

Annual Report on the Operation of the *Canadian Multiculturalism Act* 2019/2020

Part One: About Your Institution

1. **What is the name of your federal institution in both Official Languages?**

English: Bank of Canada

French: Banque du Canada

2. **Please provide the name of the executive level staff person responsible for approving this submission on behalf of your federal institution:**

Katherine Murray

Deputy Managing Director, Human Resources

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3. **Please identify if your institution is a large or small organization. For the purposes of this submission form a large institution is defined as one with 500+ employees.**

Large

4. **Does your institution provide direct programs and/or services to the public?**

Yes

Part Two: Institutional Obligations

1. **What is the percentage of people who identify as belonging to a visible minority group, of total employees in your institution, that occupy the following positions:**

Operational (no supervisory responsibilities):

- 1% of total employees in our institution
- 14.7% (11 of 78) of employees in this category

Management (supervisory but not executive):

- 2% of total employees in our institution
- 14.1% (41 of 266) of employees in this category

Executive:

- 0% of total employees in our institution
- 0% (0 of 18) of employees in this category

Total:

- 23.3 % of total employees in our institution (439 of 1903 employees)

Note:

In addition to the employees who occupy positions for the requested categories, the total above includes employees who identify as belonging to a visible minority group in the following categories:

Administrative Support:

- 4% of total employees in our institution
- 25.3% (85 of 368) of employees in this category

Professionals:

- 16% of total employees in our institution
- 26.4% (295 of 1,144) of employees in this category

Specialist and Technicians:

- 0.3% of total employees in our institution
- 31.6% (7 of 29) of employees in this category

2. How many employees that identify as belonging to a visible minority group were hired by your institution during the last fiscal year?

71 employees (20.8% of total employees hired)

Note:

This includes new hires and rehires of regular, term, and short-term employees during the reporting period.

3. How many employees that identify as belonging to a visible minority group were promoted last fiscal year (into indeterminate positions)?

32 employees (25.8% of 124 employees promoted)

Note:

This number represents all employees that identify as belonging to a visible minority group that were promoted to indeterminate positions (defined as

'Regular' at the Bank). Employees that were promoted into temporary indeterminate positions were excluded.

4. Does your institution make a specific effort to recruit students who identify as belonging to a visible minority group? If so, please identify the ways in which you have done so below. If not, please move to question 5.

The Bank of Canada:

- ✓ Works proactively with post-secondary institutions
- ✓ Has developed hiring programs that target visible minorities
- ✓ Has developed mentorship programs
- ✓ Other – as described below:

a) The Bank's General Scholarships and Master's Scholarships for Women in Economics or Finance

- Subsequent to a program review and feedback from key stakeholders in 2019, the Bank added a third category for visible minority students to its general scholarships, alongside the existing scholarships for students with disabilities and Indigenous students. A minimum of two scholarships will be awarded to students who identify as a member of a visible minority or racialized group, reflecting the Bank's commitment to the diversity of people, ideas and disciplines by encouraging Canadians to consider employment in fields related to the work of the central bank and assisting them in furthering their education. Each award is valued at \$4,000 per year, renewable to a maximum of four years, and includes an opportunity for employment and for mentorship at the Bank. More information and reporting on the success of this new scholarship will be shared in the 2020-2021 Multiculturalism report.
- The Master's Scholarship for Women in Economics or Finance awarded seven scholarships in 2019. The award includes a work placement and mentorship from a Bank employee. Of the seven recipients, three identify as belonging to a visible minority group, and they are all currently employed at the Bank. The scholarships selection committee and mentors for the successful candidates are comprised of Bank employees representing diverse backgrounds and experiences, including members who identify as part of racialized groups.

b) External Partnerships to enhance outreach efforts with underrepresented groups and promote diversity

- The Bank partners with several external groups to broaden our reach and ensure that candidates from diverse backgrounds are aware of, and apply for, job opportunities within the Bank. This includes l'Association des Femmes en Finance au Québec (AFFQ), Women in Capital Markets, Pride at Work, partnerships with Indigenous Link and Indspire, the Employment Accessibility

Resource Network (EARN), the National Educational Association of Disabled Students (NEADS), the Conference Board's Council on Inclusive Work Environments (CIWE), Catalyst, the Canadian Council on Rehabilitation and Work (CCRW), and Equitek to attract and source talented candidates from diverse backgrounds. We also advertise job opportunities through the Job Bank, Equité, Indigenous Link, NEADS, LinkedIn, Eluta, Careers page, and through Pride at Work.

- We are forging stronger collaborative relationships with university and college diversity offices to broaden our network and identify new channels to connect with underrepresented employment equity groups, and we review and adapt university recruitment activities to be inclusive of diverse student pools, for example, rotating visits to various universities.
- As part of our scholarship program review later in 2020, we will explore strategies to support our workforce pipeline which may include broadening our outreach to high schools with the goal of increasing awareness of the Bank's work, encouraging students to pursue studies in fields of work related to the Bank, and applying for our scholarship programs and work placements at earlier stages in their studies.

c) Self-Identification Tool

- External candidates can self-identify in one or more of the four designated groups: women, members of visible minorities, Indigenous Peoples, and persons with disabilities. The Bank tracks the overall representation of each group through various stages of the recruitment process - from the application to hiring.
- Our approach to self-identification allows an external candidate's self-identification information to be provided to hiring managers to assist them in candidate selection and support them in building more diverse and inclusive teams and to meet employment equity goals.
- Any employee who identifies as a member of a visible minority group has the opportunity to further identify their ethnic origin based on the categories used in the Canadian Census. The option was added in 2019 and we continue to raise awareness of this through regular communications with employees.
- While separate from our specific self-identification tool, we are planning for a review of our exit interview survey to better understand the reasons for employee voluntary departures (to be undertaken in 2020, more information to follow in our next report).
- Due to technical constraints, individuals are invited to self-identify at both the application stage and onboarding stage when they are hired. As a result, some employees do not self-identify as new employees. We have taken steps to remind and encourage new employees to self-identify to minimize the "loss of data" between the two self-identification invitations. We are currently exploring

technical solutions that would allow the self-identification information provided by an individual at the application stage to be transferred to their employee profile once hired.

