

PROGRESS IN PROGRESS

**2022-2025
EQUITY, DIVERSITY AND INCLUSION PLAN**

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INTRODUCTION

MESSAGE FROM OUR PRESIDENT AND CEO

Nothing is more important to CBC/Radio-Canada than serving Canadians. Our audiences deserve our best, which is why we strive for inclusiveness and relevance every day in the stories we tell and share.

To achieve this, we must reflect Canadians' perspectives in everything we do, in our content and our workforce. While we have made tremendous progress over the past few years, we can do more. This document is our commitment to change.

Our 2022-2025 Equity, Diversity and Inclusion Plan, called Progress in Progress to reflect the ongoing nature of this work, makes sure our efforts turn into results. People from all across our organization, at different levels and from different backgrounds, provided input to develop this path forward.

Our plan has real targets to spur real action. It is a commitment to ensuring everyone has the same access to opportunities at CBC/Radio-Canada. We will tackle barriers that result in discrimination against people who are Indigenous, racialized, part of LGBTQ2+ communities, or have disabilities, so that they are represented throughout our organization, including in leadership. But representation is not enough — we will also improve retention by creating an environment where everyone feels welcome.

This ambition extends to the sets and writers' rooms of our shows. We will make more space for groups that are underrepresented in key creative positions, and help them to develop their talent through fellowships, internships and more. And to better serve Indigenous Peoples and promote Indigenous-led content to Canadians, we are developing a parallel Indigenous strategy in consultation with First Nations, Inuit and Métis communities.

Equity, diversity and inclusion are at the heart of our vision to be an inspiring public service media company, and with this plan, we are making them a part of how we measure our success. To be accountable to our audiences and ourselves, we will openly and diligently communicate our progress.

We want people of all backgrounds, identities and abilities to feel valued, seen and heard by CBC/Radio-Canada. Progress in Progress is critical to seizing the greatest opportunity we face: to continue to reflect contemporary Canada.



*Catherine Tait
President and CEO*

Catherine Tait

CONTEXT

PROGRESS IN PROGRESS

2022-2025 EQUITY, DIVERSITY AND INCLUSION PLAN

At CBC/Radio-Canada, we have committed to creating the personal, relevant, and engaging experiences that Canadians expect. This can only be achieved when all Canadians feel that their public service media truly reflects and celebrates them, their experience, and their perspectives in our content and in our workforce. We've made a lot of progress over the past years, but there's still more work to be done to truly reflect contemporary Canada. Our 2022-2025 Equity, Diversity and Inclusion (EDI) Plan builds on what we have done so far and sets a course for the future. We will continue to learn and improve as we go.

The 2022-2025 EDI Plan sets out our EDI vision, goals, programs and activities. This Plan shows where we are, where we plan to be in three years, and what steps are necessary to get there. It will focus our work, improve our accountability to Canadians, and make us an even better public service media.

PREVIOUS PROGRESS: IMPACT FROM OUR 2018-2021 PLAN

- We committed that by 2025, [at least one of the key creative roles](#) will be held by someone who is racialized, Indigenous, a member of the LGBTQ2+ community, or has a disability in all English and French-language commissioned programs, across scripted and non-scripted programming.
- We supported efforts to improve access to key production roles for Black, Indigenous and people of colour creatives by taking part in industry initiatives, such as [Access Reelworld](#) and [HireBIPOC](#).
- In 2020-21 alone, approximately 20 employees were hired in EDI roles or assigned as EDI leads in teams across our organization: People & Culture, CBC, Radio-Canada, Technology & Infrastructure, Corporate Development, Finance, and Legal Services.
- In 2020-2021, over \$750,000 was allocated through the Diversity & Inclusion Fund and matching funding from departments to provide internships and other development opportunities to employees from underrepresented groups, an almost 30% increase from 2019-2020. Over 40 employees were able to participate in these opportunities.

- In 2021, we rolled out new national unconscious bias training. As of November 2021, more than 75% of Corporation staff have taken the course.
- We prepared a [Gender Transition/Affirmation Guide](#) in partnership with LGBTQ2+ employee resource groups. We also retrofitted some of our buildings with updates such as gender-neutral washrooms.
- We held multiple workshops to deepen employees' and HR's understanding of disabilities in the workplace.

