

Sport Environment Assessment - Monitoring Phase Report

Sport Organization: Gymnastics Canada

Assessment Case: OSIC SEA Case #2023-0-0006

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1. Purpose and Scope of the Monitoring Phase

This Monitoring Phase Report is submitted to the Office of the Sport Integrity Commissioner (the “OSIC”) pursuant to sections 7(f) and 7(g) of the OSIC Guidelines Regarding Sport Environment Assessments and the Monitoring Phase Mandate and Terms of Reference.

The purpose of the Monitoring Phase was to track and evaluate Gymnastics Canada’s (“GymCan” or the “Organization”) advancement and implementation of the recommendations arising from the final Sport Environment Assessment Report dated October 29, 2024 (the “SEA”), and to assess whether meaningful progress and impact have occurred within the sport environment at the one-year mark.

This report evaluates progress, effectiveness, and remaining gaps. It does not function as an enforcement mechanism, nor does it construct or direct implementation on behalf of the Organization.

2. Monitoring Methodology and Analytical Approach

I met with a representative of GymCan in January 2025 to commence the Monitoring Phase. Regular meetings occurred with the GymCan representative until March 31, 2025 when OSIC terminated the Monitoring Phase Mandate.

In September 2025, the Monitoring Phase Mandate was continued and I met with a representative of GymCan to continue the Monitoring Phase. We had regular meetings wherein GymCan provided information and updates.

The last meeting with a representative from GymCan was February 12, 2026 with information updated by the Organization current to December, 2025.

Overview of Monitoring Phase activities:

- Initial meeting with GymCan in January 2025 to commence process.
- Regular meetings with GymCan, including bi-weekly and monthly check-in meetings, throughout the Monitoring Phase.
- Review of the SEA Commitment Statement and discussion of ongoing progress updates including the November–December 2025 Organization progress updates.
- Review of updated policies, communications, governance documents, website and strategy materials.

The analysis is qualitative and grounded in:

- Evidence of concrete action.
- Alignment between commitments and implementation.
- Resource allocation and prioritization.
- Early indicators of cultural and structural change.
- Identification of remaining systemic gaps.

All feedback referenced in this report is anonymized and presented in aggregate form.

3. Thematic Analysis of Progress

A. Communication

This theme includes improved communications and information sharing.

1. What Has Been Implemented

Based on my meetings with GymCan leadership and review of materials discussed during the final monitoring meetings, the following communication measures have been implemented:

- Ongoing, discipline-specific and cross-discipline town halls with National Team athletes and coaches, with topics including the WIN+ Strategic Plan, the Culture of Excellence Action Plan, and seasonal program overviews, and with a commitment that these engagement opportunities will continue into 2026.
- Publication of GymCan's WIN+ Strategic Plan 2025-2028 (finalised July 2025 and shared publicly in September 2025), providing clearer role definition, priorities, and accountability for stakeholders.

- CEO-led engagement at national events, including availability for direct conversations with athletes.
- Weekly discipline-specific updates distributed to National Team members within each discipline, providing regular and transparent information on selection processes, programming, and upcoming initiatives.
- Launch of a monthly national communication newsletter ("Gymformation") distributed broadly across the GymCan community.
- Use of the Activity Messenger platform to host discipline-specific microsites (MAG, WAG, RG, TG) and internal microsites for National Team members, centralizing communications, documents, and updates.
- Advance announcement of 2026 Elite Canada events occurred six months prior to competition, with similar advance planning timelines intended moving forward.
- Posting and regular updating of selection criteria, program standards, and discipline-specific information on these microsites.
- Transparency enhancements now include publication of judging panel selection processes and wage transparency information on discipline microsites and Activity Messenger.
- Inclusion of internal and external education and webinar opportunities on the GymCan online events calendar, with easy and direct registration links.

2. What Is In Progress

The following remains In-progress:

- The "Welcome to the National Team" onboarding package is being launched as an interactive Activity Messenger microsite for National Team members with an initial target of January 2026, and is undergoing final communications review and translation and is not yet available. The content includes safe sport information, One Badge and Canadian Safe Sport Program (CSSP) information, key policies and Code of Conduct, availability of a proactive mental health strategies provider (Headversity), Game Plan, IST support, social media guidance.
- Full rollout of a redesigned Safe Sport website aligned with the forthcoming Safety Strategy, including reorganized drop-down menus and clearer navigation. Development and translation are ongoing, with anticipated public launch in spring 2026.
- Continued refinement of feedback collection following town halls and engagement sessions, primarily through existing survey tools.

3. Outstanding Items / Gaps

- Public-facing publication of summarized themes arising from engagement sessions.
- Consistent, standardized measurement of communication effectiveness across all disciplines.
- Longitudinal assessment of whether increased communication frequency has translated into improved trust and perceived transparency.

4. Effectiveness at One-Year Mark

I observed a commitment to a material increase in the frequency, structure, and transparency of communications and information sharing, particularly at the discipline level. While communication infrastructure has significantly improved, further time is required to assess sustained cultural impact since these actions are early in the process roll-out.

B. Build Trust

This theme includes acknowledgment of past harm, restorative commitments, policy development, and transparency in safe sport processes. Following my meetings with GymCan leadership, the following has been undertaken to build trust:

1. What Has Been Implemented

- Formal acknowledgment by GymCan that an apology to athletes harmed by past practices is overdue.
- Embedding of restorative and trust-repair commitments into a multi-year Safety Strategy, with year-one actions focused on initiating conversations and establishing foundations.
- Ongoing availability of the Director, Safe Sport for confidential athlete discussions.
- CEO open-door engagement at events.
- Substantive updating and review of multiple Safe Sport-related policies in September 2025, including Rule of Two, recruitment and screening, and related governance policies, pending final Board approval.
- The Comp 4 Pilot Course for coaches has been ongoing and will run until March 2026. This includes: an Advanced Coaching Diploma, Mentorship, Wellbeing,

and Safe Sport factors such as interpersonal skills and emotional intelligence.

- Communications available in both official languages.
- Establishment of the National Gymnastics Safety Steering Committee to guide and oversee development of a comprehensive national safety and safeguarding strategy, as outlined in the draft Safer and Stronger Safeguarding Strategy document, not yet implemented. This strategy spans grassroots to high performance.
- As of April 1, 2025, the adoption of the Canadian Safe Sport Program (CSSP) for national-level GymCan participants with the CCES independently administering the UCCMS complaint intake and response process and providing support services.

