UPDATE ON PLAYER WELLBEING

The CHL and its member leagues - the Western Hockey League, Ontario Hockey League, and Quebec Major Junior Hockey League - and their teams are committed to the 1,400 young men who play in our leagues.

Over the last 20 years, the WHL, OHL, QMJHL and their teams have made numerous advancements to their player safety and wellbeing programs, including extensive policies, programs and practices to educate players and team staff about respect in sport, prevention of hazing, abuse, harassment and bullying, as well as introducing a customized mental health program, Talk Today, in partnership with the Canadian Mental Health Association.

We are committed to the protection of our players and will continue to make the changes and investments required to provide the best possible player experience.

We know that in the environment of sport, much needed improvements are continually being implemented, especially in the area of athlete safety, and that the sport landscape is changing very rapidly. In order to ensure that our policies, programs and practices continue to evolve, we have taken the following steps:

- Appointing an Independent Review Panel (IRP), to review the current policies and practices in the member leagues that relate to hazing, abuse, harassment and bullying to determine whether changes would assist in the protection of players from off-ice misconduct and increase the likelihood that complaints related to off-ice misconduct are brought forward for investigation. As part of the IRP process, we commissioned a survey by Leger, a nationally recognized polling firm, to provide further insight into the experience of our former and current players.

- Retaining Rachel Turnpenney of Turnpenney Milne, a leading law firm in the area of investigation, audits and policy reviews to thoroughly review the IRP's findings and recommendations, as well as the member leagues’ policies and practices and provide recommendations as to where they can be improved.

Independent Review Panel

In July 2020, the CHL appointed the IRP to review the current policies and practices in the league that relate to hazing, abuse, harassment and bullying to determine whether changes would assist in the protection of players from off-ice misconduct and increase the likelihood that complaints related to off-ice misconduct are brought forward for investigation. The panel was chaired by former Premier of New Brunswick Camille Thériault and included Sheldon Kennedy and Danièle Sauvageau.

In December 2020, the IRP submitted their report and recommendations, the majority of which have been implemented or are in the process of being implemented. The IRP also attached as an appendix the results of the survey by Leger. As part of the IRP, the CHL commissioned an online survey from Leger of players, general managers, staff and billet families. This survey took place in September and October of 2020 and in total, 31 general managers, 59 coaches, 98 staff members, 259 players, and 212 families answered the survey. Owners did not participate.
The IRP recommendations focused on areas such as:

- Retaining subject matter experts to address off-ice misconduct and ethical coaching,
- Establishing a third-party approach to reporting maltreatment,
- Creating a tracking system for all incidents,
- Building consistency in policies across the CHL,
- Establishing an education and awareness program for players, and
- A metric system for complainants

We want to thank the IRP for this important step in the process of ensuring that the CHL player experience is amongst the best in sport. While the IRP's findings and recommendations were informative, they were not entirely responsive to the terms of reference. Further work was thus needed to determine whether changes to current policies and practices would assist in the protection of players from off-ice misconduct.

You can read the IRP here.

Turnpenney Review

While the IRP touched on a number of key areas, it did not acknowledge the fact that policies and programs concerning player wellbeing are the responsibility of the individual leagues, nor did it provide feedback on the existing policies. As such, a second, more detailed review of the league-level policies was required. In December 2021, Rachel Turnpenney of Turnpenney Milne LLP was retained by the CHL to engage in a review of the current policies and programs of each of the member leagues and provide a report on whether these policies and programs effectively assist in the protection of players.

Turnpenney reviewed the IRP's findings and recommendations, and all of the member league’s policies and programs concerning player wellbeing, specifically those related to hazing, bullying, harassment, sexual harassment, sexual assault and discrimination. An outline of how the CHL has dealt with the IRP's recommendations and the steps taken can be found in Turnpenney’s report.

Turnpenney's findings include that the member leagues have made a number of positive changes in the area of player wellbeing. However, there are some areas where the member leagues can make additional improvements including:

- Creating metrics aimed helping determine whether the wellness programs are improving,
- Automating processes related to training and education,
- Ensuring all current and future policies are accessible online,
- Soliciting feedback annually from key stakeholders including players,
- Implementing a complaints metrics system that includes method of reporting, type of complainant, process and outcomes, and
- Updating some policies to reflect the changes in language, gender definition, and other areas.

You can read Ms Turnpenney’s report here.

Going forward, the CHL and its member leagues will make additional changes to its policies and procedures that are in keeping with both reports. We look forward to sharing that information in the coming months.
Since the inception of the Ontario Hockey League (the OHL), the Québec Major Junior Hockey League (the QMJHL), and the Western Hockey League (the WHL) (individually, a Member League; collectively, the Member Leagues), individual teams have been responsible for player safety on their teams. Pursuant to this responsibility, throughout the years, each team has developed policies, programs, and rules related to player safety. Over time, the Member Leagues have introduced policies at the Member League level. This timeline describes the development, approval, adoption, and implementation of these Member League-level policies and programs.

1. OHL

<table>
<thead>
<tr>
<th>Year</th>
<th>Policy/Program</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td>Discipline Poster</td>
<td>Developed by the OHL Office with support from legal counsel. Approved by the OHL Board. Adopted by the OHL Board at a 1985 Board meeting. Implemented by the teams before the start of the 1985/1986 season. Consistently updated as new policies are adopted.</td>
</tr>
<tr>
<td>1994</td>
<td>Hazing Policy</td>
<td>Developed by the OHL Office with support from legal counsel. Approved by the OHL Board. Adopted by the OHL Board as part of the Health &amp; Welfare Policies and Procedures at the August 1994 Board meeting. Implemented by the teams before the start of the 1994/1995 season.</td>
</tr>
<tr>
<td>2003</td>
<td>Harassment &amp; Abuse/Diversity Policy</td>
<td>Developed by the OHL Office with support from legal counsel. Approved by the OHL Board. Adopted by the OHL Board as part of the Health &amp; Welfare Policies and Procedures at the August 2003 Board meeting. Implemented by the teams before the start of the 2003/2004 season.</td>
</tr>
<tr>
<td>2006</td>
<td>Updated Hazing Policy and Acknowledgment Form</td>
<td>Developed by the OHL Office with support from legal counsel. Hazing Policy updated and Acknowledgment Form added, mandatory for all players. Approved by the OHL Board. Adopted by the OHL Board at the August 2006 Board meeting. Implemented by the teams before the start of the 2006/2007 season.</td>
</tr>
<tr>
<td>2010</td>
<td>Social Networking Policy and Poster</td>
<td>Developed by the OHL Office with support from legal counsel. Approved by the OHL Board. Adopted by the OHL Board as part of the Health &amp; Welfare Policies and Procedures at the August 2010 Board meeting. Implemented by the teams before the start of the 2010/2011 season.</td>
</tr>
<tr>
<td>2012</td>
<td>Respect in Sport for Activity Leaders Program</td>
<td>Developed by Respect Group Inc. Approved by the OHL Board. Adopted by the OHL Board at the August 2012 Board meeting. Implemented by the teams before the start of the 2012/2013 season.</td>
</tr>
<tr>
<td>2014</td>
<td>Talk Today Program</td>
<td>Developed by the Canadian Mental Health Association. Approved by the OHL Board. Adopted by the OHL Board at the August 2014 Board meeting. Implemented by the teams before the start of the 2014/2015 season.</td>
</tr>
<tr>
<td>Year</td>
<td>Program Name</td>
<td>Details</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2015</td>
<td>Players First Program</td>
<td>Developed by the OHL Office with support from legal counsel. Approved by the OHL Board. Adopted by the OHL Board at the August 2015 Board meeting. Implemented by the teams before the start of the 2015/2016 season.</td>
</tr>
<tr>
<td></td>
<td>ONSIDE Program</td>
<td>Developed by the Ontario Coalition of Rape Crises Centres and the OHL Office. Approved by the OHL Board. Adopted by the OHL Board at the August 2010 Board meeting. Implemented by the teams before the start of the 2010/2011 season.</td>
</tr>
<tr>
<td>2016</td>
<td>Performance Development Program</td>
<td>Developed by Dr. Paul Dennis and the OHL Office. Approved by the OHL Board. Adopted by the OHL Board at the August 2016 Board meeting. Implemented by the teams before the start of the 2016/2017 season.</td>
</tr>
<tr>
<td>2019</td>
<td>Gender Expression Course and Acknowledgment Form</td>
<td>Developed by the Ontario Hockey Federation and Hockey Canada. Approved by the OHL Board. Adopted by the OHL Board at the August 2019 Board meeting. Implemented by the teams before the start of the 2019/2020 season.</td>
</tr>
<tr>
<td>2020</td>
<td>Director of Cultural Diversity and Inclusion Program</td>
<td>Developed by the OHL Office and Rico Phillips named as the first Director. Approved by the OHL Board. Adopted by the OHL Board at the June 2020 Board meeting. Implemented by the teams before the start of the 2020/2021 season.</td>
</tr>
<tr>
<td>2021</td>
<td>Communication Committee Program</td>
<td>Developed by a Special Governors Committee. Approved by OHL Office and Executive Council. Adopted by the OHL Board at the September 2021 Board meeting. Implemented by the teams during the 2021/2022 season.</td>
</tr>
</tbody>
</table>