THE PROCESS BEHIND THE PROGRESS

Over the past year we measured CBC/Radio-Canada's current state of equity, diversity, and inclusion through quantitative and qualitative analysis. We consulted with labour unions and over 1,500 employees across the country through surveys, meetings, focus groups, and individual interviews. The results were used to build our strategic framework (vision, mission, pillars and purpose) which is the foundation of this 2022-2025 EDI Plan. This Plan has been reviewed and endorsed by our Senior Executive Team and Board of Directors. Each area of the company has adapted this national plan to their specific circumstances, to ensure we successfully drive EDI throughout CBC/Radio-Canada.

The process took place under the stewardship of the EDI Working Group of which the Senior Executive Team is a part. All of this work follows the principles of both the Canadian Human Rights Act and the Employment Equity Act.



Lou et Sophie, ICI TOUT.TV

REFLECTION ON SYSTEMIC RACISM AND SYSTEMIC DISCRIMINATION

2020 and 2021 brought the issues of racism and violence, especially anti-Indigenous, anti-Black and anti-Asian racism, to the forefront of our work at CBC/Radio-Canada. Each situation highlighted the need to accelerate progress on our current equity, diversity and inclusion efforts. This prompted our [public recognition](#) that systemic racism exists in Canada and within many of its institutions, including its national public broadcaster. In recognizing this reality, Catherine Tait, our President and CEO, reaffirmed our commitment to combating racism in all its forms, to removing structural barriers and practices that result in discrimination at CBC/Radio-Canada, and to improving our workplace culture in tangible ways.

EXPANDING OUR SCOPE

Adding 'E' to D&I

We have moved from D&I (Diversity & Inclusion) to EDI (Equity, Diversity and Inclusion) in our new plan to emphasize the importance of equity in any discussion of diversity and inclusion. The addition of **equity** acknowledges that in order to embrace the critical idea of inclusion, we have to recognize that people have different needs and may face unique barriers that have led to their underrepresentation. Equity goes beyond our previous focus on employment equity or numerical representation. It has us think about what we need to do differently to improve access to opportunities and address the impact of the barriers that various groups have faced.

EDI concepts explained. Jump to [page 16](#).

UNDERREPRESENTED GROUPS

Who are we referring to?

"Underrepresented" for us means members of a group whose access to many aspects of CBC/Radio-Canada content, contracts and workforce has been restricted due to formal or informal barriers. Members of most of these groups are currently employed at CBC/Radio-Canada in numbers lower than their proportion in the Canadian population and/or Canada's labour market. Our 2022-2025 EDI Plan aims to address this situation for women, Indigenous Peoples, racialized people,

people with disabilities and people from LGBTQ2+ communities.

Indigenous Peoples

Indigenous refers to First Nations (status and non-status), Métis and Inuit Peoples, either collectively or separately.

LGBTQ2+ communities

This abbreviation includes people who are lesbian, gay, bisexual, transgender, queer, two-spirit and from other gender and sexual minority communities.

People with disabilities

People with disabilities refers to those who have physical, mental, intellectual or sensory impairments, whether they be permanent, temporary or episodic. For the purposes of workforce reporting, all data collected on people with disabilities uses the definition of disability in the Employment Equity Act.

Racialized people

“Racialized people” describes people who are neither Caucasian nor white. It replaces “visible minorities,” which is considered outdated. The term recognizes that while race is a social construct, the process of categorizing people by race has assigned meaning and value to identities with real legal, social, economic and political implications in terms of equality and discrimination.

DISABILITY, ACCESSIBILITY AND EDI

CBC/Radio-Canada is developing concrete plans to become fully accessible. This means the proactive identification, removal and prevention of accessibility barriers. To develop a national Accessibility Plan, we are involving leaders in areas across the organization to establish our accessibility vision and objectives, and to become accessibility champions in their areas of work. We are also launching English and French Disability Advisory Councils so employees with disabilities can provide feedback on our very first national Accessibility Plan, and issues impacting people with disabilities in the organization.

