

Sport Environment Assessments ("SEA") serve a dual function in both addressing and preventing maltreatment, discrimination and other prohibited behaviour related to the Universal Code of Conduct to Prevent and Address Maltreatment in Sport ("**UCCMS**"). A SEA is designed to identify and remedy alleged systemic issues.

Unlike an investigation, in a SEA, there is no complainant or respondent. Survey respondents and interviewees ("**Assessment Participants**") are asked to provide answers that describe their experiences. Therefore, the information in the SEA reflects how the Assessment Participants perceived the issues, systems or dynamics within the sport environment subject to the SEA.

The answers that Assessment Participants provide in interviews or to surveys are not subject to further examination to establish validity; it constitutes their individual perspectives.

Cycling Canada

Sport Environment Assessment

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Executive Summary/Background

1. At the request of the Office of the Sport Integrity Commissioner ("**OSIC**"), the Assessor was engaged on or about October 16, 2023, to conduct a Sport Environment Assessment (the "**Assessment**") regarding a National Sport Organization, Cycling Canada.
2. The Assessor conducted the Assessment pursuant to the Mandate received from OSIC, and also the OSIC's *Guidelines Regarding Sport Environment Assessments* ("**Guidelines**", attached hereto as **Appendix "A"**), in particular section 7a and 7b of the Guidelines.
3. The purpose of the Assessment was to assess the prevalence of concerns of systemic discrimination, including specifically gender-based discrimination, and other Prohibited Behaviours under the terms of the *Universal Code of Conduct to Prevent and Address Maltreatment in Sport* ("**UCCMS**") within the administration of Cycling Canada, at the national level. The Assessment also included providing solutions, recommendations, and other suggested practices to further or restore the safety and inclusivity of the National Sport Organization (the "**Mandate**").
4. The Assessor obtained participant data through interviews, surveys, and focus groups. The Assessor also received and reviewed relevant documents from OSIC. Specifically, the Assessor reviewed:
 - Various Cycling Canada policies and procedures (e.g. Complaints & Discipline Policy, Code of Conduct and Ethics, Conflict of Interest Policy, Employee Handbook, Equity and Access Policy, Human Resources Policy, Safe Sport Policy, and Whistleblower Policy, etc.);
 - Diversity, equity, and inclusion reports (e.g. Sport Culture Index Survey Summary, Cycling Canada's DEI Action Plan, and Global DEI Benchmark); and
 - Various job descriptions within Cycling Canada.

Attached hereto and marked as **Appendix "B"** is a list of the documents the Assessor reviewed.

5. The Annotated UCCMS describes Discrimination as:

Behaviour, policies, and/or practices that contribute to differential, inequitable, adverse or otherwise inappropriate treatment of or impact on an individual or class of individuals based on one or more prohibited grounds, which include race, national or ethnic origin, colour, Indigeneity, religion, age, sex, sexual orientation, gender identity or expression, pregnancy, marital status, family status, language, genetic characteristics or disability, and analogous grounds. Behaviour, policies, and/or practices specifically benefitting members of marginalized groups shall not be considered Discrimination. Discrimination does not include behaviour, policies and/or practices rationally connected to legitimate sport objectives with the honest and good faith belief that they are reasonably necessary to accomplish the relevant objectives, provided that accommodation of the needs of an individual or a class of individuals affected would impose undue hardship on the Participant and/or Adopting Organization that would have to accommodate those needs, considering health, safety, cost, and legitimate sport objectives. See Section 5.8.

6. Section 5.8 of the Annotated UCCMS describes Discrimination as:

5.8.1 Discrimination can include overt or subtle forms of harm that uniquely define the adverse or inequitable experiences of marginalized persons.

5.8.2 The following are examples of Discrimination if they are based on one or more of the grounds of Discrimination within the definition:

a) Denying someone access to services, benefits, or opportunities;

b) Treating a person unfairly;

c) Communicating hate messages or unwelcome remarks or jokes;

The perpetuation of misogynistic, racist, ableist, homophobic, or transphobic attitudes and stereotypes.

5.8.3 Discrimination does not require an intention to cause harm.

7. Cycling Canada's Eliminating Discrimination and Harassment Policy (the "**Policy**") describes Discrimination as:

[A]n action or a decision that treats a person or a group negatively for reasons such as their race, age, disability, sexual orientation, gender or other grounds enumerated in human rights legislation.

8. The Assessor identified the following Cycling Canada policies as relevant during the Assessment (collectively, the “**Policies**”):

- Complaints & Discipline Policy
- Code of Conduct and Ethics
- Conflict of Interest Policy
- Employee Handbook
- Equity and Access Policy
- Human Resources Policy
- Safe Sport Policy
- Whistleblower Policy

9. The Assessor observes that the Policy’s definition of discrimination and harassment is narrower than the UCCMS, and is also not specifically contextualized in the safe sport environment. The definition of discrimination in the Policy is more typical of a generic workplace policy prohibiting adverse treatment based on *Code*-protected grounds. By contrast, the UCCMS contemplates the “perpetuation of misogynistic...attitudes and stereotypes” as an example of discrimination. This broader definition focuses on impact, which is also consistent with the current literature on understanding discrimination in an organizational context.¹

10. The Assessor notes that this Assessment is grounded in the UCCMS, consistent with our Mandate.

11. The Assessor found significant concerns within the Cycling Canada community, especially among self-identified staff members, indicating that decision-making by senior leadership/administration at Cycling Canada may, in certain circumstances, be influenced by systemic biases and stereotypes, specifically about female staff who are or may be becoming mothers, resulting in gender discrimination contrary to the UCCMS.

The Assessment Methodology

12. Pursuant to the Mandate and the Guidelines, the Assessment data was collected through surveys, interviews, and focus groups. The Assessor wishes to note that Cycling Canada

The *Oxford Handbook of Workplace Discrimination*; Adrienne J. Colella (ed.), Eden B. King (ed.), 2015

management representatives were co-operative and facilitative in conducting the Assessment, which was appreciated.

13. The Methodology included:

- Assessment surveys in both official languages (attached hereto as **Appendix "C"**) which were sent to Cycling Canada members described below, who were part of the following mailing list (approximately 650 individuals):
 - i. National Team Athletes
 - ii. Privateer Athletes
 - iii. Cycling Canada Internal Staff (Domestic)
 - iv. Cycling Canada Internal Staff (High Performance)
 - v. High Performance Contractors & Canadian Sport Institute of Ontario Staff
 - vi. Cycling Canada Board & Board Committees
 - vii. Cycling Canada Program Committees
 - viii. Commissaires
 - ix. CAN-BIKE Instructors (2023)
- Surveys also invited participants to leave free-form comments at some points.
- Survey results were received, tabulated, and grouped into six (6) core findings. Those core findings were grouped by topic:
 - 1) *Employee turnover trends;*
 - 2) *Work/life balance;*
 - 3) *Leaves from work (e.g. maternity leave, parental leave, etc.);*
 - 4) *Promotions within Cycling Canada;*
 - 5) *Process on how to address concerns or complaints; and*
 - 6) *Overall culture of Cycling Canada.*
- The Assessor's review of the survey results showed that the majority of respondents to the survey were Cycling Canada staff, followed by athletes and others. Therefore, consistent with our Mandate, the potential focus group participants included Cycling Canada staff in Canada: Employees (non-manager and manager), contractors, coaches, and instructors.
- In accordance with the assessment plan, the next stage of data collection was an invitation for participation in focus groups to review and consider these survey results, and to provide feedback.
- The slides and survey findings presented to focus groups are also shown at **Appendix "D"**. The Assessor has removed slides that references individual

commentary that were included in the PowerPoint presented to the focus group in order to maintain confidentiality.

- Cycling Canada management provided the mailing list for this group to the Assessor. An invitation to participate in focus groups was sent out to those in the mailing list (approximately 108 individuals).
- Virtual Microsoft Teams interviews were also conducted on a one-on-one basis with individuals identified by OSIC. Additionally, some individuals reached out to the Assessor directly to discuss their experience with Cycling Canada with the Assessor in one-on-one interviews.
- Individuals were given the option to have the survey and focus group interview completed in English or French, with all responses being translated to English, if required.

14. All participation (both in the survey and focus groups) was voluntary. Survey responses were anonymous. Because focus groups were not anonymous, participants were asked to provide a signed confidentiality statement agreeing not discuss the content of the focus groups pending the completion of this report. All focus group participants did so.

15. Pursuant to the UCCMS, participants encompassed:

Any individual who is subject to the UCCMS. Participants could include, without limitation, athletes, coaches, officials, volunteers, administrators, directors, employees, trainers, parents/guardians, etc., according to the policies of the Adopting Organization.

Additional Assessment Context

16. For additional context, individuals invited to participate in the survey were spread across Canada. The survey was voluntary and anonymous.

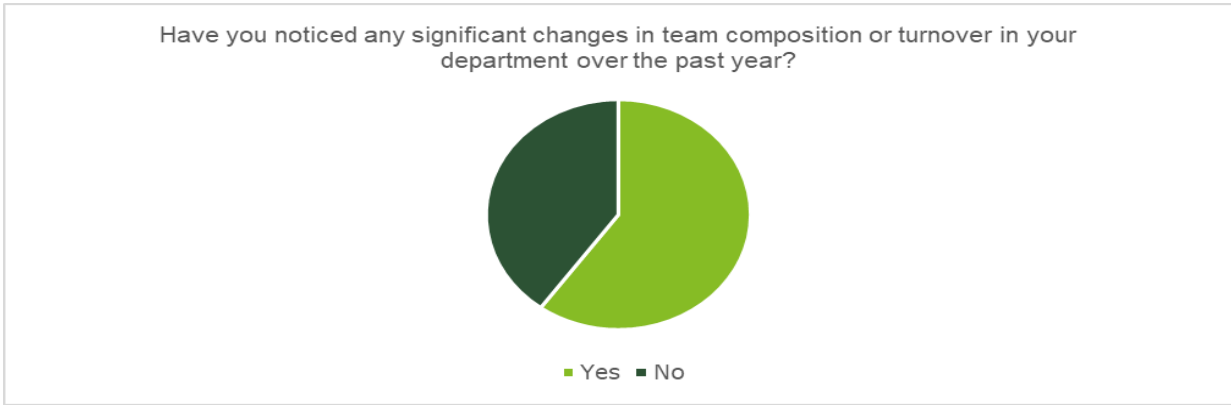
17. The survey link, circulated to the mailing list indicated above, was active between December 14, 2023 to December 24, 2023. Following the closure of the survey link, the Assessor received information from one (1) additional participant who expressed an interest in providing their feedback for the Assessment. As such, the Assessor provided the survey questions to the additional participant, and the Assessor has added their survey answers to the survey results from the survey link.

