

CORPORATE PLAN SUMMARY

2024-2025 TO 2028-2029



Land Acknowledgment

CBC/Radio-Canada acknowledges its role as a public broadcaster operating on traditional, unceded and Treaty territories from coast to coast to coast. We express our respect and gratitude to all First Nations, Inuit, and Métis peoples, recognizing their unique perspectives and realities, including languages and cultures. We honour the contributions of First Nations, Inuit, and Métis Elders, Knowledge Keepers and citizens in all that we do.



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EDITORIAL NOTE

In the Corporate Plan, “we,” “us,” “our” and “the Corporation” mean CBC/Radio-Canada.

NOTE REGARDING FORWARD-LOOKING STATEMENTS

The Corporate Plan contains forward-looking statements regarding objectives, strategic initiatives, and expected financial and operational results. Forward-looking statements are typically identified by words such as “may,” “should,” “could,” “would” and “will,” as well as expressions such as “believe,” “expect,” “forecast,” “anticipate,” “intend,” “plan,” “estimate” and other similar expressions. Forward-looking statements are based on the following broad assumptions: CBC/Radio-Canada’s government funding remains consistent with amounts announced in the federal budget, and the broadcasting regulatory environment will not change significantly. Key risks and uncertainties are described in the Risk Management section in Appendix C. However, some risks and uncertainties are by definition difficult to predict and are beyond our control. They include, but are not limited to, economic, financial, advertising market, technical and regulatory conditions. These and other factors may cause actual results to differ substantially from the expectations stated or implied in forward-looking statements.

NOTE REGARDING PERFORMANCE MEASUREMENT

We rely on data from both internal metric tools and those of third parties to measure our performance. While these data are based on what we believe to be reasonable calculations for the applicable periods of measurement, there are inherent challenges in collecting this information, particularly as the media industry undergoes a digital transformation. For example, Canadians now consume media content on multiple devices from an ever-growing array of content providers. As media consumption habits change, we are, together with audience measurement suppliers, refining methodologies and introducing new measurement technologies to ensure the accuracy and completeness of data gathered. As a result, changes in the way data are collected could result in certain information provided in future periods not being comparable with information disclosed in prior periods. Since some of these data are used to measure our strategic and operational indicators, we may be required to make adjustments to targets and historical results to enhance comparability of the data and follow industry best practices.

1. PRESIDENT'S MESSAGE

The greatest challenge facing the public broadcaster in the 21st century is strengthening the trust of Canadians. At CBC/Radio-Canada, we know that proximity to our audiences is critical to our relevance in the future. Proximity does not just mean physical presence; it also means serving our audiences on the platforms that they prefer and reflecting their stories with authenticity.

While trust in media in Canada has declined significantly over the past decade, 78% of Canadians still consider CBC/Radio-Canada to be a trusted source of news. And 76% of Canadians agree there is a clear need and role for the public broadcaster in the future.¹ That said, polarization remains a serious concern, and it has spurred us to strengthen our connections to communities through our services and programming.

This is why we have doubled down on our regional services with the launch of new CBC bureaus in Western Canada and our expanded videojournalism offering from Radio-Canada. We also renewed our national library partnership program, [Collab](#), which focuses on hard-to-reach audiences, including newcomers to Canada, youth and people from all socioeconomic backgrounds. Since 2021, Collab has offered an incredible variety of free events and workshops at local libraries to support media literacy, make journalism more accessible and acquaint the public with CBC/Radio-Canada's many program offerings on our portal, [CBC Corner](#), now available in close to 1,000 libraries.

A key to earning the trust of audiences is ensuring that they are represented in our workforce and our content. In the spirit of building trust and better relations, we took a tremendous step this winter with the launch of our National Indigenous Strategy, [Strengthening Relations, Walking Together](#). After three years of engaging with First Nations, Inuit and Métis across the country, we are proud to share this strategy, which puts the diversity, cultures, stories, languages and self-determination of Indigenous Peoples at the centre of the public broadcaster's priorities.

The success of series like the Indigenous drama [Bones of Crows](#) and Radio-Canada's comedy [Lakay Nou](#) demonstrates that Canadian audiences are eager for authentic stories from unique and diverse perspectives. By 2025, we will have implemented our national accessibility plan, [Breaking Barriers](#), as well as our equity, diversity and inclusion plan, [Progress in Progress](#). These plans are roadmaps to shifting our internal culture and, in turn, contribute to offering programming that better reflects the rich tapestry of Canada.

At a time when a challenging media environment threatens Canada's news and entertainment ecosystem, CBC/Radio-Canada intends to remain an anchor for Canadian culture and a beacon of trusted and reliable news.



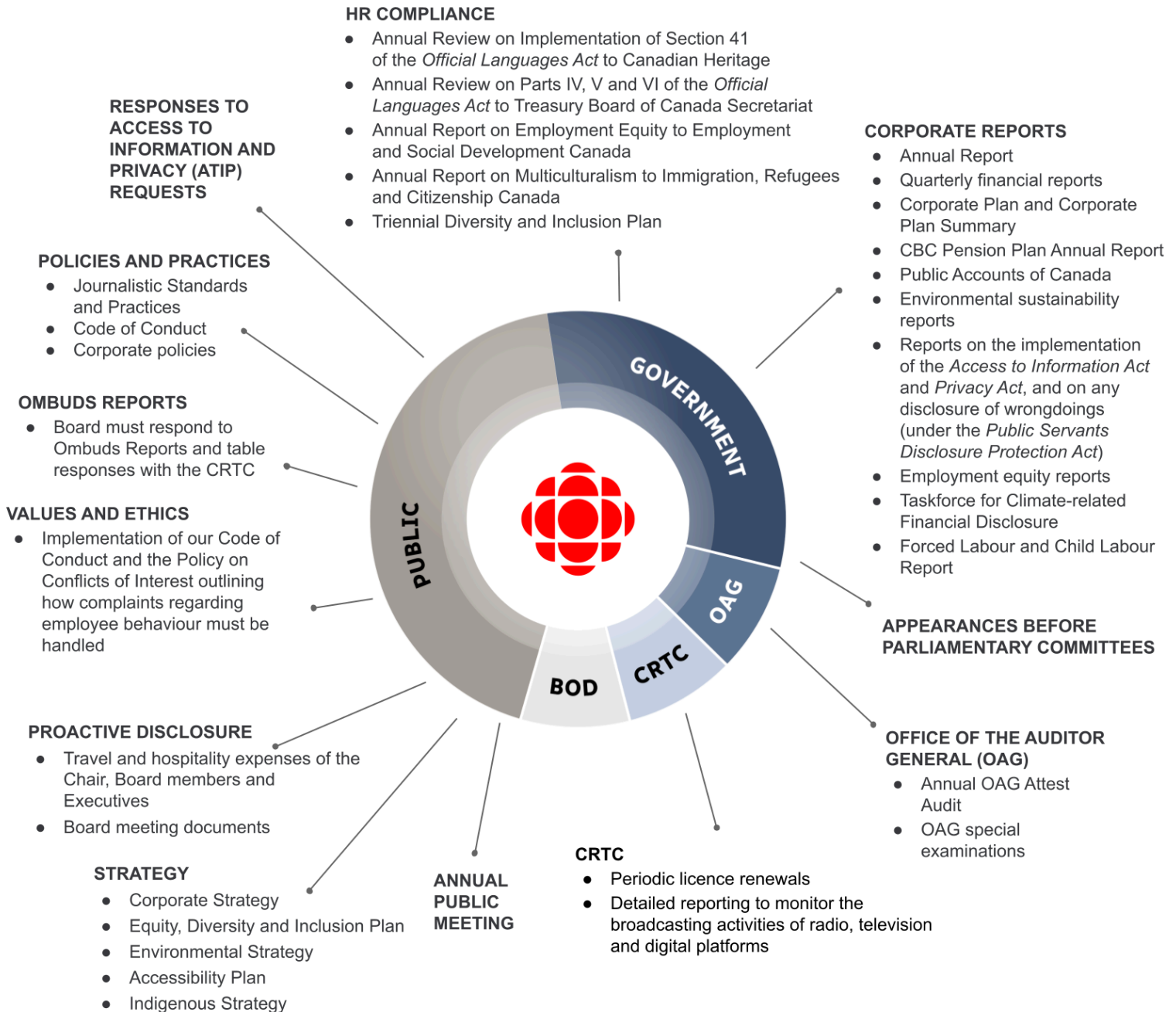
Catherine Tait
President and CEO



¹ Mandate and Vision Perception Survey, [2022-2023 Annual Report](#), p. 17.

