

Cycling Canada Sport Environment Assessment Monitoring Period Report

Jennifer Wootton, LLB
Monitoring Assessor
February 10, 2026

Table of Contents

A. Introduction	2
B. Monitoring Process and Methods	2
C. Report Context	3
D. A Recommendation-by-Recommendation Analysis of the Actions Taken by Cycling Canada and the Resulting Impact on Employees.....	4
Recommendation 1: Structured Exit Interviews and Feedback Analysis	4
Recommendation 2: Enhanced Communication Channels	5
Recommendation 3: Promoting Existing Employee Assistance Programs	7
Recommendation 4: Post-Competition Debriefs	8
Recommendation 5: Recognition and Appreciation Programs	9
Recommendation 6: Time Management Expectations for Coaches.....	9
Recommendations 7 and 17: Mentorship, Peer Support Networks, and the Promotion of Gender Diversity in Leadership.....	11
Recommendations 8, 9, 10, and 11: Work Schedule Flexibility and Accommodation, Work Sharing, Accommodation Policy, and Support for Family-Related Needs.....	13
Recommendation 12: Additional Parental Leave Top-Up	14
Recommendations 13 and 16: Succession Planning and Acting Assignments	15
Recommendations 14 and 15: Creating a Transparent Promotion Process and Standardized Recruitment Process.....	15
Recommendation 18, 19, and 20: Anonymous Reporting System, Ombuds, and Promotion of Whistleblower Policy.....	17
Recommendation 21: Education on the Complaint Resolution Process.....	18
E. Overall Assessment and Conclusion	19
Psychological Safety	19
Synthesis of Findings and Overall Impact.....	20

A. Introduction

1. The Monitoring Assessor (“Assessor”) was retained first by the Office of the Sport Integrity Commissioner (“OSIC”) (in or about late December 2024) and later by the Sport Dispute Resolution Centre of Canada (“SDRCC”) (on or about September 25, 2025) to track the advancement and implementation of the Sport Environment Assessment Report’s Recommendations (“SEA Report Recommendations”) by Cycling Canada and evaluate to the extent feasible, the impact of the changes made.
2. The Monitoring Period began immediately after the publication of the Sport Environment Assessment Report on July 10, 2024 and ended after 1 year, on July 10, 2025.

B. Monitoring Process and Methods

3. The Assessor first met with Cycling Canada contacts on January 28, 2025. In advance of the meeting, Cycling Canada filled in a Recommendations Implementation Tracking Sheet created by the Assessor for the purpose of outlining the actions Cycling Canada committed to taking in direct response to each SEA Report recommendation. Cycling Canada provided a brief overview of implementation plans and progress for each recommendation. Since the Monitoring Period commenced several months before the Assessor was retained, Cycling Canada had already taken action in response to many of the Recommendations by the time of the first meeting. The Tracking Sheet continued to be updated over the course of the Monitoring Period.
4. Following the initial meeting, the Assessor submitted an Initial Consult Meeting Summary and Proposed Monitoring Plan to the OSIC on February 11, 2025. Once this was approved by the OSIC, the Assessor reconnected with Cycling Canada on March 3, 2025 and was introduced to Cycling Canada’s HR consultant. On March 19, 2025, the Monitoring Assessor met with Cycling Canada’s Acting CEO, Acting COO and HR Consultant for a progress update meeting.
5. On March 28, 2025, the Assessor was informed by the OSIC of the immediate termination of the Monitoring Phase for Cycling Canada as a result of the OSIC ceasing operations as of July 31, 2025. Consequently, as requested, the Assessor ceased all monitoring activities at that time.
6. The Assessor was subsequently retained by the SDRCC on or about September 25, 2025 to complete the Monitoring Report under the same Mandate initially established by the OSIC. On October 1, 2025, Cycling Canada’s Acting CEO informed the SDRCC and the Assessor that despite the termination of the Monitoring Phase, Cycling Canada had continued to implement its Action Plan and agreed to continue to work with the Assessor on the understanding that the Monitoring Period had already concluded.
7. On October 31, 2025, the Assessor invited all 28 employees of Cycling Canada to participate in an anonymous survey. The survey closed on November 11, 2025. Twenty-one employees (75%) completed the survey. Employees were also invited to participate in confidential 30-minute 1:1 interviews. Interviews took place from November 3-12, 2025, with 15 employees (54%) participating. The Assessor completed the Monitoring Process in late November 2025.

8. Throughout the duration of the Monitoring Process, there was a high level of communication and participation from the contacts at Cycling Canada. They were all very cooperative, responsive, transparent, and engaged throughout the process, including during progress meetings and when information was requested of them.
9. All employees who participated in 1:1 interviews were candid and cooperative, and the seriousness, responsiveness, and helpfulness with which they participated in the process was appreciated by the Assessor.

C. Report Context

10. Before detailing Cycling Canada's responses to each recommendation outlined in the SEA Report and their impact on employees, additional contextual information is as follows:
 - Employees indicated during interviews that turnover at Cycling Canada has been high, a trend reportedly observed across Canadian national sport organizations. The Assessor was informed that the number of full-time employees at Cycling Canada has also shrunk over the years, and many original participants in the Sport Environment Assessment have since left the organization for a variety of reasons.
 - The Assessor also heard that capacity and workload have impacted some employees' engagement with initiatives. This was expressed as more than just a limited ability to participate; some employees conveyed reluctance or a negative opinion toward initiatives perceived as extracurricular or lower-priority tasks, as they added to already heavy workloads. This suggests a negative impact to the effectiveness of some actions taken by Cycling Canada that require a time commitment from employees.
 - Budget and funding were identified as major roadblocks to the implementation and ability to maintain some of the items on Cycling Canada's Action Plan. Limited budget was also identified as negatively influencing the way Cycling Canada has been able to respond to items surrounding promotions, raises, and title changes.
 - The Assessor was advised that a tight budget and a smaller staff with stretched capacity influenced *how* and *how well* Cycling Canada was able to implement the SEA Report Recommendations.
 - Data for certain demographic groups was difficult to interpret due to the small number of participants within the demographic that the SEA Report highlighted: women (8), people with caregiving responsibilities (7), women with 1+ year tenure (5), and caregivers with 1+ year tenure (5). Because of these small sizes, the response of a single participant represents a significant portion of the results (12.5% to 20%).
 - Participation in the 1:1 interviews was high among senior leadership, with 8 out of the 15 participants at the Director level or higher. The Assessor also heard that some employees opted not to participate because they had not been with Cycling Canada prior to the SEA Report and

felt they could not speak to the changes made. Consequently, it is important to note that much of the insights gained from the 1:1 interviews come from more tenured, senior employees.

- Most of the interviewees did not speak to the gender or caregiving-related specifics brought up in the SEA Report during their 1:1 interviews. This was due to them indicating either they were not in the affected demographic groups (women or caregivers) or, if they were, they stated they had not personally experienced the issues outlined in the SEA Report.

D. A Recommendation-by-Recommendation Analysis of the Actions Taken by Cycling Canada and the Resulting Impact on Employees¹

11. This section provides a Recommendation-by-Recommendation analysis of the actions taken by Cycling Canada. For each Recommendation, the specific actions implemented is outlined, the impact of these changes on Cycling Canada employees is assessed, and an overall determination of whether the impact to employees was positive, negative, or neutral is provided. A compilation of the full Survey Results is attached at Appendix B, with the exclusion of written comments provided by participants to preserve their confidentiality and ensure no individual is identifiable.

Recommendation 1: Structured Exit Interviews and Feedback Analysis

Recommendation 1: Actions taken by Cycling Canada

12. Cycling Canada hired a 3rd party HR group to handle HR-related items, including exit interviews. Cycling Canada already had tools and structure in place to conduct exit interviews prior to the SEA Report. The structure has been updated and their HR consultant is now tasked with conducting exit interviews and drafting, when relevant, reports to analyze feedback and identify patterns and areas for improvement. The HR consultant and Acting COO thereafter debrief every few exit interviews to look at themes.
13. Board members have not been present at these exit interviews, as Cycling Canada wants to ensure only the most relevant feedback moves beyond the interview into action.

Recommendation 1: Impact on Employees

¹ Full Recommendations have not been included in the report for length. See Appendix A for the full-text of each of the SEA Report's 21 Recommendations.

14. Exit interviews have not had a significant direct impact on current employees. This is understandable as current employees do not participate in exit interviews, and any patterns identified are passed up to the Board level. It is reasonable to expect, however, that the new, formalized process of analyzing feedback and passing themes to the Board, if maintained and acted upon, could lead to future systemic improvements that would indirectly benefit current and future staff.

Overall, the actions taken by Cycling Canada in response to Recommendation 1 have had a neutral impact on current employees.

Recommendation 2: Enhanced Communication Channels

Recommendation 2: Actions taken by Cycling Canada

15. Cycling Canada has implemented mandatory monthly all-staff meetings and voluntary monthly water cooler meetings. At all-staff meetings, senior leadership share organizational updates. Demonstrating a proactive approach to employee engagement, Cycling Canada requested and received direct feedback from employees on the meeting structure, frequency, and topics. The all-staff meetings follow a structured agenda, with content for communication discussed beforehand by the executive or extended leadership team. The HR Consultant attends all Cycling Canada all-staff meetings. The water cooler meetings are less formal, providing quick updates.
16. In addition to these touch points for employees to connect with leadership, the acting CEO, Chief Sport Officer, and other leaders also join departmental meetings occasionally to be part of these discussions and to create an opportunity for employees to ask them questions. This includes leadership attending meetings not within their department.
17. In February 2025, Cycling Canada hosted an in-person, all-staff retreat in Kingston, ON, which was attended by the HR Consultant and brought together remote and in-office employees from across the country. The retreat featured various sessions, including one where employees shared the values they would like to see practiced within the organization, and it successfully served as a way for staff to interact and connect. Feedback from 1:1 interviews was almost entirely positive, with employees using terms like 'fantastic,' 'helpful,' 'awesome,' 'valuable,' and 'good' to describe the event. Many employees specifically complimented the sessions, appreciated the opportunity to build relationships with colleagues, and shared that they felt recognized and appreciated.

Recommendation 2: Impact on Employees

18. Eighty-six per cent (86%) of employees surveyed either agreed or strongly agreed with the statement: "Internal communication has become clearer and more consistent." One hundred per cent (100%) of participating employees either agreed or strongly agreed with the statement: "Leadership provides more regular updates about organizational goals and changes."

19. When asked their level of agreement with the following statement: “The all-staff and water cooler meetings have improved trust and connection”, the results were mostly positive. Looking specifically at results of employees who had been with Cycling Canada 1+ year, 59% agreed or strongly agreed with this statement, 29% were neutral while 12% either disagreed or strongly disagreed.
20. During 1:1 interviews, the majority of employees had positive things to say about the all-staff and water cooler meetings. They used words like, ‘helpful’, ‘really great’, ‘refreshing’, ‘informative’, and ‘good’ to describe the meetings. Employees also pointed out that in particular, the level of information shared, the ability to learn what others in the organization are working on, and the ability to see people's faces are all positives.
21. However, some employees noted that these additional meetings negatively impacted their workload. Amongst those who gave this feedback, some still commented on finding value in the meetings, while others felt value was lacking, often specifically when it came to building culture.
22. Although organizational communication has increased, some employees feel it primarily involves conveying decisions already made and would prefer to be included and consulted on relevant matters prior to the decision-making process.
23. The majority of interviewees stated that the increased level of transparency and communication from leadership has been positive. Many pointed out the structure of the meetings has evolved to be more beneficial and productive, and they would like to see that evolution continue to even better suit the values and needs of employees. Of employees who commented on whether they would like to see the meeting continue or not, all said they would like them to continue.
24. Survey participants were also asked about accountability for senior leaders. When asked the extent to which they agreed that “Leaders are held accountable for modelling respectful, inclusive behaviours,” 71.42% agreed or strongly agreed, 4.76% were neutral, and 23.81% disagreed or strongly disagreed. Interviewees' opinions on leadership varied, indicating that some leaders were contributing more positively to workplace culture and modelling Cycling Canada’s values better than others.
25. In regards to the all-staff retreat, the feedback shared during 1:1 interviews was almost entirely positive. The retreat was described as ‘fantastic’, ‘helpful’, ‘a nice experience’, ‘awesome’, ‘valuable’, and ‘good’. Many employees complimented the sessions, appreciated the ability to build relationships with fellow employees, and shared they felt recognized and appreciated at the retreat.
26. In response to the survey question, “The corporate values exercise in Kingston allowed Cycling Canada to develop values I feel connected to”, 66.67% agreed or strongly agreed, 23.81% were neutral, and 9.52% disagreed. It's reasonable to assume that some of the neutral responses came from employees who were not yet employed by Cycling Canada when the retreat occurred. Agreement rates were even higher among key demographics: women with Cycling Canada for 1+ year showed a 100% agreement rate (60% agreed, 40% strongly agreed), and those with caregiving responsibilities with Cycling Canada for 1+ year showed an 80% agreement rate (20% disagreed, 60% agreed, 20% strongly agreed). These high rates imply the success of the session among the groups identified in the SEA Report as needing more support within the organization.

