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## Employment Equity Annual Report 2023 Narrative Report

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### Organization Overview

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1. Was your organization affected by a strike during the reporting year? **NO**
2. Did your organization take part in any acquisitions or mergers? **NO**
3. Additional Information About Your Organization

CBC/Radio-Canada is Canada's public broadcaster with a mandate to celebrate Canadian culture and support democratic life through a wide range of content that informs, enlightens and entertains. As a federal Crown corporation, its mandate and independence are set out in the Broadcasting Act. While CBC/Radio-Canada began as a radio broadcaster in 1936, today it is a multiplatform public service media company, with services in radio, television and digital. It offers high-quality Canadian news, information, entertainment and sports programming through its websites, streaming services, podcasts, and television and radio programming.

CBC/Radio-Canada plays a central role in strengthening Canadian culture and offers a uniquely Canadian perspective on news, current affairs and world affairs. It provides content in Canada's two official languages, English and French, as well as in eight Indigenous languages: Cree, Dehcho Dene Yatı, Dēne Sųłıné (Chipewyan), Gwich'in, Inuktitut, Inuvialuktun, Sahtu Got'ine Godi, and Tłıchų (Tlicho). It also delivers content in Spanish, Arabic, Chinese, Punjabi and Tagalog through Radio Canada International.

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### Quantitative Information

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Did you distribute a new self-identification survey? **YES**

Did any of your employees move from a provincially regulated subsidiary to a federally regulated subsidiary or vice versa? **NO**

Did any of your employees change employment status (e.g. from part-time to full-time)? **NO**

Did you change the National Occupation Classification codes of employees? **NO**

Did any employees take or return from long-term leaves of absence? **YES**

Were any employees posted abroad or returned from abroad? **19, 1 less than 2022 (20)**

Additional information:

### **Quantitative information**

In 2023, the self-identification rate was at 71% at the end of the year. The representation rate for women on CBC/Radio-Canada's permanent staff decreased by 0.2% over the previous year (49.2%). For Indigenous employees, the representation rate decreased by 1% over the previous year (1.3%). For persons with disabilities, the representation rate increased by 5.2% over the previous year (9.2%). There was an increase of 2.4% for members of visible minorities (19.4%). Women represented 53.4% of hires and 55.6% of promotions. The hiring rate for members of visible minorities (43%) was above their representation rate, and their share of promotions was 18.5%. The hiring rate for Indigenous peoples was above the group's representation rate (3.2%). The hiring rate for persons with disabilities was 8.4%. 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 'Middle and Other Managers' occupational group, there were 65 employees reclassified into this grouping from 'Full-Time / Professionals'.
- In the 'Professionals' occupational group, there were 89 employees reclassified into this grouping from 'Other / Professionals'.
- A total of 321 employees who were non-permanent full-time (temporary + casual) in 2022 became permanent full-time in 2023 (Net +321).
- A total of 81 employees who were permanent full-time in 2022 became non-permanent full-time (temporary + casual) in 2023 (Net -81).

- A total of 39 permanent part-time employees in 2022 became permanent full-time employees in 2023; 22 permanent full-time employees in 2022 became permanent part-time in 2023 (Net +17).
- A total of 138 permanent full-time employees who were on absence without pay in 2022 returned to regular employment in 2023; 401 permanent full-time employees went on to absence without pay in 2022 (Net -263).

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

- A total of 24 employees who were non-permanent part-time (temporary + casual) in 2022 became permanent part-time in 2023 (Net +24).
- A total of 12 employees who were permanent part-time in 2022 became non-permanent part-time in 2023 (Net -12).
- A total of 22 permanent full-time employees in 2022 became permanent part-time employees in 2023; 54 permanent part-time employees in 2022 became permanent full-time in 2023 (Net -32).
- A total of 3 permanent part-time employees who were on absence without pay in 2022 returned to regular employment in 2023; 23 permanent part-time employees went on to absence without pay in 2023 (Net -21).

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## Qualitative Measures and Results

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### Equity Environment Measures

Here is a summary of some activities in 2023 that aimed to continue building more equitable and inclusive workplace:

- In 2023 we concluded the second cohort of the INSPIRE mentorship program. The INSPIRE Program is an intentional program that pairs a senior leader (the mentor) with an employee (referred to as a mentee) to support their development and help them reach their professional and personal aspirations within the organization. The program has as an objective to support members from underrepresented groups.
- In February 2023, the EDI Development Fund returned, inviting managers and supervisors to submit applications through three annual campaigns; \$400,000 was distributed during the year.

- In March 2023 we expanded across the organization, our Developing Emerging Leaders (DEL) National program that is designed to address the needs and support the development of employees who are members of underrepresented groups.
- In May 2023 we launched our National Accessibility Plan, *Breaking Barriers*. This plan provides a road map to become the accessible public service media company that Canadians deserve. It is a vital part of our commitment to identifying, removing and preventing barriers to employment, including those specific to persons with disabilities.
- As part of the Talent Review Process, we present a percentage of underrepresented groups representation by senior leaders to increase awareness and support employee growth.