2. QMJHL

<table>
<thead>
<tr>
<th>Year</th>
<th>Program Name</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>Player Commitment Contract</td>
<td>Developed by the QMJHL Office. Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 1990 Board meeting. Implemented by the teams before the start of the 1990/1991 season.</td>
</tr>
<tr>
<td>2006</td>
<td>Anti-Discrimination Policy</td>
<td>Developed by the QMJHL Office with support from the Advisor to the Commissioner (Denis Arsenault). Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2006 Board meeting. Implemented by the teams before the start of the 2006/2007 season.</td>
</tr>
<tr>
<td>2008</td>
<td>Player Support Program</td>
<td>Developed by the Director of Player Services (Natacha Llorens). Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2008 Board meeting. Implemented by the teams before the start of the 2008/2009 season. Ad hoc lecture program originally included just the drug awareness presentation, but others are added as new policies are adopted.</td>
</tr>
<tr>
<td>Year</td>
<td>Title</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2009</td>
<td>Charter for the Prevention of Violence</td>
<td>Developed by the Director of Player Services (Natacha Llorens). Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2009 Board meeting. Implemented by the teams before the start of the 2009/2010 season.</td>
</tr>
<tr>
<td>2010</td>
<td>Respect in Sport for Activity Leaders Program</td>
<td>Developed by Respect Group Inc. Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2010 Board meeting. Implemented by the teams before the start of the 2010/2011 season. Respect in Sport presentation added to the Player Support Program ad hoc lecture program.</td>
</tr>
<tr>
<td>2014</td>
<td>Code of Ethics</td>
<td>Developed by the Director of Player Services (Natacha Llorens). Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2014 Board meeting. Implemented by the teams before the start of the 2014/2015 season.</td>
</tr>
<tr>
<td></td>
<td>SportAide Program</td>
<td>Developed by SportAide. Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2014 Board meeting. Implemented by the teams before the start of the 2014/2015 season.</td>
</tr>
<tr>
<td></td>
<td>Talk Today</td>
<td>Developed by the Canadian Mental Health Association. Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2014 Board meeting. Implemented by the teams before the start of the 2014/2015 season.</td>
</tr>
<tr>
<td>2015</td>
<td>Unsafe Sexual Behaviour Presentation</td>
<td>Developed by the Director of Player Services (Natacha Llorens). Approved by the QMJHL Board. Adopted by the QMJHL Board as part of the Player Support Program ad hoc lecture program at the August 2015 Board meeting. Implemented by the teams before the start of the 2015/2016 season.</td>
</tr>
<tr>
<td>2016</td>
<td>Social Media Policy</td>
<td>Developed by the then Director of Communications (Photi Sotiropoulos). Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2016 Board meeting. Implemented by the teams before the start of the 2016/2017 season.</td>
</tr>
<tr>
<td>2017</td>
<td>Billet Family Guide</td>
<td>Developed by the Director of Player Services (Natacha Llorens). Approved by the QMJHL Board. Adopted by the QMJHL Board at the August 2017 Board meeting. Implemented by the teams before the start of the 2017/2018 season.</td>
</tr>
<tr>
<td>2018</td>
<td>Legal Responsibility of Players Presentation</td>
<td>Developed by the Director of Player Services (Natacha Llorens) with support from legal counsel. Approved by the QMJHL Board. Adopted by the QMJHL Board as part of the Player Support Program ad hoc lecture program at the August 2018 Board meeting. Implemented by the teams before the start of the 2018/2019 season.</td>
</tr>
</tbody>
</table>
2021 | **Updated Player Support Program**  
Developed by the Director of Player Services (Natacha Llorens). Approved by the QMJHL Assembly. Adopted by the QMJHL Assembly at the September 2021 Assembly meeting. Implemented by the teams during the 2021/2022 season.  
**Policy for the Prevention and Treatment of Harassment and Violence**  
Developed by the Director of Player Services (Natacha Llorens) with support from the Player Assistance Committee. Approved by the QMJHL Assembly. Adopted by the QMJHL Assembly at the September 2021 Assembly meeting. Implemented by the teams during the 2021/2022 season.

3. **WHL**

<table>
<thead>
<tr>
<th>Year</th>
<th>Policy Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>early 1990s</td>
<td><strong>Racial/Derogatory Comments Policy</strong></td>
<td>Developed by the WHL Office with support from legal counsel. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the WHL Regulations. Implemented by the teams before the start of the following season.</td>
</tr>
</tbody>
</table>
| 1998 | **Abuse, Bullying, Harassment and Hazing Policy** | Developed by the WHL Office with support from legal counsel. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the WHL Regulations at the June 1998 Board meeting. Implemented by the teams before the start of the 1998/1999 season.  
**Respect Education Seminars**  
Developed by the Canadian Red Cross with support from the WHL Office and Hockey Canada. Approved by the WHL Board. Adopted by the WHL Board at the June 1998 Board meeting. Implemented by the teams before the start of the 1998/1999 season. |
<p>| 2011 | <strong>Respect in Sport for Activity Leaders Program</strong> | Developed by Respect Group Inc. Approved by the General Managers and WHL Board. Adopted by the WHL Board at the June 2011 Board meeting. Implemented by the teams before the start of the 2011/2012 season. |
| 2012 | <strong>Social Media and Networking Policy</strong> | Developed by the WHL Office. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the WHL Regulations at the June 2012 Board meeting. Implemented by the teams before the start of the 2012/2013 season. |
| 2013 | <strong>Personal Conduct Policy</strong> | Developed by the WHL Office with support from legal counsel. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the WHL Regulations at the June 2013 Board meeting. Implemented by the teams before the start of the 2013/2014 season. |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Program Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td><strong>Player Impact Program</strong></td>
<td>Developed by the Calgary Police Service and the WHL Office with support from the NHL’s Calgary Flames. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the Players First Support Services Program at the June 2015 Board meeting. Implemented by the teams before the start of the 2015/2016 season.</td>
</tr>
<tr>
<td></td>
<td><strong>Security Network/Club Liaison Officer Complaint Program</strong></td>
<td>Developed by the WHL Office. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the Players First Support Services Program at the June 2015 Board meeting. Implemented by the teams before the start of the 2015/2016 season.</td>
</tr>
<tr>
<td>2016</td>
<td><strong>Talk Today Program</strong></td>
<td>Developed by the Canadian Mental Health Association and the OHL Office. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the Players First Support Services Program at the June 2016 Board meeting. Implemented by the teams before the start of the 2016/2017 season.</td>
</tr>
<tr>
<td>2019</td>
<td><strong>Respect in Hockey Program</strong></td>
<td>Developed by the Canadian Red Cross with support from Respect Group Inc. and the WHL Office, as a result of the transfer of the operation of the Respect Education Seminars to the WHL Office. Approved by the General Managers and WHL Board. Adopted by the WHL Board as part of the Players First Support Services Program, and incorporating the Respect in Sport for Activity Leaders Program, at the June 2018 Board meeting.</td>
</tr>
<tr>
<td>2021</td>
<td><strong>Diversity and Inclusion Policy</strong></td>
<td>Developed by the WHL Office with support from legal counsel and the WHL Diversity and Inclusion Committee. Approved by the General Managers and WHL Board. Adopted by the WHL Board at the September 2021 Board meeting. Implemented by the teams during the 2021/2022 season.</td>
</tr>
<tr>
<td></td>
<td><strong>Player Advisory Council/Independent Complaint Mechanism</strong></td>
<td>Developed by the WHL Office with support from legal counsel. Approved by the General Managers and WHL Board. Adopted by the WHL Board at the September 2021 Board meeting. Implemented by the teams during the 2021/2022 season.</td>
</tr>
<tr>
<td></td>
<td><strong>Updated Players First Support Program Presentation</strong></td>
<td>Developed by the WHL Office. Approved by the General Managers and WHL Board. Adopted by the WHL Board at the October 2021 Board meeting. Implemented by the teams during the 2021/2022 season.</td>
</tr>
</tbody>
</table>

1 The WHL established a WHL-wide Security Network to monitor the team environments. The Security Network consists of a Club Liaison Officer assigned to each WHL team. The Club Liaison Officer delivers the Player Impact Program presentation and serves as a mentor to the players on each WHL team.
REPORT ON THE CHL’S PLAYER WELLBEING PROGRAMS AND RELATED RECOMMENDATIONS

Rachel Turnpenney, Investigator
Turnpenney Milne LLP
501 – 2 Berkeley Street, Toronto, Ontario
416-868-1457, extension 102
rachel@tmllp.ca

January 14, 2022
# TABLE OF CONTENTS

1. EXECUTIVE SUMMARY ......................................................................................................... 3  

   NOTE ON THE IRP REPORT .................................................................................................. 7  

2. TURNPENNEY’S REPORT .................................................................................................... 9  

   TERMS OF ENGAGEMENT .................................................................................................... 9  

   INITIAL COMMENTS ON THE IRP REPORT ......................................................................... 9  

   INITIAL VIEW ON THE PLAYER WELLBEING PROGRAMS .................................................. 10  

   QUESTIONS TO BE EXAMINED IN TURNPENNEY’S REPORT ............................................ 11  

   THE PROPOSED METHODOLOGY FOR THE CHL AND MEMBER LEAGUES ..................... 12  

   a. PART ONE: RETHINK ........................................................................................................... 12  

   b. PART TWO: REASSESS ...................................................................................................... 16  

   c. PART THREE: REBUNDLE AND REAFFIRM ................................................................. 35  

3. RECOMMENDATION ALIGNMENT AND COMMENTS ON THE IRP REPORT .................. 43  

4. CONCLUDING REMARKS ................................................................................................... 50
1 EXECUTIVE SUMMARY

In December 2021, Rachel Turnpenney (“Turnpenney”) of Turnpenney Milne LLP was retained by the Canadian Hockey League (“CHL”) to engage in a review of the current policies, procedures and programs of the Ontario Hockey League (“OHL”), the Quebec Major Junior Hockey League (“QMJHL”) and the Western Hockey League (“WHL”). Turnpenney was also asked to provide an opinion on whether the policies, procedures and programs in place effectively assist in the protection of players against hazing, bullying and harassment (including sexual harassment), violence (including sexual violence and assault/sexual assault), discrimination and all forms of abuse (collectively, “Misconduct”).

