

**CBC/Radio-Canada Annual Report on the  
Operation of the *Canadian Multiculturalism Act*  
April 1, 2012– March 31, 2013**

<b>ABOUT YOUR INSTITUTION</b>	
<b>Name of federal institution</b> (please provide in both official languages):	
Canadian Broadcasting Corporation/Société Radio-Canada	
<b>Name of person responsible for approving submission</b> (on behalf of your institution):	
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<b>Name of Multiculturalism Champion</b> (if one has been appointed):	
CBC/Radio-Canada currently does not have a Multiculturalism Champion. The team responsible for reporting on multiculturalism initiatives has changed in 2012–2013. Appointing a Champion for both diversity and multiculturalism will be discussed in 2013–2014.	
Title:	
N/A	
Address:	

N/A	
Telephone number:	E-mail address:
N/A	N/A

**STATISTICAL INFORMATION**

**Total number of employees in your institution** (as of March 31, 2013). "Employees" is defined as the total number of indeterminate and term employees (these are the headcount numbers and not full-time employee equivalents):

Permanent  
Employees:  
7,224  
Temporary  
Employees:  
382  
Contract  
Employees:  
928

SECTION 1	REFLECTION OF CANADA'S MULTICULTURAL REALITY IN FEDERAL INSTITUTIONS			
Please refer to the Submission Guide for general information on the purpose of each section.			YES	NO
Q. 1.1	Does your institution's vision, mission, mandate or priorities statement include a reference to multiculturalism or cultural diversity?	√		
	<p>If yes, please provide the relevant section. If the reference to multiculturalism was first introduced during the 2012–2013 reporting period, <b>please highlight</b> the change.</p> <ul style="list-style-type: none"> <li>• CBC/Radio-Canada is Canada's national public broadcaster and one of this country's largest cultural institutions. The Corporation is a leader in reaching Canadians on new platforms and delivers a comprehensive range of radio, television, Internet, and satellite-based services. It is the home of uniquely Canadian programming, reflective of the diversity of Canada.</li> <li>• <b>CBC/Radio-Canada's Mandate...</b>The Corporation's mandate is set out in the <i>Broadcasting Act</i>. Deeply rooted in the regions, CBC/Radio-Canada is the only domestic broadcaster to offer diverse perspectives that are brought into the daily lives of Canadians in English, French, eight Aboriginal languages, and in five languages on the Corporation's international Web-based service, Radio Canada International (RCI). No other Canadian broadcaster, commercial or public, has a mandate to generate the range of services that CBC/Radio-Canada generates.</li> <li>• <b>Mission Statement and Guiding Principles...</b>As expressed in the Corporation's five-year strategic plan, <i>2015: Everyone, Every Way</i>, : "CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians through original, innovative, quality Canadian content that reflects and draws together Canadians, actively engaging with audiences while being cost-effective and accountable". The guiding principles further make reference in part to reflecting Canada's multicultural diversity, reflecting the regions to themselves and to the country, and contributing to the diversity of voices and to social cohesion.</li> </ul>			
Q. 1.2	Does your institution have <b>policies</b> related to multiculturalism or cultural diversity?	√		
	<p>If yes, please provide the details of the relevant policies. If a policy related to multiculturalism was newly created or revised during the 2012-2013 reporting period, <b>please highlight</b> the section that is new or changed.</p> <ul style="list-style-type: none"> <li>• <b>Program Policy on Multicultural Programming</b> <u>Excerpt:</u> "CBC/Radio-Canada's mandate states that its programming should 'reflect the multicultural and multiracial nature of Canada'. In fact, by reason of the ethnic diversity of our audiences, the Corporation has long practiced a policy of cultural pluralism in its programming, and intends to reflect the multicultural richness and multiracial characteristics of Canadian society in keeping with the our obligation to contribute to shared national consciousness and identity."</li> <li>• <b>Program Policy on Stereotypes in CBC Programming</b> <u>Excerpt:</u> "Stereotypes are generalizations, drawn from perceptions that certain qualities and characteristics are commonly shared by certain groupings in society, reflecting race, language, national, regional or ethnic origin, religion, age, sex, marital status, physical attributes, or occupations. The use of stereotypes other than as character or plot elements required for the successful creation of a program or program segment tends to reinforce prejudices and can be perceived as an attack on the dignity of the individual.  Those responsible for program content should be alert to the cumulative power of the</li> </ul>			

	<p>electronic media to shape tastes and to contribute to the definition of individuals and ideals, and therefore should refrain from indiscriminate portrayal of detrimental stereotypes. Common sense, good judgment and good taste should be part of the basic discipline of all production and on-air broadcasters who should not only present persons as individuals, but also challenge stereotypes when these may be introduced uncritically by other participants.”</p> <ul style="list-style-type: none"> <li>• <b>People and Culture Policy on Anti-Discrimination and Harassment</b> <u>Excerpt:</u>“CBC/Radio-Canada is committed to: <ol style="list-style-type: none"> <li>1. Provide an inclusive workplace environment free of discrimination and harassment, including sexual harassment;</li> <li>2. Support the productivity, personal goals, dignity and self-respect of all its employees and potential employees, and</li> <li>3. Promote sensitivity to individual differences.”</li> </ol> </li> <li>• <b>People and Culture Policy on Non-Discrimination and Duty to Accommodate (under revision)</b> <u>Excerpt:</u> “CBC/Radio-Canada is committed to providing an inclusive workplace environment free of discrimination. In support of this, the Corporation accepts responsibility for ensuring that its policies, practices, work arrangements and facilities do not have unlawful discriminatory effects on individuals or groups protected under the <i>Human Rights Act</i>, or identified as a designated group under the <i>Employment Equity Act</i> (women, Aboriginal Peoples, persons with disabilities, and visible minorities).”</li> <li>• <b>People and Culture Policy on Prevention of Work Place Violence (WPV)</b> <u>Excerpt:</u> “CBC/Radio-Canada is committed to: <ol style="list-style-type: none"> <li>1. Provide a safe, healthy and violence-free workplace;</li> <li>2. Dedicate sufficient attention, resources and time to address factors that contribute to WPV as well as to prevent and protect against WPV;</li> <li>3. Communicate to our employees information we have about factors contributing to WPV; and</li> <li>4. Assist employees who have been exposed to WPV.”</li> </ol> </li> <li>• <b>People and Culture Policy on Employment Equity</b> <u>Excerpt:</u> “The CBC/Radio-Canada is committed to equity in employment and programming and in providing a workplace environment that treats all employees with respect and dignity. We must reflect the diversity of Canadian society in our workforce and on our airwaves (....)”</li> <li>• Many corporate policies are made public: <a href="http://cbc.radio-canada.ca/en/reporting-to-canadians/acts-and-policies/">http://cbc.radio-canada.ca/en/reporting-to-canadians/acts-and-policies/</a></li> </ul>		
Q. 1.3	Does your institution have <b>programs</b> related to multiculturalism or cultural diversity?	√	
	<p>If yes, please provide the details of the relevant programs. If a program was newly created or was revised during the 2012-2013 reporting period to reflect multiculturalism, <b>please highlight</b> the change.</p> <ul style="list-style-type: none"> <li>• The broadcaster sought to demonstrate its commitment to inclusion and diversity, reflecting the many faces and voices of Canadians. Here are just some of the highlights: <ul style="list-style-type: none"> <li>○ <b>A communication plan focused on diversity and inclusion awareness:</b> <ul style="list-style-type: none"> <li>▪ <b>Many communications towards employees were posted on the internal web site to celebrate events such as Black History</b></li> </ul> </li> </ul> </li> </ul>		

	<p>Month, Aboriginal awareness week, Asian heritage month, international women's day, cultural diversity and the holiday season, etc.</p> <ul style="list-style-type: none"> <li>▪ The diversity section content on the internal web site available to all employees was revised to ensure content remains up to date. Our internal employee corporate web site on diversity was visited by 846 unique visitors in 2012-2013, resulting in better employee awareness. Diversity information can also be found on the Corporation's internal website.</li> </ul> <ul style="list-style-type: none"> <li>○ <b><u>Inclusion and Diversity Corporate Plan 2012–2015:</u></b> <ul style="list-style-type: none"> <li>▪ This action plan outlines all activities that the Corporation is willing to take in order to remove employment barriers for the employment equity four designated groups (Aboriginal Peoples, persons with disabilities, visible minorities, and women). The action plan also contains an accessibility plan.</li> </ul> </li> <li>○ <b>Ready to Lead:</b> <ul style="list-style-type: none"> <li>▪ This program gives front-line supervisors and managers<sup>1</sup> the skills and knowledge to become better at leading their teams. Modules on diversity in the workplace are offered as part of the program. These courses are offered on an ongoing basis with anywhere from 12 to 16 groups of 16 managers and supervisors taking them. Since the beginning of the training in 2008, the module on diversity was presented to 452 managers, of these more than 377 were still in leadership roles at the end of March 31, 2013.</li> </ul> </li> </ul>		
Q. 1.4	Does your institution have programs related to anti-racism?	√	
	<p>If yes, please provide the details of the relevant programs. If a program was newly created or was revised during the 2012-2013 reporting period to reflect multiculturalism, <b><u>please highlight</u></b> this change.</p> <ul style="list-style-type: none"> <li>• See Q 1.2 People and Culture policy on Anti-Discrimination and Harassment.</li> </ul>		
Q. 1.5	Does your institution have programs aimed at building intercultural and interfaith understanding?	√	
	<p>If yes, please provide the details of the relevant programs. If a program was newly created or was revised during the 2012–2013 reporting period to reflect multiculturalism, <b><u>please highlight</u></b> this change.</p> <ul style="list-style-type: none"> <li>• Our cultural census is now available on the Corporation's internal website: <ul style="list-style-type: none"> <li>○ Part I of the cultural census covers the areas on which CBC/Radio-Canada is required to report under according to the <i>Employment Equity Act</i>.</li> <li>○ Part II of the census deals with matters and groups that are not covered by the <i>Employment Equity Act</i>, but are as important in engendering an inclusive workplace to eliminate barriers to employment, training and promotion for employees from all backgrounds: information is compiled on subjects such as ethno cultural background, socio-demographic group (including if part of an official-language minority community), official and non-official languages spoken, sexual orientation, and beliefs and religions.</li> <li>○ <b>In March 2013, employees who did not complete a self-identification questionnaire in the past were asked to complete the cultural census or to let the Corporation know they were not willing to self-identify.</b></li> <li>○ The data recorded help us manage our diversity initiatives, including the implementation of hiring targets.</li> </ul> </li> </ul>		