2. What Is In Progress

The following remains in progress:

- Final Board approval of updated Safe Sport and governance policies, following the onboarding of the new CEO March 2026.
- Development and planned publication of an annual anonymized Safe Sport update, with the first report anticipated to reflect the 2026 calendar year.
- Completion and public launch of the Safety Strategy and corresponding Safe Sport website content.
- Design of a formal restorative process and apology pathway, embedded within the Safety Strategy's multi-year operational plan.

3. Outstanding Items / Gaps

- Completion and implementation of a formal apology and restorative engagement process.
- Public reporting of anonymized complaint data.
- Demonstrable improvement in stakeholder perceptions of procedural fairness and accountability

4. Effectiveness at One-Year Mark

At the one-year mark, GymCan has demonstrated clear intent and planning toward trust repair. The most impactful trust-building measures are appropriately staged over multiple years and have not yet reached full implementation.

C. Strengthening Leadership in the Disciplines

This theme includes leadership appointments, discipline alignment, governance clarity, and leadership accountability mechanisms and training.

1. What Has Been Implemented

Based on my discussions with GymCan leadership during the Monitoring Phase, the following leadership-related actions have been completed:

- In 2025, GymCan staff participated in a monthly leadership webinar series aimed in part at proactively rebuilding of GymCan culture.
- In WAG, team building and coaching seminars at training camps.
- Work across disciplines to support culture and leadership development at High Performance and National Team members levels.
- Appointment of a Senior Director, High Performance, effective November 2025, supporting discipline alignment, program leadership, and high performance planning.
- A High Performance department restructure was completed in 2025, including finalization of a RACI framework clarifying roles and responsibilities.
- Confirmation of a new Chief Executive Officer who will be full on-boarded in March, 2026, with their initial integration into the Organization beginning in January 2026 through a part-time consultancy. The incoming CEO mandate includes leading implementation of the 2025-2028 Strategic Plan and ongoing cultural change grounded in safe sport and participant well-being.
- Board governance changes announced January 14, 2026, including a transition of the Chair role to support organizational stability and strategic oversight.
- Continued public posting of leadership, coaching, and technical roles as they arise, reflecting a shift toward transparent hiring practices.
- Initial alignment work across disciplines related to documentation, uniforms, and program standards under the oversight of the new High Performance Director.
- Ongoing use of discipline-specific microsites to communicate leadership decisions, selection processes, and program updates.

2. What Is In Progress

The following remains in progress:

- Final approval and implementation of updated governance and Safe Sport-related policies, which require new CEO onboarding and Board approval.
- Continued implementation of leadership framework recommendations emerging from consultant-supported work, including alignment of roles and responsibilities across disciplines.
- Development and finalization of discipline-specific documentation currently being reviewed and socialized through the Operations Council.
- Establishment of leadership accountability mechanisms, including performance management and review processes, which are being operationalized in stages.

3. Outstanding Items / Gaps

- Full operationalization of consistent leadership standards across all disciplines.
- Completion and application of leadership evaluation tools across coaching and high-performance roles.
- Evidence of athlete and stakeholder perception of improved leadership accountability, which will require additional time and feedback cycles to assess.

4. Effectiveness at One-Year Mark

Leadership stability and structural alignment have improved during the Monitoring Phase. While governance and leadership reform is well underway, it is reasonable that full cultural and behavioural impacts will only become measurable after leadership transitions are complete and reforms are embedded.

D. Improving Educational Opportunities

This theme includes access to education, Safe Sport learning, mental health resources, and ongoing professional development.

1. What Has Been Implemented

The following education-related initiatives were confirmed during Monitoring Phase meetings:

- Inclusion of internal and external education opportunities on the GymCan events calendar, including offerings from external organizations such as Sport Law and other sector partners, with direct registration links.
- Delivery of education and webinar opportunities through partnerships, including Working With Parents in Sport.

- Continued engagement of external consultant experts to support leadership development, communication, and conflict resolution within specific discipline communities.
- Phase one implementation of the Headversity mental health platform, providing access to coaches. Headversity Phase I was rolled out in October 2025 for coaches, with Phase II expansion targeted for January 2026.
- Provision of transition and mental health supports to recently retired athletes, including ongoing support during their transition out of high-performance sport.
- Mental Health First Aid training was delivered to National Team coaches, and expanded educational workshops addressed performance culture, wellbeing, and safe sport.

2. What Is In Progress

The following remains in progress:

- Phase two expansion of Headversity access to National Team athletes, to be delivered through the launch of the Welcome to the National Team package.
- Development of a Professional Excellence Framework led by the Director, Safe Sport and the High-Performance Director, intended to support consistent expectations and education across disciplines.
- Establishment of a Safe Sport Council comprised of provincial and territorial sport organization representatives to support consultation, feedback, and alignment on Safe Sport initiatives.
- Development and publication of expanded Safe Sport education resources through the redesigned Safe Sport website, with anticipated launch in spring 2026.

3. Outstanding Items / Gaps

- Finalization and publication of the Professional Excellence Framework.
- Measurement of uptake, retention, and behavioural impact of education initiatives.
- Longitudinal assessment of whether educational offerings result in sustained changes in conduct and culture.

4. Effectiveness at One-Year Mark

Educational opportunities have expanded in scope and visibility and commitment by the Organization is evident. I note that education-related impact is inherently long-term, and effectiveness will be best assessed after resources have been fully launched and utilized over multiple seasons. This includes Safe Sport training, conflict resolution education, mental health supports, and resource development.

E. Overall Assessment

GymCan has demonstrated a solid resolve to meeting their commitments following the SEA and has made substantive progress in implementing many structural recommendations. It is clear that communication infrastructure and governance alignment show clear advancement and a dedication to improvement. Trust-repair and restorative measures by the Organization remain ongoing and extend beyond the one-year timeline.

The Organization has demonstrated allocation of resources and integration of recommendations into their multi-year strategic planning. Cultural transformation remains in progress.

Appendix A – Monitoring Phase Brief (Summary)

Monitoring Period: October 29, 2024 to October 29, 2025

Purpose: To evaluate progress, effectiveness, and early impact of GymCan's implementation of SEA recommendations.

