FEMMES ET SPORT AU CANADA
CANADIAN WOMEN & SPORT

CANADIAN WOMEN & SPORT

RISK MANAGEMENT POLICY

Preamble

1. Canadian Women & Sport is the leading organization that educates, promotes and collaborates to support a sport and physical activity system in which girls and women are actively engaged. Canadian Women & Sport is committed to managing risks to the organization by ensuring its decisions and actions reflect established standards and the organization's values.

Purpose

2. The purpose of this Policy is to provide a guiding statement on how risk management is to be performed within Canadian Women & Sport. In general, Canadian Women & Sport views risk management as a comprehensive approach to improving organizational performance. This Risk Management Policy links directly with Canadian Women & Sport's Risk Registry.

3. This policy has other purposes as well, namely:
    a) Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses
    b) Performing an educational function for staff and the Board
    c) Over the longer term, contributing to enhancing a 'risk management culture' within Canadian Women & Sport

4. Ultimately, successful risk management has the following benefits Canadian Women & Sport:
    a) Prevents or limits injury or losses to volunteers and staff
    b) Helps to protects Canadian Women & Sport and its members against unnecessary litigation
    c) Ensures that Canadian Women & Sport is compliant with all applicable laws, regulations and standards
    d) Improves the quality and relevance of the programs and services that Canadian Women & Sport provides to its members, partners and sponsors
    e) Promotes improved business management and human resource management practices
    f) Enhances Canadian Women & Sport's brand, reputation and image in the community
    g) Overall, enhances Canadian Women & Sport's ability to achieve its strategic objectives

Scope and Authority

5. The Chief Executive Officer is the designated Risk Manager for Canadian Women & Sport, responsible for the implementation, maintenance and communication of this policy. This Policy applies to all decisions and activities undertaken on behalf of Canadian Women & Sport.

Policy

6. Canadian Women & Sport makes the following commitments:
    a) Activities and events undertaken by Canadian Women & Sport will incorporate the principles of risk management
    b) Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing Canadian Women & Sport in a timely fashion

c) Risk mitigation strategies will be reasonable and will reflect the reasonable standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense)

7. Canadian Women & Sport acknowledges that risk management is a broad activity and a shared responsibility. All directors, officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks to those that they report to including but not limited to, the Risk Manager.

Risk Tolerance

8. The Board had determined the following tolerance levels for the organization:

Likelihood	Minor	Moderate	Serious	Catastrophic
Almost certain	M	M	VH	VH
Probable	M	M	H	VH
Possible	L	L	H	VH
Unlikely	L	L	M	H

Consequence

Likelihood

✓ **Unlikely** - *less likely to happen than not, occurs every 10 years*

✓ **Possible** - *just as likely to happen as not; occurs once every year*

✓ **Probable** - *more likely to happen than not; occurs once a month*

✓ **Almost certain** - *sure to happen; occurs once a week*

CONSEQUENCE TABLE

Consequence	CAAWS Values	Performance	Reputation	Loss / Damage	Planning
MINOR	Low infringement of CAAWS values	Did not achieve performance objectives in X out of X	Public concern restricted to local complaints	$1000 - $5000	Short-term delay of achievement of planned outcomes
MODERATE	Internal infringement of CAAWS values	Did not achieve performance objectives in X out of X	Minor, adverse local public or media attention and complaints	$5000 - $10 000	Not able to meet planned outcomes due to competing priorities
SERIOUS	High infringement of CAAWS values – Unintentional breach of policies	Did not achieve performance objectives in X out of X	Attention from media and / or heightened concern from community	$10 000 - $20 000	Not able to meet planned outcomes that impact funding obligations or partner expectations
CATASTROPHIC	Very High infringement on values - Intentional breach of policies	Did not achieve any performance objectives	Significant adverse national media/public attention	< $20 000	Not able to meet mandatory outcomes to fulfill funding and partner requirements and expectations

Procedures

9. Managing risks involves three steps:
   a) Identifying potential risks using an informed, environmental scan approach
   b) Assessing the significance of a risk by considering its likelihood and consequences
   c) Developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences or both

10. Risks arise from a number of categories of Canadian Women & Sport's operations. Canadian Women & Sport has determined that the following categories will be used when identifying risks:

    a) **Operational / Program Risks**

    Risks related to the development and implementation of Canadian Women & Sport programs; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations.

    Technology and intellectual property risks related to the purchase, leasing, use, and storage of all hardware and software, programs, data, records, information including the protection of all Canadian Women & Sport's intellectual property assets.

    b) **Compliance Risks**

    Risks related to failure to comply with existing laws and regulations governing employment, privacy, workplace safety, new corporations' legislation, tenant legal responsibilities, anti-doping policies, Sport Canada, other agency standards for funding and accountability, fulfillment of contractual obligations.

    c) **Communication Risks**

    Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.

    d) **External Risks**

    Risks that are not in direct control of the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks, involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.

    e) **Governance Risks**

    Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting Canadian Women & Sport.

    f) **Financial Risks**

    Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

11. All risks faced by Canadian Women & Sport can be addressed by one or more of the following four general strategies:

a) ***Retain*** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the activity itself and thus can be accepted in its present form.
b) ***Reduce*** the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring, or education.
c) ***Transfer*** the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
d) ***Avoid*** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

12. The above general strategies translate into a variety of risk control measures, which for Canadian Women & Sport may include, but are not limited to:
    a) Development of policies, procedures, standards and rules
    b) Effective communication
    c) Education, instruction, professional development and specialized training
    d) Ensuring a core set of organizational values have been identified, defined and communicated throughout Canadian Women & Sport
    e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
    f) Use of robust and legally sound contracts (i.e., employment agreements, contractor agreements, partnership agreements)
    g) Improving role clarity through use of written position descriptions and committee terms of reference
    h) Supervision and monitoring of staff, volunteers, programs and activities
    i) Establishing and communicating procedures to handle concerns, complaints and disputes
    j) Implementing schedules for regular review, maintenance, repair and replacement of equipment
    k) Preparing procedures and protocols for emergency response and crisis management
    l) Use of warnings, signage, participation agreements and waiver of liability agreements where warranted
    m) Purchasing appropriate insurance coverage for all activities and reviewing regularly

Reporting and Communication

13. To ensure that risk management remains a high priority within Canadian Women & Sport, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, so that the Chief Executive Officer and Directors can provide updates as required.

14. Canadian Women & Sport recognizes that communication is an essential part of risk management. This Policy and the Risk Management Process will be communicated to staff, the Board of Directors and Committees and Canadian Women & Sport will encourage all members to communicate to Canadian Women & Sport their risk management issues and concerns.

Insurance

15. Canadian Women & Sport maintains a comprehensive insurance program that provides General Liability, Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and sponsors of Canadian Women & Sport. On every review of

this policy, Canadian Women & Sport will consult with the insurance provider to determine if there are any emerging gaps, issues, or deficiencies to be addressed through insurance renewal.

16. Not all risks are insurable. However, as part of its commitment to risk management, Canadian Women & Sport will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of Canadian Women & Sport.

Review and Amendments

17. Review and amendments shall take place bi-annually, in consultation with staff, Board of Directors and subject-matter experts. The next review will take place in May 2022.