STRATEGIC FRAMEWORK

AN ORGANIZATION-WIDE COMMITMENT

At CBC/Radio-Canada, we know that it will take organization-wide commitment to meaningfully achieve equity, diversity and inclusion in our content and our workforce. All of us — content creators, independent producers, union members, and many others — are working together to ensure that our content truly reflects the diversity of our country. From coast to coast to coast, we are committed to making sure that all people living in Canada feel valued, seen and heard by their public broadcaster.



Sort Of, CBC GEM

OUR EDI VISION

By 2025, our unwavering commitment to equity, diversity and inclusion (EDI) in everything we do makes us an inspiring public service media company and employer. As a catalyst for change, we stand strong in our values, creating space for learning, innovation and courageous conversations. We earn trust through inclusive content that connects genuinely with people and their realities.



Le Téléjournal with Céline Galipeau, Radio-Canada

DOING THE WORK

Our daily commitments

Choosing EDI

We will recognize and remove barriers by applying an EDI lens in all parts of our work.

We believe that equity, diversity and inclusion make us stronger as an organization and a better public broadcaster for Canadians. We adopt strategies that allow us to lead a sustainable transformation. We are purposeful about tracking success and remain open to continuous learning and improvement.

Key initiatives that support this pillar:

- Train workplace culture champions to support managers in eliminating bias in the talent management processes.
- Develop a National Indigenous Strategy that concentrates on four elements that focus on reconciliation: content, culture, workforce and community.
- Develop a Corporation-wide accessibility vision supported by a new Accessibility Plan.

THE SPECIFICITY OF INDIGENOUS ISSUES

Indigenous issues have been considered throughout the development of the 2022-2025 EDI Plan. While every initiative in this plan includes Indigenous Peoples, and the previous strategy brought some progress, as Canada's public broadcaster, we know that issues of Reconciliation must be approached independently and holistically.

CBC/Radio-Canada has been serving Indigenous communities across Canada since the establishment of the northern service in 1958, but we have never developed a specific Indigenous strategy. In light of recent calls to action, and a growing awareness of the unique realities of Indigenous communities, we are engaging Indigenous and non-Indigenous employees, as well as First Nations, Métis and Inuit communities across Canada, to determine what roles the public broadcaster can play in hiring and training Indigenous staff, serving Indigenous communities, and ensuring that all Canadians become more aware of Indigenous life in Canada. In alignment with the goals and activities of this EDI Plan, this National Indigenous Strategy is currently in development.

Content for all

We will ensure our content reflects the experiences of all people living in Canada.

We're taking a fresh look at the content we produce and commission on television, radio and digital platforms to improve representation of creators from across our society and to ensure a diversity of opinion and perspectives. We believe that for our content to be the best, it must reflect the experiences of our audiences, our content creators, and our employees. This means challenging ourselves to reach underrepresented communities and tell new stories, while recognizing that we need to rebuild trust where it is lacking. These new stories will be professional and accurate while also creating space for authenticity.

Key initiatives that support this pillar:

- Establish editorial boards with underrepresented communities to enrich our content.
- Develop databases across our organization to access a wider range of experts who are Indigenous, racialized, living with disability, or part of LGBTQ2+ communities, and who can offer their perspectives on a wide range of topics, not only those related to their identities.
- Improve the measure of diversity in our content.

Diversifying the Talent Pipeline

CBC/Radio-Canada is involved in numerous professional development opportunities to help build a diverse talent pipeline:

- The CJF-CBC Indigenous Journalism Fellowships and the CJF-CBC Black Journalism Fellowship established with the Canadian Journalism Foundation. The fellowships support ongoing education and training opportunities for young journalists, both in newsrooms locally and in high schools, colleges and universities across Canada.
- Internships with independent production companies who are members of l'Association québécoise de la production médiatique (AQPM) and mentorship opportunities with the Société des auteurs de radio, télévision et cinéma (SARTEC).

Workplace culture

We will foster EDI as a value shared and owned by everyone at CBC/Radio-Canada.

Diverse and inclusive teams drive innovation and are more successful. As an organization, we create spaces to learn, grow and collaborate. We also provide ongoing opportunities and support for all employees to ensure equity, diversity and inclusion in their everyday work.