27. For the statement, “I have noticed a shift toward stronger accountability and alignment with values,” 23.81% disagreed or strongly disagreed, 19.05% were neutral, and 57.14% agreed or strongly agreed. The increase in disagreement (23.81% versus 9.52% for the corporate values exercise) suggests a small gap between the development of values at the retreat and their observed alignment in the workplace.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendation 3: Promoting Existing Employee Assistance Programs

Recommendation 3: Actions taken by Cycling Canada

28. Prior to the publication of the SEA Report, Cycling Canada reminded employees how to access Employee Assistance Programs (“EAP”) on an as-needed basis. They have continued to send personalized communication to individual employees on how to access EAP when there are changes occurring in the organization or if they are aware an employee may need additional support. Cycling Canada also sends details about how to access the EAP to employees annually, and there is an HR folder in the organization’s SharePoint where EAP information is stored which is accessible to employees.
29. Cycling Canada changed EAP providers in 2025. When this happened, Cycling Canada’s office manager sent out the new EAP information to everyone and highlighted the change in Cycling Canada’s monthly internal newsletter.
30. The HR consultant is also available to employees to answer questions about HR-related matters like EAP.

Recommendation 3: Impact on Employees

31. During the internal HR audit Cycling Canada conducted in the fall of 2024, employees were asked if they felt they had a moderate to complete understanding of the HR policies and programs in place at Cycling Canada. Seventy-nine per cent (79%) of employees agreed they felt this way.
32. In the Assessor survey, 81% of employees either agreed or strongly agreed with this statement: “I understand the organization’s policies regarding parental, medical, or personal leaves.” The remaining 19% were neutral.
33. Later in the survey, employees were asked to rate their agreement with the statement: “I understand how to access Cycling Canada’s Employee Assistance Programs.” Nineteen per cent (19%) of employees disagreed, 19% were neutral, and 62% either agreed or strongly agreed.
34. These survey results indicate that employees have a reasonably good understanding of Cycling Canada’s EAP, and for those who don’t, the HR consultant is now available as a resource to close the gap.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendation 4: Post-Competition Debriefs

Recommendation 4: Actions taken by Cycling Canada

35. Prior to the SEA Report, Cycling Canada undertook formal debrief processes after each Olympic and Paralympic Games, with informal debriefs happening after all Cycling Canada projects. In response to the SEA recommendation, Cycling Canada hired an external consultant to provide a framework for and oversee the debrief process after all Olympic, Paralympic, and World Championship events going forward.
36. At the conclusion of the Monitoring Process, Cycling Canada had undergone 6 debriefs under the framework and facilitation of the external consultant, with formal debriefs planned through to the Olympic Games in LA. Each debrief consists of four main stages: an online survey sent to key staff involved in the project, follow up interviews, a meeting with key project staff, and a summary report covering the survey results, the meeting outcomes, specific Recommendations, and takeaways to inform the High Performance strategic plan for Cycling Canada.
37. During the February 2025 all-staff retreat, employees were invited to provide input on the debrief process to increase buy-in and shape the structure of the debrief process going forward.

Recommendation 4: Impact on Employees

38. Employees within coaching shared sentiments such as: a particular debrief was a positive process, but occurred too far after the event; coaches have not seen reports, actionable follow-up, or a strategy come out of the debriefs; there is an understanding that the process will continue to evolve and be tweaked to be the best fit for Cycling Canada and the coaches; the more formalized approach to the non-Olympic debriefs has been a positive change; the debrief process is siloed and it would be positive for those in other programs to hear the takeaways from each debrief.
39. Regarding comments from participants about not seeing the impact of the debriefs on Cycling Canada's strategy going forward, it is possible that the Summary of the Strategic Debrief Cycle had not had the necessary time to make an impact on employees at the time of the survey and 1:1 interviews in that The Summary of the Strategic Debrief Cycle up to October 10, 2025 provided by Cycling Canada to the Assessor outlined the Recommendations to date and included a draft High Performance Strategic Plan as an appendix.
40. Also worthy of note: debriefs conducted under the new formal process other than the one identified above were generally considered positive and timely by interviewees who were debrief participants.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendation 5: Recognition and Appreciation Programs

Recommendation 5: Actions taken by Cycling Canada

- 41. Cycling Canada's senior management team originally committed to internal department recognition within their teams during regularly scheduled meetings and check-ins, as well as implementing a peer-to-peer recognition program into their watercooler meetings and formal recognition programmed into all-staff meetings.
- 42. The all-staff retreat included a recognition wall for colleagues to acknowledge one another.
- 43. Over the Monitoring Period, these recognition efforts became more organic and informal in nature, such as employees giving kudos to one another for things like performances at competitions or for other accomplishments.

Recommendation 5: Impact on Employees

- 44. Employees were asked to rate their agreement with this statement: "I have seen improvements in how achievements and contributions are recognized." Twenty-four per cent (24%) of survey respondents either strongly disagreed or disagreed, 19% were neutral, while 57% agreed or strongly agreed.
- 45. Amongst employees who self-identified as women, 75% agreed with this statement while only 43% of those who self-identified as having caregiving responsibilities agreed or strongly agreed.
- 46. One employee shared that they felt overall morale has gotten better over the course of the Monitoring Period. Another employee shared that they felt valued at work, and another shared they felt increasingly valued and respected at work.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendation 6: Time Management Expectations for Coaches

Recommendation 6: Actions taken by Cycling Canada

- 47. Cycling Canada transitioned employees over to using a time management software which allows employees to track their time off. This gives employees, especially coaches, more agency to book their time off.

48. Cycling Canada also plans to more fully action this recommendation by addressing the current policies related to time off and leave within their Employee Handbook. Cycling Canada, at the time of this report being written, is working through pulling various policy items out of the Employee Handbook and into their own separate, focused policies.
49. Coaches are currently offered Recovery Days, which function as unofficial days off agreed upon by the coach and their manager. The wording related to this in the current Employee Handbook is, “Employees not eligible for overtime must work with their supervisor to manage their responsibilities and duties and adjust their schedule as required to include recovery days.” This applies to all positions at the manager level and higher.

Recommendation 6: Impact on Employees

50. During 1:1 interviews, those on the coaching side of the organization were almost entirely approving of the use of the time management software. Some mentioned certain bugs that needed to be worked out, but most employees expressed it was a helpful tool to manage and encourage time off.
51. Those in the new Director positions within coaching were also able to schedule the coaches’ competition participation and make efforts to reduce the overall number of travel days a coach has, and some employees expressed satisfaction with it being up to the Directors and coaches together to manage these work schedules effectively.
52. The attitude towards taking time off amongst the coaching department has shifted positively, according to employees. One employee shared that they have been told by leadership to “make sure to take a couple of days to recover once you come home from a project.” However, actually taking time off was noted by some as continuing to be a struggle due to workload. There were mixed opinions about the effectiveness of recovery days. Amongst those who did not find the recovery days helpful, the common thread was a desire for recovery days to be more formalized. Because they are informal, some employees do not feel as empowered to ask for them. Those in favour of the recovery days expressed enjoying the freedom to manage their own time off and shared having seen a decrease in the amount of contact they had from others in the organization in the days following a competition.
53. The actions taken represent a positive and strategic shift in managing coach workload and time off. Implementing the time management software gives employees more agency and having leadership actively encourage recovery appears to be a positive shift in culture. However, the underlying problem—that some employees still struggle to actually take time off for recovery because of workload—indicates that while tools and culture may be in place, the strategic goal has not been fully realized. The informal nature of Recovery Days presents a mixed impact: while it is appreciated by some employees who feel trusted to manage their own time off, it is also noted as a strategic weakness as it appears to rely to some extent on subjective manager-employee agreements rather than a clear, equitable policy.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendations 7 and 17: Mentorship, Peer Support Networks, and the Promotion of Gender Diversity in Leadership

Recommendations 7 and 17: Actions taken by Cycling Canada

54. Prior to the publication of the SEA report, Cycling Canada's women leadership had created and implemented a women's mentorship group. However, attendance at and participation in these meetings has been a challenge and there have not been meetings of the women's mentorship group since April 2025 due to lack of interest and capacity to participate because of employee workloads.
55. Cycling Canada has made an effort to seek out mentorship, networking, and professional development opportunities for women employees provided by outside organizations. For example, Cycling Canada has nominated women employees for mentorship programs offered through the COC, and had two women employees participating in the COC's Emerging Leaders program in 2025.
56. For all employees, Cycling Canada now sends out a monthly "Cycling Connections" newsletter. Included in the newsletter are relevant outside mentorship, development, and training opportunities for employees.

Recommendations 7 and 17: Impact on Employees

57. Amongst those who self-identified as women in the survey, 25% disagreed, 37.5% were neutral, and 37.5% agreed with the statement: "Mentorship programs (such as the internal women's mentorship group and outside opportunities) have improved opportunities for women and underrepresented staff." When looking at how all participants, regardless of gender, responded to this statement, 14.29% disagreed, 57.14% were neutral, and 28.57% agreed or strongly agreed. The majority being neutral might be attributed to many employees' lack of awareness of the existence of the mentorship group.
58. Regarding general mentorship and development opportunities, 71.43% of participating employees agreed or strongly agreed with the statement: "I am aware of mentorship and development opportunities available to me." Amongst women, 62.5% agreed or strongly agreed. When asked their level of agreement with the statement: "I have access to mentorship or coaching support relevant to my role", amongst all participating employees, 57.14% either agreed or strongly agreed, 23.81% were neutral, and 19.05% disagreed. Amongst women participants, 62.5% agreed or strongly agreed, 25% were neutral, and 12.5% disagreed. Amongst

all employees, there appears to be a small gap between awareness and access to mentorship opportunities, while there is no gap amongst women employees who participated in the Monitoring Process.

59. In the 1:1 interviews, participants shared a number of insights on general mentorship and development opportunities. Participants shared that they felt supported in their professional development and were aware of the mentorship and development opportunities available to them.
60. Regarding the women's mentorship group, many newer women employees were not aware of its existence when asked about it in their interviews. Other women shared sentiments such as there being a lack of purpose for the group to come together, the women not getting enough out of the meetings to justify the time spent attending, and the lack of trust amongst the group due to the presence of senior leadership. Opinions were mixed when women employees were asked by the Assessor if they were interested in reviving the group.
61. Some employees shared that the Cycling Connections newsletter was helpful, while others did not find value in it. When survey participants were asked to rate their agreement with the statement, "The Cycling Connections newsletter is a valuable resource for communicating mentorship and development opportunities", 61.91% agreed or strongly agreed, 28.57% were neutral, and 9.52% disagreed.
62. Recommendation 17 was made with the purpose of helping women have the tools they needed to step into leadership positions. A number of employees pointed out that out of the 11 people in the organization at the Director level or higher, only 2 are women. When four new Director positions were created as part of Cycling Canada's recent restructure, despite reactions to that change being mainly positive, all four positions were filled by men.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a neutral impact on employees.

The actions are deemed neutral because the demonstrable positive impact in increasing awareness and access to *general* development opportunities (as reflected in survey agreement for the newsletter and general development) is offset by the failure of the internal mentorship group and the fact that all four new Director roles went to men.

Recommendations 8, 9, 10, and 11: Work Schedule Flexibility and Accommodation, Work Sharing, Accommodation Policy, and Support for Family-Related Needs

Recommendations 8-11: Actions taken by Cycling Canada

63. Cycling Canada considered Recommendations 8 and 9 to have already been implemented prior to the publication of the SEA Report, as they were already addressed in Cycling Canada's HR Handbook. In the handbook, it states that, "Employees may submit a written request for flexible working hours to their supervisor, however the core workday of 9:30 am to 3:30 pm may apply to some positions. Requests will be granted as long as the organizational needs can be met without compromise."
64. The HR Handbook also states, "Overtime is calculated in accordance with the Employment Standards Act in the province in which the employee works and shall be given as Time Off in Lieu (TIL) unless otherwise negotiated with the CEO." All positions at the manager level and up do not get TIL, but rather Recovery Days.
65. Cycling Canada is currently in the process of pulling sections related to flexible work hours and accommodations out of the HR Handbook and creating an individualized policy so it is more accessible to employees. The accommodations policy had not been rolled out at the time of writing this report.
66. Cycling Canada has done work around assessing the financial impact of accommodating certain needs and setting guidelines regarding these, all keeping within the organization's legal obligation to accommodate. Financial constraints will keep Cycling Canada from offering everything set out in the recommendation, but their focus is ensuring the policy is fair and equitable. Cycling Canada has shared that their aim for the policy is for it to reflect that as an organization, Cycling Canada is flexible with working arrangements in the office, for remote work, and when people travel.
67. Employees can request time off using the time management software.

Recommendations 8-11: Impact on Employees

68. Amongst those who have been with Cycling Canada for over 1 year, 70.58% agreed with the statement, "Flexibility and support for different work arrangements have improved.", 23.53% were neutral, and 5.88% disagreed. However, the numbers look different for the statement: "I experience less burnout or overwork than in the past.", where 35.29% disagreed, 35.29% were neutral, and 29.42% agreed.
69. When asked to rate their agreement with the statement, "Staff feel supported in balancing family or personal responsibilities", amongst those with caregiving responsibilities, 28.57% of survey responders disagreed and 71.43% agreed. Amongst just those with caregiving responsibilities who have been with Cycling Canada for over one year, 40% disagreed, 40% agreed, and 20% strongly agreed. While the majority of caregivers agreed with the statement, this could continue to be improved upon with the rolling out of the accommodations policy.
70. Employees with people management responsibilities shared that the time management software has been helpful for them to see when their team is working, which helps them know when they should be checking in with employees about workload and/or work-life balance, and even encouraging employees to take time off or recovery days.