2. OUR COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY

As Canada's national public broadcaster, we take very seriously our obligation to be transparent and accountable to Canadians. [Our corporate website](#) provides information about our activities and the way we manage our public resources.



3. WHO WE ARE AND OUR SERVICES

WHO WE ARE

We are Canada's national public broadcaster and we are guided by the *Broadcasting Act*.

OUR MISSION

CBC/Radio-Canada celebrates Canadian culture and supports democratic life through a wide range of content that informs, enlightens and entertains.

As Canada's national public broadcaster, we are inspired daily by our mission, vision and values to connect all Canadians and to showcase our stories, culture and news to Canada and the world. Our head office is in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), with community-based locations across the country, including 27 television stations, 88 radio stations and one digital-only station. We have five discretionary television channels and four Canada-wide radio networks, two in each official language. Internationally, we have five permanent foreign bureaus, and we have the capacity to set up pocket bureaus in other locations as needed.

Listeners across North America can access both CBC Radio One and ICI PREMIÈRE through SiriusXM Satellite Radio. We also partner with other francophone public broadcasters to broadcast French-Canadian video content internationally through TV5MONDE.

We employ over 7,000 employees² from a multitude of backgrounds and cultures. Our people are an integral part of our success in reflecting contemporary Canada.

Our organizational values are at the core of how we work. These values support our strategic plan and underpin the behaviours and culture needed to achieve our mission and vision. Our values articulate the best of what we are and how we want to be recognized by Canadians, and they guide the implementation of our strategic plan and initiatives.

OUR VISION

Your Stories, Taken to Heart

OUR VALUES

- Integrity
- Creativity
- Relevance
- Inclusiveness



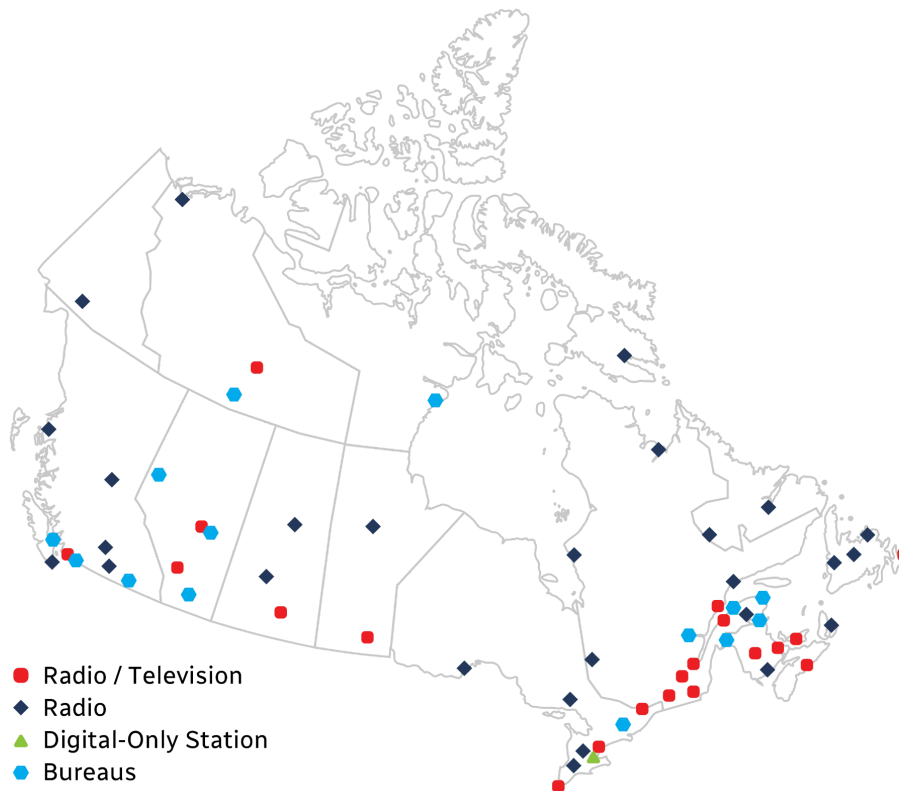
² Permanent, temporary and contract employees.

SERVING CANADIANS

Our legislated mandate is to inform, enlighten and entertain all Canadians. The *Broadcasting Act* further states that our programming should:

- Be predominantly and distinctively Canadian;
- Reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions;
- Actively contribute to the flow and exchange of cultural expression;
- Be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities;
- Strive to be of equivalent quality in English and in French;
- Contribute to a shared national consciousness and identity;
- Be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose; and
- Reflect the multicultural and multiracial nature of Canada.

We pay special attention to the needs and reflection of the Indigenous Peoples in Canada. We offer programming in eight Indigenous languages (Dehcho Dene Yatı, Sahtu Got'ine Godi, Inuvialuktun, Gwich'in, Eastern Cree, Tłıchq̓ (Tlicho), Inuktitut and Dēnesų́nė (Chipewyan)) via CBC North.³



³ This map shows the locations of our bureaus across Canada, as well as CRTC-licensed radio and television stations and our stand-alone digital station, as of January 2024. Note that digital services are also offered in the other stations.

We are required by section 46(2) of the *Broadcasting Act* to provide an international service, Radio Canada International (RCI). RCI (rcinet.ca) is currently available in seven languages: English, French, Spanish, Arabic, Chinese, Punjabi and Tagalog.

We are required to comply with licensing and other regulatory obligations established by the Canadian Radio-television and Telecommunications Commission (CRTC), as well as any requirements under the *Radiocommunication Act* that may apply to our use of the radiocommunication spectrum.

4. OUR OPERATING ENVIRONMENT

Select highlights of the Canadian media operating environment are included below. Our annual [Environmental Scan](#) is also available on our website for further reading.

MEDIA TRENDS

Canadians, especially younger Canadians, continue to transition away from traditional television and radio⁴ services to digital platforms. Trends over the past 10 years indicate that traditional television and radio audiences will continue to erode as younger Canadians are embracing digital technologies. With the continued rollout of new online video and audio content — including free ad-supported TV (FAST) channels and advertising-based video on demand (AVOD) offerings — the industry can expect to experience continued fragmentation in audience attention across digital platforms.

10 Year Trend⁵

Canadians 18+ Weekly Usage

Platform	Fall 2013	Fall 2018	Fall 2023
Online Video	71%	80%	92%
Traditional TV	89%	80%	72%
Traditional Radio	84%	83%	73%*

*Spring 2023

Weekly Usage by Age⁶

Fall 2023

Platform	Total	18-34 Years Old	35-49 Years Old	50+ Years Old
Online Video	92%	98%	97%	85%
Traditional TV	72%	56%	67%	82%
Traditional Radio*	73%	66%	75%	76%

*Spring 2023

⁴ Traditional television and radio refers to linear services delivered over-the-air and through satellite and cable service providers.

⁵ Source: MTM 18+

⁶ Source: MTM 18+

REFLECTING ALL CANADIANS

Canada's diverse population will continue driving change in the media industry, and as the public broadcaster we aim to reflect the changing demographics of our country. Every day, we strive to reflect Canadians' plurality of perspectives. We want to ensure that all people living in Canada see their stories and contributions to the country reflected in their public service media. This commitment to Canadians extends from creators to content and to our workforce. We want people of all backgrounds, identities and abilities to feel valued, seen and heard.

TRUST

Trust in news media is crucial for healthy debate, citizen engagement and democracy. Nevertheless, Canada has experienced a decline in trust in its public institutions and media over the past decade.

The news industry is working to address this disturbing worldwide trend. Responsible media organizations are becoming more proactive in sharing how they work and make editorial decisions. This helps Canadians know where they can access verified, reliable news and information about their communities, their country and the world.

As the national public broadcaster, we have a critical role to play in earning and building trust in fact-based news. For this reason, our journalists adhere to the highest professional standards, our [Journalistic Standards and Practices](#), and we employ two ombudsmen to respond to the public's concerns when they think these standards have not been met.

Such transparency and accountability is critical to trust. And it's what Canadians deserve — and what our democracy requires.

In an increasingly polarized world plagued by the rise of disinformation, we continue to serve Canadians with credible, impartial news and information. As a result, in Leger's 2024 reputation survey, Canadians selected CBC/Radio-Canada as the most admired media brand.

