

Hockey Canada

Environmental Social Governance Strategy

October 2025



1. Introduction

Hockey Canada, as a leading National Sports Organization in Canada, strives to set the standard for environmental sustainability, social impact, and governance excellence across the hockey and broader sport landscape. This Environmental, Social, and Governance (“ESG”) Strategy reflects our organizational purpose: to unite generations of Canadians around a shared love of hockey and is grounded in our mission to enable a world-class hockey ecosystem and culture that inspires greatness in Canadians.

The goals and principles behind this strategy are embedded in Hockey Canada’s core values of Inclusion, Integrity, Ambition, Fair Play, Fun, and Excellence. They are also informed by broader sport sector leadership, including the Canadian Olympic Committee and the International Olympic Committee. Aligned with our strategic pillars, achieving financial stability, excelling at the basics, and delivering governance excellence, this ESG Strategy provides a roadmap to ensure that our off-ice efforts uphold the same standards of excellence, accountability, and inclusion as our on-ice performance.

Hockey Canada will support this strategy with a working implementation plan that remains nimble and adaptable to evolving priorities and strategic initiatives.

2. Hockey Canada Vision, Mission, and Values

In consultation with its Board of Directors, Member organizations and other stakeholders, Hockey Canada has adopted the following Vision, Mission, and Values:

Vision

To set the global standard for sport, both on and off the ice.

Mission

Enabling a world class hockey ecosystem and culture that inspires greatness in Canadians.

Values

Fun

We believe that enjoyment and passion for hockey are essential to enhancing continuous participation and personal growth. We achieve this by integrating fun into the hockey experience and by staying humble and open to new and better ideas for making hockey better.

Inclusion

We believe that every Canadian, regardless of background, ability, or identity deserves equal access to hockey opportunities. We design our hockey experiences to empower the ability to participate authentically, and we help create a sense of belonging to the hockey community.

Integrity

We believe in unwavering honesty, beyond-reproach ethics, transparency, and accountability in every aspect of what we do. We work with steadfast determination to uphold the integrity of the game and maintaining the dignity of those who participate in it.

Ambition

We believe that healthy ambition fuels our relentless pursuit of success. It pushes us to innovate, collaborate, compete, and inspire others all within the spirit of great hockey. We strive to exceed expectations of Canadians through continuous evolution of the game and our organization.

Fair Play

We believe fair play is the cornerstone of true sport. Our commitment to this reflects our dedication to creating environments where everyone has an equal chance to succeed. We are committed to building a hockey culture that inspires and empowers individuals, fosters community, and elevates the spirit of healthy competition.

Excellence

We believe excellence drives us to constantly strive for continuous improvement, innovation, and inspiration. We foster environments of dedication, discipline, and teamwork where all involved in the game of hockey can aspire to reach their fullest potential.

With this Vision and Mission in mind, and governed by the values by which Hockey Canada operates, the current year strategic objectives include:

- Achieving financial stability
- Excelling at the basics
- Governance excellence

3. ESG Strategy

Aligning with the organizational strategic objectives and values mentioned, Hockey Canada's ESG Strategy encompasses the following objectives:

Environmental:

- *Sustainable travel* – As a global events business requiring extensive travel, reduce the organization's carbon footprint by ensuring that travel is limited to the extent possible given an organization operating and participating in events across the globe.
- *Sustainable venues* - Ensure that the venues that host Hockey Canada's various championships and camps place environmental standards at the forefront of their operations for items including, but not limited to, the reduction of single use plastics. Ensure that matters of sustainability are addressed during the host bid process. For hosted World Junior Hockey Championships, Women's World Championships, and other premier hosted events, work with the Council for Responsible Sport to certify the event as a sustainable event.
- *Responsible corporate partners* – Ensure that corporate partners seeking to do business with Hockey Canada have environmental and sustainability within their corporate mandates.

Social:

- *Community legacy* – Ensure that the scheduling of competitions and pre-competition events considers the views of local governments and community organizations such that there is a meaningful economic impact left in the communities in which Hockey Canada teams participate. This impact includes the creation of jobs to service the events, supporting small businesses in the municipalities in which Hockey Canada operates, and attracting investments in communities in support of the various events. Hockey Canada will report on the economic and community impact of major events in host communities, engaging locally to ensure that initiatives reflect community needs.
- *Community engagement* – Through the Hockey Canada Foundation, Hockey Canada will ensure that equity deserving grassroots participants in the game of hockey are provided with funding to ensure that the game remains as affordable and accessible as possible.
- *Athlete engagement* – Engage high performance athletes through an entrenched governance position, including the Athlete's Committee, to provide input and advice

and support key initiatives consistent with the values and principles of Hockey Canada in areas that affect them. Ensure on-going engagement with Hockey Canada Members, as conduits to the grassroots, to ensure that Canadian athlete voices are represented in Hockey Canada's decision-making.