In this report, Turnpenney has provided her view of whether the current policies, procedures and programs around Misconduct in the Member Leagues have created what is referred to in this report as effective “Player Wellbeing Programs”\(^1\). In providing an opinion on whether the program is ‘effective’, Turnpenney is examining whether the program does what it is intended to do (i.e., protect players’ wellbeing and prevent Misconduct).

After a review of the policies, procedures and programs that make up the existing Player Wellbeing Programs in the OHL (13), QMJHL (20) and the WHL (10), Turnpenney notes that there are many positive aspects and steps already being taken by each Member League. The OHL, QMJHL and the WHL each have Player Wellbeing Programs in place covering issues such as Misconduct and reporting of Misconduct. In addition, and over time, each of the OHL, QMJHL and the WHL have added content to their respective programs that addresses relevant issues impacting players such as wellbeing supports, mental health, education on issues relating to diversity and inclusion, the prevention of sexual violence and respect in sport. There are also a number of team-specific initiatives that have been undertaken over the years, but Turnpenney has not examined or commented on these initiatives as this was outside her mandate.

---

\(^1\) Collectively the OHL, WHL and QMJHL are referred to in this report as the “Member Leagues”. Despite being retained by the CHL, policies, procedures and programs are not instituted at the CHL-level but at the Member League-level given the legal and organizational structure of each Member League. This report only considers the current CHL and Member League model and not what could exist in the future.

\(^2\) In this report, Turnpenney has focused on overall player *wellbeing*, which includes the obligation to protect players from physical, mental and psychological harm, rather than arguably the narrower concept of player *safety* (i.e., concussions, physical injury, doping, abuse and so forth).
Through the years, as these issues have been identified as concerns, the Member Leagues have devoted significant care and resources in developing their Player Wellbeing Programs to address these issues to benefit players. To that end, the Member Leagues have consulted and worked with:

**OHL**

- Respect Group Inc., since 2012
- Canadian Mental Health Association, since 2014
- Ontario Coalition of Rape Crises Centres, since 2016

**QMJHL**

- Royal Canadian Mounted Police, since 2003
- Sûreté du Québec, since 2009
- Service de police de la ville de Montréal, since 2009
- Respect Group Inc., since 2010
- Laval University, Trois-Rivières University, and Concordia University, since 2012
- SportAide, since 2014
- Québec National Sports Institute, since 2014
- Service de la police de Québec, since 2015
- Canadian Mental Health Association, since 2014

**WHL**

- Canadian Red Cross, since 1998
- Respect Group Inc., since 2011
- Calgary Police Service, since 2015
- Canadian Mental Health Association, since 2016

That said, and despite the efforts made, the Member Leagues should revisit what currently is in place to create more effective Player Wellbeing Programs. When existing policies, procedures and programs are not properly

---

3 Note, we understand the WHL received a national citation award for creating a safe and respectful environment for their participants in 2013.
Curated at the time more content is added to a program, it may create overlapping content resulting in a less effective program. Beyond addressing issues of culture, which include encouraging reporting of complaints and addressing concerns about retaliation and reprisal (discussed below), this lack of cohesion and clarity in each Player Wellbeing Program is the main concern with what exists in the OHL, QMJHL and the WHL. There is an assortment of policies, procedures and programs that require too much searching, analyzing and comparing to properly (never mind easily) understand what is in place – even within each Member League. To remedy this concern, Turnpenney has recommended that the CHL and Member Leagues engage in a three-step process to create a more robust and effective Player Wellbeing Programs. The Member Leagues must:

- **RETHINK**
- **REASSESS**
- **REBUNDLE AND REAFFIRM**

The **first step** is for the CHL and Member Leagues to focus on sustaining a healthy and positive culture. They must **RETHINK** their culture and the perceptions that exist about the CHL and the Member Leagues – whether those perceptions are true or not.

Turnpenney has recommended that the CHL and Member Leagues approach the Player Wellbeing Programs on the basis that any perception of an unhealthy or harmful culture must be addressed immediately. In providing our opinion we are not finding that the CHL, Member Leagues or their teams have a harmful/unsafe or a positive/healthy culture, as our review did not arise from an investigation or audit and no legal findings have been made. That said, irrespective of whatever amendments are made to written policies/procedures, if any sport organization is perceived as having a culture of ‘winning at all costs’ thereby allowing Misconduct to be minimized or condoned, it can never be effective in preventing or combatting real or perceived Misconduct. The reason for this is that the culture reinforces the idea that skill trumps social responsibility and wellbeing.

Thus, the main objective of the Member Leagues should be to ensure that they have a healthy culture that allows the Player Wellbeing Programs to thrive and be both **perceived and proven** to be effective.

---

4 See page 12 of the IRP Report (defined and discussed below).
Seeking to address the perception of an organization’s health, supported with the appropriate policies, procedures and programs, along with metrics is essential to changing perceptions and ultimately sustaining the health and wellbeing of players.

The second step is for the CHL and Member Leagues to REASSESS what is currently included in each of the Player Wellbeing Programs and what needs to be redrafted or reworked in order to create more effective Player Wellbeing Programs. This is not anticipated to be a vast or overly costly undertaking. Much of what has been identified in this report involves taking what currently exists and updating it to reflect changes within sport and society.

The third step is for the CHL and Member Leagues to REBUNDLE and repackage existing content to make it more accessible and user-friendly. This step does not require one CHL Player Wellbeing Program to be uniformly developed across the three Member Leagues. Rather, this could be accomplished by each of the Member Leagues re-committing or committing to:

- Continually reinforce within the Player Wellbeing Programs, both in writing and orally, that ‘success’ or ‘winning’ requires players to be aware of both individual and team optics and perceptions.
- Teach players and stakeholders that those who act with integrity as role models, engage in fair play and meet the expected standard of conduct – both on and off the ice – will be considered more successful in the sport than those who possess athletic skill but lack the ability to navigate the pressures or complexities that arise from being in the spotlight or excelling competitively.
- Consult, collaborate and use similar and consistent definitions, concepts and procedures in their Misconduct policies and player acknowledgements (including on issues of off-ice misconduct, corrective action/sanctions).
- Seek to understand why underreporting specific to the Member Leagues exists (i.e., examine the nuances of team sports and hazing/bullying when dealing with minors, unique aspects of having minors on teams and how team dynamics may impact reporting of Misconduct).
- Create a safe environment for reporting of Misconduct where concerns surrounding reprisal or retaliation are addressed swiftly and seriously.
- Revamp the websites of the OHL, QMJHL and WHL to ensure Player Wellbeing Programs can be easily accessed by players and interested stakeholders. For example, each Member League currently has anonymous and confidential reporting mechanisms that are not found on their websites. This is a missed opportunity that should be remedied immediately.
- Implement a system that allows for anonymized tracking of data and metrics relating to the Player Wellbeing Programs on issues such as complaints, investigations (or dispute resolution) processes followed, outcomes reached, and disciplinary responses/sanctions given. Be prepared to share those results with the CHL, between Member Leagues and publicly (as appropriate, considering legal and privacy considerations).

- Be ready to explain why corrective actions taken are reasonable or proportionate to the situation that occurred rather than evidence of condonation.

- Analyze the metrics collected on a semi-annual and annual basis and poll or use surveys or environmental audits to collect additional data to establish an understanding of the current situation (i.e., do not make assumptions on the health of a Member League, ask the questions and action results promptly).

- Continue to provide educational and leadership programs that holistically develop players (i.e., continued focus on mental health, how to behave on social media, preventing sexual violence, preventing discrimination on the basis of race, sexual orientation, gender identity, gender expression and so forth, and more comprehensive training on diversity and inclusion).

- Put a revised, agreed upon, pre-season schedule into place that ensures players come into the Member League with an appropriate understanding of expectations of conduct.

- Communicate clearly with players about what occurs if they engage in Misconduct. This must be done starting in the pre-season and throughout the season through a combination of revised player acknowledgements, policies and training.

Taking these steps will **REAFFIRM** the CHL’s and Member Leagues’ commitment to sustain a healthy culture which will contribute to an effective Player Wellbeing Program.

**NOTE ON THE IRP REPORT**

In 2020, the CHL appointed an Independent Review Panel ("IRP") to engage in a review of the current policies, procedures and education programs of the CHL’s Member Leagues relating to issues of hazing, abuse, harassment and bullying. The CHL also asked the IRP to examine the allegation that players do not feel comfortable reporting off-ice misconduct. The IRP then drafted a report dated October 31, 2020 ("IRP Report") which contained 13 ‘findings’ and 13 recommendations about the Member Leagues.

