

TOPIC	DATE	CITY	EMPLOYEE NAME	POSITION TITLE
Unconscious Bias	2016-12-13	Toronto	ALAN ROCHE	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	ANGELA PALLADINE	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	CHARLENE OLATUNDE	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	CORINNE JEAN	SENIOR SPECIALIST
Unconscious Bias	2016-12-13	Toronto	DENICE ISHMAEL	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	ERIN SILVERMAN	MANAGER
Unconscious Bias	2016-12-13	Toronto	FARAH ALI	JUNIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	ISABELLE MATHIEU	SENIOR SPECIALIST
Unconscious Bias	2016-12-13	Toronto	JACLYN D'ALFONSO	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	JAMIE HUBBS	DIRECTOR
Unconscious Bias	2016-12-13	Toronto	JENNIFER REBELLO	SENIOR MANAGER
Unconscious Bias	2016-12-13	Toronto	JESSICA KLUG	DIRECTOR
Unconscious Bias	2016-12-13	Toronto	JOVANE DROUIN	ADVISOR
Unconscious Bias	2016-12-13	Toronto	KIM SULLIVAN	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	MARC BARRETTE	DIRECTOR
Unconscious Bias	2016-12-13	Toronto	MIRIAM ZGODZINSKI	SPECIALIST
Unconscious Bias	2016-12-13	Toronto	MONICA PARENTI	EXECUTIVE DIRECTOR HUMAN RESOURCES
Unconscious Bias	2016-12-13	Toronto	MONIQUE MACKENZIE	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	SHAWN GREEN	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	SHERRI MEURIS	MANAGER
Unconscious Bias	2016-12-13	Toronto	SUSAN GAGLIARDI	SENIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	SUZANNE HARRISON	SENIOR DIRECTOR
Unconscious Bias	2016-12-13	Toronto	TAMARA PARSONS	JUNIOR GENERALIST
Unconscious Bias	2016-12-13	Toronto	WILMA MARAIS	SENIOR MANAGER
Unconscious Bias	2016-12-15	Montréal	ANOUEK CARDIN	MANAGER
Unconscious Bias	2016-12-15	Montréal	ARIANE GASSE	SENIOR SPECIALIST
Unconscious Bias	2016-12-15	Montréal	CORALIE CHARPENTIER BLANCHETTE	JUNIOR SPECIALIST
Unconscious Bias	2016-12-15	Montréal	DANIELLE CORMIER	DIRECTOR
Unconscious Bias	2016-12-15	Montréal	HUGO ROY	JUNIOR SPECIALIST
Unconscious Bias	2016-12-15	Montréal	ISABELLE MATHIEU	SENIOR SPECIALIST
Unconscious Bias	2016-12-15	Montréal	JOVANE DROUIN	ADVISOR
Unconscious Bias	2016-12-15	Montréal	KIM MACDONALD	SENIOR GENERALIST
Unconscious Bias	2016-12-15	Montréal	MARC BARRETTE	DIRECTOR
Unconscious Bias	2016-12-15	Montréal	MARIE EVE BELANGER CORBEIL	SENIOR GENERALIST
Unconscious Bias	2016-12-15	Montréal	MARIE-JOSEE LAFLAMME	SENIOR GENERALIST
Unconscious Bias	2016-12-15	Montréal	MARLYNE BUJOLD	SPECIALIST
Unconscious Bias	2016-12-15	Montréal	MARTINE TURCOTTE	SENIOR CONSULTANT
Unconscious Bias	2016-12-15	Montréal	MYRIALIE GUILBAULT-DAIF	SENIOR GENERALIST
Unconscious Bias	2016-12-15	Montréal	PIERRE-LUC NERON	SENIOR GENERALIST
Unconscious Bias	2016-12-15	Montréal	SARAH DESCOTEAUX	SENIOR SPECIALIST
Unconscious Bias	2016-12-15	Montréal	VIRGINIE COULOMBE	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	AMANDA PYLE	DEPARTMENTAL ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	AMY CASTLE	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ANDREA LATON	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ANDREW COCHRAN	MANAGING DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ANDREW PEPPER	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ANITA LASEBNIK	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	AUBREY SILVERBERG	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	BOB KERR	SENIOR DIRECTOR, LICENSING
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	BRENDAN MOORE	MGR ROYALTIES RESIDUALS & RESEARCH
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	CHAD PAULIN	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	CHANTAL PIPON	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	CHARLENE OLATUNDE	SENIOR GENERALIST
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	DAN GETZ	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	DAVID DOWNEY	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	DAVID STUDER	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	DON SPANDIER	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	FRED YOUNGS	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	GREG REAUME	MANAGING EDITOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	HAVOC FRANKLIN	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	HEATHER GORDON	DIR SALES
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	HELEN GHEBRHIWET	MGR TALENT AND LABOUR CONTRACT
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JACK NAGLER	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JACLYN D'ALFONSO	SENIOR GENERALIST
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JANICE SEBASTIAN	DIRECTOR

Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JENNIFER REBELLO	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JESSICA KLUG	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JIM WILLIAMSON	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JOANNE MCPHERSON	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JONATHAN WHITTEN	EXECUTIVE DIRECTOR, NEWS CONTENT
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JOVANE DROUIN	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	JULIE LAWLOR	DIRECTOR (G)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	KAREN ECKERT	DIR SALES
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	KATHY MARKOU	SUPERVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	LIANNE ELLIOTT	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	LINDA IANNETTA	SUPERVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	LISA KHOO	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	MARIA DUNCAN	DIRECTOR (G)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	MARK MIETKIEWICZ	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	MARY KREUK	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	MICHELE ROCHON-MCENERY	DIR NATIONAL SALES
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	NANCY MCLARTY	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	NATALIA CHOWN	MGR BUS RIGHTS & CONTENT MANAGEMENT
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	NICK DAVIS	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	PAUL HAMBLETON	MANAGING EDITOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	RENA NANO	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	RICHARD KANEE	EXECUTIVE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ROB SHANNON	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ROBERT BISHOP	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ROBERT RUSSO	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ROBIN MROWKA	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	ROBYN SULLIVAN	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	SANDRA HAMMOND	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	SANDRA PORTEOUS	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	SHARON GRYFE	DIR BUSINESS AFFAIRS
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	SIDNEY PINTO	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	SPENCER WALSH	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	STEPHEN HUDOVERNIK	SENIOR DIRECTOR (G)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	TRACY SEELEY	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-01	Toronto	TYLER MCNEIL	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	ALEXANDRA LANE	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	ANN MACKEIGAN	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	ANN-MARIE REDMOND	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	AUSTIN WEBB	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	BEN AYLSWORTH	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	BRAD FRENETTE	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	BRIAN COULTON	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	BRUCE COWLEY	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	CARL SWANSTON	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	CAROLYNNE HEW	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	CATHY PERRY	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	CHARLOTTE ENGEL	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	CHRISTAN HAMILTON	EXECUTIVE ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	DENICE ISHMAEL	SENIOR GENERALIST
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	DOUG BROADFOOT	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	ERIN SILVERMAN	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	GORD WESTMACOTT	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	GRAZYNA KRUPA	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	GREG KELLY	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JAQUELINE KIRK	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JENNIFER DETTMAN	EXECUTIVE DIRECTOR, UNSCRIPTED CONTENT
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JENNIFER MOROZ	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JESSE KINOS-GOODIN	PRODUCER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JESSICA SCHMIEDCHEN	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JILL TROYER	MEDIA DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	JORDANA ROSS	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	LAUREN HANCOCK	PRODUCER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	LESLEY BIRCHARD	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	LINDSAY MICHAEL	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	LORETTA HENSEL	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	MARK MACARTHUR	EXECUTIVE PRODUCER (ND)

Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	MARK STEINMETZ	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	MICHAEL MOSER	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	MICHELLE MCCREE	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	NICK MCCABE-LOKOS	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	ROB LONG	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	SANDRA KLEINFELD	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	SOO KIM	EXECUTIVE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	STEVE LADURANTAYE	MANAGING EDITOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	SUE DANDO	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	SUSAN MAHONEY	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	SUSAN TAYLOR	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	SYLVIE GADOURY	VP LEGAL SERVICES, GEN COUNS & CORP SEC
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	TIM KNAPP	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	TRACY RIDEOUT	EXECUTIVE PRODUCER (ND)
Unconscious Bias and Inclusive Leadership	2017-02-02	Toronto	WILLIAM DALE	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	ABBY HO	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	ANDREW D'CRUZ	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	ANDREW FERGUSON	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	ANNETTE KIRK	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	CHRIS HARRIS	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	DAVID FREEMAN	SENIOR PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	DAVID JANG	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	DAVID MASSE	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	DEBORAH NATHAN	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	DREW MULLIN	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	EMMA BEDARD	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	FARAH ALI	JUNIOR GENERALIST
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	FERGUS HEYWOOD	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	GREIG DYMOND	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	HELEN ASIMAKIS	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	JENNA BOURDEAU	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	JENNIFER HARWOOD	MANAGING EDITOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	JOHANNA HOLMES	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	JOHN WIMBS	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	KAREN TSANG	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	KELSEY AIKMAN	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	LAURA JOHNSTON	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	LIANA BRISTOL	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	LINDSAY DYSON	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	MARIE MCCANN	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	MAYA REGEHR-KANE	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	MELANIE HADLEY	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	MIA RODAK	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	MICHELLE DALY	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	MUNRO CULLEN	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	NICOLA MAKOWY	SENIOR COMMUNICATIONS OFFICER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	NICOLE DURRANT	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	NICOLE MENDES	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	OLIVIER TRUDEAU	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	PAUL BURKE	DIRECTOR (G)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	PAUL MCGRATH	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	PORTIA CORMAN	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	SARAH ADAMS	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	SARAH YEE	MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	SIMON BASSETT	SENIOR COMMUNICATIONS OFFICER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	SUSAN GAGLIARDI	SENIOR GENERALIST
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	TARA ELLIS	EXECUTIVE DIRECTOR, SCRIPTED
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	TARA MORA	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	TRACIE TIGHE	EXECUTIVE PRODUCER (D)
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	ZACH FELDBERG	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-02-03	Toronto	PAIGE MURRAY	EXECUTIVE ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	ALEX JOHNSTON	VP, STRATEGY AND PUBLIC AFFAIRS
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	CHRISTINE PIETSCHEMANN	EXECUTIVE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	HEATHER CONWAY	EXECUTIVE VP ENGLISH SERVICES
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	HUBERT T. LACROIX	PRESIDENT & CHIEF EXECUTIVE OFFICER
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	JUDITH PURVES	EXECUTIVE VP & CHIEF FINANCIAL OFFICER

Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	MICHEL BISSONNETTE	EXECUTIVE VP FRENCH SERVICES
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	MONIQUE MARCOTTE	VP PEOPLE AND CULTURE
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	STEPHANIE DUQUETTE	EXECUTIVE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	STEVEN GUITON	EXECUTIVE VP MEDIA TECH & INFRAST SVCS
Unconscious Bias and Inclusive Leadership	2017-01-24	Montréal	SYLVIE GADOURY	VP LEGAL SERVICES, GEN COUNS & CORP SEC
Unconscious Bias	2017-01-26	Toronto	BEA GUTTMAN	ADVISOR
Unconscious Bias	2017-01-26	Toronto	DAVID OILLE	ADVISOR
Unconscious Bias	2017-01-26	Toronto	FREDERIC TRUAX	JUNIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	HEATHER BOWDEN	SENIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	HEATHER BOYCE	DIRECTOR (G)
Unconscious Bias	2017-01-26	Toronto	HEATHER WOOD LONDON	SENIOR ADVISOR
Unconscious Bias	2017-01-26	Toronto	HELEN KUGLER	SENIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	ISABELLE MATHIEU	SENIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	JENNIFER DARLING	JUNIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	JOCELYNE RAYMOND	SENIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	JOVANE DROUIN	ADVISOR
Unconscious Bias	2017-01-26	Toronto	KEVIN PAYAN	DIRECTOR
Unconscious Bias	2017-01-26	Toronto	LISA SYCHUK	SENIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	MARC BARRETTE	DIRECTOR
Unconscious Bias	2017-01-26	Toronto	MARGHERITA DECESARE	SENIOR GENERALIST
Unconscious Bias	2017-01-26	Toronto	MARIE VAN BERKEL	SENIOR GENERALIST
Unconscious Bias	2017-01-26	Toronto	NADEEM BASARIA	ADVISOR
Unconscious Bias	2017-01-26	Toronto	SELENA SINGH	DIRECTOR
Unconscious Bias	2017-01-26	Toronto	SID'ALI MOUMENE	JUNIOR SPECIALIST
Unconscious Bias	2017-01-26	Toronto	SIDNEY PINTO	MANAGER
Unconscious Bias	2017-01-27	Montréal	ALAIN NJIMA	JUNIOR GENERALIST
Unconscious Bias	2017-01-27	Montréal	ALEXANDRE DEREGEL	ASSISTANT
Unconscious Bias	2017-01-27	Montréal	IKRAM BEN SASSI	DEPARTMENTAL ASSISTANT
Unconscious Bias	2017-01-27	Montréal	ISABELLE MATHIEU	SENIOR SPECIALIST
Unconscious Bias	2017-01-27	Montréal	JEAN LEFORT	SENIOR DIRECTOR
Unconscious Bias	2017-01-27	Montréal	JEAN-FRANCOIS ALBERT	EXECUTIVE DIRECTOR HUMAN RESOURCES
Unconscious Bias	2017-01-27	Montréal	JOVANE DROUIN	ADVISOR
Unconscious Bias	2017-01-27	Montréal	KARINE BRISSON	JUNIOR SPECIALIST
Unconscious Bias	2017-01-27	Montréal	MARC BARRETTE	DIRECTOR
Unconscious Bias	2017-01-27	Montréal	MARIE-JOELLE GRENON	SENIOR ADMINISTRATOR
Unconscious Bias	2017-01-27	Montréal	MARTINE PATENAUDE	ADVISOR
Unconscious Bias	2017-01-27	Montréal	NANCY THIBAUT	SENIOR MANAGER
Unconscious Bias	2017-01-27	Montréal	PIERRE JODOIN	SENIOR MANAGER
Unconscious Bias	2017-01-27	Montréal	RENA CHONT	SENIOR SPECIALIST
Unconscious Bias	2017-01-27	Montréal	SAMUEL MEURY BENOIT	SENIOR GENERALIST
Unconscious Bias	2017-01-27	Montréal	STEPHANIE PEILLER	SENIOR CONSULTANT
Unconscious Bias	2017-01-27	Montréal	VALERIYA SMULSKA	SENIOR SPECIALIST
Unconscious Bias	2017-01-27	Montréal	VY LAM	SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	RICHARD WILLIAM THOMPSON	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	BONNIE BROWNLEE	EXEC DIR COMM, MARKETING AND BRAND
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	CHRISTINE PIETSCHMANN	EXECUTIVE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	CRISTINA TONNER	EXECUTIVE ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	DENISE WILSON	REGIONAL DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	FRED MATTOCKS	GEN MGR, LOCAL SERVICES
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	GREG STREMLAW	EXEC DIRECTOR, SPORTS
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	HEATHER BOYCE	DIRECTOR (G)
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	HEATHER CONWAY	EXECUTIVE VP ENGLISH SERVICES
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	HEATON DYER	EXEC DIR STRATEGY AND BUSINESS DEV
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	JEFF KEAY	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	JENNIFER MCGUIRE	GEN MGR AND EDITOR IN CHIEF CBC NEWS
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	JOHN BERTRAND	MANAGING DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	JOHNNY MICHEL	MANAGING DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	JOVANE DROUIN	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	KEVIN PAYAN	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	LISA CLARKSON	EXECUTIVE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	MARISSA NELSON	REGIONAL DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	MEREDITH DELLANDREA	REGIONAL DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	MONIQUE MARCOTTE	VP PEOPLE AND CULTURE
Unconscious Bias and Inclusive Leadership	2017-01-31	Toronto	SALLY CATTO	GENERAL MANAGER PROGRAMMING
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	CAROLE BELANGER	SENIOR DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ELYSE DUBOIS	COORDINATOR

Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	IRENE ROY	ADMINISTRATOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JEAN-MARC GUERIN	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JOVANE DROUIN	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	KEVIN PAYAN	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	KIM LARCHER	ADMINISTRATIVE ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	LOUISE VAILLANT	SENIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MARC BARRETTE	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MARY JANE MACDONALD	MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MAUREEN MCKENNA	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	PATRICK GAGNE	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ROXANE LACASSE	ADMINISTRATOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	SANDRINE FLORENT	ADMINISTRATIVE ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	SARAH ROLOFS	SENIOR ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	SARAH TURNER	CORPORATE DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ZOE BUECHLER	JUNIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ALEX JOHNSTON	VP, STRATEGY AND PUBLIC AFFAIRS
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ALEXANDER JAROCKI	SENIOR COORDINATOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ALISHA LAGASI	SENIOR ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ALLISON MACLACHLAN	DIRECTOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ANDRE JOURNAULT	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ANDREA SHARKEY	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ANN SOUCY	LEAD ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ANNA DE FRANCO	EXECUTIVE ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	CAROLE BRETON	MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	CAROLINE LEVESQUE-PELLETIER	SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	CAROLYN BISSETT	SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	CHRISTENA MORRELL	SENIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	DAVID OILLE	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	DOMINIQUE BARRETTE	SENIOR ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	ELIZABETH FORSTER	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	GRAEME CARBERT	SENIOR ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	GUY DUTRISAC	SENIOR ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	HELENE BREAU-CLUNEY	SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JACINTHE LACOMBE-CLICHE	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JEFF BAKER	SENIOR ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JENNIFER BRADBURY	SENIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JENNY MEADOWS	SENIOR ANALYST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JONATHAN KOTCHEFF	ADVISOR
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	JULIEN FAILLE-LEFRANCOIS	SENIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	KELLY BROADFOOT	ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	LILLIAN LE	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MARIE-EVE DESAULNIERS	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MARIE-EVE ROY	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MARINA BOST	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MELISA DIONNE-MICHAUD	SENIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MIGUELLE SAULNIER-MADORE	SENIOR SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	MYRIAM OCIO	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	NADINE THOMAS	ADVERTISING AND LAYOUT ARTIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	NANCY MCLAUGHLIN	SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	NATHALIE VANESSE	SPECIALIST
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	NICOLE PIGEON	DEPARTMENTAL ASSISTANT
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	SARA SALEH	INTERN
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	SARAH LUE	SENIOR MANAGER
Unconscious Bias and Inclusive Leadership	2017-03-21	Ottawa	SUSANNAH GOUINLOCK	SENIOR SPECIALIST

A-2017-00017 Fwd: Heather Conway: More steps to a more diverse CBC

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:18

To: Gino Apponi <gino.apponi@cbc.ca>, Nicole Durrant <nicole.durrant@cbc.ca>

----- Forwarded message -----

From: **Employee Communications** <employeecommunications@cbc.ca>

Date: Fri, Dec 16, 2016 at 6:15 PM

Subject: Heather Conway: More steps to a more diverse CBC

To: Employee Communications <EmployeeCommunications@cbc.ca>



Hello,

I wanted to update everyone on some of the initiatives we've put in place to help us reach the diversity targets we're working towards as a part of Strategy 2020 – that by 2020, 23 per cent of new employees hired across the company will be from diverse backgrounds. As of October, English Services stands at 24 per cent for new hires but we continue to lag in certain areas, especially people with disabilities.