18. In total, the Assessor received approximately 98 responses from various provinces across Canada and with varying reporting relationships with Cycling Canada. Approximately 59.18% of the participants in the survey were male, and 40.82% were female. The majority of survey respondents were staff. Upon review of the surveys, some of the issues surfaced appeared to be predominantly from Ontario and Quebec, and specifically in the Milton office of Cycling Canada.
19. On January 12, 2024, the Assessor sent an invitation to participate in the focus groups to approximately 108 Cycling Canada staff (as identified above). The Assessor requested a response to the invitation to participate by January 16, 2024.
20. To facilitate the focus group, the Assessor organized participants who expressed interest in participating in the focus group into four (4) separate sessions on January 18, 19, 22 and 23, 2024. Focus Group Session #1 consisted of three (3) individuals; Focus Group Session #2 consisted of three (3) individuals; Focus Group Session #3 consisted of three (3) individuals; Focus Group Session #4 consisted of two (2) individuals. A copy of the PowerPoint slides that were presented to the focus group with a sample of questions from the survey under each theme have been attached hereto as **Appendix "D"**.

(1) What we Heard: Employee Turnover

21. In order to determine whether participants had concerns about employee turnover, the Assessor asked survey questions related to whether or not participants noticed that there were significant changes in their team composition, and if so, what those factors were. These questions were only applicable for participants who identified as Cycling Canada staff.
22. We compiled the survey results into "findings." We present these findings below, by way of visual graph, and also discuss the results of the focus groups and interviews.

Survey



23. When asked by the Assessor whether or not the participants felt that there were significant changes in team composition or turnover in the participant’s department, 60% of those who completed the survey indicated there was. This was a significant finding and showed a perceived unusually high turnover rate.

Focus Group

24. The focus group discussion on employee turnover revealed four (4) major themes: budget constraints, high-performance demands, burnout and interpersonal conflict, and turnover compounding communication challenges. These distinct themes provided a nuanced understanding of the multifaceted factors contributing to turnover within the organization.

Budget Constraints:

25. Several participants in the focus groups identified budget constraints as a key theme contributing to employee turnover. The discussion highlighted the impact of stagnant core funding over the years, rising costs of travel and inflation, and a decline in revenue from both Sport Canada and private sponsorships.
26. The organization, facing financial challenges, had undergone rounds of layoffs in response to the constrained budget. Some participants expressed surprise at the prevalence of turnover, citing budget-related reasons such as a need to cut costs and align with financial constraints. Transparency regarding budgetary issues and the potential for future layoffs emerged as concerns among the participants, and in particular, concerns about using budgetary limitations as a pretext for discrimination (i.e. laying off predominantly women).

High-Performance Demands:

27. The demanding nature of high-performance roles and the associated need for results were recurring themes in the discussion on turnover. Participants emphasized that high performance came with high expectations and limited resources. The cyclical nature of turnover within Olympic cycles, also known as “quads”, and the inherent challenges of sustaining high performance were discussed.

Burnout and Interpersonal Conflict:

28. Burnout and interpersonal conflict were identified as potential reasons for turnover in the discussion. Participants shared experiences of witnessing colleagues leaving due to burnout, and there was speculation about disagreements with senior administration leading to involuntary departures. The need for organizational support to address burnout and facilitate open discussions was emphasized as a potential strategy to mitigate turnover related to this theme.

Communication challenges and disruption caused by turnover:

29. Communication emerged as another prominent theme affected by employee turnover. The absence of an HR manager in the past was noted as a contributing factor to communication gaps. Issues related to gossip and lack of empowerment resulting from inadequate communication practices were highlighted. Some participants including athletes expressed frustration at not being informed about changes affecting planned events, showcasing the tangible impact of turnover on organization communications.

30. By corollary, a lack of succession planning meant that those who might have been critical in communicating messages and strategy to stakeholders were not replaced when they left the organization, compounding the communication gaps.

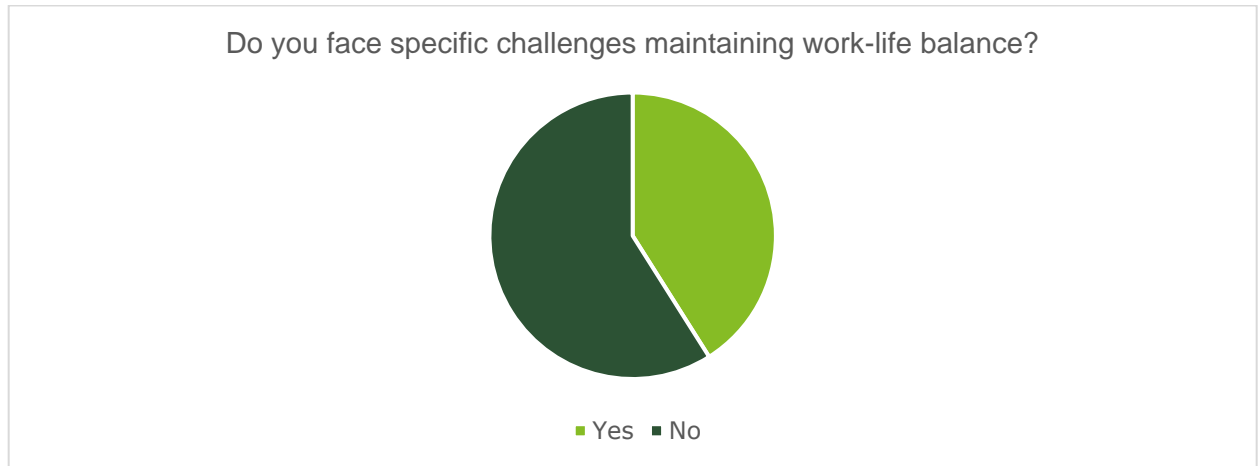
Interviews

31. One-on-one interviews also shed light on the topic of employee turnover within Cycling Canada. According to a participant, there was a notable observation of a higher ratio of female coaches being released from their positions compared to male coaches during their tenure at the organization. This observation suggests a potential gender-related aspect to the turnover dynamics within the coaching staff, and concern about budget constraints, burnout and performance being used as a perceived pretext for discrimination.
32. Another participant also recalled a specific period when, among a team of 14 coaches, at least two (2) coaches were let go. Notably, both were female coaches. Further insight provided by this participant suggests that being more “vocal” may have played a role in one of the female coaches’ terminations.
33. It was also noted that women tended to populate the lower-level administrative functions and even coaching by females was perceived to be less prestigious for certain “women’s” teams, whereas male coaches would be afforded more respect and deference than their female counterparts, even where their qualifications and expertise was equal. Some participants reported that women were effectively “set up to fail” in certain roles.

(2) What we Heard: Work/Life Balance

34. In order to determine concerns related to work/life balance, the Assessor asked survey questions related to challenges maintaining work/life balance. For those who indicated facing specific challenges related to maintain work/life balance, the Assessor asked participants to indicate what those challenges were. These questions were only applicable for participants who identified as Cycling Canada staff.
35. We compiled the survey results into “findings.” We present these findings below, by way of visual graph, and also discuss the results of the focus groups and interviews.

Survey



36. When asked by the Assessor whether the participants faced specific challenges maintaining work-life balance, 41.03% of participants indicated that they did face challenges maintaining work-life balance. This is also a significant finding.

Focus Group

37. The discussion on work/life balance illuminated challenges associated with workload and compensation for hours worked. Participants pointed out that the difficulty of balancing multiple responsibilities, particularly when travelling for work and projects that demanded significant time and effort. The issue of insufficient compensation for the workload was raised, with one participant highlighting the need to have another job outside of their primary role. The struggle to find time to decompress and the perceived inadequacy of compensation underscored the impact on work/life balance.
38. The nature of high-performance roles in sports was highlighted as a significant factor effecting work/life balance. These professionals often face irregular working hours due to the demands of their roles. The absence of a traditional "9-5" job was emphasized, with certain members, such as healthcare practitioners and coaches, having to work outside regular hours, or needing to be on-call for 24 hours a day. The challenges of maintaining work/life balance in roles responsible for athletes' health and safety, which extends beyond standard working hours, were acknowledged by participants.
39. The discussion also touched on the organization's culture and expectations as factors influencing work/life balance. The expectations placed on individuals, especially in high-performance roles, were scrutinized. The pressure to attend athlete appeal meetings,

sometimes in the middle of the night and on the road, the impact on stress levels, and the need for realistic expectations were discussed. The importance of understanding the demands of the job and fostering a culture that recognizes and supports work/life balance, particularly post-Olympic cycles, was highlighted.

40. Gender dynamics in the sports industry for women and women with caregiving responsibilities were acknowledged in the context of work/life balance. Participants discussed the evolving perspective towards work/life harmonization and the recognition that balance may not always be equal. Efforts to shift the organizational mentality, allowing for breaks and acknowledging personal priorities, were highlighted.

Interviews

41. During the one-on-one interviews, valuable insights were also gained regarding the work/life balance concerns within Cycling Canada. Discussions revealed that two or three female colleagues, according to one participant, had expressed hesitations about taking up roles as national team coaches due to the impact on personal and family life. These reservations were linked to insights into the challenges associated with such positions, as conveyed by the participant.
42. Participants shared that for working mothers, the challenges of balancing family and work demands were almost insurmountable. Participants shared that no effort was perceived to be made by senior management to allow for flexibility, such as for job sharing and split duties. Rather, some female participants reported comments from senior management that it was “better” or a “good thing” if they didn’t have children, and women who did or were considering having children were viewed as less committed and less capable than their male counterparts, even where expertise, knowledge and credentials were equal. Pregnancy and maternity leave were also said to be viewed similarly to an injury, with very little support and in some cases open hostility to women who vocalized the need for accommodation and flexibility.
43. A participant shared that beyond personal accounts, there were wider observations of individuals being compelled to shoulder multiple responsibilities during their tenure at Cycling Canada, again with no increased paid time to respond to those increased responsibilities. It was cited that individuals may be promoted in terms of title, but not compensation. In fact, the role they were promoted from was eliminated, meaning they simply took on more responsibilities. More women than men reported this occurrence.

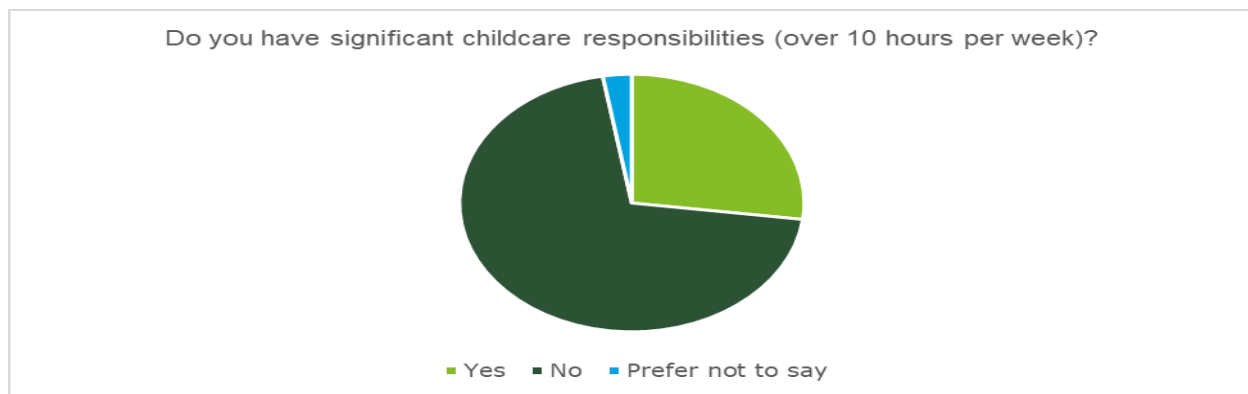
44. Addressing the aspect of time management, a participant highlighted a discrepancy between management’s assertion that coaches could effectively manage their time and practical limitations faced by coaches “on the ground.” Coaches often found themselves constrained to taking only one or two weeks of vacation at a time. This limitation appeared to contribute significantly to a prevalent sense of burnout within the coaching community.

