



## 2013-2014 Key Risks and Action Plans

<b>TO:</b>	Audit Committee
<b>MEETING:</b>	February 20, 2013
<b>FROM:</b>	Michael Mooney, Acting Vice-President and Chief Financial Officer
<b>PURPOSE:</b>	This report highlights the 2013-2014 Key Risks and Action Plans. The report is prepared annually.
<b>DATE:</b>	February 12, 2013

s.18(b)

s.21(1)(b)

### SIGNIFICANT POINTS:

# 2013-2014 Key Risks and Action Plans

Presentation to the  
CBC/Radio-Canada Audit Committee Meeting  
of February 20, 2013

Michael Mooney

CONFIDENTIAL

## 2013-2014 Key Risks and Action Plans

- ✓ Introduction
- ✓ 2013-2014 Key Risk Ranking and Risk Map
- ✓ Key Risks and Action Plans
- ✓ Risk Ranking Definitions

## Introduction

---

- ✓ Highlights the *Key Risks and Action Plans for 2013-2014*. A summary version will be included in the 2013-2014 Business Plans, Operating and Capital Budget document that will be presented to the Board on March 20-21, 2013.
- ✓ Media and corporate components identified, evaluated and ranked risks and provided action plans to manage their key risks as part of the 2013-2014 Business Plan submissions. Risks were evaluated and ranked by components using a common set of evaluation criteria and risk definitions provided in the Business Plan Guidelines.
- ✓ The corporate ranking of the key risks was compiled and presented to the Senior Executive Team for approval in February 2013.
- ✓ The ranking was determined by risk score, which is a function of the assessed risk's impact and likelihood of occurrence, each measured on a scale of 1 (low) to 5 (high). Risk ranking definitions are provided on page 23. Risks assessed with a score below 12 continue to be reviewed and managed by components but are not reported on in detail at the Board level.

# 2013-2014 Key Risks

February 12, 2013

## Key Risk Ranking

Rank	Key Risk	2013-2014			2012-2013
		Impact	Likelihood	Risk Score	Risk Score

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

February 12, 2013

---

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

February 12, 2013

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)  
s.68.1

# 2013-2014 Key Risks

February 12, 2013

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------



# 2013-2014 Key Risks

February 12, 2013

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)  
s.68.1

# 2013-2014 Key Risks

February 12, 2013

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)  
s.68.1

# 2013-2014 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

February 12, 2013

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)



# 2013-2014 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
s.18(b) s.21(1)(b)				

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

---

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score
-----------------	-----------------------	---------------------------------------	---------------------	------------

s.18(b)  
s.21(1)(b)

# 2013-2014 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Risk Score

s.18(b)  
s.21(1)(b)

## Impact Descriptions

		<b>Description / Example</b>
5	Severe	Multiple deaths and/or significant asset loss with extreme consequences and/or total service cessation for a day or more and/or severe revenue or cost impact and/or severe impact on the Corporation's reputation.
4	Major	Single death and/or multiple injuries and/or loss of asset(s) with high consequences and/or total service cessation for a number of hours and/or serious revenue impact or cost and/or major impact on the Corporation's reputation.
3	Moderate	Individual injury and/or loss of asset(s) with medium consequences and/or partial service cessation and/or significant revenue or cost impact and/or moderate impact on the Corporation's reputation.
2	Minor	First aid and/or loss of asset(s) with minimal consequences and/or minor service interruption and/or small revenue or cost impact and/or minor impact to the Corporation's reputation.
1	Insignificant	No injuries and/or minor loss of asset(s) and/or negligible revenue or cost impact and/or insignificant impact on the Corporation's reputation.

## Likelihood Descriptions

		<b>Description / Example</b>
5	Almost Certain	The event is expected to occur in most circumstances.
4	Likely	The event will probably occur in most circumstances.
3	Possible	The event should occur at some time.
2	Unlikely	The event could occur at some time.
1	Rare	The event may occur only in exceptional circumstances.