

PROGRESS IN PROGRESS

**PROGRESS REPORT: 2022-2025
EQUITY, DIVERSITY AND INCLUSION PLAN**

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CONCLUSION

HIGHLIGHTS

Content for All

- We launched an expanded slate of TV, audio and digital programming, focused on creating value for our audiences. Our most recent surveys show that over 80% of Canadians agree that CBC/Radio-Canada's content is of high quality and reflects the multicultural diversity of Canada.
- We introduced improvements to the ICI TOU.TV and CBC Gem platforms to make our content more accessible for audiences navigating with assistive technology.
- We dedicated significant time to ongoing dialogue with people and communities nationwide. These efforts have built valuable new relationships, resulting in meaningful connections and also inspiring new content: podcasts, entertainment and sports shows, and news stories.

Collaborating With the Industry

- We are proud to report that 51% of productions had 50% or more women in key creative roles, according to our [Women in Production Annual Report](#) for the 2022-2023 broadcast year.
- We supported long-term changes across our industry by signing new partnerships and building on existing ones to create more content for all people in Canada: AMI, AMI-Télé, APTN and Inuit TV.
- We collaborated with major industry players in Canada to increase the number of training opportunities for creators and journalists from underrepresented groups in the media industry, ensuring diverse voices and perspectives are amplified.

Connected to Communities

- We surpassed all expectations with [Collab](#), our partnerships program with public libraries across the country. Our in-person events are valued for their ability to promote local culture and build community engagement. From the very beginning, we aimed to build closer connections with diverse communities, particularly those that are underserved and underrepresented. To date, Collab has enabled us to connect with more than 34,000 Canadians in person, build new relationships with over 200 local community organizations, authors and artists, and visit more than 210 communities across Canada.

- We held consultations, making space for many groups to voice their ideas about representation, inclusion and programming at the public broadcaster. As part of our process, we held 27 consultations with over 900 people with disabilities around the country. We also met with over 20 Indigenous communities for in-person and virtual sessions across the country. Over 350 Indigenous people participated.

Our People

- We recognized the need to better support colleagues who are being harassed and threatened online and launched the [Newsroom Guide for Managing Online Harm](#) to provide resources, best practices and advice.
- We committed to tackling barriers that result in discrimination against people who are Indigenous, racialized, part of LGBTQ2+ communities or living with disabilities. Between 2021 and 2024, we saw significant improvements in the makeup of senior management roles, faster than the overall organization.
- We understood that ambitious hiring, retention and promotion goals must be accompanied by tools to understand and continually improve our workplace culture. We were therefore delighted to have been named one of [Canada's Best Diversity Employers](#) for 2024 and received a Platinum certification for gender parity for the fifth consecutive year by [Women in Governance](#).

And we're eager to continue doing better!

Message from the President and CEO

CBC/Radio-Canada's greatest strength is its proximity to Canadians. We know Canadians because we are on the ground in their communities and at their fingertips on their devices.

The public broadcaster's equity, diversity and inclusion (EDI) efforts are an extension of this proximity to our audiences. EDI is about ensuring that CBC/Radio-Canada as a media company reflects and represents all Canadians, and the wide diversity of experiences that they live every day.

While our 2022-2025 EDI Plan, Progress in Progress, sets out a clear path to ensure everyone feels they have a place at their public broadcaster, this work isn't new. It started long before 2022. But over the past three years, we have gone deeper. We are listening to our audiences. We are working with the people behind the programs we bring to Canadians. We are enriching our content by broadening the perspectives represented.

This progress report shows how far we have come. We have made great strides in our work to bring First Nations, Métis and Inuit perspectives to the fore with the launch of the National Indigenous Strategy in 2024. We also launched our Accessibility Plan in 2023, and I am particularly proud of how much we have done to make our coverage of the Olympic and Paralympic Games more accessible. For the first time ever, hockey fans could tune in to live play-by-play coverage for men's and women's hockey in Inuktitut and Eastern Cree at the Beijing 2022 Olympic Games. Our coverage of the entire Paris 2024 Olympic and Paralympic Games included Eastern Cree, Inuktitut, Quebec Sign Language, American Sign Language and described video.

We are hearing directly from Canadians who are delighted to have richer, more diverse and more accessible content that reflects them and their needs. We will continue to put our audiences first, in line with our mandate to inform, enlighten and entertain all Canadians.

A handwritten signature in black ink that reads "Cath Tait". The signature is fluid and cursive, with the first name "Cath" and the last name "Tait" clearly distinguishable.

Catherine Tait
President and CEO, CBC/Radio-Canada

INTRODUCTION

Equity, Diversity and Inclusion at Your Public Broadcaster

In 2022, we celebrated important programming milestones such as the 40th anniversary of CBC Cree Television and the 50th anniversary of its radio counterpart. Diversity has been part of CBC/Radio-Canada's identity for a long time, but our understanding of it has deepened significantly over the years. What began as an openness to the representation of certain people has now evolved into a comprehensive commitment to prioritize equity and inclusion across our platforms and stations. We have made tremendous strides in transforming our organization to better reflect contemporary Canada, and we are eager to present the fruits of our labour in this progress report.

Our mandate to serve ALL Canadians distinguishes us from all other broadcasters in this country. We commission more original programs that celebrate Canadian creative talent and/or achievements in Canadian arts and culture than all the private broadcasters combined! As such, when we launched our 2022-2025 Equity, Diversity and Inclusion (EDI) Plan, we made a deliberate choice to accelerate our progress rather than settle for incremental change. We prioritized offering you programming that reflects your cultures and geographies because, ultimately, doing so supports the entire industry.

We seized an opportunity to hire new talent with the right knowledge and experience to help us think and create differently, all the while preserving our core identity. We also encouraged existing employees to expand their skill sets to understand the changing nature of society, thus helping us earn and sustain the trust of today's audiences. The path forward has not been without difficulties. Yet, in our field, we know that immobility means irrelevance. What emerged was a rich dialogue, an impressive mobilization, and now, results we are proud to share.

The work that resulted has received awards and prizes. Some of the most touching were messages sent after seeing characters that feel "just like me" or hearing an informative interview. We are a diverse organization united by a shared mission: to inform, enlighten and entertain; and to reflect Canada's regional and cultural diversity.

The present report provides an overview of the progress we have made between January 2022 and October 2024, and details the changes we've seen in four key areas: our content, our collaboration with the industry, our ties with communities, and our workforce.

PROGRESS MADE

“I like it when you talk about francophone organizations like Envol or the old city hall in St. Boniface. It's important to follow up on these stories. I like to know how it's going to end. I share the links with my children. They too want to know.”

– Radio-Canada Community Consultation Participant, Manitoba

CONTENT FOR ALL

CBC/Radio-Canada commissions more original comedies, dramas, documentaries and programs of national interest than all the private broadcasters combined. These programs celebrate Canadian creative talent, cultural diversity and achievements in local arts and culture.

