

# NATIONAL ACTION PLAN

## CHOOSING EDI

### OBJECTIVE

### ACTIVITY

### OUTCOME

Understand the intersectional identities of our racialized employees to eliminate barriers to success within the Corporation.

Collect and analyze quantitative and qualitative data on the intersectional experiences of our workforce and harvest insights to develop a set of personas to be used as a tool.

Insights gathered to design new projects, policies and strategies to enhance racialized employees' experiences.

Support managers and hiring managers with the identification and removal of barriers to hiring, development and retention of staff from underrepresented groups.

Train workplace culture champions\* to support managers in eliminating bias in the talent management process (all aspects - e.g., salary advancement, development).

\*Workplace culture champions are teams such as Talent Acquisition, HR business partners, Total Compensation, EDI teams, and other Talent Management teams.

1) Map skills expected by workplace culture champions to support colleagues in advancing EDI and launch training (By March 31, 2022).

2) Build an assessment tool and schedule to assess workplace culture champions' EDI advising skills (FY 2022-23+).

Advance reconciliation with a better understanding of Indigenous issues throughout the Corporation.

Support the development of an Indigenous strategy.

Better adaptation of systems and practices to reflect Indigenous realities and meet their needs.

Deepen understanding of gender and sexual diversity (LGBTQ2+) in the workplace to identify and remove barriers to success.

Take part in a LGBTQ2+ workplace audit and act on findings.

Better adaptation of workplace systems and practices to better reflect LGBTQ2+ realities and meet their needs.

Contribute to a barrier-free Canada by 2040 as per the Accessible Canada Act.

Develop a Corporation-wide accessibility vision supported by a new accessibility plan.

Proactively eliminate and prevent barriers, and ensure greater opportunities for people with disabilities interacting with the Corporation.

# NATIONAL ACTION PLAN

## STRAIGHTFORWARD COMMUNICATIONS

OBJECTIVE	ACTIVITY	OUTCOME
Educate on the organization workforce makeup and external labour force benchmark through better communication to employees.	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.
Get staff and external partners to connect and engage with EDI through greater understanding of the business case.	Map out and share the landscape of EDI work in broadcasting on the Canadian stage (ex: Host an virtual forum for participants to exchange best practices on EDI).	Participants are exposed to a diversity of approaches to EDI work, and come away with new ideas for their own contexts. Initiative impact evaluated via participants survey.
Strengthen employees knowledge and trust of existing mechanisms to denounce discrimination.	Campaign to promote the mechanisms such as Be Heard, Antidiscrimination, Mediator, etc. (i.e., What are they used for, how do they work? How well do they work? Monitoring, Discipline Policy).	Employees: Better understanding of the different mechanisms and their functions.  Corporation: Validate if what is offered is relevant and meets the needs of our teams.
Strengthen the capacity of managers to implement the envisioned changes in EDI.	Twice annually, host a bilingual event showcasing promising practices throughout the Corporation that have been successful in promoting EDI.	Application of learning assessment conducted three months after each event.

# NATIONAL ACTION PLAN

## CONNECTED TO COMMUNITIES

OBJECTIVE	ACTIVITY	OUTCOME
Consult with communities that are underrepresented in our content to understand their needs and gather their advice, using a culturally informed approach.	Organize community advisory boards with selected communities that are not properly represented in our content. These boards and their activities are co-creations, bringing value to the communities they represent, and supporting our goals of evaluating content and offering suggestions on how to improve it. These activities will invite us to meet communities in their environments.	Understand the needs of underrepresented groups better, cocreate projects, review potential issues and offer advice around coverage.
To favor access to the media industry for underrepresented communities.	Use our expertise to provide sponsorships, internships and training to diverse talent, especially among the younger age groups.	More access to the media industry in the short-term and more youth from underrepresented groups choosing a study path leading to a media career.
Give back to our communities.	Use our expertise/resources to build reciprocal relationships with communities through training, workshops, partnerships, sponsorships, etc. (e.g. venue, training for up-and-coming content creators, access to our staff and managers through networking).	Increase our knowledge and build strong and mutually-beneficial relationships.
Showcase new talent.	Tapping into communities pool of talent: Organize networking events where managers meet with talent from underrepresented communities, including but not limited to, content creators (inspired by Radio-Canada's Synergies and CBC's Match UP and Development Workshops for Diverse Creators).	Increase the workforce representation in content creation and media line.
Consult with communities that are underrepresented in our content to understand their needs and gather their advice, using a culturally informed approach.	Expand and refine our knowledge of communities perceptions and expectations through surveys and other forms of consultations.	Provide insights, through research reports and presentations, on the difference of perceptions and media usage among diverse groups to inform our programs decisions.

