



ACTION PLAN

**SHATTER THE CODE OF SILENCE AND ELIMINATE TOXIC
BEHAVIOUR IN AND AROUND CANADA'S GAME** —



As the governing body for the sport in a passionate hockey nation, Hockey Canada knows the game comes in many different forms.

From the more than 2500 minor hockey associations in every corner of the country and their thousands of volunteers who make our seasons happen, to the women's, men's, and para hockey teams that compete for gold on the international stage, in one way or another Hockey Canada touches some 650,000 participants.

As the game has grown, our organization's reason for being has evolved.

From our Strategic Plan adopted in the spring of 2022:

“We believe in providing more opportunities, creating more friendships, inspiring more diversity, and having more fun in a safe and welcoming environment.”

A vital part of that is the responsibility to look out for hockey's influence and impact outside the rink as well as on the ice.

We know we need to do more to address the behaviours that conflict with what Canadians want hockey to be, and which undermine the many good things that the game brings to our country. And with the measures outlined in this Action Plan, we aim to do just that.

Our message to all Canadians is that we are committed to taking the hard actions and making the changes necessary to enable us to be the organization you expect us to be, and to restore your confidence and trust in us.

Culture change will not occur overnight, but we believe this plan marks an important step forward.



PLAN OVERVIEW

Hockey Canada is committed to driving cultural change and addressing the toxic behaviour that exists in corners of the game.

Our objectives are to:

- Elevate the expectations we have for everyone involved in hockey
- Effect positive behaviour from the grassroots to the national team level
- Set the standard for training, education and inclusivity
- Demonstrate leadership in the broader sport community

In short, Hockey Canada wants to renew Canadians’ love for the game and its culture.

We want to Make Hockey More.



P I L L A R 1

ACCOUNTABILITY

Independent Committee on Action Plan Implementation

Hockey Canada’s leaders – our Board of Directors and our Members across the country – are accountable for our mission to “lead, develop and promote positive hockey experiences.” This has always clearly been about the experience on the ice and at the rink, but Hockey Canada can do more to ensure those positive experiences extend to any interaction with our players, coaches, volunteers, and staff.

To hold ourselves to the highest possible standards, our organization needs independent external scrutiny. Our Action Plan includes a number of new measures intended to ensure we benefit from the perspective of outside experts who will hold us to account and ensure we are always at our best.

Special Committee on Action Plan Implementation

Our accountability begins with the development and implementation of this Action Plan.

To ensure we deliver on this Plan, the Hockey Canada Board of Directors is appointing a Special Committee of independent experts to monitor and provide guidance on the implementation of this Plan. The Special Committee will be appointed by September 15, 2022. The Special Committee will have a clear mandate and Terms of Reference and will be empowered to provide recommendations on areas of focus, and additional measures that may be required to help promote behavioural improvements and make hockey more inclusive.

Delivery on this Action Plan is an overarching priority for the organization, and additional layers of accountability are included in the individual pillars of this Plan.

Public Reporting & Scorecard

Canadians will expect to see tangible action, and Hockey Canada will report transparently on our progress and on the initiatives in this Action Plan.

We will publish an Annual Social Responsibility and Impact Report to keep Canadians informed on areas of commitment such as sport safety, social responsibility, inclusion, community involvement, accountability, as well as progress on our Strategic Plan. We will also report on complaints received via the independent intake processes at both the national team and sub-national levels (outlined below).

What gets measured gets managed. Key Performance Indicators will comprise an overall Scorecard intended to share information, ensure accountability and drive action. Hockey Canada will seek guidance from both the independent third-party managing complaint intake, and the Special Committee overseeing the implementation of this Action Plan, on the measures to be included in this Scorecard.

P I L L A R 2

GOVERNANCE

Independent third-party review of Hockey Canada's governance

Culture change must begin at the top. It also requires that the organization's structure, systems, personnel and processes are geared to deliver the desired outcomes.

The Board of Directors has empowered the management team to dedicate the financial and human resources required to make effective progress. The Board will also benefit from the advice of the

Special Committee on Action Plan Implementation to ensure the organization's efforts are focused and effective.