We believe that for our content to be the best, it must reflect the full spectrum of our audiences', creators' and employees' experiences. Over the past three years, we've reached out to people and communities across this country to tell captivating stories across all our platforms. We're taking a fresh look at the content we produce, commission and showcase on television, radio and digital platforms to elevate the representation of creators from across our society, and to ensure a diversity of opinion and perspectives. A few standout shows that reflect this commitment include the following:

- In English: [The Knowing](#), [Sort Of](#), [Allegiance](#), [For the Culture](#), [The Porter](#), [Uprooted: The Plantemic](#), [Who Do You Think I Am?](#), [21 Black Futures](#), [Bones of Crows](#) and [Run the Burbs](#).
- In French: [Fred l'handicapé](#), [Lakay Nou](#), [Policier autochtone](#), [L'insolence du quotidien](#), [Vous pouvez rêver](#), [Pa t'mentir](#), [Six degrés](#), [L'autre moitié de l'histoire](#) and [Kuei! Kuei!](#).
- Films, documentaries and series telling the stories of the LGBTQ2+ community are available year-round on [CBC Gem](#). [Le dernier placard - Vieillir gai](#), a documentary on the reality of LGBTQ2+ seniors, and other shows are available on ICI TOU.TV. The podcast [Fais un homme de toi](#), available on OHdio, won an award at the Gala de la Fondation Émergence, a non-profit organization dedicated to combating homophobia and transphobia in Quebec.

- CBC News broke new ground when Adrienne Arsenault became the [first woman to be appointed chief correspondent for CBC](#) and took the helm of CBC's flagship newscast [The National](#).
- With its project [Les nouvelles en LSQ](#), Radio-Canada hired its first Deaf host. This project is a digital weekly recap of national news in Quebec Sign Language. The pilot was so successful that it was renewed.
- The all-woman radio team from [CBC North Cree Unit](#) won a prestigious Gracie award. Marjorie Kitty, Dorothy Stewart and Betsy Longchap took top honours in the local radio category for their weekday shows in East Cree, [Winschgaoug](#) and [Eyou Dipajimoon](#).
- The first seasons of [Ça ne se demande pas](#) and [Des familles comme les autres](#), as well as the series [Viens souper](#) and [Ces animaux qui nous veulent du bien](#), were added to [ICI TOU.TV](#) and OHdio to showcase the perspectives and experiences of people in Canada living with disabilities.
- We provided coverage of the 2023 [North American Indigenous Games](#) (NAIG) in Halifax. We were able to celebrate with thousands of young Indigenous athletes and their communities.

Removing Barriers to Delight All Audiences

We significantly increased accessibility of the broadcast of the Olympic and Paralympic Games. We provided coverage of the entire Paris 2024 Olympic and Paralympic Games, as well as the Beijing 2022 Olympic Games opening and closing ceremonies with unparalleled accessibility by streaming live in English, French, Eastern Cree, Inuktitut, LSQ (Quebec Sign Language), ASL (American Sign Language) and described video. In Beijing, we provided live play-by-play coverage for men's and women's Olympic hockey in Inuktitut and Eastern Cree, and in Paris, a daily summary of the Olympic and Paralympic Games in LSQ.

Also, as with the Olympic Games Paris 2024, the first Games to achieve full gender parity, Radio-Canada also had a gender-balanced team of analysts.

Record-breaking digital audiences consumed a total of 24.3 million video hours of Paris 2024 content on CBC/Radio-Canada digital and streaming platforms, up 170 percent over Tokyo 2020 and 121 percent over Beijing 2022.

- Following a call for projects aimed at Asian communities, Radio-Canada produced the podcast [Le restaurant de mes parents](#) (in French), which invites the children of restaurant owners to discuss, over a good meal, their life experiences and those of immigrant communities who have settled in Quebec.
- For Pride Month, our [CBC Kids News](#) and [MAJ](#) teams covered a number of important stories from LGBTQ2+ communities. Here are a couple of notable ones: [Just in time for Pride Month, learn what 2SLGBTQQIPAA+ stands for](#), [It's Pride Month! Test your knowledge with our quiz](#), [2SLGBTQI+ : 2S, ça veut dire quoi?](#) (French only), [4 trucs pour faciliter ton coming out](#) (French only).
- Every year, CBC has broadcast The Black Academy's award show, [The Legacy Awards](#), which features performances, award presentations and tributes honouring both established and emerging Black Canadian talent.
- Since January 2022, CBC newsrooms across the country have held at least 45 editorial boards or listening sessions. Many more are planned! They have been held with First Nations, in low-income neighbourhoods, in rural communities, with Black Changemakers, as well as in high schools and community centres hosting highly diverse populations.
- In May 2022, Radio-Canada launched [Pour toi Flora](#), the first fictional drama written, directed and produced for a major French-language network by Indigenous artists. The series won the C21 International Drama Awards in London, and both the Diversify TV Awards and CANNESERIES in Cannes. The [original French version](#) and a [dubbed version in anishinaabemowin](#) are available.
- Digital content promoting disability awareness for kids and youth is available on CBC and Radio-Canada. Check out [CBC Kids' videos for the International Day of Persons with Disabilities](#) and [MAJ's L'ABC Handicaps](#) series.
- CBC North hit a noteworthy milestone with [the first HD television broadcast](#) of their weeknight news programs *Igalaaq* and *Northbeat*.
- Radio-Canada offered remarkable productions showcasing Black stories and experiences, including the documentary series [Afro Canada](#), the podcast [Résistance](#), and [Lakay Nou](#), a series that addresses the daily life of a Haitian family. *Lakay Nou*, meaning “our house” in Haitian Creole, is the first francophone series in Canada featuring a cast predominantly from Black communities, in front of and behind the camera.

