



2025-2028

COC DIVERSITY EQUITY AND INCLUSION STRATEGIC PLAN

SPORT AS A VEHICLE FOR INCLUSION





LAND ACKNOWLEDGEMENT

The Canadian Olympic Committee aims to foster an inclusive, purpose-led, and high-performance culture. Our work of bringing people together through sport occurs on the traditional treaty and unceded territories that are part of Turtle Island. We acknowledge that Indigenous Peoples have been living and playing sports on this territory for generations and continue to do so today.

We recognize that part of our journey as a colonial organization is to take an active role in learning and unlearning about Indigenous histories on these lands and to seek to understand the role we can take in reconciliation as we move forward. We acknowledge that our two head offices are located on the traditional territories of the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, the Wendat peoples, and the Kanien'kehà:ka Nation. We are undertaking work to learn more about these territories and the Indigenous Peoples who call Tkaronto and Tiohtiá:ke home.



EXECUTIVE SUMMARY

Beyond medals and competitions, the Canadian Olympic Committee (COC) champions a transformative vision for Canadian sport. For the past eight years, we have been committed to reshaping the sport landscape by creating environments that are safe, inclusive, and barrier-free. The Team Canada Impact Agenda translates commitment into concrete action—we have invested millions of dollars to break down barriers for young Canadians and ensure more athletes can pursue their dreams in safe and inclusive environments.

Central to our mission is the belief that a robust Diversity, Equity, and Inclusion (DEI) strategic plan is foundational to fulfilling our purpose while reaching all Canadians, wherever they may be. Building on our established foundation and advancing towards Team Canada 2035, our refreshed DEI Strategic Plan reinforces our commitment to creating safer, more diverse, equitable, and inclusive sport environments. We are actively working to ensure that Team Canada reflects Canada, breaking down barriers and opening doors for athletes from all backgrounds.

Through the next quad (2025-2028), we will accelerate our actions within five focus areas:

- **People** - Build a team of staff, volunteers, and board members that reflects the diversity of Canada
- **Culture** - Promote a safe, equitable, inclusive, and barrier-free work environment for all COC staff, volunteers, and board members.
- **Athletes** - Foster a safe, equitable and inclusive environment for all Team Canada athletes
- **Indigenous Inclusion & Nation Building** - Advance and accelerate the path to reconciliation and partner with Indigenous peoples to transform Canada through the power of sport with full and meaningful Indigenous inclusion
- **Sport Communities** - Collaborate with the diverse and expansive network of organizations, institutions, and spaces where sport happens, including schools, local clubs, provincial/territorial bodies, and national organizations, to foster safe, equitable, and more inclusive sport environments.



In an era of global challenges and rapid change, sport remains a powerful catalyst for unity, hope, and collective progress. This strategic plan is a roadmap for transformative action, inviting every member of the Canadian sport community to join a sustained journey toward meaningful, systemic change. Together, we can continue to build a more inclusive, equitable, and inspiring future for Canadian sport.

David Shoemaker

Chief Executive Officer & Secretary General

Candice Maxis

Chief People and Culture Officer





DEI STRATEGIC PLAN 2.0: ACCOMPLISHMENTS AND LEARNINGS

Through the implementation of our previous DEI Strategic Plan, we have made significant progress—milestones worth celebrating and acknowledging. However, we recognize that there is still much work to be done to create more equitable, inclusive, and barrier-free sport experiences for everyone working or competing in high-performance sport.

Here are some of our achievements from 2021 to 2024:

