

2018-21 Diversity and Inclusion Plan

National action plan for CBC/Radio-Canada

#	PILLAR (Content, workplace culture, workforce)	OBJECTIVE	ACTIVITY	OUTCOME	RESPONSIBILITY (CBC, Radio-Canada, MTIS, Partner Services, National)	SCOPE (CBC, Radio-Canada, MTIS, Partner Services, National)	GROUP TARGETED (All, Indigenous peoples, LGBTQ2+, people with disabilities, visible minorities, women)	YEAR	NOTES
1	Content	Promote authentic and relevant stories with enough background to be fully inclusive, that show and reflect the Canadian population mosaic.	Promote transnetwork content that increase CBC and Radio-Canada collaboration.	Content created under the philosophy.	CBC and Radio-Canada	National	All	2018-2021	We launched the Your Stories, Taken to Heart strategy in the spring that, among other things, aims to help us better reflect contemporary Canada, in all its diversity, and to share our country's culture with the world. We also announced in June 2019 that we'd achieved gender parity in the programs we commission from independent producers. Our President and CEO also announced a commitment that by 2025, we will have at least one of the key creative positions in all scripted and factual commissioned programs held by a person from a diverse background.
2	Content	Reach out to more diverse audience by means of relevance of stories and engagement of the public.	Use stats and information from 2016 Census in program reviews so producers are better aware of the makeup of their audience.	More Canadians see themselves on air and have an opportunity to tell THEIR stories and to share their culture.	CBC and Radio-Canada	National	All	2018-2021	Activity completed. At Radio-Canada, ten training sessions were delivered between January and June 2019 by Éric Le Reste (Association des réalisateurs member) and Luc Simard (Director, Community Inclusion). Four in-person sessions were held in Montreal, Quebec City and Ottawa, while six webinars were given to teams in Western Canada, Ontario and the Maritimes. This initiative illustrates the diversity commitment of a union organization, namely, the Association des réalisateurs.
3	Content	Promote authentic and relevant stories with enough background to be fully inclusive, that show and reflect the Canadian population mosaic.	Support and develop diverse producers, directors, writers, actors to encourage different point of views.	More diversity is measured in content.	CBC and Radio-Canada	National	All	2018-2021	The selection process for participants in the 2020 cohort of the Diversity Auditions ended in December 2019. The training will begin in January 2020 and extend till May 2020. Four writers (all women!) received coaching from professional authors, members of SARTEC (Société des auteurs de la radio, de la télévision et du cinéma), in August and December 2019. That support helped them fine-tune their scripts for web series or feature films. The writers who were mentored are Anneke Munita Ihle, Sandra Mathieu, Katia Café-Fébrissy and Natasha Kanapé Fontaine.
4	Content	Promote authentic and relevant stories with enough background to be fully inclusive, that show and reflect the Canadian population mosaic.	Engage independent producers in promoting more diversity in commissioned content.	More diversity is measured in content.	CBC and Radio-Canada	National	All	2018-2021	At CBC, all independent producers who have projects that are green lit in Scripted and Unscripted are provided with our D&I protocol and asked to complete a D&I plan. CBC Executives have early discussions with Independent Producers and encourage them to get diverse representation both in front of and behind the screen. At Radio-Canada, an initial effort to compile the diversity inclusion plans was completed in February 2019, just over a year after this requirement was introduced. A total of about 300 plans were submitted to the various production departments (Drama, News, Unscripted, Kids, ICI ARTV, ICI TOU.TV).