71. Many employees shared that the culture around taking time off and the way leadership spoke about taking time off had changed. Before, employees felt 'restricted' and 'pressured' in regards to time off and requesting flexible work schedules. A change has been seen in this regard, and newer employees expressed they did not have any difficulty taking time off.
72. Some employees indicated that while the culture had shifted, the pressures and demands of their work left them feeling like time off could not truly be taken despite encouragement. Employees also shared that leadership often worked outside their normal hours, and some leadership commented about working through the weekend or evening, which created an unspoken expectation for some that employees should also be working beyond their expected hours or replying to work-related messages or emails outside of their working hours. This sentiment varied depending on who the employee reported to, as just as many or even more employees shared that they felt supported by their manager to take time off and that they were contacted less outside of working hours compared to before.
73. Travelling with children and nursing rooms were issues noted in the SEA Report but did not seem to be issues currently affecting Cycling Canada employees. Speaking of accommodations more generally, the impact of the accommodations policy cannot yet be measured as the policy has not been rolled out.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendation 12: Additional Parental Leave Top-Up

Recommendation 12: Actions taken by Cycling Canada

74. Cycling Canada, due to budget constraints, indicated they would not be implementing this recommendation. Cycling Canada already offers a parental leave top up, as acknowledged in the recommendation.

Recommendations 13 and 16: Succession Planning and Acting Assignments

Recommendations 13 and 16: Actions taken by Cycling Canada

75. Cycling Canada's Board is currently, at the time of the writing of this report, working on succession planning for the CEO position, as currently the organization has an Acting CEO. A succession planning report outlining succession planning and a registry of risks that could impact Cycling Canada and its operations had been given to the Board during the Monitoring Period.

The Risk Committee, a subcommittee of the Board, monitors and presents updates on the risks twice per year.

76. In terms of Acting positions, three Cycling Canada employees had interim positions during the Monitoring Period.

Recommendations 13 and 16: Impact on Employees

77. When asked to rate the level of agreement with the statement, “Cycling Canada has created internal mobility and succession planning by making acting and temporary assignments available”, 28.57% either agreed or strongly agreed, 38.1% were neutral, and 33.33% either disagreed or strongly disagreed. For the statement, “I am aware of acting and stretch assignments being available to allow employees to showcase and develop competencies”, 42.85% agreed or strongly agreed, 23.81% were neutral, and 33.33% disagreed or strongly disagreed. These are relatively mixed results.
78. In interviews, employees felt acting roles were done on a more *ad hoc* basis, but no one expressed dissatisfaction with this. One employee shared a story about how another employee’s career was positively impacted after taking on an acting role within Cycling Canada.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a neutral impact on employees.

Recommendations 14 and 15: Creating a Transparent Promotion Process and Standardized Recruitment Process

Recommendations 14 and 15: Actions taken by Cycling Canada

79. Cycling Canada designed and implemented a performance management framework with the support of the HR Consultant. The framework included a year-end performance evaluation and beginning-of-year meeting dedicated to goal-setting and development planning between each employee and their supervisor. Annual objectives are defined amongst these groups: organizational, personal, and professional development objectives. Then, employees and their supervisors are to meet quarterly to monthly for success meetings, where guidance and a check-in regarding the employee’s goals takes place. The goal of the performance management process, according to the framework supplied to the Assessor, is to create a “culture of continuous feedback and performance alignment discussions.”
80. In addition to performance management, another goal of this framework—which Cycling Canada aimed to complete by the end of 2025—was to assess the organization’s structure, ensure all job positions are at the appropriate level, and improve pay equity, a concern raised by some employees during interviews.

81. Additionally, Cycling Canada restructured the coaching department, which led to the creation of four new Director positions to allow employees to move up in the organization and to give a larger voice within the organization to the coaches. Three of these four positions were roles people were already in, they just took on additional responsibilities and received a Director title. The fourth was a completely new role that Cycling Canada posted internally.

Recommendations 14 and 15: Impact on Employees

82. Survey participants were asked to rate their agreement with this statement: “The performance management system supports fair feedback and growth.”, and 61.9% either agreed or strongly agreed, 28.57% were neutral, and 9.52% either disagreed or strongly disagreed. No women or those with caregiving responsibility disagreed or strongly disagreed with this statement. As the performance management process was underway at the close of the Monitoring Process, the full impact of the process could not be measured, but employees seemed hopeful about the process.
83. Amongst those survey responders who have been with Cycling Canada for over 1 year, 17.65% strongly disagreed, 29.42% disagreed, 23.53% were neutral, 17.65% agreed, and 11.76% strongly agreed with the statement: “Promotion and advancement processes are now more transparent.” Of that group, all the women who responded were either neutral (40%), disagreed (40%), or strongly disagreed (20%). Most caregivers were neutral (60%), while only one (20%) agreed and one (20%) disagreed.
84. When asked their level of agreement with this statement: “Cycling Canada has established and communicated a transparent promotion process”, of those who have been with Cycling Canada 1+ year, 23.53% strongly disagreed, 35.29% disagreed, 17.65% were neutral, 11.76% agreed, and 11.76% strongly agreed. Within this group of respondents, 80% (4) of women disagreed and 20% (1) strongly disagreed. Amongst those with caregiving responsibilities within this group, 80% (4) disagreed while 20% (1) strongly agreed. These two statements had some of the highest disagree/strongly disagree percentages amongst all the questions asked to survey participants.
85. However, when asked to rate their level of agreement with the statement, “Opportunities for leadership and development feel more equitable”, the results were slightly more positive but still neutral overall. Among women, 37.50% agreed, 50% were neutral, and 12.50% disagreed. Amongst all caregivers, 28.57% agreed, 57.14% were neutral, and 14.29% disagreed.
86. In 1:1 interviews, some employees noted that all those who received a Director position were men, while women coaches did not receive a promotion or salary change. More broadly, employees expressed a lack of clarity regarding the criteria and process for determining promotions. This ambiguity led to there being some perception that the restructure, rather than factors like merit, education, or seniority, may have been a primary driver for success in obtaining a new role. Employees also expressed a desire to have been given the opportunity to provide some strategic input in advance of the restructuring decision being made, rather than just being told once the restructuring was occurring.

87. Some concern was raised that the creation and filling of one of the Director roles did not feel transparent.
88. There were positives to the Director positions noted by employees. Employees remarked that it was positive to see upward mobility and the opportunity for promotion within the organization. Employees also shared that it was valuable that the coaches in the Director positions were now part of senior leadership, meaning they now had a voice at the table and greater ability to be involved in the overall strategy and direction of the organization. However, some shared that these Director positions' level of authority and decision making on overall organization matters still required some clarity.
89. Most employees within the coaching department felt that the impact of these new Director positions has been positive. The sentiment was shared that there was some skepticism initially but a later feeling that the restructure resulted in improvements in the coaching department. The Assessor also heard, for example, "It's a much more supportive, enjoyable, and motivating environment since we had the restructuring earlier in the year."
90. Despite the high rate of disagreement on the statements about promotion, employees did note that HR functions more generally in the organization seemed to be improving, becoming formalized, and being 'tightened up'. It was noted that there appeared to be a better process for promotions and advertising jobs internally now.
91. While there are clear positive outcomes, the significant and widespread lack of transparency concerning the promotion process—the core of these Recommendations—acts as a strong counterbalance, resulting in a neutral overall impact on employees.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a neutral impact on employees.

Recommendation 18, 19, and 20: Anonymous Reporting System, Ombuds, and Promotion of Whistleblower Policy

Recommendation 18, 19, 20: Actions taken by Cycling Canada

92. To avoid process duplication, Cycling Canada discontinued its Whistleblower policy and implemented an anonymous reporting system through its external HR consulting group. This ensures reporting is handled outside of senior management, allowing employees to contact the external HR consultant without fear of identification.
93. Cycling Canada's executive team also underwent a 360 review, where employees were given the opportunity to provide anonymous feedback in a process conducted by the external HR consultant with Board oversight.
94. As of the end of the Monitoring Process, the HR Consultant and Cycling Canada's Office Manager were in the process of finalizing a Positive and Inclusive Workplace policy. The policy was still in development at that time and was nearly complete. The draft available to the Assessor

confirmed that the policy would outline the complaint process for workplace maltreatment, discrimination, violence, and harassment.

Recommendation 18, 19, 20: Impact on Employees

95. In the survey, across all statements relating to HR support, the majority of employees agreed or strongly agreed with positive statements related to the HR function. With the statement, “I understand where to go if I have a workplace concern or complaint.”, 95.24% of employees either agreed or strongly agreed. With the statement, “I feel comfortable raising issues without fear of retaliation.”, 80.86% of employees either agreed or strongly agreed. With the statement, “I trust that reports of misconduct or discrimination will be taken seriously.”, 85.71% of employees either agreed or strongly agreed. With the statement, “HR support feels independent from senior management.”, 76.19% of employees either agreed or strongly agreed.
96. In the 1:1 interviews, all employees who spoke about the addition of an external HR support agreed that this was a very positive change and something they would like to see continue beyond the Monitoring Period. Many employees also shared that it is particularly valuable that the HR consultant is outside of Cycling Canada—employees feel comfortable and safe approaching the HR consultant with workplace concerns or questions. Employees have described this as ‘a positive change’ and ‘quite an impactful improvement.’

Overall, the actions taken by Cycling Canada in response to this recommendation have had a positive impact on employees.

Recommendation 21: Education on the Complaint Resolution Process

Recommendation 21: Actions taken by Cycling Canada

97. Once the Positive and Inclusive Workplace policy is finalized, Cycling Canada will implement a comprehensive rollout plan. This plan includes providing all current employees with initial training on the policy's contents, requiring employees to annually review and sign off on the policy, and integrating the policy training into the onboarding process for all new employees.
98. During the Monitoring Period, some training was given at the all-staff retreat around how to have difficult conversations and give feedback, giving employees tools to address conflict.

Recommendation 21: Impact on Employees

99. When asked to rate the level of agreement with the statement, “I have received training that increases my understanding of diversity, equity, and inclusion,” 52.39% of survey participants

agreed or strongly agreed. However, a combined 47.62% were either neutral or disagreed (28.57% and 19.05%, respectively). This suggests a substantial portion of the employee population either did not receive training or did not feel any training received increased their understanding of diversity, equity and inclusion concepts. While this data is a proxy and not a direct measure of the effectiveness of the future complaint resolution training, the mixed results indicate that ensuring the final Positive and Inclusive Workplace policy training successfully translates to increased employee clarity and understanding will be a key factor in the eventual impact of Recommendation 21.

100. Because the new policy has yet to be implemented, its impact cannot be measured.

Overall, the actions taken by Cycling Canada in response to this recommendation have had a neutral impact on employees.

E. One-Year Later: Looking Back to Look Forward

101. In accordance with the original OSIC mandate, the "**1 Year Later: Looking Back to Look Forward, SEA Monitoring Phase Progress Report**" Infographic is included as **Appendix C**. While this attachment offers a synthesis of progress, the comprehensive findings of the Monitoring Assessment are contained within the body of this Report.

F. Overall Assessment and Conclusion

Psychological Safety

102. Psychological safety, which refers in part to an employee's perceived ability to speak up without fear of negative repercussions, was a key area of focus. When surveyed, a little over half of long-tenured employees (52.95% agreed or strongly agreed) reported an improvement in psychological safety since the SEA report was issued.

103. Interviews with staff revealed a more nuanced situation. While many employees indicated they felt more psychologically safe than before the monitoring period, this positive perception was often tied to factors such as their individual tenure, leadership level, or a strong personal relationship with their direct manager. Conversely, some employees reported feeling uncomfortable bringing concerns to leadership due to worry that the issue would be ignored or not effectively addressed. A positive trend was noted among newer (post-SEA Report) employees, the majority of whom indicated they felt comfortable raising concerns to their manager.

104. Some employees suggested that fostering a culture of more active listening and a greater willingness to openly discuss topics and ideas would be instrumental in further encouraging staff to feel safe and comfortable speaking up.

Synthesis of Findings and Overall Impact

105. Based on the actions taken by Cycling Canada and the documented employee feedback across all Recommendations, the organization has demonstrated a high level of success in responding to the SEA Report.
106. The assessment confirms a positive impact on employees in key operational areas, including enhanced communication, improved HR support and policies, new recognition efforts, and increased work-life flexibility. The addition of the external HR consultant and the new all-staff meetings were highlights of this progress.
107. However, the report also identifies areas where the cultural impact has been assessed as neutral, indicating ongoing work is required. These areas—Mentorship, Succession Planning, and Promotion Transparency—primarily involve complex, systemic changes that were still being formalized or rolled out during the monitoring period. It is reasonable to anticipate that these initiatives, as they are fully implemented and integrated, will continue to evolve and may yield greater positive cultural impact over time.
108. Ultimately, the most compelling measure of overall success is the collective sentiment of the organization, as captured at the conclusion of the Monitoring Process:
- For the statement: “The organization has made meaningful progress since the SEA report,” 66.66% of employees agreed or strongly agreed, with no one disagreeing.
 - For the statement: “I trust that the organization is committed to maintaining these improvements,” 76.19% agreed or strongly agreed.
109. These results demonstrate that most Cycling Canada employees acknowledge the significant progress made, feel an increased sense of support and safety, and generally trust the organization’s commitment to continued action, reflecting substantial progress against the mandate of the SEA Report.

Dated: February 10, 2026
Jennifer Wootton, LLB
Monitoring Assessor

Appendix A to Cycling Canada Monitoring Assessor's Report

Recommendations from Cycling Canada's Sport Environment Assessment

As Originally Published on July 10, 2024

Recommendation 1

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.

Recommendation 2

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.

Recommendation 3

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.

Recommendation 4

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.

Recommendation 5

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.

Recommendation 6

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.

Recommendation 7

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.

Recommendation 8

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.

Recommendation 9

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.