d) Bank invited as guest speaker at Black Canadians Summit

Deputy Governor Tim Lane was invited to speak at the Black Canadians Summit in Halifax this past March, but the event was postponed due to COVID. In his speech, Deputy Lane was going to speak to the Bank's commitment to represent diverse Canadians, with the inclusion of Viola Desmond on our \$10 vertical Bank note, and ongoing efforts to ensure that our outreach, communications, and consultations include Black and racialized communities across Canada. Deputy Governor Lane was also going to announce the launch of the scholarship for students who identify as belonging to a visible minority or racialized group. Several Black and racialized Bank employees were scheduled to attend the summit as participants.

e) Fellowship and Governor's Awards

In addition to the scholarships for undergraduate and graduate students, the Bank also encourages the nomination of researchers from a range of identities and backgrounds for its Fellowship Award and Governor's Award. Both awards provide financial support to academics who are recognized for their expertise and research in areas important to the Bank's core functions. The research contributions from these recipients further supports the Bank in recognizing the value diverse perspectives bring to its work on behalf of Canadians.

5. Official Language requirements can sometimes serve as a barrier to hiring employees who identify as belonging to visible minority groups but live in different areas of the country. Has your institution developed ways to address this concern? If not, move to question 6.

The Bank of Canada:

- ✓ Supports in-house language training for all staff
- ✓ Other – as described below:

a) Bank's Bilingualism Policy supports language training for all employees

As part of the Bank's Bilingualism policy, all employees have equal opportunity for a successful career at the Bank whether their first official language is English or French. The policy also promotes a work environment where employees are managed in their official language of choice and where both languages are valued. Bank employees have access to second language learning and resources to develop their second language proficiency, especially where required by their role per the Official Languages Act and as outlined in the Bank's

Bilingualism Policy. The Bank offers French and English language training to those in positions that require a second language proficiency, as well as to employees who wish to improve their second official language skills. Training is offered in many formats: one-on-one, group, in-house or at a language school.

b) Diversity and Inclusion is considered in Second Language Training review

The Bank is considering diversity and inclusion in its review of its Second Language training program to account for our diverse workforce, with plans to modernize it to provide access to a variety of learning tools to accommodate all employees, regardless of their location or level of proficiency in either second language. Recognizing the changing demographic of visible minority groups in Canada and the range of languages spoken, the review may identify ways to better support employees to learn an official language in instances where their first language is neither English nor French. More information on this program will be included in the 2020-2021 Multiculturalism report.

c) Translation tools assist communication in both official languages

The Bank piloted use of the AI-assisted translator tool, DeepL.com, to encourage employees to communicate with colleagues in both official languages. The Bank will be proceeding with a competitive process to assess a number of AI-assisted translator tools that can provide quick and accurate translations to employees while also meeting the Bank's security and privacy standards.

6. **In 100 words or less, can you provide us with examples of any policies, programs, practices or services developed in-house by your institution to promote specific aspects of multiculturalism, anti-racism or anti-discrimination. We are searching for examples of innovative programs and best practices.**

a) Hire of Diversity and Inclusion Program Lead

The Bank hired a Diversity and Inclusion Program Lead in early 2019 to apply a focused strategic lens to its diversity and inclusion activities. The Program Lead is responsible for leading the development and implementation of the Bank's D&I strategy, supporting diversity and inclusion in the Bank's core work, engaging Executive Champions and Employee Resource Groups, coordinating/supporting D&I Bank learning and awareness events and chairing the Bank's Diversity and Inclusion Committee, comprised of diverse employees from every department at the Bank.

b) Development of the Bank's first Diversity and Inclusion Strategy

In 2019, the Bank undertook the development of its first formal D&I Strategy. The strategy integrates ideas and lessons from extensive consultations with

executives, leaders and employees, and research on best practices from peer organizations including other central banks and Canadian crown corporations. The new strategy incorporates findings and feedback from its first-ever enterprise-wide survey on diversity and inclusion at work. Both anti-racism and anti-discrimination lenses are embedded within the D&I program at the Bank as well as the D&I Strategy, in particular. A focus of the strategy is to identify and eliminating any potential barriers in the workplace and to ensure all employees can reach their potential. All program, policy, and procedure reviews are done with an anti-racism lens.

c) Online Compliance Exercise for the Prevention of Harassment and Violence in the Workplace Policy

An online training program and annual compliance exercise was launched in 2019 to increase awareness about this policy and to ensure that the Bank meets its commitment to principles and its statutory obligations with respect to harassment and workplace violence. It also clarifies how to prevent and address inappropriate conduct in the workplace including racism, and discrimination.

d) Targeted training for Hiring Managers to ensure inclusive hiring practices

In 2019, we continued to make progress to ensure inclusive hiring practices at the Bank by equipping leaders with tools and information to support their efforts to increase diversity and inclusion in their teams. This included timely, actionable metrics and department-specific representation goals. These goals reflected the more holistic approach to representation adopted this year which considers engagement and retention in addition to hiring. We expect that the new approach will enable the Bank to address gaps.

