



Squash Canada Risk Management Policy

1. Preamble

As the national sport organization that governs squash throughout Canada, Squash Canada is committed to managing risks to the organization by ensuring its decisions and actions reflect established standards and the organization's values.

2. Purpose

The purpose of this policy is to provide a guiding statement on how risk management is to be performed within Squash Canada. In general, we view risk management as a comprehensive approach to improving organizational performance. The Risk Management Policy links directly with Squash Canada's [Risk Registry 2025](#). This policy has other purposes as well, namely:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
- Performing an educational function for staff and the Board;
- Over the longer term, contributing to enhancing a 'risk management culture' within Squash Canada.

Ultimately, successful risk management has the following benefits for Squash Canada:

- Prevents or limits injury or losses to participants, volunteers and staff;
- Helps to protect Squash Canada and its members against unnecessary litigation;
- Ensures that Squash Canada is compliant with all applicable laws, regulations, and standards;
- Improves the quality and relevance of the programs and services that Squash Canada provides to its members, partners, and sponsors;
- Promotes improved business management and human resource management practices;
- Enhances Squash Canada's brand, reputation, and image in the community;
- Overall, enhances Squash Canada's ability to achieve its strategic objectives.

3. Scope and Authority

The Chief Executive Officer is the designated Risk Manager for Squash Canada, who is responsible for the overall implementation, maintenance, and communication of this policy. It is understood that the Chief Executive Officer works with the required staff and volunteers to ensure that risks are managed according to this policy, which applies to all decision and activities undertaken on behalf of Squash Canada.

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

4. Definitions



- 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 so as to better achieve desired outcomes and reflect the organization's values.
- c) **Significance of a risk:** The combined ranking of the likelihood of a risk occurring and the consequence should it occur.
- d) **Likelihood (L)**
 - **Unlikely** – less likely to happen than not (i.e. occurs every 5 years).
 - **Possible** – just as likely to happen as not (i.e. occurs once every year).
 - **Probable** – more likely to happen than not (i.e. occurs once a month).
 - **Almost certain** – sure to happen (i.e. occurs once a week).
- e) **Consequence (C)**
 - **Minor** – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments.
 - **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.
 - **Serious** – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought.
 - **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.
- f) **Risk Management Principles:** The International Standard Organization (ISO 31000:2009E) principles are:
 - Risk management creates and protects value.
 - Risk management is an integral part of all organizational processes.
 - Risk management is part of decision making.
 - Risk management explicitly addresses uncertainty.
 - Risk management is systematic, structured, and timely.
 - Risk management is based on the best available information.
 - Risk management is tailored.
 - Risk management takes human and cultural factors into account.
 - Risk management is transparent and inclusive.
 - Risk management is dynamic, iterative, and responsive to change.
 - Risk management facilitates continual improvement of the organization.
- g) **Categories of risks:** Risks arise from a number of categories of Squash Canada's operations. Squash Canada has determined that the following categories will be used when identifying risks:
 - **People and Programs 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; and interpersonal related risks that escalate needlessly from interpersonal tension to unnecessary conflict.

- ***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; Squash Canada 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; and increased insurance requirements.

- ***Communication Risks***

Risks related to internal and external communications; information management systems; crisis and issues management; system hacking and data security, media relations; management of intellectual property; social media opportunities and pitfalls; and maintaining confidentiality.

- ***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; and destruction of member value, consequent to an adverse or potentially criminal event even if the organization is not found guilty.

- ***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; and trends in the industry related to public safety, health and travel requirements.

- ***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; and Board interference.

- ***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; and long-term financial sustainability.

5. Policy

Squash Canada makes the following commitments:

- Activities and events undertaken by Squash Canada will incorporate the principles of risk management;
- Systematic and explicit steps will be taken to identify, assess, manage, and communicate risks facing Squash Canada in a timely fashion;
- 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).

Squash 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.

The Risk Management Policy is linked to Squash Canada's Risk Registry. The Risk Registry is reviewed by the Board once a year formally and items are added to it as necessary and removed as they are treated.

Risk Tolerance

The Board had determined the following tolerance levels for the organization based on a Board discussion that it wishes to review annually (see previous definitions):

CONSEQUENCE						
Consequence	Health & Safety	Performance	Reputation	Loss / Damage	Planning	Values
MINOR	First aid treatment	Did not achieve a few performance objectives	Public concern restricted to local complaints	\$5000 - \$25,000	Short-term delay of achievement of planned outcomes	Low infringement of your values
MODERATE	Medical Treatment/ Leave of less than 1 week	Did not achieve X performance objectives	Minor, adverse local public or media attention and complaints	\$25 000 - \$50 000	Not able to meet planned outcomes due to competing priorities	Internal and unintentional infringement of some of your values
SERIOUS	Leave of less than 3 months of senior staff	Did not achieve performance objectives in X out of X	Attention from media and / or heightened concern from community	\$50 000 - \$200 000	Not able to meet planned outcomes that impact funding obligations or partner expectations	High infringement of your values— Some policies were breached and requires HR intervention
CATASTROPHIC	Fatality or severe permanent disability/ Long-term leave/ departure of ED	Did not achieve any performance objectives	Significant adverse national media/public attention	> \$200 000	Not able to meet mandatory outcomes to fulfill funding and partner requirements and expectations	Very High infringement on values - Intentional breach of policies and termination