Role of Monitoring Assessor: To monitor, evaluate, and report on progress; not to direct implementation or enforce compliance.

Appendix B – 1 Year Later Progress Report (Infographic Content)

1 Year Later: Looking Back to Look Forward Sport Environment Assessment Monitoring Phase – Progress Report

Recommendation Implementation Progress as of: October 29, 2025

	Committed to?	Achieved?	Context/Notes on progress & steps taken	Assessor Observations and Comments
Communication (SEA Recommendations on communication and collaboration)			Regular town halls and engagement sessions; national newsletter (Gymformation); Activity Messenger microsites; refreshed website content; onboarding package targeted for January 2026.	Communication frequency, structure, and access to information improved. Longer-term impact on trust requires continued measurement and feedback loops.
Build Trust (acknowledgment of harm, restorative work, policies, reporting)	Yes	In part	Safety Steering Committee established; adoption of the Canadian Safe Sport Program (CSSP) effective April 1, 2025 for national-level participants; policy updates advanced and pending final approvals; restorative commitments embedded in Safer and Stronger strategy work.	Trust repair is appropriately staged. Restorative work and transparency measures extend beyond a one-year horizon.

Communications Build Trust Strengthening Leadership in the Disciplines	Yes	In part	Regular town halls and engagement sessions (including WIN+ Strategic Plan and Culture of Excellence topics), weekly discipline updates, national newsletter (Gymformation), Activity Messenger microsites, refreshed website content, and onboarding package targeted for January 2026.	Communication infrastructure has significantly improved; longer-term trust and transparency outcomes require ongoing measurement.
	Yes	In part	Acknowledgment of harm and restorative commitments embedded in Safer and Stronger Safeguarding Strategy work; Safety Steering Committee established; adoption of the Canadian Safe Sport Program (CSSP) for national-level participants effective April 1, 2025; policy updates pending final board approval.	Trust repair initiatives are appropriately phased; the most impactful restorative measures extend beyond the one-year horizon.
	Yes	In part	Senior Director, High Performance appointed effective November, 2025; CEO transition effective March, 2026;	Leadership stability is improving; cultural and performance impacts will be clearer once leadership transitions

Improving Educational Opportunities			board governance changes announced January 14, 2026; ongoing discipline alignment and role clarity work linked to the WIN+ Strategic Plan.	are complete and sustained over time.
	Yes	In Part	Expanded education offerings, Headversity implementation, Safe Sport education and frameworks in development.	Education access has expanded; behavioural outcomes will require longer-term evaluation.

WHAT HAS THE SPORT ORGANIZATION MADE NO COMMITMENTS TO?

NIL

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

- **Public launch of Safety Strategy and Safe Sport website.**
- **Completion of restorative apology and engagement process.**
- **Publication of anonymized Safe Sport updates.**
- **Full rollout of leadership and education frameworks.**

Appendix C – Implementation Plan Snapshot

GymCan's implementation approach integrates SEA recommendations into a multi-year Safety Strategy, structured across years one through three. Year one focuses on establishing foundations, leadership stability, and communication infrastructure, with subsequent years dedicated to embedding restorative practices, accountability mechanisms, and sustained cultural change.

Appendix D – Future Commitments and Outstanding Items Plan

Outstanding items identified at the conclusion of the Monitoring Phase include:

- Completion and implementation of a formal restorative apology and engagement process.
- Final Board approval and publication of updated Safe Sport and governance policies.
- Public launch of the redesigned Safe Sport website and resource library.
- Expansion of mental health supports to all National Team athletes.
- Finalization and implementation of leadership evaluation and Professional Excellence frameworks.

Target timeframe for these commitments aligns with the 2026–2028 strategic cycle.

Appendix E – Methodology Note on Information Sources

Certain information referenced in this report was obtained through Monitoring Phase meetings and discussions with GymCan leadership. Where initiatives were described as planned, staged, or embedded within draft or unpublished strategies, the report reflects this status accurately and avoids characterizing such initiatives as completed or publicly available.

Appendix F – SEA Commitment Progress Document

Please see the Organizations Commitment document attached, current to November 2025. The Organization has indicated this document may be publicly shared.

Communication

Recommendation 1. Increase opportunities for direct communication and collaboration between and with GymCan leaders, athletes, coaches, judges / officials, IST members, and other key stakeholders.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Build in formal communication channels between coaches and athletes to encourage open and safe communication, especially for female athletes (on subjects such as coaching and communication needs and wants) and for both groups around positive coaching approaches.	GymCan will organize a cross-discipline welcome session as well as host townhalls with National Team athletes and coaches throughout the season. GymCan will create a “Welcome to the National Team” package with information on safe sport, policies, code of conduct, Game Plan, IST support, social media and resources that will be provided to them.	Completed / On-going ✅👍 GymCan hosted Townhalls throughout the past year and will continue to provide these engagement opportunities, both cross-discipline and discipline-specific, moving forward. Townhall topics included the new Strategic Plan, the Culture of Excellence (COE) Action Plan, and seasonal plan overviews. In-progress 🔄 The Welcome Package will be ready for National Team members in January 2026. This comprehensive on-boarding will be online as an interactive microsite on Activity Messenger. Information on safe sport, One Badge and CSSP, policies, code of conduct, headversity, Game Plan, IST support, social media, and resources will be included.
b. Several athletes described deep hurt and anger due to incidents where they felt they had been mistreated. Others had many suggestions on ways to improve the safe sport environment. Request the Director, Safe Sport send out to all athletes an invitation to meet and discuss personal past incidents and/or the safe sport environment in a confidential setting; if necessary, assist athletes	GymCan acknowledges that an apology for the maltreatment and abuse endured by athletes is long overdue, and the ongoing impact this has caused to survivors and their families. GymCan wants to take the appropriate, meaningful steps to apologize to the many athletes who were mistreated, harmed, and abused. GymCan is committed to engaging in a restorative process.	In-progress 🔄 This continues to be of utmost importance to GymCan. The new Safe Sport Strategy – Safer and Stronger will launch in 2026 and this restorative work will be a priority.