Full Hockey Canada Governance Review

Our organization's scale and social impact has grown, and so too have the expectations Canadians have for the governing body of our national game. Recognizing that Hockey Canada's reason for being has evolved, Hockey Canada will appoint an independent panel of experts to conduct a full governance review. This review will examine our

organization and make recommendations to ensure our governance is geared to the requirements of a national organization of our scope and influence. This review will include the National Equity Fund.

The panel will be independent of Hockey Canada, and be comprised of both subject matter and governance experts, as well as individuals who know and understand the game. The panel will work under clear and publicly disclosed Terms of Reference, with a firm timeline in which to deliver its recommendations. Hockey Canada commits to transparency on both the panel's findings and recommendations.

INDEPENDENT SPORT SAFETY STRUCTURES

Adopting Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) 6.0

Full signatory to the Office of the Sport Integrity Commissioner (OSIC)

New, fully independent and confidential complaint mechanism

A number of fully independent, specialized sport safety structures have recently been established in Canada. Taken together, these structures are a comprehensive framework to oversee, execute and steward Safe Sport programs in all of Canadian sport. The broad adoption of these structures will strengthen confidence in Safe Sport efforts, and build trust among participants and all Canadians.

With that in mind, and consistent with our new four-year Strategic Plan put in place in the spring of 2022, Hockey Canada is committing to adopt and play a leadership role in promoting these structures. We will also implement a number of new and enhanced Safe Sport measures.

Adopting the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) 6.0

The anchor for behavioural expectations and programming across our organization is the Universal Code of Conduct to Prevent and address Maltreatment in Sport (UCCMS). Hockey Canada will adopt the UCCMS 6.0 on a standalone basis and ensure all of our organizational policies and procedures are interpreted and applied in a manner consistent with the UCCMS as part of our commitment to become a full signatory of the Office of Sport Integrity Commissioner.



Hockey Canada shares the UCCMS’ purpose to advance “a respectful sport culture that delivers quality, inclusive, accessible, welcoming and safe sport experiences.” The UCCMS provides common definitions and clearly outlines prohibited behaviours in several areas of maltreatment, including physical, psychological, and sexual maltreatment, as well as addressing grooming behaviours and power imbalances.

Signing On to the Office of the Sport Integrity Commissioner (OSIC)

Hockey Canada recognizes the importance of an independent, specialized organization with the capacity to be the stewards of Safe Sport programs – for hockey and other sports. To that end, Hockey Canada is pleased to commit to become a full program signatory of the Office of the Sport Integrity Commissioner (OSIC), including ceding to OSIC all responsibility for complaints, allegations or concerns at the national programming level that fall under the authority of Hockey Canada and OSIC.

Hockey Canada applauds the establishment, through the Sport Dispute Resolution Centre of Canada (SDRCC), of the OSIC. We welcome the expertise of these independent groups to help us and all National Sport Organizations (NSO) navigate the complexities

of a holistic Safe Sport program. In particular, we recognize the critical importance that these systems prioritize mental health support and will look to OSIC’s partnership with the Canadian Centre for Mental Health and Sport (CCMHS) as an additional level of service available to our efforts.

The OSIC came into effect in June 2022 and to-date two NSO and two Multi-Sport Organizations (MSO) have committed to sign on. In line with our support for the OSIC, Hockey Canada, in collaboration with 52 other NSO and MSO, is currently working with the SDRCC to finalize the terms of the OSIC Signatory Agreement.

New Independent and Confidential Complaint Mechanism

Hockey Canada wants to end the culture of silence that exists in parts of hockey. To help ensure that we are a safe space for raising concerns, Hockey Canada will establish a new, fully independent and confidential reporting mechanism for all individuals who are or have participated in Hockey Canada sanctioned programming.

We want to hear from anyone – past or present – who feels they are the victim of mistreatment, sexual violence, harassment or abuse by someone

affiliated with our organization. The objective of the mechanism is to encourage individuals to raise concerns and provide confidence that their concerns will be treated seriously.

This new mechanism will fill a gap in the current OSIC processes between national and grassroots programming.

At the national level, all complaints against registered participants of Hockey Canada that violate the UCCMS will be directed to and managed by the OSIC.

