Board of Directors
June 21-22, 2011

Subject matter

Annual Report – Organizational Health and Wellness
April 1, 2010 to March 31, 2011

Background

This report is presented on an annual basis. It reviews CBC/Radio-Canada performance and future plans in the area of: disability management, health & safety, health & wellness, crisis management and environment.

Information on the matter

Attached document.

For decision:	☐	For information:	X

Prepared by

Name: **Maryse Bertrand**, Interim Vice-President, People and Culture
Date: May 27, 2011

Recommendation

Last discussed at the Board

Date: June 2010
Decision made: Annual Review

Next steps

Resolution

Annual Report
Organizational Health and Wellness
April 1, 2010 to March 31, 2011

Board of Directors

June 21-22, 2011

People and Culture

Agenda

- **Absenteeism Overview**

- **Health & Safety**
  - On-duty injuries
  - Major accomplishments
  - Next steps

- **Health & Wellness – Employee Assistance Program**
  - Employee Assistance Program utilization
  - Major accomplishments
  - Next steps

- **Crisis Management**
  - Review of incidents
  - Next steps

- **Environment**
  - Review of incidents
  - Next steps

Absenteeism overview

- **Total number of days of absence in 2010-2011 is 16.5 per employee**
  (slight decrease from last year at 16.6)
  - STD (1-85 days): 7.2 days per employee*
    - 1-3 days:
      - 2.5 days per employee
      - 66% of employees had one occurrence
    - 4-85 days:
      - 4.6 days per employee
      - 21% of employees had one occurrence
  - LTD (86 days+): 8.6 days per employee
  - Special Leave**: 0.7 day per employee
    - 28% of employees had one or more occurrence
- **2009 Statistics Canada *** reports total number of days of absence per employee (STD and LTD):**
  - 12.6 for Public sector
  - 8.9 for Private sector

  Observations:
  - 2009 Statistics Canada benchmark: On average, Quebec reports1.9 days/employee higher (11.8) than Ontario (8.9)
  - French Services is 1.8 days/employee higher (17.5) than English Services (15.7) – consistent with reported Benchmark
- **Total cost of absenteeism in 2010-2011:$17.7M****

* Days per employee = total number of days of absence divided by the total number of employees
** Special leave includes: Bereavement, marriage, divorce, parental leave, jury duty, moving, domestic emergency, etc.
*** From Household Survey: Questionable methodology
**** Excludes $9.6M in LTD, an employee -paid benefit

Absenteeism overview

Causes

- **Leading causes of disability are mental disorders**
  - STD *: 31% of all occurrences and 40% of all absence days
  - LTD: 44.6% of all occurrences
- **Second leading causes of disability are musculoskeletal problems**
  - STD *: 16% of all occurrences and 15% of all absence days
  - LTD: 13.5% of all occurrences

Next steps

- **Establish a 12 month pilot aimed at reducing short term disability absences by further investing in early intervention resources, health promotion and assistance to employees on disability**

* Based on reported STD cases of more than 10 days

Health and Safety

On-duty injuries

- Total injuries*: 133 cases (down from 150 last year)
- Lost Time injuries: 43 cases (down from 48 last year)
- Frequency: 0.50 (down from 0.56)
  - Reduced value attributed to ongoing case management
  - Frequency = (number of lost work cases / total employees) x 100
- Severity: 13.23 (down from 14.11)
  - No major incidents have occurred in the last fiscal year.
  - Severity = (number of days lost / total employees) x 100

Major accomplishments

- **On-line ergonomic training courses developed and launched:**
  - Workstation Ergonomics
  - Preventing Back Pain Associated With Manual Handling Activities
  - Preventing MSDs Among Camera Operators
- **Developed new Health and Safety guidelines:**
  - Personal Protective Equipment Guideline (Non Hostile Environment)
  - Violence Prevention Guideline

Next Steps

- **Continue to support management to ensure our employees are well protected:**
  - Conduct Health & Safety review at La Maison Radio-Canada
  - Launch training courses for reporters and associated managers and schedulers:
  - Develop new Health and Safety Guidelines

* Total includes days lost,medical care and first aid injuries

Health and Wellness – Employee Assistance Program (EAP)

EAP utilization

- **2010-2011 Utilization : 13.7% (14.1% last year):**
  - Number of users: 1,232 (vs 1,327 last year)
  - Consultation for psychological difficulties: 23.5% of cases
  - Consultation for marital & family issues: 29.7% of cases
  - Consultation for legal and financial difficulties: 24.8% of cases

