

HOCKEY CANADA

**EQUITY, DIVERSITY,
AND INCLUSION (EDI)
PATH FORWARD:
OUR COMMITMENT
TO ACTION**



HOCKEY CANADA



MESSAGE FROM LEADERSHIP

In October 2020, the Equity, Diversity and Inclusion Task Team provided the Hockey Canada Board of Directors a report that included a framework for the first-ever strategic plan on equity, diversity and inclusion at Hockey Canada. The framework is clear, we are committed to creating an environment where people feel valued for their differences – because of them, not in spite of them – and where everyone can have positive hockey experiences regardless of how they are involved in **their great game!**

Through this Path Forward, we want to re-affirm our commitment to advancing diversity and inclusion in the organization and throughout the Members across the country as it is essential to creating an inclusive environment, to the growth and retention in the game across the country and using our platform for social impact.

We strongly believe that building a diverse and inclusive culture is a journey, and I have every confidence that the leadership throughout the country will decisively lead us in the direction we need to go on this important work together.

There have been ongoing efforts undertaken essential to building a foundation from which to drive long-term, sustainable change within the hockey ecosystem in Canada, efforts we are convinced are necessary for us to continue to be a world leader, one that anticipates and responds to the changing face and needs of the citizens we serve.

A diverse and inclusive hockey ecosystem excites me, personally for our game. We encourage you to embrace our goals of being a Hockey Canada that is inclusive, diverse, equitable and accessible for all – the journey to **Make Hockey More!**

Denise Pattyn
Senior Vice-President - People, Culture & Inclusion
Hockey Canada





As Hockey Canada's inaugural vice-president, diversity and inclusion, I am excited to share our Equity, Diversity, and Inclusion Path Forward – and Commitment to Action statement. Through input and insight from Hockey Canada's EDI Advisory Group – a collection of Hockey Canada staff members and external subject matter experts put together in 2022 to support the initial recommendations from the EDI Task Team – this document outlines Hockey Canada's Path Forward in ensuring our game is diverse, welcoming and inclusive for all.

By focusing on these efforts, Hockey Canada will be able to support inclusive practices, attract and retain a diverse workforce, invest to combat all forms of discrimination – both on and off the ice, and engage with our diverse communities across the country to help **Make Hockey More.**

This is just the start, and some of the work is already underway. The actions and commitments outlined in this document will help create foundational approaches to EDI within Hockey Canada, which will help us support Members in achieving their EDI goals, many of whom who have been leading the charge over the past few years.

Now is the time for action. We are inviting you to join in. To be involved. To have a stake in it, and to take ownership. This is our game and we all have a role to play to Make Hockey More – more welcoming, more inclusive and more accessible.

Irfan Chaudhry
Vice-President – Diversity & Inclusion
Hockey Canada





LAND ACKNOWLEDGMENT

As a visitor on this land, Hockey Canada acknowledges, with respect, the history, spirituality and culture of the First Nations and peoples on whose traditional territories we gather and whose ancestors signed Treaties with our ancestors. We recognize also, the Métis and Inuit whose ancestors shared this land and these waters.

May we all, as Treaty People, live with respect on this land and live in peace and friendship with all its diverse peoples. Further, this recognition and respect for Indigenous Peoples and their lands is a key towards reconciliation.

OUR COMMITMENT TO ACTION STATEMENT

MAKE HOCKEY MORE – Commitment to inclusion and belonging!

At Hockey Canada our mission is to lead, develop and promote positive hockey experiences by being a world sports leader. We see a direct link between the passion we ignite through hockey in Canada, and how we ignite this passion within Hockey Canada.

We are constantly learning and committed to building diverse and inclusive teams and leaders with a variety of differences, backgrounds, skills and views. The more diverse and inclusive we are, the better we will be.

We believe EDI and belonging is more than a box to check or a target to hit. It is our commitment. EDI data is only the starting point; our intention is to embed EDI into everything we do to have a positive impact on our game and programs, to better serve our customers, partners, employees and communities from coast to coast to coast.

We will nurture a culture where inclusiveness and belonging are intentional.

We are committed to constantly listening and learning. We believe having varied perspectives helps generate better outcomes in a changing and increasingly diverse world.