We are committed to achieving our targets to ensure our workforce is reflective of the communities we serve and that our content is relevant to all Canadians. This work is fundamental to maintaining our relevance as a public broadcaster.

- **Emerging Leaders Development Program**

This new program will be introduced in January. While there are already several leadership courses within CBC, this program is specifically for visible minorities, Indigenous peoples and people with disabilities who will be part of our next generation of CBC leaders.

- **Employee Resource Groups**

Supporting more of these employee-led groups will be a priority for us in 2017. They help strengthen the voices and identities of our workforce. ERGs for people with disabilities and LGBTQA employees (I am a member of this group) were created this year, and there's already interest for more groups to be established by women in tech and Indigenous, Biracial and People of Colour. If you are interested in starting or joining an ERG, please write to CBCEiversity@cbc.ca.

- **Mentorship program**

A new mentorship program is in development for roll-out in early 2017, with a focus on diversity and inclusion.

- **Learning about unconscious bias**

Most of the People & Culture English Services team have already been trained in identifying and managing unconscious biases in the workplace. Training for all English Services staff will be rolled out in 2017 and we will have a guest speaker to help us better understand unconscious bias at our next town hall on January 31.

- **Recruitment partnerships**

We have issued requests for proposals from new recruitment agencies that specialize in helping us tap into more diverse pools of candidates for hiring. In addition, we have established a partnership with Aboriginal Link, an organization that has built networks with Indigenous people and provides an outreach service to 28,000 Indigenous communities.

- **Industry Networking, Workshops and Partnerships**

In addition to our internal focus, we are continuing our many successful industry-facing initiatives: CBC's Development Workshop for Diverse Creators, CBC Match-Up and our community partnerships with Reelworld, imagineNative, Caribbean Tales and the Toronto Regional Immigrant Employment Council.

- **More women directors**

In June, we committed to increasing the number of women directing our top CBC scripted television series – Murdoch Mysteries, Heartland, This Life, Baroness Von Sketch and Workin' Moms – with women making up half or more of all directors or directing 50 percent or more of all episodes on current and upcoming seasons.

- **CBC Breaking Barriers Film Fund**

In November, we introduced this new film fund which supports the production of feature films from underrepresented Canadian creators, specifically: women, indigenous peoples, persons with disabilities and visible minorities.

These initiatives are the result of a renewed focus from your senior management team, our Inclusion and Diversity team and People & Culture – and their commitment to seeing results. I know there is also much progress being made in program units and departments across the country. Thank you.

I believe the best approach is one where we are all committed to building a more inclusive workplace. We welcome any ideas you would like to share so please send them to CBCEdiversity@cbc.ca.

We'll have more to say about all of this in the new year at our next town hall.

Heather



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—
Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
CBCNews.ca .. [Facebook](#)
[Twitter](#) .. [Instagram](#)
T: [@brodiefenlon](#)

A-2017-00017 Fwd: Invitation: Unconscious Bias and Inclusive Leadership Training (pleas... @ Wed Feb 1, 2017 2pm - 5pm (Brodie Fenlon))

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:19

To: Nicole Durrant <nicole.durrant@cbc.ca>, Gino Apponi <gino.apponi@cbc.ca>

----- Forwarded message -----

From: **Jennifer McGuire** <jennifer.mcguire@cbc.ca>

Date: Mon, Jan 23, 2017 at 6:31 PM

Subject: Invitation: Unconscious Bias and Inclusive Leadership Training (pleas... @ Wed Feb 1, 2017 2pm - 5pm (Brodie Fenlon))

To: brodie.fenlon@cbc.ca, Robert Russo <rob.russo@cbc.ca>, Andrew Cochran <andrew.cochran@cbc.ca>, Amy Castle <amy.castle@cbc.ca>, Havoc Franklin <havoc.franklin@cbc.ca>, Greg Reaume <greg.reaume@cbc.ca>, Mark Mietkiewicz <mark.mietkiewicz@cbc.ca>, Jack Nagler <jack.nagler@cbc.ca>, Aubrey Silverberg <aubrey.silverberg@cbc.ca>, Fiona Conway <fiona.conway@cbc.ca>, David Downey <david.downey@cbc.ca>, Steve Ladurantaye <steve.ladurantaye@cbc.ca>, david.studer@cbc.ca, Fred Youngs <fred.youngs@cbc.ca>, paul.hambleton@cbc.ca, Gino Apponi <gino.apponi@cbc.ca>, Don Spandier <don.spandier@cbc.ca>, Robert Bishop <robert.bishop@cbc.ca>, Nick Davis <nick.davis@cbc.ca>, Jennifer Harwood <jennifer.harwood@cbc.ca>, Joanne McPherson <joanne.mcpherson@cbc.ca>, Lianne Elliott <lianne.elliott@cbc.ca>, Andrew Ferguson <andrew.ferguson@cbc.ca>, jim.williamson@cbc.ca, Spencer Walsh <spencer.walsh@cbc.ca>, Jonathan Whitten <jonathan.whitten@cbc.ca>, Sandra Porteous <sandra.porteous@cbc.ca>
Cc: Amanda Pyle <amanda.pyle@cbc.ca>, maryse.dube@cbc.ca

Unconscious Bias and Inclusive Leadership Training (please RSVP asap) - [more details »](#) details included in the invite

Hi,

I am very pleased to inform you that you have been selected to participate in the Unconscious Bias and Inclusive Leadership Training session scheduled on Wednesday, February 1 from 2:00 - 5:00 pm in the Screening Theatre 8J122.

This session, led by renowned speaker _____ will be informative, inspirational and paradigm shifting. Please make sure that you attend.

If you have any questions at all, please do not hesitate to contact me.

s.19(1)

Thank you,

Jennifer

- When Wed Feb 1, 2017 2pm – 5pm Eastern Time - Toronto
- Where Screening Theatre 8J122 (map)
- Video call https://plus.google.com/hangouts/_/cbc.ca/unconscious
- Calendar Brodie Fenlon
- Who
 - Jennifer McGuire - organizer
 - Amanda Pyle - creator, optional
 - Robert Russo
 - Andrew Cochran

- Amy Castle
- Havoc Franklin
- Greg Reaume
- Mark Mietkiewicz
- Jack Nagler
- Aubrey Silverberg
- Fiona Conway
- David Downey
- Steve Ladurantaye
- Brodie Fenlon
- david.studer@cbc.ca
- Fred Youngs
- paul.hambleton@cbc.ca
- Gino Apponi
- Don Spandier
- Robert Bishop
- Nick Davis
- Jennifer Harwood
- Joanne McPherson
- Lianne Elliott
- Andrew Ferguson
- jim.williamson@cbc.ca
- Spencer Walsh
- Jonathan Whitten
- Sandra Porteous
- maryse.dube@cbc.ca - optional

Going? **Yes** - **Maybe** - **No** more options »

Invitation from Google Calendar

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To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More.](#)

Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
[CBCNews.ca](#) .. [Facebook](#)
[Twitter](#) .. [Instagram](#)
T: [@brodiefenlon](#)

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A-2017-00017 Fwd: Missed the town hall on unconscious bias this week? Catch up here.

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:20

To: Nicole Durrant <nicole.durrant@cbc.ca>, Gino Apponi <gino.apponi@cbc.ca>

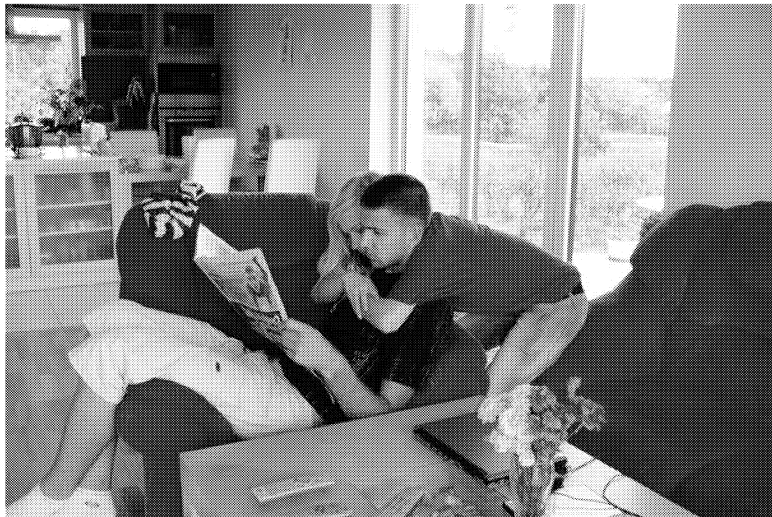
----- Forwarded message -----

From: **Employee Communications** <employeecommunications@cbc.ca>

Date: Thu, Feb 2, 2017 at 6:04 PM

Subject: Missed the town hall on unconscious bias this week? Catch up here.