Recommendation 10

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.

Recommendation 11

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.

Recommendation 12

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.

Recommendation 13

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.

Recommendation 14

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.

Recommendation 15

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.

Recommendation 16

Acting and temporary assignments should also be considered to create internal mobility and succession planning.

Recommendation 17

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.

Recommendation 18

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.

Recommendation 19

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.

Recommendation 20

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.

Recommendation 21

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.

Cycling Canada Survey Results (By Count and Percentage)

ALL ANSWERS (21 RESPONSES)

About You Section

How long have you worked for Cycling Canada?

Answer	Count	Percentage
Less than 1 year	4	19.05%
1-3 years	6	28.57%
4-6 years	5	23.81%
7+ years	6	28.57%

What is your gender identity?

Answer	Count	Percentage
Woman	8	38.10%
Man	13	61.90%
Non-Binary/Gender Diverse	0	0%
Prefer not to say	0	0%
Other	0	0%

Do you currently have caregiving responsibilities (e.g., children, elders, dependents)?

Answer	Count	Percentage
Yes	7	33.33%
No	14	66.67%
Prefer not to say	0	0%
Other	0	0%

Work/Life Balance

My workload and expectations are now more manageable than before Cycling Canada's responses to the SEA report.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	5	23.81%
Neither Agree nor Disagree	13	61.90%
Agree	2	9.52%
Strongly Agree	1	4.76%

I am able to maintain a healthy balance between work and personal life since the SEA

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	13	61.90%
Agree	6	28.57%
Strongly Agree	0	0.00%

Leadership shows understanding and respect for personal boundaries.

Answer	Count	Percentage
Strongly Disagree	0	0.00%

Disagree	3	14.29%
Neither Agree nor Disagree	3	14.29%
Agree	12	57.14%
Strongly Agree	3	14.29%

Flexibility and support for different work arrangements have improved.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	6	28.57%
Agree	13	61.90%
Strongly Agree	1	4.76%

I experience less burnout or overwork than in the past.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	6	28.57%
Neither Agree nor Disagree	9	42.86%
Agree	6	28.57%
Strongly Agree	0	0.00%

The post-competition strategic debriefs held since the SEA report have been well-organized and effective (Track, 2024 Olympic Games; BMX Race, 2025 Worlds; Para-Cycling Road, 2025 Worlds).

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	11	52.38%
Agree	5	23.81%
Strongly Agree	2	9.52%

Leaves from Work (Parental, Medical, Personal)

I feel those with childcare or eldercare responsibilities are adequately accommodated at work, especially during travel and times of heavy workload (like competitions).

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	12	57.14%
Agree	6	28.57%
Strongly Agree	1	4.76%

I understand the organization's policies regarding parental, medical, or personal leaves.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	4	19.05%
Agree	14	66.67%
Strongly Agree	3	14.29%

I have seen greater consistency and fairness in how leaves are approved and managed.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	5	23.81%
Agree	10	47.62%
Strongly Agree	3	14.29%
The culture around taking leave has become more open and accepting.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	5	23.81%
Agree	9	42.86%
Strongly Agree	4	19.05%
Staff feel supported in balancing family or personal responsibilities.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	4	19.05%
Agree	12	57.14%
Strongly Agree	2	9.52%
Ceridian is a helpful tool for managing time off and leaves.		
Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	1	4.76%
Neither Agree nor Disagree	4	19.05%
Agree	13	61.90%
Strongly Agree	2	9.52%
Promotions, Mentorship and Professional Growth		
Promotion and advancement processes are now more transparent.		
Answer	Count	Percentage
Strongly Disagree	3	14.29%
Disagree	5	23.81%
Neither Agree nor Disagree	7	33.33%
Agree	4	19.05%
Strongly Agree	2	9.52%
Opportunities for leadership and development feel more equitable.		
Answer	Count	Percentage
Strongly Disagree	2	9.52%
Disagree	2	9.52%
Neither Agree nor Disagree	8	38.10%
Agree	8	38.10%
Strongly Agree	1	4.76%

I have seen improvements in how achievements and contributions are recognized.		
Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	4	19.05%
Neither Agree nor Disagree	4	19.05%
Agree	10	47.62%
Strongly Agree	2	9.52%
I am aware of mentorship and development opportunities available to me.		
Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	3	14.29%
Neither Agree nor Disagree	2	9.52%
Agree	11	52.38%
Strongly Agree	4	19.05%
I have access to mentorship or coaching support relevant to my role.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	4	19.05%
Neither Agree nor Disagree	5	23.81%
Agree	10	47.62%
Strongly Agree	2	9.52%
Mentorship programs (such as the internal women's mentorship group and outside opportunities) have improved opportunities for women and underrepresented staff.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	12	57.14%
Agree	4	19.05%
Strongly Agree	2	9.52%
Cycling Canada's approach to professional growth feels fair and inclusive.		
Answer	Count	Percentage
Strongly Disagree	2	9.52%
Disagree	0	0.00%
Neither Agree nor Disagree	5	23.81%
Agree	11	52.38%
Strongly Agree	3	14.29%
Cycling Canada has established and communicated a transparent promotion process.		
Answer	Count	Percentage
Strongly Disagree	4	19.05%
Disagree	7	33.33%
Neither Agree nor Disagree	5	23.81%
Agree	3	14.29%

Strongly Agree	2	9.52%
Cycling Canada has created internal mobility and succession planning by making acting and temporary assignments available.		
Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	6	28.57%
Neither Agree nor Disagree	8	38.10%
Agree	5	23.81%
Strongly Agree	1	4.76%
I am aware of acting and stretch assignments being available to allow employees to showcase and develop competencies.		
Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	6	28.57%
Neither Agree nor Disagree	5	23.81%
Agree	7	33.33%
Strongly Agree	2	9.52%
Human Resources and Support		
I understand where to go if I have a workplace concern or complaint.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	0	0.00%
Agree	13	61.90%
Strongly Agree	7	33.33%
I believe HR processes are now fairer, more transparent, and more responsive.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	3	14.29%
Agree	14	66.67%
Strongly Agree	4	19.05%
I feel comfortable raising issues without fear of retaliation.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	2	9.52%
Agree	12	57.14%
Strongly Agree	5	23.81%
Concerns are handled promptly and professionally.		
Answer	Count	Percentage
Strongly Disagree	1	4.76%

Disagree	0	0.00%
Neither Agree nor Disagree	8	38.10%
Agree	9	42.86%
Strongly Agree	3	14.29%

Having an external third party HR provider has had a positive impact.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	2	9.52%
Agree	11	52.38%
Strongly Agree	8	38.10%

I trust that reports of misconduct or discrimination will be taken seriously.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	3	14.29%
Agree	10	47.62%
Strongly Agree	8	38.10%

HR support feels independent from senior management.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	2	9.52%
Agree	11	52.38%
Strongly Agree	5	23.81%

I understand how to access Cycling Canada's Employee Assistance Programs.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	4	19.05%
Neither Agree nor Disagree	4	19.05%
Agree	9	42.86%
Strongly Agree	4	19.05%

Policy & DEI Education and Training

Training opportunities are accessible and relevant to my role.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	7	33.33%
Agree	9	42.86%
Strongly Agree	4	19.05%

I have received training that increases my understanding of diversity, equity, and inclusion.

Answer	Count	Percentage
Strongly Disagree	0	0.00%

Disagree	4	19.05%
Neither Agree nor Disagree	6	28.57%
Agree	8	38.10%
Strongly Agree	3	14.29%

I feel confident in understanding and applying new policies or procedures.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	5	23.81%
Agree	9	42.86%
Strongly Agree	4	19.05%

Communication and Transparency

Internal communication has become clearer and more consistent.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	2	9.52%
Agree	16	76.19%
Strongly Agree	2	9.52%

Leadership provides more regular updates about organizational goals and changes.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	16	76.19%
Strongly Agree	5	23.81%

I feel better informed about decisions that affect my work.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	5	23.81%
Agree	12	57.14%
Strongly Agree	3	14.29%

I believe leadership is more open to feedback and dialogue.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	4	19.05%
Agree	10	47.62%
Strongly Agree	5	23.81%

The all-staff and water cooler meetings have improved trust and connection.

Answer	Count	Percentage
Strongly Disagree	1	4.76%

Disagree	1	4.76%
Neither Agree nor Disagree	5	23.81%
Agree	10	47.62%
Strongly Agree	4	19.05%

The Cycling Connections newsletter is a valuable resource for communicating mentorship and development opportunities.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	6	28.57%
Agree	10	47.62%
Strongly Agree	3	14.29%

Leadership, Values, and Accountability

The organization's values are clear and visible in daily work.

Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	4	19.05%
Neither Agree nor Disagree	1	4.76%
Agree	13	61.90%
Strongly Agree	2	9.52%

Leaders are held accountable for modelling respectful, inclusive behaviours.

Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	4	19.05%
Neither Agree nor Disagree	1	4.76%
Agree	13	61.90%
Strongly Agree	2	9.52%

The performance management system supports fair feedback and growth.

Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	1	4.76%
Neither Agree nor Disagree	6	28.57%
Agree	12	57.14%
Strongly Agree	1	4.76%

I have noticed a shift toward stronger accountability and alignment with values.

Answer	Count	Percentage
Strongly Disagree	1	4.76%
Disagree	4	19.05%
Neither Agree nor Disagree	4	19.05%
Agree	11	52.38%
Strongly Agree	1	4.76%

The corporate values exercise in Kingston allowed Cycling Canada to develop values I feel connected to.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	5	23.81%
Agree	9	42.86%
Strongly Agree	5	23.81%

Organizational Culture and Inclusion

The workplace culture has become more respectful and inclusive.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	7	33.33%
Agree	12	57.14%
Strongly Agree	1	4.76%

I feel that women are treated with respect at work.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	2	9.52%
Agree	11	52.38%
Strongly Agree	6	28.57%

There is greater consistency in how respectful behaviour is modeled and reinforced.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	14.29%
Neither Agree nor Disagree	7	33.33%
Agree	9	42.86%
Strongly Agree	2	9.52%

Psychological safety (ability to speak up without fear) has improved.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	8	38.10%
Agree	9	42.86%
Strongly Agree	2	9.52%

The culture now better supports diversity, equity, and belonging.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	6	28.57%
Agree	12	57.14%
Strongly Agree	1	4.76%

Overall morale and teamwork have improved since the SEA recommendations were implemented.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	9.52%
Neither Agree nor Disagree	5	23.81%
Agree	13	61.90%
Strongly Agree	1	4.76%

Overall Impact

The organization has made meaningful progress since the SEA report.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	7	33.33%
Agree	13	61.90%
Strongly Agree	1	4.76%

I feel Cycling Canada is a safer, fairer, and more supportive workplace than before the SEA report.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	7	33.33%
Agree	12	57.14%
Strongly Agree	1	4.76%

I trust that the organization is committed to maintaining these improvements.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	4.76%
Neither Agree nor Disagree	4	19.05%
Agree	13	61.90%
Strongly Agree	3	14.29%

I feel more optimistic about the organization's future.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	4	19.05%
Neither Agree nor Disagree	2	9.52%
Agree	11	52.38%
Strongly Agree	4	19.05%

PLEASE NOTE: The survey included open-ended questions where participants could type out their responses. In the interest of confidentiality and protecting the privacy of participants, these responses have not been included in this appendix as they contain potentially identifying information.

Cycling Canada Survey Results (By Count and Percentage)

ONLY STAFF AT CC 1+ YEARS (17 RESPONDENTS)

About You Section

How long have you worked for Cycling Canada?

Answer	Count
Less than 1 year	0
1-3 years	6
4-6 years	5
7+ years	6

What is your gender identity?

Answer	Count
Woman	5
Man	12
Non-Binary/Gender Diverse	0
Prefer not to say	0
Other	0

Do you currently have caregiving responsibilities (e.g., children, elderly)?

Answer	Count
Yes	5
No	12
Prefer not to say	0
Other	0

Work/Life Balance

My workload and expectations are now more manageable than before the COVID-19 pandemic, based on responses to the SEA report.

Answer	Count
Strongly Disagree	0
Disagree	5
Neither Agree nor Disagree	10
Agree	2
Strongly Agree	0

I am able to maintain a healthy balance between work and personal life.

Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	11
Agree	4
Strongly Agree	0

Leadership shows understanding and respect for personal boundaries.