The scope of Turnpenney’s retainer was different from the IRP Report in that she did not interview players (current or former). Thus, this report is based on written policies, procedures and programs and information
provided by the Member Leagues about their current Player Wellbeing Program. Turnpenney was asked to comment on the IRP Report’s 13 recommendations and provide an opinion on whether they are necessary or reasonable to establish an effective Player Wellbeing Program.

In summary, one of the main findings in the IRP Report is that the Member Leagues or their teams have a systemic or ‘culture of embedded behaviours’, where off-ice misconduct is perpetuated, condoned or ill-addressed. In providing our opinion, we are not finding that the CHL, Member Leagues or their teams have a harmful/unsafe or a positive/healthy culture, as our review did not arise from an investigation or audit and no legal findings have been made.

It is unclear whether the IRP Report’s findings are meant to be evidence-based, legal findings based on the civil standard of a balance of probabilities, or simply perception-based on anecdotal information obtained as part of their review process. That said, in this report, that distinction should not matter. While the CHL and its Member Leagues may object to the lack of regard the IRP Report has for their current legal and organizational structure, the evidentiary basis for the findings and the overlapping or repetitive nature of some of the recommendations, a more prudent approach is to seek an understanding of why this perception exists about the CHL and Member Leagues. Addressing the perception will only seek to create more robust and effective Player Wellbeing Programs and all players and stakeholders will benefit as a result.

---

5 See Section 6 of the IRP Report.
6 Details on the IRP’s methodology and sources of information relied upon are found at page 11 of the IRP Report.
2 TURNPENNEY’S REPORT

TERMS OF ENGAGEMENT

As stated above, in December 2021, Turnpenney was retained by the CHL to engage in a review of the current policies, procedures and programs of the Member Leagues and provide a report containing an opinion on whether the policies and procedures in place effectively assist in the protection of players against Misconduct (as defined above). Turnpenney also was asked to review and provide recommendations and other suggested changes to the policies and procedures to enhance what currently exists and respond to the 13 recommendations of the IRP in the IRP Report.

INITIAL COMMENTS ON THE IRP REPORT

The IRP Report made 13 ‘findings’ and 13 recommendations about the Member Leagues. These recommendations tend to be overlapping and repetitive in some of their content and do not appear to adequately consider the legal structure of the CHL and Member Leagues and what currently exists in terms of policies, procedures and programs on Misconduct (as defined below).

As stated above, one of the main concerns identified in the IRP Report’s findings is that the IRP “found that off-ice misconduct does exist in the CHL, and that the systemic culture in the League has enabled this to become a culture norm.” There are also several references to systemic or embedded types of conduct.

It is unclear whether the IRP Report’s findings are meant to be evidence-based, legal findings based on the civil standard of a balance of probabilities, or simply perception-based on anecdotal information obtained as part of their review process. That said, in this report, that distinction should not matter. While the CHL and its Member Leagues may object to the lack of regard the IRP Report provides for its current legal and organizational structure, the evidentiary basis for the findings and the overlapping or repetitive nature of some of the recommendations, a more prudent approach is to seek an understanding of why this perception exists and to address it as this will

---

7 The CHL appointed the IRP to review the “current policies, procedures and education programs in the CHL’s member leagues relating to hazing, abuse, harassment and bullying and the allegation that players do not feel comfortable reporting off-ice misconduct.” (see Section 1, page 3 of the IRP Report).

8 Turnpenney has expertise in harassment investigations and related matters. She is an employment lawyer and a member of both the Law Society of Ontario (2003) and Law Society of British Columbia (2018). Turnpenney is also an experienced workplace investigator with a certificate from the Association of Workplace Investigators and she is an approved Harassment and Violence Prevention Roster Investigator as prepared by the Canadian Centre for Occupational Health.

9 See Page 3 of the IRP Report.
only seek to create more robust Player Wellbeing Programs and all players and stakeholders will benefit as a result.

We understand that the CHL and Member Leagues are receptive to feedback and recommendations that would create more effective Player Wellbeing Programs. With that in mind we have sought to be pragmatic and have a created a methodology and recommendations to help address concerns or omissions that currently exist within the Player Wellbeing Programs.

INITIAL VIEW ON THE PLAYER WELLBEING PROGRAMS

Turnpenney recognizes that the Member Leagues have many positive policies, procedures and programs that touch on player wellbeing and seek to address Misconduct\textsuperscript{10}. That said, like most organizations, these programs have developed over time or in response to obtaining greater knowledge or differing attitudes and expectations within hockey, sport more generally and societal changes and pressures.

In the Member Leagues, the Player Wellbeing Programs have not been implemented uniformly and amendments to those programs have occurred at various points. This approach has caused inconsistencies and omissions. In arriving at this conclusion, we reviewed the 43 policies, procedures and programs of the Member Leagues. We also obtained a high-level understanding of how the procedures, programs and practices currently in place in each Member League operate in practice.

We recommend that immediate steps are taken by the CHL and Member Leagues as detailed below. In providing our opinion we are not finding that the CHL, Member Leagues or their teams have a harmful/unsafe or a positive/healthy culture, as our review did not arise from an investigation or audit and no legal findings have been made. Simply put, there is work to be done by the Member Leagues, their teams, or both. That said, the required effort need not be seen as overwhelming in terms of volume of work or overall cost. Rather, the recommended steps involve putting a pragmatic plan into place shortly (i.e., before the next hockey season). This plan will address the requisite elements of effective Player Wellbeing Programs and focus on creating and adopting best practices relating to the prevention of Misconduct\textsuperscript{11}. Taking such action will benefit players and

\textsuperscript{10} We have reviewed 43 policies, procedures and programs in preparing this report – 13 from the OHL, 20 from the QMJHL and 10 from the WHL.

\textsuperscript{11} Note, a number of workplace-related research studies focus on why policies or programs are not effective rather than highlighting policies and programs that are effective. Thus, when we use the word ‘effective’ we are asking whether the program does what it is intended to do (i.e., protect players’ wellbeing and prevent Misconduct) and how is that
all Stakeholders (defined below) and solidify the CHL as a premier development hockey league. In addition, if the CHL, the Member Leagues and their teams commit to improve their culture (even if there is disagreement on whether systemic issues currently exist) and address the perceptions around embedded behaviours described by the IRP, as well as make amendments to the existing Player Wellbeing Programs, they can then address current, potential and future issues.  

QUESTIONS TO BE EXAMINED IN TURNPENNEY’S REPORT

The specific questions addressed in this report are:

1. Do the policies, procedures and programs currently in place at the OHL, QMJHL and the WHL assist in the protection of players from ‘Misconduct’ both on and off the ice? In this report, Misconduct includes:\n   
   i. hazing
   ii. bullying and harassment
   iii. sexual harassment
   iv. violence and sexual violence (including assault and sexual assault)
   v. discrimination
   vi. physical or sexual abuse

2. What recommendations are necessary to create effective Player Wellbeing Programs in the OHL, QMJHL and the WHL?

3. Based on the information provided to Turnpenney, are the 13 recommendations in the IRP Report necessary or reasonable to establish effective Player Wellbeing Programs?

Note, given this report was prepared largely through a review of existing policies, procedures and programs, it should not be seen as an exhaustive opinion on what is needed to create effective Player Wellbeing Programs. Additional steps should be taken such as organizational audits to determine and identify any concerns/issues of stakeholders (as of 2021). Thus, this report is intended to provide a starting point which should help effect change on perception and issues identified in the IRP Report. That is the lens through which this report should be read.

In this report, Turnpenney has focused on overall player wellbeing, which includes the obligation to protect players from physical, mental and psychological harm, rather than arguably the narrower concept of player safety (i.e., concussions, physical injury, doping, abuse and so forth). Turnpenney has provided her view of whether the current policies, procedures and programs around Misconduct in the Member Leagues have created what will be referred to in this report as effective ‘Player Wellbeing Programs’.

Turnpenney was provided with updated policies, procedures and programs (all as of December 2021) of the CHL and Member Leagues. She was also provided with additional information from the Member Leagues on each league’s practices (if available).
THE PROPOSED METHODOLOGY FOR THE CHL AND MEMBER LEAGUES

- The first step to be taken by the CHL and the Member Leagues is to RETHINK (“PART ONE: RETHINK”):
  - what type of development organizations are the Member Leagues? This step involves a review and re-framing of the purpose and culture of the OHL, QMJHL and the WHL;
  - whether the current Player Wellbeing Programs have historically been effective in preventing and addressing Misconduct and the basis for that view; and
  - beyond the current policies and procedures, what is needed to create a more effective Player Wellbeing Program within the Member Leagues. Practically, this means seriously examining whether the Member Leagues need to continue to maintain separate policies, procedures and programs that form all or part of their own Player Wellbeing Program or whether it is time to look at a more consistent approach across the Member Leagues.

- The second step to be taken by the CHL and the Member Leagues is to REASSESS (“PART TWO: REASSESS”):
  - what is currently included in the Player Wellbeing Programs of the OHL, QMJHL and the WHL; and
  - what needs to be addressed and redrafted or reworked in the existing policies, procedures and programs based on the omissions identified in this report, to create more effective Player Wellbeing Programs.