2018-21 Diversity and Inclusion Plan

National action plan for CBC/Radio-Canada

#	PILLAR (Content, workplace culture, workforce)	OBJECTIVE	ACTIVITY	OUTCOME	RESPONSIBILITY (CBC, Radio-Canada, MTIS, Partner Services, National)	SCOPE (CBC, Radio-Canada, MTIS, Partner Services, National)	GROUP TARGETED (All, Indigenous peoples, LGBTQ2+, people with disabilities, visible minorities, women)	YEAR	NOTES
5	Workplace culture	Act as the diversity and inclusion media leader in Canada.	Launch annual Diversity and Inclusion Summits, open to external partners.	Better understanding and participation in leading-edge trends Better position the Corporation in society as leader in change.	Partner Services (People and Culture)	National (People and Culture)	All	Fall 2019 (In Montréal, bilingual but French-only with focus on French-speaking reality) If first event successful Fall 2020 (In Toronto, bilingual but English only with focus on English-speaking reality)	Inaugural event took place in November 2020 with close to 200 participants. Here's the hyperlink to the webpage created for the event and that shows follow-up documents for all to consult, including everyone who didn't attend (in French only): http://www.portailrh.org/inclusion/documentation/ As the event was deemed successful, we are now looking organizing a second event in Toronto in the fall 2020.
6	Workplace culture	Create space to develop innovative activities that go beyond traditional areas of focus.	Launch of a diversity and inclusion lab pilot	Have new and innovative solutions to make our workplace more inclusive.	Partner Services (People and Culture)	National (People and Culture)	All	Q1 2019-20	First event held in Toronto in Spring 2019. Four projects are still being worked on, and one was cancelled due to team lead no longer working in the Corporation.
7	Workplace culture	Develop leadership capability of high potential diverse talent.	Implement targeted leadership programs.	By June 2021, increase promotion and retention rates achieved as of July 2018.	Partner Services (People and Culture)	National (People and Culture)	Indigenous peoples, people with disabilities, visible minorities, women	Starting in 2018-19	Analysis of 2017-18 cohorts complete (to be done again in the following years). Review completed in December 2018. Our findings showed that representation in training programs was above internal workforce makeup for roles similar to those of employees in cohorts. Deemed well represented for first year analysis. Further analysis to be complete each following year. Internal communications will include testimonials from members of equity groups who have already taken leadership courses, in order to promote accessibility to the national course offering. New analysis to be completed in Q4 2019-20 in partnership with our Learning and Development function.
8	Workplace culture	Improve focus on diverse employee development.	Pilot an inclusion-focused mentorship program.	Launch national program if pilot deemed successful.	Partner Services (People and Culture)	National (People and Culture)	All	2018-2021	Discussions are still needed internally before deciding on how to move forward with this initiative.
9	Workplace culture	Improve focus on diverse employee development.	Pilot an inclusion-focused sponsorship program.	June 2021 voluntary attrition rate of equity groups is lower than rate of July 2018. Launch national program if pilot deemed successful.	Partner Services (People and Culture)	National (People and Culture)	All	2018-2021	Aiming to launch after the mentorship program.
10	Workplace culture	Increase awareness and visibility of diversity and inclusion activities.	Partner and support the Corporate Development component with regards to signature events like national inclusion month and related organizational-wide activities	Employees are more aware, more involved and take more ownership of diversity and inclusion internal matters.	Partner Services (People and Culture)	National (People and Culture)	All	2018-2021	Ongoing. People and Culture (P&C) and Corporate Development partnered on several activities including the public launch of our three-year D&I plan; internal communications to create greater awareness of persons with disabilities, including during the International Day of Persons with Disabilities; and promotion of D&I-themed training like Unconscious Bias workshops and Indigenous Outreach and Retention webinars. Another example was the new workplace culture Inclusion Lab launched in the Spring 2019.

2018-21 Diversity and Inclusion Plan

National action plan for CBC/Radio-Canada

#	PILLAR (Content, workplace culture, workforce)	OBJECTIVE	ACTIVITY	OUTCOME	RESPONSIBILITY (CBC, Radio-Canada, MTIS, Partner Services, National)	SCOPE (CBC, Radio-Canada, MTIS, Partner Services, National)	GROUP TARGETED (All, Indigenous peoples, LGBTQ2+, people with disabilities, visible minorities, women)	YEAR	NOTES
11	Workplace culture	Increase awareness and visibility of diversity and inclusion activities.	Partner with S&PA to support and supplement activities promoting greater cultural and diversity awareness (employee profiles, D&I calendar, diverse success stories), ex.: how do you do holiday”?	Employees are more aware, more involved and take more ownership of diversity and inclusion internal matters.	Partner Services (People and Culture)	National (People and Culture)	All	2018-2021	Ongoing. P&C and Corporate Development partnered on several activities including the public launch of our three-year D&I plan; internal communications to create greater awareness of persons with disabilities, including our new membership with SenseAbility and International Day of Persons with Disabilities; and promotion of D&I-themed training like Unconscious Bias workshops and Indigenous Outreach and Retention webinars.
12	Workplace culture	Continue to provide unconscious bias training.	Ensure maintenance of training for senior managers and HR personnel.	Employees are better equipped to become inclusive leaders.	Partner Services (People and Culture)	National (People and Culture)	All	2018-2021	There were 26 "Inclusive Leadership and Unconscious Bias" workshops offered between April 2018 and May 2019 to senior managers, other leaders and HR personnel. Each workshop can contain up to 20 employees. RFSA (Request for Supply Arrangement) process to find new supplier(s) took place in 2019-20 and multiple new suppliers were found. We've started working with a first supplier for new unconscious bias workshops in English and French all across the country.
13	Workplace culture	Continue to provide unconscious bias training.	Deploy training to other managers/supervisors (this last group being unionized employees) and remaining employees.	Employees are better equipped to become inclusive leaders.	Partner Services (People and Culture)	National (People and Culture)	All	2018-2021	"There were 26 ""Inclusive Leadership and Unconscious Bias"" workshops offered between April 2018 and May 2019 to senior managers, other leaders and HR personnel. Each workshop can contain up to 20 employees. RFSA (Request for Supply Arrangement) process to find new supplier(s) took place in 2019-20 and multiple new suppliers were found. We've started working with a first supplier for new unconscious bias workshops in English and French all across the country.
14	Workplace culture	Deepen understanding of disabilities in the workplace and continue to raise awareness.	Strike partnership with disability awareness external provider.	Higher employee engagement for people with disabilities.	Partner Services (People and Culture)	National (People and Culture)	People with disabilities	Starting in 2018-19	Our SenseAbility membership is now over as we were notified on June 17, 2019 that they were closing operations. Now looking into other organizations that we can work with.
15	Workplace culture	Deepen understanding of disabilities in the workplace and continue to raise awareness.	Conduct disability index and act on findings.	Better adaptation of systems and practices to support people with disabilities. Share partners information and studies with employees.	Partner Services (People and Culture)	National (People and Culture)	People with disabilities	By 2018-19, complete index and launch action planning	Disability Inclusion Index review of analysis and recommendations complete. Improvement needed to self-identification questionnaire to better capture people with disabilities information. We are planning to do this in 2020-21.