Answer	Count
Strongly Disagree	0

Disagree	3
Neither Agree nor Disagree	3
Agree	9
Strongly Agree	2
Flexibility and support for different work arrangements have	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	4
Agree	12
Strongly Agree	0
I experience less burnout or overwork than in the pa	
Answer	Count
Strongly Disagree	0
Disagree	6
Neither Agree nor Disagree	6
Agree	5
Strongly Agree	0
The post-competition strategic debriefs held since the SEA report organized and effective (Track, 2024 Olympic Games; BMX Race, 2 Cycling Road, 2025 Worlds).	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	8
Agree	5
Strongly Agree	1
Leaves from Work (Parental, Medical, Pers	
I feel those with childcare or eldercare responsibilities are adequately work, especially during travel and times of heavy workload (like	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	9
Agree	5
Strongly Agree	1
I understand the organization's policies regarding parental, medical,	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	4
Agree	10
Strongly Agree	3

I have seen greater consistency and fairness in how leaves are approved	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	3
Agree	8
Strongly Agree	3
The culture around taking leave has become more open and	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	3
Agree	8
Strongly Agree	3
Staff feel supported in balancing family or personal responsibilities	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	4
Agree	8
Strongly Agree	2
Ceridian is a helpful tool for managing time off and leave	
Answer	Count
Strongly Disagree	1
Disagree	1
Neither Agree nor Disagree	3
Agree	10
Strongly Agree	2
Promotions, Mentorship and Professional Growth	
Promotion and advancement processes are now more transparent	
Answer	Count
Strongly Disagree	3
Disagree	5
Neither Agree nor Disagree	4
Agree	3
Strongly Agree	2
Opportunities for leadership and development feel more enhanced	
Answer	Count
Strongly Disagree	2
Disagree	2
Neither Agree nor Disagree	6
Agree	6
Strongly Agree	1

I have seen improvements in how achievements and contributions	
Answer	Count
Strongly Disagree	1
Disagree	4
Neither Agree nor Disagree	2
Agree	8
Strongly Agree	2
I am aware of mentorship and development opportunities available	
Answer	Count
Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	2
Agree	8
Strongly Agree	4
I have access to mentorship or coaching support relevant to	
Answer	Count
Strongly Disagree	0
Disagree	4
Neither Agree nor Disagree	4
Agree	7
Strongly Agree	2
Mentorship programs (such as the internal women's mentorship groups and development opportunities) have improved opportunities for women and underrepresented	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	9
Agree	3
Strongly Agree	2
Cycling Canada's approach to professional growth feels fair and	
Answer	Count
Strongly Disagree	2
Disagree	0
Neither Agree nor Disagree	5
Agree	8
Strongly Agree	2
Cycling Canada has established and communicated a transparent process	
Answer	Count
Strongly Disagree	4
Disagree	6
Neither Agree nor Disagree	3
Agree	2

Strongly Agree	2
Cycling Canada has created internal mobility and succession planning and temporary assignments available.	
Answer	Count
Strongly Disagree	1
Disagree	6
Neither Agree nor Disagree	6
Agree	3
Strongly Agree	1
I am aware of acting and stretch assignments being available to all to showcase and develop competencies.	
Answer	Count
Strongly Disagree	1
Disagree	5
Neither Agree nor Disagree	4
Agree	5
Strongly Agree	2
Human Resources and Support	
I understand where to go if I have a workplace concern or comment.	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	0
Agree	11
Strongly Agree	5
I believe HR processes are now fairer, more transparent, and more efficient.	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	11
Strongly Agree	4
I feel comfortable raising issues without fear of retaliation.	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	2
Agree	9
Strongly Agree	4
Concerns are handled promptly and professionally.	
Answer	Count
Strongly Disagree	1

Disagree	0
Neither Agree nor Disagree	7
Agree	7
Strongly Agree	2
Having an external third party HR provider has had a positive impact on the organization's ability to attract and retain diverse talent	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	8
Strongly Agree	7
I trust that reports of misconduct or discrimination will be taken seriously	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	3
Agree	7
Strongly Agree	7
HR support feels independent from senior management	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	2
Agree	8
Strongly Agree	4
I understand how to access Cycling Canada's Employee Assistance Program	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	3
Agree	7
Strongly Agree	4
Policy & DEI Education and Training	
Training opportunities are accessible and relevant to me	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	5
Agree	8
Strongly Agree	3
I have received training that increases my understanding of diversity, equity and inclusion	
Answer	Count
Strongly Disagree	0

Disagree	4
Neither Agree nor Disagree	4
Agree	7
Strongly Agree	2
I feel confident in understanding and applying new policies or	
Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	3
Agree	8
Strongly Agree	3
Communication and Transparency	
Internal communication has become clearer and more co	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	1
Agree	13
Strongly Agree	2
Leadership provides more regular updates about organizational go	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	13
Strongly Agree	4
I feel better informed about decisions that affect my w	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	4
Agree	9
Strongly Agree	3
I believe leadership is more open to feedback and dial	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	4
Agree	7
Strongly Agree	4
The all-staff and water cooler meetings have improved trust an	
Answer	Count
Strongly Disagree	1

Disagree	1
Neither Agree nor Disagree	5
Agree	7
Strongly Agree	3
The Cycling Connections newsletter is a valuable resource for community and development opportunities.	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	6
Agree	7
Strongly Agree	2
Leadership, Values, and Accountability	
The organization's values are clear and visible in daily	
Answer	Count
Strongly Disagree	1
Disagree	4
Neither Agree nor Disagree	1
Agree	10
Strongly Agree	1
Leaders are held accountable for modelling respectful, inclusive	
Answer	Count
Strongly Disagree	1
Disagree	1
Neither Agree nor Disagree	6
Agree	9
Strongly Agree	0
The performance management system supports fair feedback	
Answer	Count
Strongly Disagree	1
Disagree	4
Neither Agree nor Disagree	3
Agree	8
Strongly Agree	1
I have noticed a shift toward stronger accountability and alignment	
Answer	Count
Strongly Disagree	1
Disagree	3
Neither Agree nor Disagree	4
Agree	8
Strongly Agree	1
The corporate values exercise in Kingston allowed Cycling Canada to be connected to.	

Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	3
Agree	9
Strongly Agree	3

Organizational Culture and Inclusion

The workplace culture has become more respectful and inclusive

Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	5
Agree	10
Strongly Agree	1

I feel that women are treated with respect at work

Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	1
Agree	9
Strongly Agree	5

There is greater consistency in how respectful behaviour is modeled

Answer	Count
Strongly Disagree	0
Disagree	3
Neither Agree nor Disagree	5
Agree	7
Strongly Agree	2

Psychological safety (ability to speak up without fear) has increased

Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	6
Agree	7
Strongly Agree	2

The culture now better supports diversity, equity, and belonging

Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	4
Agree	10
Strongly Agree	1

Overall morale and teamwork have improved since the SEA recommendations implemented.	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	3
Agree	11
Strongly Agree	1
Overall Impact	
The organization has made meaningful progress since the SEA report.	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	11
Strongly Agree	1
I feel Cycling Canada is a safer, fairer, and more supportive workplace since the SEA report.	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	5
Agree	10
Strongly Agree	1
I trust that the organization is committed to maintaining these improvements.	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	4
Agree	10
Strongly Agree	2
I feel more optimistic about the organization's future.	
Answer	Count
Strongly Disagree	0
Disagree	4
Neither Agree nor Disagree	2
Agree	8
Strongly Agree	3

Appendix B to Assessor's Monitoring Report:
Survey Results

Percentage)
ONSES)
Percentage
0.00%
35.29%
29.42%
35.29%
Percentage
29.42%
70.58%
0%
0%
0%
ers, dependents)?
Percentage
29.42%
70.58%
0%
0%
e Cycling Canada's
Percentage
0.00%
29.42%
58.82%
11.76%
0.00%
l life since the SEA
Percentage
0.00%
11.76%
64.71%
23.53%
0.00%
boundaries.
Percentage
0.00%

Cycling Canada Survey Result
ONLY WOMEN (
About Yo
How long have you work
Answer
Less than 1 year
1-3 years
4-6 years
7+ years
What is your ge
Answer
Woman
Man
Non-Binary/Gender Diverse
Prefer not to say
Other
Do you currently have caregiving responsib
Answer
Yes
No
Prefer not to say
Other
Work/Life
My workload and expectations are now more
responses to th
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I am able to maintain a healthy balance bet
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Leadership shows understanding ar
Answer
Strongly Disagree

17.65%
17.65%
52.94%
11.76%
improved.
Percentage
0.00%
5.88%
23.53%
70.58%
0.00%
st.
Percentage
0.00%
35.29%
35.29%
29.42%
0.00%
have been well-
2025 Worlds; Para-
Percentage
0.00%
17.65%
47.06%
29.42%
5.88%
sonal)
y accommodated at
competitions).
Percentage
0.00%
11.76%
52.94%
29.42%
5.88%
or personal leaves.
Percentage
0.00%
0.00%
23.53%
58.82%
17.65%

Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Flexibility and support for different v
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I experience less burnout or
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
The post-competition strategic debriefs h
organized and effective (Track, 2024 Olymp
Cycling Road,
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Leaves from Work (Pare
I feel those with childcare or eldercare respo
work, especially during travel and times
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I understand the organization's policies rega
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

oved and managed.
Percentage
0.00%
17.65%
17.65%
47.05%
17.65%
l accepting.
Percentage
0.00%
17.65%
17.65%
47.05%
17.65%
sibilities.
Percentage
0.00%
17.65%
23.53%
47.06%
11.76%
aves.
Percentage
5.88%
5.88%
17.65%
58.82%
11.76%
Growth
nsparent.
Percentage
17.65%
29.42%
23.53%
17.65%
11.76%
equitable.
Percentage
11.76%
11.76%
35.29%
35.29%
5.88%

I have seen greater consistency and fairness
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
The culture around taking leave has
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Staff feel supported in balancing f
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Ceridian is a helpful tool for m
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Promotions, Mentorship &
Promotion and advancement proc
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Opportunities for leadership and c
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

s are recognized.
Percentage
5.88%
23.53%
11.76%
47.06%
11.76%
ilable to me.
Percentage
5.88%
11.76%
11.76%
47.06%
23.53%
o my role.
Percentage
0.00%
23.53%
23.53%
41.18%
11.76%
roup and outside epresented staff.
Percentage
0.00%
17.65%
52.94%
17.65%
11.76%
nd inclusive.
Percentage
11.76%
0.00%
29.42%
47.06%
11.76%
promotion process.
Percentage
23.53%
35.29%
17.65%
11.76%

I have seen improvements in how achieve
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I am aware of mentorship and develo
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I have access to mentorship or coe
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Mentorship programs (such as the interna opportunities) have improved opportunitie
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Cycling Canada's approach to profes
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Cycling Canada has established and comm
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree

11.76%
ing by making acting
Percentage
5.88%
35.29%
35.29%
17.65%
5.88%
low employees to
Percentage
5.88%
29.42%
23.53%
29.42%
11.76%
complaint.
Percentage
0.00%
5.88%
0.00%
64.70%
29.42%
ore responsive.
Percentage
0.00%
0.00%
11.76%
64.70%
23.53%
tion.
Percentage
0.00%
11.76%
11.76%
52.94%
23.53%
/.
Percentage
5.88%

Strongly Agree
Cycling Canada has created internal mobility and temporary assi
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I am aware of acting and stretch assignme showcase and deve
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Human Resource
I understand where to go if I have a
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I believe HR processes are now fairer, n
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I feel comfortable raising issu
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Concerns are handled pro
Answer
Strongly Disagree

0.00%
41.18%
41.18%
11.76%
ve impact.
Percentage
0.00%
0.00%
11.76%
47.06%
41.18%
en seriously.
Percentage
0.00%
0.00%
17.64%
41.18%
41.18%
ent.
Percentage
0.00%
17.65%
11.76%
47.06%
23.53%
ance Programs.
Percentage
0.00%
17.65%
17.65%
41.17%
23.53%
y role.
Percentage
0.00%
5.88%
29.42%
47.05%
17.65%
equity, and inclusion.
Percentage
0.00%

Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Having an external third party HR p
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I trust that reports of misconduct or d
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
HR support feels independent
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I understand how to access Cycling Car
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Policy & DEI Educ
Training opportunities are acce
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I have received training that increases my unc
Answer
Strongly Disagree

23.53%
23.53%
41.18%
11.76%
procedures.
Percentage
0.00%
17.65%
17.65%
47.05%
17.65%
nsistent.
Percentage
0.00%
5.88%
5.88%
76.47%
11.76%
als and changes.
Percentage
0.00%
0.00%
0.00%
76.47%
23.53%
work.
Percentage
0.00%
5.88%
23.53%
52.94%
17.65%
ogue.
Percentage
0.00%
11.76%
23.53%
41.18%
23.53%
d connection.
Percentage
5.88%

Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I feel confident in understanding and
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Communication a
Internal communication has beco
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Leadership provides more regular updates
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I feel better informed about d
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I believe leadership is more op
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
The all-staff and water cooler meetings
Answer
Strongly Disagree

5.88%
29.42%
41.17%
17.65%
Communicating mentorship
Percentage
0.00%
11.76%
35.29%
41.18%
11.76%
Value
work.
Percentage
5.88%
23.53%
5.88%
58.82%
5.88%
Leadership behaviours.
Percentage
5.88%
5.88%
35.29%
52.94%
0.00%
and growth.
Percentage
5.88%
23.53%
17.65%
47.06%
5.88%
ent with values.
Percentage
5.88%
17.65%
23.53%
47.06%
5.88%
develop values I feel

Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
The Cycling Connections newsletter is a valuable tool for communication and development
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Leadership, Values
The organization's values are
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Leaders are held accountable for modeling
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
The performance management system
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I have noticed a shift toward stronger alignment
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
The corporate values exercise in Kingston allows for a strong connection

Percentage
0.00%
11.76%
17.65%
52.94%
17.65%

clusive.

Percentage
0.00%
5.88%
29.42%
58.82%
5.88%

Percentage
0.00%
11.76%
5.88%
52.94%
29.42%

ed and reinforced.

Percentage
0.00%
17.65%
29.42%
41.17%
11.76%

proved.

Percentage
0.00%
11.76%
35.29%
41.18%
11.76%

longing.

Percentage
0.00%
11.76%
23.53%
58.82%
5.88%

Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Organizational Cul

The workplace culture has becom

Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

I feel that women are treat

Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

There is greater consistency in how respect

Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Psychological safety (ability to spe

Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

The culture now better supports

Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Recommendations were
Percentage
0.00%
11.76%
17.65%
64.70%
5.88%
SEA report.
Percentage
0.00%
0.00%
29.42%
64.70%
5.88%
face than before the
Percentage
0.00%
5.88%
29.42%
58.82%
5.88%
improvements.
Percentage
0.00%
5.88%
23.53%
58.82%
11.76%
e.
Percentage
0.00%
23.53%
11.76%
47.06%
17.65%

Overall morale and teamwork have improved since the implementation
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
Overall
The organization has made meaningful changes
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I feel Cycling Canada is a safer, fairer, and more professional organization since the SEA report
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I trust that the organization is committed to making improvements
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
I feel more optimistic about the future of Cycling Canada
Answer
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

ts (By Count and Percentage)

8 RESPONSES)

u Section

ted for Cycling Canada?