To: Employee Communications <EmployeeCommunications@cbc.ca>

Videos of the January 31, 2017 English Services town hall [are now available for viewing on demand on iO.](#)

This man is not hugging this woman. When presented with cognitive ambiguity, our unconscious mind steps in to resolve it. It's not **WHAT** you see, but **WHY** you see it that's worth understanding.

In her highly entertaining presentation, renowned diversity expert [\[redacted\]](#) shared her frank and humorous insights on unconscious bias in the workplace, stating "You don't have to believe in a stereotype for it to affect you."

[\[redacted\]](#) coached us on how to better [recognize](#) and confront our unconscious biases and implicit associations. She encouraged us to develop a 'constructive uncertainty' to help defeat our biases, to widen our social circles inside and outside the workplace by including more diversity in all aspects of our lives, and to override our unconscious biases by making decisions and choices in a considered fashion instead of by instinct. [\[redacted\]](#) noted, "We don't see things as they are, **we see things as we are.**"

Go to iO for the videos of the event, [\[redacted\]](#) presentation and handout including suggested readings and links to the Project Implicit unconscious bias test site.

You can also join the [CBC/RC Inclusion & Diversit-y/é community on Google +](#) to share information, successes, challenges, and collaborate throughout the year.

Finally, you don't need to wait for town halls to send us your questions. You can write to us anytime at townhall@cbc.ca. All questions will be answered.

Employee Communications



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Find out how to install it on tablets and phones

Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
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T: [@brodiefenlon](#)

A-2017-00017 Fwd: Invitation: EXTENDED SMT - pls note new time 1100-1300 @ Wed Feb 8, 2017 5pm - 7pm (Brodie Fenlon)

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:21

To: Gino Apponi <gino.apponi@cbc.ca>, Nicole Durrant <nicole.durrant@cbc.ca>

----- Forwarded message -----

From: **Heather Conway** <heather.conway@cbc.ca>

Date: Mon, Feb 6, 2017 at 9:18 PM

Subject: Invitation: EXTENDED SMT - pls note new time 1100-1300 @ Wed Feb 8, 2017 5pm - 7pm (Brodie Fenlon)

To: brodie.fenlon@cbc.ca, Alex Johnston <alex.johnston@cbc.ca>, ES Extended SMT Assistants <es-extended-smt-assistants-grp@cbc.ca>, Sandrine Florent <sandrine.florent@cbc.ca>, ALLISON MACLACHLAN <allison.maclachlan@cbc.ca>, ES Extended SMT Members <es-extended-smt-members-grp@cbc.ca>

EXTENDED SMT - pls note new time 1100-1300[more details »](#)

Agenda:

* Follow up on Unconscious Bias Training with _____ & Engagement results

Heather Conway (30 min)

* Digital Rights Strategy - 30 min

Lisa Clarkson & John Vekar (30min) (doc to come before meeting)

* Leadership Values

Allison MacLaughlin (20 min) (Comms Values doc)

* Consultation Paper - next steps

Alex Johnston (30 min) (Creative Canada docs)

*** Note: Please print and bring the attached documents with you

Regrets: Monica at P C conference, Jean on AL

When Wed Feb 8, 2017 5pm – 7pm Berlin

Where 7A 100 (map)

Calendar Brodie Fenlon

Who

- Heather Conway - organizer
- jane.clarke@cbc.ca - creator
- Alex Johnston
- Brodie Fenlon
- ES Extended SMT Assistants
- Sandrine Florent
- ALLISON MACLACHLAN
- ES Extended SMT Members

Attachments Comms Values Eng (1).pptx

A Creative Canada-Factsheet EN (1).pdf
A Creative Canada-externe-en-FINAL (1).pptx

Going? **Yes** - **Maybe** - **No** more options »

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Brodie Fenlon

Senior Director, CBC News

Daily News and Bureaus

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A-2017-00017 Fwd: Invitation: Unconscious Bias Training Session opening: Assignment @ Tue Apr 4, 2017 9:10am - 9:25am (Brodie Fenlon)

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:23

To: Nicole Durrant <nicole.durrant@cbc.ca>, Gino Apponi <gino.apponi@cbc.ca>

----- Forwarded message -----

From: **Lisa Khoo** <lisa.khoo@cbc.ca>

Date: Tue, Mar 28, 2017 at 5:40 PM

Subject: Invitation: Unconscious Bias Training Session opening: Assignment @ Tue Apr 4, 2017 9:10am - 9:25am (Brodie Fenlon)

To: brodie.fenlon@cbc.ca, Greg Reaume <greg.reaume@cbc.ca>

Unconscious Bias Training Session opening: Assignment

[more details »](#)

Hi Brodie and Greg:

This group is assignment, some content heads and some digital copy and feature editors.

We're asking them to come up solutions to tackling bias in their job. I'll give that list you, Greg, after they're done in case we can support any steps going forward.

The goals -- and anything we can measure.. are the next step for me later, for Jennifer.

Cheers..

+++++

Attendees: Ian Kalushner, Andrew Davidson, Linda Kelly, Vaune Davis, Leanne hazon, Ron Charles, Simon Dingley, Anne Kenna, Ian Johnson, Brenda Murray, Sean Rombough, Michael Colton, Mark harrison, Heather Evans

+++++

bg on the meeting:

+++++

i everyone,

I look forward to seeing you all at next week's session on Blind Spots: Tackling Unconscious Bias in the Newsroom.

Here's brief update about what to expect.

The training will take place in room 7F107, near the blue elevators. Coffee/tea will be served as of 09:00.

For Wednesday group: If your schedule allows, you should also attend the first hour of the Tuesday session from 0915-1030, the presentation by [redacted] If you can't come Tuesday, please watch this video beforehand: <https://www.youtube.com/watch?v=40BAzK53V8o>

The day will start with a few words by your program leader followed by a presentation by unconscious bias expert [redacted] She will explain how our brains are wired to make unconscious decisions and how we can mitigate those effects. There will be time for questions.

Please do the Unconscious Bias tests in advance -- results are confidential and you won't be asked to reveal your score. (instructions below)

Then we'll do a workshop on applying the learning to our daily jobs, with the goal of coming up with some concrete steps we can take as individuals and as a team.

2017-5-12 CBC Radio-Canada Mail - A-2017-00017 Fwd: Invitation: Unconscious Bias Training Session opening: Assignment @ Tue Apr 4, 2017 9:10am - 9:25am ...

Please don't hesitate to contact me if you have any questions at 416-949-8831 or Lisa. Khoo@cbc.ca

Many thanks,
Lisa

+++++

Dear Participant,

You will soon be attending an Unconscious Bias workshop.

When Tue Apr 4, 2017 9:10am – 9:25am Eastern Time - Toronto

Where 7F107 - off the blue elevators (map)

Video call https://plus.google.com/hangouts/_/cbc.ca/lisa-khoo

Calendar Brodie Fenlon

Who

- lisa.khoo@cbc.ca - organizer
- Greg Reaume
- Brodie Fenlon

Going? **Yes** - **Maybe** - **No** more options »

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—
Brodie Fenlon
Senior Director, CBC News
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T: [@brodiefenlon](#)

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Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: Unconscious Bias training next week

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:24

To: Nicole Durrant <nicole.durrant@cbc.ca>, Gino Apponi <gino.apponi@cbc.ca>

----- Forwarded message -----

From: **Lianne Elliott** <lianne.elliott@cbc.ca>

Date: Thu, Mar 30, 2017 at 7:59 PM

Subject: Unconscious Bias training next week

To: ALISON DOWNIE <alison.downie@cbc.ca>, Bruce Reeve <bruce.reeve@cbc.ca>, JANET DAVISON <janet.davison@cbc.ca>, Jennifer Walter <jennifer.walter@cbc.ca>, DAVE PIZER <david.pizer@cbc.ca>, Andre Mayer <andre.mayer@cbc.ca>

Cc: Lisa Khoo <lisa.khoo@cbc.ca>, KAZI STASTNA <kazi.stastna@cbc.ca>, BRODIE FENLON <brodie.fenlon@cbc.ca>

Hi everyone,

I know most of you have spoken to Kazi about this, but we've enrolled you in an all-day training course next week.

Ali, Bruce and Janet, you're in Tuesday's group.
Jen, Dave and Andre, you're in Wednesday's group.

Here's some info from Lisa Khoo, who is organizing this:

=====

I'm pleased to inform you that you have been selected to participate in the training session Blind Spots: Tackling Unconscious Bias in the Newsroom.