(3) What we Heard: Leaves from work (e.g. maternity leave, parental leave, etc.)

45. In order to determine issues or concerns related to leaves from work, the Assessor asked survey questions related to childcare responsibilities, and whether or not participants faced challenges related to parental leave. These questions were only applicable for participants who identified as Cycling Canada staff.

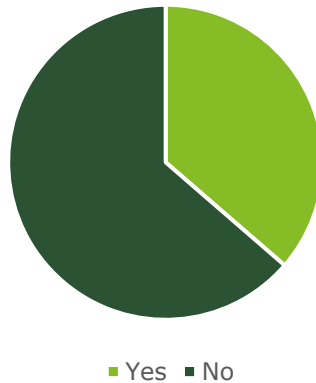
46. We compiled the survey results into “findings.” We present these findings below, by way of visual graph, and also discuss the results of the focus groups and interviews.

Survey



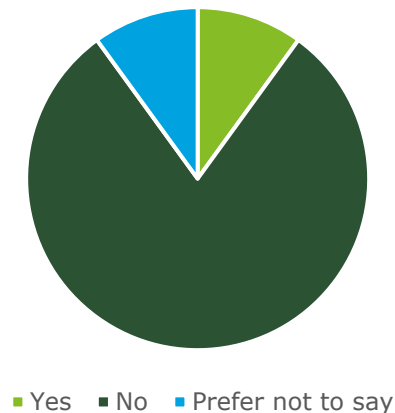
47. When asked whether or not participants had childcare responsibilities (over 10 hours per week), majority of participants, 70.27%, indicated that they did not, whereas 27.03% of participants indicated they did, and 2.70% of participants indicated that they prefer not to say.

If yes, do you feel the organization has supported you in managing your family responsibilities?



48. As a follow up question, the Assessor asked those who selected that they had significant childcare responsibilities whether or not they felt the organization supported those participants in managing their family responsibilities. Majority of participants, 63.64%, who indicated that they had significant childcare responsibilities indicated that they did not feel supported in managing their family responsibilities.

If applicable, have you faced any challenges related to parental leave (maternity and parental leave included)?



49. As an additional follow up question, when asked if participants faced any issues related to parental leave (maternity and parental leave), majority of participants, 80%, indicated that they did not experience any issues. Whereas 10% of participants indicated that they did, and the remaining 10% indicated that they prefer not to say.

Focus Group

50. The discussion on leaves from work brought attention to a significant observation: a majority of survey participants (who self identified as staff) did *not* have significant childcare responsibilities. This finding sparked a notable observation within the focus groups, with participants acknowledging that the organization's workforce appeared to lack individuals with this perspective. This raised concerns about potential biases in hiring and promotion practices, as one female participant disclosed being explicitly told that not having children was considered advantageous, suggesting a potential organizational culture that disadvantages individuals and in particular women with family responsibilities.
51. Although a majority of survey participants did not report significant childcare responsibilities, the focus group discussions brought attention to challenges faced by those who did.
52. A prevalent concern was the perceived lack of support from the organization in managing family responsibilities. Participants shared instances where the workplace culture seemed unsupportive of employees, particularly women, with childcare responsibilities. Comments indicating difficulty when taking maternity leave, coupled with insensitive remarks about the impact on the organization on those who did take a leave, were particularly notable. The discussion highlighted a need for a more empathetic and supportive environment for individuals managing family responsibilities, and the need for a willingness to at least try various options.
53. Concerns about the return from parental leave were raised, particularly regarding challenges in finding adequate replacements during the leave and adjusting to new roles upon return. Participants emphasized the need for the organization to hire replacements in a timely manner to ease the transition back to work. Additionally, the discussion underscored the significance of understanding the demands placed on employees who take parental leave and the need for accommodating policies and practices, as well as meaningful implementation of those policies and practices.
54. The role of senior management dynamics, especially in relation to individuals without children, was discussed as a potential factor influencing the organizational understanding of family responsibilities. Participants pointed out a perceived lack of empathy from senior management, particularly from those without children, and shared instances

where requested accommodations for family-related needs were denied. The impact of these dynamics on recruitment and employee retention was highlighted, with some participants expressing the view that those without children might have limited understanding of the demands of family life.

55. Concerns were raised about the expectations placed on employees who needed to leave early or have flexible schedules, with the perception that such individuals might be viewed negatively. The need for better understanding and acceptance of varied work arrangements were emphasized.

56. Furthermore, a notable difference in maternity benefits between organizations was discussed with the mention of maternity top-up not being present at Cycling Canada. The varying policies across different employers and contractors within the organization were acknowledged.

Interviews

57. During one-on-one interviews, participants shared various experiences related to leaves, shedding light on the organization's approach to accommodations and challenges faced by individuals with family responsibilities.

58. One participant conveyed awareness of colleagues seeking accommodations while travelling for work, aiming to have their families stay with them at hotels. The participant highlighted instances where staff offered to cover such expenses, only to face outright rejection. This insight suggests potential areas for improving support mechanisms for employees requiring accommodations during work-related travel.

59. Additionally, a participant discussed challenges faced by female staff when requesting accommodations. Specifically, the mention of an instance where an employee sought a private nursing room for pumping was met with resistance from the organization. This raises considerations about the need for a more flexible and accommodating approach to meet the diverse needs of members, especially those with family-related requirements, and those returning to work following their leave.

60. A participant shared a personal experience involving perceived differential treatment. When bringing her child to work due to an unexpected event, the participant felt unfairly judged and sensed an implication that she couldn't effectively manage her time. In contrast, the participant noted that when a male colleague brought their child to work,

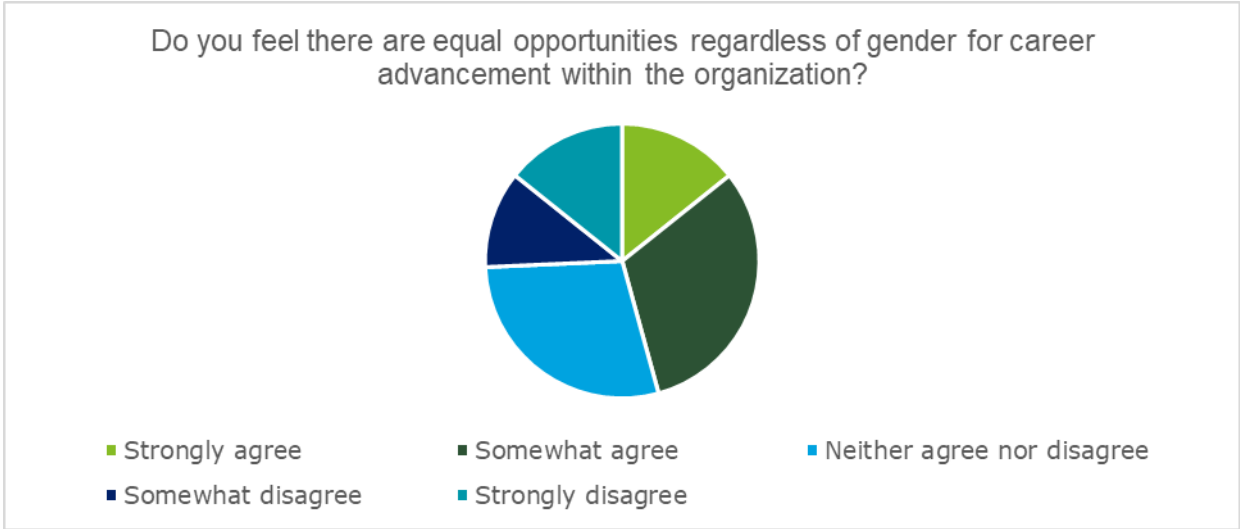
it was viewed more positively. This observation highlights potential disparities in the organization's response to family-related situations based on gender.

61. A participant shared that at least two females conveyed to them that Cycling Canada leadership believed individuals without children were easier to deal with due to the flexibility of travel. This raised concerns about potential bias based on family status.
62. Another participant reported that staff were told it would be better if they didn't have children, creating a serious emotional burden for those attempting to start a family. This raised concerns about family status and related challenges faced by staff.
63. Furthermore, insights were provided regarding staff members experiencing reduced hours following a leave. A participant highlighted a concerning practice where despite reduced hours, individuals were expected to maintain their previous workload.

(4) What we Heard: Promotions within Cycling Canada

64. In order to determine any potential issues or concerns related to promotions within Cycling Canada, the Assessor asked survey questions related to equal opportunities for career advancement within Cycling Canada. Again, this was limited to those participants who identified as Cycling Canada staff.
65. We compiled the survey results into "findings." We present these findings below, by way of visual graph, and also discuss the results of the focus groups and interviews.

Survey



66. Approximately 45.72% of participants agreed (mostly somewhat agreed) that there are equal opportunities, approximately 28.57% of participants indicated that they were neutral, and approximately 25.71% of participants indicated that they disagreed with the statement (in the teal and navy segments). These findings were mixed, but the findings of 25% who indicated they disagreed or strongly disagreed is significant.

Focus Group

67. The focus group discussions brought forward diverse experiences and perspectives. Some participants observed lack of clarity about promotions, with instances where roles evolved without a formal promotion process. Concerns were raised about transparency and fairness, with a particular instance where a role was not posted, and trust in the decision-making process was questioned.

68. Gender dynamics within different roles were also explored, revealing potential imbalances in administrative, coaching, and senior management positions. The underrepresentation of females in coaching and senior management roles was noted, with participants highlighting potential challenges faced by female coaches in having their knowledge and expertise recognized. One participant noted that historically, there were no male staff who directly reported to female staff members within Cycling Canada.

69. Contrasting viewpoints emerged regarding whether the observed patterns in promotion were indicative of a gender-related issue or a reflection of the organization’s “flat” structure. Some participants said that the organization’s structure might limit traditional

promotional opportunities, creating a different set of challenges unrelated to gender. Others, however, pointed to historical gender imbalances in hiring practices, particularly in high-performance coaching roles, as a factor that Cycling Canada has been trying to address more recently.

70. While some participants perceived recent positive future trends, acknowledging efforts such as female leadership programs and mentoring initiatives, others raised concerns about historical barriers that may have limited opportunities for female coaches. The restructuring of the organization and initiatives like the mentoring program were seen as a step to rectify past imbalances and foster a more inclusive environment. The Assessor notes that these programs and initiatives currently exist at Cycling Canada. Additionally, the Assessor received feedback from participants advocating for the implementation and more programs and initiatives like these.
71. Having female coaches for male cycling teams, and male staff report to female staff, was seen to be a positive and inclusive step.

