

2018-2021 Diversity and Inclusion Plan – Action plan for CBC

#	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, LGBTQ+, people with disabilities, visible minorities, women)	YEAR	NOTES
1	Content	Use Census data as a tool to enable and track community reflection.	Work with 2016 Statistics Canada census info to publish new Station by Station Snapshots (Canada Today) to distribute to leaders, managers by Sept 2018.	Data can be used for program reviews, program development, staff meetings and to help radio.tv.digital teams and stations to set diversity goals and targets. e.g. Facts around three largest visible minority groups per location included - for every market.	CBC	CBC	ALL	2018 -2019	The Inclusion Calendar 2020 was created, launched and is being widely distributed across CBC. Canada Today 2018 is still widely in use and it's value has extended beyond informing programming decisions. Our Talent Acquisition teams are using Canada Today to assist with recruitment as well. We will be looking to produce an updated Canada Today report following the 2021 Statistics Canada census data release.
2	Content	Support creation of uniquely Canadian content that reflects our country in all its richness and diversity.	Provide stations and leaders with data and stats on the current makeup of each local community. Provide "report cards" that show for example, the amount of diversity evidenced on-air over a random period of time. Share best practices for increasing the amount of content that reflects their actual audience.	Our stations and programs reflect their communities - in all their diversity - and the business case around WHY more content from under represented communities drives up audience share. Diverse Canadians see THEIR stories on air and we grow audience.	CBC	CBC	ALL	By end of 2020	Widely distributed Canada Today reports that provide data and stats on the current makeup of each local community. Individual programs across CBC continue to measure diversity in their content. A new measurement tool/process at CBC is in the works with an aim to pilot in Fall 2020 that will enable us to provide programs with reports for on-air diversity.
3	Content	Launch new Measurement Instrument that will allow us to track and report on diversity of content on all platforms.	A CBC team has been put in place to research a tool that will replace the out-of-date ECHOES tool and give program makers and producers up to date info on how diverse their content is - on TV, Radio and digital. Are they reflecting the diversity in their own community or country? Reports are produced, shared and explained.	Gives us up to date metrics, facts and stats on how diverse programs are...for example a newscast in Vancouver or Halifax. The team can see how they scored on diversity of guests, key creative roles, experts, host, location of the story, topic and reporters. Allows us to produce "report cards" and be transparent around how we are doing when it comes to reflecting a community.	CBC	CBC	ALL	2019- 2020	A new measurement tool/process at CBC is in the works with an aim to pilot in Fall 2020 that will enable us to track and report on diversity of content across platforms.

4	Workplace culture	Document and agree on one objective related directly to diversity and inclusion in all annual objectives.	All annual objectives will include a goal that speaks to a commitment that leader has made around inclusion and human equity.	There will be SO much work being done throughout the organization that we will see true culture change - and the goals will lead to changes throughout the organization. Work that is led BY many teams and not just by our department. We evolve our approach so ownership for diversity & inclusion is shared throughout the organization.	CBC	CBC	ALL	Starting in 2019-20	Completed.
5	Workplace culture	At senior levels make inclusion effort a part of overall rating.	Inclusion efforts are tracked and used when doing year-end evaluations of ALL leaders.	This goal builds accountability into the work that we are doing and allows those who excel at this important work to be acknowledged.	CBC	CBC	ALL	2018-2021	In progress.
6	Workplace culture	Widely consult with staff while supporting inclusion projects including growing Employee Resource Groups (ERGs) outside of the GTA.	Continue monthly meetings with ERG chairs to ensure that the recommendations that come from the groups are discussed. Decisions are made around which ideas become "projects" that are supported by our department. Partner with other departments to support THEIR inclusion goals.	Projects allow diverse staff to take on leadership within the organization and help us to achieve goals that are key-- to not only culture change but human equity as a goal.	CBC	CBC	ALL	2018-2021	<p>The ERG program has grown to six ERGs with over 900 members across the company and we continue to partner with each group to support ongoing and new projects.</p> <p>Monthly Chair meetings continue, and each group has a dedicated Engagement & Inclusion (E&I) team member for added support and regular touchpoints to team and strategy. We continue to provide training and development for all ERG leaders.</p> <p>We continue to support ERG leadership teams to ensure each group has the infrastructure for success.</p> <p>We continue to partner with departments to support their inclusion goals, including the development of department-specific task forces focused on inclusion, anti-racism and matters of inequality.</p>
7	Workplace culture	Share, celebrate and more widely communicate success stories around Inclusion.	In August 2018, Department of Engagement & Inclusion launches first monthly newsletter - ONE COMPANY, MANY CULTURES sent to all ES - which highlights work being done - including success stories from all parts of the company.	Will improve understanding of what is being done around Inclusion and allow leaders in other cities to benefit and learn from success stories. Helps to demonstrate what our "wins" look like and how the culture is changing.	CBC	CBC	ALL	2018-2021	<p>Launched in August 2018. Monthly newsletter ever since.</p> <p>We have streamlined the newsletter and focused on developing areas where we had the most engagement.</p> <p>We have increased production to full versions monthly and snapshots bi-weekly in response to COVID-19 and the desire to engage more closely with staff.</p>