2018-21 Diversity and Inclusion Plan

National action plan for CBC/Radio-Canada

#	PILLAR (Content, workplace culture, workforce)	OBJECTIVE	ACTIVITY	OUTCOME	RESPONSIBILITY (CBC, Radio-Canada, MTIS, Partner Services, National)	SCOPE (CBC, Radio-Canada, MTIS, Partner Services, National)	GROUP TARGETED (All, Indigenous peoples, LGBTQ2+, people with disabilities, visible minorities, women)	YEAR	NOTES
16	Workplace culture	Deepen understanding of disabilities in the workplace and continue to raise awareness.	Conduct disability awareness trainings.	Better equip employees on how to become more disability inclusive in the workplace.	Partner Services (People and Culture)	National (People and Culture)	People with disabilities	2018-2021	Five SenseAbility "Re-thinking Disability" workshops were provided to members of the Joint Equity, Diversity and Inclusion (JEDI) Committee, other HR personnel and Ottawa French Services staff. Two sessions in English and three in French. Multiple other training pilots underway such as the one provided by Performance Plus Rehabilitative Care Inc. in Ottawa to People and Culture and Finance employees. Disability awareness sessions provided in 2019-20 focused on mental health and targeted managers and employees.
17	Workplace culture	Deepen understanding of gender and sexual diversity (LGBTQ2+) in the workplace and raise awareness.	Take part in a LGBTQ2+ index and act on findings.	Better adaptation of HR systems and practices to better reflect LGBTQ2+ realities and meet their needs.	Partner Services (People and Culture)	National (People and Culture)	LGBTQ2+	By 2019-20, complete index and launch action planning	New LGBTQ2+ 101 e-learning available to all employees was launched in November 2019. A new Gender Transition/Affirmation Guide is being finalized and we are planning to launch in 2020.
18	Workplace culture	Deepen understanding of Indigenous realities in the workplace and continue to raise awareness.	Take part in an Indigenous index and act on findings.	Better adaptation of HR systems and practices to reflect Indigenous realities and meet their needs.	Partner Services (People and Culture)	National (People and Culture)	Indigenous peoples	By Q1, 2019-20, complete index and launch action planning	We have started discussions with potential providers and staff about conducting an index and the development of a specific strategy. However, we haven't taken part in an index yet. We do provide regular training to our media staff, for example the Reporting In Indigenous Communities (RIIC) workshop: http://riic.ca/ . More sessions, including RIICs, are scheduled in 2020.
19	Workplace culture	Clarify accommodation process and review policy.	Conduct a review for recommendation to senior leaders.	Achieve awareness and efficiencies.	Partner Services (People and Culture)	National (People and Culture)	All	2018-19	Awaiting review of Anti-Discrimination and Harassment Policy.
20	Workforce	Support managers and hiring managers with the hiring, development and retention of diverse staff.	Increased hiring targets when 2016 and 2017 Statistics Canada survey data is available for our use.	New hiring targets are set above the new external labour force availability to accelerate the change in our workforce.	Partner Services (People and Culture)	National (People and Culture)	Indigenous peoples, people with disabilities, visible minorities, women	Starting in 2018-19	Reactive hiring goal presentations started (i.e., to respond to ad hoc needs from managers). Aiming to start proactive presentations (i.e., pushed by our HR department) when Statistics Canada 2016-17 data becomes available. Currently aiming for new data to be available in winter 2020.
21	Workforce	Support managers and hiring managers with the hiring, development and retention of diverse staff.	Conduct a review of the Diversity and Inclusion Fund.	Launch an updated program that is better adapted to Corporation needs.	Partner Services (People and Culture)	National (People and Culture)	All	Launch updated program for 2019-2020 funding year	Review complete. Revised program highlights include more funding for employee development, less money for internships, more periods to apply throughout the year and less paperwork by the managers pitching their project. 50% funding increase for 2019-20 fiscal year, which brought it to a total of \$300,000.
22	Workforce	Support managers and hiring managers with the hiring, development and retention of diverse staff.	Review recruitment process.	A higher percentage of unionized vacancies are published as per collective agreements (unaffiliated roles as per Workforce and Employment Policy).	Partner Services (People and Culture)	National (People and Culture)	All	Review completed by end of 2018	Recruitment process currently being reviewed as part of People and Culture modernization. Trainings on unconscious bias, disability and Indigenous outreach provided to Talent Acquisition team.