Interviews

72. The insights gathered from one-on one interviews provided diverse perspectives on the topic of promotions within Cycling Canada, with an emphasis on gender dynamics.
73. A participant pointed out a noticeable gender distribution in staffing, noting that the majority of female employees are concentrated in the Operations department, while coaching positions (and senior management) are predominantly occupied by male colleagues. This observation implies a gender-based disparity in the allocation of roles within different departments of the organization, associated with power, influence and prestige.
74. The participant shared concerning observations regarding the promotion of female staff with children. They noted instances where experienced female employees with children were overlooked for promotions and projects, and, in some cases, were even advised that it might be preferable for them to not have children. This shows potential biases that impact career advancement opportunities for female employees with family responsibilities.
75. Another participant brought attention to potential irregularities in the recruitment process. They expressed awareness of instances where individuals were placed into

positions without proper recruitment process. Specifically, the participant recounted an incident where an individual expressed interest in a vacancy, only to find that someone else had already been appointed to the position before they could formally apply.

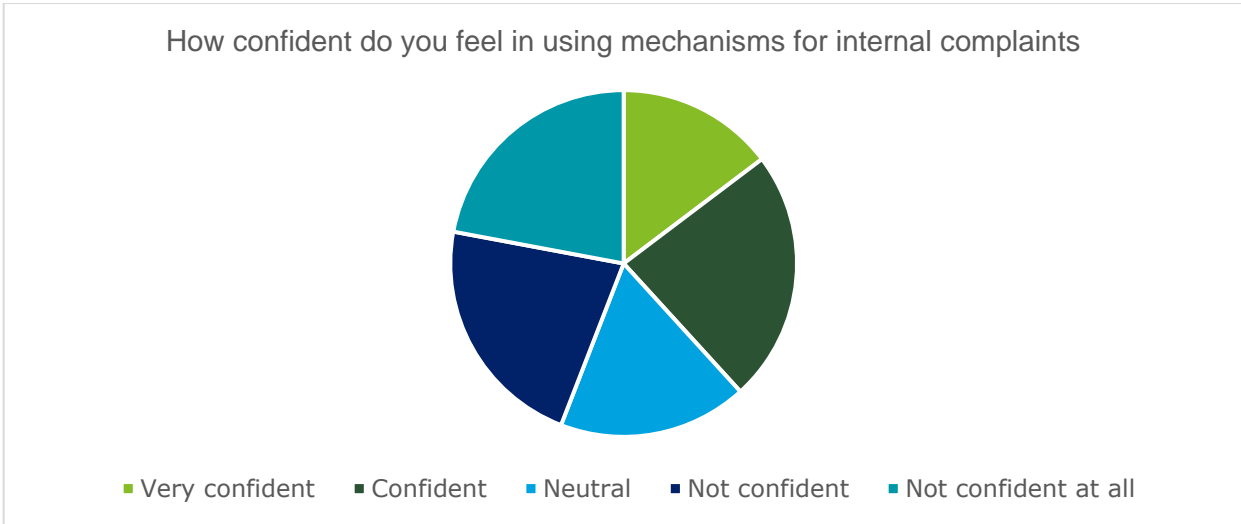
76. The Assessor was also told about nepotism and hiring of friends and family by senior management with a lack of due process. While hiring of friends and family should not be prohibited outright, given the small size of elite-level talent community in Canada, potential conflicts of interest should be disclosed in accordance with the Conflict of Interest Policy.

(5) What we Heard: Process on how to Address Concerns or Complaints

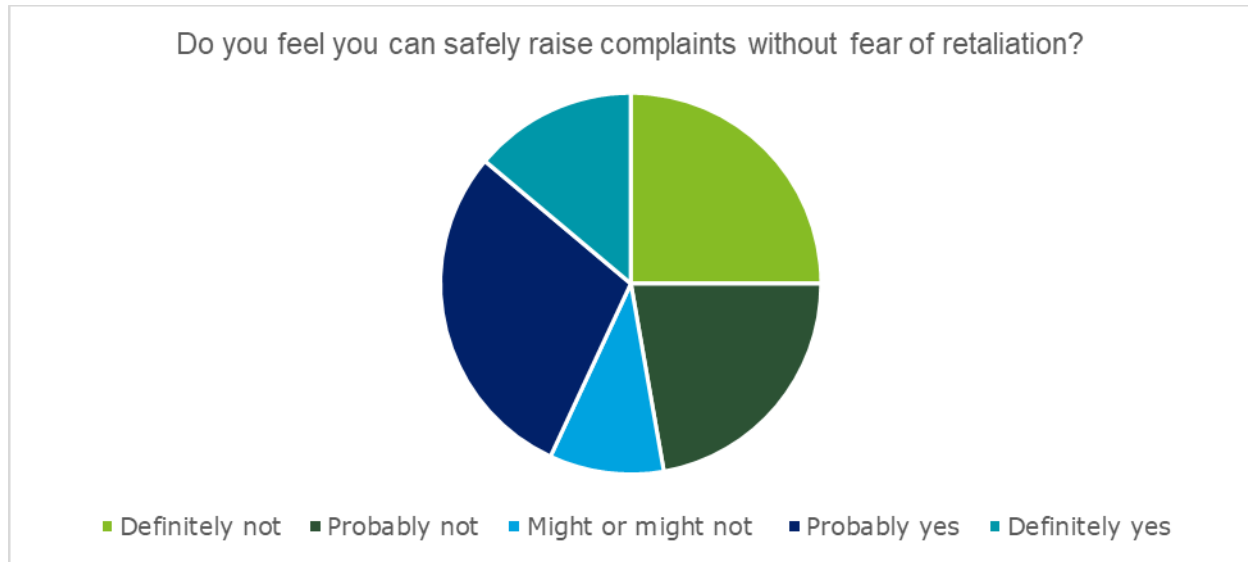
77. In order to determine any potential issues or concerns related to the complaints mechanism within Cycling Canada, the Assessor asked survey questions related to whether or not participants were aware of mechanisms to address internal complaints, participants’ confidence in using the mechanisms if needed, whether or not the participants felt they could safely raise their complaints without fear of retaliation, and their experience with reporting and issue.

78. We compiled the survey results into “findings.” We present these findings below, by way of visual graph, and also discuss the results of the focus groups and interviews.

Survey



79. Approximately 36.11% of participants feel confident using Cycling Canada’s internal complaints mechanism, approximately 16.67% of participants felt neutral, whereas approximately 41.66% did not feel confident utilizing Cycling Canada’s internal complaints mechanism (as indicated by the navy blue and teal colors).



80. When asked if participants felt that they could safely raise complaints without fear of retaliation, approximately 47.22% of participants indicated that they did not feel they could raise complaints without fear of retaliation (as indicated by the dark and light green). In contrast, approximately 43.06% of participants indicated they did feel that they could safely raise complaints without fear of retaliation.

81. This is a significant finding that existing internal complaint mechanisms are either not publicized or not trusted, or both. A robust “speak up” culture depends on confidence in using internal complaint mechanism, and in turn, literature shows that a robust “speak up” culture promotes both the experience of and perception of fairness within an organization.

Focus Group

82. The discussion on the process for addressing concerns or complaints revealed a range of perspectives among focus group participants. The survey’s first question, assessing confidence in using internal complaint mechanisms, generated responses that highlighted both confidence and hesitations.

83. Some participants expressed confidence in addressing specific types of complaints, particularly those related to Safe Sport violations. However, there were mixed feelings when it came to personal complaints, with some feeling more comfortable raising concerns on behalf of their athletes' well-being rather than their own personal issues.
84. The potential abuse of reporting mechanisms such as Safe Sport was also expressed, with concerns that frivolous and vexatious claims were or could be advanced through that process.
85. Concerns were raised about the transparency and effectiveness of the internal complaint mechanisms. Participants mentioned a perceived lack of clarity on how to navigate the process and a sense that some issues were not adequately addressed, despite the existence of a Policy. Some participants cited experiences where individuals who raised complaints were not renewed in their contract, contributing to a perception that complaints could impact an individual's employment status.
86. The discussion also touched upon the organization's responsiveness to complaints and the need for improved communication. Long-standing concerns, raised during debrief sessions over multiple "quads," indicated a perceived lack of progress in addressing these issues, despite being raised time and time again.
87. The focus groups acknowledged the existence of policies but emphasized the importance of understanding how these policies are particularly engaged. Some participants expressed skepticism about the efficacy of the complaint process, with one participant mentioning a sense of hopelessness and another stating they had given up on raising complaints.
88. Lack of clarity on the hierarchical structure within the organization was identified as a barrier to confidence in using the internal complaint mechanisms. Participants highlighted the need for better education on the existing mechanisms and pathways for addressing concerns.

Interview

89. During the one-on-one interviews, concerns were raised about limited job opportunities within Cycling Canada. One participant highlighted that, certain individuals, when leaving their positions or being let go, might face limited alternatives, such as having to pursue opportunities in another country or switch to an entirely different career outside of

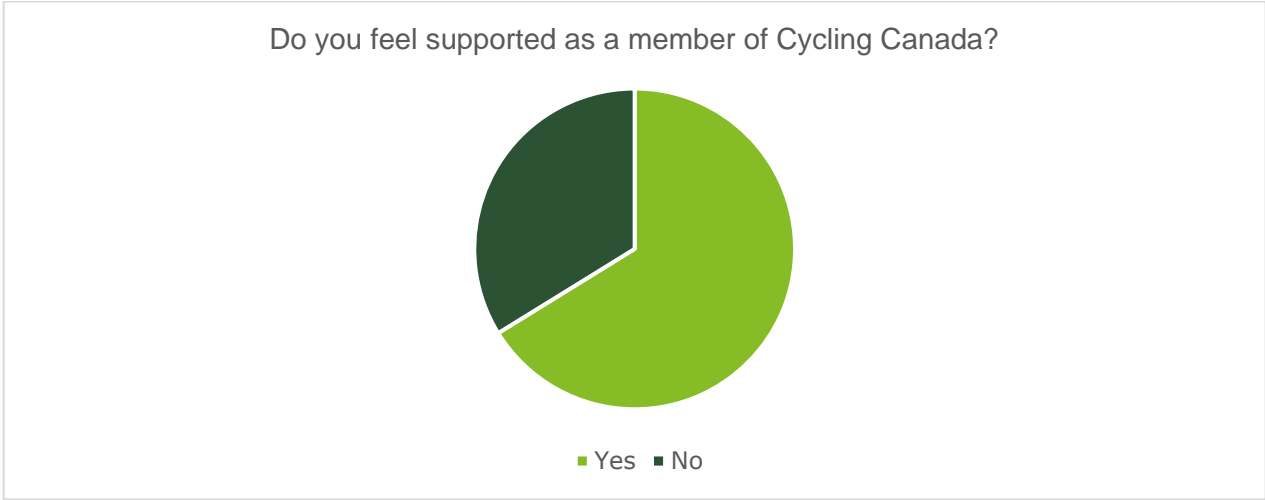
cycling. The participant raised serious concerns about potential reprisals for raising issues with the workplace, given the lack of options for this group.