5. YOUR STORIES, TAKEN TO HEART

STRATEGIC INITIATIVES

PUTTING AUDIENCES FIRST

Our strategic plan, *Your Stories, Taken to Heart*, was launched in May 2019. This plan continues to build on the success of our existing services, and aims to increase and deepen audience engagement. Most importantly, it is focused on our audiences, who deserve our best. And our best means taking Canadians' stories to heart. Doing so with creativity and integrity. And striving for inclusiveness and relevance every day in the stories we tell and share.

Our promise is to put our audiences first; to prioritize our role as Canada's most trusted media brand; to earn their trust and work hard to keep it every day; and to build lifelong relationships with them.

A CHAMPION OF CANADIAN CULTURE

We are committed to ensuring that Canadian culture thrives in the future:

- We are a champion for Canadian voices and stories in a world where the proliferation of foreign content could all too easily drown these out.
- We are a beacon for truth and trust against disinformation and algorithms that put democracy and the respect for different perspectives at risk.
- We continue to support policy changes to ensure that the same companies that profit from Canadians' love of content also contribute to the creation of Canadian content, as traditional broadcasting companies do in their countries.





MISSION

CBC/Radio-Canada celebrates Canadian culture and supports democratic life through a wide range of content that informs, enlightens and entertains.

Each and every decision we make over the lifespan of this strategy is being made with the following principles in mind:

PUTTING AUDIENCES, INDIVIDUALS AND COMMUNITIES FIRST

More than ever, we are creating audience-centric, audience-driven, tailored content and relevant experiences that connect Canadians to their communities, their country and the rest of the world.

BUILDING A LIFELONG RELATIONSHIP WITH CANADIANS

We are strengthening our commitment to Canadians of all ages. That means more content for children that reflects their experiences and perspectives; that ignites and fuels their dreams and aspirations. It also means strengthening our services in local communities and to traditionally under-represented groups.

STRENGTHENING OUR ROLE AS CANADA'S TRUSTED BRAND

Trust is our most precious asset. We're building on that trust and using it to support better-informed communities and enlightened exchanges of ideas and perspectives.

BUSINESS PRIORITY

We will continue to develop ways to earn commercial revenue in order to fund the content and services that are important to Canadians. This focus ensures greater financial sustainability for the Corporation.

STRATEGIC INITIATIVES AND ACCOMPLISHMENTS

We are implementing the following strategic initiatives for each priority as part of the *Your Stories, Taken to Heart* strategy. For more information on our strategic plan, see our [corporate website](#). For our 2023-2024 strategic accomplishments, see last year's [Corporate Plan Summary](#).



1. CUSTOMIZED DIGITAL SERVICES

We are creating the personal, relevant and engaging experiences that Canadians expect. Our goal is to make sure all Canadians see themselves reflected in our digital services while connecting them to the many communities and voices that make our country great.

Strategic Goal

CBC/Radio-Canada's digital services and content offerings will reflect Canada's cultural realities, will be easily accessible and will serve Canadians as individuals, as well as members of communities with shared experiences.

Strategic Initiatives: CBC and Radio-Canada

- Harmonize the streaming platforms that support ICI TOU.TV and CBC Gem.
- Give Canadians the option of customizing our digital products for an experience tailored to their interests and to drive deeper engagement.
- Promote ICI TOU.TV as the leading destination for French-language Canadian content.
- Continue to roll out our CBC regional FAST (free ad-supported TV) channels.

2023-2024 Accomplishments

- Continued the development of audience-facing client applications with the goal of making our digital platforms more widely accessible to Canadians ([ICI TOU.TV](#) and [CBC Gem](#) are now available on Roku).
- Launched [CBC Comedy](#), our first FAST entertainment offering. The channel is available on [CBC Gem](#), along with the Roku and LG-connected TV platforms.
- Launched the new feature, [Aujourd'hui, en bref](#), on the RC Info app, providing users with a quick and easy roundup of the day's top stories.
- Introduced no-cost user authentication on [CBC Gem](#), allowing us to better personalize content across platforms and provide more relevant recommendations to help audiences discover content.
- Launched notifications for new episodes on iPhones, as well as a proximity feature that allows users to contact on-air show teams on our mobile application.



2. ENGAGING WITH YOUNG AUDIENCES

We are becoming a leader in bringing the best content to our children and youth to enrich their lives and help them engage with their country.

Strategic Goal

CBC/Radio-Canada will forge lifelong relationships with children of all ages by offering a wide range of programming on multiple platforms.

Strategic Initiatives: CBC and Radio-Canada

- Be a leader in bringing the best content to our children and youth with the goal of enriching their lives and engaging them with their country.
- Spark young people's curiosity and create an emotional bond with CBC/Radio-Canada.
- Expand our range of services for children of all ages to more kids and youth with our own digital platforms, as well as YouTube and Snapchat, and with a future destination dedicated to kids.

2023-2024 Accomplishments

- Launched new kids and youth content, including a third season of [Six degrés](#), [Premier trio](#), [100 génies](#), podcasts and audiobooks.
- Developed [Zak : Dompteur de défis](#), a new live theatre show by Zone Jeunesse. This one-of-a-kind performance aims to engage kids and families with a lively and memorable brand experience.
- Launched [Turtle Island Skate Jam](#), an exciting skateboarding skills game that takes place in a world filled with Indigenous imagery and populated with only Indigenous characters.
- Engaged with younger audiences via our [CBC Gem TikTok](#) account, bringing entertainment content to younger audiences. Over the channel's first 15 months, it garnered more than 350 million views, 40 million likes and 725,000 followers.
- Continued building our youth news offerings, [MAJ \(Mon actualité du jour\)](#) and [CBC Kids News](#), by highlighting important stories such as climate change.
- Created a [world in Minecraft Education](#) via [CBC Kids News](#), working with Logics Academy, to help students develop critical-thinking skills that apply to media, information and journalism. In this video game, students navigate through misinformation and disinformation to find the facts.
- Hosted young people this summer for a four-week day camp at Maison de Radio-Canada in Montreal, with hands-on workshops in comedy, music, science and the dramatic arts.

3. PRIORITIZING OUR LOCAL CONNECTIONS

Local connections are at the heart of our relationship with Canadians. We are strengthening these connections with significant local and regional content that is relevant to people in their communities, and that brings those communities to the rest of the country.

Strategic Goal

CBC/Radio-Canada will strengthen our connection to Canada's regions by re-imagining our local/regional offerings, across multiple platforms, to better meet each community's needs.

Strategic Initiatives: CBC and Radio-Canada

- Enhance our support to the Canadian news media industry.
- Deepen connections and strengthen the regions' role nationally.
- Expand local coverage in more communities, and commit to more national programming.

2023-2024 Accomplishments

- [Collaborated](#) with News Media Canada and the Canadian Association of Broadcasters to ask Canada's Competition Bureau to investigate Meta's abuse of its dominant market position, following its decision to block news content from its digital platforms in Canada.
- Built on the success of the Library Partnership Program, [Collab](#), which funds programs in public libraries across the country.
- Provided coverage across all platforms of major regional news stories, such as the [wildfires](#), through the [Journalisme d'ICI](#) initiative.
- Deepened local connections with pop-up bureaus. In Thunder Bay, we worked with high school students for the full 2023-2024 school year, and they contributed to CBC's morning show using production skills they were taught.
- Organized community meetings across the country to better understand our audiences' needs and interests regarding regional news and programming.
- Brought the best of Canadian music to Edmonton at the 2023 Junos, which put the spotlight on the 50th anniversary of hip hop, along with pre-event festivities, including fan meet-and-greets and a star-studded Juno Cup celebrity hockey game.
- Launched [seven new local podcasts](#) to spotlight local stories from across Canada, including Vancouver Island, Prince Edward Island and the Prairies.

4. REFLECTING CONTEMPORARY CANADA

We reflect the range and richness of this country's diversity, celebrating our different perspectives and all the things that bring us together. We are doing this in our workforce and in our content choices.

Strategic Goal

CBC/Radio-Canada will reflect the socio-demographic realities of Canada in everything it does, from our workforce to our programming.

Strategic Initiatives: CBC and Radio-Canada

- Committed to accelerating representation of equity-seeking groups in our content and workforce, and to improving our workplace culture.
- Reflect the full range of Canadian diversity on air and within our workforce.
- Committed to increasing diversity of employees, content creators and our content across all platforms.