Major accomplishments

- **Launched a national EAP critical incident protocol to ensure managers are aware of services in case of crisis**
- **Launched successful on-line magazine *Wellness Matters***

Next steps

- **Continue promoting wellness and EAP services through:**
  - Turn key national events
  - Additional on-line wellness tools, services and content

Crisis Management

Incidents / Threats

1. Earthquake impacting our Ottawa, Toronto, and Montreal office (June 2010)
2. Power Failure in Toronto (July and October 2010)
3. Gunman entering Calgary Vestibule (August 2010)
4. Hurricane Earl impacting our Maritime offices (September 2010)
5. Threat to our reporters following the Al-Hariri / Lebanon story (November 2010)
6. CBC Whitehorse office flood (January 2011)
7. Suspicious Vehicle in front of the Toronto office (January 2011)

All successfully managed by our Emergency Operation Teams with no resulting impact on our employees' health and safety

Next Steps

- **Continue to improve coordination between all involved parties during a crisis by the implementation of an automated communication tool**
- **Continue to improve our tracking of employees in high risk environments**

Environment

Review of incidents

- **Total incidents in 2010-2011: 38* (up from 25 last year)**
- **14 environmental incidents required reporting to government authorities (up from 9 last year)**
  - Halocarbon releases: 11
  - Spills: 3
- **24 additional incidents were reported internally**
  - Halocarbon releases: 21
  - Spills/Leaks: 3

Conclusions:

- Few halocarbon incidents compared to the number of equipment used
- Our preventive maintenance standards compare advantageously with industry standards. The situation is not considered abnormal or problematic.

Next steps

- **Continue our employee awareness campaigns and the management of our operations and buildings in a way that reduces our environmental impact and supports compliance to legislation:**
  - Implement additional E-Waste recycling programs
  - Implement on-line spill training for fuel storage tanks >2500 liters
  - Implement containment plans for product transfer area for fuel storage tanks subject to new regulation effective June 2012

***Incidents from 2008- 2009 reported in 2010**

Per Province – days / employee

	STD	LTD	SPECIAL LEAVE	TOTAL
	Days per employee (FTE)	Days per employee (FTE)	Days per employee (FTE)	
Alberta	6.6	9.1	0.8	16.4
British Columbia	6.1	6.6	0.5	13.2
Manitoba	5.3	11.5	0.7	17.5
New Brunswick	7.4	13.2	0.5	21.1
Newfoundland	9.2	14.2	0.8	24.2
Nova Scotia	5.4	8.1	0.7	14.2
North West Territories	5.7	7.0	1.1	13.7
Nunavut	7.8	8.2	2.1	18.2
Ontario	6.4	8.7	0.7	15.8
Prince Edward Island	4.3	17.1	1.0	22.4
Quebec	8.5	8.0	0.8	17.3
Saskatchewan	4.2	9.0	0.7	13.9
Yukon	8.8	0.0	1.7	10.4
Out of country	4.0	6.9	0.3	11.2
TOTAL	7.2	8.6	0.7	16.5

Per component – days / employee

	STD 1-3 days	STD 4-85 days	LTD	Special Leave **	TOTAL
	Days per employee (FTE)	Days per employee (FTE)	Days per employee (FTE)	Days per employee (FTE)	
Corporate Services	2.5	3.8	9.1	0.8	16.2
English Services	2.4	3.6	9.0	0.7	15.7
French Services	2.6	6.0	8.1	0.8	17.5
TOTAL	2.5	4.6	8.6	0.7	16.5

** Special leave includes: Bereavement, marriage, divorce, parental leave, jury duty, moving, domestic emergency, etc.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

Minutes of the Meeting held on
June 22, 2011
Ottawa, Ontario

Members of the Committee present:

Timothy W. Casgrain, Chairperson of the Board
Hubert T. Lacroix, President and CEO
Linda Black
Edward Boyd
Peter Charbonneau
George Cooper
Pierre Gingras
Patricia McIver
Brian Mitchell
Rémi Racine
Edna Turpin
John Young

Members of the Board absent:

None

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel and Interim Vice-President, People and Culture
Tranquillo Marrocco, Associate Corporate Secretary

Also present:

The Hon. James Moore, Minister of Canadian Heritage and Official Languages (Item 15)
Sylvain Lafrance, Executive Vice-President, French Services (Items 7 and 8)
Kirstine Stewart, Executive Vice-President, English Services (Items 7 and 8)
Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs (Items 7, 8, and 12)
Steven Guilton, Vice-President and Chief Regulatory Officer (Items 12 and 13(a))
Suzanne Morris, Vice-President and Chief Financial Officer (Items 6 to 8)
Michel Tremblay, Senior Vice-President, Strategy and Business Partnerships (Items 7 and 8)
Denise Donlon, General Manager, CBC Radio, English Services (Item 8)

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Stephanie Duquette, Chief of Staff to the President and CEO (Items 7 to 13)
Sylvie Gadoury, Associate General Counsel, Media Law (Item 13(b))
Bev Kirshenblatt, Senior Director, Regulatory Affairs (Item 13(a))
Jennifer McGuire, General Manager and Editor in Chief, CBC News with Responsibility for the Centres, English Services (Item 8)
Alain Saulnier, Executive Director, News and Current Affairs, French Services (Item 8)
Stan Staple, Senior Director, Research and Strategic Analysis (Item 7)
Deloitte (Item 12)
Deloitte (Item 12)
Deloitte (and Internal Auditor)
(Item 12)

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1. Opening and In Camera Session with the President & CEO

At 8:30 a.m., the Chairperson called the meeting to order.

The Board met in camera with the President & CEO. No matters were reported to the Corporate Secretary for inclusion in the Minutes.

2. Minutes

Tranquillo Marrocco explained that the incorrect version of the Minutes of the March 15-16, 2011, meeting had been submitted to the Board for approval in May 2011.

On a motion duly moved and seconded, **IT WAS RESOLVED**, — That the revised Minutes of the March 15-16, 2011, meeting of the Board of Directors be approved.

On a motion duly moved and seconded, **IT WAS RESOLVED**, — That the Minutes of the May 10-11, 2011, meeting of the Board of Directors be approved as amended.

3. Business Arising from Previous Minutes

There were no matters to report.

4. President and CEO's Report

There were no additional matters to report.

5. Chairperson's Report

There were no matters to report.

6. Audit Committee Report

Peter Charbonneau summarized the financial impact of the Sirius Canada-XM Merger and reviewed the Financial Statements' highlights, the changes in disclosure notes resulting from the adoption of IFRS, management's certification, and the independent auditor's report. He also noted that the Audit Committee felt that the Annual Report's Management Discussion and Analysis section was robust.

Suzanne Morris and Hubert T. Lacroix answered questions on the retained earnings and the level of detail in relation to the programming strategies and initiatives enumerated in the Annual Report.

Peter Charbonneau then provided an overview of the other agenda items discussed by the Audit Committee, including the 4th Quarter Budgetary Management Report, the Report on Litigation and Contingencies, and the Auditor General's Attest Audit. He further reported that the Committee also reviewed, during its in camera session, three minor fraud issues.

Suzanne Morris answered questions about the use of corporate cards and the controls in place to monitor their use.

Peter Charbonneau then provided an update on the IFRS and Quarterly Financial Reporting project and reviewed the highlights of the 2011-2012 Internal Audit Plan, results of completed audits, the 2010 Pension Plan Report, and the Small and Medium Broadcast Distribution Undertaking (BDU) Affiliation Agreements which the Committee approved.

Board members discussed the Pension Plan's financial highlights.

a) Financial Statements & Annual Report's Management Discussion and Analysis

On the recommendation of the Audit Committee, **IT WAS RESOLVED**, – That the Consolidated Financial Statements of the Corporation for the year ended March 31, 2011, be approved.

On the recommendation of the Audit Committee, **IT WAS RESOLVED**, – That the Management Discussion and Analysis section of the Annual Report for the year ended March 31 2011, be approved along with any subsequent modification necessary to reflect the guidance offered by the Audit Committee and the Board.

b) IFRS – Ratification of Decisions made

On the recommendation of the Audit Committee, **IT WAS RESOLVED**, – That, in relation to the IFRS accounting policies and disclosures, all policy and disclosure decisions previously made be ratified.

7. Strategic Planning Committee Report

a) *Everyone, Every way*: Semi-Annual Report Card

Peter Charbonneau reported that the Committee reviewed the first semi-annual Report Card and summarized the Committee's discussion. Michel Tremblay and Stan Staples highlighted the key results for both French Services and English Services and answered questions on variances, methodology, and survey samples. Kirstine Stewart and Sylvain Lafrance then commented on the overall results and the Report Card's usefulness for their respective services. Board members then discussed the release of future Report Card results.