90. In another instance, a participant shared experiences where raising concerns led to commentary characterizing them as “going rogue” or causing disruptions. This created a challenging dynamic for open and collaborative dialogue for potential resolution.
91. Another participant highlighted widespread apprehension within Cycling Canada regarding job security and potential reprisals. Many staff members felt compelled to withhold opinions, fearing potential job loss and the need to relocate for continued employment in cycling or transition to an entirely different career due to concerns about workplace reprisals. This participant equated it to the need for employees to “bite their tongue” out of concerns for their employment status.

(6) What we Heard: Overall Culture of Cycling Canada

92. In order to understand the culture within Cycling Canada, the Assessor asked survey questions related to: overall culture at Cycling Canada; transparency in communication regarding diversity and inclusivity; areas in which participants felt Cycling Canada could improve to foster a more inclusive environment; whether or not participants felt that there were policies in place within Cycling Canada that promote equality; whether or not participants felt that team events effectively promote a sense of camaraderie and unity among team members; what participants appreciated most about the culture at Cycling Canada; whether or not participants felt supported as a member of Cycling Canada; and any other suggestions or feedback the participants would like to share generally.
93. We compiled the survey results into “findings.” We present these findings below, by way of visual graph, and also discuss the results of the focus groups and interviews.

Survey



94. When asked if participants felt supported as a member of Cycling Canada, 66.20% of participants indicated that they did, whereas 33.80% of participants indicated that they did not feel supported as a member of Cycling Canada.

Focus Group

95. The Assessor presented the survey results for this theme, which included the pie graph above, as well as four additional slides with individual commentary in **Appendix "D"**, related to culture, and also asked participants to provide suggestions and recommendations on improvements at Cycling Canada.

96. Participants in the focus groups provided candid reflections on the overall culture at Cycling Canada. The recurring sentiment from participants was the acknowledgment of positive aspects, with some individuals expressing satisfaction with their roles and praising the camaraderie amongst their colleagues. However, more exploration revealed underlying concerns primarily around perceived lack of trust and lack of transparency and accountability, particularly regarding the senior management team at Cycling Canada.

97. Several participants highlighted challenges related to inclusivity and diversity within the organization. There was a shared observation that the leadership, particularly in senior positions, lacked diversity. It was raised that there was a perception of an exclusive "club" atmosphere, where individuals with longstanding connections seemed to have an advantage and concerns about equitable opportunities for career advancement for those

not in the “club”. Additionally, the need for a more diverse representation in leadership positions was emphasized as a crucial factor in fostering a healthier and more inclusive organizational culture.

98. A notable pain point discussed in the focus groups was the issue of communication within Cycling Canada. Participants shared instances where communication gaps and a lack of transparency created challenges. One participant expressed disappointment with leadership’s response to suggestions for improving communication and fostering a positive culture. There were concerns about leadership’s understanding of the broader issues, including gender disparities and the need for cultural education, reflecting a need for more effective communication channels and transparent practices.
99. The discussion shed light on staff feeling undervalued and underrecognized. Despite their significant contributions to projects and initiatives, there’s a prevailing sense that certain individuals, especially those not part of the “club” and not engaged in coaching the men’s teams, lack the appreciation they deserve within an informal hierarchy. The absence of a formal acknowledgement system, such as accolades during meetings, was mentioned as a missed opportunity to boost morale and recognize the efforts of those working behind the scenes. The lack of recognition emerged as a potential area for improvement in enhancing the overall workplace culture.
100. While some participants expressed concerns about the existing culture, others recognized ongoing efforts to bring about positive changes. Initiatives to diversify the workforce and create a more inclusive environment was acknowledged, demonstrating a commitment to addressing the identified challenges. However, concerns persisted about the pace, commitment to, and effectiveness of these changes, indicating a need for continued and focused efforts in shaping a culture that aligns with the values of inclusivity, transparency, and recognition.
101. Some participants also reported that senior management “mocked” prior sensitivity training programs, beginning many comments with “I’m not supposed to say this” or addressing all staff as “fellow humans” in an effort to mock efforts to be gender neutral in language and address.
102. The point was also made that what the “club” may perceive as funny is not funny to athletes and staff who are on the receiving end of derogatory jokes and comments. An example was given of the weighing of female athletes, when a male senior management

member made a negative gesture or comment about the higher than expected weight readings for a female athlete. It was pointed out that many athletes may struggle with disordered eating, and this kind of behaviour only served to perpetuate and encourage unhealthy behaviours in a vulnerable athlete population.

103. Other perceived “jokes” at the expense of female staff included comments about fertility and child-bearing, with “jokes” about not having children being a condition for advancement within the organization.

Interviews

104. During one-on-one interviews, participants provided valuable insights into the overall culture at Cycling Canada, particularly concerning the perception of support from within the organization.

105. A participant recognized “intersectionality” for women who are mothers and women without children. Leadership at Cycling Canada was perceived to find it easier to deal with individuals without children, especially in terms of travel commitments, and to be relatively vocal about that.

106. The participant expressed concerns about leadership lacking proper training in handling Human Resources issues and complaints. The need for independent oversight of policy and process was emphasized.

107. One participant also shared the gender disparities claiming that when female staff raised issues or concerns, they were often denied, while concerns raised by male staff received more serious consideration. This indicated potential gender bias in issue resolution, and a tendency to “dismiss” the expertise and contribution of female staff.

108. A participant also shared that there tends to be some perception that those who work in women’s cycling cannot “cross over” to work in men’s cycling, which is perceived as more prestigious. Negative comments allegedly included comments that certain coaches could not “cut it” with men’s teams, including male coaches, and therefore would only be suited to coach “the women,” which is perceived as inferior in terms of prestige.

109. A participant also shared concerns about microaggressions from senior management, indicating a lack of understanding and communication about service needs and requests.

This participant also noted a perceived lack of standards of behaviour among the senior leadership team.

110. The existence of a perceived “boy’s club” environment was also discussed, with concerns raised about the motivational tactics employed within this environment, including shaming, nicknaming and “ribbing” of other team members. The participants questioned the inclusivity and effectiveness of such an approach and identified a lack of psychological safety in the environment.
111. Concerningly, several participants noted that their own physical health declined significantly during their tenure, in particular women, including those with and without children. Participants noted symptoms of physical stress and fatigue or aggravation of underlying health conditions, because other organizational priorities came first. This is particularly concerning of course for a sporting organization responsible for the coaching of elite athletes.

Summary Conclusion and Key Recommendations

112. Cycling Canada is one of Canada’s oldest sporting organizations. Like many national sports organizations, Cycling Canada has contended with limited budgetary resources, changing athlete demands and expectations, and inflationary costs for competition. It has also had to contend with increasing demands of international competition, including the summer Olympics, which was often described as lengthy and intensely grueling for athletes, coaches, and the Cycling Canada staff and contractors who support them.
113. The Assessor found significant concerns within the Cycling Canada community, especially among self-identified staff members, indicating that decision-making by the senior leadership/administration at Cycling Canada may, in certain circumstances, be influenced by systemic biases and stereotypes, resulting in gender discrimination. More particularly, the treatment of female coaches, and female coaches with young children especially, was identified as a perceived example of this gender discrimination, with an example of prevailing bias and stereotype being the sentiment that female coaches with young children could not or should not participate or compete at the same level as their male counterparts, or should not be accommodated, regardless of their qualifications and credentials to do so.

114. Being a staff member for Cycling Canada is not a "9-5" job, and often involves long hours, complex and competing demands, including the care of minors in international competition, and periods of acute intensity. In addition, staff described being asked to take on additional duties and responsibilities with no additional paid time available to complete these duties, meaning an encroachment on family and personal time.
115. In addition, all staff presented as passionate and driven professionals who are necessarily limited in opportunities within Canada to participate as staff in elite-level cycling competition. Working at Cycling Canada and in prestigious events like the Olympics is perceived by some as a "dream job." This limited availability of elite-level cycling competition work in Canada contributed, in some perception, to a "culture of silence" where contrasting viewpoints were not invited or considered, or worse, were actively undermined, gas-lit, and retaliated against by way of termination of employment. Those who wished to keep their "dream job," with no real alternative without relocating outside of Canada, learned to be silent.
116. This limited supply of elite-level cycling staffing opportunities in Canada also created a unique power imbalance, where senior Cycling Canada administration were perceived as "gate keepers" to these select few opportunities. This is to be contrasted to the influence of those involved in the selection of candidates for staffing outside of the national sports organization context. In short, going to another organization was practically not perceived as an option for those in Canada who aspire to these kinds of roles, in particular at elite levels.
117. As a result, participants reported that they did not feel they could speak up, for fear of reprisal and retaliation. Decisions by senior management were described as not transparent. Moreover, what was sometimes described as a "gossipy" culture was identified, in particular by newer staff members, who observed that staff would communicate amongst themselves decisions that were made by senior administration that were not yet widely known, contributing at times to misinformation and rumours, and a perception of toxicity among some staff members.
118. This perceived toxicity was described as engendering deep distrust of senior management in Cycling Canada. It was reported that this distrust filtered down to athletes, who were said to respond to the climate of distrust by escalating appeals of selection decisions, and in some cases vocalized that they would not consider working

at Cycling Canada, given their observations of the climate at Cycling Canada that they had been exposed to as athletes.

119. As a practical reality, the Assessor was told that athletes and coaches and staff would frequently interact at the Milton training facilities of Cycling Canada. Gossip and misinformation were said to be rife, given the lack of perceived transparency in the decision making of senior administration.
120. This was contrasted with other national sporting organizations, which were said to have similar budgetary constraints, but in some cases appeared to operate with much more transparency and without the "clique" culture that was said to exist at Cycling Canada.
121. It must also be pointed out that many staff and contractors who responded to the Assessment are not direct employees of Cycling Canada, but rather are employees of affiliated agencies who are then assigned to Cycling Canada. Some staff reported that they feel comfortable going to their "home" agency with any concerns, but that they frequently "hear" about concerns by those who are directly employed by Cycling Canada, which can make for an uncomfortable working environment.
122. When asked by the Assessor in interviews what recommendations the participants felt would be helpful in rectifying some of the issues that were identified in the Assessment, some core themes were identified.
123. Interestingly, most participants indicated that "increased sensitivity training" by the senior management team would not be helpful, and would in fact likely backfire, as it was said that some senior management team members would openly mock terminology and other "lessons" learned from prior training of this type. Many participants articulated the need for a change in culture, particularly at the senior management level, based on practical and concrete measures.
124. The findings underscore the pressing need for a cultural shift within Cycling Canada, particularly at the senior management level. Recommendations from participants emphasize a desire for practical changes to address systemic issues and promote inclusivity.
125. While the Assessor acknowledges that a number of the policies and practices indicated by Assessor in the recommendations (below) may currently exist within Cycling Canada,

the policies and practices that are in place in Cycling Canada were not viewed by participants in this Assessment as being effective to counteract issues of systemic bias and stereotype.