2023-2024 Accomplishments

- Launched our [2023-2025 National Accessibility Plan](#). This three-year plan, [Breaking Barriers](#), provides a framework for the national public broadcaster to better serve people with disabilities, to better represent them in our content and to become the accessible public broadcaster that all Canadians deserve.
- Partnered with [Festival Fierté Montréal](#) to act as a key cultural partner by supporting local events.
- Launched programming reflective of the country both on screen and behind the camera, such as [Bones of Crows](#), [Black Life: Untold Stories](#), [El Toro](#), [Lakay Nou](#), [L'insolence du quotidien](#) and [L'autre moitié de l'histoire](#). We also will be launching [Allegiance](#), a dramatic and emotionally gritty, yet hopeful, story that reflects the complexities of policing and justice in Canada today.
- Welcomed [CAPE AbiliCrew](#) placements, where new employees with disabilities joined the organization for a six-month placement. Two new stations were added to the program this year: Fredericton and Charlottetown.
- Collaborated with Netflix and the Aboriginal Peoples Television Network (APTN) in creating a [comedy series filmed in Nunavut](#).
- Launched the first National Indigenous Strategy at the public broadcaster, [Strengthening Relations, Walking Together](#), which puts the diversity, cultures, stories, languages and self-determination of Indigenous Peoples at the centre of our priorities.

5. TAKING CANADA TO THE WORLD

Anyone who watches Netflix or uses Spotify knows that we live in a global market. For Canadian culture to thrive, it must be an integral part of the global market from which Canadians now consume content. To that end, we are ensuring our country and Canadian creators are seen and heard the world over.

Strategic Goal

CBC/Radio-Canada will promote Canada's culture, creative talent and perspectives through internationally appealing programming and news offerings in all formats.

Strategic Initiatives: CBC and Radio-Canada

- Promote our brand internationally.
- Bring our content to audiences around the world.
- Leverage our content strengths in Podcasts and Digital Audio, Scripted Content, Documentary, and News to have a greater impact for Canadian content and perspectives around the world.

2023-2024 Accomplishments

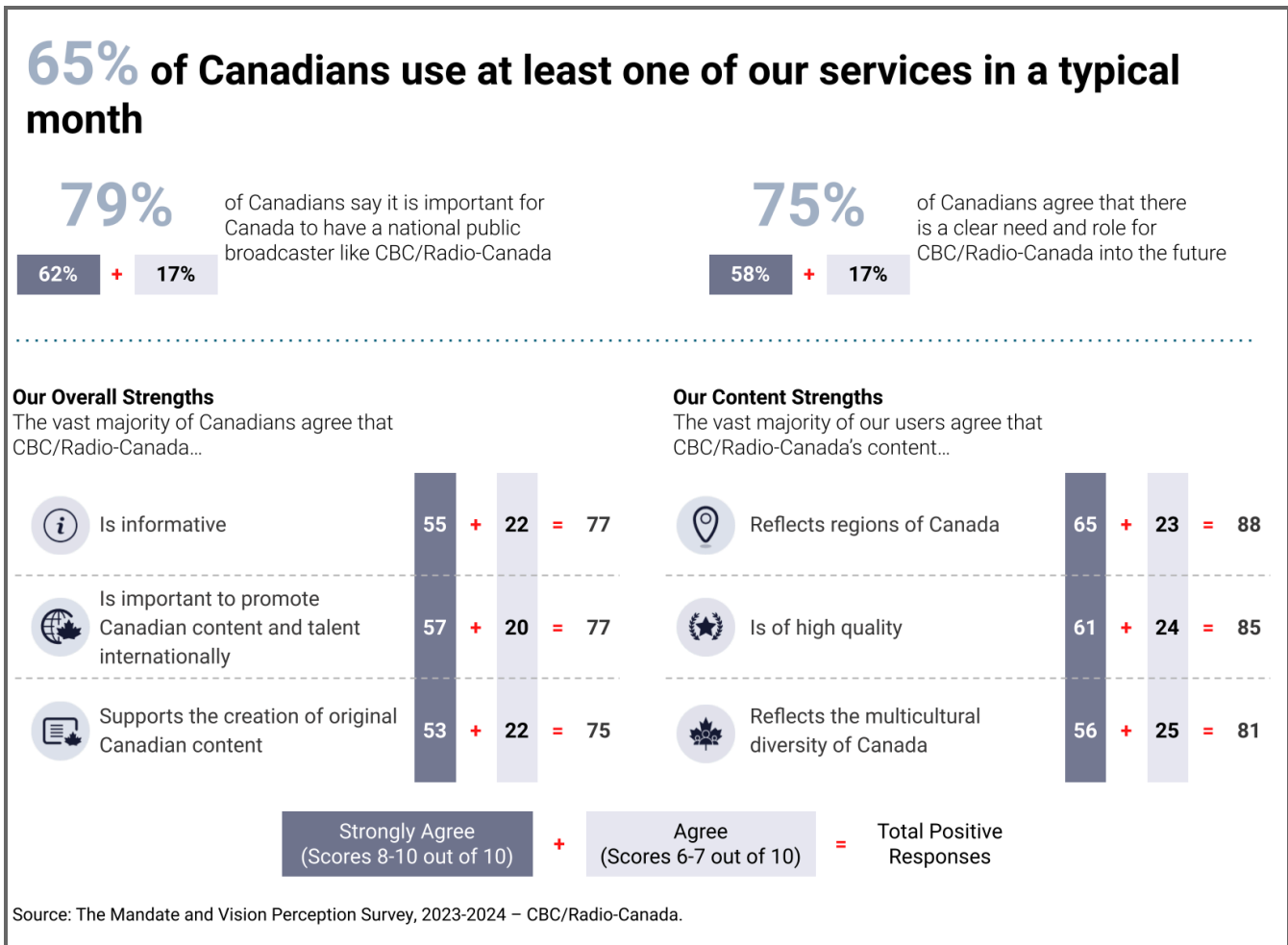
- Announced a [new partnership agreement with Radio New Zealand](#) (RNZ) that will focus on three key areas: Indigenous cultures and languages, podcasts, and journalism training. We also renewed our memoranda of understanding with both ZDF (Germany) and ABC (Australia).
- Created the podcast [Vikings](#) in partnership with European public media. The podcast was originally conceived by Sveriges Radio, Sweden's public radio service. We collaborated with other public radio broadcasters in northern Europe — NRK in Norway, DR in Denmark and RUV in Iceland — to adapt this work of historical fiction into their own languages.
- Partnered with RTBF (Radio-télévision belge de la Communauté française) to offer listeners the best in French-language podcasts.
- Renewed our partnership with France Télévisions. This partnership will guarantee that French-language productions will continue to receive the highest possible exposure across Canada.
- Leveraged co-productions with BBC like [Season 2 of Love, Janessa](#), which performed very well and made *The Guardian* and *Esquire's* best-of lists.
- Launched a new podcast, [Hollywood Exiles](#), with BBC World Service, telling the story of how Tinseltown star and host Oona Chaplin's grandfather, Charlie Chaplin, became a key figure in a decades-long FBI campaign to root out communism in Hollywood.

6. MEASURING OUR PERFORMANCE

OUR PERFORMANCE – MANDATE AND VISION

As Canada’s national public broadcaster, establishing metrics to track and assess the perception of our performance is essential to demonstrating our accountability to Canadians. The Mandate and Vision Perception Survey allows us to monitor Canadians’ perceptions of their public broadcaster and how well they believe our services fulfill the Corporation’s mandate. The data are collected via a survey conducted among representative samples of Canadians.

Highlights based on the results of the 2023-2024 surveys (Fall + Spring) follow.



OUR PERFORMANCE – *YOUR STORIES, TAKEN TO HEART*

Below are the key performance indicators (KPI) that measure and track our progress with respect to our strategic plan, [Your Stories, Taken to Heart](#), and its five strategic priorities: customized digital services, engaging with young audiences, prioritizing our local connections, reflecting contemporary Canada and taking Canada to the world.⁷ These priorities continue to shape our strategic initiatives. Targets are specific to the markets we operate in and consider a number of factors, such as market realities, competition and service penetration rate.

⁷ Our fifth strategic priority – taking Canada to the world – is measured via an internal KPI.