We will use our national platform for social impact, contributing to making hockey more – more welcoming; more inclusive; more accessible for all who call Canada home.

We will represent and reflect the communities we serve, create better citizens through sport and offer all people throughout Canada the chance to lead healthy lives through sport.





INTRODUCTION

Equity, Diversity & Inclusion is a people and business issue, connected to the sustainability and profitability of an organization, the quality of our relationships with Canadians and the progress we can demonstrate as a **world leader**.

Diversity in thought and representation increases the likelihood of being innovative and creative, and if there was ever a time this was required for growth and retention it is now.

Our marketplace and people are demanding changes, and like everything we do, we are determined to achieve a gold medal standard by fostering a collaborative environment that supports diverse thinking and a culture of inclusion.

Our EDI Path Forward is to maximize diversity through thought and lived experience. To support an inclusive culture. Diversity is about valuing different perspectives, while also valuing the diverse identities we bring related to gender, ethnicity, race, language, people with varying abilities, sexual orientation and different age groups. An inclusive culture is one where a shared sense of belonging helps all individuals achieve their highest potential.

EDI must be embedded in our strategy and culture with measurable benchmarks - what gets measured, gets managed.

VALUE

Organizations have learned that by supporting and promoting diversity and inclusion, they are gaining benefits that go beyond the optics. We believe diversity is more about being a part of the values we want to lead by, as are integrity, resilience, innovation and more.

Historically, diversity was only considered through the lenses of demographics and representation, yet today we see diversity as a melding of varying experiences, different backgrounds and individual perspective. If we are going to grow the game of hockey, we need to create a safe and inclusive environment that provides opportunity - every child should have a fair chance to play.

It is also important for Hockey Canada to step up through listening, learning and using our platform for social impact. This is more than a marketing exercise. As various movements reminded the world, there is a need and a willingness to stand along those who battle against all forms of injustice related to gender-based violence, homophobia, misogyny, racism, and sexism. Through our collective effort, we will be able to strengthen the great sport of hockey to ensure it is accessible, and Hockey Canada is able to deliver on its mission to **Lead, Develop and Promote Positive Hockey Experiences** for all who call Canada home!





OUR GUIDING QUESTIONS

- Does hockey reflect Canadian values – What’s guiding our behaviour? Are we inclusive?
- Does the representation in leadership at Hockey Canada and its Members reflect the Canadian population?
- What are the statistics in hockey on racism and discrimination?
- Are we seeing a decline in registered participation and how can we use demographic data to analyze this?
- What is our value proposition and what does it mean to Hockey Canada? Are we promoting the True Sport Principles? (i.e. Stay Healthy, Respect Others, Include everyone, etc.)
- How are we managing perceptions about hockey – accessibility, cost, safety, etc.?

The framework identified in the EDI Task Team report comes to life through implementation and evaluation plans. The framework contains “goal posts,” which are the pillars that represent the battles in the corners we need to focus on for long-term success. The EDI Path Forward Plan is intended to be part of Hockey Canada’s broader organizational strategic plan, with recognition that key focus areas may be customized to meet unique needs at all levels and regions across the country.



PEOPLE

- Those directly impacted by the game: players, families, volunteers, officials, coaches
- Who we hire, retain and promote
- Employment/volunteerism that reflects the demographics of the country
- Policies, processes and procedures that reflect a progressive commitment to EDI



CUSTOMER COMMUNITY

- Those who buy our product: Members, players, parents, fans, sponsors, partners, etc.
- Ensuring our suppliers and those who provide services have diverse and inclusive practices



BRAND

- Marketing and communications around what kind of organization and hockey ecosystem we have and what we want to be
- Perception of hockey in Canada





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**OBJECTIVE 1:
EDI VISION & STRATEGY**

VISION:

EDI is embedded in the hockey ecosystem in Canada and is not seen as an isolated program, but rather as a core value, a source of innovation and a means to growth and success.

