accessibility and inclusion. This program is targeted at entry-level (or early in their career) professionals with disabilities who have not worked at the CBC. The 2020 program was divided into two parts due to COVID-19 and the restrictions around people coming into buildings. Four participants started in the fall (Edmonton, Regina, Winnipeg and Toronto) and six started in January (two in Vancouver, two in Toronto, one in Halifax and one in Montreal). Over the course of 12 weeks, the 10 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.
- 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 equity-deserving groups (racialized people, Indigenous peoples and persons with disabilities) with insights, tools and strategies to skillfully advance their careers to the next level with confidence and purpose. CBC's fourth cohort, the Class of 2020, graduated in December. Participants came from a variety of CBC departments and from across the country. All 63 DEL graduates are tracked so we can follow the progress in their careers. Many have been promoted within the organization and offered leadership opportunities. DEL remains a highly regarded, competitive and prestigious leadership development program at CBC.
- CBC's ERGs are communities of employees who share a common identity, characteristic and set of interests. They are employee-led and organizationally supported. ERGs help foster a more diverse, inclusive workplace aligned with CBC's engagement and inclusion strategy and support our organizational vision and values. More than 1,000 employees participate in the seven ERGs (persons with disabilities, visible minorities, women of colour, women in tech, Indigenous peoples, and two groups representing the LGBTQ2+ community) that exist at CBC/Radio-Canada (six in CBC and one in Radio-Canada). ERGs are in the midst of creating an awareness campaign to reinforce their value to the organization and the

important work they do in supporting those from employment equity designated groups and the LGBTQ2+ community.

### Employment Systems

- In 2020, we continued the delivery of our 2018-21 D&I Plan, which 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 JEDI committee, convened especially to address this key topic. We decided to publicly release a summary of our experience on our corporate website [here](#).
- 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, promotion 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 2020, the percentage of new hires from equity groups since April 2020 (i.e., the beginning of our fiscal year) was 32.6%, well above external labour force availability. Starting in 2019-20, the target also became part of our short-term incentive plan and it was still the case for the 2020-21 period.
- The structure of the Recruitment Team was also modified to create a Sourcing Team dedicated to proactively searching for potential candidates. Within this new team, a Sourcing Specialist was dedicated to seeking candidates from one of the three groups identified above for our senior managers and executive roles.
- The Community Inclusion Team in Radio-Canada grew from three to seven members, adding two Indigenous and one racialized persons. This allowed for implementing three new workstreams: Internal, External and Indigenous.
- Twice during the year, an online recruitment session was organised by Radio-Canada with the collaboration of the professional network of the *Congrès maghrébin du Québec*. These

activities allowed for the identification and subsequent hiring of IT professionals originally from French-speaking North Africa.

- Three persons with disabilities were hired during the year through a new Job Access Process where the recipient departments committed to offer a full-time job to the selected candidates at the end of an initial three month-long paid internship.
- In the circumstances of the pandemic, the [Radio-Canada Cross-Platform Reporter program](#) (in French only) had to quickly readjust, moving its second edition of the year to an online format. For the first time, two Indigenous journalists were part of the cohort for the Fall 2020 edition.
- In the fall, the mobile Indigenous news unit situated in Trois-Rivières hired a new journalist, maintaining a permanent crew of two people.
- In January, a new edition of the Synergies conference was held to match diverse creative talents with Independent producers working for Radio-Canada. The event brought together 60 diverse TV professionals and 20 Independent producers. In its aftermath, despite the pandemic restrictions imposed on TV production, three paid-internships took place in different production companies.
- MTIS updated recruitment procedures to ensure that hiring is more equitable and that its workforce reflects contemporary Canada accurately. As part of this process, MTIS regularly posts open positions on job boards that reach underrepresented communities. Additionally, recruiters work with various organizations that represent employment equity designated groups to attract diverse candidates. MTIS has also provided hiring managers a guide on hiring more inclusively and has added D&I questions to all interviews as part of the recruitment process.

#### b) Training and Development

- In compliance with our three-year plan, again this year we organized 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. Delivery of sessions was put on hold in March due to the pandemic and efforts were invested to design a new e-learning solution to be made available to all employees in January 2021. By December 31, 2020, over 1,190 individuals had taken Unconscious Bias training (58% of people in supervisory roles).
- As a follow-up to the Inclusive Leadership: Unconscious Bias course, we launched in November 2020, in partnership with an external experienced and skilled provider, the Inclusive Leadership in Action training designed to equip leaders with tools to break biases in all talent management processes and to foster an inclusive work environment. Ten sessions were held between the beginning of November and the end of December.
- In response to the tragic events witnessed by the world in 2020 and following CBC/Radio-Canada's public commitment to combat racism in all its forms, to remove structural barriers and practices that result in discrimination at CBC/Radio-Canada and to improve its workplace culture in tangible ways, a two-hour workshop on anti-racism facilitated by a member of the Black community was delivered to the Senior Executive Team in September 2020. Following this delivery, a series of two 90-minute virtual sessions called *Anti-racism: Understand to act* was designed and piloted with two teams in November and December before being officially made available to teams interested in making intentional steps to be more inclusive of Black, Indigenous and People of Colour in January 2021.