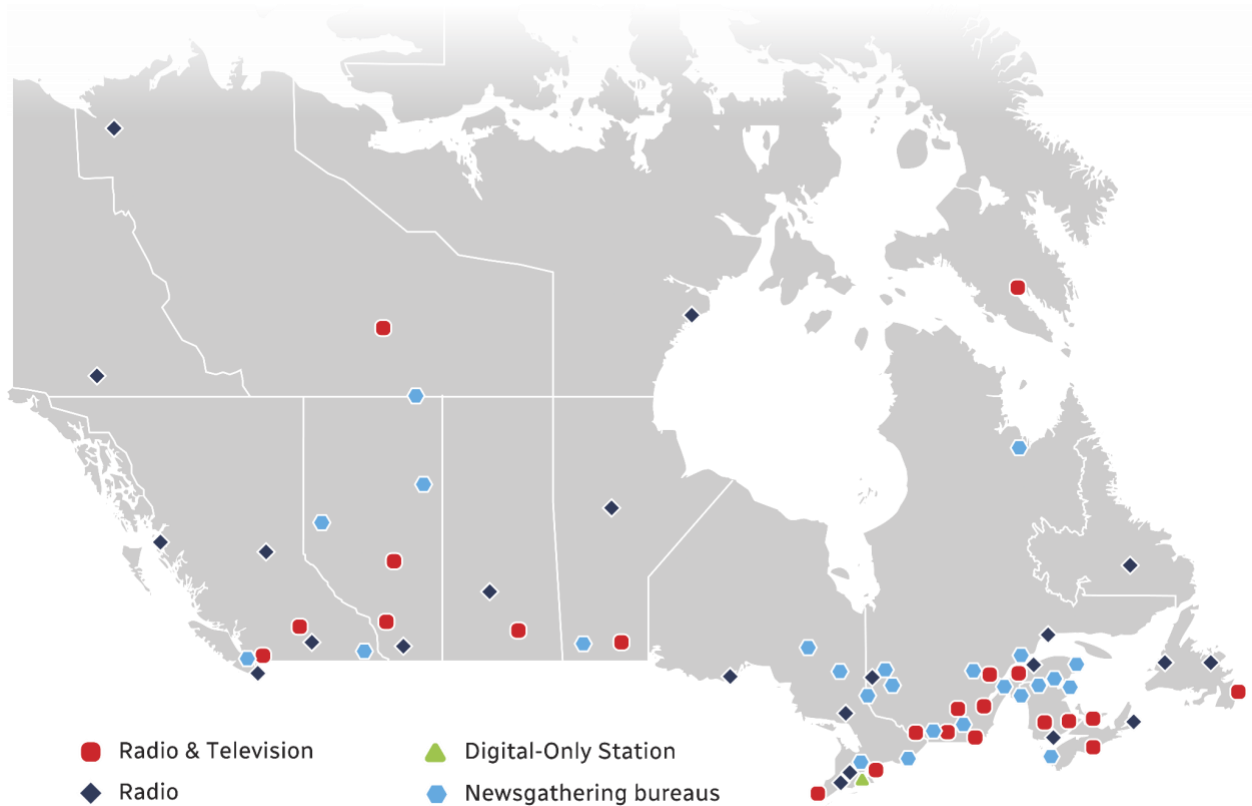
- Our CBC local teams celebrated Asian Heritage Month with profiles of Asian people all across the country. Read some of their stories: [CBC Ottawa](#), [CBC Saskatchewan](#), [CBC Vancouver](#), [CBC Calgary](#) and [CBC Quebec](#).
- [CBC Kids News](#) is now available in dark mode, which helps individuals with sensitivity to bright light or visual processing challenges access content with greater ease. Some examples of other websites or apps already available in dark mode are CBC Lite, CBC News, CBC Listen, Radio-Canada Info, OHdio and Mauril.

Amplifying Creativity

CBC Vancouver held the first *The Nature of Things* workshop in February 2023. This initiative provided experience in science and nature filmmaking to emerging filmmakers from British Columbia, Yukon and Northwest Territories who are Indigenous, Black, racialized and/or have disabilities. Nineteen content producers with various filmmaking backgrounds, from emerging to experienced, participated. The Vancouver pilot was the catalyst to what became *The Nature of Things* road show with teams stopping in Halifax, Montreal and Winnipeg. To date, the following short documentaries were produced or are currently in production by graduates of the workshop:

- [My Pet Assassin](#), launched on CBC Gem.
- *The Bird in My Backyard* will launch on CBC Gem on December 17, 2024. This documentary won the [Buzzies](#) Award for Best Factual – Short Format and the [Jackson Wild for Shorts](#); the producer also won the [Jackson Wild Rising Star Award](#).
- *Ugly Fish* is currently in production.

We Put the Entire Country On-Air



Atlantic Provinces

CBC Community Advisory Board

The CBC Nova Scotia community advisory board comprises 25 members who are African Nova Scotians and persons of African descent living in Nova Scotia. Their perspectives and lived experiences are integral to telling the complete story of the Black experience in the province. Board members meet with a team of CBC journalists to provide advice about specific reporting projects and long-term editorial outlooks as well as offer general feedback on CBC content. The [Black Changemakers series](#) on CBC Atlantic is one of the ways we are recognizing Black people in each Atlantic province who create positive change through actions big or small.

Zak : Dompteurs de défis

Radio-Canada launched the new kids' show [Zak : Dompteur de défis](#). In a circus atmosphere, children had the opportunity to meet Zone Jeunesse characters (Agent

Jean, Bill Bestiole, Daniel Coutu, etc.) and helped Zak, the main character, meet a series of challenges. Over 10 communities were visited in New Brunswick, Nova Scotia and Quebec, with many events having a special focus on the participation of Indigenous Peoples and newcomers to Canada (e.g., Montreal North, Saint-Léonard, Les Escoumins, Sept-Îles, Baie-Comeau, Dieppe, Halifax, Shippagan).

Central Provinces

The Village: The Montreal Murders

[CBC Podcasts and Radio-Canada OHdio teamed up](#) on a groundbreaking collaboration to create the podcasts [The Village: The Montreal Murders](#) and [Le Village : meurtres, combats, fierté](#). Both put the spotlight on early 1990s Montreal, where the LGBTQ2+ community was shaken to the core by the unsolved murders of 17 gay men.

Panel about Indigenous Peoples in the media

Indigenous colleagues from various Radio-Canada stations answered the KWE! Festival's call to share their insights and expertise at a [panel about Indigenous communities in the media](#).

Franco-Ontarian book recommendations

To celebrate Franco-Ontarian Day, Radio-Canada asked poets, novelists and a bookseller to offer a selection of local favourites. Check out [Livres franco-ontariens à dévorer](#).

Prairie Provinces

CBC Docuseries *Push*

Pulling back the veil on life as a wheelchair user, [Push](#) is a groundbreaking CBC original docuseries that takes audiences into the inner world of the “Wheellie Peeps,” a group of friends in Edmonton bonded by their shared experience of life on wheels.

Asian Heritage Month

To mark Asian Heritage Month, CBC Calgary — with the help of an internal and external committee — named five Asian Changemakers for 2024. Their contributions were highlighted through a series of video profiles. CBC Calgary partnered with the FascinAsian Film Festival to premiere the series and hold a panel discussion with the Asian Calgarians. Check out this [CBC story](#) about the event.

Ullumi ᐅᑦᓂᐅ – Regard sur l'Arctique

With the Radio-Canada podcast entitled [Ullumi](#), Isabelle Chapadeau, an Inuk from Nunavut, shares her knowledge of northern art, nature, education and Indigenous cultures, along with issues of the day important to Inuit. Ullumi means “Today” in Inuktitut.

Reimagining Our Future, Reflecting on Our Past

“The archives have so much important information. These stories are priceless and in our language. They are the Elders explaining what it means to be Dene or Métis. Identification for our youth is very important and they need to hear this — it’s where we come from. The information that the CBC has must be shared.”

– Participant from the Yellowknife Indigenous engagement session.

Truth and Reconciliation is not a goal — it’s a process. Renewing relationships with First Nations, Inuit and Métis calls for respectful, sensitive and collaborative partnerships. It also calls for an exploration of our collective past and recognition of possible harms committed. As Canada’s public broadcaster, CBC/Radio-Canada holds archives that can shed light on this past, educate future generations and help us move forward.

A better understanding and acknowledgement of the past will help us chart our course as a public broadcaster, learn from our experiences and build a better future for all. As such, we are commissioning a study of our past coverage to better understand our reflection and representation of First Nations, Inuit and Métis.

As part of our 2022-2025 EDI Plan, we focused on improving representation in our content of all the people who make up society, as well as their participation in creative and production roles. Our understanding of what it takes to engage audiences representing contemporary Canada will continue to evolve thanks to feedback.