SUCCESSSES

GROW/FACILITATE A DEI CULTURE INTERNALLY	<ul style="list-style-type: none">• Establishment of robust frameworks to support DEI within the organization (e.g., official DEI Policy, annual voluntary self-identification survey, revision of talent acquisition processes, etc.). As an outcome, in the latest Employee Engagement Survey (2024), 97% of employees said that they were made to feel welcome when joining the organization.• Implementation of a paid internship program, with over 50% of interns hired identifying as part of the BIPOC community.• Introduction of an annual DEI training program, with 100% of staff completing at least one DEI training during the quad.• Diversification of the COC Board, with 47% of members identifying as women and 40% belonging to other equity-deserving groups, a significant improvement from the previous quad.
INTEGRATING DEI INTO THE COC BRAND EXTERNALLY	<ul style="list-style-type: none">• Developed and launched the Team Canada Impact Agenda, the COC's commitment to making sport safe, inclusive and barrier-free so more young people can play and stay in sport.• Expanded the OLY Canada Legacy Grants with an increased focus on providing funding that supports equity-deserving communities.• Launched the Canadian Olympic School Program Indigenous Legacies Through Sport series in collaboration with the National Centre for Truth and Reconciliation and the Black History Collection.• Developed and implemented an organizational strategy to recognize different Awareness Days, and using these opportunities to amplify diverse athlete voices.• Launched the Team Canada Olympic Day grants, with a focus on providing funding and sport opportunities to equity-deserving communities through schools.
SUPPORT AND LEAD THE SPORT SYSTEM IN DEI ADVANCEMENT	<ul style="list-style-type: none">• Investment of \$1M to advance DEI in National Sport Organizations (NSOs) through the NSO Return to Sport and Safe Sport Funding programs.• Implementation of the NSO-Smith DEI education series for NSO/Provincial Territorial Sport Organization (PTSO)/Multisport Service Organization (MSO) staff, athletes and board members, with over 700 sport leaders completing the four-part series.• Emerging Leaders Development Program: A professional development initiative open to both NSO staff and athletes that empowers high-potential individuals from equity-deserving groups, breaking down systemic barriers and accelerating career advancement. Three cohorts were hosted in 2021, 2023 and 2024, with a total of 61 participants including 10 athletes from 20 NSOs.



Here are some of the opportunities for improvement we have identified:

OPPORTUNITIES

GROW/FACILITATE A DEI CULTURE INTERNALLY	<ul style="list-style-type: none"> • Accelerate efforts to diversify the COC workforce (staff, volunteers, and mission team) to better reflect the diversity of Canada, with a targeted focus on Black and Indigenous Peoples. • Strengthen the integration of DEI principles and objectives within each department. • Diversify COC suppliers and establish metrics for tracking progress.
INTEGRATE DEI INTO THE COC BRAND EXTERNALLY	<ul style="list-style-type: none"> • Strengthening our overall approach to monitoring, evaluation and impact reporting. • Continue to amplify and support initiatives that deliver quality sport programming and feature the involvement of Team Canada athlete members
SUPPORT AND LEAD THE SPORT SYSTEM IN DEI ADVANCEMENT	<ul style="list-style-type: none"> • In alignment with the COC's Team Canada 2035 strategic plan, focus on growing youth participation in sport by finding opportunities to drive increased access and membership for BIPOC and girls. • Continue the Emerging Leader Development Program.
INDIGENOUS INCLUSION	<ul style="list-style-type: none"> • Identify concrete actions to advance the COC's path towards inclusion and reconciliation with Indigenous People in Canada.

2025-2028 TEAM CANADA DEI STRATEGIC PLAN



OUR PURPOSE: Transform Canada through the power of Sport. Our DEI vision recognizes sport as a powerful catalyst for inclusion, driving meaningful societal change by breaking down barriers and creating opportunities for every individual to participate, excel, and belong.

OUR ASPIRATION: Become a Team Canada that reflects our nation: inclusive, respectful and community-oriented.

Guided by Team Canada 2035, we are committed to transforming the Canadian sport system by amplifying the voices, experiences, and potential of historically marginalized communities, creating pathways for meaningful representation and empowerment across every level of sport.

OBJECTIVES

As part of our DEI efforts, we recognize that our influence on the broader sport system can take different forms. We have identified three levels of impact: **Control**, **Influence**, and **Inspire**. Each represents a distinct way we can contribute to advancing principles of diversity, equity, and inclusion within our organization and in the broader sport community. While we will focus primarily on actions we can implement directly, we also see opportunities to influence and inspire broader systemic change.