### **Equity Environment Results**

- **INSPIRE:** The objective is to foster a culture in which inspirational senior leaders become engaged mentors and where all employees, including underrepresented groups, feel valued and supported. This will contribute to achieving our overall business objectives and a more inclusive workplace.
- **EDI Development Fund:** Employees who have benefited from this program in the past have historically seen a higher retention rate than other employees. All employees supported through the Fund are from underrepresented groups as defined in our 2022-25 EDI Plan (Indigenous Peoples, women, people from LGBTQ2+ communities, racialized people, people with disabilities)
- **Developing Emerging Leaders (DEL):** The DEL National program has been designed to specifically address the needs and support the development of talented staff who are also members of equity-deserving groups, specifically: racialized people, Indigenous Peoples and people with disabilities. Participants in the program are given additional tools to support their retention and professional development.
- **National Accessibility Plan:** This plan outlines actions that will support the improved hiring, retention, promotion and engagement of employees with disabilities in our workforce. This will contribute to achieving our overall business objectives and a more inclusive workplace.

### **Promotion**

Since 2020, we have already had a target for the promotion of members of under-represented groups for whom we have the largest representation gaps in relation to workforce availability. Although we achieved gender parity in the majority of departments of our organization and representation targets do not exist for the LGBTQ2+ community since workforce availability is not available for this community, there are remaining

representation gaps for Indigenous Peoples, racialized people and people with disabilities in certain departments of our organization.

### **Promotion Results**

The findings with regard to promotion help guide the actions taken as part of our EDI program. For example, for a number of years we have been working to increase representation among unaffiliated holders of management roles. Initiatives such as DEL, a leadership training program exclusively for members of underrepresented groups, can be informed by the data compiled and thus allow us to continue accelerating change from middle-management to the most senior levels of our organization. In 2023, while there was evidence that some promotions did occur, overall promotion data was not available given the change to a new HR information management system (HRIMS) and we expect the situation to be resolved in the next reporting year.

### **Reasonable Accommodation**

In 2023 we reviewed our current Rule on Accommodation, addressing some of the barriers reported by our employees with disabilities. Among the changes is the introduction of a new role of Workplace Accommodation Specialist in the organization. The revision of the Rule was completed in 2023, and the changes are expected to be implemented in the upcoming year.

### **Reasonable Accommodation Results**

The new Rule is expected to be implemented in the next year, and we look forward to reporting on the results once it is implemented.

### **Recruitment**

In our 2019-24 corporate strategy, *Your Stories, Taken to Heart*, one of our five priorities is “reflecting contemporary Canada.” This priority has been translated into a representation target for our new external hires. The target covers three groups: Indigenous Peoples, persons with disabilities and racialized people (members of visible minorities). The Corporation’s results in meeting the targets set under the equity index are published in its quarterly financial reports and annual report.

At the end of December 2023, the percentage of new hires from equity groups since April 2023 (i.e., the beginning of our fiscal year) was 56.5%, well above workforce availability. Since 2019-20, the target has been an integral part of our short-term incentive plan for eligible unaffiliated employees.

## **Recruitment Measure Results**

The establishment of a short-term incentive plan metric to increase the representation of underrepresented groups in new hires has allowed us to make significant progress toward reflecting contemporary Canada. We achieved 33.3% of new hires in the first year the target was in place (2019-20); by December 2023, the percentage had grown to 56.5% — a significant increase of 23.2 percentage points and well above external labour force availability.

## **Communications**

Through communications to employees, we continue to raise awareness among staff and strengthen our commitment to providing an equitable, diverse and inclusive workplace for all. In 2023, we posted several articles on iO, our employee portal, as well as on [cbc.radio-canada.ca](http://cbc.radio-canada.ca), the corporate site, to make a number of important announcements. Following are some examples for the period:

- Annual self-identification campaign: We conducted an annual campaign aimed at conveying the importance of awareness of our workforce makeup, and taking it into account in the rollout of our EDI activities.
- National Accessibility Plan: We communicated the launch of our National Accessibility Plan to all employees, and reinforced our commitment to providing an accessible and inclusive workplace.
- National Indigenous Strategy: Throughout 2023, we continued developing our strategy. It was approved by our Board of Directors in September 2023. We also promoted National Day for Truth and Reconciliation and hosted a series of learning sessions to promote greater understanding of the lived experiences of Indigenous peoples amongst our workforce.

## **Communication Measure Results**

- Self-identification campaign: our workforce was able to complete and review their self-identification responses on our new human resources information management system.
- National Accessibility Plan: employees gained awareness of the actions their employer is taking to provide a more accessible and inclusive workplace.
- National Indigenous Strategy: Employees gained greater understanding of systemic barriers and how to prevent harm while ensuring that the diversity, cultures, stories, languages and self-determination of First Nations, Inuit and Métis are integral to who we are as a public broadcaster.

## **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. We track retention rates, as well as data obtained through exit surveys and exit interviews.

