

# MEASURING OUR STRATEGY 2020

The *Strategy 2020* indicators are presented below. Our second quarterly report contains a partial list of Key Performance Indicators (KPIs), as several indicators are not measured until the fall. These indicators will be presented in our third quarterly report.

Indicator	Results 2016-2017	Targets 2017-2018	April 1 to September 30, 2017	2020 Targets
<b>Audience/Market</b>				
1. Importance to Canadians (% very important) <sup>1,2</sup>	54.5%	58.0%	N/A <sup>3</sup>	75.0%
2. Information programming has diverse opinions and is objective (% who strongly agree) <sup>1</sup>	53.2%	57.0%	N/A <sup>3</sup>	57.0%
3. Digital Reach of CBC/Radio-Canada (million) <sup>4</sup>	16.9	18.8	17.8	18.0
4. Monthly Digital Interactions with CBC/Radio-Canada (million) <sup>5</sup>	140.4	159.5	N/A <sup>6</sup>	95.0
<b>Infrastructure</b>				
5. Reduce Real Estate Footprint (million of rentable square feet) <sup>7</sup>	3.9	3.8	3.9	2.0
<b>People</b>				
6. Employee Engagement (% proud to be associated) <sup>8</sup>	82.0%	84.0%	N/A <sup>3</sup>	90.0%
7. Employee Diversity (% of new employees) <sup>9</sup>	23.0%	23.2%	22.9%	23.2%
<b>Financial</b>				
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 tracking as follows:

**Audience/Market** – This quarter, our digital reach (indicator 3) is currently tracking below target but is expected to improve as our regular programming schedules continue into the fall and winter months.

**Infrastructure** – CBC/Radio-Canada's real estate footprint (indicator 5) was 3.9 million rentable square feet and is expected to meet its yearly target (3.8 million) when the October sale of our Halifax building is captured in Q3. 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** – Employee diversity (indicator 7) saw a significant increase in the second quarter of 2017-2018. CBC/Radio-Canada reached its highest second quarter result since we started using the indicator in 2015-2016 and almost achieved its target. Inspired by our successes in becoming a gender parity leader in the Canadian media industry, we will continue to work on our Diversity and Inclusion priorities as our unwavering goal remains to attract a broader pool of external candidates and 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 the second quarter, cost reductions (indicator 8) are tracking on target.

<sup>1</sup> 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."

<sup>2</sup> In fall 2017, the word personally was removed from the end of the question that now reads: *how important would you say the CBC is to you?*

<sup>3</sup> The result for this indicator will be available in Q3 as in the past.

<sup>4</sup> Source: Unduplicated reach of CBC and Radio-Canada digital platforms. comScore, multiplatform measurement, monthly average unique visitors.

<sup>5</sup> Source: comScore, multiplatform measurement, monthly average visits.

<sup>6</sup> The result for this indicator was not available this quarter but we expect it to be published again in Q3.

<sup>7</sup> 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).

<sup>8</sup> 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.

<sup>9</sup> 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.