Actions	Measures	Timeline
Develop and communicate an Equity, Diversity, and Inclusion (EDI) Path Forward: Our Commitment to Action	# of Hockey Canada employees and Members receiving and supporting the Equity, Diversity, and Inclusion (EDI) Path Forward: Our Commitment to Action.	2023
Develop and communicate an EDI Commitment Statement and seek buy-in from Members to adopt	# of Members who adopt the EDI Commitment Statement.	2023
Conduct an independent third-party review of employment policies and practices through an EDI lens	# of recommendations from third-party report implemented.	2023-24
Gather information on current state amongst Members around EDI initiatives with an intent to align strategies	# of Members with an EDI strategic plan or framework.	2023-24
Engage external stakeholders involved in the EDI space to build relationships and explore collaborations.	# of formalized partnerships with stakeholders connected to EDI.	2023-24
EDI qualitative and quantitative goals and measures developed with consideration for learnings from subject matter experts and lived experiences	# of stakeholder meetings with a direct purpose linked to establishing goals and measures; Lessons Learned report.	2023-24

OBJECTIVE 2: LEADERSHIP & ACCOUNTABILITY

VISION:

Leaders are seen as change agents and role models and inspire others to take individual responsibility.

Actions	Measures	Timeline
Identify EDI training plan for leadership team	Leaders are knowledgeable about EDI and take ownership of EDI as part of their responsibilities. Measures include: <ul style="list-style-type: none"> Participation/involvement with EDI initiatives and learning opportunities (i.e. # of learning opportunities attended). 	2023-24 Ongoing
Incorporate EDI into Leadership Competency Model	How demonstrated EDI learning and application supports succession planning (i.e. set goals for leadership roles).	2023-24
Incorporate EDI KPIs into P4P framework	<ul style="list-style-type: none"> Short-term Incentive Plan incorporate EDI measures. EDI competency demonstrated in annual performance reviews. 	2023-25

OBJECTIVE 3: EDI STRUCTURE & IMPLEMENTATION

VISION:

Adequate resources to support the organization's commitment to EDI.

Actions	Measures	Timeline
Resources required to support the EDI Path Forward	Resources identified and allocated through business planning process to ensure the development and implementation of the EDI Path Forward Plan. <ul style="list-style-type: none"> # of EDI-related roles. 	2022-24



OBJECTIVE 4: RECRUITMENT, RETENTION, DEVELOPMENT & ADVANCEMENT

VISION:

Hockey Canada talent management results in equitable and accessible recruitment, retention and advancement, and a pervasive feeling of inclusion.

Actions	Measures	Timeline
Expand recruitment efforts to reach equity deserving groups	Incorporate voluntary self identification to identify # of diversity-focused applicants by competition. # of applicants who voluntarily self-identify, with the goal of having a reflective candidate pool using national census population data as a benchmark.	2023-24
Identify and implement bias awareness training for staff participating in recruitment	# of recruitment panel members who receive bias training.	2023-25

OBJECTIVE 5: JOB DESIGN, CLASSIFICATION & COMPENSATION

VISION:

Hockey Canada maintains equitable internal and external compensation and job classification practices.

Actions	Measures	Timeline
Establish a people-first diversity recruitment strategy	# of job descriptions reviewed for qualifications, including education, to uncover and address systemic inequities; shift focus on lived experiences.	2023-24
Conduct a pay-equity audit to mitigate systemic pay inequity	Plan approved by ELT to address any unintended pay gaps.	2023-25





OBJECTIVE 6: EDI LEARNING & EDUCATION

VISION:

Learning from EDI best practices leads the way in creating new organizational culture, structures, and programs that impact growth and sustainability.

Actions	Measures	Timeline
Formally incorporate EDI training into onboarding of new hires, as well as all staff	# of Hockey Canada staff who have completed EDI training series.	2023-24
Review coach/official certification programs to identify gaps in EDI training and propose a plan to address	EDI training incorporated into certification programs.	2024-25
Review non-certification training programs to ensure training is having an impact on changing behaviours	Implementation of Learning and Development Initiative Charter.	2023-24

OBJECTIVE 7 INCLUSIVE CULTURE

VISION:

Build a culture that is inclusive.