SECTION 2	PRESERVING AND SHARING CULTURAL DIVERSITY			
Please refer to the Submission Guide for general information on the purpose of each section.			YES	NO
Q. 2.1	Did your institution undertake initiatives during the reporting period to foster a corporate culture that embraces diversity, which may also include celebrating Canada's cultural heritage?	√		
Q. 2.2	Did your institution undertake initiatives during the reporting period to celebrate Canada's cultural heritage with the general public?	√		
Q. 2.3	Did your institution undertake initiatives during the reporting period to promote exchanges and cooperation between diverse communities of Canada?	√		
	<p>If you responded yes to any of the questions above, please provide details on the most meaningful initiatives your institution undertook.</p> <p><b>Q.2.1. Initiatives to foster a corporate culture that embraces diversity...</b></p> <p>In both CBC and Radio-Canada, regular meetings took place between on-air diversity teams and People and Culture teams to discuss diversity related initiatives. We also have inclusion and diversity committees responsible for setting strategic direction for diversity and executing plans against this strategy.</p> <p>Here are some of CBC/Radio-Canada diversity initiatives:</p> <ul style="list-style-type: none"> <li>• Mosaïka - This database used by French Services contains records on over 650 experts, artists and representatives of cultural communities from 80 countries of origin in over a dozen fields. In Phase 2 of development, dynamic links pointing to audio and video materials will be added. This tool, used by production teams, will help increase on-air diversity and inspire subjects for feature reports.</li> <li>• Diversity Segments - Radio-Canada produced audiovisual segments describing the inspirational pathways of personalities from target groups – visible minorities, persons with disabilities and Aboriginal Peoples – with a variety of backgrounds. They are broadcast in-house on the French Services Diversity microsite and on the web through social media.</li> <li>• Espace.talents -This is an electronic bulletin board accessible to members of the on-air French Services diversity committee, content managers and channel management. It features a directory of diverse journalists, producers, collaborators and columnists for the use of our media colleagues. What's special about the database is that the people have written their own introductions. Clicking on a description gives access to reference documents: résumé, feature reports, etc.</li> <li>• Radio Diversity auditions – Radio Diversity auditions for actors from diverse backgrounds were held for the second time in March 2013. The purpose is to find new voices by asking applicants to come present segments in the Première Chaîne studios.</li> </ul> <p>There are two core ways that employee communications integrates stories celebrating diversity into the Corporation's internal website:</p> <ol style="list-style-type: none"> <li>1. Some of the programming news presented on the Corporation's internal website touch upon topics involving diversity and multiculturalism.</li> <li>2. Some of the employee news, including notices about panel discussions and information sessions for employees, highlight messages or events geared at generating further awareness regarding multiculturalism and diversity.</li> </ol> <p>Here are selected examples for each case:</p> <p><b>Programming News</b></p> <ul style="list-style-type: none"> <li>• April 5, 2012 - <i>Just For Laughs: Russell Peters Best Night Ever</i></li> <li>• April 26, 2012 - <i>Arctic Air</i>. Largest audience in 15 years for a new CBC drama</li> </ul>			

- May 9, 2012 - *From One Prayer to Another : Peaceful Religious Coexistence*
- June 7, 2012 - CBC News investigates gender selection abortions in Canada
- July 3, 2012 - Spry Picks: Inuit Odyssey
- December 10, 2012 - CBC News investigates new reality of Canadian immigration
- January 8, 2013 - CBC's *Arctic Air* takes off for an action-packed second season
- January 17, 2013 - Latin Top 40, Reggae and Choral channels added to CBC Music
- March 22, 2013 – *A Propos* celebrates 25 years of spotlighting francophone music in Canada

### Employee News

- May 22, 2012 - A week of Aboriginal encounters
- May 24, 2012 – Asian Heritage Month
- June 6, 2012 – CBC Toronto's managing director wins the first ever Outstanding Leadership Achievement Award at the Innoversity Creative Summit
- August 7, 2012 - *8th Fire / 8e feu* takes grand prize at Festival Présence autochtone
- August 14, 2012 - Jump up and celebrate Jamaica 50
- September 12, 2012 - Promoting linguistic diversity and cultural openness
- December 14, 2012 - 'Tis the season . . . to celebrate diversity
- February 25, 2013 – CBC News doc *Blind Spot What Happened to Canada's Aboriginal Fathers* wins 2013 Canada Award from the Academy of Canadian Cinema and Television
- February 26, 2013 – Brossard Chinatown

### 2.2 Initiatives to celebrate Canada's cultural heritage...

There are several initiatives that CBC/Radio-Canada undertook to celebrate Canada's cultural heritage with the general public. Here are selected few highlights from across the country:

#### Citizenship Ceremonies

Many local CBC centers host Citizenship Ceremonies, usually in October of each year. Here are some examples:

- CBC Calgary
  - CBC Calgary welcomed 50 new Canadians as they took their oath of citizenship during a special morning ceremony. The ceremony was hosted by *CBC News Calgary at 5*, 5:30 and 6 PM anchor and was held in our local TV studio. Some of the New Canadians were interviewed and featured during the *Homestretch* and *CBC News Calgary*.
- CBC Toronto
  - CBC Toronto was a proud media partner of the Mississauga citizenship ceremony organized by Citizenship and Immigration Canada, the Institute for Canadian Citizenship and the Mississauga Citizenship Committee. Canadians are encouraged to reflect on the value, rights, responsibilities and meaning of citizenship.

#### Human Library

CBC Human Library is a one-day event that took place January 26, 2013 at local libraries and cultural centres. It was designed to break down myths and stereotypes by facilitating conversations between people who may never otherwise have met. Volunteer 'books' are fascinating or unusual Canadians who, despite their diverse lives, have one thing in common: they all have insights into prejudice or stereotyping and have a desire to share their stories. 'Readers' are members of the public who sign out a 'book' for a one-on-one conversation. Partnerships between CBC, local libraries, and cultural centres took place in Toronto, Windsor, Hamilton, Sudbury, Thunder Bay, plus 10 other cities across Canada. Here are some highlights:

- CBC Manitoba:
  - The Winnipeg Public Library became a hub of activity and exchange. Over 250 conversations took place over the three days with nearly 329 people taking part and nearly 30 human books offering their time.



- CBC Ottawa:
  - This was year two of the event in Ottawa. The event was supported through on-air coverage across all media, radio, online and social media promotion.
- CBC Montreal in partnership with the Atwater Library:
  - The Library hired 7 multicultural community interns who continue to reach out to their communities about the project. They will produce a documentary about their experience and will be speaking to community organizations. For example, one intern is doing a presentation to Ka Mamukanit, a First Nations job skills/ integration program, about positive and negative representation of First Nations in the media.

**Other initiatives** to celebrate Canada's cultural heritage with the general public included:

2012–2013 - Radio Canada International (RCI) Chronicles of Latin America: For all Radio-Canada regional stations and chronicles in regional programs such as Estrie Express in Sherbrooke and Boréal Express in Sudbury with staff of the Latin American section of RCI.

2012–2013 - Truth and Reconciliation Commission of Canada: In various locations across the country, with Radio-Canada radio, TV and website coverage. An in-depth interview was conducted with Marie Wilson, President of the Truth and Reconciliation Commission of Canada by the host of the *Téléjournal* de Radio-Canada. Five public affairs reports of at least five minutes each were produced on the Commission. All angles were covered: Aboriginal victims, perpetrators, commissioner and government.

2012–2013 - Radio-Canada Manitoba was associated with the events organized by the following organizations:

- Union nationale métisse Saint-Joseph du Manitoba
- Association de la jeunesse ivoirienne de Winnipeg
- L'Amicale de la Francophonie Multiculturelle du Manitoba
- L'Accueil francophone du Manitoba
- School for Kids in Laos – among other activities, we sent a videographer to Laos to follow Manitobans who are doing humanitarian work.

Weekly – *Acadian Beat* series by CBC Prince Edward Island: Our afternoon show, *Mainstreet*, had an ongoing series showing interviews with the editor of the local Acadian newspaper *La Voix Acadienne*. Discussions revolved around cultural and political events in the Acadian community.

Spring 2012 - CBC Calgary Radio Current Affairs series on aboriginal languages conservation efforts: Focused on the efforts to keep aboriginal languages alive in southern Alberta. We hired a First Nations' freelance journalist to work with us – a useful way to get into First Nations communities and into schools. A number of community members from the reserves were helpful with the project - including young people. The band council in Siksika even asked to rebroadcast our series on their radio station.