e) Bank of Canada Museum programming - Two exhibits

The museum's current "Luck and Lore" exhibition presents artifacts, stories and traditions from different cultures and communities. As part of the exhibition, visitors are asked to share their cultural stories related to their own diverse experiences via social media. The Bank of Canada Museum also displayed "A Nation's Calling Card" at the Museum of History from March 2019 to March 2020 tracing Canada's official identity through more than 80 years of Bank notes. This exhibition displays how national identity is expressed on money, and how it has changed substantially since the Bank of Canada unveiled its first Bank notes in 1935. From natural resources to key figures - including the latest \$10 vertical Bank note featuring Viola Desmond – who, or what, is on our notes has reflected the times.

f) Bank of Canada Museum lesson plan for teachers – Nomination of a Bank note-able Canadian

In early 2020, the Bank sought nominations for the individual featured on the new \$5 Bank note. To complement this, the Museum developed a lesson plan for teachers where students were asked to design and submit their \$5 Bank note nominations, keeping in mind that Bank notes must promote our values, culture, history, traditions, achievements or natural heritage, and be meaningful to Canadians today and for years to come. Student submissions reflected the diversity of our Canadian heritage, with names like Terry Fox, Nellie McClung, Sir Isaac Brock, E. Pauline Johnson, Frederick Banting, Isapo-muxika (Crowfoot) and Tim Horton being submitted, along with Chanie Wenjack who would bring the plight of Indigenous children in residential schools to national attention, Angela Sidney, an author who wrote to preserve her Tagish culture, and Shawnadithit, the last Beothuk in Newfoundland and strong advocate for Indigenous peoples' rights in the mid-19th century.

g) Support for employees new to Canada

As a leading central bank with significant impact and influence, we attract top Economists from across Canada and around the world. As a result, we hire individuals from diverse backgrounds who contribute their unique and varying perspectives to our organization and the work they do with our employees; fostering more innovation and helping us continue to be a leading central bank. To support employees who are new to Canada and help with their transition to a new country we provide:

- Relocation assistance for the new employee and their eligible dependents, including: rental search assistance; reimbursement of lease breaking expenses at departing location, packing and shipping of household goods; temporary accommodation in a furnished apartment within walking distance to the office; storage of belongings; tax preparation assistance their first year in Canada; and, Settling-in Services (e.g. general orientation in the new city, obtaining license and registration, health card, social insurance number (SIN) card and assistance in finding a doctor or dentist)
- Immigration support for obtaining work permit and permanent residence for both the employee and their dependents
- Private medical coverage for the employee and their dependents until they qualify for provincial medical coverage

h) Launch of the Bank's first Diversity and Inclusion Pulse Check survey

The Bank's first Diversity and Inclusion Pulse Check launched in May 2019, with over three quarters of staff responding to the survey. Of those who responded, 83% think the Bank is a diverse and inclusive workplace, with a strong foundation

of valuing differences, supporting people, and providing accessibility in our buildings and tools, and 89% said they feel respected at work.

- The survey was designed so that data on members of the four designated groups (including members of visible minority groups) could be disaggregated. This allowed us to more clearly identify opportunities to enhance support to specific employee groups.
- The results from equity-seeking groups have given us the ability to bring a much clearer focus to our D&I strategy and address areas for immediate improvement. One of those immediate actions was to equip leaders with enhanced data on diversity and inclusion so they can make informed decisions around hiring and staffing. Another benefit of the survey has been to support staff-led Employee Resource Groups and the Diversity and Inclusion Committee - including those with a focus on issues for women, LGBTQ2S+ employees, people with disabilities, new employees, francophones, and more recently, for racialized groups – to develop their own plans to heighten awareness and encourage discussion amongst employees.

i) G7 Central Banks Diversity and Inclusion Best Practices Report

In May 2019, the “G7 Central Banks’ Heads of HR” met at a two-day summit hosted by the Banque de France, steered in part by the Bank’s senior HR leaders. Diversity and inclusion were key themes of the meeting where participants shared their experiences and ideas. Following this meeting, the Bank took the lead in preparing a best-practices report for the heads of HR from G7 central banks. The report was finalized and shared with the other G7 Central Banks so knowledge could be spread and applied more broadly within the participating organizations.

7. In 2019-2020, did your employees participate in any training relating to anti-racism/racial discrimination, ethnic and/or religious discrimination? If yes, please move on to question 8. If no, please move to question 10.

Yes

8. Please identify the number of employees that participated in training that addressed issues of anti-racism/racial, ethnic or religious discrimination? This number should include senior management and executives. Please do not include any training that did not explicitly address these issues.

a) Yearly Compliance Exercise for all employees

Employees complete yearly training (online modules) on the Bank’s code of conduct and business ethics, and the prevention of harassment and workplace

violence policy. The training touches on prohibited grounds under the Human Rights legislation, and both Bank policies address these issues.

- Number of Employees who took the training = 1859
- Number of Total Employees = 1903

b) Indigenous Cultural Awareness

In late 2019, the Bank's Indigenous Stakeholder Relations Group and Learning team started the process of engaging with an external vendor to supply a one-day Indigenous Cultural Awareness training to a small group of employees engaged in work related to Indigenous communities. At this training, which took place in early 2020, participants learned about Indigenous historical events and culture and explored strategies for developing relationships with Indigenous Peoples. Plans are underway to source Indigenous Cultural Awareness training for all employees in 2020.

- Number of Employees who took the training = 24
- Number of Total Employees = 1903

c) Leader Town Hall

In November 2019, all people leaders were invited to join the Governor, Senior Deputy Governor and other leaders from across the Bank at a Leader Town Hall, to be inspired and learn more about how they can help achieve the Bank's MTP plans around diversity and inclusion. In addition to receiving a sneak preview of the Bank's new Diversity and Inclusion Strategy (to be rolled out to all employees in 2020), leaders had the opportunity to learn from an external inclusion specialist who shared strategies for interrupting bias, embracing differences, and creating environments where everyone can bring their authentic selves to work, and who also shared her experiences as a member of a visible minority group.

