

MEASURING OUR STRATEGY 2020

The *Strategy 2020* indicators are presented below. Our second quarterly report contains a partial list of Key Performance Indicators (KPIs), as several – indicators 1, 2, 5 and 7 – are not yet available. They are not measured until the fall and will consequently not be presented until our third quarterly report.

At September 30, 2016, our indicators for digital reach (indicator 3), monthly digital interactions (indicator 4) and cost reductions (indicator 9) were trending ahead of last year, and are trending above their targets for 2016-2017. Our digital interactions were further boosted by the success of our coverage of the Rio 2016 Olympic Games in August. Employee diversity (indicator 8) is the only indicator currently trending below target, due to the hiring of fewer external diverse candidates than available in the industry according to the 2011 Canadian census. We saw a similar trend at this stage last year, but ended the fiscal year with an improved result. Reflecting Canada's multicultural and multiracial nature is one of our priorities, and we are continuously working on attracting a diverse workforce.

Indicator	Results 2015-2016	Targets 2016-2017	April 1 to September 30, 2016	Expected Shape of Growth	2020 Targets
Audience/Market					
1. Personal importance to Canadians (% very important) ¹	56.6%	57.6%	N/A		75.0%
2. Information programming has diverse opinions and is objective (% who strongly agree) ¹	56.2%	56.5%	N/A		57.0%
3. Digital Reach of CBC/Radio-Canada (millions) ²	14.6	16.5	16.6		18.0
4. Monthly Digital Interactions with CBC/Radio-Canada (millions) ³	103.8	117.2	127.2		95.0
5. Overall Time Spent with CBC/Radio-Canada (millions hrs/week) ⁴	171	177	N/A		173
Infrastructure					
6. Reduce Real Estate Footprint (millions of rentable square feet) ⁵	3.9	3.9	3.9		2.0
People					
7. Employee Engagement (% proud to be associated) ⁶	69.0%	74.2%	N/A		90.0%
8. Employee Diversity (% of new employees) ⁷	18.5%	23.2%	17.1%		23.2%
Financial					
9. Achieve Cost Reduction Target (\$ millions)	\$62.0	\$85.1	\$87.5		\$117.0

N/A = not available or not applicable

¹ Source: Mission Metrics Survey, TNS Canada. This is the per cent of Canadians who give us top marks (8, 9 or 10 on a 10-point scale).

² Source: comScore, multiplatform measurement, monthly average unique visitors.

³ Source: comScore, multiplatform measurement, monthly average visits.

⁴ Source: Numeris, time spent with our TV and Radio services; Adobe SiteCatalyst and comScore, time spent with our Internet services.

⁵ Our rentable square feet (RSF) results exclude: foreign offices (e.g., bureaus), transmission sites, parking lots and leases for the sole purpose of storage (i.e., no broadcasting activity).

⁶ Source: Gallup Consulting, Dialogue 2015 Survey. This is the per cent of employees who are proud to be associated with CBC/Radio-Canada. This is measured as the per cent who respond 4 to 5 on a scale of 1 to 5 in a representative survey of employees.

⁷ This metric is made up of three groups: Indigenous Peoples, persons with disabilities and visible minorities. It is calculated as a per cent of new external hires for positions of 13 weeks or more.