- **CONTROL:** The investments and activities that COC engages in that are within our organizational capacity
- **INFLUENCE:** The investments and activities that COC engages in that influence the decisions/actions of other parties
- **INSPIRE:** The investments and activities that COC engages in that indirectly inspire change across the system

PEOPLE	<ol style="list-style-type: none"> 1. Attract, retain and develop talent (inclusive of COC/COF staff, and board of directors) across all levels of the organization to reflect the diversity of Canada (Control) 2. Create “Games-time” teams (i.e., Mission Team and Team Canada Volunteers) that reflects the diversity of Canada (Control)
CULTURE	<ol style="list-style-type: none"> 1. Foster a culture of awareness, belonging and inclusivity for all COC/COF staff, volunteers, board members (Control) 2. Embed DEI in all aspects of our organization, from corporate policies and practices to the Games environment (Control)
ATHLETES	<ol style="list-style-type: none"> 1. Continue to strengthen processes to accelerate diverse representation for athletes participating in COC-owned storytelling opportunities and programs. (Control - Inspire) 2. Continue to intentionally embed Indigenous and Diversity, Equity, and Inclusion (DEI) education and development opportunities within COC-led and COC-owned events. (Control) 3. Celebrate & support OLY-led advocacy & social impact initiatives and programs. (Control - Inspire)
INDIGENOUS INCLUSION & NATION BUILDING	<ol style="list-style-type: none"> 1. Support the dismantlement of systemic barriers that results in Indigenous Peoples in Canada being disproportionately under-represented within the Olympic Movement. (Influence) 2. Advance the implementation of Truth and Reconciliation calls to action: #87 Tell the story of aboriginal athletes in history; #88 Collaborate with North American Indigenous Games hosts; #91 ensure our Olympic Games bid respects territorial protocols and engages Indigenous communities (Influence)
SPORT COMMUNITIES	<ol style="list-style-type: none"> 1. Leverage Olympic moments (ex. Team Canada Fan Fest, Olympic Games) to engage more directly with equity-deserving communities. (Inspire) 2. Leverage COC-owned channels, including Team Canada social and digital platforms, to elevate and amplify diverse OLY, coaches and sport leaders. Ensuring authentic representation by sharing stories that highlight lived experiences, celebrate achievements, and promote inclusivity in sport. (Influence - Inspire) 3. Continue to invest in initiatives that are OLY, NSO and/or community-led with a focus on driving participation amongst equity-deserving communities (Influence - Inspire)

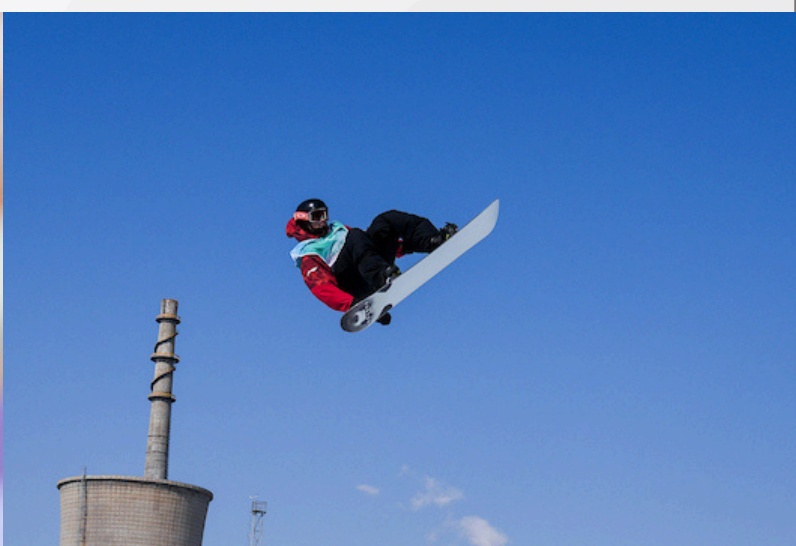
ACTION PLANS

PEOPLE

OBJECTIVES	INITIATIVES	MEASURES
<p>1. Attract, retain and develop talent (including COC/COF staff, board of directors, and volunteers) across all levels of the organization to reflect the diversity of Canada by 2028.</p> <p>2. Create “Games-time” teams (i.e., Mission Team and Team Canada Volunteers) that reflect the diversity of Canada by LA2028.</p>	Continue to collect quantitative data on demographics related to the composition of the Canadian Olympic Committee	Report provided to the board with staffing data, talent management data, Mission Team data (when applicable) and board diversity data in comparison to a baseline
	Continue to invest in the paid internship program, with over 50% of interns hired self-identifying as BIPOC	Representation levels of interns that self-identify as BIPOC
	Identify organizations that will help us reach a more diverse audience of candidates for Team Canada staff and volunteers, with an emphasis on Black people and Indigenous peoples	List of organizations where we advertise and source our talent
	Mandate training on inclusive hiring practices to all new people leaders at the COC	100% of people leaders have completed the inclusive hiring training