Following this presentation, a panel of four Bank leaders from diverse backgrounds, including leaders in visible minority groups, answered questions about what inclusion means to them. At the end of the session, we shared three simple and tangible ways, prioritized based on research and consultations with employees, for leaders to embed diversity and inclusion into their everyday work: Be open to different perspectives; Think about how you hire; and Inspire each other to be more inclusive and to speak up when you see what looks like discrimination. This resource was shared with all leaders following the Town Hall in an email from our Chief Human Resources Officer.

- Number of Employees who took the training = 365
- Number of Total Employees = 1903

9. Was the training:

- ✓ Developed internally by your institution
- ✓ Offered by a third-party organization, such as a consultant
 - a) Yearly Compliance Exercise - Developed internally
 - b) Indigenous Cultural Awareness - Offered by a third-party organization
 - c) Leader Town Hall - Internal group partnership with external consultant

10. Does your institution celebrate, promote and support events that help to educate employees about racial, ethnic and religious diversity in the workplace? If no, move on to question 12.

Yes

11. Please identify the type of the event your institution offered in order to educate employees about racial, ethnic and religious diversity, and the total number of employees that participated in each type:

Event Name	Event Type	Employees
Diversity is on the map – G7 Summit, Bank	CHRO Message	1903
D+I Pulse Check Survey: Road to a more inclusive workplace	CHRO Message	1903
Leader Town Hall with Diversity and Inclusion Keynote Speaker	In-Person	345
Help us design our inclusive work environment – Focus Groups	In-Person/Skype	200
Honouring International Women’s Day	Intranet	1903
Article: A personal take on National Indigenous Peoples Day	Intranet	1903
50th anniversary of the Official Languages Act – In-person events	In-person	800
50th anniversary of the Official Languages Act – Online activities	Intranet	1903
Museum blog post about the first bilingual series of Bank notes	Bank website	1903
Dedicated diversity and inclusion micro-site launched	Intranet	1903
Print and downloadable multicultural calendar distributed to all employees	In-person	1903
Departmental sessions with D+I Executive Champions	In-person	1903
Bank-wide video with multiple employees sharing what self-ID means to them	Intranet	1903
Focus group for new employee resource group whose aim is to support francophone and bilingual activities at the Bank	In-person	60
Bank hosts 50 Indigenous students for 1-day on-site event following Indspire Soaring conference	Intranet/In-person	1903/30
The Tulo Centre and the Indigenous Economy	Intranet/in person	1903/104
2019 Scholarship winners announced for women in economics or finance, Indigenous students, and students with disabilities	Intranet	1903
On the road to a more inclusive workplace	CHRO Message	1903

Event Name	Event Type	Employees
Leaders from our Board on how to advance your career: diversity is key	Intranet/in-person	1903/161
We're one of Canada's Best Diversity Employers	Intranet	1903
Kick-off InspirationELLE event: Building a diversity of views	In-person	44

12. Does your institution have a complaint process for employees to disclose issues of racism and/or racial discrimination/harassment in the workplace?

Yes

13. Has your institution communicated to employees their rights and avenues of complaint regarding issues and/or racial discrimination/harassment in the workplace? If no, please move to question 15.

Yes

14. Please identify the ways your institution has communicated to employees their rights and avenues of complaint regarding issues and/or racial discrimination/harassment in the workplace:

- ✓ On the institution's intranet
- ✓ Through in-person information session or meetings
- ✓ Other – as described below:
 - Through mandatory online training and compliance exercises
 - As part of new employee orientation sessions

15. How many racial/ethnic/religious discrimination and/or harassment complaints did your institution receive in 2019-20?

- Total number of complaints received: 8
- Total number of complaints resolved: 6
- Total number of complaints that are ongoing: 2

16. During 2019-20 did your institution develop partnerships with stakeholders or external associations to promote multiculturalism and/or to learn more about multicultural communities? If Yes, please complete the following information. If no, please move to question 18.

Yes

17. **Name(s) of partner/stakeholder:** _____
Description of the partnership and initiative: _____
What benefits did the partnership provide to the development of policies, programs, practices and/or services? _____

Partner /Stakeholder	Description of Partnership/initiative	Benefits
Bank's Diversity and Inclusion Committee	This committee consists of the D&I Program Lead and employee representatives from every department. These members represent leaders and non-leaders from a cross-section of job grade levels and diversity groups that go beyond the four designated employment equity groups (e.g. LGBTQ2S+).	In addition to providing input on the legislated diversity reports, they participate in the interview and selection process for the scholarship programs, were consulted about our new diversity and inclusion pulse check, began the delineation of an inaugural Committee workplan, and provided input into the Bank's new Diversity and Inclusion Strategy that will be launched Bank-wide in 2020.
Tulo Centre of Indigenous Economics	The Bank hosted a two-day working session with the Kamloops-based Tulo Centre of Indigenous Economics. This session followed a roundtable featuring the Bank's Senior Deputy Governor, Carolyn Wilkins, at the Tulo Centre earlier in 2019.	This working session helped raise awareness among Bank staff about Tulo's work, and opened discussions with First Nations representatives on the economic issues facing First Nations.
Bank-hosted Public Engagements across Canada	The Bank has consulted with more than a dozen civil society, labour, Indigenous and business groups across the country to discuss their priorities and economic concerns. They held focus group discussions in Montréal, Toronto and Vancouver on Canadians' awareness, knowledge and perceptions of methods of payment. They also hosted public sessions and opinion surveys to gather input from Canadians on the Bank's activities, and they solicited Canadian input on the Canadian icon for the next Bank note.	These consultations help guide the Bank's work on several fronts, including the Bank's renewal of the inflation-control target agreement with the Government of Canada in 2021, implications of a central bank digital currency. The public opinion research, surveys and focus groups gather views from all regions in Canada, its official language groups, and its increasingly diverse audiences. This research is generating new web content around the Bank's activities, including the publication, "The Economy, Plain and Simple".
Bank's Indigenous Stakeholder Relations Working Group	This group includes leaders from various departments (Currency, Human Resources, Executive & Legal Services, Communications and Canadian Economics and Analysis) representing business lines where there is an opportunity to enrich	One area of focus for this group is the recruitment and retention of Indigenous employees at the Bank. The group has also played a key role in identifying awareness and learning opportunities for Bank leaders