At present, the OSIC requirements only apply to national level programs. Hockey Canada will move beyond the OSIC. For all other levels (regional, provincial, local), Hockey Canada will implement and make available a fully independent process for the intake of maltreatment complaints.

In establishing the independent reporting program, Hockey Canada will be guided by best practices, with a focus on ease of raising concerns, a priority on confidentiality, assurances against retaliation, careful tracking, and transparent reporting.

Hockey Canada targets implementation of the reporting mechanism before the end of September 2022.



HOCKEY CANADA

INDEPENDENT THIRD-PARTY (ITP) COMPLAINT PROCESS

All complaints are directed to ITP

- All hockey related maltreatment, sexual violence, harassment, abuse or discrimination complaints sent to complaints@sportcomplaints.ca
- Complaints made to Canadian Sport Helpline or Hockey Canada staff directly will be referred to ITP.
- Hockey Canada's VP of Sport Safety (or designate) is the staff member consulted by individuals who are unsure of the proper process.

Complaint is screened by the ITP

- Complaint is screened to determine jurisdiction in accordance with Hockey Canada's Discipline and Complaints Policy.
- Jurisdiction decisions are made in writing and provided to the individual submitting a concern. Matters are referred to correct jurisdiction if outside the jurisdiction of the ITP (such as OSIC, provincial complaints mechanism or the applicable Members association).
- If complaint is accepted, the process to be used is outlined in Hockey Canada's Discipline and Complaints policy.

Preliminary or interim measures (if required) imposed by the ITP

- Hockey Canada will have to be informed of preliminary or interim measures for enforcement purposes.

Alternative Dispute Resolution Methods

- Alternative Dispute Resolution Methods are considered if appropriate.

Investigator is selected by the ITP if appropriate

- ITP will order that the matter be investigated by an independent third-party of its choosing as per the Hockey Canada Discipline and Complaints Policy.

Adjudicative Chair or Adjudicative Panel is/are selected by the ITP

- Administration of discipline proceeding conducted by ITP in consultation with Adjudicative Chair or Panel.

Decision made by Adjudicative Chair or Panel

- Hockey Canada advised of decision.
- Decision may be made public at the discretion of the Adjudicative Chair or Panel.



A central part of the independent third-party's work in establishing the new intake process will be a review of Hockey Canada's current investigation and adjudication procedures. Current procedures include clear requirements regarding notification of law enforcement, independent investigation processes, and the appointment of an independent panel to review investigation outcomes and determine discipline. Hockey Canada will ask the independent third-party to identify potential opportunities to further enhance Hockey Canada's policies and procedures.

Tracking

Building on progress we have already made in this area, we will progressively implement a comprehensive reporting and tracking system that captures all instances of maltreatment, abuse or harassment from grassroots to national level hockey. Hockey Canada will report on the tracking effort as part of its Annual Social Responsibility and Impact Report.

Over the last number of years we have started to build the infrastructure required for comprehensive incident tracking and are assisting our Members in

doing the same. Particular progress has been made in tracking the use of discriminatory slurs.

In June 2021, Hockey Canada and its Member organizations approved a new national rule (11.4 – Discrimination) for incidents of discriminatory taunts, insults or intimidation, both on the ice and outside of game play. The new rule and reporting system includes, but is not limited to, discrimination based on race, ethnic origin, skin colour, religion, age, sexual orientation, gender identity and disability.

For every incident of this nature, a Game Incident Report must be submitted to the appropriate Hockey Canada Member organization or League delegate to be tracked and addressed.

National Playing Rule 11.4 – Discrimination

Any player, goaltender or team official who engages in verbal taunts, insults or intimidation based on discriminatory grounds shall be assessed a Gross Misconduct. Discriminatory grounds include the following, without limitation:

- Race, national or ethnic origin, skin colour or language spoken.
- Religion, faith or beliefs.
- Age.
- Sex, sexual orientation or gender identity / expression.
- Marital or familial status.
- Genetic characteristics.
- Disability.

The Referee shall report the individual(s) by completing a Game Incident Report including full details and submitting the Report to the appropriate Member or League delegate.