CULTURE

OBJECTIVES	INITIATIVES	MEASURES
<p>1. Foster a culture of awareness, belonging and inclusivity for all COC/COF staff, volunteers, board members</p> <p>2. Embed DEI in all aspects of our organization, from corporate policies and practices to the Games environment</p>	Set DEI-specific goals for each member of the Senior Leadership Team as part of their annual performance reviews	Report on DEI goals per SLT member and the completion status
	Continue to invest annually in DEI learning and development opportunities for COC/COF staff and board members	<p>Participation rate of staff and Board members</p> <p>Pulse survey on DEI-specific questions</p>
	Implement a supplier policy with procurement and RFP processes that are equitable and inclusive	<p>New procurement policy</p> <p>List of preferred suppliers and vendors</p>
	Continue to review COC policies and practices to foster a safe, inclusive and barrier free workplace	Pulse survey on DEI-specific questions



ATHLETES

OBJECTIVES	INITIATIVES	MEASURES
<p>1.Continue to strengthen processes to ensure diverse representation for athletes participating in COC-owned storytelling opportunities and programs</p> <p>2.Continue to intentionally embed Diversity, Equity, and Inclusion (DEI) education and development opportunities within COC-led and COC-owned events</p>	<p>Expand and diversify athlete engagement pathways: improve existing channels that broadcast open calls for athlete engagement opportunities and programs</p>	<p>Survey on athlete-specific questions related to compensation fairness</p>
		<p>Year over year changes in athlete awareness and applications for COC / Game Plan programs. # of diverse sports represented in COC / Game Plan programs</p>
	<p>Connect self-reported demographic survey with athlete engagement opportunities</p>	<p>Report outlining the representation of athletes engaged in COC-owned storytelling opportunities, ensuring equitable representation across identity groups</p>
	<p>Ensure diverse representation across speakers, facilitators, and consultants. Hire experts with lived experience in DEI and Indigenous knowledge to lead workshops, panel discussions, and interactive learning sessions that resonate with athletes</p>	<p>Report outlining the representation of speakers, facilitators, and consultants at COC-led and COC-owned events, ensuring alignment with DEI commitments</p>
		<p>Survey on athlete-specific questions related to the perceived impact, and effectiveness of DEI and Indigenous knowledge sessions</p>
		<p>Report outlining the number of COC-led and COC-owned events that include DEI education components, aiming for year-over-year growth in both frequency and depth of engagement</p>

3. Celebrate & support Olympian-led advocacy & social impact initiatives and programs	Identify training and education sessions which would equip athletes with storytelling and allyship skills to elevate diverse voices and advocate for inclusion in sport	Report outlining athletes' confidence in using storytelling and allyship skills through pre- and post-training surveys, tracking an increase in self-reported ability to elevate diverse voices and advocate for inclusion
	Recognize and elevate Olympians who are driving change in their communities through advocacy, activism, and social impact initiatives on COC-owned channels	Report outlining the number of Olympians recognized, supported, or engaged through COC-led storytelling, funding, and capacity-building initiatives
		Report outlining the reach and engagement of Olympians storytelling content on COC-owned channels, including views, shares, and athlete feedback on the value of being recognized
	Share COC-developed monitoring, evaluation and impact reporting tools with the Olympian community	Report outlining the number of Olympians who access and utilize COC-developed monitoring, evaluation, and impact reporting tools to enhance their advocacy and social impact efforts





