

# Canadian Light Source

## Enterprise Risk Management



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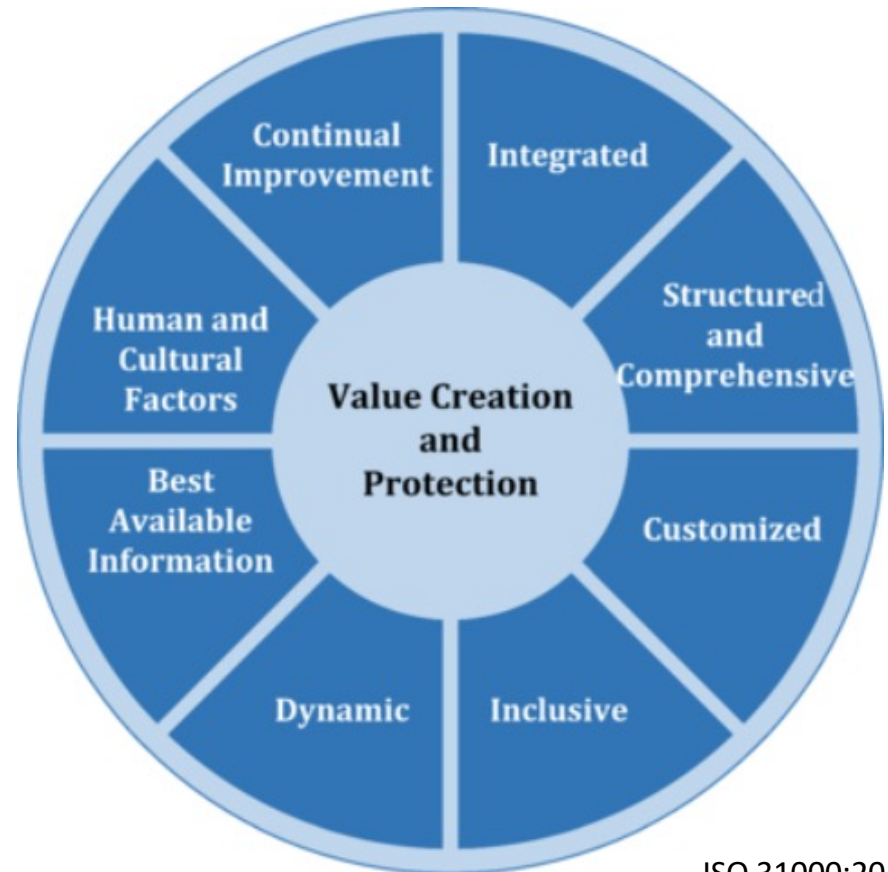
# Enterprise Risk Management (ERM) at CLS

- ERM at CLS is a collection of multi-disciplinary practices that identify, articulate, and action potential hazards to our finances, operations, and capabilities.



# ERM Refresh

- As a function of process improvement, CLS's ERM policy and processes are being refreshed to align with ISO 31000:2018.
  - One of the significant updates in this standard is a drive towards business integration and real-time understanding of risk.
  - ERM process development is underway after consultation with stakeholders across the business.