News. People in community consultations continually identify access to local news by their public broadcaster as a critical priority. Access to news in Indigenous languages is considered a

lifeline. We also heard that improving closed captions and audio descriptions would make a big difference to those who experience barriers to video content.

Characters and tone. Participants expressed a strong desire for well-rounded characters in compelling, multifaceted roles. They enjoy storylines that go beyond solely focusing on struggles with one's culture, disability, sexual orientation or gender identity. Our audiences also seek balance: more programming that celebrates joy and community strengths alongside content addressing historical hardship. As one consultation participant put it, "Make sure that stories of hope and humour are included in what gets commissioned; not just stories of trauma."

Content curation. The proliferation of viewing platforms results in an exponential volume of available content. Our audiences want us to facilitate discoverability and access to our content in English, French and Indigenous languages. For example, participants in our consultations about accessibility suggested intentional curation of disability- and/or accessibility-related content. Feedback indicates a clear preference for year-round programming that features multiple stories and voices, beyond the context of specific heritage months or commemorative days.

COLLABORATING WITH THE INDUSTRY

“This was such an empowering and informative event. I can’t think of another time where I’ve had such tangible insight about what happens behind the scenes to get a show in development or greenlighted. Also met with so many BIPOC [Black, Indigenous, and people of colour] creatives and felt more encouraged by seeing that everyone’s path to success is different but doable.”

– Participant in a CBC Entertains and BIPOC TV & Film Collaboration

A public broadcaster’s support to artists, performers, writers, creators and producers plays a critical role in the nurturing of new talent and new voices. More than ever before!

Our Conditions of Licence

One of the most significant developments during the implementation of our 2022-2025 EDI Plan was [the renewal of our broadcast licences](#) by the Canadian Radio-television and Telecommunications Commission (CRTC). Our new five-year licences, which came into effect on September 1, 2022, recognize our commitments to supporting underrepresented groups in our productions.

The CRTC has introduced a new approach: A certain percentage of CBC/Radio-Canada's spending on independent production must be dedicated to Indigenous producers and, separately, to producers located in official language minority communities (OLMCs). Additionally, there is an overall spending requirement related to independent producers and production companies from the following groups: Indigenous Peoples, OLMCs, racialized people, LGBTQ2+ and persons with disabilities. Regular consultations with members and producers from those groups across Canada are also part of this new approach.

Expanding Opportunities

For us, expanding opportunities in content means unlocking opportunities in newsrooms, in the shows we produce, as well as in the stories we tell in partnership with independent producers. There are several ways that we’ve been actively working with the media industry:

- In 2023, CBC, Netflix and APTN greenlighted *North of North*, a [new Arctic comedy series](#) filmed in Nunavut. Meanwhile, Radio-Canada launched a pilot program to [support](#)

[Indigenous creators in the pre-development stage of their project](#) in collaboration with the Indigenous Screen Office and APTN.

- 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 February 2024, CBC launched its second year of the [AccessCBC](#) program, in collaboration with the Disability Screen Office. This national initiative for Deaf and disabled creators provides training, mentorship and, on select projects, financing support to create scripted, unscripted and kids-based content.
- In 2018, CBC/Radio-Canada began voluntarily compiling data on gender parity in key TV production roles — producer, director, writer and showrunner. Our data includes original Canadian, external independent production, and content commissioned by CBC and Radio-Canada (feature films not included, except for CBC Films). Our latest [Women in Production Annual Report](#) indicates that 51% of productions had 50% or more women in key creative roles for the 2022-2023 broadcast year.

Protecting Journalists From Online Harm

“[I] switched to more behind-the-scenes roles (from reporting); it caused me to be anxious every time I filed a story.”

– Media worker, [Canadian survey of online harassment](#)

Online threats have offline consequences. We know that some journalists, media personalities and others who work in the industry are leaving as a direct result of abuse or self-censoring. The diversity of perspectives in newsrooms suffers when that happens.

Online harm disproportionately affects those who are most marginalized, including women, racialized people and LGBTQ2S+ (Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Two-Spirit) people. Just as we wouldn't send journalists into dangerous environments without taking the necessary precautions to prepare and protect them, we need to do more to protect those going into online danger zones.

As part of #NotOK, our ongoing initiative dedicated to supporting journalists and media professionals against online harm, in May 2022 we launched the [Newsroom Guide for Managing](#)

[Online Harm](#). This guide is available to all news organizations and provides resources, best practices and advice for those working with individuals or teams that are subject to online harm.

Mentorships and Internships

“As a freelancer, I would often spend nights working on a story and getting lost in the potential directions I could take. On those late nights, I realized that I was missing the guidance and camaraderie that comes from working with a team.

That guidance and camaraderie is what I found during my short time with CBC Indigenous.”

– 2022-2023 CJF-CBC Indigenous Journalism Fellow

- Fellowships with the Canadian Journalism Foundation (CJF) continued to support ongoing education and training opportunities for young and emerging journalists across Canada. The program provides essential hands-on experience in a professional setting where their work gains visibility, and they can build valuable industry connections— all while being fairly compensated. According to the CJF, 80% of Indigenous Journalism Fellows are currently working in Canadian journalism, while the remaining 20% in journalism-adjacent roles directly benefited from their fellowship experiences. Meanwhile, 92% of Black Journalism Fellows are still working in journalism or related fields.
 - The [CJF-CBC Indigenous Journalism Fellowship](#) has provided early-career Indigenous journalists a stipend and the opportunity to explore issues of interest while being hosted for one month at the CBC News Indigenous Unit in Winnipeg. The program has helped foster the careers of 24 journalists since 2014. Read [this piece for CBC News](#) by a 2022-23 Métis Fellow whose specific interest is in investigative journalism.
 - The [CJF-CBC Black Journalism Fellowship](#) cultivates future Black media leaders by providing a unique opportunity for an early-career Black journalist to receive full-time stipend and mentoring at a CBC/Radio-Canada station (in English and French), among other options. Since 2020, six journalists have trained in our newsrooms. Read [this piece for CBC News](#) by a 2023 Fellow.

- Radio-Canada’s Cross-Platform Reporter Program supports those aspiring to have a career in journalism with the public broadcaster. This training and paid temporary placement program has now ushered 17 cohorts since it was launched in 2017. Proof of the program’s success is found in the number of past participants who are now enjoying rewarding careers in our stations across the country: 75% of graduates went on to work for Radio-Canada for at least one year.
- CBC’s On-Air Talent program completed its fourth year. This program provides opportunities for broadcast professionals with a disability to gain training and experience as an on-air host. The 2023 cohort hosted the following radio specials: [Better Late](#), [Comedy Underdogs](#) and [Playing by Ear](#).
- Since 2022, Radio-Canada has supported 18 professional development opportunities for talent from historically underrepresented groups. Some were internships with independent production companies who are members of the *Association québécoise de la production médiatique* (AQPM); others were mentorship opportunities with the *Société des auteurs de radio, télévision et cinéma* (SARTEC).
- Radio-Canada held an in-person and online masterclass with the *Lakay Nou* series’ creators and producers to demystify the process of pitching and producing a series for aspiring producers from underrepresented groups.