CBC/RADIO-CANADA 2023-2024 RESULTS

INDICATORS	RESULTS 2023-2024	TARGETS 2023-2024	PERFORMANCE AGAINST TARGET	TARGETS 2024-2025	EXPLANATION
CUSTOMIZED DIGITAL SERVICES					
Digital reach (Monthly average unique visitors) ⁸					
CBC/Radio-Canada	20.5M	19.7M	●	20.7M	CBC/Radio-Canada's digital reach exceeded target as a result of audiences turning to our digital services in large numbers to be informed and entertained. However, both CBC and Radio-Canada's results were adversely impacted by Meta's news withdrawal in Canada.
CBC	15.9M	16.5M	○	16.2M	The target for digital reach for CBC was partially met this year. While major news stories and a robust winter programming schedule drew audiences, our results were, however, adversely impacted by Meta's news withdrawal in Canada.
Radio-Canada	5.2M	4.9M	●	5.3M	Digital reach for Radio-Canada exceeded target. The performance of ICI TOU.TV and News/Regions content were able to combat the impact of Meta's news withdrawal.
Digital engagement (Monthly average minutes per visitor) ⁹					
CBC/Radio-Canada	38 min/vis	37 min/vis	●	39 min/vis	Digital engagement exceeded target due to a combination of important news events and new digital initiatives.
CBC	27 min/vis	27 min/vis	●	28 min/vis	
Radio-Canada	47 min/vis	45 min/vis	●	48 min/vis	

● Target met or exceeded, ○ Target partially met

⁸ Source: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly unique visitors, April to March, Canada. Unduplicated reach of CBC/Radio-Canada | CBC | Radio-Canada digital platforms.

⁹ Source: Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly minutes per visitor to CBC/Radio-Canada | CBC | Radio-Canada digital platforms | CBC News/Regions | Radio-Canada Info/Régions, April to March, Canada.

INDICATORS	RESULTS 2023-2024	TARGETS 2023-2024	PERFORMANCE AGAINST TARGET	TARGETS 2024-2025	EXPLANATION
ENGAGING WITH YOUNG AUDIENCES					
Digital visits to kids content (Monthly average visits) ¹⁰					
CBC/Radio-Canada	2,671K	2,463K	●	2,677K	Digital visits to kids content exceeded target due to the CBC Kids game page, CBC Kids News stories (e.g., Beyonce's new album, poisonous spiders), MAJ stories and new content on ICI TOU.TV (e.g., <i>Premier trio</i> , <i>Six degrés</i>).
CBC	2,277K	2,145K	●	2,277K	
Radio-Canada	394K	318K	●	400K	

● Target met or exceeded, ○ Target partially met

PRIORITIZING OUR LOCAL CONNECTIONS					
Digital engagement with News/Regions (Monthly average minutes per visitor) ⁸					
CBC	19 min/vis	19 min/vis	●	19 min/vis	Digital engagement with both CBC and Radio-Canada News/Regions met the annual target, driven by the coverage of major local and international news stories.
Radio-Canada	12 min/vis	12 min/vis	●	12 min/vis	

● Target met or exceeded, ○ Target partially met

REFLECTING CONTEMPORARY CANADA					
Employment equity representation (% of new external hires) ¹¹					
CBC/Radio-Canada	62.0%	41.0%	●	47.5%	The employment equity representation indicator exceeded the target due to increased self-identification rates, a refined identification methodology and improved adoption of hiring initiatives.
CBC	83.3%	50.0%	●	65.0%	
Radio-Canada	26.2%	26.0%	●	27.0%	

● Target met or exceeded, ○ Target partially met

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Canadians consume media content on multiple devices from an ever-growing array of content providers. As media consumption habits change, measurement suppliers and the Corporation are refining and introducing new methodologies to ensure accuracy and completeness of data. Since some of these are used to measure our strategic and operational performance, adjustments to targets and historical results may be required to enhance comparability.

¹⁰ Source: Adobe Analytics, average of monthly visits to kids content on CBC (CBC Kids sites, CBC Kids News and CBC Gem) and Radio-Canada (Appli des petits, Zone Jeunesse and ICI TOU.TV), April to March. CBC/Radio-Canada is the sum of CBC and Radio-Canada visits.

¹¹ This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.

OUR PERFORMANCE – MEDIA LINES

We use Media Lines reporting to measure performance against our operational targets, which mostly focus on audience reach and share through our various platforms and revenue across all our services. While the Corporation continues to monitor the performance of its discretionary television services, we have not reported our subscriber data for competitive reasons.

INDICATORS	RESULTS 2023-2024	TARGETS 2023-2024	PERFORMANCE AGAINST TARGET	TARGETS 2024-2025	EXPLANATION
TELEVISION (Audience Share) ¹²					
CBC Television	5.2%	4.1%	●	5.0%	CBC Television exceeded its target for the year driven by new program offerings throughout the season, heavy news cycles and increased branding efforts.
CBC News Network	2.0%	1.7%	●	2.0%	CBC News exceeded its target driven by major news stories drawing large audiences, including Brian Mulroney's state funeral, King Charles' Coronation, and conflicts such as wars in Ukraine and in the Middle East.
ICI TÉLÉ	23.4%	22.8%	●	23.6%	ICI TÉLÉ's prime-time audience is above target, driven by new seasons of <i>STAT</i> and <i>En direct de l'univers</i> .
ICI RDI, ICI ARTV and ICI EXPLORA	6.2%	5.4%	●	6.2%	The combined share of our discretionary channels exceeded target, mostly due to ICI RDI's coverage of major news stories, including the Israel-Hamas war, forest fires and provincial elections.

● Target met or exceeded, ○ Target partially met

¹² Source: Numeris PPM, persons aged 2+, CBC Television: September to April (regular season); CBC News Network (April-March). Francophones in Quebec aged 2+, ICI TÉLÉ: September to April (regular season); ICI RDI, ICI ARTV and ICI EXPLORA (April-March).

RADIO					
CBC Radio One and CBC Music ¹³	14.6%	13.5%	●	14.6%	CBC Radio and CBC Music exceeded their targets for both share and reach as Canadians' listening habits returned to normal after the pandemic.
CBC Radio One and CBC Music ¹⁴	10.5M	10.0M	●	10.3M	
ICI PREMIÈRE and ICI MUSIQUE ¹⁵	24.8%	22.4%	●	24.9%	

● Target met or exceeded, ● Target partially met

REVENUE (Conventional, discretionary, online) ¹⁶					
CBC	\$213M	\$221M	○	\$287M ¹⁷	Revenue was lower than forecast as a result of a softer TV advertising market due to economic pressures.
Radio-Canada	\$214M	\$222M	○	\$293M ¹⁸	

● Target met or exceeded, ○ Target partially met

¹³ Source: Numeris Radio PPM, persons aged 2+ in the Toronto, Vancouver, Calgary, Edmonton and Montreal-anglophone markets.

¹⁴ Source: Numeris Radio PPM, persons aged 2+, total Canada.

¹⁵ Source: Numeris Radio PPM, Montreal central francophones aged 2+, September to March (regular season).

¹⁶ Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).

¹⁷ The target for 2024-2025 includes revenue for the Paris 2024 Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

MEASURING OUR CANADIAN CONTENT¹⁸

Regulatory requirements for Canadian content on television are specified by the Canadian Radio-television and Telecommunications Commission (CRTC). The table below shows the regulatory requirements for Canadian content on ICI TÉLÉ and CBC Television, effective September 1, 2022.

	YEARLY REQUIREMENTS	RESULTS SEP 1, 2022 TO AUG 31, 2023
ICI TÉLÉ		
Evening broadcast period	60%	90%
CBC Television		
Evening broadcast period	60%	87%

¹⁸ The broadcast day covers Monday to Sunday, from 6 AM to 12 AM. Prime time covers Monday to Sunday, from 7 PM to 11 PM.

7. FINANCIAL OUTLOOK

CBC/Radio-Canada depends on both its parliamentary appropriation and commercial revenue, including advertising, to support the programs and services it provides to Canadians. While we expect television advertising revenue to continue to decline, it will be partially offset by growth in our digital revenues. However, we continue to see pressure within our commercial revenues as a result of fierce competition from digital giants.

FINANCIAL PROJECTIONS

The Financial Projections in Appendix A present the Corporation's financial picture for 2023-2024 through to 2028-2029. The balanced position presented in the projections is achieved by matching expenditures to expected resources.

The projections are based on a series of assumptions pertaining to key factors (e.g., economy, media industry, rules and regulations) that are difficult to predict and are beyond our control. Any changes to these factors may cause actual results to differ from the projections over the planning period.

Items of interest that impact, or that could impact, this financial outlook are discussed below.