- The third step to be taken by the CHL and the Member Leagues is to REBUNDLE and REAFFIRM (“PART THREE: REBUNDLE AND REAFFIRM”):
  - taking what currently exists, or could exist following required revisions, and providing the CHL and Member Leagues with practical, easy to implement and follow, strategies that ensure the supports provided to the Member Leagues will help achieve the goal of creating three effective Player Wellbeing Programs;
  - ensuring the steps to be followed on a set schedule are outlined and adhered to, such that the Player Wellbeing Program stays effective for the long term; and
  - considering the findings and recommendations in the IRP Report (which are discussed as in Part Three) and determining whether they are necessary to create effective Player Wellbeing Programs.

A. PART ONE: RETHINK

THE CHL

The CHL self-identifies as the world’s largest development hockey league. It is made up of three separate Member Leagues – the OHL, the QMJHL and the WHL. Within the Member Leagues there are 52 Canadian teams and eight American teams.
THE RELATIONSHIP BETWEEN THE CHL AND THE MEMBER LEAGUES

To understand what exists in terms of policies, procedures and practices that form the Member Leagues’ Player Wellbeing Programs, and why they exist in their current form, a description of the CHL’s structure is necessary.

The CHL operates as the umbrella association for the Member Leagues and its responsibilities relate to business operations including the arrangement of broadcast relationships, streaming services, sponsorship sales and service, finance, marketing, media relations, communications and third-party relationships such as those with Hockey Canada, the National Hockey League (“NHL”) and USA Hockey.

Player Wellbeing Programs are not instituted at the CHL level. Rather, each Member League has historically implemented their own policies, procedures and programs such that there are currently three Player Wellbeing Programs that are discussed in this report. The primary reason for this has been long-standing autonomy for the Member Leagues which allows each to determine specific priorities and account for differences (for example, the OHL and WHL have teams in the United States and the QMJHL is comprised solely of Canadian teams with many French speaking players). Further, the CHL’s constitution limits its authority to exercise certain controls over the Member Leagues. Thus, the CHL has never exercised authority and control over the Member Leagues’ Player Wellbeing Programs nor has it mandated one uniform program CHL-wide. This independence between the Member Leagues has meant they have developed and communicated their own Player Wellbeing Programs to players and staff at the team level.

This report assesses what currently exists in the Member Leagues’ Player Wellbeing Programs and concentrates on what can be accomplished by each Member League in the short term without a major overhaul of the existing organizational structure. As a result, more effective Player Wellbeing Programs need to be created (i.e., for each of the OHL, the WHL and QMJHL) rather than one (i.e., for a newly and legally empowered CHL that has the ultimate oversight over the Member Leagues, which, as noted, does not exist). This is an important distinction to remember when reading the IRP Report as the IRP does not appear to account for the current situation including the legal and constitutional/governance realities of the CHL and the Member Leagues.

THE IMPORTANCE OF CULTURE

The primary goal, at this time, should be for the Member Leagues and their teams to ensure they have a healthy culture that allows the Player Wellbeing Programs to thrive and be both perceived and proven to be effective. Based on our significant experience and expertise in conducting harassment investigations and dealing with issues of Misconduct, we have seen that an organization can have the most comprehensive and well-drafted set
of policies on Misconduct yet still be thought to be unhealthy or harmful, if the ‘scaffolding’ (or support) surrounding the program is weak. The focus on a positive culture and strengthening the existing scaffolding already in place in the Member Leagues must be seen as paramount and forms the backdrop for this report. The perception of a healthy organizational culture, supported with the appropriate policies, procedures, programs and metrics is essential to changing perception and ultimately the health of an organization.

If, as inferred in the IRP Report, the Member Leagues or their teams are seen as having a culture of ‘winning at all costs’\(^\text{15}\), they can never be effective in combatting real or perceived Misconduct, as their culture bolsters the sentiment that skill trumps social responsibility and wellbeing. Thus, before they take any steps, and beyond any changes that should be made to the policies, procedures and programs of the Member Leagues, it is imperative that the CHL, Member Leagues and their teams focus on their own culture (and the perception of same), at all levels, even if they dispute the findings of the IRP Report\(^\text{16}\).

In terms of initial perceptions, the CHL and the Member Leagues present as a mostly white, male organization that lacks diversity in terms of equity-seeking groups at the Member League-level, and the management level within each entity. Optically, organizational makeup can present a challenge when seeking to address culture issues or enact meaningful and inclusive change. Added to this is the perception (whether correct or not) that the development of a professional athlete requires the highest level of competitive behaviour, prioritizing skill and ability over other attributes. Arguably these optics and perceptions reinforce the idea that issues of fair play, inclusivity and integrity are secondary to winning. Through this lens it is easy to understand why systemic or embedded culture concerns may exist within a development hockey league and that Misconduct could be, or is, hidden, minimized, or condoned, all in the goal of advancing the player (and thereby the team, coach, owner and so forth).

Creating a healthy culture requires an express and observed commitment starting at the top (i.e., with the President of the CHL and the Commissioners of the Member Leagues) and throughout the OHL, QMJHL and the WHL. Any minimizing, ignoring, condoning or normalizing of Misconduct must immediately be dealt with and corrective action should be proportionally and reasonably used. Achieving, and then sustaining, a healthy culture where Misconduct is prevented should be the foremost goal for the CHL and the Member Leagues.

---

15 See, for example, page 12 of the IRP Report.
16 Again, note that we have made no findings regarding the CHL or the Member Leagues’ culture in this report.
THE STAKEHOLDERS AND THE OBJECTIVES OF THE CHL AND MEMBER LEAGUES

IDENTIFICATION OF STAKEHOLDERS

Before discussing the existing Player Wellbeing Programs, it helps to understand the identity of the interested parties or stakeholders in the CHL and the Member Leagues. Determining to whom the policies, procedures and programs should apply is necessary to understanding whether they are meeting the mark or are falling short and if so, how.

Key Stakeholders within the CHL and each Member League:

- Commissioners
- Member League operations staff
- Governors
- Team Owners
- Team operations staff (Presidents, General Managers, Training Staff, Medical Staff, Scouts, Support Staff, on/off ice officials)
- Coaches
- Players
- Player Family Members
- Billet Family Member
- Members of the Public, Volunteers and Interested Parties (bus drivers, rink/arena/facility staff, spectators/customers, social media connections or ‘friends’, community and connections, the media, Hockey Canada, the NHL, USA Hockey)

Collectively the above list are referred to in this report as the “Stakeholders”.

ROLE AND OBJECTIVE OF THE CHL AND THE MEMBER LEAGUES

The starting assumption made in this report is that each Stakeholder plays a unique and important role in the development of a player. Given that the CHL holds itself out as the largest development hockey league globally, it should have a similarly robust statement of what player development means to the CHL, the Member Leagues and its Stakeholders.
For example:

a) are the CHL and Member Leagues responsible for developing hockey players mentally and physically, solely as competitive athletes in the hopes that they will play professionally? OR

b) is the CHL’s goal to develop the whole player, described in this report as an athlete that is physically, mentally and socially able to achieve professional/elevated status understanding the nuances and complexities of today’s world?

If the answer to (a) is no and the answer to (b) is yes, then the Member Leagues must engage in a multi-faceted approach and focus on a player’s holistic wellbeing, which includes not just being a peak athlete but one who operates free from Misconduct (“Holistic Player Development”). The CHL and the Member Leagues must be clearly and publicly committed to Holistic Player Development to create effective Player Wellbeing Programs. Anything less will reinforce a perception of an embedded or systemic culture as detailed in the IRP Report.

B. PART TWO: REASSESS

THE CURRENT PLAYER WELLBEING PROGRAM IN EACH MEMBER LEAGUE

Each of the OHL, QMJHL and the WHL have already taken positive steps to create and implement many policies, procedures and programs that address hazing, mental health and player wellbeing generally. The Member Leagues have devoted significant care and resources in developing these policies, procedures and programs to benefit players. We have examined the contents of each Player Wellbeing Program below.

The OHL

The OHL’s policies, procedures and programs that form their current Player Wellbeing Program are detailed below.

17 In drafting this report, we considered additional resources given our understanding that while the CHL and Member Leagues are not part of Hockey Canada, there is a partnership between Hockey Canada and the CHL. We also understand that Hockey Canada has a Universal Code of Conduct for Hockey (www.hockeycanada.ca/en-ca/corporate/about/code-of-conduct) which contains high level language on off-ice misconduct, investigations and sanctions. Sport Canada publishes the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (“UCCMS”) which also contains language and definitions that could be considered, amended as appropriate and then rolled out within the CHL and the Member Leagues.
On the issue of Misconduct, the OHL has these conduct-based policies and procedures:

- the *Social Networking Policy* (2010) (also reiterated in the Health and Welfare Policy) provides examples of behaviour over social networking mediums that may result in disciplinary action by the OHL at the discretion of the Commissioner.
- the *Hazing Policy* (2006) (which largely reiterates the content on Hazing in the Health and Welfare Policies) and a Player Acknowledgement Form about the Player Hazing Policy.