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8. Programming Perceptions

Hubert T. Lacroix provided a brief context for the presentations by the media lines.

Sylvain Lafrance and Alain Saulnier explained what diversity of voices means in the context of information programming and journalistic values, how French Services ensures fairness, balance, and diversity of voices in their news and current affairs programming, including during election and referendum periods, the public's perception in that regard the measuring tools, and how CBC\Radio-Canada compares with other French media networks.

Kirstine Stewart and Jennifer McGuire explained key journalistic standards and practices, the various means by which English Services ensures balance in regional reflections, cultural diversity and political perspectives across the range of its program offerings, and the timeline, constraints and approach for the election night coverage – "Better be right than first".

Denise Donlon explained the differences between news and current affairs programming and their impact on programming prospects and how balance is assessed.

Board members asked question about the election night blackout provisions and discussed the election coverage on CBC/Radio-Canada's English and French networks, the choice of the subject-matters, tone, views and perspectives presented on both CBC/Radio-Canada's English and French networks, news coverage by other broadcasters, and the measurements of balance and diversity of voices.

Denise Donlon, Jennifer McGuire and Alain Saulnier were then asked to withdraw from the meeting.

Sylvain Lafrance and Kirstine Stewart explained some of the specific challenges they face in their respective services.

9. Calendar of Meetings

Timothy W. Casgrain and Maryse Bertrand explained the three options proposed. Board members supported the general format of having Committee meetings on one day and the Board meeting the next day and indicated that the meetings of Audit Committee and other Committees should alternate between mornings and afternoons when they precede a Board meeting.

On the recommendation of the Audit Committee, **IT WAS RESOLVED**, – That the meeting dates and locations for the Board of Directors and its Committees for 2012 and 2013 set out in Option 1 be approved.

10. Real Estate Committee Report

a) Toronto Broadcast Centre Lease

Rémi Racine presented the highlights of the proposed lease and summarized the Committee's discussions. Maryse Bertrand then reported on the litigations in which the prospective tenant was a party.

On the recommendation of the Real Estate Committee, **IT WAS RESOLVED**, – That the proposal for leasing space in the Toronto Broadcast Centre to Equinix Canada Ltd. on the terms and conditions set out in Exhibit A, as well as the Supplementary Resolution set out in Appendix 1, be approved.

11. Human Resources and Compensation Committee Report

Hubert T. Lacroix apprised the Board that Sylvain Lafrance informed him that he would be leaving the Corporation on November 30, 2011. He explained the terms of Mr. Lafrance's contract and his departure, the search process and the manner in which the file would be handled during the interim period. He then answered questions on how this would impact the senior management team, the reasons for the departure, and the search criteria.

On the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED**, – as provided for in Exhibit B, be approved.

12. Deloitte Economic Impact Study

Hubert T. Lacroix explained that CBC/Radio-Canada approached Deloitte to conduct an economic impact analysis of the Corporation's 2010 activities modeled on a study done by the firm for the British Broadcasting Corporation (BBC) in 2009.

reviewed the study's methodology, explained the spill-over economic effects, and summarized the study's findings.

Board members asked questions on updating the study in the future, efforts deployed to complete the study, lessons learned from the BBC, source data used, how the study findings were used in the United Kingdom, and the application of economic multipliers.

Hubert T. Lacroix concluded by providing information on the study's costs.

13. Updates

(a) Regulatory Affairs – Licence Renewal

Steven Guiton provided an update on the membership of the CRTC, the CRTC's plans to enable online discussions/consultations in relation to licence renewal applications, and how CBC/Radio-Canada would participate in the hearings. He then answered questions on the length of the licences, competitors' positions on certain licence conditions, what commitments CBC\Radio-Canada would be prepared to make, the intervention application deadline and process, what private broadcasters were requesting at their hearings, the duration of the hearings for CBC/Radio-Canada's licence renewal, the challenges for CBC/Radio-Canada, and when might a decision from the CRTC be expected.

(b) Access to Information and Privacy

Maryse Bertrand provided an update on what the Corporation has been doing to increase transparency and accountability and, with Sylvie Gadoury, reviewed the new guidelines for applying Section 68.1 of the *Access to Information Act* and conducted a hands-on exercise with Board members on the application of exemptions under that Section. They also answered a question about a specific access to information request relating to the Corporation's 75th Anniversary.