who request it to find ways to move forward, potentially through healing, restorative facilitated conversations, and mediations, with GymCan providing these resources.		
c. Invite coaches to meet with GymCan's leaders to collaborate on ways that they can feel more supported as they incorporate positive coaching techniques, including handling "grey zone" areas.	GymCan will hold formal townhall engagement opportunities across all disciplines at 2025 National events. Information and feedback gathered will inform future strategic direction.	Completed / On-going ✓🔄 GymCan adopted a new organizational strategy in Spring 2025. WIN+ was socialized with the Board of Directors, multiple Community groups, Provinces, Staff, and key partners. It was adapted & shared publicly in September 2025. The CEO also led Townhalls for MAG, WAG, and TG at the 2025 Canadian Championships in Calgary. WAG holds weekly Coach meetings with ample opportunity for discussions.
d. Invite judges / officials and athletes to attend facilitated dialogues hosted by GymCan to encourage respectful collaborations and communications around safe sport (one item of discussion could be on how to give thoughtful feedback).	GymCan will support disciplines in planning and hosting safe sport conversations with stakeholders. GymCan will consider 'Providing Feedback' as a specific topic in the Winning Well Safe Sport Speaker Series in 2025.	Completed / On-going ✓🔄 As part of the Culture of Excellence project, two Townhalls were hosted to share the results, summary, and action plan goals, and allowed time for questions and discussion. Culture work with WAG Judges, facilitated by Lauren Brett is on-going. 1-1 meetings were completed in 2025. Lauren Brett also worked with the Competition 4 pilot program HP coaches this past year.
e. Invite IST members to meet with GymCan's leaders and head coaches to brainstorm about ways they could better collaborate and contribute as members of the National Team (one idea	GymCan is considering a new staffing position to coordinate and engage IST across all disciplines. This role would be implemented in 2025-26.	Given GymCan's leadership changes and restructuring over the past year, GymCan is planning a new staffing position to be hired in 2026, once the new CEO and HPD are in place. The Sport Science Sport Medicine Manager role will coordinate



could be for them to be more involved in the training camps).		and engage IST and leverage learnings across all disciplines.
f. Schedule exit interviews of retiring athletes with a GymCan leader representative.	In-progress 😊 GymCan is providing retiring gymnasts the opportunity to engage in a conversation with a GymCan Leader (e.g., Director, Safe Sport, Program Director) upon retirement.	In-progress 😊 The Director, Safe Sport and Program Directors are developing and piloting a Retirement Process that includes information and support from GamePlan, connection with CSI and AthletesCAN, and a retirement conversation/interview. The Retirement Process also includes AAP retirement steps and removal from the CSSP participant list. Summary feedback on the Retirement Process will be shared in 2026-27 once at least 10 National Team athletes have officially retired.
g. Organize an open, annual summit where participants (including parents and those outside of the GymCan community) can hear directly from GymCan's leaders about what they are doing, get clarity on the direction GymCan is taking, and be informed and educated about the role GymCan plays nationally and internationally.	In-progress 😊 GymCan is in the process of planning a Gymnastics Community Summit/Conference which is being coordinated by a joint NSO/PTSO working group.	Completed ✓ While a Community Summit did not take place at the 2025 Canadian Championships, the Interim CEO presented the new strategic plan to multiple stakeholder groups throughout the event. GymCan Directors attended Elite Canada competitions in 2025 and provided updates on their departments. Further, the new Safer and Stronger Safe Sport Strategy will be socialized with various stakeholder groups for feedback before it launches in the new year.

Recommendation 2. Continue finding ways to improve communication.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Set clear requirements for early notice related to dates of competitions, training camps, and important events (that are within GymCan's control)	Completed August 2024 ✓ GymCan has created Gymformation , a monthly newsletter that offers exciting updates and opportunities to the gymnastics community.	Completed ✓ Several actions have been taken to improve communication around events. Discipline calendars have been created and public microsites on Activity



and provide information directly to those who need it (such as athletes, coaches, and parents of young athletes); monitor, evaluate, and report on meeting these requirements at a minimum annually.	GymCan launched its new website (Phase 1, August 2024; Phase 2, December 2024). Phase 2 will contain a cross-discipline calendar with GymCan related events.	Messenger have been created to publish all event related information. All 2026 Elite Canada events have been announced 6 months prior to the start of the event. GymCan is working on announcing the 2027 event dates at the end of the 2026 event. Every week there is a WAG Newsletter outlining program updates, upcoming deadlines, athlete and coach celebrations, and what is being worked on in the office.
b. Provide training to all GymCan community members on conflict resolution techniques, and specifically on how to have difficult conversations.	In-progress 🔄 The November 2024 Winning Well Safe Sport Speaker Series topic will address compassionate and constructive communication with Gail Donohue. Communication strategies recommended will continue to be relevant safe sport topics for future Winning Well webinars in 2025.	Completed / On-going ✅🔄 The Winning Well Speaker Series on compassionate and constructive communication was held in November 2024. Virtual webinars and in-person seminars focused on communication strategies were held with the WAG Senior National Team, WAG Brevet Judges, and with Competition 4 National Team Coaches this past year. Work in this area will continue to be a targeted area within coach and leadership development. GymCan also hosted webinars in April and October for gymnastics parents where Working With Parents In Sport (WWPIS) discussed parent-coach communication. Another set of webinars for parents are planned for early 2026.
c. Offer safe sport training tailored to judges / officials and IST members; during that training, focus on the importance of reporting unsafe behaviours.	In-progress 🔄 GymCan is currently reviewing the content of the recently launched Respect in Sport for Officials training module. This will likely become a requirement for judges / officials in 2025.	Completed ✅ In refocusing the HP department as part of the new WIN+ strategy, Judge education and certification has been moved from High Performance to Sport