Building New Pathways to Journalism

“We know Manitoba is full of engaged, diverse storytellers and we also know that there are systemic barriers that marginalized groups face when entering journalism as a career. CBC Manitoba Pathways aims to be that bridge — or pathway — into journalism.”

– Nadia Kidwai, CBC Senior Producer and Project Lead

Manitoba Pathways Program

Emerging journalists from racialized and other marginalized backgrounds can face significant barriers when pursuing careers in media. In Winnipeg, in 2022 and 2023, we ran CBC Manitoba Pathways as a developmental program for emerging journalists who don't necessarily have formal journalism backgrounds or experience in a Canadian newsroom. The program was a five-month, paid development opportunity for emerging journalists from racialized and

other marginalized backgrounds who are passionate about becoming reporters but might not have any formal training in journalism or experience in a Canadian newsroom. [Let Nadia tell you more!](#)

Indigenous Pathways Program

The success of CBC Manitoba Pathways led to the launch of a similar program adapted to Indigenous realities. CBC's Indigenous Pathways program is now in its third and most exciting year yet! This paid, full-time, nine-month learning opportunity supports six aspiring and promising First Nations, Inuit or Métis candidates to hone their skills, while receiving mentorship and development opportunities in various locations from coast to coast to coast.

If you're wondering who they are and what they do, let Sis'Moqon in Halifax [show you more](#).

The program is an important stepping stone for journalists, with four of the original six cohort members now working in full-time positions with CBC News. Their work is already having a big impact, with award nominations, and Paris Summer Olympics coverage by [program graduate Vanna Blacksmith](#). In this video, Vanna tells you [the importance of her Indigenous lens](#) at the Games.

New and continued partnerships mean more compelling storytelling and a wider reach.

- We announced a new collaboration with APTN to create more Indigenous content for all Canadians.
- Partnerships with [AMI](#) and AMI-Télé, a multiplatform media company made for Canadians of all abilities, enable us to offer a selection of their content on our platforms [CBC Gem](#) and [ICI TOU.TV](#).
- CBC News and Inuit TV [announced a new partnership](#) to support both broadcasters' commitment to preserving and promoting Inuit languages through programming. The agreement will provide Inuit TV with the rights to air *CBC News: Iglaaq* and allow CBC's Inuktitut-language supper-hour news broadcast to reach new audiences.

Broadening Our Supply Chain

We regularly collaborate with small, medium and large businesses across the country to carry out our operations. We work together to make our procurement process open, fair, accountable,

transparent, consistent, cost-effective and cost-efficient. In 2023, we launched a Sustainable Procurement Initiative to reduce the environmental impact of our operations while promoting inclusive practices and diversifying our supply chain. We're aiming to work with more suppliers who, like us, have established policies, programs or practices that help protect the environment and diversify the supply chain.

Want to be a supplier? Register on our [new supplier portal](#). Being registered doesn't guarantee a contract, but we're looking for suppliers from all regions of Canada offering a variety of products and services. If you're interested in being considered for a supply agreement with CBC/Radio-Canada, review our [Procurement policy](#).

CONNECTED TO COMMUNITIES

“Very enthusiastic, energetic, fun people and event 😊. Great work! You should clone yourselves to bring more joy into the world.”

– Participant, CBC Kids Book Club Live at Richmond Public Library (August 2023)

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

Nouvelles voix

“I don’t think that [Radio-Canada] content creators realize the great power they wield in their decision-making role.”

– Person interviewed about how to diversify our audience

Radio-Canada held multiple rounds of *Nouvelles voix*, internal events to introduce news and content teams to experts from a wide range of fields and industries: marketing to public policy, AI, linguistics, or even synchronized swimming. These experts are also Indigenous people, racialized people, people with disabilities, people from LGBTQ2+ communities and francophones from official language minority communities.

Diversifying our pool of guest experts helps us share stories more authentically and explore important topics from different perspectives. Between 2021 and 2024, 70 Radio-Canada content teams participated in the project, and 1,700 new names were added to our directory.

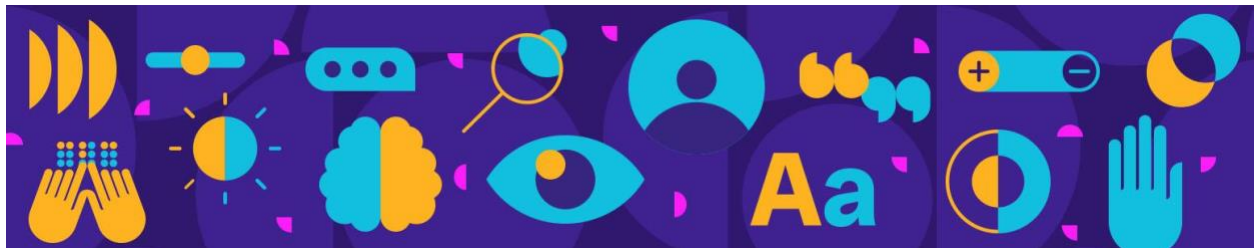
During our consultations with people with disabilities and Indigenous Peoples across the country, we were repeatedly reminded of the nuanced nature of the barriers and the issues

certain communities face. As a public broadcaster, we're responding creatively and systemically to the specific needs of various groups. To ensure that we are reflecting contemporary Canada in the stories we tell and how we tell them, we launched a National Accessibility Plan and a National Indigenous Strategy.

“We want to build a world where actors with disabilities can audition for a role where disability was not written into the script.”

– Participant from the Montreal accessibility consultation session.

2023-2025 National Accessibility Plan



CBC/Radio-Canada is actively and proudly engaged in continuous efforts to achieve the objective of a [barrier-free Canada by 2040](#). We launched our first National Accessibility Plan in May 2023. As part of our process, we held 27 consultations with over 900 people around the country. We had a unique opportunity to work with Canadians to imagine what an accessible, barrier-free public service media organization could look like. Our three-year plan provides a framework for us to better serve people with disabilities, better represent them in our content and become the accessible public broadcaster that all Canadians deserve.

Seven objectives of our plan:

1. Improve the inclusion of employees with disabilities.
2. Increase the recruitment, retention and promotion of people with disabilities in our workforce.
3. Create and promote content that reflects the diversity of people with disabilities living in Canada.
4. Increase opportunities for creators with disabilities in the media industry.

5. Increase the accessibility of our content, with a focus on digital.
6. Improve the accessibility of our technology and infrastructure.
7. Develop accessibility knowledge and ability among our employees.

For more details, please read the full [National Accessibility Plan](#).

“Participants said that a distinction must be made between Inuit, First Nations and Métis, who are not the same peoples.”

– Final Report, French engagement sessions

2024-2027 National Indigenous Strategy



In February 2024, CBC/Radio-Canada launched its first-ever National Indigenous Strategy. We want to work better together with, and in the service of, First Nations, Inuit and Métis. This strategy’s development has been a journey spanning several years and involved meetings with Indigenous Rights Holders, communities and organizations, broadcasters, content creators, artists and industry experts. We met and shared meals with people from over 20 communities. Over 350 Indigenous participants attended in-person and virtual sessions across the country.