INDIGENOUS INCLUSION & NATION BUILDING

OBJECTIVES	INITIATIVES	MEASURES
<p>1. Support the dismantlement of systemic barriers that results in Indigenous Peoples in Canada being disproportionately under-represented within the Olympic Movement.</p> <p>2. Advance the implementation of Truth and Reconciliation calls to action: #87 Tell the story of aboriginal athletes in history; #88 Collaborate with North American Indigenous Games hosts; #91 ensure our Olympic Games bid respects territorial protocols and engages Indigenous communities</p>	<p>Conduct an Indigenous inclusion audit to identify gaps within COC's operations, culture and practices in collaboration with external Indigenous subject matter experts</p>	<p>Completion of the Indigenous inclusion audit in 2025</p> <p>Elaboration of an Indigenous-specific action plan by the end of 2026</p> <p>Completion of the Indigenous-specific action plan from 2026 to the end of 2028</p>
	<p>Identify and implement mandatory Indigenous cultural competency training for all COC staff and Board of Directors</p>	<p>100% training completion rate</p>

SPORT COMMUNITIES

OBJECTIVES	INITIATIVES	MEASURES
<p>1. Leverage Olympic moments (ex. Team Canada FanFest, Olympic Games) to engage more directly with equity-deserving communities</p> <p>2. Leverage COC-owned channels, including Team Canada social and digital platforms, to elevate and amplify diverse Olympians, coaches and sport leaders. Ensuring authentic representation by sharing stories that highlight lived experiences, celebrate achievements, and promote inclusivity in sport</p>	<p>Identify opportunities like Team Canada FanFest where mechanisms and investments can be put in place to spotlight equity-deserving communities (ex. intentional outreach and representation of Indigenous sport and or Indigenous sport streams, representation of 2SLGBTQ+leagues, girls only leagues, consider primary languages of participants)</p>	<p>Report outlining the number of equity-deserving community groups actively engaged in Team Canada FanFest and other COC-led opportunities, ensuring diverse and intentional representation</p>
		<p>Report outlining the number of community organizations consulted and participants engaged from equity-deserving communities</p>
		<p>Feedback collected from participants on the inclusivity and accessibility of COC events programming, including language accessibility and cultural representation, aiming for improvements within the Olympic cycle</p>
	<p>Identify opportunities to collaborate with creators, journalists, and organizations to co-produce content that elevates underrepresented voices in sport</p>	<p>Report outlining the number of partnerships with content creators, journalists, and organizations from underrepresented groups to co-produce stories that elevate voices in sport reflective of the diversity of Canada</p>
		<p>Report outlining engagement metrics (e.g., views, shares, comments, sentiment analysis) on content highlighting diverse voices, ensuring increased visibility and impact</p>

3. Continue to invest in Olympian OLY, NSO and/or community- led initiatives that focus on driving participation amongst and supporting equity-deserving communities	Embed diverse representation as a core principle in all Team Canada content, ensuring that social posts, campaigns, and storytelling authentically reflect the breadth of athlete identities and experiences	Audit of Team Canada content to evaluate the representation of diverse identities, tracking improvements and identifying gaps
		Report outlining feedback from featured athletes, coaches, and sport leaders on the authenticity and impact of their stories being shared, ensuring alignment with inclusivity goals
	Continue to invest in granting initiatives such as OLY Canada Legacy Grants and Team Canada Olympic Day Grants with a focus on supporting equity-deserving communities	Report outlining the total dollars allocated through granting initiatives, the number of equity-deserving communities and programs supported, and the total participants engaged in sport and physical activity, ensuring year-over-year growth and broad geographic and demographic representation
	In collaboration with NSO's, identify two initiatives to drive participation for young people from historically equity-deserving communities, with a strong retention rate of by the end of 2028	
	Continue to invest in the Emerging Leaders Development program	Run two cohorts in the quad with a minimum participation of 40 people
	Explore additional funding streams through the COF, Marketing Partners and or Business Development to increase the overall investment in sport participation initiatives for equity-deserving communities	Report outlining annual dollars raised from COF, marketing partners, and business development for equity-deserving sport participation initiatives
		Track the participation growth in communities, organizations, and participants benefiting from additional funding