Partner /Stakeholder	Description of Partnership/initiative	Benefits
	engagement with Indigenous communities.	and employees to enhance indigenous cultural awareness. This training will be launched later in 2020.
Bank's Employee Resource Group Advisory Committee	In 2019, an ERG Advisory committee was formed. It is chaired by an HR representative and consists of leads from each ERG, executive sponsors and a representative from our Communications department.	This governance committee meets quarterly to share information, facilitate collaboration and ensure alignment of mandates and activities with the newly developed guiding principles for ERGs. They provide input to HR on programs and services that impact their members.

18. **Does your institution have policies, programs, practices and services (such as materials and websites) translated into languages other than English and/or French? If no, move to question 20.**

Yes

19. **Please outline the policy, program, practice and/or service that was translated using the following format:**

- **Name of policy, program, practice and/or service with material translated:**
- **Description of policy, program, practice and/or service:**
- **In what languages was the policy, program, practice and/or service translated?**
- **How has the policy, program, practice and/or service improved the quality of service that your institution is providing to Canadians?**

Polymer Note leaflet to better identify counterfeit bills

The Bank of Canada's External Stakeholder Management Team continues to offer a leaflet that outlines the security features of polymer notes. This leaflet allows Canadian retailers and Canadians to better identify counterfeit bills, helping to reduce the negative effects of counterfeiting on Canadian society. Leveraging the assistance of Canadians of different backgrounds, the leaflet is produced in English and French, as well as in Korean, Punjabi, Standard Chinese, and Simplified Chinese.

20. **Does your institution provide the public access to translators (other than English or French) so that they may gain a better understanding of your institution's programs, policies, practices and services (if requested)? If no, move to question 22.**

No

21. In 100 words or less, please outline using the following format:
Name of policy, program, practice and/or service: _____
Description of policy, program, practice and/or service: _____

N/A

22. Does your institution leverage the multilingual capacity (other than English or French), cultural competency and/or cultural expertise of its employees to inform and/or improve your institution's policies, programs, practices and services? If no, move to question 23.

Yes

a) Indigenous Stakeholders Group

Following the development of an official Indigenous Engagement Strategy in 2018, the Bank's Indigenous Stakeholder Relations Working Group continued to explore ways to enhance engagement with Indigenous communities.

- They helped to inform and improve the Bank's policies, programs, practices, and services as follows:
- Welcoming a delegation from the Kamloops-based Tulo Centre of Indigenous Economics for a two-day working visit to raise awareness among Bank staff about Tulo's work and to discuss some of the economic issues facing First Nations
- Agreeing to sponsor and participate in Indspire's upcoming 2020 Soaring: Indigenous Youth Empowerment Gathering, an event to encourage Indigenous high school students in complete school and pursue higher education
- Initiating Indigenous Cultural Awareness Training for employees engaging with Indigenous communities
- Assisting with sourcing and piloting of indigenous cultural competency training for all Bank leaders and employees
- Forming an Indigenous Advisory Committee that will be provide consultation on the visual aspects of our Bank notes and Bank of Canada Museum programming
- Planning for a Bank-hosted 2020 Indigenous Economic Symposium

b) Diversity and Inclusion Committee

In 2019, a more inclusive and representative Diversity and Inclusion Consultative Committee was formed, along with a clarified and enhanced mandate. The Committee now consists of a standing member from the Human Resources department (the D&I Program Lead) and employee representatives from every department. These members represent leaders and non-leaders from a cross-section of job grade levels and diversity groups that go beyond the four designated employment equity groups (e.g. LGBTQ2S+). The committee meets five times through the year.

They helped to inform and improve the Bank's policies, programs, practices, and services as follows:

- In addition to providing input on the legislated diversity reports, they also participate in the interview and selection process for the scholarship programs.
- They are consulted about our new diversity and inclusion pulse check, are contributing to the development of an inaugural Committee workplan.
- They provide input into the Bank's new Diversity and Inclusion Strategy that will be rolled out to all employees later in 2020.

c) Employee Resource Groups

Since the first Employee Resource Group comprised of employee volunteers was formed in 2018, four more groups have been launched. These ERGs are comprised of employees from diverse backgrounds and identities. Their unique experiences help inform the awareness, events, and activities they design for employees across the Bank.

- Enabled-Épauler is focused on ensuring a barrier-free workplace, raising awareness of visible and non-visible disabilities, and providing peer-to-peer support.
- NGen seeks to help integrate new Bank employees to the workplace and foster a sense of community between the Bank and external young professional groups.
- PotentiELLE supports the professional growth and development of women at the Bank.
- Pride-Fierté is a community of LGBTQ2S+ employees and their allies that raises awareness and provides education and social support on LGBTQ2S+ issues.
- Franconnexions was formed in early 2020. The goal for this group of francophone and Francophile employees is to support francophone and bilingual work environment for all employees.
- Some employees have expressed interest in launching an ERG for racialized employees in 2020. More information on this ERG and related activities will be included in next year's Multiculturalism Report.