Key initiatives that support this pillar:

- Develop a sponsorship program where senior leaders sponsor high-potential employees from underrepresented groups.
- Promote managers' accountability by identifying a mandatory EDI priority as part of performance and development dialogue.

Connected to communities

We will connect with underrepresented communities to better understand and meet their expectations and needs regarding CBC/Radio-Canada.

We believe that to better serve Canadians and ensure their voices are heard and realities are reflected in our content, we must be intentional about building closer connections with diverse communities, particularly those that are underrepresented.

Key initiatives that support this pillar:

- Expand and refine our knowledge of communities' perceptions and expectations through surveys and other forms of consultation.
- Organize community advisory boards with selected communities that are not properly represented in our content.
- Provide sponsorships, internships and training to talent from underrepresented groups, especially among younger age groups.

Straightforward communication

We will ensure accountability through openness and regular and authentic communication that unite us under a common vision.

Accountability and transparency are essential to supporting our EDI work at CBC/Radio-Canada. We know that organizations which drive sustainable change develop and refine metrics that give insights into the impact of their transformation. Through our communications, we will share our vision for EDI and keep Canadians informed of our progress. Our communications will support EDI engagement within the organization and externally, while encouraging broader discussions about EDI across the media industry.

Key initiatives that support this pillar:

- Increase transparency on the makeup of the organization's workforce external labour market benchmarks.
- Host a virtual forum for participants to discuss best practices in EDI.

Supporting Fair and Robust Journalism

CBC/Radio-Canada is taking action with other [public broadcasters](#) around the world and [Canadian media organizations](#) to support journalist safety. Violence against and intimidation of journalists and other media staff is increasing and these attacks inordinately target women, racialized and LGBTQ2+ journalists. We're advocating for industry-wide responses to end this behaviour.

OUR PURPOSE

To ensure all people living in Canada see their stories, perspectives and contributions to the country reflected in their public service media.

A REMINDER OF OUR VALUES

CBC/Radio-Canada's [four values](#) guide all of our decisions and actions. They help us build a culture that values everyone and their contribution to the work we do every day.

- **Creativity**
We are curious and driven to create.
- **Inclusiveness**
We are stronger together.
- **Relevance**
We have a passion for our purpose.
- **Integrity**
We stand up for what's right.