The session will take place Tuesday April 4 and Wednesday April 5. You will be assigned to one of the two days by your scheduler.

The location is 7F107 in the Broadcasting Centre (near the blue elevators), Both sessions will start at 09:15 sharp.

Both the Tuesday and the Wednesday group should attend the first hour of the Tuesday session from 0915-1030. That's the presentation by renowned unconscious bias expert _____ will explain how our brains are wired to make unconscious decisions and how we can mitigate those effects.

If you are scheduled Wednesday but can't come to the Tuesday presentation, please watch this video of her town hall presentation beforehand: <https://www.youtube.com/watch?v=40BAzK53V8o>

Please do the Unconscious Bias tests in advance (instructions below). Results are confidential and you won't be asked to reveal your score.

Then we'll do a workshop on applying the learning to our daily jobs, with the goal of coming up with some concrete steps we can take as individuals and as a team.

Please don't hesitate to contact me if you have any questions at 416-949-8831 or Lisa. Khoo@cbc.ca

Many thanks,
Lisa

+++++

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Unconscious Bias training next week

Dear Participant,

You will soon be attending an Unconscious Bias workshop.

Lianne Elliott
Executive Producer
CBCNews.ca

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Unconscious Bias training next week

w. 416-205-7836
c. 416-802-0797
lianne.elliott@cbc.ca

Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
CBCNews.ca .. Facebook
Twitter .. Instagram
T: @brodiefenlon



Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: UB session report: Assignment/Content/Copy editors

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:25

To: Gino Apponi <gino.apponi@cbc.ca>, Nicole Durrant <nicole.durrant@cbc.ca>

----- Forwarded message -----

From: **Lisa Khoo** <lisa.khoo@cbc.ca>

Date: Fri, Apr 7, 2017 at 7:49 PM

Subject: UB session report: Assignment/Content/Copy editors

To: Brodie Fenlon <brodie.fenlon@cbc.ca>, Greg Reaume <greg.reaume@cbc.ca>, Lianne Elliott <lianne.elliott@cbc.ca>

Cc: Jonathan Whitten <jonathan.whitten@cbc.ca>

Hi Brodie, Greg and Lianne,

Thanks for releasing your staff for the Unconscious Bias in the newsroom training. There were some powerful discussions and creative solutions. I've included our top level observations and actions below. The full report is attached

As with all the sessions, we'd like to follow up with you to see what next steps we might take. I'll be in contact about that separately.

Many thanks again for kicking the day off.

Lisa and Nick

PARTICIPANTS

April 4: Andrew Davidson, Ian Kalushner, Linda Kelly, Simon Dingley, Stuart Einer, Janet Davison, Bruce Reeve, Karen Hawryluk, Vaune Davis, Leanne Hazon, Ron Charles, (Alison Downie absent) April 5: Andre Mayer, Mark Harrison, Heather Evans, Ian Johnson, Brenda Murray, James Murray, Nazima Walji, Karen Hawryluk, Sean Rombough, Anne Kenna, Jennifer Walter, Dave Pizer (Michael Colton absent)

TOP LEVEL OBSERVATIONS

Cheers..

—

Lisa Khoo,
Sr. Producer, CBC National News
416-949-8831

—

Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
CBCNews.ca .. Facebook
Twitter .. Instagram
T: @brodiefenlon



April 4 5 notes for leaders.docx

26K

Hi Brodie, Greg and Lianne,

Thanks for releasing your staff for the Unconscious Bias in the newsroom training. There were some powerful discussions and creative solutions. I've included our top level observations and actions below. The fuller notes follow.

As with all the sessions, we'd like to follow up with you to see what next steps we might take. Can we book a half hour in the next two weeks to discuss at your convenience?

Many thanks again for kicking the day off.

Lisa and Nick

TOP LEVEL OBSERVATIONS

GENERAL NOTES ABOUT THE TRAINING DAYS.. APRIL 4, 5

Participants April 4:

Andrew Davidson, Ian Kalushner, Linda Kelly, Simon Dingley, Stuart Einer, Janet Davison, Bruce Reeve, Karen Hawryluk, Vaune Davis, Leanne Hazon, Ron Charles, (Alison Downie absent)

April 5:

Andre Mayer, Mark Harrison, Heather Evans, Ian Johnson, Brenda Murray, James Murray, Nazima Walji, Karen Hawryluk, Sean Rombough, Anne Kenna, Jennifer Walter, Dave Pizer (Michael Colton absent)

SOLUTIONS

**Pages 24 to / à 25
are withheld pursuant to sections
sont retenues en vertu des articles**

21(1)(b), 68.1

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de la Loi de l'accès à l'information**



Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: Unconscious bias training

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:27

To: Nicole Durrant <nicole.durrant@cbc.ca>, Gino Apponi <gino.apponi@cbc.ca>

----- Forwarded message -----

From: **Lianne Elliott** <lianne.elliott@cbc.ca>

Date: Wed, Apr 12, 2017 at 4:49 PM

Subject: Unconscious bias training

To: Jackie Ruryk <jackie.ruryk@cbc.ca>, Susan Noakes <susan.noakes@cbc.ca>, ERIN OBOURN

<erin.obourn@cbc.ca>, AMY HUSSER <amy.husser@cbc.ca>

Cc: Lisa Khoo <lisa.khoo@cbc.ca>, BRODIE FENLON <brodie.fenlon@cbc.ca>, Tracy Seeley <tracy.seeley@cbc.ca>

Hi Jackie, Susan, Erin, Amy,

We're rolling people across the newsroom through unconscious bias training and as part of that, we've registered you into a session on Thursday, April 20 at 9:15 a.m. Your group will have some weekend TV & Radio people in it, so hopefully it will be a good chance to get to know people better and brainstorm together.

Here's some info from Lisa Khoo, who is organizing this:

=====

I'm pleased to inform you that you have been selected to participate in the training session Blind Spots: Tackling Unconscious Bias in the Newsroom.

The session will take place Thursday April 20, in Conference Centre Room B on the first floor of the Broadcasting Centre. The start time is 09:15 sharp.

The day-long program will look at how implicit bias can affect our editorial decisions and ways to open our work to more diverse perspectives.

Renowned speaker _____ will join us to explain the way our brains are wired, followed by a workshop to apply the learning to your daily jobs with CBC program development manager Nick Davis.

Closer to the day, you'll get more details about location and instructions about a short, computer-based exercise to do before the training.

In the meantime, if you have any questions, please don't hesitate to contact me at lisa.khoo@cbc.ca

Thanks,
Lisa

--

Lianne Elliott
Executive Producer
CBCNews.ca

w. 416-205-7836
c. 416-802-0797
lianne.elliott@cbc.ca

--

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Unconscious bias training

Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
CBCNews.ca .. Facebook
Twitter .. Instagram
T: @brodiefenlon

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Pilot project day refocused

CBC  Radio-Canada

Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: Pilot project day refocused

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:27

To: Gino Apponi <gino.apponi@cbc.ca>, Nicole Durrant <nicole.durrant@cbc.ca>

----- Forwarded message -----

From: **Lisa Khoo** <lisa.khoo@cbc.ca>

Date: Wed, Apr 19, 2017 at 4:41 PM

Subject: Re: Pilot project day refocused

To: Brodie Fenlon <brodie.fenlon@cbc.ca>

Hi there,

Just wanted to check if you want to speak to Chad's Unconscious Bias pilot group session – they will meet May 1st at 9:30 I'll send you an invite...

Cheers.

Lisa

On Mon, Apr 17, 2017 at 10:12 PM, Brodie Fenlon <brodie.fenlon@cbc.ca> wrote:

Great. Happy this is moving forward. Thanks.

B

Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus

On Apr 17, 2017, at 10:08 PM, Lisa Khoo <lisa.khoo@cbc.ca> wrote:

Hi Brodie,

As you know, the staff suggested these things themselves, so this enables us to fulfil our commitment to support them, as well as advancing concrete diversity goals and closing the circle on the pilot process.

Chad's looking for a date the first week of May and Havoc has drafted a new agenda, which I can send you when finalized.

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Pilot project day refocused

Let me know if you have any questions or want to know any more details. We are really pleased to be moving forward and hope you are too.