		Development. Development pathways for judges are being reviewed and the revised pathways will include safe sport education and training. The Respect in Sport for Officials will be the required training for Judges when their 5-year training is up for recertification.
d. Build up GymCan's online library with sport-related resources on direct conversation and conflict resolution techniques.	In-progress 🔄 GymCan has created a dedicated Safe Sport Resource page that will be launched during Phase 2 of the new website. Completed September 2024 ✓ GymCan hired a Communications Coordinator who will help with the development of infographics.	In-progress 🔄 As part of the 'Engage & Educate' pillar of the Safer and Stronger Safe Sport Strategy, resources will be created and shared on GymCan's website. This is expected to be completed by Spring 2026.
e. Create and post a preferred supplier list of dispute resolution professionals who understand the sport of gymnastics that GymCan's community members can access.	In-progress 🔄 GymCan is providing a list of experts and guest speakers with contact information in various topic areas that will be posted on the website's Safe Sport Resources.	In-progress 🔄 A list of experts will be published on the website's Safe Sport Resources when the new Safe Sport Strategy launches in early 2026.
f. Organize a communications campaign directed at highlighting IST contributions to the sport of gymnastics.	In-progress 🔄 GymCan is implementing a "Staff Spotlight" section in the Gymformation newsletter. Successes and highlights will be shared via GymCan's different communication channels.	In-progress 🔄 The IST "Staff Spotlight" will be facilitated by the Sport Science Sport Medicine Manager once they are hired.
g. Create a policy that an IST member representative and a judge / official representative are to have a seat on relevant committees and decision-making bodies; monitor, evaluate, and report on that policy's implementation.	GymCan will strive to ensure that there is more inclusive representation on committees throughout the organization.	In-progress 🔄 While this is current practice, it is being confirmed within the updated governance document, the "Program Management Standard." Committee composition and terms of reference will also be included. This document will be socialized with Ops Council in November and will be reviewed



		by the incoming HPD & CEO to ensure best practices.
h. Create a policy that requires judges / officials to communicate details on the selection of members of a judging panel; monitor, evaluate, and report on that policy's implementation.	GymCan will strive to ensure that there is more inclusive representation on committees throughout the organization.	In-progress 😊 The development of standards for the communication of selection processes and outcomes for all Canadian delegates is on-going.

Build Trust

Recommendation 3. Improve governance, such as ensuring natural justice, due process, transparency, accountability, follow through, and compliance with policies and procedures, including the *Code of Ethics and Conduct*.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Provide training to the GymCan community on issues such as conflicts of interest, confidentiality, and fairness, including the importance of not only real, but perceived, conflicts, and on all policies relevant to creating a safe sport environment (ensure the Rule of Two and those pertaining to the consumption of alcohol are addressed).	Completed June 2024 ✓ GymCan's Board of Directors have approved two new safety policies – Whistleblower Policy and Positive Workplace Policy. In-progress 😊 GymCan is in the process of reviewing and updating Safe Sport policies. We will be strengthening policies on The Rule of Two and Recruitment and Screening. Policies will address alcohol consumption.	Completed ✓ With the hiring of a new part-time HR Consultant, staff related policies have been updated. Several Safe Sport policies were updated in September 2025. In-progress 😊 Specific Safe Sport policies are planned to be reviewed as part of the Safer and Stronger Strategy once it is launched in 2026. The new HPD will lead the development of a Conflict-of-Interest Declaration Waiver and a Confidentiality Waiver for all committee members. This is in the Program Management Standard.
b. Review the system in place for athlete access to the services offered by IST members; make any changes required to ensure	GymCan will create a “Welcome to the National Team” package. In addition to information on safe sport, policies, code of conduct, etc., the IST services and supports	In-progress 😊 The Welcome Package will be ready for National Team members in January 2026. This comprehensive on-boarding will be online as an interactive



access is equitable and transparent.	provided to athletes will also be included. Game Plan , social media guidelines and resources that will be provided to them.	microsite on Activity Messenger. IST services and supports will be listed.
c. Improve the transparency of selection criteria for athletes to make the National Team by articulating the criteria in a timely, transparent, and acceptable manner; by sharing the research-based, objective (or other) criteria being applied; and by providing safe opportunities for feedback and review. Build in monitoring, evaluating, and reporting requirements.	In-progress 🔄 GymCan's HP leadership team is in the process of standardizing and aligning process across all disciplines. GymCan will communicate documents in both official languages simultaneously. GymCan's HP leadership team will have conversations with stakeholders at the end of each quad to receive feedback and review processes.	Completed ✓ GymCan communicates documents in both official languages simultaneously. Over the past year, there have been many opportunities to provide feedback including post-event surveys and interviews, townhalls, and through the COE project. Anonymous feedback can also be provided on GymCan's website. In-progress 🔄 The incoming HPD will lead the establishment of best practices to work together to ensure more uniformity between HP disciplines.
d. Create self-evaluative processes for leaders to examine their actions in relation to governance issues.	In-progress 🔄 GymCan leadership has implemented a Performance Management Review Process with all GymCan staff.	Completed ✓ GymCan's Senior Management Team (SMT) refined its Performance Management Program and made it more holistic and integrated. This is now an annual mandatory process for GymCan employees
e. Provide in a publicly accessible annual report statistics on the nature and outcomes of complaints in a non-identifying anonymous way to build trust, educate, and demonstrate commitment to safe sport.	Director, Safe Sport will gather and share the available data on complaints in a yearly report.	In-progress 🔄 Under the 'Learn & Lead' pillar of the new Safer and Stronger Safe Sport Strategy, there is an initiative to publish an annual Safe Sport Report based on available data from the Canadian Safe Sport Program (CSSP).

Recommendation 4. Improve the process of hiring coaches by ensuring clear, collaborative, and transparent decisions with publicly accessible criteria.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Post clear and consistent notices of the hiring	Completed April 2024 - Present ✓	Completed / On-going ✓ 🔄



process for each vacant coaching position.	GymCan posts job vacancies publicly on relevant career boards and via SIRC.	Permanent openings are shared with employees, posted on career boards and via SIRC.
b. Add 'a positive coaching approach' to the list of required competencies when hiring coaches.	In-progress 🔄 GymCan is piloting an NCCP Comp 4 course which will integrate content related to positive coaching approaches. GymCan will create best practice guidelines and infographics for various Safe Sport and coaching topics to be shared with PTSO and published on the website.	Completed / On-going ✅🔄 The Comp 4 Pilot Course runs until March 2026. It includes the following: • <i>Advanced Coaching Diploma.</i> There are nine modules in the program which are centered around two themes: (1) Leading a Safe and Effective Program, and (2) Profiling and Planning Performance. Twenty hours of mentorship are also included, helping coaches prepare athletes for podium success. • <i>Mentorship:</i> Coaches meet with their mentor approximately 5 to 10 times over the course of the program to discuss their reflections from various learning sessions. Each session is one hour in length. • <i>Wellbeing:</i> The following areas are covered in IST sessions, both at training camps and virtually: ○ Healthy Habits during Competition Tours ○ Rest, Recovery, Regeneration ○ Life Factors ○ HP Nutritional Practices ○ Injury Prevention • <i>Safe Sport:</i> ○ Emotional Intelligence: Enhancing Self-Awareness,



		Empathy, and Interpersonal Skills ○ You Can Play Training
c. Create a policy that the decision on who is invited to be a member of a hiring committee be transparent, and when relevant, the invitation list includes coaches, athletes, and other members	GymCan will ensure that human resource practices related to hiring are defined, transparent, and hiring committees are inclusive. Stakeholder input will be incorporated into the hiring process as appropriate.	Completed ✓ GymCan has implemented a Recruiting Policy and Process. Retired athletes have been invited to sit on hiring committees.