Spring 2012 - CBC Calgary "Learning English with the CBC" launch: Working with partners, we prepared a weekly audio newscast that was posted online on a CBC microsite. English as an additional language (EAL) teachers in Calgary (and southern Alberta) could access the audio and the associated lesson plan prepared by an EAL expert to use in their classrooms. At the end of March 2013, the page was exceeding 4,000 hits a month. In November 2012, an outreach event was held at the Calgary Public Library to launch "Learning English with the CBC" initiative. The event was attended by partners (both educational and government) as well as representatives of local diversity groups.

Spring to summer 2012 - On Radio-Canada's Première Chaîne:

- As part of the show *L'après-midi porte conseil*, a weekly Council of the United Nations was presented with participants from Montreal with culturally diverse backgrounds.

- The program *Culture Physique* offered a series of columns on Latin American Olympics.
- *L'avenir est indien*: The series, which was first issued in January 2012, was reissued several times in the spring and summer of 2012. It proposed three one-hour programs and focused on the success of social and economic development of three First Nations of Quebec (Innu Uashat, Algonquins of Val d'Or and Attikamekws Manawan). The series is also available in a web version.

April 2012 - Radio-Canada partnered with the Montréal Complètement Cirque event that involved several artists from diverse backgrounds.

April to June and September to December 2012 – CBC Manitoba sponsorship of English as an Additional Language (EAL) website: Bi-weekly lesson plans were posted using weekly radio podcasts to teach English and learn about Manitoba, in partnership with Manitoba Labour & Immigration plus weekly newscasts.

April 23 to May 6, 2012 - ESPACE.MU offered listeners a chance to discover the world of African and Creole music: Creation of MusicAfrica channel dedicated to Vues d'Afrique.

April 30, 2012 - Radio-Canada was the official sponsor of the 28th annual Vues d'Afrique festival: Free screening of the documentary *United States of Africa*. Radio-Canada partnered with Périphéria Productions and the National Film Board of Canada in this coproduction, which won the Critics' Award and Cinémathèque québécoise Award at Montreal's International Documentary Film Festival in 2011.

May 2012 - RCI website *Democracy and Religion, from One Prayer to Another*. This site illustrated the diversity of beliefs and religions in Canada. It should be noted that it was nominated for the Webby Awards in 2013 among the top five in its category internationally. Participation in the 2013 Webby's included 11,000 productions from more than 50 American states and over 60 countries worldwide.

May 3 to 19, 2012 - CBC Quebec was an official media sponsor of Accès Asie: Longest-running Asian Heritage Festival in Canada.

May 23, 2012 - Reflecting on Aboriginal talent and programming at CBC/Radio-Canada: Published on our corporate blog.

June 2012 - Our presenter and director in the Latin American section of RCI, participated in events such as:

- "Égalité hommes/femmes, Religions et traditions, quelles relations?" Our employee behind *Democracy and Religion, from One Prayer to Another*, explained how the project progressed, from conception to completion;
- Conference for graduating French course students at the Cégep du Vieux-Montréal: our employee talked about his journey from his home country of Colombia to his current home in Montreal;

June 2012 - Show *Les chemins de traverses* on Radio-Canada's Première Chaîne: The host of the Latin American section of RCI provided an in-depth look at Mexico today, and featured an interview conducted in 2011 with the late writer Carlos Fuentes.

June 11 2012 – CBC Ottawa anchor hosted the Aga Khan Foundation Canada World Partnership Walk: Helps end global poverty, particularly in Asia and Africa.

June 14, 2012 – CBC Ottawa anchor hosted a discussion set up by Nobel Women's Initiative: On confronting violence in Mexico, Honduras and Guatemala.

Summer 2012 – CBC North collaborated on Songs of the Tlicho Drum Dance: We helped with the production of an album called Songs of the Tlicho Drum Dance which was distributed free to members of the Tlicho, Northwest Territories (NWT) community and we attended the launch and

community feast to celebrate the album.

June 21 2012 – CBC North participated in National Aboriginal Day celebrations: every year, we do live hits all day into our show and our reporters volunteered to cook and serve at community feasts.

June 21, 2012 – CBC North reporter produced an investigative series about potential abuses of Filipino foreign workers: Her series delved deep into an issue that's well known in the Yukon but rarely discussed in public. Her reporting put her in touch with a number of leaders in the Filipino community.

June 30, 2012 – CBC Ottawa was a media partner for the Community Cup: The Community Cup event started in Ottawa in 2004 as a small soccer tournament for new immigrants, organized by the Catholic Immigration Centre. The objective was to connect newcomers to non-newcomers, create friendships, and to celebrate Ottawa's welcoming community. We supported the event through a combination of radio promotion, contesting, social media and host outreach.

July 2012 - The show *Bouillant de culture* from Radio-Canada's Première Chaîne was at the Northern Lights Festival Boréal in Sudbury.

July 2012 - Radio-Canada Ontario partnered with the Festival Bana 'Y Afrique from the Afrique Nouvelle organization, in Toronto.

July 2012 - Radio-Canada Ontario partnered with the Sunfest Festival, a world music event in London, Ontario.

July 10 to July 22, 2012 - CBC Quebec and Radio-Canada were official media sponsors of the Nuits d'Afrique: 13-day World Music Festival in Montreal. In its 26th year, the Festival features artists from Timbuktu to Montreal.

July 12, 2012 - *8th Fire/8e feu: Venturing a New Pathway*: Article on our social responsibility and public value web site.

July 30, 2012 – CBC coverage of friendship centre legal help to First Nations: We did a story on a group of volunteers who set up shop in the provincial court in Windsor in an effort to help the city's First Nations population. The group provides information about the services available to First Nations people. They set up in the court house because, despite the small First Nations population in Windsor, there is a "significant" overrepresentation of First Nations in the Justice System.

July 31 to August 8, 2012 - CBC Quebec was an official media sponsor of the First People's Festival: The Montréal First Peoples Festival highlights American aboriginal art, history and traditions. The Festival has three major concerts.

August 2012 - Radio-Canada Ontario partnered with the Festival Kompa Zouk Ontario, a Caribbean music festival.

August 2012 – CBC sponsorship of Winnipeg Art Gallery - 100th Anniversary: Year round sponsorship to promote a few major events including exhibitions, Inuit Art Exhibitions, Nuit Blanche, etc.

August 12, 2012 – CBC Ottawa Radio host hosted the Festival of India of Ottawa

September 2012 - Launch of the *Révélations Radio-Canada Musique* with special programming on the Première Chaîne: This initiative helped launch careers of young Canadian artists, many of which are from diverse backgrounds.

September 2012 – CBC Prince Edward Island created *Breaking New Ground*: Our morning show, *Island Morning*, created this 5 part series. It featured leaders (both elected and in-community) in the P.E.I. aboriginal community.

September 4, 2012 – CBC Ottawa host emceed the Jamaican Literary Excellence: Presentation made at Library and Archives Canada.

September 12, 2012 - Promoting linguistic diversity and cultural openness: Published on our corporate blog.

Fall 2012 – CBC North did a pan-Northern series on disappearing caribou across the north: This took us into a number of aboriginal communities.

October 2012 - RCI was involved in multiple activities such as:

- The Média HNSS (Horizons Nord Sud & Services) award was given to the host of the Tam-tam Canada RCI program for his involvement in the integration of immigrants in Quebec/Canada.
- A presenter and producer of the Latin American section of RCI hosted "Mexico : Conférence sur le reportage radiophonique à la Radio Éducation"

October 2012 - Radio-Canada Ontario partnered with the Crë'öl Film Fest, in Toronto.

October 11, 2012 – CBC Ottawa host hosted the One World Film Festival

October 16, 2012 - Beyond the Badge: A CBC series on Windsor Police: We explored why immigrant communities are not joining the forces as part of a series we did on policing, including attending recruitment workshops where police targeted visible minorities. We told the story through a young Somalian who was interested in joining the force - in part because he didn't see black people in uniform.

October 21, 2012 – CBC Ottawa host emceed the Bayshore Mosaic Multicultural Fair

October 25, 2012 – CBC Ottawa host emceed Help Lesotho fundraiser

October 30 to November 4, 2012 – CBC sponsored the Manitoba Music - Aboriginal Music Week event: Eight days of concerts, workshops and film featuring Aboriginal and Native American artists from across North America.

October 31 to November 4, 2012 – CBC sponsored the Manito Ahbee Festival: Aboriginal People's Choice Awards (APCMA's) and Festival including youth conference, Pow Wow competitions and trade show at MTS Centre (Winnipeg).

November 2012 - One of our journalists from a diverse community with the "Dimanche magazine" radio show of Radio-Canada, received the Queen Elizabeth II Diamond Jubilee Medal for his entire career.

November 2012 - Radio-Canada's Première Chaîne presented *On a mis quelqu'un au monde*, series. The third episode was titled "La parentalité, toutes couleurs unies".

November 2012 - Radio-Canada Ontario partnered with the African Cabaret in Sudbury for an evening of African music.

November 2012 to May 2013 – CBC Toronto sponsored the Koerner Hall Concert Series: Concert series celebrating Music and Culture featuring artists like Alex Cuba, Amanda Martinez, Buika, and Dianne Reeves.

November 10, 2012 - CBC Ottawa reporter and editor hosted Boat People Museum event

November 10, 2012 – CBC Ottawa host hosted the Fundraiser for Children of Paraguay

November 19, 2012 - CBC Ottawa host emceed a gala celebration marking the Silver Anniversary of the Community Foundation of Ottawa

November 21 to 25, 2012 – CBC sponsored the Winnipeg Aboriginal Film Festival: Film Festival dedicated to Aboriginal filmmakers from around the world. We had radio media sponsorship and TV visibility.

December 2012 - Christmas special program: our presenter and director of the Latin American section of RCI was invited to talk about Christmas celebrations in Colombia and Quebec.