Our aim is to reflect, respect and amplify diverse Indigenous perspectives across the public broadcaster in order to advance Truth and Reconciliation and grow trusting partnerships. A new Indigenous Office is now responsible for the oversight and implementation of the National Indigenous Strategy. The Indigenous Office ensures continual engagement and consultation with Indigenous Peoples and Nations, groups, associations and other key stakeholders.

CBC/Radio-Canada also continues to offer diverse content in English, French and eight Indigenous languages: Cree, Dehcho Dene Yati, Dëne Sųłíné (Chipewyan), Gwich’in, Inuktitut, Inuvialuktun, Sahtu Got’ine Godi, and Tłı̨chq̓ (Tlicho).

CBC/Radio-Canada also continues to offer diverse content in English, French and eight Indigenous languages: Cree, Dehcho Dene Yatı, Dēne Sų́łné (Chipewyan), Gwich'in, Inuktitut, Inuvialuktun, Sahtu Got'ine Godı, and Tłıchq (Tlicho).

Four pillars guide us:

1. Narratives: Grounding principles of the Truth and Reconciliation Commission (TRC) in our stories and content development processes.
2. People: Growing Indigenous representation at all levels of the organization.
3. Relationships: Cultivating good relations with Indigenous Peoples.
4. Truth and Reconciliation: Taking meaningful actions toward Reconciliation.

For more details, please read the full [National Indigenous Strategy](#).

Communities + Public Libraries = New Opportunities

“How do you build relationships in community? The best recommendation for engagement is about reciprocity and continuing relationships. What knowledge are you taking from community, and what can you give back?”

– Participant from the Halifax Indigenous engagement session.

[Collab](#), CBC/Radio-Canada’s partnerships program with public libraries, was created to engage more deeply with Canadians, especially those who are underserved and underrepresented. We chose to partner because we have common mandates and priorities. Public libraries already reflect contemporary Canada and they’ve helped us engage and bring ideas to life with key communities from coast to coast to coast, including:

- Newcomers to Canada.
- Indigenous communities.
- Diverse socioeconomic groups.
- Youth.
- Persons living with disabilities.

- Ethnic and linguistic minority communities.
- Rural communities.

Since its launch, our collaboration projects have surpassed all expectations! To date, through in-person activities, we have visited more than 210 communities, connecting with over 34,000 people across Canada. Our post-event surveys reveal outstanding results:

- 97% satisfaction rate.
- 70% attended a CBC or Radio-Canada event for the first time.
- 80% said the event encouraged them to check our content more often.

Local Connections: Our Priority



Atlantic Provinces

Labrador in Focus

CBC partnered with the Melville Public Library in Happy Valley-Goose Bay to teach the basics of photography and reporting to youth, especially Nunatsiavut Inuit teenagers. Workshops were then held across Labrador (Nain, Cartwright and Sheshatshiu Innu First Nation). At the end of each workshop, communities were invited to see a [travelling in-person exhibit](#) featuring the work and stories gathered through lenses.

Le mur du silence

Radio-Canada and the Moncton Public Library hosted a public screening of the documentary [Le mur du silence](#) (in French) and hosted a panel discussion to highlight the world of Deaf people. The film's protagonists and attendees were invited to a discussion about Deaf culture and the daily lives of people. At the end of the event, an introduction class to sign language was offered.

Central Provinces

CBC Windsor's Halfway to Home series

We invited immigrants at the Windsor Public Library to share their settlement stories for a radio series (Halfway to Home, Immigration Stories), in addition to hosting a special event featuring a panel discussion on how Windsor and local organizations can support them. [Listen to the stories](#) or read CBC News [coverage of the event](#).

Hello Parc Ex

A community bureau was established in Montreal's Parc Extension Public Library, the most diverse neighbourhood in Canada. CBC Montreal organized activities such as a journalist in residence, media education workshops and community conversations. [Read some of the stories](#) that resulted from the experience.

***Dans ma lentille* project**

Since 2022, Radio-Canada has partnered with the Bibliothèque de Québec to offer a series of workshops on content design, scriptwriting, filming and editing. To date, the *Dans ma lentille* project has enabled more than 100 young people, ages 14 to 17, who live in Quebec City and immigrated from all over the world, to enhance their creative potential, produce video content and visit Radio-Canada's studios. Through THEIR lens, they told us about their daily lives, their passions — in short, what drives them! Check out these [participant videos](#) from the latest cohort.

This project has laid a strong foundation for a three-year partnership with the library to host activities with a focus on EDI. Their first event, [a Smoke Dance demonstration](#), took place recently in collaboration with the Huron-Wendat Nation.

Prairie Provinces

Kookum's Corner: Stories of Indigenous youth and their grandmothers

Into their 70s and 80s, matriarchs are raising children and grandchildren across communities in Saskatchewan. Indigenous grandmothers have faced hurdles in their own lives, from residential school trauma and the Sixties Scoop, but they have found ways to draw strength from their traditional knowledge and faith. CBC Saskatchewan hosted a conversation at Regina's māmawêyatitân centre to hear their stories and celebrate the women that keep their families together. It was a powerful and emotional event.

***Tire-toi une bûche* project**

During a series of workshops organized in partnership with Radio-Canada and Saskatchewan public libraries, Fransaskois transformed their personal anecdotes into short videos using their voices, words and images. Workshops were held in Saskatoon, Moose Jaw, Prince Albert, St. Isidore-de-Bellevue, Zenon Park and Bellegarde. Two final evenings were organized to screen the digital stories of 20 francophones from across the province. [The 20 videos are available to watch.](#)

Western Canada

Pop-up bureau with local East African communities

CBC Calgary partnered with community organizations and the public library to create a free full-day journalism workshop for East African young adults. All of them were given the opportunity to go forward with their ideas, with one-on-one mentorship. Nine stories were completed and the young adults brought an authenticity to this reporting that could not have been achieved any other way. Check out some pieces created: [Gen Z and the power of poetry](#) and one on an [autistic Eritrean artist](#). Building on this initiative, the CBC team also supported a group of young people in launching their own community podcast.

Let's Discuss Accessibility! Our consultation tour with the public

In collaboration with public libraries in Regina and Calgary, we held sessions to hear from residents about the needs and priorities of people with disabilities. We wanted to hear about:

- People with disabilities' representation in the media.
- Barriers faced when consuming our content.
- The way we can improve our relationships with different communities.

These two stops were part of a nationwide consultation about accessibility and the feedback helped shape our national plan. Got something to share? You can provide feedback at any time on [our accessibility plan and feedback page](#).

The North

CBC North in Your Community

CBC North and the Yellowknife Public Library offered free media literacy workshops for youth in Ndilo, Dettah and Yellowknife. CBC *Trail's End* radio host, Lawrence Nayally, and

the CBC North team took youth on a fun and engaging journey into the world of reporting. Participants had a chance to learn about journalism, analyze stories from their region, dive into how to identify and fight fake news, and practise their radio and TV reporting skills. There was also a storytime for little ones and free lunches with the CBC team to hear directly from the community!