Collectively, and through their individual mandates above, the Bank's ERGs have helped to inform and enhance the Bank's policies, programs, practices, and services as follows:

- They promote learning and sharing and raise awareness to foster and support a more diverse and inclusive workplace.
- They help senior leadership to better understand possible roadblocks or barriers faced by employees
- They help identify any systemic barriers that could affect the Bank's ability to attract, engage and retain top talent.

d) Employees representing various ethnic and cultural groups

Throughout the year, the Diversity and Inclusion Program Lead, Human Resources and other Department and project leads consult with employees across the Bank to inform their initiatives and communications to ensure that they are inclusive of and reflect the broader Canadian population that we serve.

23. **Does your institution collect statistical racial, ethnic and religious diversity data (other than EE data) to develop and/ or improve internal and/or external policies, programs, practices and services? If no, move to Part Three of the survey, if you are a Canadian Heritage Portfolio Organization.**

Yes

24. **Please list the data gathered:**

- **Internal or External**
- **Name of the policy, program, practice and/or service the data is used to improve**
- **Description of the policy, program, practice and/or service**
- **How has the collection and use of statistical racial, ethnic and religious diversity data helped to improve the policy, program, practice and/or service?**

a) Internal – Work Environment Check-up (WECU) Employee Survey

The Bank collects feedback from employees in a number of ways. The Work Environment Check-Up (WECU) is a larger survey deployed every three years that includes questions related to employee perceptions of inclusion, discrimination and harassment. The Bank consistently receives very high scores for the theme of Diversity, Integrity, Ethics, and Respect. The comments employees provide as part of these surveys are very useful and help the Bank and individual departments identify areas for improvement and future programming needs that will have a positive impact on our work environment.

b) Internal - Diversity and Inclusion Pulse Check

Following senior management’s decision to launch a strategic diversity and inclusion initiative in the Bank’s new 2019-21 Medium Term Plan, the first Diversity and Inclusion Pulse Check was launched in the spring of 2019. The pulse check survey aims to gather insight about how employees view the Bank’s culture as it relates to diversity and inclusion and contributes to building diversity and inclusion metrics that can be compared from year to year. Our Diversity and Inclusion Champions (Executive Leaders), Diversity and Inclusion Committee, and Employee Resource Groups provided input to the survey questions and design to ensure that it properly meets our objectives. Over three quarters of staff responded to the survey. Of those who did:

- 83% said the Bank is a diverse and inclusive workplace, with a strong foundation of valuing differences, supporting people and providing accessibility in our buildings and tools.
- 89% said they feel respected at work.

Results from the survey were also analyzed by diversity group (women, members of visible minorities, Indigenous peoples, persons with disabilities, LGBTQ2S+, and official languages) in comparison with the Bank’s overall workforce. Although employees from these groups generally gave the Bank high marks on the inclusiveness of our work environment, results indicated that more can be done to

ensure employees in equity-seeking groups feel more comfortable being themselves at work.

c) Internal – Self-Identification Tool

In 2018, after formalizing the self-identification program, we initiated a self-identification campaign that featured a revamped questionnaire; instead of only the four designated employment equity groups, employees could identify as members of LGBTQ2S+ peoples or as veterans. Sub-categories were also added under each of the four designated employment equity groups allowing employees to more clearly select their identities that were reflected in a designated group.

In 2019, further enhancements were made to the self-identification questions following feedback from key stakeholders. This includes the addition of new options to the list of types of disabilities (e.g. chronic physical disabilities, speech disorders), revisions to the members of visible minorities section (e.g. new title: Ethnic Origins, new ethnicity options) and a new question on languages spoken. The self-identification tool allows the Bank to obtain more accurate representation information that provides a more accurate view of the diversity of the Bank's workforce. The tool also assists in identifying areas for improvement so that we can put the right programs in place to address gaps and eliminate barriers that could limit an employee in their professional development at the Bank.

d) Internal – Exit Interviews

Through our exit interview process, the Bank gathers feedback from departing employees to help identify areas for improvement and potential concerns. In 2019, exit interview scores were highest for the themes of Ethics and Honesty and Working Conditions (average of 4.34 and 4.45 out of 5). Both sections include questions related to discrimination, harassment and feelings of safety within one's work environment. Termination rates are also reviewed annually to flag any potential issues of systemic discrimination for different diversity groups.

e) External - Public Opinion Surveys

The Bank has also expanded its public opinion research, surveys and the conduct of focus groups to ensure it is accessing opinion and assessing information needs that reflect views from all of Canada's regions, its official language groups and its increasingly diverse audiences. This research is generating new web content to promote transparency around the Bank's activities and offer a preview of work that will carry over into 2020. The Bank's approach continues to involve online consultations, round tables and focus groups.

Part Three: Department of Canadian Heritage and Portfolio Institutions

Tell us about your funding program. This section is to be filled out by all funding programs and portfolio institutions with funding programs.

Per email reply from the Department of Canadian Heritage dated July 6, 2020: "The Bank of Canada does not need to complete Section 3 as it is not a Canadian Heritage Portfolio Organization."

