

MEASURING OUR STRATEGY 2020

The *Strategy 2020* indicators are presented below. Our first quarterly report contains a partial list of Key Performance Indicators (KPIs), as several – indicators 1, 2 and 6 – are not yet available. They are not measured until the fall and will consequently not be presented until our third quarterly report.

Indicator	Results 2016-2017	Targets 2017-2018	April 1 to June 30, 2017	2020 Targets
Audience/Market				
1. Personal importance to Canadians (% very important) ¹	54.5%	58.0%	N/A	75.0%
2. Information programming has diverse opinions and is objective (% who strongly agree) ¹	53.2%	57.0%	N/A	57.0%
3. Digital Reach of CBC/Radio-Canada (million) ²	16.9	18.8	17.9	18.0
4. Monthly Digital Interactions with CBC/Radio-Canada (million) ³	140.4	159.5	159.2	95.0
Infrastructure				
5. Reduce Real Estate Footprint (million of rentable square feet) ⁴	3.9	3.8	3.9	2.0
People				
6. Employee Engagement (% proud to be associated) ⁵	82.0%	84.0%	N/A	90.0%
7. Employee Diversity (% of new employees) ⁶	23.0%	23.2%	17.0%	23.2%
Financial				
8. Achieve Cost Reduction Target (\$ millions)	\$87.5	\$93.1	\$93.1	\$117.0

N/A = not available or not applicable

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Canadians consume media content on multiple devices (e.g. smartphones, tablets, smart TVs) from an ever growing array of content providers. As media consumption habits change, audience measurement suppliers and the Corporation are refining methodologies and introducing new measurement technologies to ensure the accuracy and completeness of data gathered. Since some of these data are used to measure our strategic and operational performance, we may be required to make adjustments to targets and historical results to enhance comparability of the data.

Our *Strategy 2020* indicators are currently tracking to meet their annual targets. Here are the highlights:

Audience/Market – This quarter, monthly digital interactions (indicator 4) is trending positively to meet its annual target. Digital reach (indicator 3) is currently tracking below target but is expected to improve in the upcoming months especially with the launch of our regular programming schedules.

Infrastructure – CBC/Radio-Canada's real estate footprint (indicator 5) was 3.9 million rentable square feet and is expected to meet its target (3.8 million) with the sale of our Halifax building by the end of the fiscal year. A sizeable reduction in our real estate footprint is expected following the move from the current Maison de Radio-Canada into a new leased facility, currently scheduled for fiscal year 2019-2020.

People – While our employee diversity result (indicator 7) in the first quarter of 2017-2018 is tracking below our target, we achieved our highest first quarter result since we started tracking this indicator. We will continue to work on our Diversity and Inclusion priorities as our unwavering goal remains to attract a broader pool of external candidates, improve retention and advancement of diverse employees, to include a wide range of faces, voices, experiences and perspectives in our workplace.

Financial – At the end of this quarter, cost reductions (indicator 8) are tracking on target to reduce costs as planned for 2017-2018.

¹ Source: Mission Metrics Survey, TNS Canada. This is the percentage of Canadians who give us top marks (i.e. 8, 9 or 10 on a 10-point scale). Information programming (Indicator 2) is the average of two questions: CBC/Radio-Canada's information programming "reflects a diversity of opinions on a wide range of issues" and "covers major issues in a fair and balanced way".

² Source: Unduplicated reach of CBC and Radio-Canada digital platforms. comScore, multiplatform measurement, monthly average unique visitors.

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

⁴ 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).

⁵ Source: Gallup Consulting, Dialogue 2016 Survey. This is the percentage of employees who are proud to be associated with CBC/Radio-Canada. This is measured as the percentage of employees who responded four to five on a scale of one to five in a representative survey of employees.

⁶ This metric is made up of three groups: Indigenous and Inuit peoples, persons with disabilities and visible minorities. It is calculated as a percentage of new external hires for positions of 13 weeks or more.