

Operational Changes at Canada Soccer

In response to the incident at the Olympics Games, Canada Soccer is in the process of making the following structural changes to improve its operations.

- Contractually mandated reporting of unethical behaviour at every level of the organization.
- Implementation of specialty software to facilitate the mandatory, confidential reporting.
- Required ethics training for all Canada Soccer coaches and staff.
- Annual acknowledgment of Code of Conduct and Ethics by all Canada Soccer coaches and staff.
- Introduction of an independent Audit and Compliance Committee which shall advise and assist the Board in monitoring compliance matters across the organization and implement a compliance program that includes the establishment of specific compliance mechanisms.
- Sport administrator training for Canada Soccer administrative staff who oversee or work with national team head coaches.
- Accelerating organizational changes already in motion, including recruiting to enhance the depth and strength of the staff.

Contractually mandated reporting of unethical behaviour

All employment contracts will require staff to report unethical behaviour. This requirement will be in place at all levels of the organization, including executive staff, across the coaching team, and among the Board of Directors. If individuals observe or suspect an ethical breach, they will be required by contract to report it to the head of Human Resources. New contracts will include this requirement effective immediately and existing contracts across the organization will be reviewed and updated for the coming fiscal year.

Confidential reporting software

Reporting may take place anonymously using a software service that will be made available to Canada Soccer stakeholders, beginning with all coaches and staff. Reports will be communicated on a confidential basis directly with the head of Human Resources and the chair of the Human Resources Committee.

Ethics training and annual Code of Conduct and Ethics acknowledgement

All coaches and staff will receive ethics training from the Canadian Centre for Ethics in Sport. Current coaches and staff will be required to complete this training, along with all new hires during onboarding. All employees and contractors will be required to read and annually sign their acknowledgement of the Code of Conduct and Ethics.

Independent Audit and Compliance Committee

As part of its ongoing work to improve its governance structure, Canada Soccer will establish an independent Audit and Compliance Committee, which shall advise and assist the Board in monitoring compliance matters across the organization and implement a compliance program that includes the establishment of specific compliance mechanisms. Members of the Audit and

Compliance Committee shall be independent (i.e., free of any conflict of interest of a financial, personal or representational nature), knowledgeable and experienced collectively in governance, financial and legal matters, and shall be elected by the membership. They will not be involved in any decision affecting the operation of Canada Soccer with the exception of making decisions about compliance.

Sports Administration Training

Managing coaches in a manner that is supportive and collaborative - while also establishing proper controls and boundaries - requires a strong set of sport administration skills. This skillset is more commonly developed in environments like NCAA sports and is less common in the Canadian sport system. Accordingly, everyone at Canada Soccer who works in a collaborative or managerial capacity with national teams will undergo sport administrator training from an outside expert to strengthen their skill set for working with coaches.

Canada Soccer is making organizational and cultural changes to better serve players, partners, families and fans. We will continue transforming our federation into one that people are proud of, and that Canadians deserve.