P I L L A R 4

EDUCATION & TRAINING

Enhancing training in priority areas around conduct and expectations

Broadening educational programming on off-ice issues, including masculinity, consent, and toxic behaviours

Comprehensive review of training programs by independent specialist

Investing in technological systems to enhance training delivery across the country

The surest way to affect behaviour is through education. Our guiding principle is to train the right behaviours – the education that got us here is not the education to take us where we need to be. Through the training initiatives we have planned and those that are already underway we will dramatically expand the number of players who are exposed to enhanced education with respect to off-ice issues, and drive a ‘speak up’ culture. These players will carry that training back to their leagues, provincial programs, and minor hockey associations.

Topics related to sexual abuse and harassment have long been part of our mandatory training programs for coaches, trainers, and volunteers throughout the hockey system. Since 1997, Hockey Canada has

provided mandatory education to its participants on the issues of bullying, harassment, abuse, and grooming. However more needs to be done to help eliminate toxic behaviour in and around our game.

Though we have made progress in these and other areas, we can do more to shape behaviour in and around the game by providing expanded training, including a more structured approach to training at the high performance national level.

Hockey Canada can also demonstrate leadership in promoting and providing direction to educational and training initiatives delivered by its Member organizations and hockey leagues. This plan includes a number of enhancements in this regard.



Enhancing Training in Priority Areas

One aspect of this work is to integrate the UCCMS into our training, consistent with the enhancements to our Code of Conduct. Specifically, this includes:

1. Implementing mandatory training on the enhanced Code of Conduct – past practice had been to require players and participants to simply read the Code of Conduct, supported by general and informal guidance from coaches. Current practice now requires that a senior leader provide a detailed briefing on the Code and its key aspects, along with clear direction on the expectations Hockey Canada has for adherence to the Code and the requirement to always reflect the high standard expected of those representing Hockey Canada.
2. Continuing to mandate all High-Performance athletes, coaches, team staff, Hockey Canada staff and Board of Directors complete the Coaching Association of Canada’s Safe Sport Training Module, released in April 2020.

Our 2022-2026 Strategic Plan also includes work towards an ambition to become a sports leader in the areas of equity, diversity and inclusion (ED&I). The work has begun through the Framework identified by the Equity, Diversity and Inclusion Task Team which led to an ED&I Strategic Action Plan. The establishment of a leadership role to drive these

efforts including the integration of ED&I principles in all Hockey Canada initiatives moving forward was approved during the 2022-2023 planning and budget process.

Hockey Canada has also established a Diversity & Inclusion Advisory Group comprised of external experts, internal leaders, and Indigenous and youth representatives with a mandate to act on behalf of Hockey Canada to manage diversity and inclusion through providing support for the implementation of the ED&I Strategic Action Plan.

Broadening Training Focus

Working with the Sexual Assault Support Centre of Waterloo Region (which leads the Onside Program with the Ontario Hockey League) and Calgary Communities Against Sexual Abuse (CCASA), we have implemented a broader range of mandatory training for all athletes, team staff and Hockey Canada staff who will be participating in programs beginning in the summer of 2022 (including the previously postponed IIHF World Junior Championship in Edmonton in August) and going forward. Topics include:

- Masculinity, and moving away from outdated stereotypes
- Language, and how it can cause harm

- The continuum of harm, including how things like anti-women jokes, and sharing nude pictures are harmful and can form a continuum up to sexual assault
- Consent, what it looks like, the legal perspective, and how to talk about and seek consent
- Being a bystander, and how to encourage the behaviour of others to take ownership of sexual violence as a problem and speak up when they witness potentially dangerous situations or sexist language
- Building healthy relationships
- Coercive behaviours and how to confront them

Distinct training will be provided to participants in our women’s programs on responding to and disclosing maltreatment.

As part of these training sessions, there will be specific education for staff on how to manage situations including the disclosure of maltreatment, sensitivity to victims of alleged abuse, and addressing situations of inappropriate behaviours like harmful language, jokes etc.

This broader training is mandatory for all players and staff at national team camps and has begun this summer.

The outcomes of this review will be to:

- The first milestone of this initiative was reached in July 2022 with the engagement of GlobalLK, a specialist consulting firm in diversity, equity and inclusion strategies to conduct the national training needs analysis. The first step of GlobalLK's work is one-on-one conversations with the leaders of each of Hockey Canada's provincial Members. The results of the training review are expected in September 2022.