December 2012 – CBC North reporter in Paulatuk, NWT: In the tiny Inuvialuit village of Paulatuk to report on resident battles against alcohol abuse and their difficulties hunting caribou.

December 2012 - Radio-Canada radio presented *Au bout du conte* a storytelling relay with Fred Pellerin, storytellers from Radios francophones publiques and a Moroccan Canadian.

December 1, 2012 – CBC Ottawa hosts emceed the Big Soul Gospel Project

January 2013 - RCI director was honored as being part of the "TOP 20 des Personnalités de la Diversité de l'Année" by the news agency Média Mosaïque Montréal.

January 2013 - A report from a presenter and producer of RCI was presented on Nuevo Mundo Television: *Canadá y Costa Rica se unen para prevenir la violencia armada* (Canada and Costa Rica united to prevent armed violence).

January 2013 - Radio-Canada's Première Chaîne presented *L'autre midi à la table d'à côté avec Zoomba*.

January 2013 - Radio-Canada partnered with Cirque Éloize for the show "La Vérità".

January 2013 - CBC profiles steps the Muslim community is taking to end violence against women with the launch of the "Muslims for White Ribbon" campaign in Windsor: We spoke with a local Muslim man behind the campaign, a clinician who works with victims of abuse, and a woman who has been a victim of abuse. In Windsor-Essex it's estimated one in four women is a victim of abuse. The "Muslims for White Ribbon" campaign originally started in Toronto in 2011 in reaction to the Shafia case.

January 17 to 20, 2013 - World Snow Forum, Novosibirsk, Russia: a RCI researcher was a guest speaker on the topic of Inuit people in the Arctic and the concept of the specialized RCI site "Eye on the Arctic".

January 2013 – CBC North spends one week broadcasting from Inuvik, NWT: Our afternoon show celebrated the return of the sun following the winter darkness. CBC sponsored and recorded a concert pairing Toronto electro pop artist Lights with Dene folk artist Jay Gilday.

January to February 2013 – Radio-Canada celebrated Black History Month: Throughout February, Black culture and achievements in Canada and around the world are recalled and celebrated.

These are the events to which the on-air diversity team contributed:

- January 21, 2013 - Launch at Montreal city hall for the 50th anniversary of Martin Luther King's "I Have a Dream" speech;
- January 25 and February 13, 2013 - Espace musique aired two special editions of *Quand le jazz est là*. The February 13 show went live from the ARTV Studio at Place des Arts to draw attention to the exhibition on the life of Martin Luther King;
- January 31, 2013 - A calendar of Black History Month personalities was announced at Montreal city hall. An Espace musique host was among the personalities selected.
- February 5 to 18, 2013 - Radio-Canada copresented the Martin Luther King Exhibition in Place des Arts, marking 50 years since his "I Have a Dream" speech. The exhibition included a seven-minute video of archival footage from *Premier Plan*, the Radio-Canada flagship program hosted by René Lévesque. The selected clips clearly present the situation of Black America in 1960 in René Lévesque trademark forthright style.

January and March 2013 - A series of radio reports from the host of Radio-Canada's *Dimanche magazine* were broadcasted, with more to take place in 2013–2014:

- Indian Residential Schools (Côte-Nord in Quebec)
- The Métis of the Red River (Manitoba)

January to March, 2013 –CBC partnered with TD Then & Now event as part of Black History Month: Celebrates the achievements of black Canadians and the rich history of African and Caribbean culture. The series included art exhibits, film, live performances, workshops and other cultural events across Canada. This year the initiative was a national program with activities in Halifax, Ottawa, Montreal and Toronto. CBC Toronto supported various Black History Month initiatives including Local talent outreach and engagement. Its local talent moderated various events at local schools and community organizations. This also included participation at the Ontario Black History Society (OBHS) Kick-Off Brunch and curating the Black History Month digital project: *How Would You Make Black History* video initiative.

February 2013 – CBC North reported story from North Providence, NWT: One of our video journalist reported on the community's belief that more than 300 kids died at their residential school alone.

February 10, 2013 - CBC Vancouver celebrated the Chinese Lunar New Year: We broadcasted from the Aberdeen centre in Richmond on the eve of the Lunar New Year 2013. CBC Vancouver was also a big participant in the Lunar New Year parade in Chinatown at the end of the festival.

February 15 to 17, 2013 – Radio-Canada sponsored the Festival Du Voyageur: Largest French festival in Manitoba that celebrates Franco-Manitoban culture and heritage.

February 22, 2013 - CBC Ottawa host taught students from Nunavut in a workshop on digital TV newsgathering.

February 26, 2013 – *Brossard Chinatown*: Published on our corporate blog and our social responsibility and public value web site. This web documentary was co-produced by RCI, Radio-Canada Rive-Nord and Radio-Canada Rive-Sud.

March 8, 2013 – Rendez-vous de la Francophonie: Published on our corporate blog.

March 24, 2013 - Report in *Dimanche magazine* Radio-Canada radio show on homosexuality in Arab immigrant communities

March 27, 2013 – Celebration of News Day BC fifth anniversary: CBC Vancouver partnered with a number of metro Vancouver school districts to train 30 student journalists. They were chosen to reflect the diversity of Vancouver's schools and the stories we focused on for broadcast also reflected that.

### **2.3 Initiatives to promote exchanges and cooperation between diverse communities...**

There are several ways that CBC/Radio-Canada at a national and regional perspective engages to promote cultural exchange and cooperation. Here are some highlights:

Annually – CBC Quebec partners with the Conseil des arts de Montréal and others to provide the Diversity Award: In order to make its talented musicians better known, the annual Diversity Award honours a promising group of musicians, thus increasing its exposure within the artist community and public at large. This prize was established by the Conseil and its partners (CBC Montreal, Montréal, Arts Interculturels (MAI), Place des Arts and Vision Diversité) to showcase world music and world crossover and foster the professional careers of Montreal's culturally diverse musicians. Over the course of one year, the winner will receive support and coaching to create, produce, present and tour. This award includes professional services, creative residences and concerts presented with Vision Diversité, MAI, Place des Arts and CBC Montreal, as well as a tour of various Montreal neighbourhoods with the Conseil des arts de Montreal en tournée.

March to August 2012: CBC Toronto sponsorship of Jamaica50: Celebrating Jamaica's 50th anniversary of independence with most activity in Canada happening in Toronto. Organized by Jamaican High Commission, Jamaican Consul General and volunteer committees of prominent Jamaicans with public events featuring arts and culture.

April 3, 2012 - City of Calgary Cultural Diversity Forum: In partnership with the City of Calgary, CBC Calgary hosted a cultural diversity forum which brought members of different ethnic groups together for an afternoon of sharing experiences and storytelling with the common theme of diversity and the media.

April 23, 2012 - CBC Radio One and CBC News Vancouver Special Programming Shxw'éyelh: Stories of Health and Healing in First Nations communities produced by UBC journalism students participating in one of our reporter's classes.

May 2012 to March 2013 - Radio-Canada Diversity roundtables: Meetings of people who work on Radio-Canada programs and representatives of cultural communities to discuss particular issues and broaden the range of potential subjects to tackle on air:

- May 2012 - Québec inc.: Our young entrepreneurs
- March 5, 2013 - Sports roundtable

May 9 to 19, 2012: CBC Toronto sponsored Lula Lounge 10<sup>th</sup> Anniversary: Musical celebration of international Latin, Jazz, and World Music.

May 13 to June 10, 2012 - CBC sponsored the Vancouver International Bhangra Celebration: This festival celebrates South Asian culture specifically through a traditional dance called bhangra. CBC News Vancouver's director of English Radio hosted the "Celebrate the Harvest" gala and Communications set up an activity at one of the high traffic venues in downtown Vancouver. Over 4000 guests came through the area during our weekend activation.

June 2, 2012 - CBC sponsored the Asian Aids Organization Dim Sum Fundraiser: This is an Asian community outreach project which provides services to the Asian Community in the Lower Mainland (British Columbia). Multiple staff from CBC News Vancouver participated in the event.

June 8-17, 2012 - CBC Network sponsored Luminato: Toronto's Festival of Arts and Creativity, an annual ten-day celebration of the arts in Toronto, launched in 2007. Combination of free and ticketed programming everyday.

June 30 to September 15, 2012 - CBC Toronto sponsored the Harbourfront Summer Festivals: This is a series of cultural festivals all summer long when it is possible to experience top Canadian and international artists in a fun, family- friendly environment without ever leaving the city. These festivals celebrate local and international cultural communities through music concerts, international food, film screenings, art exhibitions, and more.

From July to August 2012 - CBC's free summer concert series Musical nooners returned to the CBC Vancouver outdoor stage: Each afternoon, the public enjoyed a free concert with some of the best Canadian talent. The concert lineup included a variety of diverse groups including Los Dorado, Ezra Kwizera, Khac Chi, En Karma, The Sojourners, Leela Gilday concert. Each concert had 200 to 500 people in attendance.

July 4 to 8, 2012 – CBC sponsored the Winnipeg Folk Festival.

July 5 to 15, 2012 - CBC sponsored the Indian Summer Festival: This International festival of arts and ideas showcasing top talent from South Asia – across music, dance, literature, film, visual arts, cuisine, yoga and wellness.

July 7 and 8, 2012 - CBC Toronto sponsored Salsa on St. Clair: CBC Toronto celebrates the Latin Culture at St. Clair West. This is the biggest celebration of Latino Culture in Toronto. Free live music, dance lessons, latin flavours, and family fun.

July 15, 2012 - CBC sponsored the S.U.C.C.E.S.S. 27th Annual Walk with the Dragon for another year: This is one of the foundation's premier fundraising events. Some of CBC News Vancouver staff participated in the event. The parade draws more than 13,000 participants and guests.