Risk Assessment		CONSEQUENCE			
		Minor	Moderate	Serious	Catastrophic
LIKELIHOOD	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

6. Procedures

Managing risks involves three steps:

1. **Identifying** potential risks using an informed, environmental scan approach. This occurs on an ongoing basis by Staff, and at least once a year by the Board and senior Staff.
2. **Assessing** the significance of a risk by considering its likelihood and consequences.
3. Developing and implementing **treatment** measures to address those risks deemed significant by reducing likelihood, consequences or both.

Squash Canada commits to the following:

1. Risks are identified and assessed by the Board and Staff on an ongoing basis.
2. All *low* to *medium* risks are managed by the Chief Executive Officer (as delegated) and captured within program documents. These risks are not normally identified within the Squash Canada's Risk Registry.
3. Risks that arise and considered to be *high* to *very high* are treated as follows:
 - a) If a **High** risk is identified by staff, the Chief Executive Officer will communicate to the President of Squash Canada within 48 hours of the risk being identified (if the risk is new). The Chief Executive Officer will take all reasonable measures to manage the risk including, but not limited to, seeking the advice from other Board members, consulting external experts, etc. Once the President and the Chief Executive Officer feel 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 **Very High** risk has been identified, the Chief Executive Officer will make all reasonable efforts to immediately contact the Chair of Squash Canada (if the risk is new). The Chair and the Chief Executive Officer will determine the most appropriate action and if appropriate, may



organize a Board meeting within 48 hours of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability of Directors, the nature of the risk, etc. The Chief Executive Officer will make all reasonable efforts to manage the risk as it occurs, taking the necessary measures including, not to limited to, seeking the advice from internal partners, other Board members, and external experts.

- c) Risks with ongoing scores of *high* to *very high* are continuously reviewed and addressed by the Chief Executive Officer and the Board, with the goal of mitigating those risks.

All risks faced by Squash Canada can be addressed by one or more of the following four general strategies:

- **Retain** the risk – no further 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.
- **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.
- **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.
- **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.

The above general strategies translate into a variety of risk control measures, which for Squash Canada may include (but are not limited to):

- Development or updating of policies, procedures, standards, and rules.
- Effective communication.
- Education, instruction, professional development, and specialized training.
- Ensuring a core set of organizational values have been identified, defined, and communicated throughout Squash Canada.
- Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders.
- Use of robust and legally sound contracts (i.e. code of conduct, employment agreements, contractor agreements, partnership agreements).
- Improving role clarity through use of written position descriptions and committee terms of reference.
- Supervision and monitoring of staff, volunteers, participants and activities.
- Establishing and communicating procedures to handle concerns, complaints, and disputes.
- Implement schedules for regular review, maintenance, repair, and replacement of equipment.
- Preparing procedures and protocols for emergency response and crisis management.
- Use of warnings, signage, participation agreements, and waiver of liability agreements where warranted.
- Purchasing appropriate insurance coverage for all activities and reviewing regularly.



7. Reporting and Ongoing Monitoring

To ensure that risk management remains a high priority within Squash 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 the Chief Executive Officer and Board Members can provide updates as required.

Squash Canada recognizes that communication is an essential part of risk management. This Policy and our Risk Management Process will be communicated to Staff, Board of Directors, Committees, and volunteers and we will encourage all members to communicate to Squash Canada their risk management issues and concerns. Specifically, the following steps will be taken to ensure a risk aware culture is being fostered:

- Staff reviews Squash Canada's risk registry on a quarterly basis or as a risk arises;
- Staff provide updates on matters of risk to the Board at every Board meeting (standing item on the Board agenda);
- If changes or additional updates to the Risk Management Policy are needed during the year, Staff will bring forward to the Board for discussion and approval;
- The Board annually reviews and updates the Risk Registry and the Risk Management Policy to determine if any additional *high* to *very high* level risks need to be added and to confirm the organization's risk tolerance profile.

8. Insurance

Squash Canada maintains a comprehensive insurance program that provides General Liability, Accident coverage, Directors and Officers and Errors and Omissions coverage to the Directors, officers, staff, members, volunteers, and sponsors of Squash Canada. Upon annual renewal of this policy, Squash Canada consults 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, Squash Canada will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of Squash Canada.

Policy History

Policy

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