15. Meeting with Minister of Canadian Heritage and Official Languages

Board members met in camera with the Honourable James Moore, Minister of Canadian Heritage and Official Languages, to discuss matters of common interest.

s.16(2)
s.19(1)

14. Information Items

The following documents were distributed as information items:

a) Summary of Government Funding
b) Industrial Relations
c) Sirius/SM Merger Update
d) 2010-2011 Quarterly Budgetary Management Report – 4th Quarter
e) Risk Management Update
f) Report on the Administration of the *Access to Information Act*
g) Report on the Administration of the *Privacy Act*
h) Health, Safety and Environmental Report
i) Employment Equity Report
j) Minutes – Governance and Nominating Committee – 2011-05-04
k) Minutes – Real Estate Committee – 2011-05-10
l) Minutes – Human Resources and Compensation Committee – 2011-05-10

16. Adjournment

The meeting was adjourned at 4:30 p.m.

Appendices:

1. Supplementary Resolution: Approval of a Proposal to Lease at the Toronto Broadcast Centre

Exhibits:

A. Summary of Proposal Terms (for a lease to Equinix Canada Ltd.)
B.

Chair

Secretary

s.18(a)
s.18(b)
s.20(1)(b)
s.21(1)(a)
s.21(1)(b)

APPENDIX 1

SUPPLEMENTARY RESOLUTION

APPROVAL OF A PROPOSAL TO LEASE AT THE TORONTO BROADCAST CENTRE

WHEREAS:

A. The Canadian Broadcasting Corporation (the "Corporation") is the owner of the multi-purpose broadcasting facility and related equipment and infrastructure at 250 Front Street West in Toronto, Ontario (the "Toronto Broadcast Centre");

B. The Corporation wishes to enter into a non binding proposal (the "Proposal") with Equinix Canada Ltd. ("Equinix") pursuant to which the Corporation and Equinix will negotiate the terms of a lease for approximately square feet of space at the Toronto Broadcast Centre (the "Leased Premises"),

C. The terms and conditions of the Proposal are set forth in Exhibit "A" hereto, and will be more fully set forth in a formal lease to be executed and delivered between the parties (the "Lease");

D.

E. The Board of Directors of the Corporation deems the Lease to be incidental and conducive to the attainment of the objectives of the Corporation;

F. Under the *Broadcasting Act*, the Governor in Council will have to authorize the Corporation to enter into the Lease with Equinix;

G. The costs to the Corporation to design and carry out the necessary landlord's work and pay the real estate broker's commissions, as provided in the Lease (the "Costs"), are estimated at

H.

I.

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s.18(a)

s.18(b)

s.20(1)(b)

s.21(1)(a) IT IS RESOLVED THAT:

s.21(1)(b)

1.

2.

3.

4.

5.

6.

7.

8.

9.

s.18(a)

s.18(b)

s.20(1)(b)

s.21(1)(a)

s.21(1)(b)

Rapport annuel
Santé et Mieux-être organisationnel
Du 1er avril 2010 au 31 mars 2011

Conseil d'administration

21 et 22 juin 2011

Personnes et Culture

Ordre du jour

- **Panorama de l'absentéisme**

- **Santé et Sécurité**
  - Blessures au travail
  - Principales réalisations
  - Prochaines étapes

- **Santé et Mieux-être – Programme d'aide aux employés**
  - Taux d'utilisation du Programme d'aide aux employés
  - Principales réalisations
  - Prochaines étapes

- **Gestion de crise**
  - Examen des incidents
  - Prochaines étapes

- **Environnement**
  - Examen des incidents
  - Prochaines étapes

Panorama de l'absentéisme

- **Le nombre total de jours d'absence en 2010-2011 est de 16,5 par employé** (légère baisse par rapport aux 16,6 jours de l'an dernier)
  - ICD (1-85 jrs) — 7,2 jours par employé*
    - 1-3 jours :
      - 2,5 jours par employé
      - 66 % des employés se sont absentés une fois
    - 4-85 jours :
      - 4,6 jours par employé
      - 21 % des employés se sont absentés une fois
  - ILD (86 jours+) — 8,6 jours par employé
  - Congés spéciaux** — 0,7 jour par employé
    - 28 % des employés se sont absentés une fois ou plus
- **En 2009, Statistique Canada*** faisait état d'un nombre total de jours d'absence par employé (ICD et ILD)**
  - 12,6 - Secteur public
  - 8,9 - Secteur privé