These were just a few examples, but every day, we play an essential role across the country as we fulfil our mandate to inform, enlighten and entertain Canadians. We also contribute enormously to the cultural and economic vitality in every corner of the country. Explore the interactive [CBC/Radio-Canada Community Map](#) to see our deep footprint in local communities across the country!

Empowering Voices Within

Building connections with communities isn't limited to external efforts. Over the last three years, engaged colleagues across the country rallied to create seven new employee resource groups (ERGs) within the organization that have already had positive outcomes on our workplace culture.

ERGs are voluntary, employee-led groups formed to act as a resource for both group members and CBC/Radio-Canada. They are typically based on a demographic, such as shared ethnicity, gender, sexual orientation or disability status, or on life stage (e.g., early career). They are reflective of the diversity of the audiences we serve. ERGs play a variety of roles, depending on their objectives and goals for the organization and their membership. They can help foster a sense of community by organizing fun and thought-provoking activities. They can develop and advance future leaders who take on meaningful roles within the ERG. They can also act as influential and trusted advisers to leadership.

English groups created since 2022

French groups created since 2022

- Asian Alliance
 - CBC Caregivers
 - The Black Collective
 - Jewish Inclusion ERG
- Cap (employees living with disabilities)
 - Collectif Afro
 - Femmes en tech
 - Visibles (for racialized French speakers in western provinces and the North).

Incorporating Feedback

Storytelling is a powerful medium for connection. Our in-person events are valued for their ability to promote local culture and build community connections. Participants frequently tell us that these opportunities to meet and share personal stories result in an increased sense of belonging. One participant in Saskatchewan reflected, “Everyone has a story. It was really fun to connect with other people in the community, to hear stories that were sometimes really moving, sometimes really funny.”

The partnerships are mutually beneficial. Our teams are emerging inspired from closer connections. They say that our projects and workshops enabled them to gain new perspectives, better understanding the reality, needs and challenges of communities where we are anchored. Content and news teams also say the events and residency programs in public libraries have resulted in meaningful connections and a rich contact list that has increased the representation of various local groups in our content.

Finally, feedback from community partners (public libraries and non-profit organizations) overwhelmingly underscores the importance of engaging people outside major urban centres. This will continue to be a determining factor for us going forward.

MEASURING IMPACT¹

To remain relevant as a public broadcaster, we've focused on creating value through our multiplatform content. For our research teams, a focus on EDI has translated into making sure we understand the perception, the needs and the consumption habits of distinct groups. The response has been incredibly positive. People are telling us that we're making the right moves!

Anglophones

- Around 7 out of 10 anglophones say that CBC is a leader in Canadian content and makes Canadian content easily discoverable on its services.
- Over 6 out of 10 anglophones agree that CBC supports and promotes new and emerging talents.
- Anglophones living in official language minority communities are more likely than other anglophones to agree that CBC news content helps them understand what's going on in their communities and in other parts of Canada.

Francophones

- Over 8 out of 10 francophones, including those living in official language minority communities, agree that Radio-Canada helps them understand what's going on in other parts of Canada and is a trusted source of information.
- Around 8 out of 10 francophones agree that Radio-Canada reflects a diversity of opinions.

We're also noticing that:

- Indigenous anglophones are three times as likely to watch CBC News Explore than non-Indigenous anglophones (10% versus 3%).

¹ **How did we get this data?** To track and assess Canadians' perceptions of their national public broadcaster and how well they believe our services fulfil the Corporation's mandate, we conduct a survey twice a year, in the fall and in the spring. Another tool, the [Media Technology Monitor](#) (MTM©), is produced by CBC/Radio-Canada and is Canada's premier research product in the area of technology ownership and use. The MTM has spoken with over 300,000 Canadians (equally split between anglophones and francophones) over the past decade, making it the most accurate and comprehensive media technology tracking survey of its kind. MTM Newcomers is an annual media study that focuses on those who have arrived in Canada in the last five years.

- Racialized anglophones are twice as likely to watch CBC News Explore than non-racialized anglophones (6% versus 3%).
- Francophones who identify as having a disability skew higher than francophones who do not identify as having a disability in their viewership of ICI ARTV (27% versus 24%) and ICI EXPLORA (21% versus 18%).
- Newcomers, those who have arrived in Canada in the last five years, are more likely than Canadian-born individuals to:
 - Listen to ICI RADIO-CANADA PREMIÈRE (14% versus 10%).
 - Listen to ICI MUSIQUE (13% versus 5%).
 - Listen to CBC Radio One (24% versus 18%).
 - Listen to CBC Music (22% versus 9%).
 - Listen to CBC podcasts (13% versus 6%).
 - Listen to Radio-Canada podcasts (13% versus 5%).

Case Study: Researching Audiences With *Bollywed*

“Our family loves Bollywed! It’s such a great representation of Indo-Canadian culture, fashion, and values and highlights the vibrant neighbourhood of Gerrard Street.”

– Comment sent by an audience member

[Bollywed](#) is a heartwarming docuseries centred around the Singh family, who have been operating the iconic bridal shop, Chandan Fashion, in Toronto’s Little India for almost 40 years. The series shines a fascinating light on the booming and glamorous world of Bollywood culture and fashion, and offers an authentic glimpse into an intergenerationally run business.

Our number one goal with the show was to make content that appealed to a South Asian audience first, striving for an authentic portrayal of the family and their larger community. Our research confirmed that we achieved that goal, with overwhelmingly positive feedback from over 600 members of the South Asian community. Research also confirmed something we had suspected: more people had seen the show than official audience measurement data reflected (Numeris).

The community-specific research that was conducted for *Bollywed* not only helped inform the creative development of Season 2 but also reinforced the importance and significance of the

work we are doing with the series. Breaking down the user responses helped us identify opportunities to improve our storytelling, find new avenues to explore, and identify challenges we weren't aware of. This information will continue to affect how CBC programmers judge success and seek out new audiences.

Measuring Our Performance

The Mandate and Vision Perception Survey (MVPS) is used to track and assess the perception of Canadians toward Canada’s national public broadcaster. The survey is conducted twice a year, in the fall and in the spring, among a representative sample of anglophone and francophone respondents. For each metric, we use a 10-point scale to measure perceptions. The following pages highlight the percentage of Canadians who agree or strongly agree with the indicators, i.e., the proportion of respondents who gave a score from 6 to 10 (agree) or a score of 8 to 10 (strongly agree).

CBC/Radio-Canada...