- CBC provided a variety of courses to help build an inclusive workplace:
  - Recognizing the impact of unconscious bias in the newsroom, Overcoming Bias in Storytelling workshops helped individuals and teams across the country create strategies to combat these biases, improve inclusiveness and diversity in story selection while encouraging diverse voices to soar.
  - A ten-week program called Inclusive Newsrooms designed at equipping leaders with thoughtful approaches and tools to run teams that are truly inclusive of people from all cultures and racial backgrounds was piloted in the local newsrooms of Ottawa and Québec City.
  - In parallel to the Inclusive Newsroom pilot and in complement to the Overcoming bias in Storytelling workshop, 90-minute facilitated conversations about the barriers to a more inclusive practice of journalism, root causes and initial exploration of possible solutions were held in some local stations.
  - To support journalistic staff in the production of diverse and inclusive content, therefore reaching and connecting to more audiences and ultimately increasing employee engagement, three journalistic workshops were offered to teams on demand:
    - Reporting in Indigenous Communities
    - Reflecting Canada: Diversity and Inclusion in Images
    - Reflecting Canada: Diversity Your Chase
  - As of August 2020, CBC started to roll out a program for senior leaders on intercultural awareness and cultural intelligence.
- Radio-Canada also provided a few courses to specific groups of employees:
  - In January, a week-long training session for Indigenous broadcasters was organised in Saguenay. It was attended by eight Indigenous journalists coming from local Indigenous radio stations across Quebec. They were accompanied by two Radio-Canada trainers - the radio morning anchor and the radio morning producer - from our flagship Québec City station.
  - In the summer, a new training called *Reporting in Indigenous Communities* was established by Radio-Canada's Indigenous specialist Isabelle Picard. Starting in the fall, the session was offered at the cadence of once a month to different groups of Radio-Canada journalists across the country to equip staff to better address Indigenous issues and realities and thereby release some of the pressure put on Indigenous staff to support colleagues when covering stories that take place in Indigenous communities.
  - In December, the Radio & Audio department of Radio-Canada welcomed virtually more than 40 guests, from different racialized communities and different fields of expertise. They attended presentations from managers and producers on the criteria to select on-air guests in radio and audio contents. This was put together in collaboration with the publicly-funded group Concertation Montréal.
- This year, we invested \$400,000 in the D&I Fund. 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 also remains available to help finance internship projects in our business units other than English Services and French Services.

- 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. Here is the representation that was achieved for the cohort of participants that started in November 2019 and that completed 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%.

#### c) Promotion

- As part of a new D&I dashboard that was created to better understand the employment lifecycle journey, 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 presented to our Senior Executive Team, the People & Culture leadership team, the JEDI committee and the D&I Working Group. 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 JEDI committee meetings with the unions.
- In 2020, 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 the D&I dashboard that is presented to our Senior Executive Team, the People & Culture leadership team, D&I Working Group and JEDI committee members. The findings will guide the actions taken as part of our program.
- CBC/Radio-Canada continued providing an Employee Assistance Program (EAP), which can provide counseling in up to 25 languages to all CBC/Radio-Canada employees, their families and retirees.
- 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 a Future of Work initiative. Articles in some collective agreements contain provisions relating to flexible work arrangements.

#### e) Reasonable Accommodation

CBC/Radio-Canada's reach goes beyond broadcasting, with the increased initiative and dynamic outlook to its built environment. The 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 more inclusive and accessible workspaces. Accessible design in the workplace is considered important across the portfolio and is a part of all upcoming project planning.

In the coming years, the Real Estate Solutions team will be auditing existing facilities and proposing realistic goals on short-term and long-term accommodations for users with the help of a subject matter expert in accessibility, inclusive design and employee resource groups.

Real Estate Solutions is undertaking programs and initiatives for:

- Creating more diverse spaces that respect code requirements for corridor space allocation in and around potential obstacles;
- Introducing more flexible and adaptable collaborative furniture;
- Installing height adjustable workstations in many of the new projects and where required;
- Upgrading elevator cabs to allow for better visibility;
- Upgrading existing washrooms;
- Creating universal washrooms (gender neutral, accessible);
- Upgrading kitchens with accessible counter heights and clearances;
- Installing automatic door openers to allow easier reach for all users opening interior and exterior doors;
- Installing dimmer switches to allow for user control of the amount of light in the workspace.

#### **IV. Constraints**

- At the end of 2020, 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 reduce through ongoing communication and promotion of the census.

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

- A component-wide survey on D&I perceptions, accompanied by focus groups and individual interviews with racialised employees, took place in Radio-Canada (French Services) in the Fall. The results, to be communicated in 2021, will form the base of a multi-year strategy to bring more inclusion and more openness in Radio-Canada workplace culture.
- CBC (English Services) continues to support and develop our ERGs. ERGs are 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 LGBTQ2+ 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 equity, diversity and inclusion initiatives within the Corporation. Our JEDI committee, made up of management and unionized employees, would normally meet three times a year in person prior to 2020. Given the need to discuss discrimination and specifically racism matters, the committee met in person or by videoconference seven times in 2020. There are also other formal CBC and Radio-Canada committees that discuss content, workplace culture and workforce D&I initiatives.
- A D&I committee specific to French Services continued to meet on a monthly basis throughout the year. Bringing together approximately 20 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 2018-2021 D&I Plan (content, workplace culture and workforce).

## VI. Future Strategies

- CBC/Radio-Canada has made “reflecting contemporary Canada” one of the five pillars of its three-year corporate strategy, *Your Stories, Taken to Heart*. 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.
- As our 2018-2021 D&I Plan is coming to an end, we will be launching our new strategy by the end of the summer 2021.
- 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.