The OHL also provides several programs for players and coaches including:

- The *Talk Today Program* (2014), developed by the Canadian Mental Health Association, which “offers participants standardized, certified and evidence based mental health and suicide-awareness workshops called safeTALK and ASIST”.
- A *Players First Program* (2015) which is a holistic player support program offering professional support such as athletic therapists and coaching to Health and Welfare and Life and Leadership support.
- Since 2016, the OHL has partnered with the Ontario Coalition of Rape Crisis Centres for a program called ‘*OHL Onside*’ which is “aimed at increasing the understanding and awareness of the players’ responsibility to show respect for women through their actions and words”.
- The OHL offers the *OHL Performance Development Program* (2016) which aims to provide coaches with a better understanding of the players such that they will be able to create a situation in which “unwavering TRUST between the players and coaches becomes the norm.” The Performance Development Program also provides an opportunity to have issues investigated or addressed by Dr. Paul Dennis, a sport psychologist and development coach who can either investigate a concern or provide resources to a reporting party.
- The OHL has a *Respect in Sport* program (2012), developed by Respect Group Inc. This program is a mandatory training program that educates coaches, team staff and GMs about how to prevent Misconduct and those who receive the training must participate in recertification at regular intervals.

- Following receipt of the IRP Report, in September 2021, the OHL introduced a new Communications Committee. The Communication Committee’s role is to provide educational opportunities for coaches, team staff and GMs in the form of seminars delivered by independent professionals to create a “culture that promotes healthy and effective lines of communication between a player, their club and the League”. Importantly the Communication Committee contains a Communication or Reporting Map that provides some clarity on incident reporting structures (i.e., how to report and where to report). It also details the introduction of a reporting app called HONE and how it will work (i.e., an anonymous reporting mechanism to report Misconduct as well as providing the ability to report on well-being weekly to coaches, team staff and GMs).

- The Director of Cultural Diversity and Inclusion was a position added to the OHL in 2020.

- Beyond the HONE App, players have access to the Incident Reporting System which is a phone app or web-based platform and allows players to report incidents of Misconduct anonymously including assigning a threat assessment level to each report received to allow for tracking by OHL Administrators.

- The HONE App and the Incident Reporting System are supplemented by the OHL’s Player Liaison Officers under the Players First Program and the ability report to coaches, team staff, GMs or OHL administrators or the Commissioner.

- There are posters that address issues in the policies, including Misconduct and the written steps for implementing discipline for off-ice misconduct, including sanctions and penalties in every team’s dressing room.

**The QMJHL**

As of December 2021, the QMJHL has the most comprehensive policies on Misconduct and in particular discrimination. The QMJHL policies, procedures and programs that form the QMJHL’s current Player Wellbeing Program include the following:

- *Code of Ethics for the Players* (2014). This policy outlines the principles and values of the QMJHL including preventing discrimination and violence. It details responsibility for various Stakeholders
and the duties and obligations of players (including on topics such as respect, integrity, safety, sportsmanship/fair play, and self-improvement).

- **Charter for Prevention of Violence (2009).** This policy is a statement document on the prevention of violence in the sport of hockey and in the QMJHL.
- **Anti-Discrimination Policy (2006).** This policy addresses issues of discriminatory conduct including providing definitions, principles adopted by the QMJHL and sanctions that may result from breach of the policy.
- **Social Media Policy (2016).** This policy provides the guidelines and expected conduct relating to use of social media and social networking.
- **Legal Responsibilities of QMJHL Players (2018).** This program provides educational content on conduct that might constitute a criminal act or be contrary to law (i.e., on topics such as public mischief, age of sexual consent, sexual interference, sexual abuse/assault, sexual exploitation, etc.).
- **Policy for the Prevention and Treatment of Harassment and Violence (2021).** This is a newer policy introduced since the IRP Report. It contains comprehensive definitions on topics such as psychological harassment, sexual harassment, sexual violence, discriminatory harassment, bullying, cyberstalking, threat and violence. It also has definitions of concepts such as a complaint, reporting, plaintiff and an anti-retaliation clause.
- In addition, each player is expected to sign a **Player Commitment Contract (1990)** to play within the QMJHL. This policy contains a mechanism for handling complaint or reports.
- The QMJHL has a complaint reporting mechanism/program entitled **SportAide (2014)**, run with the independent organization SportAide. This program introduces the role of ‘Complaint Officer’ as an option for those who play in the QMJHL. A Complaint Officer is to receive complaints about “abuse, harassment, negligence or violence under the integrity policy”. It also details how complaints are processed through the Integrity Protection Committee (i.e., a panel of 3 independent people).
- The QMJHL has a **Billet Family Guide (2017)** which outlines information for families who act as billet families for players. It outlines the billet family responsibilities including providing a bedroom, meals, rules surrounding communications and visitors.\(^{18}\)
- There is also a program on **Unsafe Sexual Behaviour (2015)** which covers topics such as Sexual Violence, Criminal Sexual Behaviour and Sexting (among other topics).

---

\(^{18}\) Note, as a general point, given a greater understanding of the importance of language and making all policies more inclusive, the language of the billet policy, in particular, needs updating to make it gender inclusive.
• The Player Support Program and Presentation was established in 2021 and seeks to “educate players on a variety of topics and to help players manage life’s challenges and resolve personal programs before they become more serious.” Essentially in this program a support person can be confidentially accessed through various mediums on issues such as mental or physical health including use of prohibited substances (i.e., ‘doping’). This program assigns responsibility to the QMJHL for the well being of the players and outlines what steps should be taken if a situation arises about a player.

• A mandatory Respect in Sport/Activity Leader Program and a Respect in Sport Parent Program (2010), developed by Respect Group Inc., are required education in the QMJHL.

• The QMJHL also uses the Talk Today Program (2014), developed by the Canadian Mental Health Association, relating to mental health awareness and suicide prevention.

• The QMHL has engaged in Drug Awareness Presentations (2008) as well as a CCES online drug and doping education course.

• In terms of reporting on issues relating to Wellbeing or Misconduct, in the QMJHL’s Player Support Program a network of confidential support resources is offered to players, coaches, team staff and GMs via telephone. Support options include ethical coaching advice and how to properly address player safety or conduct concerns. The Player Support Program has a Player Support Program Coordinator who also serves as the Director of Player Services.

• Players can also report to a SportAide Complaint Officer (discussed above), who ensures the reporter is offered support while escalating the complaint to the SportAide Integrity Protection Committee.

• Beyond these programs, reports can be made to the Resources Persons under the Player Support Program, or informally to coaches, team staff, GMs, QMJHL Administrators or the Commissioner.

• Complaints received through the Player Support Program will be investigated by the Player Support Committee independent of the QMJHL and is made up of one police officer, one social worker, one lawyer, one psychologist and one QMJHL alumni. Once determinations are made in an investigation, recommended steps are brought forward by the Coordinator to the QMJHL Commissioner. The SportAide Integrity Protection Committee also conducts investigations into complaints received and uses impartial hearings before offering conclusions and recommendations to the QMJHL Commissioner.
The WHL

The WHL has the following policies, procedures and programs in place that constitute their current Player Wellbeing Program:

- The *WHL Regulations and Policies* (1998) govern personal standards of conduct and corresponding discipline. While the Regulation and Policies specifically address criminal conduct such as violence (and a threat of violence), harassment, abuse and hazing, there are few definitions of what is meant by the conduct (other than abuse, which is defined). Hazing, specifically, is mentioned but is not comprehensively defined and references the discipline associated with hazing to be an automatic suspension without details on what that means from a timing and permanence perspective. Similarly racial and derogatory comments are prohibited under the policy but there is no definition of discrimination or any types of discrimination which may be relevant, such as microaggressions, stereotyping, engaging in anti-racist conduct and the like.

- The *Diversity and Inclusion Policy* (introduced in 2021 after the IRP Report was published) seeks to define diversity and inclusion as well as the expected conduct of Stakeholders about the promotion of diversity and inclusion in the WHL. This policy references important premises relating to diversity and inclusion within the WHL on grounds such as gender and race, but it does not contain any definitions beyond Diversity and Inclusion which would provide a better understanding of the concepts espoused in the document (i.e., what does it mean not to be inclusive on a practical level? what is discrimination?). That said, the WHL Diversity and Inclusion Policy requires all WHL staff, players, official and billets to participate in mandatory WHL Diversity and Inclusion (“D&I”) education annually and also links D&I to social media usage. This policy also contains helpful language that participants are “role models to the public” and are “expected to model respectful and inclusive behaviour, both on and off the ice”. The *Social Media and Networking Policy* (2012) in the WHL Regulations and Policies reiterates similar guidelines as contained in those published by the OHL and the QMJHL.

- The WHL provides a mandatory, year-round training program called the *Respect in Hockey Program* (2018), created in partnership with the Canadian Red Cross and Respect Group Inc., which includes online seminars, a code of conduct, and a series of workshops delivered by the *Respect Champions Team* (2020).

- A mandatory *Respect in Sport/Activity Leader Program* (2011), developed by Respect Group Inc., is required education in the WHL.
• The WHL has a *Players First Support Services and Presentation* (2021), which is an overview of the programs and policies the WHL offers with the objective of delivering a safe and positive environment for players and all participants.

• Like the OHL and the QMJHL, the WHL has also adopted the Canadian Mental Health Association *Talk Today Workshops* (2016).