Paralympics Games, CBC and Radio-Canada

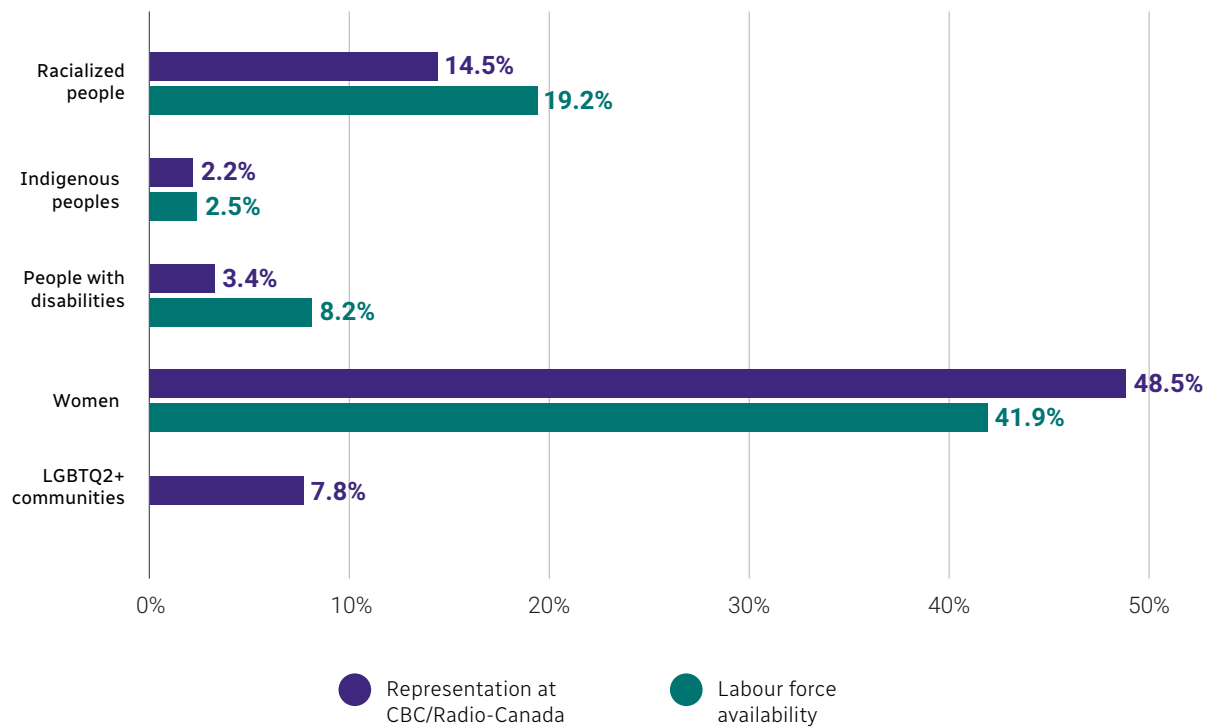
DATA + GOALS

A CHANGING WORKFORCE

Our audiences are evolving, and so are we. We are committed to creating and maintaining a workforce that reflects Canada.

Where we are (2021)

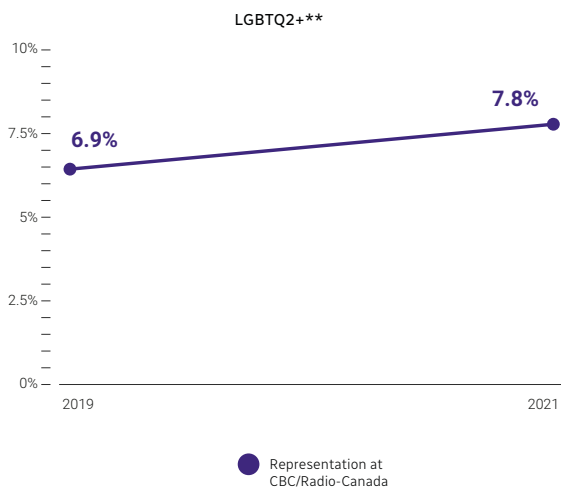
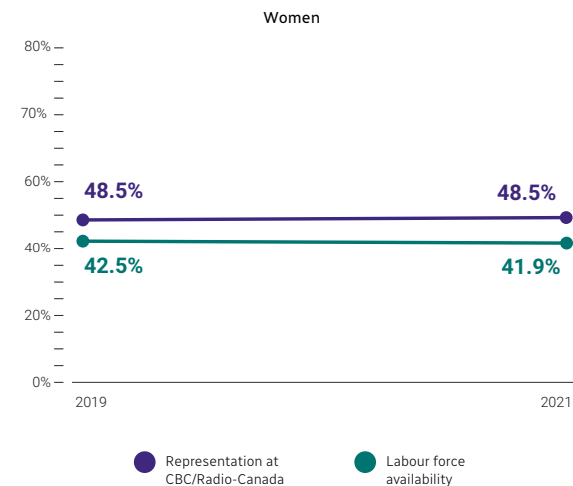
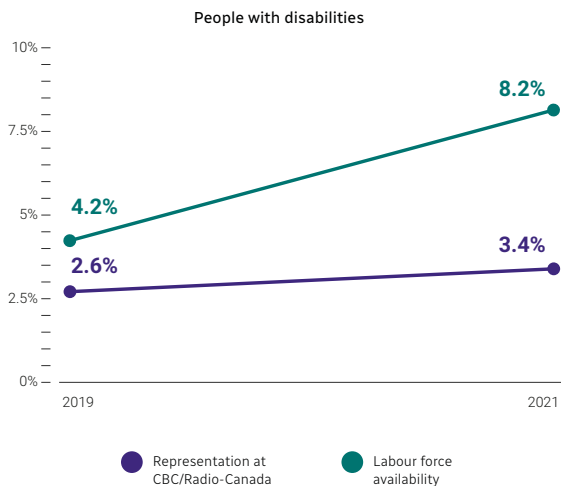
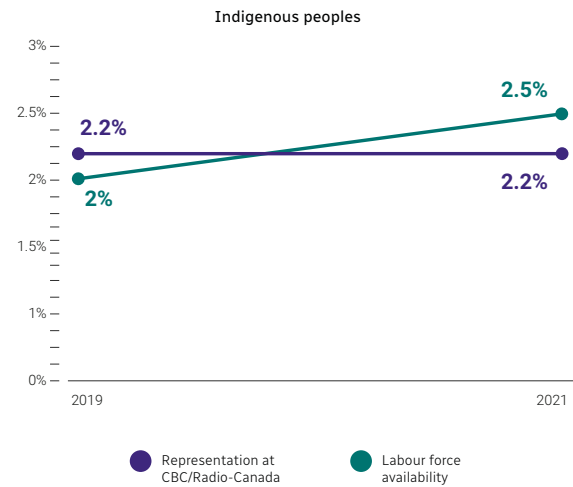
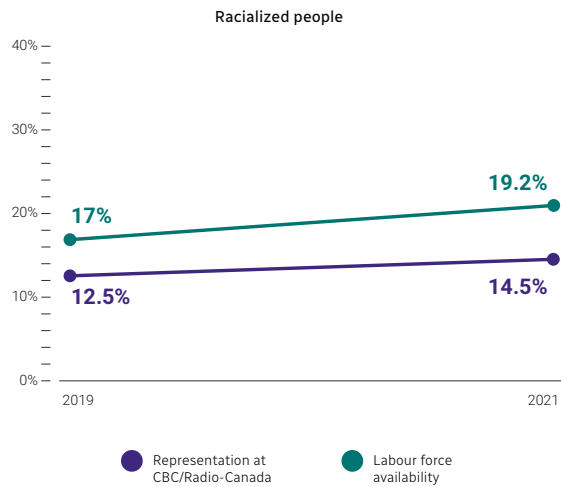
The workforce composition today