2018-21 Diversity and Inclusion Plan

National action plan for CBC/Radio-Canada

#	PILLAR (Content, workplace culture, workforce)	OBJECTIVE	ACTIVITY	OUTCOME	RESPONSIBILITY (CBC, Radio-Canada, MTIS, Partner Services, National)	SCOPE (CBC, Radio-Canada, MTIS, Partner Services, National)	GROUP TARGETED (All, Indigenous peoples, LGBTQ2+, people with disabilities, visible minorities, women)	YEAR	NOTES
23	Workforce	Increase the talent representation for senior roles.	Whenever pools are deemed underrepresented, discuss the option of an external search with diversity focus.	By June 2021, workforce representation of roles PB10 and above exceeds representation of July 2018.	Partner Services (People and Culture)	National (People and Culture)	Indigenous peoples, people with disabilities, visible minorities	Starting in 2018-19	Diversity and Equity conversation is a standard conversation topic when using an agency to support CBC/Radio-Canada in filling a senior management position. Based on further discussions with our Talent Acquisition team, the word "internal" was removed from the following activity statement: "Whenever internal pools are deemed underrepresented, discuss the option of an external search with diversity focus."
24	Workforce	Raise awareness of recruitment process among employees.	Coach employees on recruitment process, including on how to perform in interviews, with specific focus on underrepresented groups.	Increased retention and promotion of underrepresented groups.	Partner Services (People and Culture)	National (People and Culture)	All	Starting in 2018-19	A tip sheet to help internal candidates prepare for a job interview has been made available to all employees on Ed (our learning platform) and on Talent Acquisition intranet page. An article on our intranet was published. We also published a similar tip sheet for external candidates. This tip sheet is available on our career web site.
25	Workforce	Ensure continued adherence to the Employment Equity Act and Employment Equity Regulations	Mandate external firm to conduct internal audit.	Completion of risk assessment and development of management action plan based on findings.	Partner Services (People and Culture)	National (People and Culture)	Indigenous peoples, people with disabilities, visible minorities, women	By end of 2019-20, completion of management action plan (if applicable).	Audit completed. High level of compliance found. No outstanding activity remains.
26	Workforce	Focus on all aspects of the employee life-cycle.	Raise managers awareness about diverse employee retention, and explore retention accountability objectives while maintaining those related to hiring.	Hiring rate of each equity group higher than external labour force availability. Retention rate (i.e., voluntary turnover) of each equity group higher or equal to non-equity employees.	Partner Services (People and Culture) (launch) National (accountability)	National (People and Culture)	All	Starting with the 2018-19 performance dialogue	Retention reporting and communication started to be discussed with People and Culture Senior Management Team in Q2 2018-2019. Discussions started with our Senior Executive Team on how the information should be used.
27	Workforce	Become more transparent on the organization workforce makeup and external labour force benchmark.	Open reports to all employees in the Corporation, while continuing to protect confidentiality of employee responses to self-identification.	All employees in the Corporation can know how the Corporation is doing at the national level but also by components and departments.	Partner Services (People and Culture)	National (People and Culture)	All	Launch in fall 2018	Launched in April 2019 and every six months after. Ongoing.