- The Government of Canada has committed to modernizing Canada's media legislation: the [Broadcasting Act](#), the [Telecommunications Act](#) and the [Radiocommunication Act](#). Any changes could affect our financial outlook, including new and proposed legislation, such as the *Online Streaming Act*. In December 2023, the federal government released the final regulations for the *Online News Act*, which resulted in a deal with Google that is expected to yield \$7 million annually to CBC/Radio-Canada. We are working with the government to ensure a healthy media ecosystem that continues to support the public broadcaster and its ability to serve all Canadians.
- Total advertising revenue has surpassed pre-pandemic levels with growth in digital revenue outpacing the decline in television revenue. The decline of conventional TV audiences is challenging to predict; however, sustaining overall advertising revenue in the long term is dependent on digital revenue.
- Taking into account ongoing financial pressures, including the aforementioned television revenue decline and cumulative impact of inflation on goods and services, we have developed an analysis to validate pressures and opportunities along with mitigation strategies that combine staff and other expense reductions.

BORROWING PLAN

The *Broadcasting Act*, Section 46.1, confers on CBC/Radio-Canada the authority to borrow up to \$220 million by any means, or such greater amount as may be authorized by Parliament, subject to the approval of the Minister of Finance. Section 54(3.1) of the Act requires that the Corporation's borrowing plan be included in its Corporate Plan for the approval of the Minister of Finance.

When the Corporation sold long-term receivables as reported in the 2010-2011 Corporate Plan, it provided a guarantee to the investors in order to obtain the best possible value for the sale. This guarantee was deemed to be borrowing.

In accordance with the terms of the approval from the Minister of Finance for this borrowing authority, CBC/Radio-Canada hereby provides a status report showing the outstanding amounts against the borrowing authority.

Total borrowing authority	\$220,000,000
Authority used as at December 31, 2023:	
Guarantee on accounts receivable monetization	\$(39,692,080)
Remaining authority	\$180,307,920

Pursuant to the provisions of Sections 46.1(1) and 54(3.1) of the *Broadcasting Act*, the Corporation seeks the approval in principle of the Minister of Finance to borrow money not exceeding the remaining borrowing authority. CBC/Radio-Canada will submit specific borrowing proposals as required by the Minister of Finance for approval.

APPENDIX A: FINANCIAL PROJECTIONS¹⁹

The financial projections below are based on a series of assumptions pertaining to key factors (e.g., economy, media industry, rules and regulations) that are difficult to predict and are beyond our control. Any changes to these factors may cause actual results to differ from the projections over the planning period.

<i>(in thousands of Canadian dollars)</i>	Actuals 2023-2024	Projection 2024-2025	Projection 2025-2026	Projection 2026-2027	Projection 2027-2028	Projection 2028-2029
SOURCES OF INCOME						
Parliamentary appropriation for operating expenditures ²⁰	1,340,114	1,309,339	1,265,346	1,263,199	1,277,407	1,293,327
Amortization of deferred capital funding and working capital funding ²¹	96,538	102,509	106,508	112,317	105,935	95,066
Advertising ²²	270,031	345,675	355,054	300,266	305,169	381,139
Subscriber fees, financing and other income	223,429	222,711	214,738	271,398	196,998	196,733
TOTAL SOURCE OF INCOME	1,930,112	1,980,234	1,941,646	1,947,244	1,885,499	1,966,265
EXPENDITURES						
Television, radio and digital services ²³	1,798,861	1,890,159	1,851,812	1,857,451	1,795,565	1,876,021
Transmission, distribution and collection	60,537	61,748	62,983	64,243	65,528	66,839
Corporate management	11,080	11,302	11,528	11,759	11,994	12,234
Finance costs	18,917	17,025	15,323	13,791	12,412	11,171
TOTAL OF EXPENDITURES	1,889,395	1,980,234	1,941,646	1,947,244	1,885,499	1,966,265
OTHER GAINS AND LOSSES						
Net (loss)/gain on disposal of assets	(168)	-	-	-	-	-
NET POSITION²⁴	40,549	-	-	-	-	-

¹⁹ Results are based on International Financial Reporting Standards (IFRS) and exclude Other Comprehensive Income items such as actuarial gains and losses.

²⁰ In 2023-2024, the appropriation includes retroactive salary inflation funding increases for fiscal years 2021-2022 to 2023-2024. It is assumed that subsequent salary inflation funding received will match the actual increase in salary expenditures. The 2023-2024 and 2024-2025 appropriation includes one-time funding of \$21M and \$42M, respectively. The increase in 2027-2028 and 2028-2029 relates to the end of the TBC mortgage and, therefore, the end of the transfer to Capital Appropriation.

²¹ Parliamentary appropriations received for capital expenditures are recognized over the average useful life of assets acquired using the appropriations in a given year. The capital budget is discussed in more detail in Appendix B.

²² Reflects advertising revenues from television and digital services and includes revenues from the Paris 2024, Milano Cortina 2026 and Los Angeles 2028 Olympic Games (scheduled respectively in 2024-2025, 2025-2026 and 2028-2029).

²³ Expenditures (including depreciation of property, equipment and amortization of intangibles) related to CBC/Radio-Canada's main services, digital services and discretionary services. Reflects expenditures related to the Paris 2024, Milano Cortina 2026 and Los Angeles 2028 Olympic Games (scheduled respectively in 2024-2025, 2025-2026 and 2028-2029).

²⁴ Reflects the net results before Other Comprehensive Income (Loss). IFRS results include non-cash expenses not funded by our operating budget. A break-even position is assumed for future years.

APPENDIX B: CAPITAL BUDGET

CBC/Radio-Canada is highly dependent on technology and technology-based assets in the production and delivery of its various services. In addition, we operate one of the world's largest broadcast transmission and distribution systems, with 520 active transmission sites located throughout Canada (186 of these sites are owned, with the remaining 334 sites leased). We also manage a real estate portfolio of approximately 2.7 million square feet as of March 31, 2024, including 12 owned buildings and 66 leased properties in locations across Canada. In total, we employ \$957 million of net assets for our operations, including our new Maison de Radio-Canada leased premises.

Capital assets are essential to the production and delivery of our services. We are committed to ensuring that these assets are acquired, managed and eventually disposed of in the most strategic and cost-effective manner possible. Achieving this goal in today's world of rapid technological change, shifting demographics and fast-evolving economic realities calls for new ideas and approaches. The capital budget investment plan is consistent with our strategic priorities.

CAPITAL GOVERNANCE AND PROCESS

To ensure that capital investments are implemented strategically and within available resource constraints, we maintain detailed project planning over a five-year planning horizon. Consequently, from one year to the next, most changes in the capital plan typically represent refinements to project estimates or shifts in the timing for project implementation between fiscal periods.

The governance framework around capital investments is tightly integrated among two management committees:

- **Capital Executive Team** – Responsible for strategic planning and governance of the overall capital process.
- **Capital Round Table** – Responsible for the development, execution and management of an integrated Corporation-wide project plan that responds to priorities within available resources.

Our capital process is based on industry best practices for project management and project portfolio management. As part of this process, all projects are rationalized and approved based on submission of a business case, which includes an in-depth financial analysis and detailed cost estimate. Tools and templates employed in the capital process follow industry best practices.

The volume and size of individual projects can vary from year to year. On average, there are some 300 projects in any single year, with nearly half of the projects running over two or more years. For projects where there is return on investment, net present value or payback analysis is required; these calculations are part of the justification and are included in the business case. For other types of projects, the justification for investment is based on legal and regulatory requirements or mission-critical investments to maintain operations where assets have reached end-of-life and are at risk of failure.

The Corporation is an agent of His Majesty, except in respect to the Corporation's international service and the Corporation's employees (section 47(1) of the Act). As such, the Corporation may enter into contracts (47(2)) and acquire property (47(3)) in the name of His Majesty (48(2)(a)), subject to a \$4,000,000 limit with regard to the acquisition of real property or the disposition of real or personal property (other than program material or

rights), as well as a \$15,000,000 (modified by Governor in Council approval) (48(2)(b)) expenditure limit for the lease of real property. Transactions involving greater amounts require the approval of the Governor in Council.

CONTEXT FOR THE CAPITAL INVESTMENT PLAN

Several of the Corporation's larger capital challenges are highlighted below.

METHODS OF PRODUCTION AND DELIVERY OF SERVICE

The broadcast industry assets employed in the production chain for radio, television, Internet streaming and mobile devices are increasingly moving toward integrated solutions and computer and software-based tools. These tools demand much faster refresh rates than traditional assets of less than a decade ago. At the same time, high-definition television production technology will be implemented in the regions as related assets come up for normal refresh in the production chain.

REAL ESTATE STRATEGY

Representing 59 per cent of the \$957 million in net assets as at March 31, 2024, we have developed a strategy to optimize management of our real estate facilities. The real estate asset base is aging and has a growing maintenance deficit. The key goals of the strategy are to reduce operational costs, transfer real estate risk and maximize proceeds from the portfolio. We will also vacate and sell owned facilities and move into leased facilities where appropriate.