Canada Tonight with Ginella Massa, CBC

Where we were (2019-2021)*

Our data shows how our workforce evolved under our previous plan



* Reference period: January 1, 2019 to January 1, 2021.

** The Canadian Labour Force availability for this group is not available from Statistics Canada and is therefore not reported.

Our cultural census, a tool to support self-identification

Ensuring employment equity requires us to have up-to-date data on the composition of our workforce. We therefore ask all employees to voluntarily fill out a questionnaire about different aspects of their identity (e.g. disabilities and accommodation, ethnocultural diversity, gender and sexual identity, socio-demographic profile, languages spoken and linguistic affiliation, religion and beliefs). This data allows us to compare the representation rate for various groups within CBC/Radio-Canada with availability of those groups in the external labour market. We can then identify gaps and trends in representation or underrepresentation.

We organize our cultural census campaign annually because while some aspects of identity are static, others are more fluid. In 2021, our overall completion rate was 92% – an impressive result.

DATA INSIGHTS

To inform our 2022-2025 initiatives, we tracked the impact of our previous 2018-2021 Diversity and Inclusion Plan initiatives on our workforce. Here's what we observed:*

- We have increased the representativeness of management. The proportion of racialized people in management roles increased from 13.7% to **17.0%**, persons with disabilities from 2.4% to **3.7%**, and Indigenous Peoples from 0.7% to **1.3%**. While we remain under labour market availability, these gains are important. We are emphasizing translating these improvements in our executive roles through succession planning, retention and promotion efforts.
- Employees with disabilities, a group that includes more than a dozen different forms of disability, currently represent **3.4%** of our workforce, an increase of 0.9 percentage points between 2018 and 2021.
- Racialized employees make up **14.5%** of our workforce, an increase of 2.5 percentage points.
- Employees with Black heritage represent **4.2%** of CBC/Radio-Canada workforce in 2021, an increase of 1.8% from 2018.