Count	Percentage
3	37.50%
3	37.50%
1	12.50%
1	12.50%

ender identity?

Count	Percentage
8	100.00%
0	0.00%
0	0%
0	0%
0	0%

ilities (e.g., children, elders, dependents)?

Count	Percentage
3	37.50%
5	62.50%
0	0%
0	0%

Balance

e manageable than before Cycling Canada's
ne SEA report.

Count	Percentage
0	0.00%
2	25.00%
4	50.00%
1	12.50%
1	12.50%

ween work and personal life since the SEA

Count	Percentage
0	0.00%
1	12.50%
3	37.50%
4	50.00%
0	0.00%

nd respect for personal boundaries.

Count	Percentage
0	0.00%

2	25.00%
1	12.50%
3	37.50%
2	25.00%

work arrangements have improved.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
5	62.50%
1	12.50%

or overwork than in the past.

Count	Percentage
0	0.00%
3	37.50%
4	50.00%
1	12.50%
0	0.00%

held since the SEA report have been well-
 istic Games; BMX Race, 2025 Worlds; Para-
 2025 Worlds).

Count	Percentage
0	0.00%
2	25.00%
5	62.50%
1	12.50%
0	0.00%

ental, Medical, Personal)

nsibilities are adequately accommodated at
 s of heavy workload (like competitions).

Count	Percentage
0	0.00%
0	0.00%
5	62.50%
3	37.50%
0	0.00%

arding parental, medical, or personal leaves.

Count	Percentage
0	0.00%
0	0.00%
1	12.50%
6	75.00%
1	12.50%

s in how leaves are approved and managed.

Count	Percentage
0	0.00%
0	0.00%
1	12.50%
6	75.00%
1	12.50%

become more open and accepting.

Count	Percentage
0	0.00%
0	0.00%
1	12.50%
6	75.00%
1	12.50%

family or personal responsibilities.

Count	Percentage
0	0.00%
0	0.00%
1	12.50%
7	87.50%
0	0.00%

managing time off and leaves.

Count	Percentage
1	12.50%
0	0.00%
1	12.50%
6	75.00%
0	0.00%

and Professional Growth

esses are now more transparent.

Count	Percentage
1	12.50%
2	25.00%
4	50.00%
1	12.50%
0	0.00%

development feel more equitable.

Count	Percentage
0	0.00%
1	12.50%
4	50.00%
3	37.50%
0	0.00%

ements and contributions are recognized.

Count	Percentage
0	0.00%
1	12.50%
1	12.50%
6	75.00%
0	0.00%

opment opportunities available to me.

Count	Percentage
0	0.00%
2	25.00%
1	12.50%
4	50.00%
1	12.50%

aching support relevant to my role.

Count	Percentage
0	0.00%
1	12.50%
2	25.00%
4	50.00%
1	12.50%

al women's mentorship group and outside
s for women and underrepresented staff.

Count	Percentage
0	0.00%
2	25.00%
3	37.50%
3	37.50%
0	0.00%

sional growth feels fair and inclusive.

Count	Percentage
1	12.50%
0	0.00%
1	12.50%
5	62.50%
1	12.50%

unicated a transparent promotion process.

Count	Percentage
1	12.50%
5	62.50%
1	12.50%
1	12.50%

0	0.00%
y and succession planning by making acting gnments available.	
Count	Percentage
0	0.00%
3	37.50%
3	37.50%
2	25.00%
0	0.00%
ents being available to allow employees to elop competencies.	
Count	Percentage
0	0.00%
5	62.50%
0	0.00%
3	37.50%
0	0.00%
es and Support	
a workplace concern or complaint.	
Count	Percentage
0	0.00%
0	0.00%
0	0.00%
5	62.50%
3	37.50%
more transparent, and more responsive.	
Count	Percentage
0	0.00%
0	0.00%
1	12.50%
5	62.50%
2	25.00%
ies without fear of retaliation.	
Count	Percentage
0	0.00%
0	0.00%
0	0.00%
6	75.00%
2	25.00%
omptly and professionally.	
Count	Percentage
0	0.00%

0	0.00%
3	37.50%
4	50.00%
1	12.50%

provider has had a positive impact.

Count	Percentage
0	0.00%
0	0.00%
0	0.00%
4	50.00%
4	50.00%

discrimination will be taken seriously.

Count	Percentage
0	0.00%
0	0.00%
0	0.00%
4	50.00%
4	50.00%

nt from senior management.

Count	Percentage
0	0.00%
0	0.00%
0	0.00%
5	62.50%
3	37.50%

Canada's Employee Assistance Programs.

Count	Percentage
0	0.00%
3	37.50%
1	12.50%
2	25.00%
2	25.00%

ation and Training

ossible and relevant to my role.

Count	Percentage
0	0.00%
0	0.00%
3	37.50%
3	37.50%
2	25.00%

nderstanding of diversity, equity, and inclusion.

Count	Percentage
0	0.00%

3	37.50%
1	12.50%
3	37.50%
1	12.50%

applying new policies or procedures.

Count	Percentage
0	0.00%
2	25.00%
1	12.50%
3	37.50%
2	25.00%

and Transparency

me clearer and more consistent.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
5	62.50%
1	12.50%

s about organizational goals and changes.

Count	Percentage
0	0.00%
0	0.00%
0	0.00%
5	62.50%
3	37.50%

ecisions that affect my work.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
5	62.50%
1	12.50%

open to feedback and dialogue.

Count	Percentage
0	0.00%
0	0.00%
1	12.50%
4	50.00%
3	37.50%

s have improved trust and connection.

Count	Percentage
0	0.00%

0	0.00%
1	12.50%
5	62.50%
2	25.00%

able resource for communicating mentorship
nt opportunities.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
4	50.00%
2	25.00%

and Accountability

clear and visible in daily work.

Count	Percentage
0	0.00%
2	25.00%
0	0.00%
4	50.00%
2	25.00%

elling respectful, inclusive behaviours.

Count	Percentage
0	0.00%
2	25.00%
0	0.00%
5	62.50%
1	12.50%

m supports fair feedback and growth.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
5	62.50%
1	12.50%

ccountability and alignment with values.

Count	Percentage
0	0.00%
1	12.50%
2	25.00%
5	
0	0.00%

owed Cycling Canada to develop values I feel
sted to.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
3	37.50%
3	37.50%

ture and Inclusion

ne more respectful and inclusive.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
6	75.00%
0	0.00%

ated with respect at work.

Count	Percentage
0	0.00%
1	
0	0.00%
4	50.00%
3	37.50%

ctful behaviour is modeled and reinforced.

Count	Percentage
0	0.00%
1	12.50%
2	25.00%
5	62.50%
0	0.00%

reak up without fear) has improved.

Count	Percentage
0	0.00%
0	0.00%
3	37.50%
5	62.50%
0	0.00%

diversity, equity, and belonging.

Count	Percentage
0	0.00%
2	25.00%
1	12.50%
5	62.50%
0	0.00%

ed since the SEA recommendations were
ented.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
6	75.00%
0	0.00%

Impact

gful progress since the SEA report.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
6	75.00%
0	0.00%

more supportive workplace than before the
eport.

Count	Percentage
0	0.00%
1	12.50%
2	25.00%
5	62.50%
0	0.00%

ed to maintaining these improvements.

Count	Percentage
0	0.00%
0	0.00%
2	25.00%
5	62.50%
1	12.50%

t the organization's future.

Count	Percentage
0	0.00%
1	12.50%
1	12.50%
4	50.00%
2	25.00%

Cycling Canada Survey Results (By Count and Percentage)

ONLY WOMEN 1+ YEARS AT CC (5 RESPONSES)

About You Section

How long have you worked for Cycling Canada?

Answer	Count	Percentage
Less than 1 year	0	0.00%
1-3 years	3	60.00%
4-6 years	1	20.00%
7+ years	1	20.00%

What is your gender identity?

Answer	Count	Percentage
Woman	5	100.00%
Man	0	0.00%
Non-Binary/Gender Diverse	0	0%
Prefer not to say	0	0%
Other	0	0%

Do you currently have caregiving responsibilities (e.g., children, elders, dependents)?

Answer	Count	Percentage
Yes	2	40.00%
No	3	60.00%
Prefer not to say	0	0%
Other	0	0%

Work/Life Balance

My workload and expectations are now more manageable than before Cycling Canada's responses to the SEA report.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	2	40.00%
Agree	1	20.00%
Strongly Agree	0	0.00%

I am able to maintain a healthy balance between work and personal life since the SEA

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	2	40.00%
Agree	2	40.00%
Strongly Agree	0	0.00%

Leadership shows understanding and respect for personal boundaries.

Answer	Count	Percentage
Strongly Disagree	0	0.00%

Disagree	2	40.00%
Neither Agree nor Disagree	1	20.00%
Agree	1	20.00%
Strongly Agree	1	20.00%

Flexibility and support for different work arrangements have improved.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	4	80.00%
Strongly Agree	0	0.00%

I experience less burnout or overwork than in the past.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	60.00%
Neither Agree nor Disagree	2	40.00%
Agree	0	0.00%
Strongly Agree	0	0.00%

The post-competition strategic debriefs held since the SEA report have been well-organized and effective (Track, 2024 Olympic Games; BMX Race, 2025 Worlds; Para-Cycling Road, 2025 Worlds).

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	2	40.00%
Agree	1	20.00%
Strongly Agree	0	0.00%

Leaves from Work (Parental, Medical, Personal)

I feel those with childcare or eldercare responsibilities are adequately accommodated at work, especially during travel and times of heavy workload (like competitions).

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	3	60.00%
Agree	2	40.00%
Strongly Agree	0	0.00%

I understand the organization's policies regarding parental, medical, or personal leaves.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	1	20.00%

I have seen greater consistency and fairness in how leaves are approved and managed.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	4	80.00%
Strongly Agree	1	20.00%
The culture around taking leave has become more open and accepting.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	4	80.00%
Strongly Agree	1	20.00%
Staff feel supported in balancing family or personal responsibilities.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	4	80.00%
Strongly Agree	0	0.00%
Ceridian is a helpful tool for managing time off and leaves.		
Answer	Count	Percentage
Strongly Disagree	1	20.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	4	80.00%
Strongly Agree	0	0.00%
Promotions, Mentorship and Professional Growth		
Promotion and advancement processes are now more transparent.		
Answer	Count	Percentage
Strongly Disagree	1	20.00%
Disagree	2	40.00%
Neither Agree nor Disagree	2	40.00%
Agree	0	0.00%
Strongly Agree	0	0.00%
Opportunities for leadership and development feel more equitable.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	3	60.00%
Agree	1	20.00%
Strongly Agree	0	0.00%

I have seen improvements in how achievements and contributions are recognized.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	0	0.00%
Agree	4	80.00%
Strongly Agree	0	0.00%
I am aware of mentorship and development opportunities available to me.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	1	20.00%
Agree	2	40.00%
Strongly Agree	1	20.00%
I have access to mentorship or coaching support relevant to my role.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	1	20.00%
Agree	2	
Strongly Agree	1	20.00%
Mentorship programs (such as the internal women's mentorship group and outside opportunities) have improved opportunities for women and underrepresented staff.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	1	20.00%
Agree	2	40.00%
Strongly Agree	0	0.00%
Cycling Canada's approach to professional growth feels fair and inclusive.		
Answer	Count	Percentage
Strongly Disagree	1	20.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	0	0.00%
Cycling Canada has established and communicated a transparent promotion process.		
Answer	Count	Percentage
Strongly Disagree	1	20.00%
Disagree	4	80.00%
Neither Agree nor Disagree	0	0.00%
Agree	0	0.00%

Strongly Agree	0	0.00%
Cycling Canada has created internal mobility and succession planning by making acting and temporary assignments available.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	3	60.00%
Neither Agree nor Disagree	2	40.00%
Agree	0	0.00%
Strongly Agree	0	0.00%
I am aware of acting and stretch assignments being available to allow employees to showcase and develop competencies.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	4	80.00%
Neither Agree nor Disagree	0	0.00%
Agree	1	20.00%
Strongly Agree	0	0.00%
Human Resources and Support		
I understand where to go if I have a workplace concern or complaint.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	2	40.00%
I believe HR processes are now fairer, more transparent, and more responsive.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	2	40.00%
I feel comfortable raising issues without fear of retaliation.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	4	80.00%
Strongly Agree	1	20.00%
Concerns are handled promptly and professionally.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%

Disagree	0	0.00%
Neither Agree nor Disagree	3	60.00%
Agree	2	40.00%
Strongly Agree	0	0.00%

Having an external third party HR provider has had a positive impact.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	2	40.00%
Strongly Agree	3	60.00%

I trust that reports of misconduct or discrimination will be taken seriously.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	2	40.00%
Strongly Agree	3	60.00%

HR support feels independent from senior management.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	2	40.00%

I understand how to access Cycling Canada's Employee Assistance Programs.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	1	20.00%
Agree	0	0.00%
Strongly Agree	2	40.00%

Policy & DEI Education and Training

Training opportunities are accessible and relevant to my role.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	2	40.00%
Agree	2	40.00%
Strongly Agree	1	20.00%

I have received training that increases my understanding of diversity, equity, and inclusion.