Cheers,

Lisa

—
Lisa Khoo,
Sr. Producer, CBC National News
416-949-8831

—
Brodie Fenlon
Senior Director, CBC News
Daily News and Bureaus
CBCNews.ca .. Facebook
Twitter .. Instagram
T: @brodiefenlon



Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: May 1 - NN Afternoon Show Meeting

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:28

To: Gino Apponi <gino.apponi@cbc.ca>, Nicole Durrant <nicole.durrant@cbc.ca>

----- Forwarded message -----

From: **Chad Paulin** <chad.paulin@cbc.ca>

Date: Fri, Apr 21, 2017 at 9:59 PM

Subject: May 1 - NN Afternoon Show Meeting

To: Ela Azzopardi <ela.azzopardi@cbc.ca>, Louise Martin <louise.martin@cbc.ca>, NAHAYAT TIZHOOSH <nahayat.tizhoosh@cbc.ca>, MANDY LUK <mandy.luk@cbc.ca>, Rebecca Silverstone <rebecca.silverstone@cbc.ca>, Carmel Smyth <carmel.smyth@cbc.ca>, Brian Currie <brian.currie@cbc.ca>, Dave McCormick <dave.mccormick@cbc.ca>, Tracy Dale <tracy.dale@cbc.ca>, Helen Mann <helen.mann@cbc.ca>, David Eggleston <david.eggleston@cbc.ca>, Andrew Young <andrew.young@cbc.ca>, Andrew Nichols <andrew.nichols@cbc.ca>, David Bruce <david.bruce@cbc.ca>, Dana Glassman <dana.glassman@cbc.ca>, Jennifer Wareham <jennifer.wareham@cbc.ca>, Amy Kuzyk <amy.kuzyk@cbc.ca>, Lisa Perron <lisa.perron@cbc.ca>, GENEVIEVE NAPIER <genevieve.napier@cbc.ca>, RAFI MUSTAFA <rafi.mustafa@cbc.ca>, Sarah Lawless <sarah.lawless@cbc.ca>

Cc: Brodie Fenlon <brodie.fenlon@cbc.ca>, Jennifer Harwood <jennifer.harwood@cbc.ca>, Lisa Khoo <lisa.khoo@cbc.ca>

Hi all,

When the latest schedule is posted later today, you will notice that you are booked in an all-day meeting on May 1. This is a follow-up to the Unconscious Bias session.

We will share more specific details on the agenda next week.

Thanks

Chad

—

Chad Paulin
Executive Producer
The Investigators with Diana Swain
& CBC News Network with Andrew Nichols
P: 416-205-7997
E: chad.paulin@cbc.ca

—

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: May 1 - NN Afternoon Show Meeting

Brodie Fenlon

Senior Director, CBC News

Daily News and Bureaus

CBCNews.ca .. Facebook

Twitter .. Instagram

T: @brodiefenlon



Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: Weekend Unconscious Bias takeaways

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:28

To: Gino Apponi <gino.apponi@cbc.ca>, Nicole Durrant <nicole.durrant@cbc.ca>

----- Forwarded message -----

From: **Lisa Khoo** <lisa.khoo@cbc.ca>

Date: Mon, Apr 24, 2017 at 11:17 PM

Subject: Weekend Unconscious Bias takeaways

To: Aubrey Silverberg <aubrey.silverberg@cbc.ca>, Brodie Fenlon <brodie.fenlon@cbc.ca>, Greg Reaume <greg.reaume@cbc.ca>, Lianne Elliott <lianne.elliott@cbc.ca>

Hello Aubrey, Greg and Brodie,

Many thanks for releasing your staff for the Unconscious Bias training last week, and for kicking us off. We were really pleased with the group's engagement and their insights and could see their awareness increase as discussion progressed. By the end, they also proposed some concrete steps we've included for your consideration. Aubrey, when you've had a chance to take a look, could we discuss your thoughts at your convenience?

Many thanks again,

Lisa and Nick

Unconscious Bias Training: April 20: Weekend group

Top line observations:

This diverse group is proud of the work they do to include a range of stories – nonetheless, many felt they could do better. There were good moments of reflection that showed people thinking in a different way.

Suggestions included:**FULL COMMENTS IN ATTACHED DOCUMENT**

—

Lisa Khoo,
Sr. Producer, CBC National News
416-949-8831

—

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Weekend Unconscious Bias takeaways

Brodie Fenlon

Senior Director, CBC News

Daily News and Bureaus

CBCNews.ca .. Facebook

Twitter .. Instagram

T: @brodiefenlon



WEEKEND FINAL RECOMMENDATIONS.docx

20K

Hello Aubrey, Greg and Brodie,

Many thanks for releasing your staff for the Unconscious Bias training, and for kicking us off. We were really pleased with the group's engagement and their insights and could see their awareness increase as discussion progressed. By the end, they also proposed some concrete steps we've included for your consideration. Aubrey, when you've had a chance to take a look could we discuss your thoughts at your convenience.

Many thanks again,
Lisa and Nick

Unconscious Bias Training: April 20: Weekend group

Top line observations:

**Pages 35 to / à 37
are withheld pursuant to sections
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2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Friday

CBC  Radio-Canada

Nicole Durrant <nicole.durrant@cbc.ca>

A-2017-00017 Fwd: Friday

1 message

Brodie Fenlon <brodie.fenlon@cbc.ca>

12 May 2017 at 01:29

To: Nicole Durrant <nicole.durrant@cbc.ca>, Gino Apponi <gino.apponi@cbc.ca>

----- Forwarded message -----

From: **Chad Paulin** <chad.paulin@cbc.ca>

Date: Fri, Apr 28, 2017 at 1:22 AM

Subject: Re: Friday

To: Brodie Fenlon <brodie.fenlon@cbc.ca>

Sure thing

On Apr 27, 2017, at 6:20 PM, Brodie Fenlon <brodie.fenlon@cbc.ca> wrote:

Hey Chad,

Yes, I'll find some time, but I'll let you know tomorrow, okay?

B

On Thu, Apr 27, 2017 at 5:42 PM, Chad Paulin <chad.paulin@cbc.ca> wrote:

Hi Brodie,

On Monday, we are holding an all-day meeting for the NN Afternoon team. It's a follow-up to unconscious bias

I believe Lisa Khoo has talked to you about making some opening comments.

Do you have a few moments to chat tomorrow afternoon about this? I can fill you in on the agenda and how we can frame the day.

Thanks

Chad

--

Brodie Fenlon

Senior Director, CBC News

Daily News and Bureaus

CBCNews.ca .. Facebook

Twitter .. Instagram

P: 416-205-5661

T: @brodiefenlon

--

Brodie Fenlon

Senior Director, CBC News

Daily News and Bureaus

CBCNews.ca .. Facebook

2017-5-12

CBC Radio-Canada Mail - A-2017-00017 Fwd: Friday

Twitter .. Instagram
T: @brodiefenlon



Brodie Fenlon <brodie.fenlon@cbc.ca>

Invitation: Unconscious Bias Training Session opening: Assignment @ Tue Apr 4, 2017 9:10am - 9:25am (Brodie Fenlon)

1 message

Lisa Khoo <lisa.khoo@cbc.ca>
Reply-To: Lisa Khoo <lisa.khoo@cbc.ca>
To: brodie.fenlon@cbc.ca, Greg Reaume <greg.reaume@cbc.ca>

Tue, Mar 28, 2017 at 10:40 AM

Unconscious Bias Training Session opening: Assignment

[more details »](#)

Hi Brodie and Greg:

This group is assignment, some content heads and some digital copy and feature editors.

We're asking them to come up solutions to tackling bias in their job. I'll give that list you, Greg, after they're done in case we can support any steps going forward.

The goals -- and anything we can measure.. are the next step for me later, for Jennifer.

Cheers..

+++++

Attendees: Ian Kalushner, Andrew Davidson, Linda Kelly, Vaune Davis, Leanne hazon, Ron Charles, Simon Dingley, Anne Kenna, Ian Johnson, Brenda Murray, Sean Rombough, Michael Colton, Mark harrison, Heather Evans

+++++

bg on the meeting:

+++++

i everyone,

I look forward to seeing you all at next week's session on Blind Spots: Tackling Unconscious Bias in the Newsroom.

Here's brief update about what to expect.

The training will take place in room 7F107, near the blue elevators. Coffee/tea will be served as of 09:00.

For Wednesday group: If your schedule allows, you should also attend the first hour of the Tuesday session from 0915-1030, the presentation by [redacted] If you can't come Tuesday, please watch this video beforehand: <https://www.youtube.com/watch?v=40BAzK53V8o>

The day will start with a few words by your program leader followed by a presentation by unconscious bias expert [redacted] She will explain how our brains are wired to make unconscious decisions and how we can mitigate those effects. There will be time for questions.

Please do the Unconscious Bias tests in advance -- results are confidential and you won't be asked to reveal your score. (instructions below)

Then we'll do a workshop on applying the learning to our daily jobs, with the goal of coming up with some concrete steps we can take as individuals and as a team.

Please don't hesitate to contact me if you have any questions at 416-949-8831 or Lisa. Khoo@cbc.ca

Many thanks,
Lisa

+++++

s.20(1)(b)

Dear Participant,

You will soon be attending an Unconscious Bias workshop.

When Tue Apr 4, 2017 9:10am – 9:25am Eastern Time - Toronto

Where 7F107 - off the blue elevators (map)

Video call https://plus.google.com/hangouts/_/cbc.ca/lisa-khoo

Calendar Brodie Fenlon

Who • lisa.khoo@cbc.ca - organizer

- Greg Reaume
- Brodie Fenlon

Going? **Yes** - **Maybe** - **No** more options »

Invitation from Google Calendar

You are receiving this email at the account brodie.fenlon@cbc.ca because you are subscribed for invitations on calendar Brodie Fenlon.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More.](#)

 **invite.ics**
7K



Brodie Fenlon <brodie.fenlon@cbc.ca>

Updated Invitation: Brodie opening remarks: room 7F107 Pilot Group Unconsciou... @ Mon May 1, 2017 9:30am - 9:45am (Brodie Fenlon)

1 message

Lisa Khoo <lisa.khoo@cbc.ca>
Reply-To: Lisa Khoo <lisa.khoo@cbc.ca>
To: brodie.fenlon@cbc.ca

Mon, May 1, 2017 at 5:58 AM

This event has been changed.