September to November, 2012 - CBC Radio One multiple conversation cafes: *InfoRad* brought together different community groups for a meal and then chatted about community differences and trying to find commonalities.

September 18, 2012 – Radio-Canada presentation as part of the Mamukanit project: The project helps 16 to 35 year-old Aboriginal Peoples enter the Montreal labour market. A recruitment activity was organized with the participants in the second cohort. We welcomed a group of 17 young Aboriginal Peoples between the ages of 18 and 35. A CBC/Radio-Canada director of human

resources talked to them about different aspects of the reality of the labour market at the Corporation. After that, one journalist and one producer shared some of their personal experiences, especially working on the series *8th Fire/8e feu*.

September 20 to September 30, 2012 - CBC Toronto sponsored the Small World Music Festival: Small World is a celebration of cultural diversity expressed by one of the most potent tools available - music. It is based on a vision of sharing cultural experience and ultimately, building bridges between cultures through this experience.

September 28, 2012 - CBC sponsored S.U.C.C.E.S.S. Hong Kong Sinfonietta Vancouver Tour 2012: This was a fundraising concert for the S.U.C.C.E.S.S. Foundation Seating and had 12 guests in the Chan Centre at UBC.

October 1 to 5, 2012 – CBC *InfoRad* partnership: We partnered with community organizations Immigrant and Refugee Organization of Manitoba (IRCOM) and the Spence Neighbourhood Project for the Adopt-a-Hockey Program, to collect hockey equipment or skates for new Canadians.

October 1, 2012 to April 3, 2013: CBC Toronto partnered with Immigrant Success (IS) Awards Toronto Region Immigrant Employment Council (TRIEC): The IS Awards recognize leadership and innovation in recruiting and retaining skilled immigrants in the Toronto Region. The Awards program consists of four distinct awards with their own criteria. The CBC Toronto Immigrant Advantage Award is one of the awards in the program. This year marks the 7th Annual IS Awards.

October 10, 2012 - CBC Radio One's Studio One Book Club featured south Asian author M.G. Vassanji, born in Kenya and raised in Tanzania: To discuss his book *The Magic of Saida*. 100 guests attended the event.

October 16, 2012 - CBC Radio One's Studio One Book Club featured author Mohammed Hanif: The author was born in Pakistan but left to pursue a journalism career. He discussed his book *Our Lady of Alice Bhatti*. 50 guests attended the event.

October 16 to 21, 2012 - CBC sponsored the Vancouver International Writers & Readers Festival: This six day writers' festival had over 10,000 attendees. A reporter and editor from CBC Radio One moderated a discussion.

January to March 2013 - CBC Vancouver hosted a free winter concert series: CBC Vancouver hosted the Thursday and Friday nights called the Toque Sessions featuring a number of Canadian artists with diverse voices. Between 100 to 150 guests attended each concert

January 1, 2013 to June 13, 2013 - CBC Toronto partnered with RBC Top 25 Canadian Immigrant Awards: The annual awards program recognizes and celebrates the stories and achievements of outstanding Canadian immigrants who continue to inspire newcomers and Canadians from all walks of life. CBC was a media sponsor of the event. The program consists of a nomination and voting activities along with an Awards program in the summer.

January 28 to February 1, 2013 – CBC sponsored the International Week, Conscious Culture: Finding Paths to a Better World at the University of Alberta.

February 1 to 3, 2013 - CBC Toronto partnered with the Kuumba Festival - Harbourfront Centre: Kuumba is a cultural showcase of African and Caribbean heritage through art, film, music and much more. The three day initiative in Toronto celebrates the milestones and contributions of Black Canadians through exhibitions, panel discussions and exciting performances by Canadian and international artists.



SECTION 3		POLICIES, PROGRAM DELIVERY AND PRACTICES	
Please refer to the Submission Guide for general information on the purpose of each section.		YES	NO
Q. 3.1	Did your institution take multiculturalism and diversity into consideration when developing new or amending existing <b>policies</b> ?	√	
Q. 3.2	Did your institution take multiculturalism and diversity into consideration when developing new or amending existing <b>programs</b> or <b>services</b> ?	√	
Q. 3.3	Is senior management in your institution responsible for implementing multiculturalism in your institution?		
	<p>If you responded yes to any of the questions above, please provide details.</p> <p><b>3.1 Multiculturalism and diversity taken into consideration in policies...</b></p> <p>See information provided in response to Q 1.2.</p> <p><b>3.2 Multiculturalism and diversity into consideration in programs or services...</b></p> <p>See information provided in response to Qs 2.2, 2.3 and 2.4.</p> <p><b>3.3 Senior management responsible for implementing multiculturalism...</b></p> <p>Diversity considerations are incorporated in both the English and French Networks' strategic plans. Our goal continues to be recognized as an open and inclusive employer and public broadcaster.</p> <p>Management accountability for the achievement of diversity goals and objectives is a key criterion in the new <i>Corporate Inclusion and Diversity Plan 2012–2015</i>. One of the 2012–13 organizational priorities of the CBC/Radio-Canada President and CEO, which are shared with all employees, relates to inclusion and diversity, as well as the importance of having a workforce more representative of the Canadian population.</p>		
Q. 3.4	Did your institution deliver training to employees to increase awareness and knowledge of multiculturalism and diversity issues?	√	
	<p>If yes, what sort of training was provided?</p> <ul style="list-style-type: none"> <li>○ Diversity/Cross-Cultural Understanding</li> <li>○ Communicating in a Multicultural Workplace</li> <li>○ Anti-racism/Discrimination</li> <li>○ Policy Development and Multiculturalism</li> <li>○ Program Development, Delivery and Diversity</li> <li>○ Other (please specify)</li> </ul>		
	<p>Leadership community: This is an online environment for informal learning and we regularly hold webinars or information sessions on subjects that particularly interest managers. Approximately 120 managers participate in each session. In December 2012, we made a presentation on diversity recruitment best practices.</p> <p>In addition, see information provided in response to Q 1.3 (i.e. Ready to Lead program).</p>		
Q. 3.5	What percentage of your work force has participated in multiculturalism or diversity training activities during the reporting period?		
	<ul style="list-style-type: none"> <li>• See responses to Qs 1.3 and 3.4.</li> </ul>		

SECTION 4		EMPLOYMENT OPPORTUNITIES IN FEDERAL INSTITUTIONS	
Please refer to the Submission Guide for general information on the purpose of each section.		YES	NO
Q. 4.1	Throughout your institution, does your work force represent Canada's diversity as regards race, national or ethnic origin, colour and religion?	√	
	<p>If yes, please briefly describe the diversity of your work force.</p> <ul style="list-style-type: none"> <li>Using self-identification data, Aboriginal Peoples represented 1.2% of CBC/Radio-Canada's permanent full-time workforce as at March 31, 2013. Visible Minorities represented 6.9% of CBC/Radio-Canada's permanent full-time workforce as at March 31, 2013.</li> <li>As stated in our response to Q 1.5, employees who have not completed a self-identification questionnaire in the past were asked to complete our cultural census or to let the Corporation know they were not comfortable self-identifying. The intent will be to develop targeted programs and strategies to further employment, training and advancement opportunities of employees from the four employment equity designated groups including those of different ethno-cultural backgrounds.</li> </ul>		
Q. 4.2	Does your institution have <b>goals</b> and/or <b>initiatives</b> for any specific groups as regards race, national or ethnic origin, colour and religion for: <ul style="list-style-type: none"> <li>a) employment;</li> <li>b) advancement; and</li> <li>c) retention?</li> </ul>	√	
Q. 4.3	Did your institution undertake any <b>other</b> initiatives in the reporting period to better support employees from ethnocultural backgrounds? An ethnocultural group defines itself by at least one of the following: language or culture, religious affiliation, race, ethnic identity, ethnic origin, or country or geographic region of origin.	√	
	<p>If you responded yes to Questions 4.2 or 4.3, please provide details on the most meaningful initiatives your institution undertook.</p> <p>As part of the <i>Inclusion and Diversity Corporate Plan 2012–2015</i>, hiring and promotion goals were set across the Corporation for members of visible minorities and Aboriginal Peoples in those occupations where they are under-represented.</p> <p><b>Employment:</b> In 2012–2013, many activities took place aimed at fostering a workplace which encourages diversity:</p> <ul style="list-style-type: none"> <li>Following an employment equity audit from the Canadian Human Rights Commission, an employment systems review was conducted and resulted in a new three-year plan being developed in consultation with different business functions, including union representatives. The <i>Inclusion and Diversity Corporate Plan 2012–2015</i> identifies areas where efforts need to be focused in order to maintain a lasting internal workforce fully representative of the Canadian availability in the industry.</li> <li>In May 2012, the managing director of CBC Toronto was awarded the Outstanding Leadership Achievement Award at the Innoversity Creative Summit. The award recognizes work in making media more inclusive and innovative by embracing the increasing cultural diversity of Canada. This was only the latest accolade for CBC Toronto who has won recognition for its commitment to diversity from numerous national and international sources over the years. These include the Gabriels, New York Festivals and the regional and national RTNDA (Radio-Television News Directors Association) awards.</li> <li>CBC Toronto's work was noticed in other ways, too: the team was invited to talk to international broadcasters and world leaders about their progression — from a vision of innovative, inclusive programming, to a highly successful cultural and business model for public service broadcasting that profoundly addresses and reflects diversity. CBC Toronto's turnaround has been well-documented and is taught in a prestigious Canadian business school as both a highly successful change management process and a successful business case for diversity and inclusion.</li> </ul>		