Recommendation 5. Improve oversight of coaches by implementing more comprehensive monitoring and evaluation processes.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Broaden those involved in performance management of coaches to include other coaches, athletes, stakeholders with relevant knowledge, and other members of the GymCan community, including parents.	The Director of Operations will incorporate stakeholder input into the annual Performance Management Process for national team coaches. There will be formalized 360-degree feedback to support professional development of HP staff.	Completed / On-going ✓🔄 To align with the new WIN+ strategy at GymCan, there was a significant organizational restructure. There is no longer a Director of Operations. To address this SEA recommendation, GymCan uses open dialogue at townhalls and open conversation with National Team members for ongoing improvement (adopting a growth mindset). Lauren Brett has also worked with coaches, judges, and athletes on change management and listening to each other to improve culture. With a change in leadership and a new strategy, the culture within the organization has taken a positive shift. Mid-year culture check-ins were conducted by HR with all GymCan staff. Taken together, this has been the beginning of building a psychologically safer culture where anonymous feedback is not



		the primary mechanism for change
b. Review the current oversight process in discussion with each coach and suggest improvements to the process in order to establish clear roles, responsibilities, accountabilities, and deliverables, and to ensure positive coaching approaches are evaluated and rewarded.	GymCan will further review and clarify the roles and responsibilities of HP staff as part of a holistic assessment of the HP staff functions and structure in 2025. GymCan will obtain third party expertise to support this work. ✓	Completed ✓ David Mirota, contracted through Own the Podium, has completed an assessment of the HP Program at GymCan. The restructure of the HP Department has been completed and implemented. GymCan's 3 HP Coordinators have been transferred to the HP department with more discipline focused roles. World Games disciplines have been separated and moved to the Sport Development Department. The process for hiring the HPD is almost complete, which once in place, the roles and responsibilities for all HO staff will be finalized. A RACI chart for the HP Department is also finalized. The IST structure within HP will be formalized in 2026 under the Sport Science Sport Medicine Manager.
c. Review current HR processes related to coaches to identify shortcomings, and revise as necessary, such as the enforcement of probation periods and disciplinary measures, and the provision of individualized improvement plans.	Completed June 2024 GymCan has implemented a standard approach to performance management. The Director of Operations has accountability for human resource management and will ensure performance gaps are addressed appropriately.	Completed ✓ To align with the new WIN+ strategy at GymCan, there was a significant organizational restructure. There is no longer a Director of Operations or Director of Finance. GymCan now has a part-time HR Consultant managing all HR-related tasks and initiatives, and a Finance Consultant leading the Finance Department.

Recommendation 6. Better understand each discipline's context, issues, and needs around communication and trust building.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Involve a third-party professional (such as a leadership and team	Completed September 2023 – June 2024 ✓	Completed / On-going ✓🔄 GymCan has continued to contract Lauren Brett to support



building specialist or a mental health professional) to assist with communication and trust building of members within the individual disciplines; task the professional with assessing how and what would be helpful by engaging with National Team members, and in particular, hearing from the athletes.	GymCan contracted Lauren Brett, a Leadership Coach with Sport Law, who facilitated Designing the Team Alliance with all Olympic disciplines. Lauren Brett also completed a pilot project called Leadership and Nova Integration Project with RG National Team coaches.	growth and development of National Team members across disciplines.
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Recommendation 7. Provide WAG with immediate professional help to manage the toxic, mistrustful, and abusive environment (initially identified in the McLaren Report), as it could escalate to more abuse without professional intervention.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Engage a third-party professional to work with the WAG community to help eliminate its toxic, mistrustful, and abusive environment.	Completed March - October 2024 ✓ GymCan contracted Lauren Brett, a Leadership Coach with Sport Law, to engage with coaches and support staff as part of the WAG Olympic Team Leadership Project. This work involved supporting the Olympic preparation and attending pre-departure camp, personal Nova psychometric assessment, 1:1 coaching, and a Nova Integration Group Session.	On-going ☺ The need to continue culture and leadership work within the WAG community was identified. Lauren Brett will continue to engage with the Senior National Team, WAG Brevet Judges, and 1-on-1 with National Team coaches to further develop trust, communication, and leadership. The leadership changes have had a positive impact on the WAG culture.
b. Provide a variety of resources for mental health support, such as individual counselling, to help with healing and restorative processes for WAG in particular (and other disciplines if needed).	In-progress ☺ GymCan partnered with Headversity, a proactive mental health support platform. The implementation plan is being developed by the Director, Safe Sport, and will be communicated to the National Team programs in late 2024. GymCan is working with organizations such as Working	Completed / On-going ✓☺ Phase I of Headversity was implemented in October 2025. All gymnastics coaches in Canada receive free access to a Headversity license when they register for any NCCP courses. A press release was shared announcing this mental health initiative. Phase II of Headversity begins in January 2026 with all National Team members (athletes,



	with Parents in Sport, You Can Play , and Dare to Care to provide psycho-education to the gymnastics community.	coaches, judges, and IST) receiving free access. In each discipline, a Certified Mental Performance Consultant (CMPC) has been contracted to work with National Team athletes. GymCan has also offered Mental Health First Aid Training to National Team Coaches, supported by a grant from GamePlan.
c. Facilitate a community-wide town hall virtual discussion on how a reset / improvement is possible within the WAG community.	In-progress 🔄 GymCan is planning to work with an external third party to hold constructive conversations to improve the overall culture within the WAG community.	Completed ✓ This specific townhall on a discipline reset was held in December 2024. Twenty-three members attended the hour-long discussion. Key questions discussed were: • How can GymCan better support you towards your goals in gymnastics? • What do you feel GymCan should be doing that we are not? • What do you appreciate that gymCan is doing and really want us to make sure we keep doing? • Ask anything! Weekly coach meetings and on-going work with Lauren Brett have also been successful steps taken to improve the WAG culture.