• The WHL has a *Personal Conduct Policy* (2013) which references the requirement that players conduct themselves appropriately both during the hockey season and off-season “in a manner that is not detrimental to the integrity of the WHL”. It also references that “failure to live up to the accepted standard of conduct will result in disciplinary action by the WHL”.

• The WHL has a *Security Network* (2015) which offers mentorship to players by either active or retired local Police Officers. The WHL also has a *WHL Club Liaison Officer Program* (2015) which provides that a Club Liaison Security Officer be available to mentor all players on a team and “provide an outlet for players to openly express any concerns without fear of reprisal”.

• The WHL has a *Player Impact Program* which is a mandatory program (2015). This program educates players on social risks such as social media, consent, drugs, alcohol, gambling, diversity and being a good role model in the community.

• The WHL has also adopted the *CHL Drug Education and Anti-Doping Program* (2009) which educates WHL players on the risk of substance use and abuse.

• The WHL has adopted the *CHL Concussion Management Program* which is an awareness program on the signs and symptoms of concussions and the WHL Career Counselling Session to educate players on educational pursuits and life after hockey.

• The WHL Security Network monitors the League’s environment so that “if a player has a concern regarding a breach of the Code of Conduct or inappropriate treatment” they can register it by contacting the Club Liaison Officer or the WHL Security Officer directly on a confidential basis through a 1-800 number. This report can be anonymous.

• The WHL has added another reporting option, an independent complaint mechanism referred to as the “*Player Advisory Council*” (2021), which provides that players as well as parents, billets or team personnel can register a concern with the independent alumni panel which is made up of three WHL alumni who are available to receive anonymous player complaints in writing via email. This panel will then have responsibility to address any complaints relating to the WHL Code of Conduct, a violation of the WHL harassment, hazing or abuse policies or concerns of maltreatment which may result in mental health distress.
- WHL players can also submit concerns to their coaches, team staff, GMs, WHL Administrators or the Commissioner.

Turnpenney is aware that there are also a number of team-specific initiatives that have been undertaken over the years. However, Turnpenney has not examined or commented on these initiatives as this was outside her mandate.

**OMISSIONS FROM EACH MEMBER LEAGUES’ CURRENT PLAYER WELLBEING PROGRAM - COMMENTS APPLICABLE TO ALL MEMBER LEAGUES**

**REPACKING EXISTING CONTENTS AND CREATING A SINGLE, COMPREHENSIVE MISCONDUCT POLICY IN EACH MEMBER LEAGUE**

While there are many positive attributes about each of the Player Wellbeing Programs described above, there are several omissions within each Member League’s program that must be addressed.

Leaving aside the concept of a universal CHL-wide Wellbeing Program that would cover all three Member Leagues (as this would appear to be outside the authority of the CHL), the most significant concern for the OHL, QMJHL and the WHL is that there is no central or complete policy within each Member League that contains all of the appropriate policy language and definitions, reporting structures relating to Misconduct, investigation or dispute resolution processes, and potential outcomes (including disciplinary responses and sanctions).

An effective wellbeing program should be one where a Stakeholder does not have to hunt for the policies, piece together multiple policies, review presentations to determine how they interplay with existing policies and then map out what, in sum, constitutes Misconduct. Further, an effective wellbeing program should make clear what happens if Misconduct is identified, how it is reported and how it is addressed, all to understand what comprises the Player Wellbeing Program.

The current policies, procedures and programs of each Member League must be made easier to understand and access for Stakeholders. The lack of cohesive packaging of what currently exists is a missed opportunity for the CHL and the Member Leagues to show what efforts have been made to date.

One of the main goals of this RETHINK step must be to put all the required information into one place. As a starting point, one longer, well-organized policy is preferred to multiple and overlapping policies. In addition, posters should be infographic and easy to identify and read quickly.
REVAMPING THE CHL AND MEMBER LEAGUES’ WEBSITES

In completing this report, we reviewed the CHL’s and OHL’s, WHL’s and QMJHL’s websites and noted that comprehensive Misconduct policies and procedures impacting Stakeholders are not easily (or at all) found on any CHL/Member League website.

Beyond this omission, there is insufficient public information on how to report concerns and how a Stakeholder would go about notifying a Member League of an allegation of Misconduct (i.e., a member of the public observes an alleged incident of bullying by a player/coach after a game in an arena and seeks to contact the CHL/Member League to report). Understanding that underreporting is a common concern when it comes to harassment programs, any perceived barriers to reporting only contributes to this issue. Thus, an organization has a responsibility to make its reporting/complaint process known and accessible to all Stakeholders. Once a decision has been made by a Stakeholder to report a concern, the way the reporting occurs must be easy and barrier free.

REVISIT THE ISSUE OF OFF-ICE MISCONDUCT

Of particular importance, each Member League currently has insufficient language surrounding the expectations of off-ice misconduct as it pertains to players and Stakeholders. This is perhaps the most significant omission which must be remedied through clear definitions and practical (non-legal) hockey-based examples.

Related to the lack of reference to off-ice Misconduct and expectations of conduct is the language about the use of social media in the Member Leagues’ policies including their various social media policies. While mentioning Misconduct, the language in the social media policies across the three Member Leagues largely focusses on the protection of the welfare of the CHL and protection of the Member Leagues’ reputational interests. Instead, the social media policies should outline how social media is to be used, what constitutes Misconduct in a social media context, the potential harms of social media (from a reputational and criminal perspective as well as how it may impact future prospects and opportunities for players) and how to be a responsible player or member of the Member League in the age of social media platforms and the perils they present to players and other Stakeholders.

OUTCOMES RELATED TO MISCONDUCT

There is also insufficient language in each Member Leagues’ current Player Wellbeing Program about what occurs upon a breach of the policy, such as an investigation, mediation/conciliation and what corrective action means in a practical sense (i.e., if you engage in X you should expect Y). There should be no assumption that a player
(who may be a minor) or family member of a player intuitively understands what conduct would breach a policy (i.e., what constitutes ‘team building’ and what constitutes ‘hazing’ and what steps should be taken in the event of such a concern). Many policies contain legal language and make it difficult to understand what types of behaviours would engage the policy, and what recourse or outcomes exist if a breach occurs. A good policy contains clear language that provides an understanding of Misconduct, how an individual engages with the policy to bring forward a concern/complaint and what occurs upon a breach of the policy.

INSUFFICIENT OR MISSING REPRISAL/RETAIATION LANGUAGE

The current Player Wellbeing Programs of each Member League lack sufficient language pertaining to reprisal and retaliation for reporting Misconduct. Recognizing that many incidents of harassment and discrimination (and related Misconduct) go unreported or are underreported, the Member Leagues must put into place the safeguards for when reporting does occur. These safeguards must make it clear that there will be no tolerance for any negative consequences perpetrated against a reporter/complainant or witness and those engaging in any retaliatory type of conduct will be subject to discipline/corrective action (which can be specified for the reader/players). If an organization is committed to creating a healthy environment, there must be positive steps taken to ensure there are no negative ramifications (direct or indirect) to those who come forward in good faith and engage with the Player Wellbeing Program.

MEMBER LEAGUE SPECIFIC COMMENTS

LACK OF COMPREHENSIVE DEFINITIONS - UNDERSTANDING PROHIBITED CONDUCT

There are omissions in the policy language in each Member League’s current policies. For ease, each Member League’s omissions are contained below:

OHL

In the OHL’s Health and Welfare Policies and Hazing Policy and Acknowledgement Form, there is some appropriate content on issues such as hazing, mental health and abuse (including sexual violence/abuse). There is, however, a lack of comprehensive definitions on concepts such as harassment (including sexual harassment),

19 Note, the QMJHL has the most comprehensive language on this topic but could still be reworked. The other Member Leagues may reference retaliation/reprisal somewhere in their policies but the references are considered insufficient.

20 Note, this is a general statement that encompasses areas where power dynamics exists including sports, workplaces and the like.
bullying, abuse (including sexual abuse), disrespect, or discrimination (including a clear understanding of what grounds or types of harassment or discrimination might constitute a human rights discrimination complaint such as sexual orientation, race, gender expression and gender identity). There are also insufficient practical examples in the written documents and the policies do not adequately address whether minors are subject to the same policies and whether different considerations are needed for minors (i.e., support persons in investigations, additional mental health supports and so forth).

**QMJHL**

Since adding the *Policy for the Prevention and Treatment of Harassment and Violence* in 2021, of the three Member Leagues, the QMJHL has the most comprehensive policy language and definitions, although hazing is still not properly defined or included in the definition language. The QMJHL also lacks practical examples of Misconduct and does not adequately address whether minors are subject to the same policies and whether different considerations are needed for minors (i.e., support persons in investigations and additional mental health supports).

**WHL**

The WHL’s *Regulations and Policies*, while prohibiting Misconduct, contain little to no definitions or practical examples as to what would constitute Misconduct including harassment, discrimination and hazing. Much like the OHL and the QMJHL, the WHL lacks specific wording or guidance for minors in the written policies.

Each of the Member Leagues’ policies would benefit from real-life, practical examples of what constitutes, for example, hazing, harassment, bullying or discrimination. Assumptions should not be made that players will be able to properly identify concepts or meet expectations of behaviours, especially those that arise off-ice including on social media.