- *Belonging and inclusiveness* – Ensure that the game of hockey promotes diversity and belonging among those who coach, volunteer, administer, officiate, and participate.
- *Safety and sport integrity* – Ensure that the game of hockey is a physically and mentally safe environment for all who coach, volunteer, administer, officiate, and participate.

Governance:

- *Financial sustainability and transparency* – Make publicly available the audited financial statements of Hockey Canada on its website.
 - Clear disclosure of the fund structure of the organization and summaries of related policies.
 - Clear disclosure of transfers into and out the various funds.
- *Board diversity* – Ensure that the composition of the Hockey Canada Board of Directors reflects the diversity of Canada.
- *Corporate governance best practices* – Ensure that Hockey Canada follows industry standards as it relates to corporate governance practices, notably those outlined in the Hockey Canada Governance Review from the Hon. Thomas Cromwell Report, including:
 - Standards regarding Board size, skills, terms, committee structure and nominating/election process.
 - Gender parity recommendations relating to Board composition.
 - Recommendations related to the number of independent directors.
- *Risk management* – Ensure that a Risk Registry is developed, with related action steps, and ensure that its status is regularly updated and reported to the Risk Committee and the Board of Directors.
- *Truth and reconciliation* – Ensure the following are considered in Hockey Canada's programming and outreach:

- Advocating for public education that tells the story of Aboriginal athlete in the history of Canada.
- Continued support and advocacy for funding to host Indigenous events.
- Advocate for amendments to the Physical Activity and Sport Act to support reconciliation by promoting physical activity, reducing barriers to sport participation, increasing the pursuit of excellence in sport, building capacity in the Canadian sport system, and are inclusive of Aboriginal peoples.
- Advocate for stable funding, elite athlete development, programming including anti-racism awareness training, that promote the inclusiveness of Aboriginal peoples.

4. Reporting Framework

Reporting on ESG metrics is becoming common place in industry and in the future, there will be required reporting standards and third-party attestation of these metrics for certain industries. As a matter of transparency and governance excellence, Hockey Canada will report on various key ESG metrics. Included in the publicly available Annual Report of Hockey Canada will be specific reporting of ESG metrics against the objectives noted above as follows:

Initiative	Objective
<i>Environmental:</i>	
Report on the number of miles travelled by air by Hockey Canada, as well as the resulting emissions of CO2 in kilograms, using 2023-2024 as the base comparison year.	Sustainable travel
Report on the number of Hockey Canada's corporate partners with their own ESG strategies and public disclosure.	Responsible corporate partners
Report on matters related to the carbon footprint of venues in which Hockey Canada hosts its events and ensures that matters of environmental sustainability are considered for host bids and the related venues. Report on the certification obtained from the Council for Responsible Sport for premier hosted events such as the World Junior Hockey Championship.	Sustainable venues
<i>Social:</i>	
Report on the number of participants who completed The Shift Forward and applicable	Safety and sport integrity

legacy programs using fiscal 2024 as the base comparison year.	
Report the number of individuals, by gender and by age/category, participating/coaching/officiating in the game of hockey for each Member organization.	Belonging and inclusiveness
Report on the annual number of Independent Third-Party (ITP) investigations and other metrics, as applicable, regarding instances of maltreatment in hockey in Canada.	Safety and sport integrity
Report on the demographics of Hockey Canada's workforce. This reporting will include gender identity, physical disabilities, racial, religious, and ethnic identity, as well as bilingualism. Ensure that the Board consists of no more than 60% of the same gender and the majority of directors are independent.	Belonging and inclusiveness
Report on the economic impact of Hockey Canada's major events in host communities.	Community legacy
Report on the monies granted by the Hockey Canada Foundation for the Assist Fund, Dreams Come True, and Hockey is Hers programs.	Community engagement
Report on the involvement of Hockey Canada alumni in promoting and supporting the values of Hockey Canada. This could include involvement with promoting and advancing Women and Girls' hockey as an example.	Athlete engagement
<i>Governance:</i>	
Ensure that Hockey Canada's annual audited financial statements are made publicly available via the Hockey Canada website and ensure that there is clear and transparent disclosure of any payments/transfers out of and between funds.	Financial sustainability and transparency
Develop a risk registry for internal use and for reporting to the Risk Committee and Board of Directors. Ensure that matters requiring financial statement disclosure are properly reflected in the annual audited financial statements.	Risk management
Report on the demographics of Hockey Canada's Board of Directors. This reporting will include	Board diversity

gender identity, physical disabilities, racial and ethnic identity, as well as bilingualism.	
Ensure that the Board consists of no more than 60% of the same gender, has access to the athlete voice through the athlete committee, and that the majority of directors are independent.	Corporate governance best practices
Provide disclosure in the Annual Report of the Board Committees, their composition and a summary of their terms of reference.	Corporate governance best practices