# NATIONAL ACTION PLAN

## CONTENT FOR ALL

### OBJECTIVE

### ACTIVITY

### OUTCOME

Produce content that is representative of people living in Canada.

Establish editorial boards with underrepresented communities to enrich the focus of the content.

Authentic, nuanced and fair storytelling to increase diversity of the audience and engagement. Tap into a new audience. Serve better, be more relevant and have more impact.

Offer programs that accurately portray the diverse realities of people living in Canada.

Inviting on-air experts from diverse backgrounds to offer their perspectives on a wide range of topics, not only those related to their particular identities.

Expanding the scope of analysis and diversity of opinions brought on air.

Offer programs that accurately portray the diverse realities of people living in Canada.

Support and develop diverse talent in key creative positions, with a particular focus on independent producers.

A more equitable media industry, where the diverse talent gets a better chance to succeed.

Develop a culturally sensitive language guide to reflect the diverse realities of people living in Canada.

Work with representatives from underrepresented communities inside and outside the corporation to maintain the accuracy of language.

Use authentic and respectful language in our stories to accurately represent diverse communities, and increase their trust in Canada's public broadcaster.

Measure the diversity and the quality of our content.

Find outside people who can assess our editorial content, to evaluate how successful we are in expressing diversity. Develop evaluation tools.

Increase our awareness, identify the gaps to more accurately represent communities and identify opportunities.

# NATIONAL ACTION PLAN

## WORKPLACE CULTURE

OBJECTIVE	ACTIVITY	OUTCOME
Create opportunities for employees to learn about different communities and their own perceptions/biases.	Continue to provide and find new ways to promote other awareness training on issues and the reality of underrepresented groups, e.g. anti-racism training, the reality of people with disabilities, Indigenous peoples, gender and sexual diversity, etc.	Greater perceived openness assessed by impact survey.
Create opportunities for employees to learn about different communities and their own perceptions/biases.	Promote the unconscious bias training e-learning, identify barriers to accessing the training, make recommendations and advocate for their removal.	More than 80% of the staff have followed the Unconscious Bias e-learning.
Ensure that EDI capabilities are a hiring criteria for all management positions.	Amend the Rules and Procedures on the Hiring Process to extend EDI as a hiring criterion from PB8+ roles only to all management roles in the Corporation.	The retention of employees from underrepresented groups increases in comparison to results prior to policy change.
Measure managers' perception of their ability to be inclusive leaders.	Create surveys to capture managers' perception of available supports, and develop tools to address their feedback.	By 2025, see a 10% increase in the level of ability reported by CBC/Radio-Canada managers
Improve access to employee development at all levels of the organization.	Analyze collective agreements and operational challenges, and make suggestions to improve access to learning and development opportunities for unionized employees.	Identify barriers to learning & development, make recommendations and advocate for their removal.

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## WORKPLACE CULTURE

OBJECTIVE	ACTIVITY	OUTCOME
Make talent management, development, succession for underrepresented group members a priority starting at the top of the organization.	Develop a sponsorship program where each Senior Leader sponsors one high potential individual from underrepresented groups, starting with senior executive team (SET) members.	Promotion rate for protégés is higher than the rest of the employee population.  Barriers to development are identified and removed.
Recognize the contributions of employees to advancing EDI at the Corporation.	Develop and implement a system to recognize the contributions of employees who are not in formal EDI roles.	Formally recognize the labour of employees on EDI objectives.
Create brave spaces for all employees for conversations around EDI.	Development of managers' ability to create a psychologically safe environment, hold space for open dialogue and have courageous conversations via training.	10% increase in employee engagement score on questions on inclusion* for managers who have taken the training and additional targeted support for managers whose scores fall below the median.
Include EDI in the definition of CBC/Radio-Canada's success.	Promote managers' accountability by identifying a mandatory EDI priority as part of performance and development dialogue, to improve workforce representation and team inclusiveness.	EDI is considered everyone's business and at the forefront of our decisions.