Changed: Brodie opening remarks: room 7F107 Pilot Group Unconscious Bias Follow Up session [more details »](#)

This meeting is for the NN afternoon team to firm up their diversity plans. They came up with the ideas at their Unconscious Bias training,

This group hasn't heard your thoughts on the importance of diversity yet -- they had other bosses when they did their training!

Hoping you can start the day by talking about:

Cheers..

When Mon May 1, 2017 9:30am – 9:45am Eastern Time - Toronto

Where **Changed:** 7F107 (map)

Video call https://plus.google.com/hangouts/_/cbc.ca/brodie-fenlon-l

Calendar Brodie Fenlon

- Who • lisa.khoo@cbc.ca - organizer
- Brodie Fenlon

Going? **Yes** - **Maybe** - **No** [more options »](#)

Invitation from Google Calendar

You are receiving this email at the account brodie.fenlon@cbc.ca because you are subscribed for updated invitations on calendar Brodie Fenlon.

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Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More.](#)

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5/11/2017

CBC Radio-Canada Mail - Re: Femi - Unconscious Bias Feb. 14-15



Jonathan Whitten <jonathan.whitten@cbc.ca>

Re: Unconscious Bias Feb. 14-15

1 message

Lisa Khoo <lisa.khoo@cbc.ca>

Thu, Feb 2, 2017 at 8:39 PM

To: Jonathan Whitten <jonathan.whitten@cbc.ca>, Heather Boyce <heather.boyce@cbc.ca>

Cc: Isabelle Mathieu <isabelle.mathieu@radio-canada.ca>, JOVANE DROUIN <jovane.drouin@cbc.ca>, "Luisa Marin (luisa.marin@cbc.ca)" <luisa.marin@cbc.ca>

Thanks very much for this Heather, Luisa, Isabelle, Jovane and Jon -- I will email [redacted] now and connect with her tomorrow in person. Many thanks, Lisa

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Jonathan Whitten**Sent:** Thursday, February 2, 2017 6:55 PM**To:** Heather Boyce; Lisa Khoo**Reply To:** Jonathan Whitten**Cc:** Isabelle Mathieu; JOVANE DROUIN; Luisa Marin (luisa.marin@cbc.ca)**Subject:** Re: Unconscious Bias Feb. 14-15

Thanks again Heather...just catching up on the chain...and again copying Lisa Khoo who will try to make contact tomorrow..

Jon

On Thu, Feb 2, 2017 at 4:49 PM, Heather Boyce <heather.boyce@cbc.ca> wrote:

Hi Jonathan,

I spoke to [redacted] and she has a great deal of experience working with journalists and news organizations. I'm sorry I didn't get into dates and specifics. She'd be happy to speak with you directly, however, if you'd like to email her to connect. Here's her address :

I'm thinking, too, that since she'll be in the conference centre doing sessions tomorrow, you might be able to arrange to catch her for 5 minutes in person.

Let me know if the I can help in any way.

Thanks,
Heather

Heather Boyce

Director | Accessibility, Inclusion & Diversity

CBC

heather.boyce@cbc.ca

416-205-6793 (o)

416-606-9228 (m)

On Thu, Feb 2, 2017 at 4:40 PM, Isabelle Mathieu <isabelle.mathieu@radio-canada.ca> wrote:

Good evening Jonathan,

Just a quick follow up. I discussed of what could be possible to meet your demand with Heather Boyce this morning.

Since [redacted] is in Toronto right now, she accepted to discuss with you and approach [redacted] on possibilities for your team meeting.

5/11/2017

CBC Radio-Canada Mail - Re: Femi - Unconscious Bias Feb. 14-15

This email is to let you know that, if Heather hasn't contacted you yet, you should hear from her shortly.

I asked her to keep me in the loop so I can help you coordinate the work to be done in preparation for this team meeting.

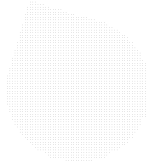
Have a nice evening,

ISABELLE MATHIEU

Consultante en Apprentissage et développement, Personnes et Culture
Learning and Development consultant, People and Culture
CBC/Radio-Canada

t 514.597.6747

c isabelle.mathieu@radio-canada.ca



----- Forwarded message -----

From: **Isabelle Mathieu** <isabelle.mathieu@radio-canada.ca>

Date: 2017-02-01 15:04 GMT-05:00

Subject: Re: Unconscious Bias Feb. 14-15

To: Heather Boyce <heather.boyce@cbc.ca>, JOVANE DROUIN <jovane.drouin@cbc.ca>

Cc: MARC BARRETTE <marc.barrette@radio-canada.ca>

Hi Heather and Jovane,

I received the following request yesterday and committed to get some answers for end of day tomorrow.

I'll be sending a google agenda invite to discuss this since it's overlapping all of our work.

Please accept the invitation.

ISABELLE MATHIEU

Consultante en Apprentissage et développement, Personnes et Culture
Learning and Development consultant, People and Culture
CBC/Radio-Canada

t 514.597.6747

c isabelle.mathieu@radio-canada.ca



2017-01-31 15:31 GMT-05:00 Luisa Marin <luisa.marin@cbc.ca>:

Hi to you both,

5/11/2017

CBC Radio-Canada Mail - Re: Femi - Unconscious Bias Feb. 14-15

Isabelle, News Network has set aside Feb. 14-15 to work together and discuss practices and procedures on the show and ways they could improve what they do. Jon would like to bring in as part of these days, some kind of training around Unconscious Bias. He has been asked that they do a pilot using one of the News Network shows and train the staff on Unconscious Bias.

Could you please advise?

Thanks!

Luisa Marin
Learning & Development
CBC/Radio-Canada
416-205-7687
luisa.marin@cbc.ca



Jonathan Whitten <jonathan.whitten@cbc.ca>

UB session report: Assignment/Content/Copy editors

1 message

Lisa Khoo <lisa.khoo@cbc.ca>

Fri, Apr 7, 2017 at 12:49 PM

To: Brodie Fenlon <brodie.fenlon@cbc.ca>, Greg Reaume <greg.reaume@cbc.ca>, Lianne Elliott <lianne.elliott@cbc.ca>

Cc: Jonathan Whitten <jonathan.whitten@cbc.ca>

Hi Brodie, Greg and Lianne,

Thanks for releasing your staff for the Unconscious Bias in the newsroom training. There were some powerful discussions and creative solutions. I've included our top level observations and actions below. The full report is attached

As with all the sessions, we'd like to follow up with you to see what next steps we might take. I'll be in contact about that separately.

Many thanks again for kicking the day off.

s.21(1)(b)

Lisa and Nick

s.68.1

PARTICIPANTS

April 4: Andrew Davidson, Ian Kalushner, Linda Kelly, Simon Dingley, Stuart Einer, Janet Davison, Bruce Reeve, Karen Hawryluk, Vaune Davis, Leanne Hazon, Ron Charles, (Alison Downie absent) April 5: Andre Mayer, Mark Harrison, Heather Evans, Ian Johnson, Brenda Murray, James Murray, Nazima Walji, Karen Hawryluk, Sean Rombough, Anne Kenna, Jennifer Walter, Dave Pizer (Michael Colton absent)

TOP LEVEL OBSERVATIONS

Cheers..

—

Lisa Khoo,
Sr. Producer, CBC National News
416-949-8831

s.19(1)

s.21(1)(b)

s.68.1



April 4 5 notes for leaders.docx

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UNCONSCIOUS BIAS PILOT PROJECT

OBJECTIVES

- **Primary:**
 - Examine unconscious bias in editorial processes
 - Open processes to diverse perspectives
 - Gather insight for future training
- **Secondary:**
 - Awareness
 - Action
 - Stakeholder involvement

CONSULTATION

- All Inclusive staff group
 - Interviews, submissions, group briefings
- News Network staff
 - Interviews, group briefing
 - Positive messaging
- Program Development
- CBC newsroom staff
- External diversity experts (BBC)

TRAINING SESSION

- One day session (two groups) Feb 14/15
 - 20 NN afternoon staff: writers, chase producers, seniors, host, breaking news group
 - Lisa and Nick (Ruth Zowdu observing)
- Format
 - Intro: Jon/Jennifer Harwood
 - UB presentation (remote)
 - Discussion: Bias, conformity, story examples, JSP (Jack)
 - Workshop: Applying the learning/ Personal and team goal setting

RESULTS

- Awareness
- Individual actions

RESULTS

- Team actions (end of March deadline)

RESULTS

- Team actions (end of March deadline)

•

FINDINGS

- Effective format
 - UB session combined with workshop
- Tailored session
 - Including show specific issues
- Pre- and post support
- Ongoing connection to diversity stakeholders
- Feedback via questionnaire, interviews

UNCONSCIOUS BIAS PILOT PROJECT

OBJECTIVES

- **Project goals**
 - Examine unconscious bias in editorial processes
 - Open closed practices
 - Further training insights
- **Session goals**
 - Awareness, action, inclusion

SESSION RESULTS

- Awareness
- Individual actions

SESSION RESULTS

- Team actions (March deadline)

PILOT INSIGHT

- Effective format (UB+workshop)
- Tailored session
- Pre- and post support
- Ongoing consultation/feedback

TRAINING SESSION

- Format:
 - 23 NN staff, Lisa, Nick + guests
 - UB presentation:
 - Discussion/examples/more research
 - Personal/team action workshop

COMMENTS

- “Useful and important. A wonderful opportunity to sit back and think without the rush of deadlines. Meaningful ideas on how to improve our decision-making and diversify our coverage.
- “Very worthwhile discussion!”
- “Encouraged critical thinking on many levels.”

