

RISK MANAGEMENT POLICY

PREAMBLE

1. Triathlon Canada is committed to managing risks by ensuring its decisions and actions reflect established standards and organizational values.

PURPOSE

2. The purpose of this Policy is to provide a guiding statement on how risks will be managed. In general, Triathlon Canada view risk management as a comprehensive approach to improving organizational performance.
3. This Policy has other purposes, 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 Triathlon Canada.
4. Ultimately, successful risk management has the following benefits:
 - a. Prevents or limits injury or losses to participants, volunteers and staff;
 - b. Helps to protect Triathlon Canada against unnecessary litigation;
 - c. Ensures that Triathlon Canada is compliant with all applicable laws, regulations and standards;
 - d. Improves the quality and relevance of the programs and services that Triathlon Canada provides to its participants/registrants, partners and sponsors;
 - e. Promotes improved business management and human resource management practices;
 - f. Enhances the brand, reputation and image of Triathlon Canada in the community;
 - g. Overall, enhances the ability of Triathlon Canada to achieve its strategic objectives.

PRINCIPLES

5. The International Standard Organization (ISO 31000:2009E) risk management principles are:
 - a. Risk management creates and protects value.
 - b. Risk management is an integral part of all organizational processes.
 - c. Risk management is part of decision making.
 - d. Risk management explicitly addresses uncertainty.
 - e. Risk management is systematic, structured, and timely.
 - f. Risk management is based on the best available information.
 - g. Risk management is tailored.
 - h. Risk management takes human and cultural factors into account.
 - i. Risk management is transparent and inclusive.
 - j. Risk management is dynamic, iterative and responsive to change.
 - k. Risk management facilitates continual improvement of the organization.

SCOPE AND AUTHORITY – RISK MANAGER

6. The CEO is the designated Risk Manager for Triathlon Canada and is responsible for the implementation, maintenance, and communication of this policy. This policy applies to all decisions and activities undertaken on behalf of Triathlon Canada.

The Board of Directors is also responsible for ensuring that the implementation of Triathlon Canada's risk management framework is continuous and relevant, through the ongoing monitoring and review of Triathlon Canada's high-level risks, and the oversight of the Risk Manager.

POLICY

7. Triathlon Canada makes the following commitments:
 - a. Activities and events will incorporate the principles of risk management;
 - b. Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing the organization 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. Triathlon Canada 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

9. The 'significance of a risk' refers to the combined ranking of the possibility/likelihood of a risk occurring and the consequence should it occur.

10. Likelihood (L)
 - a. Unlikely – less likely to happen than not; occurs every 5-10 years.
 - b. Possible – just as likely to happen as not; occurs once every year.
 - c. Probably – more likely to happen than not; occurs once a month.
 - d. Almost certain – sure to happen; occurs once a week.

11. Consequence (C)
 - a. Minor – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments.
 - b. Moderate – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost.
 - c. Serious – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought.
 - d. Catastrophic – will have a debilitating impact on the achievement of the objective; staff and Board need to devote full time resources to managing the situation.

COMMITMENT

12. Risks are identified by Directors and staff on an ongoing basis. All Minor-to-Moderate risks are managed by the Risk Manager and captured within program documents.

13. Risks that arise and that are considered to be Serious to Catastrophic are treated as follows:
 - a. If a 'Serious' risk is identified, it must be communicated to the President or CEO within 48 hours of the risk being identified. The individual will take all reasonable measures to manage the risk including, but not limited to, seeking advice from other Directors, consulting external experts, etc.

Once the individual feels that the risk has been managed or is in the process of being resolved, the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document sharing at the next meeting, or calling a separate Board meeting to keep the Board informed.

- b. If a 'Catastrophic' risk has been identified, the President must be contacted immediately. The President and CEO will determine the most appropriate action and if appropriate, may organize a Board meeting within 48 of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability, nature of the risk, etc. All reasonable efforts will be made to manage the risk as it occurs, taking the necessary measures including, but not limited to, seeking the advice from internal partners, other Board members and external experts.

PROCEDURES

14. 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 **treatment** measures to address those risks deemed significant by reducing likelihood, consequences or both.