1. Name of funding program with a funding program: _____

N/A

2. Description of your funding program with a funding program: _____

N/A

3. Percentage of funding program which has been allocated to ethnic, racial, and religious communities/initiatives: _____

N/A

4. Provide one example of funding initiative that has supported an ethnic, racial and/or religious community in Canada:

Name of funding recipient: _____

- Project title: _____
- Project description (100 words max): _____
- Amount funded: _____
- Start and end date of project: _____

N/A

Data Sources

Data Source	Objectives	Timing	Participation
OCHRO's annual report on self-identified EE	President of the Treasury Board is required to submit a report to Parliament on the state of employment equity pursuant to the <i>Employment Equity Act</i> .	Submitted annually to cover previous fiscal year. <ul style="list-style-type: none"> • TBS annual call-out request is around the end of May with a 2-week deadline for input. • TBS sends draft for modification/changes in August • Report is published by the end of the fiscal year. 	Core Public Administration (FAA schedules I and IV) – comprised of 77 departments, agencies and commissions. Under the <i>Employment Equity Act</i> , separate employers that have more than 100 employees (e.g., the Canada Revenue Agency and the Canadian Food Inspection Agency) are required to provide their reports to the Office of the Chief Human Resources Officer (OCHRO) only for the purposes of tabling in Parliament at the same time as the CPA report.
TBS' Annual Report on the Public Servants Disclosure Protection Act	Section 38.1 of the Public Servants Disclosure Protection Act (PSDPA) requires that the Chief Human Resources Officers prepare an annual report for the President of the Treasury Board to table in Parliament. The report must provide information on activities related to the disclosures made in public sector organizations that	Subsection 38.1(1) of the Act requires chief executives to prepare a report on the activities related to disclosures made in their organizations and to submit it to the Chief Human Resources Officer within 60 days after the end of every fiscal year. <ul style="list-style-type: none"> • Call out sent in late March or early April • Consolidated report sent to the president of TBS by September 30th • Report published in October following its tabling to Parliament 	All 134 active organizations in the federal public sector are subject to the Act. Three organizations are excluded from the PSDPA: Canadian Armed Forces (CAF), the Canadian Security Intelligence Service (CSIS) and Communications Security Establishment Canada (CSEC). However, under section 52 they are required to establish procedures applicable to their organization for the disclosure of wrongdoing, including the protection of persons who disclose wrongdoing. In accordance with

	are subject to the Act.		paragraph 11(1)(c) of the Act , it is the responsibility of organizations to provide public access to information describing findings of wrongdoing and any follow-up action taken.
Management Accountability Framework (MAF)	<p>The objectives of the MAF are:</p> <ul style="list-style-type: none"> • To obtain an organizational and government-wide view of the state of management practices and performance; • To inform Deputy Ministers and Heads of Agencies about their organizations' management capacity; • To inform the Treasury Board of Canada Secretariat about the state of policy implementation and practices; • To identify areas of management strength and any areas that require attention; • To communicate and track 	<p>Annual assessment by TBS (1st call-out letter during the summer with consultations on methodology; official call-out in September with responses due in November via the MAF portal).</p> <ul style="list-style-type: none"> • Draft results released mid-January giving departments/agencies a 5-week validation period to review and submit new evidence. • Final results sent to DMs at the end of April. 	<p>All departments and agencies with the following exceptions:</p> <ul style="list-style-type: none"> • Small agencies (organizations with 50 – 500 employees and an annual budget of less than \$300 million) are only subject to a full MAF assessment every three years, completed on a cyclical basis. • Micro agencies (organizations with less than 50 employees and an annual budget of less than \$10 million) are subject to a questionnaire, which informs an interview with TBS senior representatives with the submission of supporting documents, as applicable.

	<p>progress on government-wide management priorities; and,</p> <ul style="list-style-type: none"> • To continuously improve management capabilities, effectiveness and efficiency government-wide. 		
Public Service Employee Annual Survey (PSEAS)	<p>To provide departments and agencies with evidence on key people management issues and on measuring employees' opinions on different aspects within employee engagement, such as:</p> <ul style="list-style-type: none"> • Diversity • Harassment • Discrimination <p>The results provide timely insight into employee's opinions on various aspects of the workplace</p>	<p>The PSEAS is a short survey, which complements the more comprehensive survey that is completed every three years. This year's survey was conducted between August 20 to October 5, 2018.</p>	<p>All departments and agencies with the following exceptions:</p> <ul style="list-style-type: none"> • Ministers' exempt staff • Private sector contractors or consultants • Employees on leave without pay

	across the federal public service.		
Treasury Board of Canada Secretariat's report on Employment Equity (EE) groups in the Federal Government	<p>To detail the ongoing developments made by federal departments that measure the designated groups under the Employment Equity Act. These groups include:</p> <ul style="list-style-type: none"> • Women • Indigenous Persons • Persons with disabilities • Members of visible minorities <p>Indicators of progress include salary ranges as well as shares of hires, promotions and terminations. The most common indicator is the representation rate, which provides insights on employment equity overall.</p>	<p>Subsection 4(4) of the Employment Equity Act requires the President of the Treasury Board to report to Parliament on the state of employment equity in the core public administration. Submitted annually, it analyzes data from the previous fiscal year.</p>	<p>The Office of the Chief Human Resources Officer and the Treasury Board of Canada Secretariat work closely with four stakeholders:</p> <ul style="list-style-type: none"> • Employment and Social Development Canada, responsible for the Employment Equity Act and for monitoring compliance and submitting a report to Parliament on the status of employment equity in the federally regulated private sector • Public Service Commission of Canada, responsible for identifying and eliminating barriers in recruitment and staffing • Canadian Human Rights Commission, responsible for conducting compliance audits of all organizations subject to the Employment Equity Act, and last; • Bargaining agents, which work with each federal organization to develop and implement an employment equity plan <p>To ensure the consistency of data presented in this report, the Office of the Chief Human Resources Officer uses information on all employees for whom the Treasury Board is the employer, in accordance with</p>

