

MEASURING OUR STRATEGY 2020

The Strategy 2020 indicators as of December 31, 2016 are presented below.

Indicator	Results 2015-2016	Targets 2016-2017	April 1 to December 31, 2016	2020 Targets
Audience/Market				
1. Personal importance to Canadians (% very important) ¹	56.6%	57.6%	54.2%	75.0%
2. Information programming has diverse opinions and is objective (% who strongly agree) ¹	56.2%	56.5%	53.5%	57.0%
3. Digital Reach of CBC/Radio-Canada (million) ²	14.6	16.5	16.6	18.0
4. Monthly Digital Interactions with CBC/Radio-Canada (million) ³	103.8	117.2	133.7	95.0
5. Overall Time Spent with CBC/Radio-Canada (million hrs/week) ⁴	171	177	N/A⁴	173
Infrastructure				
6. Reduce Real Estate Footprint (million of rentable square feet) ⁵	3.9	3.9	3.9	2.0
People				
7. Employee Engagement (% proud to be associated) ⁶	69.0%	74.2%	82.0%	90.0%
8. Employee Diversity (% of new employees) ⁷	18.5%	23.2%	18.7%	23.2%
Financial				
9. Achieve Cost Reduction Target (\$ millions)	\$62.0	\$85.1	\$87.5	\$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 this data is 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.

Audience/Market – Third quarter perception survey results for personal importance to Canadians (indicator 1) and information programming (indicator 2) were tracking below their 2016-2017 targets. Full year results for these indicators will allow us to confirm if these are trends or isolated fluctuations in the data.

At December 31, 2016, our indicators for digital reach (indicator 3) and monthly digital interactions (indicator 4) were tracking ahead of last year and above their targets for 2016-2017. Our digital interactions (indicator 4) were further boosted by the success of our coverage of the Rio 2016 Olympic Games in August and by our coverage of the U.S. presidential election in November.

Infrastructure – Indicator 6 was tracking on target for 2016-2017. A sizeable reduction in real estate footprint is expected following the sale of the existing Maison de Radio-Canada and the move into a new leased facility, currently scheduled for fiscal year 2019-2020.

People – Significant improvements in organizational climate and work environment this year were key drivers of our employee engagement result (indicator 7), which was almost 8 percentage points higher than the annual target.

Employee diversity (indicator 8) is currently trending below target, due to the hiring of fewer external diverse candidates than available in the industry according to the 2011 Canadian census. In the third quarter, we achieved our best performance since launching the indicator but work remains to be done to reach our target. We have increased our focus on inclusion and diversity since the last quarter and have launched a number of initiatives which we believe will better attract external candidates and improve retention of diverse employees to better reflect the makeup of the Canadian population.

Financial – Cost reductions (indicator 9) were tracking above target for 2016-2017.

¹ Source: Mission Metrics Survey, TNS Canada. This is the per cent of Canadians who give us top marks (8, 9 or 10 on a 10-point scale).

² Source: comScore, multiplatform measurement, monthly average unique visitors.

³ Source: comScore, multiplatform measurement, monthly average visits.

⁴ Source: Numeris, time spent with our TV and Radio services; Adobe SiteCatalyst and comScore, time spent with our Internet services. In fall 2016, Numeris modified its survey methodology by offering respondents the option to report their radio listening hours with an online diary instead of a paper diary. Numeris recognizes that this methodological enhancement may have impacted the results and advises that this change be taken into account when evaluating the fall radio results. Results will be published once the impact of this change has been assessed.

⁵ 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).

⁶ Source: Gallup Consulting, Dialogue 2016 Survey. This is the per cent of employees who are proud to be associated with CBC/Radio-Canada. This is measured as the per cent who respond 4 to 5 on a scale of 1 to 5 in a representative survey of employees.

⁷ This metric is made up of three groups: Indigenous peoples, persons with disabilities and visible minorities. It is calculated as a per cent of new external hires for positions of 13 weeks or more.