

	Risk Management Dashboard and Risk Management Report
TO:	Board of Directors
MEETING:	November 25, 2015
FROM:	Judith Purves, Executive Vice-President and Chief Financial Officer
PURPOSE:	<p>Quarterly update on the 2015-2016 CBC/Radio-Canada key risks, presented as a Risk Management Dashboard and Risk Management Report.</p> <p>Modifications made to the reports since August 20, 2015 are in blue font.</p> <p>The full Risk Management Report includes a new section on</p>
DATE:	November 16, 2015

SIGNIFICANT POINTS:

- Refer to attached report.

Risk Management Dashboard

**Prepared as at
November 4, 2015**

Presentation to the
Audit Committee of the Board of Directors
November 24, 2015

Judith Purves

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2015-2016 Key Risk Dashboard

Key Risks	Risk Responsibility	Status Update As At November 4, 2015	Risk Trend
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Risk Management Report

**Prepared as at
November 4, 2015**

Presentation to the
Audit Committee of the Board of Directors
November 24, 2015

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- ✓ This report has been prepared based on information as at November 4, 2015. A verbal update on significant developments since that date will be provided at the November 24, 2015 Audit Committee meeting.
- ✓ A new section has been added on Emerging Risks (refer to page 17-18). This schedule will highlight risks that:
 - CBC/Radio-Canada may be aware of but are not well understood or fully addressed under the ERM process; or
 - Are new risks not previously identified or addressed.

2015-2016 Key Risks

November 4, 2015

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at November 4, 2015	Risk Trend
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LEGEND: 1. Risk Trend: ▼ Decreasing ▬ Stable ▲ Increasing ● No change to status
2. Modifications made to the first four columns of the report since August 20, 2015 are in blue font.

November 4, 2015

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2015-2016 Key Risks

November 4, 2015

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

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Emerging Risks

Emerging risks are those risks that an organization may be aware of but are not well understood or fully addressed under the ERM process or are new risks not previously identified.

Emerging risks issues can come from a variety of sources and may have broad impact across industries, including:

- Macro-level global issues such as global warming, energy-supply disruption, sovereign debt or financial crises
- Industry/sector prospects and trends
- Customer and supplier issues
- Regulatory or legislative changes
- Disruptive technologies

Emerging Risks will be integrated into the quarterly reporting as follows:

- ✓ As part of its quarterly Risk Management Dashboard and Risk Management Report data collection process, identification of emerging risk issues will be requested from each component.
- ✓ Identified emerging risk issues will be considered and analyzed as to how they may potentially impact CBC/Radio-Canada through consultation with internal and external subject matter experts, as required.
- ✓ Emerging Risks that may potentially impact CBC/Radio-Canada will be identified in a new slide to be included in the quarterly Risk Management Dashboard and Risk Management Reports and the Annual Risk Management Report.

A summary of the emerging risks identified for the November 24th, 2015 Risk Management Report follows.