**Attraction:**

In 2012 and in the wake of budget challenges, the Corporation invested significant efforts in restructuring how it conducts its business. CBC/Radio-Canada remained focused in attracting top candidates when staffing opportunities arose. We continued to grow our social media presence on sites such as Facebook, Twitter and LinkedIn. Here is a summary of our recruitment activities:

- The Behaviour Description Interviewing Guide on the corporate HR portal for managers was improved with the addition of the *Guide to screening and selection in employment*, developed by the Canadian Human Rights Commission.
- The Corporate diversity function provided managers and HR with personnel reports and key metrics for monitoring representation rates to measure effectiveness of recruitment strategies.
- CBC/Radio-Canada was actively engaged in mentoring initiatives directed towards immigrants. For example, Radio-Canada acted as Master of Ceremony for “Les mentors 2012 à l’honneur”, an event held by the Conférence régionale des élus de Montréal (CRÉ) as part of their “Mentorat Montréal” program. The mentorship program was a great initiative for the Corporation to reinforce links with newcomers to the country and position itself as an employer of choice committed to diversity. In 2012, the Corporation had five employees acting as mentors who participated in events with mentorees such as networking events and visits of the Maison de Radio-Canada in Montreal.
- Radio-Canada also participated in a job fair aimed towards Aboriginal peoples in Montreal (MAMU), in a conference on how to reach diverse communities (Multicultural Marketing Conference), HR training on diversity and recruitment at the CRÉ and at the INRS (Déqualification des immigrants et le PRIIME) and, a visit of the Institut Nazareth et Louis-Braille with the CAMO.
- CBC hosted an employment conference aimed at newcomers (Internationally Educated Professionals (IEP) Conference), sponsored and acted as a host for the 2012 Immigrant of Distinction Awards in Calgary, attended the Aboriginal-focused career fair in Manitoba hosted by the Center for Aboriginal Human Resources Development and participated in the Aboriginal Human Resources Council “Inclusion Works 2012” career program in Edmonton.
- CBC partnered with the CareerEdge organization to bring in a diversity intern focused on building diversity recruitment initiatives. This six-month internship was set to end in June 2012 but provided such value that it was extended until June 2013. The intern key recruitment objectives resulted in great results such as a diversity database which lists organizations CBC can post jobs or partner with.
- At CBC, paid advertising for job postings ranged from industry-specific publications to ones targeting women and schools. Social media was extensively used and targeted campaigns were run with Lights, Camera, Access! and the Aboriginal Inclusion Network.
- There are a number of on-going internship and co-op initiatives across the Toronto Broadcast Centre (just under 20) which range from journalism, programming, technical and digital opportunities. Diverse hiring is always a focus in these initiatives.
- CBC/Rradio-Canada also benefitted from an application which was piloted on the CBC/Radio-Canada Facebook page called JobMagic in 2011. This pilot was successful and the vendor (JobMagic) was selected as the primary vehicle for social media outreach in December 2011.
- Some of the tools which furthered recruitment efforts include the CBC/Radio-Canada Jobs site [www.CBC.ca/jobs](http://www.CBC.ca/jobs) and <http://cbc.radio-canada.ca/emplois/> which showcases dynamic employee profiles from the four employment equity designated groups. Applicants are invited to submit their resumes in response to specific job postings or alternatively to submit their resumes in the candidate database for future consideration.
- Information pertaining to diversity including the Corporation’s annual reports on employment equity and multiculturalism as well as workforce demographics and trends, can be accessed on the Corporate site.

**Retention:**

A great number of initiatives were in place to meet the needs of CBC/Radio-Canada’s diverse workforce and encourage employee retention. They include many work-life balance items such as compressed workday schedules, special leave, job rotations and more. Sections of some collective agreements contain provisions relating to flexible work arrangements.

- CBC/Radio-Canada continued providing an Employee Assistance Program available in 25 languages to all CBC/Radio-Canada staff, retirees, long-term contract employees and their resident families. The last voluntary satisfaction survey in 2011 indicated a 94% satisfaction rate.
- While the Corporation has no formal promotion policy, supervisors and managers must establish training and development opportunities to increase the number of qualified eligible candidates for promotion and transfer opportunities. As part of the *Inclusion and Diversity Corporate Plan 2012-2015*, English Services plan on implementing succession planning inclusive of diversity targets, and interview training on cultural sensitivities. All departments are made aware of identified gaps for the four designated groups and consider them as part of workforce planning.

**Other initiatives:**

- Every year, we invite managers to apply for the HELP (Help Energize Local Projects) Fund. This \$200,000 fund helps managers reach their hiring targets and recruit diversity candidates in the four designated groups by allocating funding for internships, development opportunities and workplace accommodations. In 2012–2013, we received close to 40 proposals of which 31 were approved for funding. This fund has increased our capacity to recruit and retain diverse candidates.
- Diversity was a key criterion in other internships offered including the Joan Donaldson CBC News Scholarship and the CBC Radio Peter Gzowski internships (landed immigrants can apply to these).
- We have introduced a tool within our applicant tracking system that allows internal staff to promote their skills and interest through a specific database. This tool, appropriately called a Skills and Interest Database, allows internal candidates to post their current resume and to express their interest in any developmental assignments. We can then refer to this pool for potential candidates. Within the application there is also an opportunity to self-identify.

SECTION 5	LANGUAGE AND CULTURAL UNDERSTANDING IN FEDERAL INSTITUTIONS			
Please refer to the Submission Guide for general information on the purpose of each section.			YES	NO
Q. 5.1	Has your institution undertaken initiatives related to the use of the diverse language skills of employees?	√		
Q. 5.2	Has your institution undertaken initiatives to incorporate the cultural insights of employees, for example, to improve policy-making functions or enhance service delivery?	√		
	<p>If you responded yes to either one of the questions above, please provide details on the most meaningful initiatives your institution undertook.</p> <p><b>5.1 Use of diverse language skills of employees...</b></p> <p>On several occasions this year, we had greater success with stories as a result of the fact our staff speak multiple languages. These include:</p> <p>At CBC North, our Chipewyan language broadcaster did a special series on cancer in Fort Resolution, NWT. Because he spoke the language, he was able to talk to elders and other community members who would not have otherwise been able to tell their stories. The resulting bilingual series was much richer thanks to our employee language skills. In NWT we have Aboriginal broadcasters gathering information daily in Inuvialuktun, Gwich'in, North Slavey, South Slavey, Tlicho, Chipewyan. In Nunavut we have producers, reporters and technical people who work in Inuktitut and in Northern Quebec all of our employees gather and broadcast materials in Cree.</p> <p>When 12 killer whales were caught in the ice near Inukjuak, Quebec, our Inuktitut language reporters were able to get more information, more quickly than anyone else, including an interview with the mayor that was later quoted by Postmedia News, National Public Radio (NPR) and others. In Nunavut, much of the population speaks Inuktitut, which means our multilingual reporters are often the only journalists able to call and get in touch with sources.</p> <p>In Vancouver, one of our reporters uses her Punjabi skills to help keep us ahead on stories South of the Fraser where we have a large South Asian community. She listens to Punjabi radio and jumps on stories there but has also picked up a number of tips from the community on the current gang stories and issues there.</p> <p>CBC Calgary has had to deal with several stories regarding Calgarians running into trouble while vacationing in Mexico. In March of 2012, a Canadian tourist was severely beaten at a resort in Mazatlan. Her recovery as well as the subsequent arrest of a suspect became a national news story. Fortunately, we had two staff producers who were fluent in Spanish and managed to get information straight from sources in Mexico. Another example is the recent shark fin ban debate in Calgary: one of our associate producers helped arrange interviews and translate the town hall meeting in Chinatown that was conducted in Cantonese. That same employee's language skills were of assistance for several network stories, including for one of our national reporters where she translated many pages of Chinese text into English about Canadian companies recruiting workers from China.</p> <p>At CBC Thunder Bay, we had a reporter spend three weeks preparing a special report called <i>Dying for an Education</i>, a comprehensive radio documentary and online feature about how the death of a young First Nations boy attending residential school in the 1960's resonates today at the local high school for Aboriginal students where an inquest is pending into the death of seven students over the last 10 years.</p> <p>In Ottawa, one of our reporters and editors used her Cantonese language skills to speak to the parents of a man accused of stabbing his roommate to death. The parents spoke no English and we were the only people able to speak with them about their son.</p> <p>Also in Ottawa, a reporter used his Spanish on several occasions to get exclusive information - including speaking to a Columbian army general about a kidnapped Canadian from Ottawa and an</p>			

interview with Peruvian police after a man from Ottawa drowned in Peru.

## **5.2 Initiatives to incorporate the cultural insights of employees...**

There are many examples from across the country. These include:

April 2012 - RCI was involved in an array of activities:

- An employee was a panelist at the roundtable on Spanish-Canadian literature at Blue Met International Literary Festival, in Montreal. Radio-Canada was also a sponsor of the Festival and special programming on Première Chaîne was produced in partnership with Blue Metropolis Foundation.
- The Chief Editor of RCI gave a lecture in two parts at the Université de Montréal: design and organization of information on the web and information processing in the Maghreb region.
- UQAM (Observatoire des Amériques): An employee of the Latin American section of RCI gave a conference on the theme: Venezuela and Colombia two countries in conflict, causes and consequences

March 2013 - The presenter and director of the Latin American section of RCI acted continuously as an analyst on RDI and the *Téléjournal* of Radio-Canada's Première Chaîne to address the death of Venezuelan President Hugo Chavez.