Answer	Count	Percentage
Strongly Disagree	0	0.00%

Disagree	3	60.00%
Neither Agree nor Disagree	0	0.00%
Agree	2	40.00%
Strongly Agree	0	0.00%
I feel confident in understanding and applying new policies or procedures.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	0	0.00%
Agree	2	40.00%
Strongly Agree	1	20.00%
Communication and Transparency		
Internal communication has become clearer and more consistent.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	1	20.00%
Leadership provides more regular updates about organizational goals and changes.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	2	40.00%
I feel better informed about decisions that affect my work.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	1	20.00%
I believe leadership is more open to feedback and dialogue.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	2	40.00%
Strongly Agree	2	40.00%
The all-staff and water cooler meetings have improved trust and connection.		
Answer	Count	Percentage
Strongly Disagree	0	0.00%

Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	1	20.00%

The Cycling Connections newsletter is a valuable resource for communicating mentorship and development opportunities.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	2	40.00%
Agree	2	40.00%
Strongly Agree	1	20.00%

Leadership, Values, and Accountability

The organization's values are clear and visible in daily work.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	0	0.00%
Agree	2	40.00%
Strongly Agree	1	20.00%

Leaders are held accountable for modelling respectful, inclusive behaviours.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

The performance management system supports fair feedback and growth.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	2	40.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

I have noticed a shift toward stronger accountability and alignment with values.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

The corporate values exercise in Kingston allowed Cycling Canada to develop values I feel connected to.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	2	40.00%

Organizational Culture and Inclusion

The workplace culture has become more respectful and inclusive.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	4	80.00%
Strongly Agree	0	0.00%

I feel that women are treated with respect at work.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	0	0.00%
Agree	2	40.00%
Strongly Agree	2	40.00%

There is greater consistency in how respectful behaviour is modeled and reinforced.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	1	20.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

Psychological safety (ability to speak up without fear) has improved.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	2	40.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

The culture now better supports diversity, equity, and belonging.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	2	40.00%
Neither Agree nor Disagree	0	0.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

Overall morale and teamwork have improved since the SEA recommendations were implemented.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	1	20.00%
Agree	4	80.00%
Strongly Agree	0	0.00%

Overall Impact

The organization has made meaningful progress since the SEA report.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	0	0.00%
Agree	5	100.00%
Strongly Agree	0	0.00%

I feel Cycling Canada is a safer, fairer, and more supportive workplace than before the SEA report.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	0	0.00%
Agree	4	80.00%
Strongly Agree	0	0.00%

I trust that the organization is committed to maintaining these improvements.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	0	0.00%
Neither Agree nor Disagree	2	40.00%
Agree	3	60.00%
Strongly Agree	0	0.00%

I feel more optimistic about the organization's future.

Answer	Count	Percentage
Strongly Disagree	0	0.00%
Disagree	1	20.00%
Neither Agree nor Disagree	1	20.00%
Agree	2	40.00%
Strongly Agree	1	20.00%

Cycling Canada Survey Results

ONLY THOSE WITH CAREGIVING RESPONSIBILITIES

About You

How long have you worked for your organization?

Answer	Count
Less than 1 year	2
1-3 years	1
4-6 years	1
7+ years	3

What is your gender?

Answer	Count
Woman	3
Man	4
Non-Binary/Gender Diverse	0
Prefer not to say	0
Other	0

Do you currently have caregiving responsibilities?

Answer	Count
Yes	7
No	0
Prefer not to say	0
Other	0

Work/Life Balance

My workload and expectations are now more manageable

Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	5
Agree	0
Strongly Agree	0

I am able to maintain a healthy balance between work and life

Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	3
Agree	4
Strongly Agree	0

Leadership shows understanding and support

Answer	Count
Strongly Disagree	0

Disagree	1
Neither Agree nor Disagree	1
Agree	4
Strongly Agree	1
Flexibility and support for different	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	3
Agree	3
Strongly Agree	0
I experience less burnout c	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	4
Agree	2
Strongly Agree	0
The post-competition strategic debriefs held since the SEA report ha BMX Race, 2025 Worlds; Par	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	2
Strongly Agree	2
Leaves from Work (Par	
I feel those with childcare or eldercare responsibilities are adequately workload (like	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	2
Agree	2
Strongly Agree	1
I understand the organization's policies rega	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	1
Strongly Agree	4

I have seen greater consistency and fairness	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	1
The culture around taking leave has	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	1
Staff feel supported in balancing	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	0
Agree	4
Strongly Agree	1
Ceridian is a helpful tool for r	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	1
Agree	5
Strongly Agree	1
Promotions, Mentorship	
Promotion and advancement pro	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	4
Agree	0
Strongly Agree	1
Opportunities for leadership and	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	4
Agree	2
Strongly Agree	0

I have seen improvements in how achieve	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	2
Agree	2
Strongly Agree	1
I am aware of mentorship and develo	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	0
Agree	4
Strongly Agree	2
I have access to mentorship or co	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	1
Agree	5
Strongly Agree	0
Mentorship programs (such as the internal women's mentorship grou and underrep	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	4
Agree	2
Strongly Agree	1
Cycling Canada's approach to profes	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	3
Agree	3
Strongly Agree	1
Cycling Canada has established and comm	
Answer	Count
Strongly Disagree	0
Disagree	4
Neither Agree nor Disagree	2
Agree	0

Strongly Agree	1
Cycling Canada has created internal mobility and succession p	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	4
Agree	2
Strongly Agree	0
I am aware of acting and stretch assignments being available	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	1
Agree	3
Strongly Agree	1
Human Resources	
I understand where to go if I have	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	3
Strongly Agree	4
I believe HR processes are now fairer, i	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	1
Agree	4
Strongly Agree	2
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	0
Agree	3
Strongly Agree	3
Concerns are handled pr	
Answer	Count
Strongly Disagree	0

Disagree	0
Neither Agree nor Disagree	4
Agree	2
Strongly Agree	1
Having an external third party HR	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	1
Agree	4
Strongly Agree	2
I trust that reports of misconduct or c	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	1
Agree	3
Strongly Agree	3
HR support feels indepen	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	1
Agree	4
Strongly Agree	2
I understand how to access Cycling Ca	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	2
Strongly Agree	2
Policy & DEI Educ	
Training opportunities are acc	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	1
I have received training that increases my un	
Answer	Count
Strongly Disagree	0

Disagree	1
Neither Agree nor Disagree	3
Agree	2
Strongly Agree	1
I feel confident in understanding and	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	3
Agree	2
Strongly Agree	1
Communication & Internal communication has become	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	0
Agree	5
Strongly Agree	1
Leadership provides more regular updates	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	5
Strongly Agree	2
I feel better informed about c	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	2
I believe leadership is more o	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	2
The all-staff and water cooler meeting	
Answer	Count
Strongly Disagree	0

Disagree	1
Neither Agree nor Disagree	0
Agree	3
Strongly Agree	2
The Cycling Connections newsletter is a valuable resource for	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	1
Leadership, Values	
The organization's values are	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	0
Agree	5
Strongly Agree	0
Leaders are held accountable for mo	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	1
Agree	4
Strongly Agree	1
The performance management syste	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	5
Strongly Agree	0
I have noticed a shift toward stronger a	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	1
Agree	3
Strongly Agree	1
The corporate values exercise in Kingston allowed C	

Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	1
Agree	3
Strongly Agree	2
Organizational Culture	
The workplace culture has become more inclusive	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	1
Agree	5
Strongly Agree	0
I feel that women are treated fairly	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	3
Strongly Agree	2
There is greater consistency in how respect is shown	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	3
Agree	3
Strongly Agree	1
Psychological safety (ability to speak up)	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	3
Agree	2
Strongly Agree	1
The culture now better supports diversity	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	1
Agree	5
Strongly Agree	0

Overall morale and teamwork have improved since	
Answer	Count
Strongly Disagree	0
Disagree	1
Neither Agree nor Disagree	2
Agree	4
Strongly Agree	0
Overall	
The organization has made meanin	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	5
Agree	0
Strongly Agree	0
I feel Cycling Canada is a safer, fairer, and more	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	5
Agree	0
Strongly Agree	0
I trust that the organization is committ	
Answer	Count
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	2
Agree	4
Strongly Agree	1
I feel more optimistic about	
Answer	Count
Strongly Disagree	0
Disagree	2
Neither Agree nor Disagree	1
Agree	3
Strongly Agree	1

Its (By Count and Percentage)

RESPONSIBILITIES (7 RESPONSES)

u Section

ked for Cycling Canada?

Percentage	Count Excluding <1 Year Staff	Percentage
28.57%	0	0.00%
14.29%	1	20.00%
14.29%	1	20.00%
42.85%	3	60.00%

ender identity?

Percentage	Count Excluding <1 Year Staff	Percentage
42.86%	2	40.00%
57.14%	3	60.00%
0.00%	0	0.00%
0.00%	0	0.00%
0.00%	0	0.00%

bilities (e.g., children, elders, dependents)?

Percentage	Count Excluding <1 Year Staff	Percentage
	5	100.00%
0.00%	0	0.00%
0.00%	0	0.00%
0.00%	0	0.00%

e Balance

than before Cycling Canada's responses to the SEA report.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	4.00%
71.43%	3	60.00%
0.00%	0	0.00%
0.00%	0	0.00%

en work and personal life since the SEA report.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
42.86%	2	40.00%
57.14%	3	60.00%
0.00%	0	0.00%

nd respect for personal boundaries.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%

14.29%	1	20.00%
14.29%	1	20.00%
57.14%	2	40.00%
14.29%	1	20.00%

work arrangements have improved.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
42.86%	1	20.00%
42.86%	3	60.00%
0.00%	0	0.00%

or overwork than in the past.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
57.14%	3	60.00%
28.57%	1	20.00%
0.00%	0	0.00%

ave been well-organized and effective (Track, 2024 Olympic Games; a-Cycling Road, 2025 Worlds).

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	1	20.00%
28.57%	2	40.00%
28.57%	1	20.00%

ental, Medical, Personal)

y accommodated at work, especially during travel and times of heavy competitions).

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
28.57%	1	20.00%
28.57%	1	20.00%
14.29%	1	20.00%

arding parental, medical, or personal leaves.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
28.57%	2	40.00%
14.29%	1	20.00%
57.14%	2	40.00%

s in how leaves are approved and managed.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	1	20.00%
42.85%	2	40.00%
14.29%	1	20.00%

s become more open and accepting.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	1	20.00%
42.85%	2	40.00%
14.29%	1	20.00%

family or personal responsibilities.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
0.00%	0	0.00%
57.14%	2	40.00%
14.29%	1	20.00%

managing time off and leaves.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
14.29%	1	20.00%
71.43%	3	60.00%
14.29%	1	20.00%

and Professional Growth

cesses are now more transparent.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
57.14%	2	40.00%
0.00%	0	0.00%
14.29%	1	20.00%

development feel more equitable.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
57.14%	3	60.00%
28.57%	1	20.00%
0.00%	0	0.00%

ements and contributions are recognized.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
28.57%	0	0.00%
28.57%	2	40.00%
14.29%	1	20.00%

opment opportunities available to me.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
0.00%	0	0.00%
57.14%	2	40.00%
28.57%	2	40.00%

aching support relevant to my role.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
14.29%	1	20.00%
71.43%	3	60.00%
0.00%	0	0.00%

up and outside opportunities) have improved opportunities for women
resented staff.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
57.14%	2	40.00%
28.57%	2	40.00%
14.29%	1	20.00%

ssional growth feels fair and inclusive.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
42.85%	3	60.00%
42.85%	1	20.00%
14.29%	1	20.00%

nnunicated a transparent promotion process.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
57.14%	4	80.00%
28.57%	0	0.00%
0.00%	0	0.00%

14.29%	1	20.00%
Planning by making acting and temporary assignments available.		
Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
57.14%	3	60.00%
28.57%	1	20.00%
0.00%	0	0.00%
to allow employees to showcase and develop competencies.		
Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
14.29%	0	0.00%
42.85%	2	40.00%
14.29%	1	20.00%
ces and Support		
a workplace concern or complaint.		
Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
0.00%	0	0.00%
42.85%	2	40.00%
57.14%	3	60.00%
more transparent, and more responsive.		
Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
14.29%	1	20.00%
57.14%	2	40.00%
28.57%	2	4.00%
0		
Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
0.00%	0	0.00%
42.85%	1	20.00%
42.85%	3	60.00%
omptly and professionally.		
Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%

0.00%	0	0.00%
57.14%	3	60.00%
28.57%	1	20.00%
14.29%	1	20.00%

provider has had a positive impact.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
14.29%	1	20.00%
57.14%	2	40.00%
28.57%	2	40.00%

discrimination will be taken seriously.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
14.29%	1	20.00%
42.85%	1	20.00%
42.85%	3	60.00%

ent from senior management.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
14.29%	1	20.00%
57.14%	2	40.00%
28.57%	2	40.00%

nada's Employee Assistance Programs.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	1	20.00%
28.57%	1	20.00%
28.57%	2	40.00%

Education and Training

ossible and relevant to my role.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	0	0.00%
42.85%	3	60.00%
14.29%	1	20.00%

derstanding of diversity, equity, and inclusion.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%