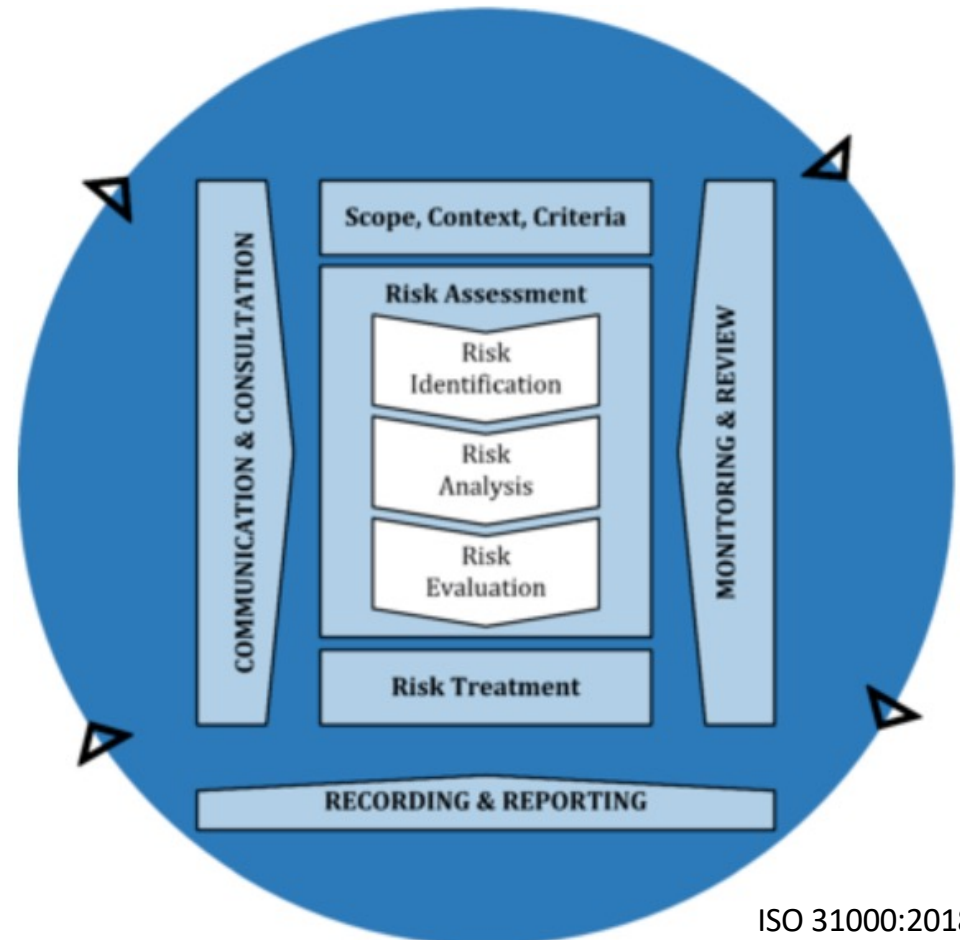


ISO 31000:2018



# Risk Registers

- Risks are documented in risk registries that track:
  - Risk description,
  - Inherent risk ratings,
  - Residual risk ratings,
  - Existing mitigations,
  - Underlying risk causes, and
  - Action plans.



# Risk Scoring

- To score individual risks, CLS uses an (Impact \* Likelihood) formula. Impacts are scored under multiple categories, such as “Financial” or “Operational.”
- Likelihood is scored based on how likely the impact is to occur within a two-year timeframe.
- Once scored, the risk is given one of four risk ratings, from “Low” to “Very High”.

		LIKELIHOOD				
		Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
IMPACT						
Extreme	5	M	H	H	VH	VH
Major	4	M	M	H	H	VH
Moderate	3	L	M	M	H	H
Minor	2	L	L	M	M	H
Insignificant	1	L	L	L	M	M



# Risk Landscape

- Risks are commonly shown on CLS's heat map, seen below.

LIKELIHOOD:	Rare	Unlikely	Possible	Likely	Almost Certain
IMPACT					
Extreme	1	2		2	2
Major		2	5	3	
Moderate	2	1	2	1	
Minor					
Insignificant					

- Very High Risks (Red, Top-Right Corner) are presented to CLS's Board of Directors on a regular basis to provide updates and discussion opportunities.

# Risk Landscape

- At present, CLS's risk landscape shows that our largest risks are ensuring that:
  - consistent funding is available for projects and operations,
  - key physical systems are operating effectively, and
  - academic users are eager to partner with CLS when they need synchrotron light.
- Each of the very high risks have action plans that are regularly reviewed with leadership.
- While lower-risk, several other risks have been identified and are being treated with priority, such as ensuring:
  - That the facility remains a safe and compliant place to work.
  - That the facility is able to manage its cybersecurity.

# ERM's Core Processes

