

	<b>Risk Management Dashboard and Risk Management Report</b>
<b>TO:</b>	Board of Directors
<b>MEETING:</b>	February 24, 2016
<b>FROM:</b>	Judith Purves, Executive Vice-President and Chief Financial Officer
<b>PURPOSE:</b>	<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 November 24, 2015 are in blue font.</p> <p>The full Risk Management Report includes a section on emerging risks</p>
<b>DATE:</b>	February 12, 2016

## SIGNIFICANT POINTS:

- Refer to attached report.

# **Risk Management Report**

**Prepared as at  
February 10, 2016**

Presentation to the  
Audit Committee of the Board of Directors  
February 23, 2016

Judith Purves

CONFIDENTIAL

# 2015-2016 Key Risk Dashboard

February 10, 2016

Key Risks	Risk Responsibility	Status Update As At February 10, 2016	Risk Trend

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February 10, 2016

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# Introduction

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- ✓ This report has been prepared based on information as at February 10, 2016. A verbal update on significant developments since that date will be provided at the February 23, 2016 Audit Committee meeting.
- ✓ A new section has been added on Emerging Risks (refer to page 19-20). 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

February 10, 2016

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Feb.10, 2016	Risk Trend
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**LEGEND:** 1. Risk Trend: ▼ Decreasing    ▬ Stable    ▲ Increasing    ● No change to status  
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February 10, 2016

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

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# Emerging Risks

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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 the quarterly Risk Management Dashboard and Risk Management Reports.

For the February 23<sup>rd</sup>, 2016 Risk Management Report, no new emerging risks have been identified. A summary of the status update on cybersecurity risks has been provided in the following page.

# Emerging Risks

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February 10, 2016