Strengthening Leadership in the Disciplines

Recommendation 8. Provide resources to improve leadership skills of leaders in each discipline.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Provide internal and external leadership coaching and mentorship tailored for each discipline and designed to be cross-disciplinary.	In-progress 🔄 GymCan contracted Lauren Brett who completed Leadership Coaching projects with the Rhythmic Gymnastics National Team Coaches and the WAG National Team program. GymCan plans to engage with the MAG and TG National Team programs in 2025. GymCan plans to provide ongoing leadership coaching and support to the HP staff in 2025.	Completed ✓ GymCan's Interim CEO (February to December 2025) has been instrumental in rebuilding culture and coaching staff in all of the disciplines. Over the past year, GymCan staff have participated in a monthly leadership webinar series delivered by Sport Law. Lauren Brett has continued to work across disciplines to support culture and leadership development with HP staff and National Team members. Within WAG, Nick Ruddock was contracted to deliver team building coaching seminars at training camps (December 2024, January 2025).
b. Provide tailored resources to assist leaders with team building within the disciplines.	In-progress 🔄 GymCan is gathering athlete feedback from Senior National Team members, to better understand what topics need to be addressed within each discipline. GymCan is looking at unique ways to gather feedback as we recognize survey fatigue within the National Team environment. Lauren Brett is currently engaging in conversation with MAG and WAG athletes post-Olympic Games. GymCan is currently engaged in the Culture of Excellence Project which seeks to improve the overall culture within the HP environment. Information	Completed ✓ Lauren Brett has continued to work across disciplines to support team building and collaboration with HP staff and National Team members. The Culture of Excellence Project was completed in September 2025. Two townhalls were hosted to share the results, action plan goals, and allow time for questions and discussion.



	gathered through the Culture Assessment and Audit Tool (CAAT) will inform an action plan to help guide future strategic direction.	
c. Organize a facilitated team building session in conjunction with each discipline's leaders during which the participants create team charters.	Completed (September 2023 – June 2024) ✓ GymCan contracted Lauren Brett who facilitated the Designing the Team Alliance workshops with each Olympic discipline.	Completed ✓ Lauren Brett continues to work across disciplines each season to facilitate the Designing the Team Alliance workshops.

Improving Educational Opportunities

Recommendation 9. Provide more support and psycho-educational resources to build resiliency and strengthen well-being.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Offer more internal and external resources for coaches, including counselling resources, and opportunities for coaches to “self-report” or learn in an anonymous, safe way about ‘grey zone’ concerns, such as an anonymous helpline where coaches could explore different approaches.	In-progress 🔄 GymCan acknowledges that it can improve the support and resources available to coaches. GymCan is in the process of developing Phase 2 of the new website which includes an updated Safe Sport Resources page. The Resources page is separated by topic such as Safe Sport Learning and Training, Abuse Prevention & Response Resources, Equity & Inclusion Resources and Mental Health & Wellbeing Resources. As part of the monthly Gymformation newsletter, GymCan includes external learning and training opportunities for coaches and other stakeholders. The Communications Coordinator will create infographics from speaker series topics to be shared publicly.	Completed / On-going ✓🔄 The Safe Sport Resources page on GymCan’s website has been updated. GymCan will continue to review and updates resources available to support coaches, as well as other members of the gymnastics community. To address “grey zones,” a Professional Excellence Framework is being developed to help key stakeholders understand the role of professional excellence, code of conduct, and safe sport in creating a healthy HP culture.



b. Provide more internal and external educational supports for athletes to build their resiliency. This should also extend to retired athletes for help transitioning to retired life and for some, healing.	In-progress 🔄 GymCan will create a “Welcome to the National Team” package which will include resources for athletes. One of these resources is GamePlan which provides tools and support to athletes transitioning out of sport. GymCan will communicate and implement Headversity with the National team in late 2024. GymCan is developing a process to include educational workshops during training camps across national levels.	In-progress 🔄 Gameplan and all of its services and supports will be introduced as part of the Welcome Package. Within the onboarding process, athletes will learn about early steps of retirement planning and the resources available to support them. Completed / On-going ✅🔄 HP Program Directors are scheduling time for education workshops with subject experts during National Team training camps. Topics that were included at training camps over the past year included: • Relationship with Fueling • Creating a High Performance Culture • Pelvic Floor health • Developing the Team Alliance • Injury Prevention • Technical Skill Progressions • Upskilling for Code of Points
c. Offer cross-discipline coaching and mentoring to coaches so they can learn and exchange ideas more openly and build on positive features of culture in some disciplines and identify negative ones in others.	In-progress 🔄 GymCan is piloting a Coach-to-Coach Mentorship Project. GymCan is in the process of planning the Gymnastics Community Summit/Conference which is being coordinated by a joint NSO/PTSO working group. Presentations will include education on mental health and wellbeing. GymCan is piloting an NCCP Comp 4 course which will integrate cross-discipline content through mentorship between coaches, IST, and other experts related to positive coaching approaches.	Completed / On-going ✅🔄 The Women in Coaching Mentorship Project runs until March 2026. The project involves: • 2 women coaches in Men’s Artistic (+2 mentors) • Community of Practice monthly meetings • Monthly mentor-mentee meetings • Required training completed: ○ Gender Equity LENS eLearning ○ Gender-Based Analysis Plus ○ NCCP Mentorship Module • Winter in-person training camp