126. Consistent with our Mandate, more detailed key recommendations from the Assessor have been highlighted and described below. We have grouped these by the survey/focus group topics:

- 1) *Employee turnover trends;*
- 2) *Work/life balance;*
- 3) *Leaves from work (e.g. maternity leave, parental leave, etc.);*
- 4) *Promotions within Cycling Canada;*
- 5) *Process on how to address concerns or complaints; and*
- 6) *Overall culture of Cycling Canada.*

127. Culture shifts within organizations require practical and durable measures. The primary recommendation of this assessment is for the creation of a dedicated human resources leadership role within Cycling Canada accountable to the HR subcommittee of the Board, and for greater Board oversight of the administration of Cycling Canada, for example by an HR subcommittee, consistent with the *Good Governance Framework* identified by the Sport Canada.

128. With clear Board oversight by HR subcommittee, this position should enforce a zero-tolerance policy for inappropriate comments or jokes within the workplace, and promptly address any reported incidents of improper conduct to create a safe and inclusive environment. Senior management must not be seen as immune from this accountability, which is why this role must be accountable to the Board via subcommittee.

129. This role would be responsible for implementing the recommendations described below in responding the findings discussed above.

130. Within Cycling Canada, particularly at the coaching level, greater male allyship and greater sponsorship and mentorship of women who aspire to promotion and advancement within the organization, in particular women with significant caregiving responsibilities, would also service to address the perceived differential treatment of women with caregiving responsibilities, particularly in elite coaching positions.

Key Recommendations

Employee Turnover Trends

Exit Interviews and Feedback

131. Implement structured exit interviews for departing employees, with at least one Board representative. This will allow Cycling Canada to gather valuable feedback on the reasons behind employee departures, including any concerns or issues they may have experienced during their tenure. While the Assessor appreciates this practice has been in place since 2020, analyzing this feedback can help identify patterns and areas for improvement.

Transparent Communication

132. Enhance communication channels to keep employees informed about organizational changes, goals and future plans, including budgetary constraints and potential layoffs. For example, “Ask me Anything” meetings with leaders where employees can ask questions of leadership may be valuable. This gives Cycling Canada’s senior administration the opportunity to reinforce values and mission, and also track progress on recent initiatives, and the opportunity for stakeholders to hold senior management to account.

Employee Assistance Programs

133. Cycling Canada could promote its existing Employee Assistance Programs that provide confidential counseling and support services, including debriefing and trauma-informed interventions tailored to high-performance cultures. This can be a valuable resource for employees experiencing burnout or high levels of stress.
134. Debriefing after every major competition is also a proven strategy for increasing individual resilience, and also to address the concerns participants raised about issues and concerns being unaddressed over time. After a major competition (such as the Olympics) is an ideal time to regroup, debrief on lessons learned, and consider and plan for strategies for future competitions.

Recognition and Appreciation Programs

135. Implement recognition and appreciation programs to acknowledge and celebrate the contributions of employees, in particular after intense competition periods. Some organizations use peer-to-peer recognition systems with success. These allow peers to identify stellar work by colleagues that might otherwise go unnoticed. Feeling valued and appreciated can significantly impact employee morale and job satisfaction, reducing the likelihood of turnover.

Clear Expectations on Time Management

136. Management could provide clear and realistic expectations regarding time management for coaches. If there are constraints or limitations on taking extended leaves, these should be communicated transparently to avoid misunderstandings and ensure that coaches can plan their personal time effectively.

Mentorship and Support Networks

137. Promoting existing mentorship programs and peer support networks within the organization. Connecting less experienced staff with more seasoned colleagues can provide valuable insights, guidance, and emotional support. Debriefing after intense competition, challenges or critical incidents is also a significant part of building psychological resilience.

Work Life Balance

Flexible Work Arrangements/Consideration of Acting and "On-Call" Assignments

138. Cycling Canada could consider exploring and implementing more flexible work arrangements that accommodate the diverse needs of its staff. Considering different options such as flexible hours or compressed workweeks, job sharing, or other alternatives would allow employees to better balance their professional and personal responsibilities, and as a result, increase the availability of talent for all roles. For female staff in particular, having the option to incorporate caregiving into their schedule would facilitate equal participation.
139. Similarly, dividing responsibilities among staff to provide for recovery and adequate rest for those traveling to competition with minors under their care was suggested. This serves the twin purpose of reducing burnout, and also allowing for other staff to

demonstrate their competency and capabilities by taking on acting and on-call assignments, also furthering succession and organizational resilience planning.

Accommodations and Travel Support

140. Implement clear and supportive policies for employees seeking accommodations while travelling for work with their families along with establishing consistent responses to accommodation requests during work-related travel. Job sharing and acting responsibilities could also be considered.

Family-Friendly Facilities

141. Evaluate and address the challenges faced by female staff when requesting accommodations, such as private nursing rooms. Implement measures to provide necessary facilities for employees with family-related needs.

Leaves from Work

Parental/Maternity Leave Top-Up

142. Cycling Canada could consider implementing a top-up policy to provide financial support to employees during parental and maternity leaves, for those eligible for EI coverage. While the Assessor understands that Cycling Canada currently has a Pregnancy, Maternity, Parental leave top-up available to employees equal to the difference between the employment insurance benefit, plus any other earnings, and 75% of the employee's regular pay for 10 weeks, the Assessor proposes an extended top-up period to financially support employees more than the existing 10 weeks provided.

Promotions within Cycling Canada

Succession Planning and "Future Proofing"

143. Long term organizational planning should include pipelines and identified successors for key roles, including those who will step into acting roles in critical functions during emergencies or crisis. This may also create a sense of trajectory for those who aspire to promotion and advancement within the organization, particularly women with caregiving responsibilities.

Transparent Promotion Process

144. With the assistance of Board oversight over HR functions, perhaps by Board HR Committee, the organization should establish and communicate a transparent promotion process that includes clear criteria, timelines, and opportunities for all interested candidates, as well as the potential for acting assignments to demonstrate competency. Ensure that promotions are based on merit, skills and qualifications, promoting a fair and inclusive environment.

Formalized Recruitment Procedures (including internal recruitment)

145. Further to the Board oversight referenced above, the organization should standardize and formalize the recruitment process to prevent irregularities and ensure equal opportunities to all candidates. This includes clearly defined steps, job postings and commitment to considering all qualified applicants before making final decisions. In the event of a limited number of candidates, Cycling Canada could also broaden its job posting and criteria to ensure a bigger outreach to more potential diverse applicants.
146. Acting and temporary assignments should also be considered to create internal mobility and succession planning.

Promoting Gender Diversity in Leadership

147. Develop initiatives to actively promote gender diversity in leadership positions. Encourage mentorship programs, Board-level sponsorship, and networking opportunities that prepare individuals, particularly women, for leadership roles within Cycling Canada, including acting and “stretch” assignments to showcase and develop competencies.

Process on how to address concerns or complaints

Anonymous Reporting System:

148. Under Board supervision and oversight, and in accordance with existing Whistleblower policy, implement an anonymous reporting system outside of senior management (a dedicated email to the Board Chair, for instance) to encourage individuals to voice their concerns without fear of identification. This can help create a safe space for employees to express issues without concern about threat to job security.

149. While the Whistleblower Policy appears to contemplate an Ombuds and mechanism to report concerns, participants indicated a lack of awareness of, and confidence in, existing tools.

Clearly Defined Whistleblower Protection

150. Clearly promote whistle-blower protections within the organization and revise existing policy accordingly. Ensure that members are aware of the safeguards in place to protect them from retaliation when they raise legitimate concerns.

Education and Training Programs for Complaint Resolution:

151. Conduct regular education and training programs on the complaint resolution process, emphasizing the organization's commitment to addressing concerns without retaliation. Ensure all employees are familiar with the steps involved in reporting and the protections afforded to them.

Conclusion/Closing Remarks

152. Following the completion of the Assessment, Cycling Canada management was given the opportunity to review a draft of this Assessment Report in accordance with Section 7.e. of the Guidelines. This provision gives the Assessor the authority to share a draft report in order for the NSO to provide an opportunity to identify any factual inaccuracies in the Assessment Report. The feedback provided by Cycling Canada management has been carefully considered, and changes have been incorporated in the Assessment Report to the extent that the inaccuracies identified were factual errors or where there was a need to provide clarifying comments.

153. Consistent with the Guidelines, monitoring of the implementation of these recommendations will continue beyond the delivery of this report.

154. The Assessor again expresses gratitude to the management of Cycling Canada who supported and facilitated this process, and in particular to the many individuals of the Cycling Canada community who took time away from their families and responsibilities over the holiday period to respond to the survey, participate in focus groups, and contact us for one-on-one interviews with thoughtful, candid and meaningful feedback. It is our hope that the voices and comments of all participants are recognized in this report, and in the recommendations and implementation of those recommendations at Cycling Canada.

Appendix A: OSIC Guidelines Regarding Sport Environment Assessments

The “OSIC Guidelines Regarding Sport Environment Assessments” are available at the following link:

https://sportintegritycommissioner.ca/files/OSIC_Guidelines_Regarding_Sport_Environment_Assessments_updated_version_July_2023_final_draft_EN.pdf?t=1691693286

Appendix B: Documents Reviewed by Assessor

Tab No.	Description	Date
1.	OSIC Sport Environment Assessment Intake Form	June 9, 2023
2.	2023 Cycling Canada Athlete Agreement	2023
3.	SEA Info and Request List (Completed by Cycling Canada)	
4.	Email chain between OSIC to Cycling Canada re: Notice of Sport Environment Assessment – OSIC 2023-08-0203	August 29, 2023
5.	Email chain between OSIC to Cycling Canada re: Notice of Sport Environment Assessment – OSIC 2023-08-0203	August 29, 2023
6.	Email chain between OSIC and Cycling Canada re: Notice of Sport Environment Assessment – OSIC 2023-08-2023	August 29, 2023 – September 6, 2023
7.	Email chain between OSIC and Cycling Canada re: SEA – Cycling Canada	September 22, 2023 – September 29, 2023
8.	Email chain between OSIC and Cycling Canada re: Update – OSIC 2023-08-0203	October 18, 2023 – October 19, 2023
9.	Sport Environment Assessment Information Session for Impacted Sport Organization(s) PowerPoint	
10.	Email chain between Requester to OSIC re: Submission Number 1110177763	June 22, 2023
11.	Email chain between OSIC and Requester re: Determination Letter #2023-08-0203	August 24, 2023
12.	Email chain between OSIC and Requester re: Determination Letter #2023-08-0203	August 24, 2023 – August 31, 2023
13.	Email from OSIC to Requester re: Notification of Appointment – OSIC 2023-08-0203	October 18, 2023
14.	Email from OSIC to Requester re: Update – OSIC 2023-08-0203	October 18, 2023
1. Various Cycling Canada policies and procedures		
15.	09-28 - Cycling Canada By-Laws	September 28, 2021
16.	Information Related to Cycling Canada Staff Training	
17.	Employee Handbook	2023
18.	National Team Handbook	2023
19.	Cycling Canada Salary Ranges by Position	April 2022
20.	Communicating the Importance of Safe Sport	
21.	01-1 Equity & Access Policy	November, 2017
22.	02-1 External Representation Policy	May, 2016
23.	03-2 – Policy on Management Accountability	March, 2023
24.	03-3 – Policy on Operational Committees	September 2022