CAPITAL PLAN OVERVIEW

With a base capital budget that has remained unchanged since the 1990s, innovative solutions have necessarily been employed to address funding challenges for priority capital investments.

Our capital budget investment plan is an integral part of the long-term strategy. Planned projects support the strategy by ensuring that our production, distribution and other facilities are able to meet our operational requirements. Annual updates will be made to accommodate new investments and unforeseen priorities that will be defined as the strategy is implemented.

CAPITAL INVESTMENT PLAN

Subsection 54(4) of the *Broadcasting Act* requires that CBC/Radio-Canada submit its capital budget to the Minister of Canadian Heritage in its Corporate Plan, and that the Capital Budget for the upcoming year be submitted to the government for approval. As such, the Corporation's 2023-2024 Capital Budget was approved by the government on June 8, 2023, for \$110.2 million. A summary of the 2024-2025 five-year Capital Investment Plan follows.

SOURCES AND USE OF FUNDS (\$ 000)

AVAILABLE CAPITAL FUNDING	Budget	Forecast			
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Base capital appropriation	85,910	85,910	85,910	85,910	85,910
Capital leases (from operating to capital transfers and operating revenues)	25,988	27,981	30,128	15,920	
Funding from sales of fixed assets	1,550				
Operating to capital/(capital to operating) transfers of self-generated revenues	(11,724)	(13,549)	(11,263)	7,712	33,936
TOTAL AVAILABLE CAPITAL FUNDING	101,724	100,342	104,775	109,542	119,846

CAPITAL INVESTMENT PLAN	Budget	Forecast			
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Production infrastructure: digital, television and radio services	22,069	35,664	46,241	56,014	75,452
Enterprise systems and technology infrastructure	10,679	11,187	7,918	16,665	22,602
Presentation, collection, distribution and delivery	16,003	11,389	8,910	8,000	8,000
Property management	47,002	35,255	34,933	21,835	6,165
Fleet and minor capital purchases	5,971	6,847	6,773	7,028	7,627
TOTAL AVAILABLE CAPITAL FUNDING	101,724	100,342	104,775	109,542	119,846

APPENDIX C: RISK MANAGEMENT

Risk Management

We occupy an important place in the Canadian broadcasting system and face a unique set of risks. Like all broadcasters, we must adapt to accelerated technological changes, shifts in demographics, evolving consumer demands, increasing regulatory scrutiny and structural changes in the media ecosystem. We are seeing media professionals confront intimidation and harm, as well as continued sources of disinformation and misinformation. Moreover, given our mandate to serve all Canadians, we also face a unique set of public expectations and financial challenges.

We apply effective risk management to ensure risks and opportunities that impact strategies, objectives and operations are identified, assessed and managed appropriately.

Our Risk Management Program is integrated into business processes across the Corporation. Responsibility for risk management is shared among the following groups:

1. Board

The Board oversees our key risks at a governing level, approves significant policies, and ensures that the processes and systems required to manage risks are in place.

2. Audit Committee of the Board

The Audit Committee monitors key risks, discussing their status with management at quarterly meetings and ensuring that management has programs for evaluating the effectiveness of internal controls.

3. Senior Executive Team

The Senior Executive Team identifies and manages risks, reports on our key risks to the Audit Committee and the Board, recommends policies, and oversees financial reporting and internal control systems.

4. Media and Support Business Units

Media and support business units initially identify and assess risks through the annual business plan process, and develop and execute detailed plans to manage risks. Risks are prioritized based on their potential impacts and their likelihood of occurring.

In addition, our Internal Audit Team plans its audits in accordance with the results of the risk assessment process and provides assurance that major risks are covered on a rotational basis by the annual audit plan.

The following table discusses the key risks we face as at March 31, 2024, and looking forward.

The importance of transparency in the use of generative Artificial Intelligence (AI) for various applications within the Corporation (e.g.: innovation and productivity), use of AI by third parties for malicious purposes (e.g.: misuse of our content, enhanced cyberattacks, leak of personal information) and concerns of employees with regards to job displacement as a direct result of AI, are all taken into consideration, to the best of our knowledge, when evaluating corporate risks below.

1. Changing Media Landscape

The media and entertainment sector remains under pressure from a rapidly changing media ecosystem and audience consumption patterns. Industry players need to understand how different audiences connect with media content and interact with available services. The speed of digital innovation and deployment/execution is critical for digital advertising products to meet client needs and market demands. As we try to keep pace with the changing environment and product offerings (limitations with data, branded content, etc.), we are facing additional challenges from our organizational transformation and limited resources.

Relevant content and appropriate distribution models are both key success factors, but they compete for the same internal resources. If our traditional and digital offerings do not meet audience expectations, it may impact our performance in terms of reach and engagement and may hinder our ability to sell advertising in the form/format clients are looking for. Furthermore, if we cannot collect accurate and timely data on our users' behaviour, we will not be able to optimize our revenue strategy. All decisions are intensified by the challenge of meeting our mandate obligation and pursuing our strategic plan (mainly growing our digital portfolio).

2. Financial Sustainability and Prioritization

The extraordinary challenges that the media industry in Canada is facing, including unprecedented regulatory and legislative uncertainty, accelerating changes in consumer consumption patterns, continued technology change and disruption, and the economic outlook, have a direct impact on financial sustainability. In this context, media businesses are restructuring for the future.

We are also facing our own challenges with the imminent mandate review and pressure on our structural and financial business models. Specifically, growth in digital revenue is not sufficient to offset the decline in traditional advertising and subscription revenues. Supply chain disruptions are increasing costs, mainly in our high-profile projects. Production costs and labour costs for specialized employees continue to rise. This combination of declining revenue and rising costs justifies the need to establish a financially sustainable model. Regular updates are made to our analysis to validate pressures and opportunities, along with mitigation strategies, combining staff and other expense reductions and including different scenarios as we face unpredictability.

These challenges also impact our capital plan. Assets used in production and delivery of services are increasingly moving toward integrated solutions and computer- and software-based tools. These tools demand much faster refresh rates than traditional assets of less than a decade ago. The real estate asset base is aging

and has a growing maintenance deficit. Our capital funding envelope is insufficient to address all capital demands, such as large infrastructure projects, equipment refresh and leasehold improvements, resulting in the continual prioritizing of key projects and project timelines within our available capital budget.

3. Mandate Review and Legislative/Regulatory Context

Our mandate is defined by the *Broadcasting Act*. Any changes affecting our mandate could impact our strategy, transformation and sustainability. The ongoing modernization of culture policies and legislation could strengthen or weaken the Corporation's independence in the *Broadcasting Act*. In addition, the potential obligations that could be imposed by the CRTC after reconsideration of our licence renewal may be inconsistent with our strategy or our programming and content offering.

4. Reputation and Brand Management

CBC/Radio-Canada is among the most prominent and most discussed brands in the country. It is a sign of our importance that Canadians have opinions about their public broadcaster. At any time, our activities can generate public and media attention. There is a risk that negative perceptions of us, if unaddressed, could undermine credibility and public support.

5. High-Profile Projects and Transformation

Our high-profile projects are transformative in nature and enterprise-wide. They align with our strategic vision over the medium- and long-terms and they introduce substantial changes to our processes, technology and workplace environment, generating important and significant benefits.

The unusually large volume of concurrent high-profile projects increases project management complexity at the portfolio level, intensifies the workload on employees, and puts pressure on our operational and capital budgets. Furthermore, there is a complexity associated with the current combination of major operational and capital projects as they are managed and reported through different leadership structures.

Given current legislative initiatives and industry conditions, it is essential to build the Corporation's capacity to transform in order to meet our long-term financial and operational challenges. The transformation mandate includes identifying opportunities that create greater consistency across CBC/Radio-Canada initiatives, both internally and externally; maintaining and amplifying direct investments in content creation, acquisition and production; extracting as much value as possible from related services and corporate assets; and maintaining and enhancing the public broadcaster's relevance by focusing on structures and processes that bring CBC/Radio-Canada closer to the audiences it serves.