In all three territories, our Aboriginal language broadcasters are invaluable sources of news from their communities, with which they are uniquely connected. We regularly rely on their knowledge and expertise to gather and follow news. For example, our North Slavey, NWT broadcaster tipped us off that there were problems with the winter road between Wrigley and Tulita, NWT and it had to be shut down. An oil and gas exploration boom has been chewing up the road and Leitha's connection to the community meant we were first to tell our audience about the problems.

One of our Inuktitut language reporters in Iqaluit, Nunavut (NU) produced a series of news stories from Arviat, NU, her home community. Her pieces - on search and rescue, a reduction in polar bear deaths, and more - were the direct result of her ties to the community. We regularly pair up southern reporters with our Aboriginal broadcasters in covering stories to increase cross cultural understanding. For example, at the Dene National Assembly in Whati, NWT in the summer 2012, we sent a videojournalist with two Aboriginal broadcasters. Another example was the search and death of a fisherman near Behchoko, NWT. In that case, we sent a southern reporter with an Aboriginal broadcaster to gather material together.

In Vancouver, we partnered with the UBC Journalism department and one of our reporters who teaches a course there on reporting on aboriginal communities. The students did five stories for the project. We linked to those pieces online, but also produced them for radio, and in one case a CBC reporter worked with one of the student teams to produce a piece for television. Our reporter also used his insights and connections in the Aboriginal community to get the interviews CBC needed to tell the stories about the ex-Vancouver Winter Olympic CEO's early days in northern BC and some of the allegations against him.

In Calgary and as part of the shark fin ban debate, one of our associate producers was able to offer insight into the importance of shark fin soup to some in the Chinese community. Furthermore, she helped us to explore the ethical debate within that community. Subsequent media coverage prompted City Council to admit it had not properly communicated with the Chinese community before voting on the issue.

At CBC Thunder Bay, one of our employees is Aboriginal. He frequently passes on tips to one of our reporters. In early 2013, he told one of our reporters about complaints against a Thunder Bay police officer being investigated by Sudbury police. In February 28, 2013, one of our reporters covered a community safety meeting where the incident of an off-duty officer who allegedly assaulted a First Nations youth was alluded to but it didn't fall into place until our technician passed along the information. We were the only media outlet to get the story, part of our ongoing coverage of a breakdown in the relationship between local police and our Aboriginal population. We later learned the officer was charged with common assault.

In Ottawa, an Aboriginal journalist was instrumental in our fair and thorough coverage on the Idle No More story. Not only did he report on the story, he also provided a good sounding board for our Current Affairs teams when they were looking for different perspectives on the subject. He was also an excellent resource during the brouhaha about the naming of a new basketball team in Ottawa - the Tomahawks (the name was dropped one day after the announcement).

In Halifax, our aboriginal reporter has great contacts in one of our First Nations where we've had difficulty finding people to open up to us in the past. He was able to use his contacts to tell a wonderful story about local people heading to Rome for the canonization of the first aboriginal saint.

CBC Nova Scotia also surveyed our diverse staff when trying to decide how to proceed with a difficult story with racism overtones. Their input was key in our editorial plan.

SECTION 6		DATA COLLECTION AND RESEARCH FOR POLICY AND PROGRAM DEVELOPMENT	
Please refer to the Submission Guide for general information on the purpose of each section.		YES	NO
Q. 6.1	Did your institution conduct research with multicultural components?	√	
	<p>If yes, please provide examples of research activities and, if possible, how the research results were used.</p> <ul style="list-style-type: none"> <li>In Fall 2012 and Spring 2013, CBC/Radio-Canada Research and Analysis in Ottawa conducted its bi-annual Media Technology Monitor (MTM) based on interviews with 12,000 Canadians (6,000 Anglophones and 6,000 Francophones). Visible minority status is measured in this tracking survey and cross-referenced against media technology adoption and usage. Visible minority status is a standard demographic break reported in all of our reports, trending and demographic tables and data files available on the MTM public portal (<a href="http://www.mtm-otm.ca">www.mtm-otm.ca</a>), available to all CBC/Radio-Canada employees and external clients, such as the CRTC, Quebec Government, Ontario Government and the Television Bureau of Canada. Several external organizations publish MTM data.</li> <li>On an annual basis, CBC/Radio-Canada Research and Analysis conducts two Mission Metrics surveys to measure the Corporation's performance in implementing its 5-year strategic plan "2015: <i>Everyone, Every way</i>, CBC/Radio-Canada's Long Term Strategic Plan" among a total sample of 4,800 Canadians. Two audience perception metrics regarding diversity, the degree to which each CBC/Radio-Canada service used by the respondent "reflects the multicultural diversity of Canada" and "reflects my cultural background", as well as visible minority status are measured. The results are reported in the Corporation's bi-annual Report Card, which is presented to CBC/Radio-Canada's Board of Directors and are available to the public in the Corporation's Annual Report, Corporate Plan and Quarterly Financial Reports and within the Reporting to Canadians section of our Corporate website. Mission Metrics surveys were conducted in November 2012 and Spring 2013, each among a sample of 2,400 Canadians.</li> <li>The CBC Research Department in Toronto Fiats study tracks a series of questions regarding cultural diversity and how the network is performing in that regard. The specific statements include: CBC "has programs that reflect the cultural diversity of Canada", CBC "has entertainment programming that reflects the cultural diversity of Canada" and "CBC's The National reflects the cultural diversity of Canada".</li> <li>Radio-Canada's Research Department in Montreal conducted several online media studies via their Web Panel that included questions to identify New Canadians among francophone respondents and their use of Radio-Canada services. The survey can also track panelists' country of birth and that of their parents in order to be able to isolate Neo-Canadians.</li> </ul>		
Q. 6.2	Did your institution undertake other initiatives related to collecting statistical data with multicultural components?	√	
	<p>If yes, please provide examples.</p> <ul style="list-style-type: none"> <li>See Q 6.1 for details.</li> </ul>		



SECTION 7	CONSULTATION AND COLLABORATION WITH COMMUNITIES			
Please refer to the Submission Guide for general information on the purpose of each section.			YES	NO
Q. 7.1	Did your institution undertake initiatives to improve federal services for ethnocultural groups? An ethnocultural group defines itself by at least one of the following: language or culture, religious affiliation, race, ethnic identity, ethnic origin, or country or geographic region of origin.	√		
Q. 7.2	Did your institution collaborate or partner with ethnocultural community organizations to help promote or to help deliver federal programs or services?	√		
Q. 7.3	Did your institution consult ethnocultural communities?	√		
Q. 7.4	Did your institution undertake initiatives that promote policies, programs and practices to enhance contributions from diverse communities?	√		
	<p>If you responded yes to one of the questions above, please provide details on the most meaningful initiatives your institution undertook.</p> <p><b>7.1 Initiatives to improve federal services for ethnocultural groups...</b></p> <p>Radio-Canada served up a range of projects, programs and series across its platforms that directly address the interests and realities of the various ethnocultural groups. Here are a few examples:</p> <p>Mentorat Montréal:</p> <ul style="list-style-type: none"> <li>• This is a mentoring program under the umbrella of the Quebec department of immigration and cultural communities and the regional conference of elected officials (CRÉ). It forms partnerships with companies that find potential mentors on their staff and helps them match immigrants with mentors.</li> <li>• The goal of mentorship is to establish a dialogue and a teaching/learning relationship. Mentors share their knowledge and expertise about their companies and Quebec's work culture in general. In this way, they help improve immigrants' prospects of finding work in line with their skills and talents.</li> <li>• We partnered with Mentorat Montréal for a mentor appreciation evening, held October 4, 2012 at the McCord Museum and emceed by one Espace musique hosts. The organization seized the opportunity to announce the name of its 200th mentor – none other than that same Espace musique host.</li> <li>• Since then, a number of Radio-Canada employees have volunteered to be mentors and offer comprehensive, sensitive guidance to newcomer arrivals as they make their way in the job market.</li> </ul> <p>Citizenship Ceremonies (see Q 2.2)</p> <p>Mamukanit project (see Q 2.3)</p> <p><b>7.2 Collaboration and partnership with ethnocultural community organizations...</b></p> <p>Please see Qs 2.2 and 2.3.</p> <p><b>7.3 Consultation with ethnocultural communities...</b></p> <p>Over the last year in Windsor, we have held several discussions with representatives from diverse communities in an effort to tell the story of immigrant women who, for cultural or religious reasons, are not being tested for cervical or breast cancer. Or, if they are diagnosed, they are reluctant to get the appropriate care because there may be viewed as shameful by their community. It presents a challenge for health-care providers, cultural groups, religious leaders, as well as the people themselves.</p>			

In February and March, 2013, CBC Quebec launched *Living English*, a special month-long, multi-platform series that took an in-depth look at life for English-speaking Quebecers. Following the election of PQ-minority government, CBC wanted to better understand the issues facing English-speaking Quebecers. As part of the series, CBC Quebec presented the results of an exclusive poll conducted by EKOS Research. EKOS surveyed 1,001 Anglophone Quebecers with questions on subjects as diverse as politics, access to social services, education and how Anglophones feel about their future in Quebec. The poll and an editorial sparked discussion in Quebec media and communities. In a month of TV, radio and web coverage, highlights included the following:

- CBC continued the conversation started by the series by hosting a public discussion on the future of English culture in Quebec. More than 300 people attended the event, which was also live-streamed and shared on social media. Panelists included Jean-François Lisée, Quebec's minister responsible for Anglophone relations; Terry Mosher (also known as Aislin), cartoonist for *The Gazette*; Kevin Tierney, Producer of *Bon Cop, Bad Cop*; Anne-France Goldwater, lawyer and TV personality from *L'Arbitre*; Tamy Emma Pepin, social media personality; and John Stokes, partner, Real Ventures. Audiences both real and virtual were also able to participate in the discussion. Between its launch and the end of March 2013, the *Living English* micro-site was the top feature on our web site attracting a total of 18,857 unique visitors who generated nearly 38,000 page views. The day of the public event (March 21), the website was accessed by just over 3,000 unique visitors who generated 5,635 page views. After the event, the replay stream was accessed another 1,282 times. The website had a number of interactive features, including a story map and a map of the 2011 census showing where Anglophones live in Quebec, which can be accessed at <http://www.cbc.ca/montreal/features/livingenglish/anglophone-census-map/>. The series and CBC/EKOS poll received unprecedented media coverage from over 25 media outlets including La Presse, The Gazette and Time Magazine.