GOVERNANCE AND MEASURING SUCCESS

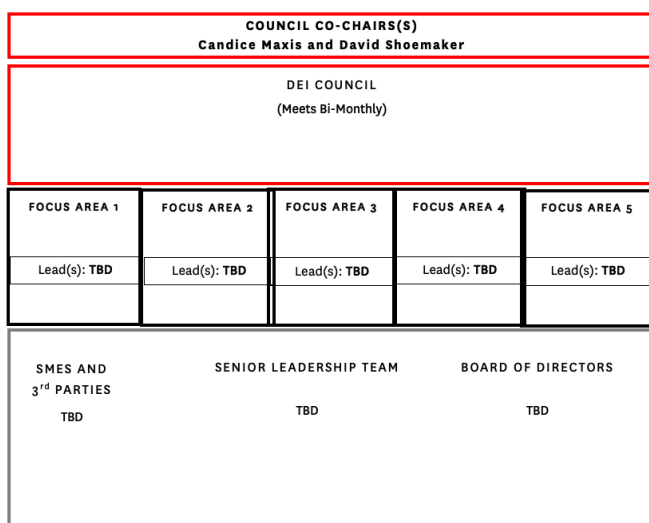
Accountability is critical to the successful advancement of this strategy. Our strategic plan now includes an enhanced governance model to ensure proper oversight and accountability from our senior leadership team and our board of directors. We will continue to report annually on our progress starting with capturing baseline data.

Our commitment:

- Measure progress with DEI Report of key performance indicators and metrics that will be presented to our board of directors on an annual basis
- Ensure that execution of DEI actions align with the COC vision, mission and values.
- Sustain a governance model for DEI and hold COC leaders accountable for the success of this strategy

DEI GOVERNANCE STRUCTURE

Our DEI Governance will help us work collaboratively across functions to deliver on commitments to reach our KPIs. We will hold ourselves accountable, which we will do by monitoring and measuring our progress against targets. Progress will be shared transparently.



ROLES AND RESPONSIBILITIES

Council Co-Chairs

- Champion the Council, oversees and ensures that the overall, integrated DEI strategy is executed
- Sign off on major decisions and cascade through the COC and to leaders
- Provide resources and budget, resolve issues and remove roadblocks

DEI Council

- Serves as a voice for underrepresented groups within the organization.
- Provide guidance and recommendation to the COC's DEI initiatives
- Hold the organization accountable for measurable progress on the DEI Strategy

Focus Area Leads

- Focus Area Leads are members of the DEI Council
- Responsible for designing, implementing, and overseeing initiatives related to the Focus Area
- Source who will execute the actions related to the focus area

Extended Team

- The Board provides governance, accountability, and strategic direction to ensure DEI is a core part of the company's long-term success.
- The Senior leadership team must set the tone by ensuring DEI principles are embedded in everything the COC does: from its mission to our revenue strategy, to processes, to our people, culture and supplier strategy
- Subject Matter Experts (SME) bring deep experience and understanding in DEI, as well as expertise within their portfolio

A LOOK FORWARD

As we look at the future of sport, there is an opportunity for all partners and collaborators within Canadian sport systems to work towards a more inclusive, barrier-free sport industry for all. While there is more work to be done and we know it will not happen overnight, we are renewing our commitment to further progress. We hope this plan can inspire others in the industry to accelerate inclusion and belonging in sport and beyond.



THANK YOU AND CREDITS

We sincerely thank everyone who contributed to making this strategic plan a solid roadmap for the future. Your support, dedication, and creativity have been invaluable.

A heartfelt thank you to:

- Carolane Gagné-Comtois, Erica Wiebe, Kate Moorehouse, Lizanne Murphy – Your hard work and passion made this possible.
- To the COC staff, the COC DEI Council and the COC Athlete's Commission – Your support and feedback have been instrumental in shaping this plan.
- To [Sohkisiwin Solutions](#) – For your expertise, your current and future support in our path to Indigenous inclusion and reconciliation.

Acknowledgments

We would also like to acknowledge open-source tools, resources, and inspirations that helped bring this plan to life

- [Fair Play - The Sport Information Resource Center](#)
- [Anti-Racism Toolkit](#)
- [Unfair treatment, racism and discrimination in community sports in Canada](#)
- [Team Canada Anti-Racism Resources - Team Canada - Official Olympic Team Website](#)
- [Truth and Reconciliation Commission of Canada](#)

Thank you for being part of this journey!