6. Workforce and employee Well-being

The digital and IT/tech talent shortage continues domestically and outside Canada, making recruitment more difficult and increasing costs in these areas. At the same time, the current financial environment and announced job cuts have an impact on our employer brand and our ability to attract and retain the right talent to fulfill our strategic and operational requirements. Our financial constraints limit our capacity to offer and maintain competitive compensation packages to keep pace with the rapidly accelerating cost of living. This is happening against a backdrop of industry-wide challenges that are resulting in fewer people being attracted to careers in media in general and journalism in particular. We may have key roles unfilled for longer periods, which will have an impact on the workload and engagement of remaining employees. Our workforce is a key enabler of our success.

7. Evolving Cyber Threats

The number, cost and complexity of cyber incidents for all companies worldwide continue to grow despite increased awareness of and attention to cybersecurity. This is notably due to the rapid growth and adoption of disruptive technologies. For example, generative AI techniques are already being used to create realistic phishing emails without typos or to generate deepfake content that impersonates CBC/Radio-Canada brands. Our employees using these technologies will also introduce new security risks if their usage is not well controlled. Mitigation measures involve recruiting and retaining cybersecurity experts. This remains a challenge as demand continues to exceed supply and salary expectations increase. Regular training to educate our employees and build a strong first defence is also mandatory as human risk is the source of most cyber incidents. The exploitation of vulnerabilities associated with poorly designed, misconfigured or obsolete equipment, and the growing number of end-user cloud and software applications, may also lead to security concerns like data leakage, breaches or system breakdowns. Evolving cyber threats have the potential to significantly disrupt operations, impact the integrity of our services and data, and damage our brand.

8. Data Protection

Data is the most essential asset for the functions of an organization to deliver their expected value. Risks related to data are articulated around three main components: compliance, data security and data integrity.

Legislation is evolving in many jurisdictions in order to better protect personal information.

Data security covers all the security measures to protect an organization's sensitive information not only limited to personal information. Security measures include processes and mechanisms to prevent sensitive data from being inappropriately shared with external parties.

Finally, data integrity should never be questioned in areas such as finance, and controls have to be put in place to reduce the associated risk.

9. Labor relations

The agreement between CBC/Radio-Canada and the Association des réalisateurs (AR) expires in December 2024, and agreements with Syndicat des travailleuses et travailleurs de Radio-Canada (STTRC) and the Association of Professionals and Supervisors (APS) expire on April 1, 2025. Negotiations will take place in fiscal year 2024-2025.

APPENDIX D: OUR MANDATE AND GOVERNANCE

CORPORATE MANDATE

The Canadian Broadcasting Corporation/Société Radio-Canada (“CBC/Radio-Canada” or the “Corporation”) was established by an Act of Parliament in 1936. The Corporation’s legislative mandate and programming requirements, corporate powers, and governance mechanisms are set out in the [Broadcasting Act](#).

Section 3 of the *Broadcasting Act* outlines the broadcasting policy for Canada, and includes provisions specifically addressing the role of the Corporation in the Canadian broadcasting system. It states that CBC/Radio-Canada should provide radio, television, satellite and digital services, incorporating a wide range of programming that informs, enlightens and entertains. CBC/Radio-Canada is available how, where and when Canadians want it, and brings diverse regional and cultural perspectives into the daily lives of Canadians in English, French and Indigenous languages. In addition to its domestic mandate (regional and national), the Corporation is required under section 46(2) of the Act to provide an international service. The Corporation’s broadcasting undertakings are regulated by the Canadian Radio-television and Telecommunications Commission (CRTC).

ARM’S-LENGTH RELATIONSHIP WITH GOVERNMENT

CBC/Radio-Canada’s governance model differs from the traditional corporate model and the model followed by other Crown corporations. This reflects a deliberate policy choice from Parliament to protect and enhance the freedom of expression and the journalistic, creative and programming independence of the Corporation as Canada’s national public broadcaster. The *Broadcasting Act* clearly addresses the independence of the public broadcaster. It protects the Corporation from having to provide any information to the government that could reasonably be expected to compromise or constrain the journalistic, creative or programming independence of the Corporation or limit the ability of the Corporation to exercise its journalistic, creative or programming independence. This is key to the public broadcaster in the pursuit of its objectives and in the exercise of its powers.

The *Broadcasting Act* also makes clear that our employees do not work for the Government of Canada; that officers and employees employed by the Corporation “are not officers or servants of His Majesty.”

REGULATORY REQUIREMENTS

CBC/Radio-Canada’s broadcasting licences for its conventional television, radio and discretionary services were renewed by the CRTC in Broadcasting Decision CRTC 2022-165, dated 22 June 2022, with a modern and flexible approach that incorporates our traditional and online broadcasting services and ensures programming by and for Canada’s diverse population. The licence terms runs for a period of five years, from September 1, 2022 to August 31, 2027. Pursuant to section 28 of the *Broadcasting Act*, by Order-in-Council P.C. 2022-0995, dated September 28, 2022, the Governor in Council referred the licence renewal decision back to the CRTC for reconsideration, specifying the elements of the decision to be reconsidered. These elements are local news, children’s programming, original French-language programming and programming produced by independent producers.

Since the Governor in Council chose to refer the decision back to the Commission rather than to set it aside, the decision remains in effect. The CRTC will ultimately issue a decision setting out its determinations further to the reconsideration process.

GOVERNANCE

CBC/Radio-Canada has a Board of Directors comprising 12 Directors, including the Chairperson and the President and CEO, all of whom are appointed by the Governor in Council. Directors are appointed for a term of up to five years. The Chairperson and the CEO may be re-appointed any number of times, but all other Directors are limited to two consecutive terms, unless the third term is as Chair or CEO. Directors, including the Chairperson and the CEO, perform their duties until they resign, until the end of their term or until a new Director has been appointed to replace them if they are willing and able to continue. The tenure of Board appointments is “during good behaviour,” and Board members may be removed by the Governor in Council for cause.

The Board must hold a minimum of six regularly scheduled meetings each year at which it reviews and approves plans and budgets and discusses the overall performance of the Corporation and any immediate issues facing the Corporation.

In accordance with the *Broadcasting Act*, the Board is responsible for the management of the businesses, activities and other affairs of the Corporation. The role of the Board is one of oversight and, consistent with this principle, the Board has delegated the management of the Corporation’s day-to-day business, activities and other affairs to the CEO. The Board also ensures that the Corporation operates at all times within applicable laws and regulations and to the highest ethical and moral standards.

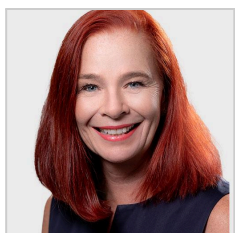
Under the *Broadcasting Act*, the CEO is delegated exclusive authority in respect of the “supervision over and direction of the work and staff of the Corporation.” The Board does not have the authority to direct or restrict the CEO in the discharge of this aspect of the CEO’s authority.

The CEO and the Senior Executive Team formulate the strategies and plans for the Corporation and present them to the Board for approval. The Board approves the strategic plans, as well as significant projects, transactions and policies, and then, consistent with its oversight role, monitors and evaluates management’s performance.

MANAGERIAL AND ORGANIZATIONAL STRUCTURE

As stated in the *Broadcasting Act*, CBC/Radio-Canada's head office is located in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), and we also have local stations in a number of major cities and smaller communities across the country. Seven components report to the President and CEO through their respective component heads as illustrated below.

The Senior Executive Team is responsible for ensuring that the Corporation delivers on its mandate effectively, efficiently and responsibly by working together to continually assess best practices to ensure that the Corporation serves all Canadians.



**Catherine
Tait**

President and CEO



Dany Meloul

Executive
Vice-President,
Radio-Canada



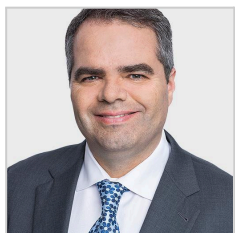
**Daniel
Boudreau**

Executive
Vice-President,
Technology and
Infrastructure



Marco Dubé

Chief Transformation
Officer and Executive
Vice-President,
People and Culture



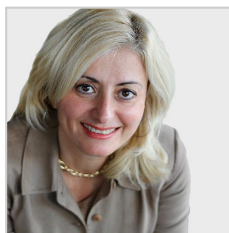
Miguel Baz

Vice-President, Legal
Services, General
Counsel and
Corporate Secretary



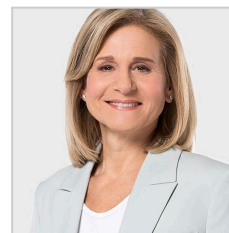
**Claude
Galipeau**

Executive
Vice-President,
Corporate
Development



Carol Najm

Vice-President and
Chief Financial Officer



**Barbara
Williams**

Executive
Vice-President, CBC