  Observations
  - Le repère de Statistique Canada pour 2009: En moyenne, 1,9 jour/employé plus élevé au Québec (11,8) qu'en Ontario (8,9)
  - Le nombre de jours est plus élevé de 1,8 jour/employé pour les Services français (17,5) que pour les Services anglais (15,7) – conforme aux repères cités
- **Coût total de l'absentéisme en 2010-2011: 17,7$ M****

* Jours par employé = nombre de jours total divisé par le nombre total d'employés
** Congés spéciaux incluent: deuil, mariage, divorce, congé parental, fonctions de juré, déménagement, urgence familiale, etc.
*** Sondage auprès des ménages – méthodologie discutable
**** Exclut 9,6$M en ILD, un avantage payé par les employés

Panorama de l'absentéisme

Causes

- **Principale cause d'invalidité est la maladie mentale :**
  - ICD* : 31 % de toutes les occurrences et 40 % de tous les jours d'absence
  - ILD : 44,6 % de toutes les occurrences

- **Au deuxième rang des causes viennent les problèmes musculosquelettiques :**
  - ICD* : 16 % de toutes les occurrences et 15 % de tous les jours d'absence
  - ILD : 13,5 % de toutes les occurrences

Prochaines étapes

- **Établir un projet pilote de 12 mois en vue de réduire les absences liées aux invalidités de courte durée en investissant davantage dans les ressources d'intervention précoce, la promotion de la santé et le soutien aux employés touchés par une invalidité**

* Fondé sur les cas déclarés d'ICD de plus de dix jours

Santé et Sécurité

Blessures au travail

- Blessures totales*: 133 cas (comparativement à 150 l'an dernier)
- Absences résultant de blessures : 43 cas (48 l'an dernier)
- La fréquence: En baisse à 0,50 (0,56 l'an dernier)
  - Réduction attribuée à la gestion des cas en cours
  - Fréquence = (nombre de cas impliquant du travail perdu / total des employés) x 100
- La gravité: En baisse à 13,23 (14,11 l'an dernier)
  - Aucun accident important n'est survenu au cours du dernier exercice
  - Gravité = (nombre de jours perdus / total des employés) x 100

Principales réalisations

- **Cours de formation en ligne portant sur l'ergonomie élaborés et mis en œuvre**
  - Ergonomie d'un poste de travail informatique
  - Prévention des maux de dos liés à la manutention
  - Prévention des troubles musculosquelettiques chez les caméramans
- **Élaboration de nouvelles lignes directrices en santé et en sécurité:**
  - Lignes directrices concernant l'équipement de protection individuel (environnement non hostile)
  - Lignes directrices sur la prévention de la violence

Prochaines étapes

- **Services de soutien afin d'assurer la protection adéquate des employés par:**
  - Évaluation de la situation en santé et sécurité à la Maison de Radio-Canada
  - Lancement de trois cours de formation pour les reporters et leurs gestionnaires et affectateurs respectifs
  - Élaboration de nouvelles lignes directrices en santé et en sécurité

* Le total comprend les jours perdus, les blessures nécessitant des soins médicaux et les cas de premiers soins après une blessure.

Santé et mieux-être – Programme d'aide aux employés (PAE)

Taux d'utilisation

- **Taux d'utilisation en 2010-2011 : 13,7 % (14,1 % l'an dernier)**
  - Nombre d'utilisateurs : 1 232 (vs 1 327 l'an dernier)
  - Consultations pour problèmes psychologiques: 23,5 % des demandes
  - Consultations pour problèmes conjugaux et familiaux: 29,7 % des demandes
  - Consultations pour difficultés d'ordre juridique et financier: 24,8 % des demandes

Principales réalisations

- **Lancement d'un protocole national de PAE axé sur la gestion des incidents critiques**
- **Lancement réussi du magazine en ligne *Pause santé***

Prochaines étapes

- **Poursuivre la promotion du mieux-être et des services du PAE:**
  - Au moyen d'événements nationaux spéciaux
  - En misant sur les technologies pour offrir aux employés davantage d'outils, de services et de contenu en ligne sur le mieux-être