Through the national training needs analysis that is currently underway, Hockey Canada will also be working with all Member organizations across the country to identify content objectives for key areas, including sexual violence and consent, and will support the roll-out of these programs across the country. The ultimate objective is to have in place consistent training across all Member organizations on key issues.

At the higher level, Hockey Canada will be a forceful

Investing in Training Infrastructure

is the development and implementation of a Learning Management System as a technological backbone to our work to enhance training delivery. This technology architecture will be rolled out in Member organizations across the country, enabling our work to drive education and training initiatives through the hockey ecosystem. This initiative is in progress and will include the selection of a technology vendor and comprehensive piloting in spring of 2023, with a target to roll out across our Member organizations in 2023-2024 season.

P I L L A R 5

POLICY & EXPECTATIONS

Mandating participation in any investigation

Expanding the application of the Code of Conduct

Enhanced character screening for High Performance programs

Leveraging role models to underscore expectations

Policies and codes serve to help govern behaviour and decision-making, and are important signals of expectations. Hockey Canada is alive to the importance of keeping policies evergreen and ensuring that expectations for our athletes, staff and volunteers are well understood.

Promoting greater safety and inclusivity has been a focus of Hockey Canada's policy work as part of a renewed commitment to be a world leader in this space.

Over the last four years, Hockey Canada has implemented a number of changes to the Code of Conduct, how it is communicated, and how it is enforced, all to ensure that everyone associated with Hockey Canada – both on and off the ice – behaves in a way that aligns to the values of the organization and the expectations of our stakeholders, and Canadians.



These enhancements include:

- Expanding the application of the Code to include conduct that occurs outside of Hockey Canada business and events
- Incorporating a morality clause aligned to the values of the organization and recognizing that athletes and coaches in particular are expected to set a representative standard of behavior at all times
- Integrating the principles and requirements of the UCCMS into Hockey Canada’s Maltreatment, Bullying and Harassment Protection and Prevention Policy
- Expanding security protocols and requirements at hotels and event locations:
 - Assigning mandatory chaperones for athletes who are underage attending events, responsible for ensuring there is zero consumption of alcohol and curfews are adhered to

- Implemented mandatory sessions for the review of the Code of Conduct, the Maltreatment, Bullying and Harassment Protection and Prevention Policy, and the Alcohol and Drug Use Policy with athletes and team staff invited to participate in all Hockey Canada programs to ensure clear expectations and an understanding of the consequences for breaching these policies
- Implementing an Alcohol and Substance Use Policy for athletes and employees
- Prohibiting any “open bar” events hosted by Hockey Canada


Beyond the Code of Conduct, in June 2021, Hockey Canada and its 13 Member organizations adopted a new playing rule specifically addressing maltreatment in hockey. Section 11 – Maltreatment in the Hockey Canada Rulebook brings all forms of maltreatment under one section of the rulebook and provides guidelines for escalating penalties based on the severity of the inappropriate behaviour from

players and team officials. The implementation of Section 11 provides Members, local minor hockey associations and officials across the country with clearly-defined criteria for enforcing rules related to many different forms of inappropriate conduct. As part of the new rules, certain infractions include an indefinite suspension pending a hearing, as well as mandatory hearings for repeat offenders.

Enhanced Character Screening for High Performance Programs

Hockey Canada will establish a Screening Committee that will include individuals outside of the High Performance programs to assess the character of all players, coaches and team staff identified for potential participation in High Performance programs. This will go beyond criminal record checks and references from team officials about on-ice abilities to include an assessment of references and character outside of hockey. Such assessments will form part of the determination of whether these individuals are eligible for invitation to Hockey Canada programs.





Our scouting activity for our high performance men's, women's, and para players already includes a key focus on character – qualities like leadership, perseverance and teamwork. However, we recognize that we should hold our highest profile participants to a higher standard, and this includes considering their behaviour and track record outside of their time with Hockey Canada and outside of the rink.

The Screening Committee will be responsible for receiving and reviewing all screening materials and, based on such reviews, making decisions regarding the appropriateness of individuals to be granted roster spots and for staff occupying designated positions.