14.29%	1	20.00%
42.85%	1	20.00%
28.57%	2	40.00%
14.29%	1	20.00%

applying new policies or procedures.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
42.85%	1	20.00%
28.57%	2	40.00%
14.29%	1	20.00%

and Transparency

ome clearer and more consistent.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
0.00%	0	0.00%
71.43%	3	60.00%
14.29%	1	20.00%

s about organizational goals and changes.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
0.00%	0	0.00%
71.43%	3	60.00%
28.57%	2	40.00%

decisions that affect my work.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
28.57%	2	40.00%
42.85%	1	20.00%
28.57%	2	40.00%

open to feedback and dialogue.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
28.57%	2	40.00%
42.85%	1	20.00%
28.57%	2	40.00%

is have improved trust and connection.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%

14.29%	1	20.00%
0.00%	0	0.00%
42.85%	2	40.00%
28.57%	2	40.00%

or communicating mentorship and development opportunities.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	2	40.00%
42.85%	1	20.00%
14.29%	1	20.00%

and Accountability

clear and visible in daily work.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
0.00%	0	0.00%
71.43%	3	60.00%
0.00%	0	0.00%

telling respectful, inclusive behaviours.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
14.29%	1	20.00%
57.14%	2	40.00%
14.29%	1	20.00%

em supports fair feedback and growth.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
28.57%	2	40.00%
71.43%	3	60.00%
0.00%	0	0.00%

ccountability and alignment with values.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
14.29%	1	20.00%
42.85%	1	20.00%
14.29%	1	20.00%

ycling Canada to develop values I feel connected to.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
14.29%	0	0.00%
42.85%	3	60.00%
28.57%	1	20.00%

Culture and Inclusion

...ne more respectful and inclusive.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
14.29%	0	0.00%
71.43%	4	80.00%
0.00%	0	0.00%

...ated with respect at work.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
28.57%	1	20.00%
42.85%	2	40.00%
28.57%	2	40.00%

...ectful behaviour is modeled and reinforced.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
42.85%	2	40.00%
42.85%	2	40.00%
14.29%	1	20.00%

...eak up without fear) has improved.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
42.85%	2	40.00%
28.57%	1	20.00%
14.29%	1	20.00%

... diversity, equity, and belonging.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
14.29%	0	0.00%
71.43%	4	80.00%
0.00%	0	0.00%

ce the SEA recommendations were implemented.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
14.29%	1	20.00%
28.57%	1	20.00%
57.14%	3	60.00%
0.00%	0	0.00%

Impact

ngful progress since the SEA report.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
71.43%	3	60.00%
0.00%	0	0.00%
0.00%	0	0.00%

supportive workplace than before the SEA report.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
71.43%	3	60.00%
0.00%	0	0.00%
0.00%	0	0.00%

ed to maintaining these improvements.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
0.00%	0	0.00%
28.57%	2	40.00%
57.14%	2	40.00%
14.29%	1	20.00%

ut the organization's future.

Percentage	Count Excluding <1 Year Staff	Percentage
0.00%	0	0.00%
28.57%	2	40.00%
14.29%	1	20.00%
42.85%	1	20.00%
14.29%	1	20.00%

Appendix C to Assessor's Monitoring Report - 1 Year Later: Looking Back to Look Forward
Sport Environment Assessment Monitoring Phase – Progress Report

Recommendation Implementation Progress as of: November 12, 2025

Note: Though the Monitoring Period ended July 10, 2025, any continued implementation of Cycling Canada's Action Plan has been noted up to the date of the last 1:1 interview on November 12, 2025.

Recommendation from Assessment Report	Committed to? 	Achieved? 	Context/Notes on progress & steps taken 	Assessor Observations and Comments 
1. 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.	Yes	Yes	Exit interviews are conducted by the HR Consultant. The HR Consultant meets with Acting COO every few exit interviews to debrief and look at themes unless something critical is raised. A Board Executive has not been present to ensure that only the most relevant feedback moves beyond the interview and into action.	The HR Consultant is using the tools and structure CC already has in place to conduct exit interviews and has conducted a handful so far. Themes have been identified and passed on to the Board of Cycling Canada.
2. 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	Yes	Yes	The implementation of all staff meetings and water cooler meetings has significantly improved the amount and transparency of information employees receive from senior leadership. Promoting	Feedback from employees is almost entirely positive regarding the staff meetings. The water cooler meetings are also mostly well-received. Employees have indicated they feel they have more

Commented [GR1]: The only tricky part about this is they are asking for more strategic decision making as part of their new director-level role

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.			employees in coaching to the Director level has also allowed those employees to participate in senior leadership meetings.	information and transparency now, but some would like to be involved even further in strategic decision making.
3. 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.	Yes	Yes	Details about how to access EAP are sent to staff annually and on an as needed basis. Staff can access information regarding EAP on the SharePoint. 61.91% of staff indicated they understood how to access Cycling Canada's EAP.	Cycling Canada switched EAP providers during the Monitoring Period. When that happened, the new information was sent out to staff and highlighted in the monthly newsletter. Considering staff might not have had a need to access EAP and so have not sought out information related to it, 61.91%* of staff understanding how to do so is reasonable. [All percentages referred to herein refer to the percent of survey responses – 75% of employees participated in the survey]
4. 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	Yes	Yes	Cycling Canada has always done formal debriefs after Olympic and Paralympic cycles, but now they have implemented a formal debrief after all World	The debrief consists of a survey, follow up interviews, a meeting with key project staff, and a summary report. Employees involved in

<i>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.</i>			<i>Championships. The debriefs are now run by a consultant who oversees and has provided framework for the process.</i>	<i>debriefs would like to see the process change and evolve over time and would like to see more actionable outcomes and influence on the strategic plan come out of the debriefs.</i>
5. <i>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.</i>	Yes	<i>In part</i>	<i>Cycling Canada has gone about recognitions in a more informal way. There is no formal program in place, but staff do give kudos to one another for things like performances at competitions or other accomplishments.</i>	<i>While informal recognition is happening, the Recommendation calls for a program which Cycling Canada has not done. However, the more organic nature of recognition efforts still meets the spirit of the Recommendation. 57% of employees have seen improvements in how achievements and contributions are recognized.</i>
6. <i>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 communication transparently to avoid misunderstandings and ensure that coaches can plan their personal time effectively.</i>	Yes	<i>In part</i>	<i>Coaches were onboarded to a time management tool. They book their time off there. With the move of some coaches into Director positions, there has been more collaboration between leadership and coaches to create realistic work schedules for coaches. However, coaches still seem mixed on "Recovery</i>	<i>Assessing the success of Cycling Canada's actions here was challenging because feedback from participating staff was very mixed. Some would prefer lieu days, while others expressed that they did not make sense. More work could be done here to fine tune a system that feels fair and reasonable to everyone.</i>

7. 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.	Yes	In part	Days.” Some feel it is not formal enough, while others enjoy the flexibility.	Cycling Canada promotes mentorship and personal development opportunities to staff in the monthly Cycling Connections newsletter. A women’s mentorship group existed prior to the SEA Report, but attendance and participation was low, causing the group to cease meeting. They have not met since the spring of 2025.	
8. 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	Yes	In part	Accommodations and flexible working hours are already outlined in the HR Handbook. The HR consultant is currently working on moving this out of the handbook and creating an Accommodation policy. Financial constraints will keep Cycling Canada from offering everything set out	Women staff shared they were not getting much value out of the group, and they did not have a greater purpose for coming together. Staff were mixed on whether they would like to see the group revamped. 61.91% agreed the Cycling Connections newsletter was a valuable resource for communicating mentorship and development opportunities. 71.43% agreed they are aware of mentorship and development opportunities available to them. 70.58% of staff who have been with Cycling Canada over 1 year agreed that flexibility and support for different work arrangements had improved. A culture shift around work flexibility was noted in some 1:1 interviews.	

staff in particular, having the option to incorporate caregiving into their schedule would facilitate equal participation.			in the Recommendation, but their focus is ensuring the policy is fair and equitable. The policy has not yet been rolled out.	
9. 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.	Yes	In part	Cycling Canada is having more intentional discussions with employees about managing work schedules. The restructure within coaching was also in part a response to the Recommendation.	Most in coaching spoke to the restructuring as having a positive impact on the work environment. Workload is still high, but schedules are more flexible.
10. 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.	Yes	No	Cycling Canada is working on an Accommodations policy but it has not yet been rolled out.	Achieved is "no" because the response to this Recommendation will fall outside of the Monitoring Period, however, it is being worked on.
11. 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.	Yes	No	Cycling Canada is working on an Accommodations policy but it has not yet been rolled out.	None of the women we spoke to in the interviews shared they had need to request accommodations such as nursing rooms.
			Not implemented due to financial constraint.	

12. 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.	No	N/A	<i>In the Assessing Monitor's opinion, this is reasonable in all the circumstances.</i>
13. 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.	Yes	Yes	<i>CEO and Board succession planning was done at the Board level. A report has been provided to the Board that includes succession planning for some key positions. The report also includes a risk registry, where risks that could impact Cycling Canada and its operations are recorded. There is a subcommittee of the Board, the Risk Committee, which monitors and presents updates on the risks twice a year to the Board.</i>

14. 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.	Yes	In Part	Cycling Canada restructured the coaching area of the organization, creating four new Director positions for coaches to report to. Of the four positions, three were roles people were already in, and additional responsibilities were added. The fourth was a completely new role which Cycling Canada posted internally.	While survey results showed that most employees felt promotion processes were still unclear, many felt the promotions within coaching improved the work environment. The new performance management framework process has not yet concluded, so the impact of that falls outside the Monitoring Period.
15. 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	Yes	In part	Cycling Canada also designed and implemented a new performance management framework with the help of the HR Consultant. This process will help assess CC's organizational structure and pay equity.	In interviews, several employees commented on seeing the positive benefit of the addition of more HR processes and procedures. New staff shared in interviews they were satisfied with their onboarding. It was noted, for example, that Cycling Canada was being very

<i>candidates, Cycling Canada could also broaden its job posting and criteria to ensure a bigger outreach to more potential diverse applicants.</i>			<i>employment contracts in their HR Action Plan. All full-time Cycling Canada job postings are posted internally for one-week. After one week, the position may be posted externally.</i>	<i>consistent in how they are advertising jobs.</i>
16. <i>Acting and temporary assignments should also be considered to create internal mobility and succession planning.</i>	Yes	<i>In part</i>	<i>In the Monitoring Period, 3 employees had rotations in interim positions.</i>	<i>Some employees noted that acting or temporary assignments were created when the need arose and were satisfied with this.</i>
17. <i>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.</i>	Yes	<i>In part</i>	<i>Cycling Canada supported the women’s mentorship group that was put in place prior to the SEA Report; however, the group has not met since April. Participants did not feel they were getting value out of the group, and participation was low. However, CC has nominated women staff for mentorship programs run by partner</i>	<i>62.5% of women who participated in the survey (self-identified) agreed they were aware of mentorship and development opportunities available to them and agreed they had access to mentorship or coaching relevant to their role.</i>

18. 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.	Yes	Yes	organizations. For example, two women staff participated in COC's Emerging Leaders program during the Monitoring Period. Cycling Canada set up an anonymous reporting system to allow employees to raise concerns and complaints to the HR Consultant, who is external to the organization.	Employee reactions to the introduction of an HR Consultant have been almost entirely positive. Many in interviews expressed satisfaction with having external HR and 90.48% of survey participants agreed that external HR has had a positive impact. (The remaining 9.52% were neutral).
19. 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.	Yes	Yes	The existing reporting mechanism has changed, and employees are encouraged to reach out to the HR consultant. However, the accompanying policy outlining the complaint process (the Positive and Inclusive Workplace policy) is still in progress and has not yet been rolled out.	In interviews, most employees indicated they felt safe and supported to reach out to the HR consultant. However, the rollout and impact of the policy falls outside the Monitoring Period as it has not yet occurred.

20. 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.	Yes	Yes	95.23% of survey participants agreed that they understood where to go if they had a workplace concern or complaint.	80.85% of survey participants agreed they feel comfortable raising issues without fear of retaliation.
21. 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.	Yes	No	Cycling Canada plans to provide training on the Positive and Inclusive Workplace policy when it is rolled out. Because this has not yet occurred, this Recommendation cannot yet be considered to have been Achieved.	Cycling Canada's planned response to this Recommendation falls outside the scope of the one-year Monitoring Period.

WHAT HAS THE SPORT ORGANIZATION MADE NO COMMITMENTS TO?

RECOMMENDATION 12.

WHAT DOES THE SPORT ORGANIZATION COMMIT TO IMPLEMENTING IN THE FUTURE, BEYOND THE 1-YEAR MONITORING PHASE?

CYCLING CANADA HAS COMMITTED TO:

- CONCLUDING THE FIRST RUN THROUGH OF THEIR RECENTLY REVAMPED PERFORMANCE MANAGEMENT FRAMEWORK. THEY ARE AIMING FOR COMPLETION BY THE END OF 2025.
- ROLLING OUT (1) AN ACCOMODATIONS POLICY AND (2) A POSITIVE AND INCLUSIVE WORKPLACE POLICY, WHICH COVERS WORKPLACE MALTREATMENT, HARRASSMENT, AND VIOLENCE, AS WELL AS OUTLINES THE COMPLAINT PROCESS.
- PROVIDING TRAINING ON POLICIES ONCE THEY ARE ROLLED OUT.
- CONTINUING THE FORMAL DEBRIEFS (MOST OCCURRED AFTER THE 1 YEAR MONITORING PERIOD AND CC HAS ONE SCHEDULED FOR THE NEW YEAR.

- AFTER THE POSITIVE FEEDBACK RECEIVED REGARDING THE 2025 ALL STAFF RETREAT, ANOTHER IS SCHEDULED TO TAKE PLACE IN 2026.