Is a trusted source of information	MVPS, 2023-2024
LGBTQ2+ Canadians	79%
Racialized Canadians	75%
All Canadians (general population)	73%
Canadians with disabilities	69%
Indigenous Peoples	66%

Has content that I relate to	MVPS, 2023-2024
LGBTQ2+ Canadians	72%
Racialized Canadians	69%
All Canadians (general population)	69%
Canadians with disabilities	65%
Indigenous Peoples	64%

Helps me understand what's going on in other parts of Canada	MVPS, 2023-2024
LGBTQ2+ Canadians	77%
Racialized Canadians	75%
All Canadians (general population)	74%
Canadians with disabilities	70%
Indigenous Peoples	69%

Reflects people with disabilities in its content	Spring 2022	Spring 2024
All Canadians (general population)	51%	54%
Canadians with disabilities	45%	50%

Reflects Indigenous Peoples in its content	Spring 2022	Spring 2024
All Canadians	62%	61%
Indigenous Peoples	57%	61%

Reflects LGBTQ2+ people in its content	Spring 2022	Spring 2024
All Canadians	54%	57%
LGBTQ2+ Canadians	64%	65%

Reflects racialized people in its content	Spring 2022	Spring 2024
All Canadians	63%	62%
Racialized Canadians	64%	63%

OUR PEOPLE

Through our 2022-2025 EDI Plan, we committed ourselves to creating and maintaining a workforce that reflects Canada. This meant tackling barriers that result in discrimination against people who are Indigenous, racialized, part of LGBTQ2+ communities, women or living with disabilities. Hiring is one step in the EDI journey, but our analysis and efforts are also focused on onboarding, building staff capacity, succession planning, leadership development, reporting discriminatory behaviour and other aspects of the employee experience. By embedding EDI initiatives in our hiring and onboarding processes, we aim to create a more inclusive and equitable workplace, drive innovation, better serve diverse audiences, attract and retain top talent, and make a positive impact in the media industry.

Diversity, Gender Parity: Our Hard Work Recognized

We're proud to have been named one of [Canada's Best Diversity Employers](#) for 2024 and received a Platinum certification for gender parity for the fifth consecutive year by [Women in Governance](#), the highest possible level. These outstanding achievements are a result of our collective dedication to create a workplace that values the contributions of every individual.

We are grateful to staff members who have shared ideas to help us expand our understanding, to colleagues who lead impactful projects and to everyone who participates in these activities and training. We also want to recognize managers who choose courage and compassionate leadership, and union representatives who engage in challenging and necessary conversations.

Where We Are: 2021 to 2024

We set ambitious hiring, promotion and retention targets to close the gap between our workforce and the labour market availability where it still existed, for both all roles and senior manager and executive roles. Here's what we've observed about changes in our workforce since the launch of our 2022-2025 EDI Plan:

Breakdown of Designated Groups Among Our Workforce as of March 31, 2024

	Women	Indigenous Peoples	Persons With Disabilities	Racialized People
CBC/ Radio-Canada Workforce	49.3%	1.0%	6.9%	18.8%
Available Labour Force	41.6%	2.5%	8.1%	19.3%

Representation of Indigenous Peoples, Racialized People and People With Disabilities in Our Workforce (2021-24)

Metric (3 groups cumulative²)	As of March 31, 2021	As of March 31, 2024	Change between 2021 and 2024	Target³
External hiring	44.5%	62.0%	+17.5%	41% (2023-24 only)
Promotion	31.5%	31.1%	-0.3%	44.2% Double baseline
Resignation	33.3%	32.4%	-0.9%	13.5% Reduce baseline by half
Workforce representation	21.2%	31.4%	+11.4%	30.0% Match or exceed external labour force availability

² Percentages indicated represent the cumulative numbers for all three groups focused on for our targets: Indigenous Peoples, racialized people or people with disabilities.

³ All targets have been in place since 2020-21 unless specified otherwise.

Underrepresented Groups in Workforce vs. External Labour Force (2021-24)

Underrepresented group	Representation as of March 31, 2021	Representation as of March 31, 2024	Change between March 31, 2021, and March 31, 2024	External labour force ⁴
Indigenous Peoples	2.2%	1.4%	-0.8% ⁵	2.5%
LGBTQ2+	7.9%	7.5%	-0.4%	NA
Persons with disabilities	3.5%	9.5%	+6%	8.2%
Racialized people	15.0%	20.5%	+5.5%	19.4%
Women	48.8%	49.2%	+0.4%	41.8%

Lessons We Are Learning

Workforce composition: Since we launched our plan, the makeup of our workforce has become more representative of the populations we serve. One of the reasons for this is that we have set ambitious targets for the recruitment and retention of Indigenous Peoples, racialized people, people with disabilities and people from LGBTQ2+ communities.

Leadership: We continue to see rapid changes in the makeup of our senior and executive roles. We have now reached workforce availability⁶ for women, racialized people and people with

⁴ The external labour force relies on Statistics Canada 2016-17 surveys. We expect Statistics Canada 2021-22 survey data to become used in our organization in Q4 2024-25.

⁵ We launched a new self-identification questionnaire in 2023 and changed the methodology to collect data about Indigenous identity. As a result, all data collected prior to 2023 can no longer be used; this explains why results appear lower in 2024 in comparison to 2021. Work is underway to obtain an accurate view using our new methodology.

⁶ According to Statistics Canada, workforce availability estimates the representation of four groups (women, Indigenous Peoples, persons with disabilities, racialized people), assuming no historical employment equity barriers. It reflects Canadians at least 15 years of age active in the labour market, based on occupations comparable to those at CBC/Radio-Canada.

disabilities, and we are seeing interesting advances in terms of intersectionality, with a high representation of racialized women in these roles.

We saw that ambitious hiring, retention and promotion targets must be accompanied by tools to understand our workplace culture. In applying this, we initially found that the perception of equity was generally lower among employees from underrepresented groups, and that efforts were needed to address this. We have seen some interesting progress in employee engagement over the life of our EDI Plan, notably as a result of mentoring and targeted leadership development programs that target underrepresented groups. This appears to be paying off. We're seeing faster-paced improvements in engagement rates for employees from underrepresented groups compared to other employees. However, measuring the impact of each individual initiative remains a challenge.

Inclusive Newsrooms: Changing From the Inside Out

Our EDI work is connected to our core mission. The original Inclusive Newsroom pilot began with a concern about creating a more inclusive and representative workplace where EDI is a shared value, owned by everyone in our content teams. We wanted to build a foundation for newsroom leadership teams so that they felt equipped in their responsibility to shape the culture and move toward greater inclusion. When all journalists feel that their voices and opinions are welcomed and considered in editorial discussions, it leads to richer stories.

CBC and Radio-Canada have built on these successes and rolled out the programme in stations across the country. For 10 weeks, a group of employees and managers meet to reflect on the organization of work. The aim of the program is also to find ways of offering content that is more representative of our audiences. We can identify what voices are missing in our coverage. At the end of this process, each team develops a concrete action plan. We know that diverse and inclusive teams drive innovation and are more successful. Following the program, our approach to measuring inclusion involves monitoring over time.

CONCLUSION

Over the past three years, every department across the organization has been involved in moving forward equity and inclusion. Decisions about programming, staffing, training and community engagement were not just checkboxes but key ingredients in building something new. We're not done yet. This journey is far from over. There's still so much more we're eager to do. This report serves as a snapshot of where we are today, highlighting the strides we've made while acknowledging that on many issues, we're not where we want to be.

As we look ahead, we seek your input. We've learned that the true value of our EDI work is measured by the impact it's had on our audiences, on our staff and on communities in all parts of the country. Give us your feedback to help shape the next phase of our journey. What resonated with you, and what didn't? What inspired you, and where do you see opportunities for further growth? Together, we can ensure that CBC/Radio-Canada continues to lead with purpose, building a future that honours the diversity and creativity of all the people who make up our country.