25.	03-4 – Policy on Board Structure	June 6, 2023
26.	03-5 – Policy on Interprovincial Council and Athletes’ Council	December 2020
27.	04-1 – Conflict of Interest Policy	November, 2015
28.	04-2 – Official Languages Policy	November, 2015
29.	04-3 – Nomination Policy	June 2020
30.	05-1 – Finance Policy	June 2024
31.	05-2 – Policy on Charitable Gifting	March 2020
32.	08-1 – Human Resources Policy	May 2016
33.	08-2 - Whistleblower Policy	May 2020
34.	09-1 – Policy on Policy Development	December 2019
35.	09-2 - Risk Management Policy	March 2020
36.	09-3 - Appeal Policy	December 2022
37.	09-4 - Eliminating Discrimination & Harassment	December 15, 2020
38.	09-6 - Code of Conduct and Ethics	December 2022
39.	09-5 – Privacy Policy	November, 2015
40.	09-7 – Anti-Doping Rule Violation	December, 2021
41.	09-8 – Confidentiality and Disclosure Policy	March 2023
42.	09-9 - Complaints & Discipline Policy	December 2022
43.	09-10 – Safe Sport Policy	February 2021
44.	09-11 - Screening Policy	February 2021
45.	15-1 – Crisis Management Policy	May 2016
46.	Strategic Review Process	
47.	Staff 360 Review Survey (Blank)	
48.	Staff Performance Evaluation Tool (Blank)	2023
49.	Cycling Canada Employee Turnover Report	2022-2023
50.	Cycling Canada Health Check	2015
51.	Cycling Canada Organizational Review Master Plan	April 2018

52.	Cycling Canada Association – High Performance Review Report	December 2007
53.	Database Hiring Staff and Consent	
2. DEI Reports		
54.	Sport Culture Index Survey Summary	
55.	Cycling Canada Diversity, Equity, & Inclusion Action Plan	
56.	Global Diversity, Equity, and Inclusion Benchmark Report	
3. Job Descriptions		
57.	Admin & Member Service Coordinator Job Description	June 2, 2021
58.	Events & Operations Coordinator Job Description	June 2, 2021
59.	Community and Grassroots Coordinator Job Description	June 2, 2021
60.	Chief Development and Sport Safety Officer Job Description	June 2, 2021
61.	Community & Grassroots Manager Job Description	June 2, 2021
62.	Director of Marketing & Community Engagement Job Description	June 2, 2021
63.	Events & Officials Manager Job Description	June 2, 2021
64.	Equipment Lead and Head Mechanic Job Description	December 1, 2022
65.	Administrative Assistant Job Description	
66.	Administrative Coordinator Job Description	
67.	Advancement Camp Coach Job Description	
68.	Business Administration Coordinator Job Description	
69.	Business Operations & Data Coordinator Job Description	
70.	Project Coordinator Job Description	
71.	Communications Manager Job Description	
72.	Director High Performance Operations Job Description	
73.	National Team Coach – BMX Freestyle Lead Job Description	
74.	National Team Coach – Cyclocross Lead (Contract) Job Description	
75.	National Team Coach – Gravity Lead (Contract) Job Description	
76.	National Team Coach – Road Lead Job Description	
77.	Communication Coordinator Job Description	

78.	Office Operations & Data Coordinator Job Description	
79.	Office Coordinator Job Description	
80.	Cycling for all Manager Job Description	
81.	Digital Media Coordinator Job Description	
82.	Director of Community Growth & Engagement Job Description	
83.	Director of Operations Job Description	
84.	Director of Operations and Inclusion Job Description	
85.	Fundraising Manager (formerly Manager of Stewardship and Donor Engagement)	
86.	High Performance Project Manager Job Description	
87.	Cycling Canada Seeking Candidates for the High Performance Committee	November 18, 2022
88.	Expression of Interest for Cycling Canada Operational Committees	November 9, 2022
89.	Nominations Open for Cycling Canada Board of Directors	July 13, 2023

Appendix C: Survey Questions

All Respondents – Demographic Information

1. What Province do you reside in?
 - a. Alberta
 - b. British Columbia
 - c. Manitoba
 - d. New Brunswick
 - e. Newfoundland and Labrador
 - f. Northwest Territories
 - g. Nova Scotia
 - h. Nunavut
 - i. Ontario
 - j. Prince Edward Island
 - k. Quebec
 - l. Saskatchewan
 - m. Yukon
2. What is your relationship to the Administration of Cycling Canada?
 - a. Employee (Non-Manager)
 - b. Employee (Manager)
 - c. Contractor
 - d. Athlete
 - e. Coach/Instructor
 - f. Other
3. What gender do you identify as?
 - a. Male
 - b. Female
 - c. Non-binary
 - d. Prefer not to say
4. How long have you been associated with Cycling Canada?
 - a. Less than a year
 - b. Between a year and two years
 - c. Between five and ten years
 - d. Over ten years

All Respondents – Inclusivity and Equality

5. How would you rate the overall culture at Cycling Canada in terms of inclusivity?
 - a. Excellent
 - b. Good
 - c. Fair
 - d. Poor
6. Have you witnessed or experienced any form of discrimination (adverse treatment because of a protected characteristic, e.g. gender) at Cycling Canada?
 - a. Yes
 - b. No
7. If yes, please provide details of what you witnessed or experienced with respect to any form of discrimination at Cycling Canada.

8. How transparent do you find communication regarding diversity and inclusion within the organization?
 - a. Very Transparent
 - b. Transparent
 - c. Neutral
 - d. Not Transparent
 - e. Not at all Transparent
9. Are there any specific areas you believe the organization could improve to foster a more inclusive environment?
10. Do you feel there are policies in place that promote equality within Cycling Canada?
 - a. Yes
 - b. No
11. Are you aware of what Gender Equity LENS is?
 - a. Yes
 - b. No
12. Do you feel that Cycling Canada promotes Gender Equity LENS?
 - a. Yes
 - b. No
13. Do you feel that Cycling Canada has clear goals to promote equality?
 - a. Definitely yes
 - b. Probably yes
 - c. Might or might not
 - d. Probably not
 - e. Definitely not

For CC Staff - Work-Life Balance

14. How many hours, on average, do you work per week?
 - a. 0-15 hours
 - b. 16-25 hours
 - c. 26-35 hours
 - d. 35-40 hours
 - e. 41 and above
15. Do you feel the workload is reasonable for your role and responsibilities?
 - a. Yes
 - b. No
16. How often do you find yourself working outside of regular business hours?
 - a. Rarely
 - b. Occasionally
 - c. Very often
 - d. Always
17. Do you face specific challenges in maintaining work-life balance?
 - a. Yes
 - b. No
18. If yes, please name the specific challenges you encounter maintaining work-life balance
19. What initiative or support would you like to see in place to enhance work-life balance?

For CC Staff – Leaves from work (e.g. maternity leave, parental leave, etc.)

20. Do you have significant childcare responsibilities? (over 10 hours per week)
 - a. Yes
 - b. No
 - c. Prefer not to say
21. If yes, do you feel the organization has supported you in managing your family responsibilities?
 - a. Yes
 - b. No
22. Do you have significant elder care responsibilities? (over 10 hours per week)
 - a. Yes
 - b. No
 - c. Prefer not to say
23. If applicable, have you faced any challenges related to parental leave (maternity and paternal leave included?)
 - a. Yes
 - b. No
 - c. Prefer not to say
24. If yes, please describe the challenges you encountered
25. Are there specific policies or support mechanisms you believe would benefit employees with family responsibilities?

For CC Staff – Promotions within Cycling Canada

26. Do you feel there are equal opportunities regardless of gender for career advancement within the organization?
 - a. Strongly agree
 - b. Somewhat agree
 - c. Neither agree nor disagree
 - d. Somewhat disagree
 - e. Strongly disagree
27. Are there other training or development opportunities you would like to see offered?

For CC Staff – Employee Turnover

28. Have you noticed any significant changes in team composition or turnover in your department over the past year?
 - a. Yes
 - b. No
29. If yes, what factors do you think contribute to employee turnover, if any?

All Respondents – Complaint Mechanisms

30. Are you aware of the organization's mechanisms for address internal complaints?
 - a. Yes
 - b. No

31. How confident do you feel in using these mechanisms if needed?
- Very confident
 - Confident
 - Neutral
 - Not confident
 - Not confident at all
 - Prefer not to say
32. Do you feel you can safely raise complaints without fear of retaliation?
- Definitely not
 - Probably not
 - Might or might not
 - Probably yes
 - Definitely yes
33. Have you ever utilized the organization's mechanisms or reported an issue?
- Yes
 - No
34. If yes, please share your experience with reporting an issue briefly

All Respondents – Team Events and Functions

35. Have you ever observed or experienced any discomfort or bias during team events?
- Yes
 - No
36. Do you agree that there are enough opportunities for all team members to actively participate in team events?
- Strongly agree
 - Somewhat agree
 - Neither agree nor disagree
 - Somewhat disagree
 - Strongly disagree
37. Do you believe team events effectively promote a sense of camaraderie and unity among all team members?
- Definitely yes
 - Probably yes
 - Might or might not
 - Probably not
 - Definitely not
38. Are there specific suggestions you have for improving the inclusivity of team events?
39. What do you appreciate most about the culture at Cycling Canada?
40. Do you feel supported as a member of Cycling Canada?
- Yes
 - No
41. Is there any other feedback or suggestions you would like to share?

Thank you for taking the time to complete our survey. Your input is crucial for fostering an environment that values and supports every team member.

Appendix D: PowerPoint Slides in Focus Group

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Sport Environment Assessment – Focus Group
Jessica Kearsy

Agenda of Focus Group

Introduction (Confirmation of Confidentiality)

Survey Results (Organized by Theme):

- Employee Turnover Trends
- Work/life balance
- Leaves from work (e.g. maternity leave, parental leave, etc.)
- Promotions within Cycling Canada
- Process on how to address concerns or complaints
- Overall Culture of Cycling Canada

Introduction

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Introduction

- Purpose of Focus Group
- Confidentiality Reminder
- Format of Focus Group

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Employee Turnover Trends

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Question for Cycling Canada Staff

Employee Turnover Trends

Have you noticed any significant changes in team composition or turnover in your department over the past year?



■ Yes ■ No

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Work/Life Balance

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Question for Cycling Canada Staff

Work/Life Balance

Do you face specific challenges maintaining work-life balance?