		• Wrap-up: Project survey and interviews The Comp 4 Pilot runs until March 2026. Please see the details of the program in the update above in Recommendation 4a.
d. Provide more support, practice tools, and resources to coaches during this transition to using more modern and positive coaching approaches; include a guide on the practical application of the UCCMS to gymnastics.	Completed May 2024 ✓ GymCan and True Sport have co-developed and launched a gymnastic-specific Value-Based coaching module. GymCan declared the 2024 Canadian Championships a True Sport event for the first time in organizational history. In-progress 🔄 GymCan will share and communicate tools developed by external organizations (e.g. CAC, True Sport, FIG) that reinforce positive coaching approaches. For example, the CAC offers modules including Bystander Empowerment, Intercultural Skills in Sport, Mental Health in Sport, Safe Sport Training, Modelling Healthy Relationships, Creating a Positive Sport Environment, and Understanding the Rule of Two.	Completed / On-going ✓🔄 In addition to what was completed last year, there is on-going general coach upskilling towards 'Safe Sport as a competitive advantage.' Completed / On-going ✓🔄 GymCan continues to share and communicate tools and trainings developed and offered by external organizations that reinforce positive coaching approaches as well as safe sport-related topics. During National Coaches Week we communicated and promoted the free CAC and NCCP courses available through the Locker to coaches and sport leaders.
e. Create more capacity for safeguarding and safety through the hiring of staff to assist the work of the Director, Safe Sport and the Director of HR.	Completed May 2024 ✓ GymCan hired a Project Manager, Safety and Safeguarding in May 2024 to support the Director, Safe sport. GymCan will continue to ensure that appropriate human resources are in place to support safety and human resource management efforts.	Completed / On-going ✓🔄 In GymCan's restructuring to align with the WIN+ strategy, HP Coordinators moved to the HP Department, to aid with Safe Sport integration with disciplines. While the Project Manager, Safety and Safeguarding position was eliminated, GymCan staff members have been assigned to special projects to assist the Director, Safe Sport, as well as the HR Consultant supporting culture initiatives. GymCan continues to ensure that appropriate human resources and supports are in place to support



		safety and human resource management efforts.
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Recommendation 10. Create an information campaign to help the gymnastics community, including parents, understand that they must do their part to ensure safety and inclusion and to positively contribute to a healthy environment by examining how to better achieve those goals within their own roles.

SEA Considerations	GymCan Commitment	November 2025 Update
a. Develop a resource to support complainants at the very beginning of the complaint process when they are deciding whether to proceed; resources should include information on when the respondent learns of the complaint, and at what point information in the process could become more public.	In-progress 😊 GymCan will share and communicate tools developed by external sources through their various communication channels. GymCan is creating an infographic and flow chart explaining the OSIC and ITP Sport complaint process that will be shared with relevant stakeholders. With the Abuse Free Sport Program transitioning from SDRCC to the CCES in April 2025, GymCan will ensure that updates to the complains process will be clearly communicated in both official languages. GymCan will hold webinars to explain the new Abuse Free Sport Program.	In-progress 😊 Given the change from OSIC and the Abuse Free Sport Program at SDRCC to the CSSP at CCES, these resources are in the process of being developed. GymCan is creating an infographic and flow chart explaining the CSSP and ITP-Sport complaint process that will be shared with relevant stakeholders and on GymCan's website.
b. Develop a resource that outlines the options the complainant has to resolve an issue, from informal to formal resolution methods.	In-progress 😊 GymCan will create an infographic and flow chart explaining the complaint process. This will be available on GymCan's website and will be communicated and explained to all relevant stakeholders.	In-progress 😊 GymCan is developing an infographic and flow chart explaining the complaint process, as well as GymCan's role in the process. This will be available on GymCan's website and will be communicated and explained to all relevant stakeholders.
c. Provide focused training on the understanding and prevention of physical forms of maltreatment, abuse, and other prohibited behaviours as it	In-progress 😊 GymCan is collaborating with various partners to develop educational tools and provide informative webinars on Safe Sport topics.	Completed / On-going ✅😊 Safe Sport training for the gymnastics community remains a focus for GymCan. In addition to 'Living Well' education sessions at National Team training camps,



helps all GymCan community members to understand what these are, and what behaviour is permissible and what is not; in particular, heighten awareness of what discrimination is, how to identify it, and how to prevent it.	GymCan will incorporate specific and relevant educational sessions during National Team training camps.	GymCan will continue to collaborate with partners to deliver informative webinars on Safe Sport topics. GymCan's partnership with You Can Play will support EDI trainings in 2026.
d. Offer annual education and information sessions specifically for parents new to the National Team environment to learn about safe sport expectations and to connect and collaborate with GymCan, as parents are a necessary and critical partner for safeguarding and inclusion.	In-progress 🔄 GymCan has initiated their work with Working with Parents in Sport who will deliver a series of webinars tailored to parents of high-performance gymnasts. Parent specific resources will be available in the Working with Parents in Sport GymCan portal.	Completed / On-going ✅🔄 GymCan hosted webinars in April and October for gymnastics parents with Working With Parents In Sport (WWPIS). Another two-part webinar series will be held in January/February 2026. Parent-specific resources are available in the Working with Parents in Sport GymCan portal for parents who attend the webinars.
e. Continue to offer training and resources related to the <i>Code of Conduct and Ethics</i> and the UCCMS for those new to the sport environment at key times during the year, and refresher training, updates, and resources for those already in the sport environment on an annual basis. Ensure the training and resources are easily accessible, clear, and tailored to the stakeholder group, the discipline, and the role of those receiving the information; provide opportunities for users to evaluate the training and resources so that they are continually improved.	In-progress 🔄 GymCan will share and communicate tools developed by external sources through their various communication channels. GymCan is creating an infographic and flow chart explaining the OSIC and ITP Sport complaint process that will be shared with relevant stakeholders. With the Abuse Free Sport Program transitioning from SDRCC to the CCES in April 2025, GymCan will ensure that updates to the complaints process will be clearly communicated in both official languages. GymCan will continue to host webinars in collaboration with the new Abuse Free Sport Program.	In-progress 🔄 The OSIC and Abuse Free Sport Program dissolved at the end of March 2025 and the Canadian Safe Sport Program (CSSP) through the CCES began April 1, 2025. GymCan has revised its policies and updated the information on its website to reflect the new complaints process. As part of the onboarding process and Welcome Package, GymCan will host the CCES and deliver a webinar explaining the new CSSP and complaint process. Additionally, the Director, Safe Sport and HPD will go over the Code of Conduct and Ethics and other safe sport policies during a cross-discipline webinar with all National Team members. Further, in collaboration with ITP-Sport, GymCan is developing a video explaining how the two complaint processes work together.