This enhanced character screening process will be in place by September 1, 2022, in time to apply to the next series of high performance camps and events in the fall period.

Expanded Application of the Code of Conduct

In June 2022, Hockey Canada approved, with immediate effect, further amendments to the Hockey Canada Code of Conduct to include specific reference to sexual harassment and to close an identified gap around enforcement. Put simply: breaching the Code of Conduct, or failure to cooperate in an investigation could mean never wearing a Hockey Canada jersey – ever – or participating as a coach, official or trainer in our minor hockey programming, ever.

Effective immediately, every person participating in a Hockey Canada program will have a firm and unequivocal obligation to cooperate in any investigation relating to an alleged breach of policy, with no exceptions. Our new policies also describe the potential consequences for failure to cooperate – which could include a prohibition from participation in any current or future Hockey Canada programs in any capacity.

Leveraging Role Models

Hockey Canada will establish a mentorship program through which participants in high performance programs will provide mentorship guidance to participants at lower levels. Seeing behaviour in action, and hearing from role models, is an important complement to educational programs led by experts. This will include mentorship by participants as young as the U18 level (for U17 players) up to established professionals at the highest levels. Hockey is a team game, where leadership by one's own teammates is revered – implementing training and educational initiatives involving current and former participants will drive change by providing a direct and immediate example of expectations in action by those who have been there themselves.

ALIGNING OUR INTERNAL ORGANIZATION

Prioritizing and investing in an expanded Safe Sport department

Aligning executive performance to progress on culture

Reviewing our core values

Enhancing Board diversity

The Strategic Plan put in place in spring 2022 clearly establishes our long-term ambition: to be a World Sports Leader. This includes strong action towards safety and inclusivity in sport – all sport.

We are taking a number of steps to align our organization to deliver on that long-term ambition.

Prioritizing and Investing in Safe & Inclusive Sport

Hockey Canada's Board and our Member organizations have identified addressing maltreatment as a key strategic objective. To ensure alignment with our mission and the evolving expectations of Canadians and Canada's hockey community, Hockey Canada has taken the first step in establishing a standalone sport safety department, led by an experienced newly hired Vice-President who will oversee the implementation and evaluation of a comprehensive Sport Safety Framework.

This Framework includes the organizational principles for safe hockey environments, the broad topics comprising the program, and the corresponding

policy, education, reporting, and advocacy initiatives required to create positive, healthy and safe practices.

Hockey Canada will commit the required human and financial resources, including the creation of several new positions, to support the timely implementation of the Sport Safety Framework. The staff hired for these roles will be responsible for the creation and direction of multi-year strategies focused on maltreatment, harassment and abuse, injury prevention, mental health, gender equity, as well education, awareness and engagement.



Female Hockey Policy Committee

In 2019, Hockey Canada established an external committee specifically mandated to monitor the needs of female players, both on female-only teams and teams that also include boys or men. The committee reports directly to Hockey Canada's Board of Directors and is specifically tasked with making recommendations on improving the experience of females in Canadian hockey. The Female Hockey Policy Committee is chaired by Stephanie White, Athletic Director at the University of Windsor.

Aligning Executive Performance to Progress

The Board is changing how it reviews and determines the performance of the Chief Executive Officer. These performance measures will also be expanded to other members of the Executive Leadership Team. These changes will connect

performance targets to deliverables in this Action Plan, directly linking continued employment with Hockey Canada to progress on the long-term objective of culture change. These changes will take effect during the annual performance review cycle which occurs at our year-end in June.

Examining Our Core Values

Our 2022-2026 Strategic Plan includes an active review of the fundamental values of our organization. While our longstanding values Compete, Passion and Respect remain important, they are not representative of the broad scope and importance of what Hockey Canada represents on a day-to-day basis. The review of our values includes a focus on themes of inclusivity and community – with the intent of extending our expectations for our organization beyond the rink and into the culture. This review is underway and is targeted for completion by November 2022.