Actions	Measures	Timeline
Establish policy and process for voluntary use of pronouns in email signatures, business cards, event IDs, etc.	Staff have an accessible way to include pronouns in the work environment. # of staff aware of the policy and process.	2023-24
Establish an internal EDI Employee Resource Group (ERG) to help identify priorities to support the implementation of EDI Path Forward plan	# of meetings with the ERG, with focus on outcomes identified.	2023-24
Evaluate national team programs for able-bodied athletes and how the program can be adapted for para programs	Review of para programs identifying areas that need to be incorporated/enhanced. # of recommendations implemented.	2023-25 Ongoing





CUSTOMER COMMUNITY

- Those who buy our product: Members, players, parents, fans, sponsors, partners, etc.
- Ensuring our suppliers and those who provide services have diverse and inclusive practices

OBJECTIVE 1: ASSESSMENT, MEASUREMENT & RESEARCH

VISION:

EDI measures are included as part of the organization's overall performance, linked to organizational strategy and publicly shared.

Actions	Measures	Timeline
Conduct research on EDI metrics including internal and external best practices	EDI measure incorporated into Hockey Canada's annual performance scorecard.	2023-24
Establish an EDI dashboard for key metrics and share a scorecard throughout organization, with Members and public	EDI dashboards establish that support a scorecard for reporting purposes.	2024-25

OBJECTIVE 2: INTEGRATION WITH GROWTH & RETENTION STRATEGY

VISION:

Hockey Canada takes a leadership role in influencing and supporting the connection of EDI and Growth & Retention initiatives locally, nationally and globally.

Actions	Measures	Timeline
Create an annual calendar to ensure Hockey Canada representation at events (listen and learn)	Senior leadership overseeing EDI and Growth & Retention initiatives commit to attend and share learnings from six events, with a focus on EDI and/or Reconciliation.	2023-24
Work with specific organizations to understand challenges and identify collaborative opportunities	Identify and establish relationships with a minimum of four organizations; report findings on best practices, deliver opportunities and incorporate within G&R strategy.	2023-24
Explore models from programming and connect national strategy to EDI efforts at Member or local levels by collecting best practices, including the collection of diversity survey questions in ongoing research with participants	Creation of a Best Practices Innovation Centre online hub where resources are shared and celebrated through reflecting alignment with Members.	2023-24
Establish criteria for community organization affiliation and identify opportunities for program pilots, with potential collaboration with Hockey Canada Foundation grant opportunities	# of community organization affiliation agreements established. # of identified projects/initiatives funded via HCF.	2024-25

OBJECTIVE 3: TRUTH & RECONCILIATION – CALLS TO ACTION / SPORT

VISION:

Hockey Canada commits to engage in a process of developing the path forward, respecting, protecting and promoting the rights and opportunities of Indigenous Peoples through sport.

Actions	Measures	Timeline
Ensure Indigenous Peoples are equal partners in the bidding, planning and delivery and legacy of sport events organized by Hockey Canada	Include within bid guidelines for host committees to ensure event bids have Indigenous representation, participation, and inclusion.	2023-24
Draft and implement a policy for land acknowledgement to recognize, celebrate and respect Indigenous Peoples' territory and protocols	Land acknowledgements policy, accompanied with education, developed and shared with Hockey Canada staff. Staff have an accessible way to include land acknowledgement in the work and events environment. # of staff aware of the policy and process.	2023-24
Initiate an inventory of Indigenous-led programs within the Members to identify best practices that support growth and inclusion	Inventory exists with identified best practice programs; resource shared and updated annually with Members.	2023-24
Celebrate Indigenous athletes, cultures, languages and history at events, such as World Juniors, Women's Worlds, Men's Worlds, Para Worlds, etc.	Hockey Canada events acknowledge and celebrate Indigenous community and culture, in collaboration with local Indigenous organizations within the host community.	2023-24
Celebrate and raise the profile of Indigenous athletes and coaches on Hockey Canada's platforms	Marketing and Community Engagement annual media plans include showcasing Indigenous athletes and coaches. Level of engagement with stories/posts on various social media platforms.	2023-24
Collaboratively develop inclusive, coherent and sustainable sports policies, programs and projects, that integrate and implement sustainable sport development for Indigenous Peoples	Sport Declaration on Reconciliation and partnership with Indigenous Peoples is drafted with intent to seek alignment in the hockey eco-system.	2024-25
Support and invest in sport development activities for Indigenous Peoples, with particular focus on coaching, youth mentorship and community engagement using methods that are Indigenous driven	Develop and established partnerships that align with this action. # of programs supported. # of Indigenous youth involved.	2024-25

OBJECTIVE 4: PRODUCTS & SERVICES

VISION:

The product, service and policy development cycle recognizes diversity and accessibility from the outset. It doesn't merely adapt products first developed for the dominant group or culture.