Gestion de crise

Incidents / Menaces

1. Un tremblement de terre a des répercussions sur nos bureaux d'Ottawa, de Toronto et de Montréal (juin 2010)
2. Panne de courant à Toronto (juillet et octobre 2010)
3. Un homme armé pénètre dans le vestibule de l'établissement de Calgary (août 2010)
4. L'ouragan Earl a des répercussions sur nos bureaux des Maritimes (septembre 2010)
5. Nos reporters font l'objet de menaces à la suite de la diffusion du reportage sur l'assassinat d'Hariri au Liban (novembre 2010)
6. Inondation survenue au bureau de CBC/Radio-Canada à Whitehorse (janvier 2011)
7. Véhicule suspect devant le bureau de Toronto (janvier 2011)

Ces incidents et menaces ont été gérés avec succès par nos équipes des opérations d'urgence sans répercussions sur la santé et la sécurité de nos employés

Prochaines étapes

- **Continuer d'améliorer la coordination entre toutes les parties durant une crise par la mise en place d'un outil automatisé de communication**
- **Continuer d'améliorer le suivi de nos employés affectés à des environnements à haut risque**

Environnement

Revue des incidents

- **Total des incidents en 2010-2011 :** **38* (en hausse comparativement à 25 l'an dernier)**
- **14 incidents environnementaux signalés aux autorités gouvernementales** (en hausse comparativement à 9 l'an dernier)
  - Rejets d'halocarbures : 11
  - Déversements accidentels : 3
- **24 incidents supplémentaires ont été signalés à l'interne**
  - Rejets d'halocarbures : 21
  - Déversements accidentels et fuites : 3

Conclusions:

- Peu d'incidents d'halocarbures comparativement au nombre d'équipement utilisé
- Notre programme de maintenance préventive se compare avantageusement aux standards de l'industrie. La situation n'est pas considérée anormale ou problématique.

Prochaines étapes

- **Poursuivre les campagnes de sensibilisation auprès de nos employés et la gestion de nos opérations et de nos immeubles de façon à réduire notre impact sur l'environnement et à rencontrer les obligations légales:**
  - Mise en œuvre progressive de programmes supplémentaires de recyclage des déchets électroniques
  - Mise en œuvre d'une formation en ligne sur les déversements accidentels concernant les réservoirs de stockage des combustibles de plus de 2 500 litres
  - Mise en œuvre de plans de confinement pour les aires de transfert des produits des réservoirs de stockage des combustibles, assujetties à la nouvelle réglementation en vigueur en juin 2012

*** Incidents de 2008-2009 reportés en 2010**

Panorama de l'absentéisme

Annexe 1

Par province – jours / employé

	ICD	ILD	CONGÉS SPÉCIAUX	TOTAL
	Jours d'absence par employé (ETP)	Jours d'absence par employé (ETP)	Jours d'absence par employé (ETP)	
Alberta	6,6	9,1	0,8	16,4
Colombie-Britannique	6,1	6,6	0,5	13,2
Manitoba	5,3	11,5	0,7	17,5
Nouveau-Brunswick	7,4	13,2	0,5	21,1
Terre-Neuve-et-Labrador	9,2	14,2	0,8	24,2
Nouvelle-Écosse	5,4	8,1	0,7	14,2
Territoires du Nord-Ouest	5,7	7,0	1,1	13,7
Nunavut	7,8	8,2	2,1	18,2
Ontario	6,4	8,7	0,7	15,8
Île-du-Prince-Édouard	4,3	17,1	1,0	22,4
Québec	8,5	8,0	0,8	17,3
Saskatchewan	4,2	9,0	0,7	13,9
Yukon	8,8	0,0	1,7	10,4
Extérieur du pays	4,0	6,9	0,3	11,2
TOTAL	7,2	8,6	0,7	16,5

Panorama de l'absentéisme

Annexe 2

Par composante – jours / employé

	ICD 1-3 jours	ICD 4-85 jours	ILD	Congés spéciaux**	TOTAL
	Jours 'absence par employé (ETP)	Jours d'absence par employé (ETP)	Jours d'absence par employé (ETP)	Jours d'absence par employé (ETP)	
Services institutionnels	2,5	3,8	9,1	0,8	16,2
Services anglais	2,4	3,6	9,0	0,7	15,7
Services français	2,6	6,0	8,1	0,8	17,5
TOTAL	2,5	4,6	8,6	0,7	16,5

** Les congés spéciaux peuvent inclure : congés pour deuil, mariage, divorce, congé parental, fonction de juré, déménagement, urgence familiale, etc.