- The overall representation of Indigenous Peoples within our workforce has remained constant, increasing by only 0.1% between 2018 and 2021. Members of our National Indigenous Strategy Working Group are paying careful attention to issues of hiring and retention of Indigenous Peoples to find sustainable solutions to increase representation.
- Employees who self-identified as LGBTQ2+ currently represent **7.8%** of our workforce, an increase of 1% from 2018 to 2021.
- We continue to be a gender parity leader in Canadian media. Across our organization, **63%** of management are women, exceeding labour market availability. This said, gaps remain. In 2021, the labour market availability for women in technical roles was 26.6% (management and union), yet they represented only 21.4% of our Technology & Infrastructure department's workforce. Women in tech will therefore remain a priority in our current plan.

We continue to set ambitious hiring targets to close the gap between our workforce and the labour market availability.

** Reference period: April 1, 2018 to January 1, 2021*

THE WAY FORWARD

Discover our hiring, promotion and retention targets

Commitment 1 Half of all new hires for executive and senior management positions will be Indigenous Peoples, racialized people, or people with disabilities; and

Commitment 2 Retention and promotion rates for Indigenous Peoples, racialized people, or people with disabilities will be doubled.



Tout un matin, Ici Radio-Canada

MONITORING + ACCOUNTABILITY

LISTENING, LEARNING, LEADING

Tracking our progress

As accountability is a core part of our EDI journey, setting up an accountability structure is essential to keep our progress on track. We will continue to use employee representation data to address the inequalities that exist in our workplace. We will also expand our metrics to gain insight into the transformation of our content, our community connections and our workplace culture.

The 2022-2025 EDI Plan has been developed with, and endorsed by, our President and CEO and all vice-presidents of our Senior Executive Team. The Plan was also presented to our Board of Directors and launched both internally and externally. It will be reviewed annually in order to incorporate new developments and learning. We will assess our progress and measure success against established objectives and activities, which can be found in the annex. We will also publish status updates on how we're doing.



Gary the Unicorn high five with Ian Hanomansing

ANNEX

ACTION PLAN

- [National Action Plan](#)

WORKFORCE ANALYSIS

The first three tables found at the following link show the Corporation's workforce makeup in 2019, 2020 and 2021. Industry availability is based on the results of Statistics Canada's 2016-17 surveys. The remaining tables show hiring goals where representation gaps remain.

- [Tables](#)
- [Observations](#)

CONCEPTS THAT MATTER

EDI explained

Accessibility

Accessibility refers to the design of products, services, environments or systems that seek to eliminate barriers that hinder the full participation of people with disabilities. Barriers can include physical, architectural, technological, communication or attitudinal obstacles, as well as obstacles in our systems, policies and practices. Accessibility leads to a better experience for everyone.

Anti-discrimination

Anti-discrimination is the active process of identifying and eliminating discrimination by changing systems, organizational structures, policies, practices, and attitudes, so that power is shared equitably.

Bias

An ingrained habit of thought, conscious or unconscious, that can lead to errors in how one perceives, remembers, reasons and makes decisions.

Brave space

An environment purposefully created so that participants can challenge their own (and each other's) ideas, engage in dialogue and where varying opinions are acknowledged, accepted and even encouraged. The notion of a brave space builds upon that of "safe spaces", acknowledging that courage and discomfort are necessary for growth and accountability.

Diversity

Diversity is the range of similarities and differences of individuals — for example, by national origin, language, race, colour, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, and family structure. Diversity also encompasses geographic or regional differences, accents, diversity of thought and life experiences, and other differences. A person is not and cannot be «diverse.»

Equity

Equity is the fair and respectful treatment of all people. Individuals may have different needs or face unique barriers to opportunities. We aim to actively remove these barriers by providing accommodations as necessary. This is different from equality, where everyone receives the same support and resources, regardless of their needs.

Inclusion

Inclusion is the appreciation of the full range of a group's diversity and the acknowledgment that differences between members contribute to a larger, richer whole. It occurs when people feel they are being treated fairly and with respect, that their contributions are valued, and that they belong. Inclusive organizations create spaces that are brave and welcoming for all.

Intersectionality

A lens for seeing the way in which various forms of a person's identities and experiences often combine to exacerbate discrimination or privilege.



Molly of Denali, CBC Kids