Actions	Measures	Timeline
Establish a supplier diversity program by aligning procurement and service contracts/RFPs to include diversity and inclusion when sourcing	Demonstrated increase in diverse supplier in contracts and RFPs.	2024-25

OBJECTIVE 5: ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

VISION:

Hockey Canada has a framework with elements of good corporate citizenship that measures progress towards sustainability through existing practices, policies and culture that have an economic/financial effect on the organization's short and long-term value.

Actions	Measures	Timeline
Achieve a level of diversity reflective of the Canadian population within the board of directors, leadership teams and staff based on a voluntary self-identification form	Initial benchmark data established, with the intention of establishing targeted recruitment for vacant positions.	2023-24
Effective oversight and governance structure	# of education sessions with the board and ELT, and the establishment of ethics and management by values.	2023-24
Ensure sustainability considerations are included in the bidding, planning and delivery and legacy of sport events organized by Hockey Canada.	Include within bid guidelines for host committees to ensure event bids have appropriate plans for sustainability and environmental stewardship.	2023-24
Research on ESG to establish a framework for reporting – the link to corporate performance and sportive potential	Recommend report template to ELT that considers stakeholder agenda with a focus on long-term value creation through ESG.	2023-24



BRAND

- Marketing and communications around what kind of organization and hockey ecosystem we have and what we want to be
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HOCKEY CANADA MANIFESTO

Most of us think we know hockey.
But maybe we've come so far, we've forgotten what it's all about.
Distracted by our own success.
Championships, spotlights, sponsorships, and scoring records?
These are great.
But are they what we should celebrate?

Let's make hockey about more than the fame, or the glory.
Let's make hockey about the little moments we share on and off the ice.
Let's make hockey happen in more places and in more communities.
Let's make hockey about more than making the team.

Let's make it Canada's largest team.

A team where the bonds are forged by friends.
A team that stands up to racism, sexism or any other ism.
A team that puts sticks out on the front porch out of respect.
A team with a nation behind it.

Together, let's make hockey more.



OBJECTIVE 1: MARKETING & COMMUNITY ENGAGEMENT

VISION:

Become a brand (sport) that is perceived as diverse and inclusive, and culturally accessible to all Canadians. Ensure EDI integration is frequent, ongoing, innovative and contributes to an enhanced reputation for the organization.

Actions	Measures	Timeline
Conduct a brand audit in Summer 2023 to inform whether the current Hockey Canada brand is reflective of the evolving demographic of Canada (and what they expect from our brand)	Hockey Canada Brand Book is updated and includes a style guide outlining visual and communication identity within the lens of EDI best practices.	2023-25
Develop a long-term brand strategy and execution with consideration to developing a new visual and verbal identity that reflects an updated brand framework	Updated brand framework recommendation presented to ELT.	2024-25
Leverage the highly engaged fan audience around international events to feature and focus on athletes of diversity to drive awareness and inspiration to future generations (see also Truth and Reconciliation)	Intentional stories on diverse athletes, coaches and team personnel.	2023 Ongoing
Leverage diversity initiatives to continue the conversation on EDI in hockey, helping to communicate the opportunities that exist (and continue to grow) throughout our Members	Develop benchmark measurements for EDI content on social and digital.	2023
Continue to engage Canadians and collaborate with Members around theme months: Black History Month, International Women’s Day, Indigenous History Month, etc.	Establish plan through engagement of EDI experts to determine specific days/celebrations and ways Hockey Canada should recognize them.	2023 Ongoing
Develop marketing campaigns to support internal initiatives (ticket sales, First Shift, Assist Fund, etc.) that authentically demonstrate diversity in our audience base (fans and participants)	Hockey Canada content continues to be reflective of diverse representation of Canada, measured through MarCom content tracking mechanism system.	2024-25
Continue to take a diversity approach with photography and video shoots throughout the season, especially when asked by other departments to support their initiatives (event photography, development video shoots, Fan Fest, etc.)	Hockey Canada content continues to be reflective of diverse representation of Canada, measured through MarCom content tracking mechanism system.	2023 Ongoing





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