5/11/2017

CBC Radio-Canada Mail - Re: Quick pilot update/question

CBC  Radio-Canada

Jonathan Whitten <jonathan.whitten@cbc.ca>

Re: Quick pilot update/question

1 message

Lisa Khoo <lisa.khoo@cbc.ca>
To: Jonathan Whitten <jonathan.whitten@cbc.ca>

Fri, Jan 27, 2017 at 8:57 AM

Sorry Jon -- I see I worded that note badly..

I was hoping to do a short session with the UB trainers AND do a separate session with Nick and Sandra

I think it's the best way to get the group to come up with some actions of their own that we can measure as a way of judging the success of the pilot..

Is that too elaborate a plan?

On Thu, Jan 26, 2017 at 8:34 PM, Jonathan Whitten <jonathan.whitten@cbc.ca> wrote:

That's good for me...thanks Lisa...let me know when you can how NN will handle the group absence. Obviously we can help pay whatever is required...would just be good to know what the costs are. Also would be good to make sure they all attend, or at least watch afterward, the town hall so they at least get the basic training.

Thanks again...

Jon

On Thu, Jan 26, 2017 at 1:11 PM, Lisa Khoo <lisa.khoo@cbc.ca> wrote:

Hi...

I am free if you have any questions..

Cheers...

--

Lisa Khoo,
Sr. Producer,
CBC National Radio News
416-949-8831

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Lisa Khoo,

5/11/2017

CBC Radio-Canada Mail - Re: Quick pilot update/question

Sr. Producer,
CBC National Radio News
416-949-8831

Fwd: Future of Radio - Pre-work - Day 2 - Implicit Bias tests

1 message

Seema Patel <seema.patel@cbc.ca>
To: Nicole Durrant <nicole.durrant@cbc.ca>

18 May 2017 at 17:04

----- Forwarded message -----

From: **Seema Patel** <seema.patel@cbc.ca>
Date: Thu, May 18, 2017 at 5:01 PM
Subject: Fwd: Future of Radio - Pre-work - Day 2 - Implicit Bias tests
To: Nicole Durrant <durrantn@toronto.cbc.ca>

----- Forwarded message -----

From: **Leslie Peck** <leslie.peck@cbc.ca>
Date: Thu, May 18, 2017 at 4:59 PM
Subject: Fwd: Future of Radio - Pre-work - Day 2 - Implicit Bias tests
To: Seema Patel <seema.patel@cbc.ca>

----- Forwarded message -----

From: **Seema Patel** <seema.patel@cbc.ca>
Date: 12 October 2016 at 09:40
Subject: Future of Radio - Pre-work - Day 2 - Implicit Bias tests
To: Julie McCambley <julie.mccambley@cbc.ca>
Cc: Ann MacKeigan <ann.mackeigan@cbc.ca>, Arif Noorani <arif.noorani@cbc.ca>, Carla Palmer <carla.palmer@cbc.ca>, Cathy Perry <cathy.perry@cbc.ca>, Cesil Fernandes <cesil.fernandes@cbc.ca>, Emma Godmere <emma.godmere@cbc.ca>, Fred Mattocks <fred.mattocks@cbc.ca>, JENNIFER MOROZ <jennifer.moroz@cbc.ca>, Jeff Ulster <jeff.ulster@cbc.ca>, Jennifer McGuire <jennifer.mcguire@cbc.ca>, Johnny Michel <johnny.michel@cbc.ca>, Leslie Merklinger <leslie.merklinger@cbc.ca>, Leslie Peck <leslie.peck@cbc.ca>, Lynda Shorten <lynda.shorten@cbc.ca>, Mark Steinmetz <mark.steinmetz@cbc.ca>, Nick Davis <nick.davis@cbc.ca>, Ren Ramkhelawan <ren.ramkhelawan@cbc.ca>, Richard Kanee <richard.kanee@cbc.ca>, Rodney Millington <rodney.millington@cbc.ca>, Tara Mora <tara.mora@cbc.ca>, lisa Schmidt <lisa.schmidt@radio-canada.ca>, Susan Marjetti <susan.marjetti@cbc.ca>, ANGELINE TETTEH-WAYOE <angeline.tetteh-wayoe@cbc.ca>, Liz Hadfield <liz.hadfield@cbc.ca>, MELISSA FURINO <melissa.furino@cbc.ca>, Nancy desVignes <nancy.desvignes@cbc.ca>, Amanda Pyle <amanda.pyle@cbc.ca>, Brodie Fenlon <brodie.fenlon@cbc.ca>, Heather Boyce <heather.boyce@cbc.ca>, Bob Kerr <bob.kerr@cbc.ca>

Hi everyone,

is joining us on Day 2 of Future of Radio to talk about Unconscious bias and how it plays into our work culture as we try to create an inclusive workforce.

If you have a few minutes, she suggested that we all try some of these implicit bias tests
It will help our discussion.

Thanks,
Seema

 **UB General participant letter - 2016 - Canadian...**

On Mon, Oct 10, 2016 at 9:26 PM, Julie McCambley <julie.mccambley@cbc.ca> wrote:

Hello,

Susan, Seema and I are excited to share the agenda for the upcoming 2 day Future of Radio session. We have some excellent speakers and panelists internally and externally that we're thrilled have made the time to participate in these future forward conversations.

We look forward to seeing you there. If you have any questions ahead of time, please don't hesitate to reach out to Susan, Seema or myself.

Best,

Julie

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Director, Radio Production  
Media Production Services  
Canadian Broadcasting Corporation  
205 Wellington St. W. Room 2G217  
Toronto, ON. M5V 3G7  
tel: 416 205 7762

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Seema Patel | CBC Radio | Director, Programming, Network Talk | 416.205.5968 | [www.cbc.ca/radio](http://www.cbc.ca/radio)

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Leslie Peck  
Director, International Sales, Content Distribution & Acquisitions  
English Radio  
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Tel: 416-205-2952  
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Seema Patel | CBC Radio | Director, Programming, Network Talk | 416.205.5968 | [www.cbc.ca/radio](http://www.cbc.ca/radio)

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**Pages 73 to / à 74  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**20(1)(b)**

**of the Access to Information Act  
de la Loi de l'accès à l'information**

## Designing a CBC ES Diversity Mentoring Program Pilot

*DRAFT by Inclusion & Diversity Dept.*

### Background

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- Research points to mentoring as one of the most successful ways to improve diversity through changing conscious and unconscious perceptions, thereby creating greater opportunity.
- 
- 

### Goals

### Diverse Focus Group Key Themes

**Best Practices** (sources include

and more):

- **Success Measures**

**Tracking**

**Management of Design and Pilot**

**Approach**

•

**CBC ES Diversity Mentorship Prototypes  
DRAFT Timeline for CBC ES Diversity Mentoring Program**

| Date                    | Activity                                                                   | Resp.                  | Status, Notes |
|-------------------------|----------------------------------------------------------------------------|------------------------|---------------|
| Oct. 2016               |                                                                            | BRT                    | Completed     |
| Nov. 21, 2016           |                                                                            | I&D                    | Completed     |
| Nov. 28, 2016           |                                                                            | I&D                    | Completed     |
| Dec. 1, 2016            |                                                                            | I&D                    | In progress   |
| Wk of Dec 5, 2016<br>?  |                                                                            | I&D, HR                | Not started   |
| Wk of Dec.12,<br>2016 ? |                                                                            | I&D                    | Not started   |
| Dec. 19, 2016           |                                                                            | I&D                    | Not started   |
| Wk of Jan 9, 2017       |                                                                            | BRT, Internal<br>Comms | Not started   |
| ?                       | Unconscious Bias training for ES<br>employees?                             | I&D, HR,<br>Training   | In progress   |
| Jan. 9, 2017            |                                                                            |                        |               |
| Jan. 16, 2017           |                                                                            |                        |               |
| Jan. 16, 2017           | Develop Training Pkg for Mentors and<br>Mentees including Unconscious Bias | I&D, HR,<br>Training   | Not started   |
| Jan. 16, 2017           |                                                                            |                        |               |

|                                     |  |                           |             |
|-------------------------------------|--|---------------------------|-------------|
| Jan. 31, 2017                       |  | Selection Committee, I&D  | Not started |
| Feb. 6, 2017                        |  | I&D                       | Not started |
| Feb. 20, 2017                       |  | I&D, HR                   | Not started |
| Feb. 27, 2017                       |  | I&D                       | Not started |
| Feb. 28, 2017                       |  | I&D                       | Not started |
| Within Mar. 1, 2017 to Feb 28, 2018 |  | Mentors, Dept. heads, I&D | Not started |
| Mar. 1, 2017 to Feb 28, 2018        |  | I&D                       | Not started |
| Mar. 1, 2018 and beyond             |  | I&D                       | Not started |