■ Yes ■ No

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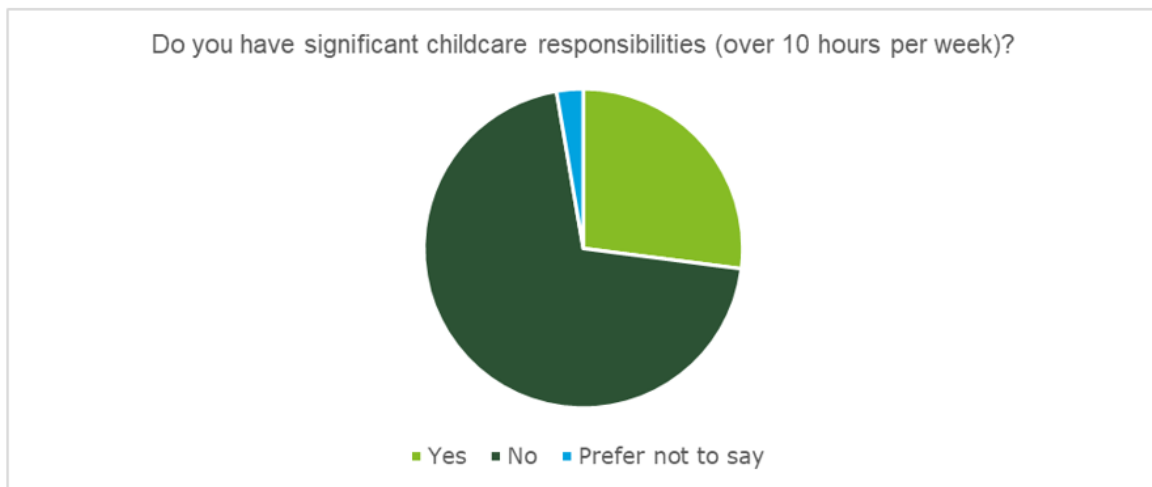
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Leaves from work (e.g. maternity leave, parental leave, etc.)

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Question for Cycling Canada Staff Leaves from work (e.g. maternity leave, parental leave, etc.)

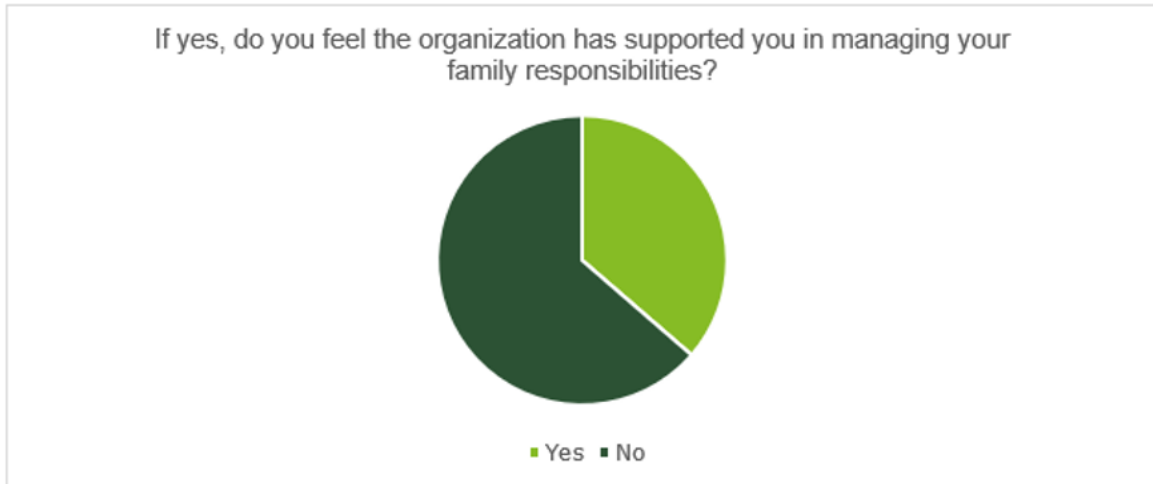


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Question for Cycling Canada Staff

Leaves from work (e.g. maternity leave, parental leave, etc.) (Continued)

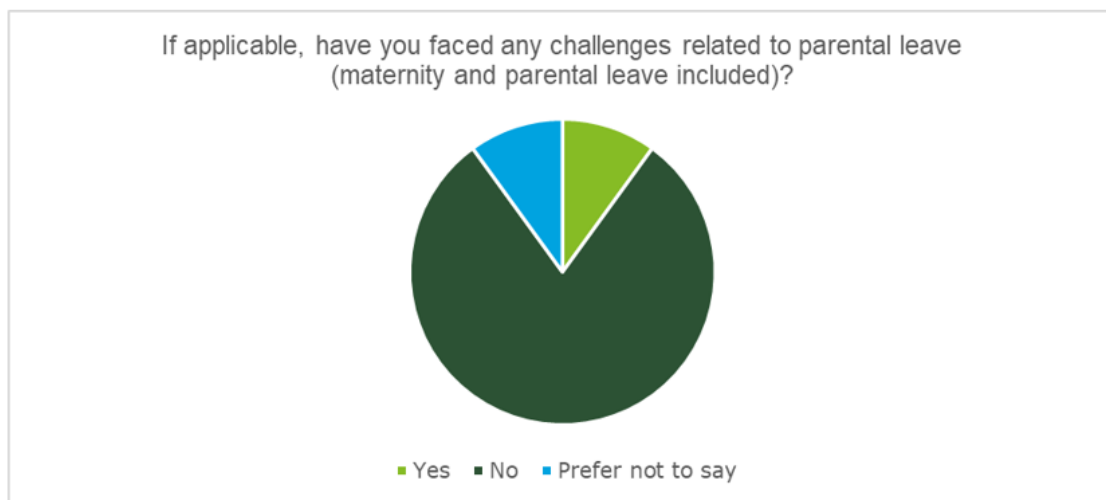


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Question for Cycling Canada Staff

Leaves from work (e.g. maternity leave, parental leave, etc.)
(Continued)



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Promotions withing Cycling Canada

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Question for Cycling Canada Staff

Promotions withing Cycling Canada

Do you feel there are equal opportunities regardless of gender for career advancement within the organization?



Strongly agree

Somewhat agree

Neither agree nor disagree

Somewhat disagree

Strongly disagree

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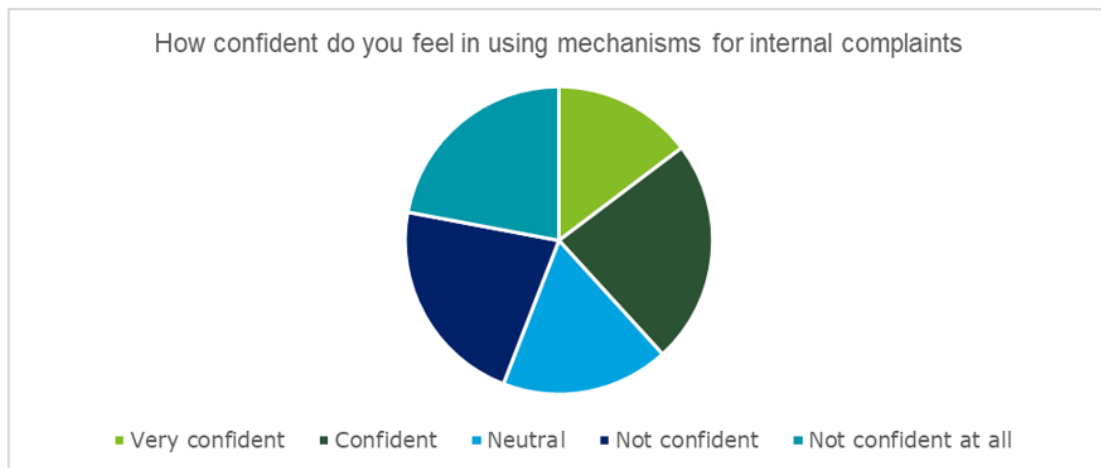
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Process on how to address concerns or complaints

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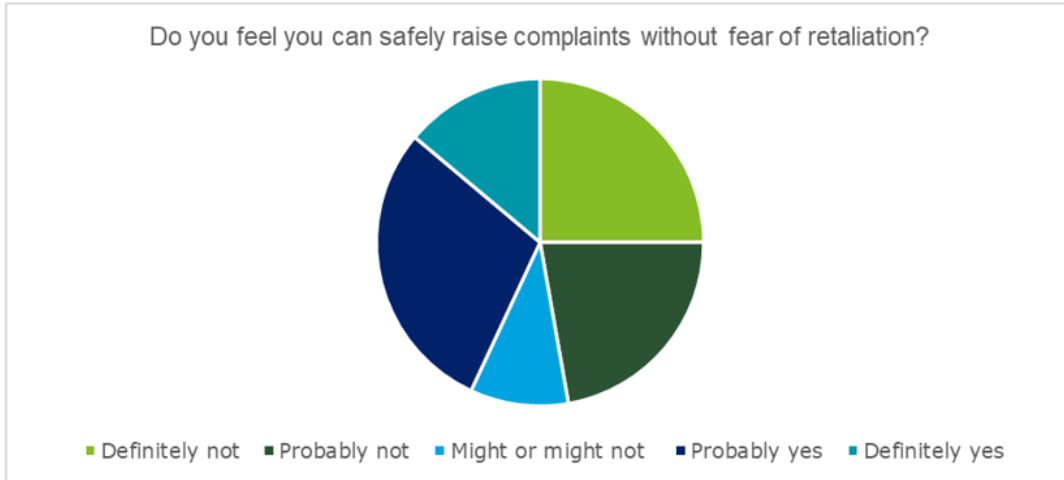
Process on how to address concerns or complaints



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Process on how to address concerns or complaints (Continued)



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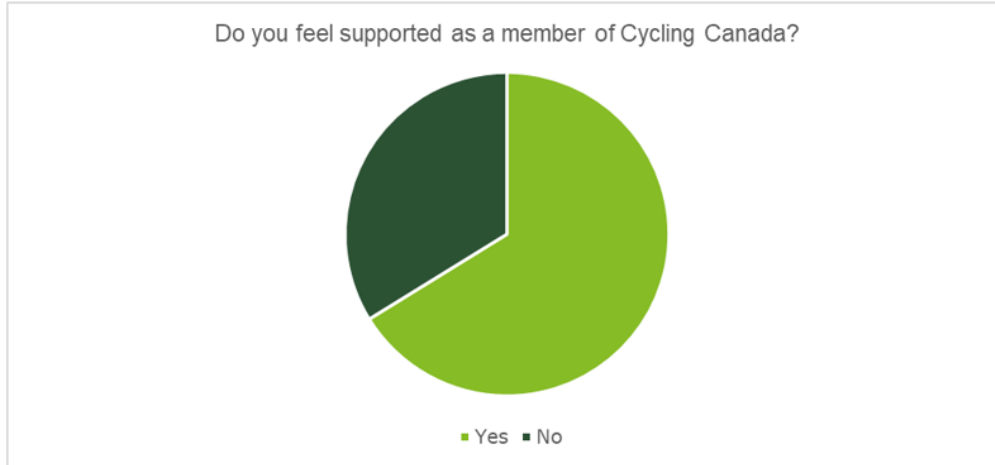
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Overall culture of Cycling Canada

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Overall Culture of Cycling Canada



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End of Focus Group

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