15. Risks arise in a number of categories of the operations of Triathlon Canada. The following categories will be used when identifying risks:

- a. **People & Program Risks:** Risks related to key operational and programming areas across the organization; risks affecting the evolution of coaching, officiating and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations and deliver on identified commitments; risk related to strategic planning; event and competition management; planning so as to remain vital and relevant to our members; the inherent physical risks of our sport; travel related risks, including medical and safety protocols; interpersonal related risks that escalate needlessly from interpersonal tension to unnecessary conflict. As well, risks related to the safety of athletes, abuse and/or harassment of athletes, practice or competition environment, equipment, and progressive training of athletes.
- b. **Compliance Risks:** Risks related to failure to comply with existing laws and regulations governing: employment standards; privacy; workplace safety; new corporations' legislation; tenant legal responsibilities; AAA charitable status; anti-doping policies; Sport Canada/OTP/other agency standards for funding and accountability; fulfillment of contractual obligations; Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS); safe sport requirements; pandemic related requirements; increased insurance requirements.
- 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, maintaining confidentiality. As well, system hacking and data security, 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 intellectual property assets.

- d. **External Risks:** Risks that are not in direct control of the organization including funding frameworks from Performance Partners (OTP, COC, CPC, Sport Canada and other agencies); relations with governments, games organizations and international federations; involvement in other sport partnerships; hosting decisions and requirements; changing political priorities; trends in the industry related to public safety, health and travel requirements.
 - 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; 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.
 - f. **Financial Risks:** Risks related to financial monitoring and reporting; lack of flexibility to control and direct funds; sponsorship attraction and retention; overly dependent on performance partners; investment and management of reserve funds; protection of revenue streams; long-term financial sustainability.
 - g. **Reputation Risks:** Risks resulting from damages to an 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.
16. All risks faced by Triathlon Canada 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.
17. The above general strategies translate into a variety of risk control measures, which for Triathlon Canada 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 the organization.
 - 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, participants 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.

RISK TOLERANCE

18. Triathlon Canada has determined the following tolerance levels for the organization which may be reviewed annually (see previous definitions):

CONSEQUENCE						
CONSEQUENCE	HEALTH & SAFETY	PERFORMANCE	REPUTATION	LOSS / DAMAGE	PLANNING	VALUES
MINOR	First aid treatment	Achieved most strategic outcomes	Public concern restricted to local complaints	\$10,000 - \$50,000	Short term delay of achieved planned outcomes	Low infringement of your values
MODERATE	Medical treatment / Leave of less than 1 week	Achieved a reasonable number of strategic outcomes	Minor, adverse local public media attention and complaints	\$50,000 - \$100,000	Not able to meet planned outcomes due to competing priorities	Internal & unintentional infringement of some of your values
SERIOUS	Leave of less than 3 months and loss of senior staff	Did not achieve a reasonable number or one critical strategic outcome	Attention from media and / or heightened concern from community	\$100,000 - \$250,000	Not able to meet planned outcomes that impact funding obligations or partner expectations	High infringement of your values – some policies were breached and require HR intervention
CATASTROPHIC	Fatality or severe permanent disability / long term leave / departure of CEO	Did not achieve a significant number or several critical strategic outcomes	Significant adverse national media / public attention	>\$250,000	Not able to meet mandate and/or fulfil funding and partner requirements and expectations	Very high infringement of values – intentional breach of policies and termination

CONSEQUENCE					
RISK ASSESSMENT:		MINOR	MODERATE	SERIOUS	CATASTROPHIC
POSSIBILITY	Almost Certain	Medium	Medium	Very High	Very High
	Probable	Medium	Medium	High	Very High
	Possible	Low	Low	High	Very High
	Unlikely	Low	Low	Medium	High

REPORTING AND COMMUNICATION

19. To ensure that risk management remains a high priority within Triathlon Canada, 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 staff (if applicable) and Directors can provide updates as required.

20. Triathlon Canada recognizes that communication is an essential part of risk management. This Policy will be communicated to staff, the Board, Committees and volunteers, and Triathlon Canada will encourage all individuals to communicate their risk management issues and concerns.

INSURANCE

21. Triathlon Canada maintains a comprehensive insurance program that provides General Liability, Accident and Directors and Officers Errors and Omissions coverage to the Directors, staff, members, volunteers and sponsors of Triathlon Canada. On every review of this policy, Triathlon Canada will consult with the insurance provider to determine if there are any emerging gaps, issues, or deficiencies to be addressed through insurance renewal. Not all risks are insurable. However, as part of its commitment to risk management, Triathlon Canada will take all reasonable steps to ensure that insurance coverage is available for essential activities.

Risk Management Policy History	
Approved	December 2, 2022
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