			Schedules I and IV of the Financial Administration Act.
GBA+	GBA+ is an analytical tool that assesses the multiple identity factors that intersect. It takes into account gender, sex, race, ethnicity, religion, age, mental and physical disability. As such, it takes into account how initiatives will affect Canadians.	In 1995, the Government of Canada committed to using GBA+ to advance gender equality, as part of the ratification of the United Nations' Beijing Platform for Action . Additionally, subsection 15 (1) of the Charter of Rights and Freedoms , ensures the right for women not to be discriminated against based on their sex/gender. The Action Plan on Gender-Based Analysis of 2016-2020 states that the "rigorous" analyses can be further honed; developed and delivered, through trainings and enhancing delivery approaches. This Action Plan was a renewed commitment to strengthen implementation across departments.	GBA+ is a tool that aims to be used across all governmental departments and agencies. This pertains to the development, renewal and assessment of policy, legislative and program initiatives. All federal officials should incorporate GBA+ into their work by asking some basic questions and challenging personal assumptions about diverse groups of women, men and gender-diverse people. When GBA+ is not being implemented in a certain department, follow-up actions should be addressed to tackle barriers that prevent departments and agencies from taking gender-based analysis into consideration.

Annex B

List of Key Terms

Diversity	A term used to encompass all the various national, racial, ethnic, religious and other backgrounds of people, and increasingly used in Canada to describe workplace programs aimed at reducing discrimination, promoting equality of opportunity and outcomes for all groups. The term is also used to describe the presence of a wide range of human qualities and attributes within a group, organization, or society. Diversity encompasses acceptance and respect of individual differences, which includes, but are not limited to, the dimensions of race, language, ethnicity, gender identity and expression, sex, sexual orientation, socio-economic status, age, physical abilities or appearance, religious beliefs, political beliefs or other ideologies, ancestry, culture, race, geographic background, and socio-economic status.
Ethno-cultural	A term used in relation to people and communities that define themselves by at least one of the following: language or culture, religious affiliation, race, ethnic identity, or country or geographic region of origin.
Equality	Equality refers to the notion that all humans are equal in fundamental worth. In Canada, the concept of equal treatment is protected by Section 15 (1) of the 1982 <i>Canadian Charter of Rights and Freedoms</i> which states that every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age, or mental or physical disability.
Equity	A condition or state of fair, inclusive, and respectful treatment of all people. Equity does not mean treating people the same (equal) without regard for individual differences. In Canada, the concept of equity is outlined within an equality framework in Section 15 (2) of the 1982 <i>Canadian Charter of Rights and Freedoms</i> which states that equality rights do not preclude any law, program or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are disadvantaged because of race, national or ethnic origin, colour, religion, sex, age, or mental or physical disability.
Federal Institution	Under the <i>Canadian Multiculturalism Act</i> , “federal institution” means any of the following institutions of the Government of Canada: (a) a department, board, commission or council, or other body or office, established to perform a government function by or pursuant to an act of Parliament or by or under the authority of the Governor in Council; and (b) a departmental corporation or Crown corporation as defined in Section 2 of the <i>Financial Administration Act</i> .
Multiculturalism	A federal policy announced in 1971 and enshrined in law in the <i>Canadian Multiculturalism Act</i> of 1988. It promotes the acknowledgment of and respect for diverse ethnicities, cultures, races and religions, and supports the freedom of these groups to preserve their heritage. The Act also confirms the rights of Aboriginal people and the status of Canada’s official languages. Most Canadian provinces and territories also have multiculturalism legislation and/or policies. The Canadian experience has shown that multiculturalism promotes social cohesion through cultural/interfaith understanding; the full participation of all Canadians in the social, political, civic and economic spheres of Canadian society; and strives to the ideal of equality and mutual respect. Multiculturalism is also used as a term to describe a society characterized by its demographic diversity. Canada has become a multi-ethnic, multi-racial and multi-faith society, and is expected to become more diverse in the upcoming decades.
Racialized Communities	The National Welfare Council’s Poverty Profile: Special Edition (2009) defines racialized persons as “...persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour” which belong to communities that face high levels of poverty. Statistic Canada’s 2006 Census illustrated that the overall poverty rate in Canada was 11%, but for racialized persons it was 22%

	as compared to 9% for non-racialized persons. Poverty in racialized communities is a growing problem, stating that the problem is “especially severe” among more recent immigrants, the vast majority of whom belong to racialized groups.
Ethno-racial and ethno-cultural groups	According to Canada for All: Canada’s Action Plan Against Racism (2005), published by the Department of Canadian Heritage, race must be compared with other factors, such as gender, age, education and income. This provides a more intersectional standpoint pertaining to the economic, social and political nature of race and its impact on different groups.
Racial Discrimination	Racial discrimination is an action or decision which treats a person or group in a prejudiced manner on the basis of their race. The Canadian Human Rights Act (1985) in section 2, outlines that all individuals are equal members of society and are subject to liberties of which should not be hindered on race. Section 3 of the Act makes it illegal for federally regulated employers and service providers to discriminate against people, or treat them unfairly based on race. Additionally, subsection 15 (1) of the Charter of Rights and Freedoms , prohibits racial discrimination, as it states equal protection is granted “...without discrimination based on race.”
Intersectionality	This term, coined by Kimberlé Crenshaw, is the recognition of the overlapping systems of subordination, as it relates to the multiple factors of identity including the various interactions of race and gender. Intersectionality can be used as a tool, which mediates the tensions between assertions of multiple identity factors within social constructions of group politics.
Members of Visible Minorities	Members of visible minorities are defined based on the Employment Equity Act (1995), which indicate persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour. According to Statistics Canada’s 2006 census, every one in six Canadians belong to a visible minority group.
Multicultural Perspective (lens)	A perspective that takes into consideration various social and cultural dimensions in order to juxtaposition individual and collective identities. Adopting this lens is meant to expand conceptions of identity development and representation, through adopting a more inclusive and fluid approach through intersectionality.