									We also launched the Inclusion Hub internal micro-site as a resource to create and foster an inclusive and equitable workplace.
8	Workforce	Develop diverse future leaders using Diverse/Developing Emerging Leaders Program and other initiatives.	Celebrate success stories from the Diverse-Developing Emerging Leaders program. Class 1 and 2 continue to work with future classes and take part in development opportunities. Fund coaching support for 8 graduates as a pilot in 2018. Continue to offer trained CBC mentors to diverse future leaders throughout CBC.	Well trained, future leaders take their place and help CBC achieve our inclusion goals AND inspire the next generation of diverse leaders to take on new roles within the company. Provides us with experts who can speak on the importance of inclusion. And they take on current, annual projects - such as National Indigenous Peoples Day event.	CBC	CBC	ALL	2018-2021	<p>A total of 46 DEL graduates at CBC continue to move into leadership positions and we track the process of all DEL grads across the company.</p> <p>We continue to provide coaching support throughout the year for both past grads and current DEL participants. Offer trained CBC Mentors to ALL DEL applicants.</p> <p>Working to find new ways to support the advancement of DEL grads within the company.</p> <p>DEL 4 was selected and have begun their program as of March 2020, virtually due to COVID-19.</p>
9	Workforce	Set hiring targets and achieve those targets over the 3 years of the plan.	Work to communicate stats on External Available Workforce so leaders know what the goal would be AND what the industry standard (stats) are for each station.	We move from compliance to Human Equity and have diverse staff that reflect the population of Canada ensuring our stations LOOK and sound like contemporary Canada. Year 1 Sept, we fund 6 placements in Toronto. Year 2 we move to funding 10 placements - 4 in cities outside of Toronto. 6 Placements within CBC. Share lessons learned from pilot with steering committee and stakeholders. Build plan for Year 3 goals.	CBC	CBC	ALL	2018-2021	<p>Completed second year of newly branded paid placements for Persons With Disabilities (PWD). The CAPE program (CBC Abilicrew Placements for Excellence) saw a total of 9 placements across the country, including 4 in cities outside of Toronto.</p> <p>Some CAPE remain at CBC after their 12-week placements. CAPE helps us increase the number of PWDs we employ and provides exposure and training for managers.</p> <p>CAPE year 3 is underway for 2020 - we have shared lessons learned from pilot and CAPE 2 with steering committee and stakeholders and will continue with model to fund placements nationally.</p> <p>A total of 10 positions have been agreed upon within CBC - 4 in Toronto and 6 outside of Toronto. Placements will commence in September 2020 and January 2021.</p>
10	Workforce	Educate leaders and staff in Cultural Fluency.	Building on our work around Unconscious Bias Training - create a pilot session with outside expert on Leading Across Difference. Deliver sessions - first in large	We will pay as much attention to differences as we do to what we have in common and be willing to accept and appreciate new ways of doing business...and that diversity IS our strength.	CBC	CBC	ALL	2018-2019	Our Learning and E&I teams have collaborated to develop a learning series called, Conversations About Race. We have piloted the first 2 modules in the series: Starting the conversation and About racism and privilege, facilitated group discussions designed to deepen understanding about systemic racism in the workplace.

			centres to help us to learn about how other beliefs, customs, experiences can exist within one company. A continuation of our ONE COMPANY/MANY CULTURES all day national meeting. 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.						Piloted Inclusive Teams, a three-hour training session as an Unconscious Bias 2.0 (combination of Cultural Fluency, Unconscious Bias, Workplace Integrity). The goal is to support CBC managers and frontline staff to improve inclusion and diversity in their workplace and content. To give participants practical tips, tools and information on best practices, including industry data, in this rapidly evolving area.
11	Workforce	Retain diverse staff and ensure use of best hiring practices for all candidates.	Review and improve how we prepare staff for interviews, methods for retaining diverse staff through continuous development and secondment plans. Identify and mitigate roadblocks that get in the way of diverse staff when they apply for more senior roles throughout their career. Select 6 high potential future leaders for additional coaching program.	More diverse staff are not only hired but promoted to senior roles throughout the organization. We produce stats that track attrition rate for diverse employees and follow up to create actions around how we can make sure those employees are being supported, especially those who may be the only diverse person in a station or unit.	CBC	CBC	ALL	2019 - 2020	We continue to provide coaching and mentoring opportunities for DEL participants / grads as well as ERG leaders.