#### **7.4 Initiatives that promote policies, programs and practices...**

May 2 to 3, 2012 - CBC Toronto was a media sponsor of the second "Impact of Family Violence Conference: A South Asian Perspective," presented by Social Services Network: This conference took recommendations from the first conference held at Queen's Park last year and worked on solutions dealing with family violence in South Asian communities.

May 30, 2012 - CBC Radio One's On the Coast held a forum "Choosing Segregation: Ethnic Enclaves in Metro Vancouver" which was hosted at the CBC Vancouver's Broadcast Centre (700 Hamilton St). The public (150 guests) were encouraged to discuss this topic and share their thoughts for the program.

June 3, 2012 - CBC sponsored the Milton K. Wong Lecture Series: The topic "What's wrong with multiculturalism?" was broadcasted on CBC Radio One's *Ideas*.

June 11, 2012 - CBC Quebec and the Quebec Community Groups Network created My Quebec Roots, a video contest for high school students. Co-sponsored by the English-Language Arts Network (ELAN), the Quebec Anglophone Heritage Network (QAHN), and the Quebec English School Boards Association (QESBA), the video contest encouraged young Quebecers to get in touch with their roots and share the unique stories of their families and communities. High school students between 13-18 years of age were invited to upload 2-3 minute videos to the CBC website. Entries were judged on overall impact, creativity and originality, content, as well as technical skills.

June 21, 2012 - CBC sponsored the Italian Business Excellence Awards: These awards recognize and honour individuals in the business community who have demonstrated excellence in their respective fields. An anchor from CBC News Vancouver hosted.

July 21, 2012 - CBC Television aired *Hockey Migrations*, a documentary: Juno-nominated filmmaker Tony Girardin travels to northern Quebec to follow the Tasiujaq Eagles hockey team as they geared up to face off in the Ungava Cup, the annual Nunavik hockey tournament.

September 2012 - CBC Thunder Bay was the Broadcast sponsor for the Biindigaate Film Festival: This is a four-day celebration of indigenous docs and features in the community.

October 11, 2012 - Bernard St-Laurent received the Award of Excellence for the Promotion of Linguistic Duality in Canada from the Commissioner of Official Languages: The Award is given to an individual or organization that promotes linguistic duality in Canada or abroad or that contributes to the development of Canada's official language minority communities. A veteran journalist and broadcaster, Bernard St-Laurent or Bernie, as he is known to his friends and listeners, is a communicator *extraordinaire* who has dedicated his life to keeping English-speaking Canadians informed of what's happening in the other official language.

November 1, 2012 - Human Rights Lecture presented in collaboration with CBC Radio One: The topic was "Canada's Truth and Reconciliation Commission and Aboriginal Human Rights" This program was broadcast on CBC Radio One's Ideas and 400 guests were in attendance.

February 10, 2013 – CBC Edmonton sponsored India Day celebrations

February 27, 2013 – CBC/Radio-Canada hosted Oscar Peterson's 50<sup>th</sup> Anniversary of "Night Train": Partnership with Burgundy Jazz and Catbird Productions who are making an interactive documentary exploring Montreal's incredible contribution to jazz music history through the legendary musicians of Little Burgundy - the primarily black neighbourhood that was a hub of musical creativity, private clubs and speakeasies from the Jazz Age 1920s to the Golden Era of Jazz in the 1940s and 50s. Oscar Peterson, Oliver Jones, Maynard Ferguson, and Louis Metcalf are among the greats who lived or played in "Burgundy".

Here are some more activities that can be referred to:

- Mosaïka (see Q 2.1)
- Black History Month (see Q2.2)
- Mamukanit project (see Q 2.3)
- Mentorat Montréal (see Q 7.1)

SECTION 8		SUCCESSSES AND CHALLENGES	
Please refer to the Submission Guide for general information on the purpose of each section.		YES	NO
Q. 8.1	<p>Considering your responses to the preceding questions, please highlight one or two initiatives that you would like to <b>showcase</b> as an example of how your institution furthered the principles of the <i>Canadian Multiculturalism Act</i>.</p> <p>Please provide a description of the initiatives or activities and include how Canadians are better served as a result of this initiative or activity (maximum 100 words).</p> <p>CBC/Radio-Canada is the recognized leader in expressing Canadian culture through the vast array of programming offerings, reflective of the country's multicultural diversity. This role is a natural fit for CBC/Radio-Canada given its status as Canada's national public broadcaster, able to reach into communities in every corner of the country. Moreover, the principles of the <i>Canadian Multiculturalism Act</i> are furthered on a daily basis through our editorial treatment and portrayal of issues important to Canadians including those from multicultural communities, the consultative initiatives and partnerships we engage with our local multicultural communities, and our proactive measures already underway to ensure we are an increasingly diverse and inclusive employer.</p>		
Q. 8.2	<p>Last year, in your submission to the 2011–2012 Annual Report, you were asked the following: "In fiscal year 2012–2013, what initiatives does your institution plan to undertake to further implement the <i>Canadian Multiculturalism Act</i>?"</p> <p>Did your institution implement the planned initiatives?</p>	√	
	<p>Here is what we said in our report last year: "We will continue to implement strategies that enable us to recruit and develop a diverse and skilled workforce from entry-level to the most senior positions in the Corporation. We will regularly review our employment systems and practices including our policies with a focus on ensuring a supportive and inclusive work place"</p> <p>CBC/Radio-Canada was subject to an audit from the Canadian Human Rights Commission (CHRC) in the fall of 2011 and early 2012. A taskforce made of five members of the People and Culture team was put in place in order to develop a new employment systems review (ESR).</p> <p>Upon the completion of the ESR in March 2012, a new 2012–2015 plan was developed in consultation with different business functions, including union representatives, and was presented to CHRC at the end of June 2012. The <i>Inclusion and Diversity Corporate Plan 2012–2015</i> identifies areas where efforts need to be focused in order to maintain a lasting internal workforce fully representative of the Canadian workforce availability. The plan is introduced by CBC/Radio-Canada President and CEO underlining the importance of equity and diversity for the organization but also acknowledging corporate challenges. The plan provides snapshots showing the evolution of our workforce since 2009 and then moves on to the corporate action plan showing what activities will be put in place to move towards a fully representative workforce over the next three years in the following areas: leadership; monitoring and accountability; recruitment and selection; training and development; talent management; communication, branding and outreach. The three-year plan concludes with an accessibility plan.</p>		
Q. 8.3	<p>Does your institution face barriers or challenges with respect to the implementation of the <i>Canadian Multiculturalism Act</i>?</p> <p>If yes, please provide details.</p> <ul style="list-style-type: none"> <li>Since 2010, a formal exit interview process has been in place and data is gathered by the corporate HR team. An increased focus on diversity was put in place in 2012 with better tracking mechanisms of diverse respondents. Given the very low number of Aboriginal persons and persons with disabilities respondents, their responses were blended with visible minorities. For the latest period available (April 1, 2011 to March 31, 2012) and to the statement "The CBC demonstrates a commitment to diversity", 71% of the visible minorities /Aboriginal peoples/persons with disabilities group were favourable. This compares to 83% for the whole Corporation. This means that more efforts are required to create a work environment where everyone feels respected and valued and we are confident our <i>Inclusion and Diversity Corporate Plan 2012–2015</i> we'll go a long way in accomplishing that.</li> </ul>	√	

	<ul style="list-style-type: none"> <li>• Self-identification response rates still present a barrier to accurate reporting on the diversity of the Corporation's workforce. However, the implementation of the 2012 cultural census including a comprehensive communication and follow-up strategy are expected to improve the response rate in the future.</li> <li>• Budget pressures may impede progress in achieving a fully diverse workforce.</li> </ul>		
Q. 8.4	Are there activities your institution would like to carry out but that it has been unable to undertake?		√
	<p>If yes, please describe activities and include what has prevented your organization from carrying out these activities</p> <ul style="list-style-type: none"> <li>•</li> </ul>		
Q. 8.5	<p>In fiscal year 2012–2013, what initiatives does your institution plan to undertake to further implement the <i>Canadian Multiculturalism Act</i>?</p> <ul style="list-style-type: none"> <li>• We will continue to implement strategies that enable us to recruit and develop a diverse and skilled workforce from entry-level to the most senior positions in the Corporation. We will regularly review our employment systems and practices including our policies with a focus on ensuring a supportive and inclusive work place.</li> </ul>		

SECTION 9	COMMENTS/SUGGESTIONS		
	Please refer to the Submission Guide for general information on the purpose of each section.	YES	NO
Q. 9.1	Do you have comments or suggestions to improve the process of submitting input on the operation of the <i>Canadian Multiculturalism Act</i> or on the Annual Report itself (content, structure, length, etc.)?		√
	If yes, please provide. <ul style="list-style-type: none"> <li>•</li> </ul>		

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<sup>i</sup>In this report, the term “manager” is defined as employees with one or more direct reports that have the capability to hire and terminate employees.