## **Retention and Termination Results**

Due to the change in human resources information management system over 2023, we were unable to track retention and termination results for this year. We expect data to be available again for the 2024 reporting period.

## **Training and Development**

In 2023, we continued to promote and support EDI learning and development opportunities across the Corporation through various training offerings:

- We continued offering courses such as the Unconscious Bias mandatory online training, the Disability Awareness e-learning, Introduction to Anti-Racism and Exploring Anti-Racism as a Team.
- We launched a new workshop called Authentic Allyship to help employees advance the interests of underrepresented groups.
- We did extensive promotion of the Disability Awareness Training as part of our launch of our National Accessibility Plan.
- Our EDI leadership training offerings continue to be part of the developmental path for leaders and aspiring leaders.
- Since 2023, we have integrated an EDI module (EDI as a Leadership Practice) in the Leadership Development and Self-Awareness (SDL) Program for senior managers and directors.

## **Training and Development Results**

- Unconscious Bias mandatory online training: As of December 1 2023, approximately 78% of permanent or temporary staff (excluding employees in less than 13-week roles and employees on leave) have completed the mandatory Unconscious Bias training. Work is ongoing to increase completion rates and learning applications.
- Disability Awareness online course: As of December 1 2023, approximately 12% of permanent or temporary staff (excluding employees in less than 13-week roles and employees on leave) have completed the training.

- **Authentic Allyship:** The outcomes from this training are that employees can describe in what ways they can take action when their colleagues from underrepresented groups experience injustice; describe how your personal identity, power and privilege can support those from underrepresented groups in both a natural and authentic way; and put into practice the right principles for acting as an ally and promoting psychological safety in the workplace.
- **Leadership training:** By embedding EDI into the leadership training, we are developing leaders that can become more inclusive, and contribute to removing barriers to opportunities for members of underrepresented groups.

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## Constraints

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In 2023 we moved to a new human resource information management system, and therefore a new self-identification questionnaire. This meant that our self-identification rates dropped significantly, and we had to actively work to promote its completion amongst our employees in order to have reliable results. This move to a new system also temporarily suspended our ability to monitor some metrics in 2023 such as promotions amongst members of underrepresented groups.

While we're still focused on broadening the pool of candidates from underrepresented groups, we also need to work on the employment cycle, specifically retention. If retention is improved, the number of new hires would decrease.

With all the media coverage about our financial challenges, this may limit our ability to attract top talent that opts for what might look like more stable employment opportunities elsewhere.

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## Consultations with Employee Representatives

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1. **Did consultations take place within your organization during the reporting year?**  
YES
2. **When did these consultations take place?**
  - a. February 15, 2023
  - b. April 4, 2023
  - c. June 22, 2023
  - d. October 11, 2023

### 3. Who attended the meetings on behalf of employees?

We hold formal meetings with representatives of the four CBC/Radio-Canada unions via the JEDI, our national Joint Equity, Diversity and Inclusion committee:

- Association of Professionals and Supervisors (APS).
- *Association des réalisateurs* (AR).
- Canadian Media Guild (CMG).
- *Syndicat des travailleuses et travailleurs de Radio-Canada* (STTRC).

### 4. Who attended the meetings on behalf of management?

The EDI Leads in all of our components except Legal Services attend these meetings. They are co-chaired by one representative from the CMG, one from the STTRC and one from management. The management co-chair is the Director, EDI and Engagement+, with our People & Culture component, which is the name of our human resources unit.

### 5. What topics were discussed?

- INSPIRE mentorship program
- Development of the National Accessibility Plan
- Changes to self-identification questionnaire in HRIMS
- 10 employee-led recommendations for improving EDI in the organization
- Anti-harassment and discrimination reporting mechanisms
- Development of the National Indigenous Strategy

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## Future Strategies

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### Short-Term Initiatives

CBC/Radio-Canada has made “reflecting contemporary Canada” one of the five pillars of its five-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 and to celebrate our different perspectives and all the things that bring us together. Our aim is for that commitment to translate to our staffing as well as our content choices.

We will also continue our 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 underrepresented and other groups in our workforce.

Our employment systems, practices and policies will continue to be reviewed with a focus on ensuring that our staff continues to be reflective of Canada’s entire population and is an engaged and outcome-creating workforce. The National Accessibility Plan, *Breaking*

*Barriers*, is expected to help us address some of the barriers related to accommodations, and the participation of employees with disabilities in our workplaces. The National Indigenous Strategy (released in 2024) is expected to help us address some of the barriers related to the participation of Indigenous employees in our workplace. Both of these are complementary to our EDI plan and our corporate strategy, helping us to improve the experiences and participation of employees from underrepresented groups in our workforce.

## **Long-Term Initiatives**

As we begin work toward replacing our five-year corporate plan, *Your Stories, Taken to Heart*, we will ensure ongoing incorporation into that process of EDI strategic considerations, so as to continue fulfilling our public mandate to inform, enlighten and entertain all people living in Canada. The new corporate plan will guide us in implementing our EDI road map and the employment-equity activities stemming from it.