Enhancing Board Diversity

Beginning in 2018, Hockey Canada committed to increase the diversity of its Board of Directors so that it is more representative of all Canadians. Our by-laws were amended in 2019 to ensure that our Board's composition includes at least two women. We also established a diverse and independent Nominating Committee in November 2019, and tasked them with expanding the scope of our candidate pool to include members of the Canadian public. Directors elected from that pool of candidates have increased the Board's gender and ethnic diversity. The Nominating Committee looks forward to building on this progress at our upcoming elections in November 2022, and we anticipate that the Independent governance review will further enhance these efforts.

The composition of the independent Nominating Committee is included in Appendix A.

LOOKING AHEAD

Hockey Canada understands that trust is earned, not given. For decades, we have worked to earn Canadians' trust and we have been privileged to provide positive hockey experiences to generations of children and adults from coast to coast to coast.

We do not take that trust for granted.

Culture change will not take place overnight, and it is not something Hockey Canada can do alone. This Action Plan is an important step forward, and it is a reflection of our commitment to lead a collective

effort. As we move forward we will build upon the measures in this Plan as part of an ongoing priority. We call upon everyone in the hockey ecosystem to join us on this journey – to share ideas with us and take steps of their own to enhance the culture of our incredible game.

Like with our teams on the ice, we know this will be a process, it won't be easy, and we won't be perfect. But Canadians have our commitment that our goal is nothing short of excellence, relying on teamwork, persistence, and a willingness to adapt to changing circumstances.

We believe hockey is the greatest sport on earth, and that Canada is the greatest hockey nation on earth. That belief comes with a responsibility to ensure the culture of hockey is something all Canadians can take pride in.

We expect to be held accountable by all Canadians to deliver on our responsibility to **Make Hockey More.**

APPENDIX A

HOCKEY CANADA NOMINATING COMMITTEE

Mike Bruni (Chair)

A former chair of the Hockey Canada Board of Directors and president of Hockey Alberta, Mike works as a lawyer with Bruni Law in Calgary. He has spent more than 30 years with the regulatory body for the energy industry in Alberta, serving as general counsel and head of energy operations. Mike has extensive involvement in the sporting community, including time spent with the Canadian Olympic Committee and International Ice Hockey Federation.

Alain Deschamps

Most recently the general manager of Sports Québec, which works with 65 sport federations across the province, Alain also sits on the board of directors of Club de moto BMW de Montréal, Sportcom and the Fondation de l'athlète d'excellence du Québec. An avid motorcyclist, his long career has included time with the Quebec Division of the Canadian Cancer Society, Centraide of Greater Montreal and Cirque du Soleil.

Jane Hu

Executive director and founder of Cycling Without Age Canada, a non-profit organization that makes seniors feel welcome again in communities by taking them for a bike ride, Jane was a member of the executive leadership team at Ideaca, leading the business through a transformation from start-up to an award-winning national firm. A lifelong volunteer, she has filled many roles in the hockey community.

Susan Kitchen

Formerly the executive director of the Coaches Association of Ontario and a board member with the Coaching Association of Canada, Susan was also appointed to an advisory committee for the Ontario Government Sport Plan. She has been active in rowing for more than 30 years, captaining the first all-female team to complete the canoe race across the St. Lawrence River during Carnaval in Quebec City.

William (Mick) Ryan

A senior partner at Stewart McKelvey and member of the bar of Nova Scotia and New Brunswick, Mick is an accomplished arbitrator and mediator who also sits on the appeals panel for Atlantic University Sport (AUS). He previously served as a board member with Basketball Canada, and won a gold medal in basketball at the 2013 World Masters Games in Turin, Italy.

Kallie Wood

The senior Indigenous advisor for the deputy minister's office with the Ministry of Agriculture within the Government of Saskatchewan, Kallie specializes in building relationships, policy and strategy in engagement both internally and externally. She is also the CEO and owner of Converging Pathways, focused on bridging the gap between Indigenous and non-Indigenous peoples. Kallie has given countless hours to not-for-profit organizations and sits on several boards across the country. She is no stranger to Canada's game thanks to her children and grandchildren.

Anthony Wright

The regional vice-president of Indigenous wealth at RBC Wealth Management, Anthony works with Indigenous communities to provide ongoing reporting, training and support. He is also a board member with the Sport Dispute Resolution Centre of Canada, and is a third-generation Olympian - he was part of Team Canada's field hockey entry at the 2008 Summer Games in Beijing, China.