



FEMMES ET SPORT AU CANADA CANADIAN WOMEN & SPORT

CANADIAN WOMEN & SPORT

RISK MANAGEMENT POLICY

Preamble

1. Canadian Women & Sport is national non-profit dedicated to creating an equitable and inclusive Canadian sport and physical activity system that empowers girls and women – as active participants and leaders – within and through sport. With a focus on systemic change, we partner with governments, organizations and leaders to challenge the status quo and to advance solutions that result in measurable change.

Canadian Women & Sport is committed to managing risks to the organization by ensuring its decisions and actions reflect established standards and align to the organization's mission, values and strategy.

Definitions

2. The following terms have these meanings in this Policy:
 - a) "Risk" – The effect of uncertainty on achieving desired outcomes
 - b) "Risk Management" – An integrated, documented and system-wide process used to identify, assess and treat risks to better achieve desired outcomes and reflect the organization's values

Purpose

3. 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.
4. 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) Contributing to a robust 'risk management culture' within Canadian Women & Sport
5. Ultimately, successful risk management has the following benefits Canadian Women & Sport:
 - a) Prevents or limits injury or losses to its members
 - b) Helps to protect 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

6. 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

7. 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)
8. Canadian Women & Sport acknowledges that risk management is a broad activity and a shared responsibility. All members (staff, board, and facilitators) 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 Significance

9. The significance of a risk is determined by looking at the combined ranking of the possibility of a risk occurring and the consequence should it occur.

Likelihood				
Almost Certain: sure to happen; and/or could occur regularly	Moderate	Moderate	Very High	Very High
Probable: more likely to happen than not; and/or could occur yearly	Moderate	Moderate	High	Very High
Possible: just as likely to happen as not; and/or could occur yearly	Low	Low	High	Very High
Unlikely: less likely to happen than not; and/or occurs once in every 5-10 years	Low	Low	Moderate	High
Consequence	Minor	Moderate	Serious	Catastrophic



For further clarity, the table below sets out the thresholds for determining the level of consequence of a given risk within the context of Canadian Women & Sport.

	CWS Values	Performance & Planning	Reputation	Financial Impact (Positive or Negative)	Responsible
Minor	Low transgression of core values	Will have an impact on the achievement of the objective that can be dealt with through internal adjustments.	Concerns restricted to local complaints	< \$20,000 Non-material financial impact	CWS Senior Leadership Team & CEO
Moderate	Minor transgression of core values	Will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may cause a delay/ increase in cost/ time.	Minor, adverse local public or media attention and complaints	\$20,001 - \$150,000 May have material financial impact that would require a re-allocation of budget and spending.	CEO
Serious	Transgression of core values, or unintentional breach of policies/ compliance	Will significantly impact the achievement of the objective that will likely require additional time, resources, costs, and strategic discussion.	Attention from media and/or heightened concern from community	\$150,001 - \$700,000 A material financial impact requiring re-allocation of budgets and spending that significantly impacts operational activities and outcomes.	CEO, Risk Management Committee & Board Chair
Catastrophic	Transgression of core values, intentional breach of policies/ compliance	Will have a debilitating impact on the achievement of the objective. Staff and board are likely to devote full time resources to manage the situation.	Significant adverse national media/ public attention	\$700,000 + A material financial impact requiring re-allocation of budgets and spending with debilitating changes to operational activities and outcomes.	CEO & Board Chair

Procedures

10. 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



Categories of Risk

11. Risks arise from several 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, and People Risks**

Risks related to the development and implementation of Canadian Women & Sport programs; management of human resources, including staff and facilitators, and organizational capacity to meet member and stakeholder expectations and deliver on identified commitments. Risk related to strategic planning; event and competition management; planning to remain vital and relevant to our members; the inherent physical risks of our sport; travel related risks, including pandemic protocols; interpersonal related risks that escalate needlessly from interpersonal tension to unnecessary conflict.

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, Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), pandemic related requirements, increased insurance requirements, and 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; management of intellectual property; social media opportunities and pitfalls; maintaining confidentiality.

d) **Reputational Risks**

Risks resulting from damages to the organization's reputation due to lost revenue; lowered trust levels which harm relationships with stakeholders; lowered participant satisfaction; negative perceptions which erode trust; increased operating, capital or regulatory costs; destruction of member value, consequent to an adverse or potentially criminal event even if the organization is not found guilty.

e) **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.

f) **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; lack of monitoring and evaluation of progress; lack of training and education of Board members; lack of retention of corporate knowledge; staying current with trends; lack of strategic planning; Board interference.



g) 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.

12. All risks faced by Canadian Women & Sport will 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.
13. 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

14. 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.



15. 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

16. 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, 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.
17. 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

18. 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 2024.