**REPORTING CONCERNS**

Upon an initial review of the current Player Wellbeing Programs, it was hard to determine how reporting occurs in a practical sense (i.e., who should be contacted, how, and when). This is not to say these reporting mechanisms do not exist, as they do in each Member League. This is another example of the need to repackage what currently exists into a more accessible format. The posters and communication tools used by each Member League should be revised, made clearer and be issue-specific on how reporting occurs.
As stated above, each Member League must communicate surrounding their reporting mechanisms such as:

- the HONE App and Incident Report Systems (OHL);
- SportAide (QMJHL) and Player Support Program (QMJHL); and
- the Security Network and Player Advisory Council anonymous reporting mechanisms (WHL).

Beyond informing players of the services and mechanisms that already exist, Member Leagues must identify the individuals who are responsible for the intake of complaints.

At the commencement of each season, each team in each Member League should identify a name/individual (not just a title/position) and that person’s name should be widely shared beyond the players of a particular team (“Reporting Contact”).

This could be:

- the Player Liaison Officer (OHL);
- the Security Network (WHL); and
- the SportAide Complaint Officer or resource persons identified under the Player Support Program (QMJHL)

The Reporting Contact should be visible and accessible within each organization and trained on how to handle intake, early resolution, the investigative process and reprisal (or other concerns that are raised at the time of reporting).

The Reporting Contact should also be trained and alert to issues such as being trauma-informed when engaging in conversations on sensitive topics. There should be a set timeline to ensure intake occurs without delay and to minimize harm to the player and the Stakeholders.

Lastly, the Reporting Contact should be clearly identified in the Player Wellbeing Program, on reporting posters21 or infographics and on the CHL and each Member Leagues’ website.

---

21 As mentioned, the posters currently used by the Member Leagues are a missed opportunity as they should be reworked to include infographics and flow charts, more truncated languages, website links and other methods to further understanding of the expectations of conduct.
OHL

Of relevance to this topic, and as an example of language that needs to be changed, the OHL currently has a Player Liaison Officer who appears to be an individual assigned from each team who has no direct vested interest in the team and reports to the OHL. This Player Liaison Officer appears to be empowered to start a complaint if a player comes forward with ‘sufficient evidence’ to form a complaint but does not wish to make a complaint personally. The use of the wording ‘sufficient evidence’ should be removed as it does not consider that issues of discrimination such as racism or microaggressions may be subtle and may lack what may be regarded ‘sufficient evidence’ until they are examined further. Similarly, in cases of alleged sexual violence/abuse, credibility determinations may be imperative to findings – all of which would not be available until the allegation is properly examined. Again, while the existence of this role/position as a point person is positive, the OHL should be re-examining the language surrounding this position, and redrafting it to reflect the idea that a complaint/report may be written or unwritten, made formally or informally and may present as a mere mention of a concern with no particulars at the point of disclosure. It would then be up to the OHL to take the steps to ensure there were no concerns/allegations requiring follow up. The same approach should be taken in the QMJHL and the WHL. Make reporting simple and accessible and ensure that those who report Misconduct understand whether they are reporting anonymously, internally/externally and what they can anticipate as next steps. The goal is to take any mystery and confusion out of reporting.

Beyond anonymous reporting mechanisms, The OHL also has Incident Reporting Maps for various types of complaints, such as those relating to Diversity and Inclusion, Mental Health, Cultural Concerns, and Social Pressures. These flow charts provide road maps identifying the person or position to be contacted and next steps. While the use of charts and infographics can be helpful, providing too many paths can be confusing, especially when dealing with minors. The OHL should consider one Incident Reporting Map for Misconduct (including Culture and Diversity and Inclusion) and one for Social Pressures (encompassing Mental Health).

QMJHL

In The Policy for the Prevention and Treatment of Harassment and Violence, the Preamble confirms that the policy applies to employees of the QMJHL, players, officials and all other “people associated with the QMJHL”. 
‘Reporting’ is defined as,

“A disclosure of information that does not constitute a formal complaint, but which is intended to report or denounce to the QMJHL a situation that is a risk for the work climate, likely to lead to action on its part.”

There is language on the Mechanism for Handling Complaints or Reports which details three levels/steps to be followed, including direction on filing a formal complaint. Also, of relevance to reporting is it appears that ‘the individual in charge’ must first analyze the complaint or report to see if it is admissible.

The above ‘Reporting’ definition should be redrafted. The definition should be made clearer and the reference to ‘risk for the work climate’ should be amended to take into account that this policy applies to employees and players, and thus non-work situations as well.

In addition, the Reporting definition should reflect that a complaint need not be formal or in writing. A complaint may be brought orally or in writing (based on first, second or third hand information) and there will be an expectation that details will be provided in writing at some point to confirm the allegations and investigate.

The language allowing ‘the individual in charge’ to disregard a complaint should also be re-examined as it does not provide guidelines or information on whether that person has expertise in matters of Misconduct and appears to assume that a complainant who may be a minor (called a ‘Plaintiff’ under the policy) is able to properly characterize their concerns.

**WHL**

The WHL has a document entitled the *WHL Independent Complaint Mechanism*. This document outlines the role of the WHL Player Advisory Council (“PAC”) and its responsibilities along with the scope of the PAC Duties. It states that “all complaints to the PAC must be made in writing.” There is, however, no information in this document on whether an option exists to report orally and the specific steps to be followed to file a complaint. It also lacks any contact information about where complaints should be made.

The same is also true for the WHL Security Network and the WHL Club Liaison Officer Program. There is written information about the purpose of these programs but no details in those written documents on how to practically engage.
The WHL in their Player First Support Services Presentation provides a flow chart that outlines options to be followed when a complaint is filed. It simply provides that complaints are made either to the team management and staff in the WHL Office or alternatively two other channels, through the WHL Security Network or the independent Player Advisory Council.

Thus, while the mechanisms exist, the communications surrounding these programs must be revisited as they are currently insufficient in terms of providing the information necessary to support and encourage reporting of Misconduct.

The WHL should create one document that details the actual steps that need to be taken to report Misconduct, the relevant names and positions that can be contacted, and the telephone/text numbers and email addresses to be used. This document would then be communicated to players and other Stakeholders.

**ADDRESSING UNDERREPORTING**

Once reporting mechanisms are properly communicated, each Member League should commit to determine why underreporting exists within their league.

In Step One, each Member League should refrain from making assumptions on why underreporting in their league occurs and seek to obtain particularized information on this topic. Questions could be asked in group settings to players and other relevant Stakeholders, individually by a third party (unrelated to the team/Member League) in an environmental audit, through an anonymous poll or survey or by a trusted hockey leader/role model empowered by the Member Leagues to be the face of a campaign relating to reporting within a league (i.e., a program introduced which uses a former player to share experiences and seek feedback from players solely on reporting Misconduct, discussed below). The impact of having minors in the Member Leagues and issues unique to sport such as team dynamics and loyalty/misguided loyalty to the team versus self, must be explored with the assistance of sports psychologists and experts as part of this step.

In Step Two, each Member League should engage in highly publicized education campaigns with players on reporting of Misconduct which would incorporate the information obtained in Step One. This campaign would focus on why reporting of Misconduct is imperative within a team/league and the impacts, both positive and negative, that result from reporting and underreporting. This education campaign would also seek to specifically
address the reasons cited in the IRP Report regarding underreporting such as the ‘code of silence’, lack of trust, fear, loyalty and a belief of insufficient consequences. In Step Three, each Member League would require that teams send out surveys or seek information from players at various points during the season to determine whether concerns exist that have not been reported. These surveys would be mandatory, anonymous and would ask questions about experiences relating to Misconduct (whether experienced firsthand or observed as a third party) at specific points in time (such as early in the season after orientation week, mid-way through the season, towards the end of the season and after the season concludes). Action would be taken by the Member Leagues regarding specific teams/players, if the results of the survey/exercise suggested a concern existed that had not yet been reported.

Beyond encouraging reporting and appropriately addressing the concerns that arise, the Member Leagues must also be cognizant of the optics surrounding reporting. Understanding that players may be reluctant to report Misconduct for a variety of reasons (note, such reasons should be verified as part of Step One), once they take the step to report, it is the wellbeing of the reporter as well as the player who is the subject of the report (if it is not the same person) that should be at the forefront of decision making at this early stage. How reports of Misconduct are handled (or mishandled) can either encourage or discourage future reporting. Similarly, as mentioned above regarding the various social media policies of the Member Leagues, if the protection of the reputation of the Member Leagues appears to take precedence over player wellbeing, the likely result will be underreporting of Misconduct.

Each Member League’s wellbeing policy should contain information on what happens once a report is made and how an investigation into the concerns/allegations arises and occurs. There are references to each Member League appointing an independent investigator in some form. This is an appropriate inclusion but specific reference should be made to concepts such as procedural fairness, who might perform the investigation (i.e., a competent/trained internal investigator, a neutral external third party, or a committee or someone else), the general process to be followed and how issues such as confidentiality and anonymity are to be handled (again, having regard for procedural fairness).

22 See pages 3 and 5 of the IRP Report.
23 Note, this should not be read to say that the wellbeing of the individual named as a respondent should not also be considered (along with any obligations surrounding procedural fairness).
24 Note, of all of the Member Leagues’, the QMJHL’s Policy for the Prevention of Treatment of Harassment and Violence (2021) contains the clearest language on process, but still requires revision to acknowledge that a complaint may be
ADDRESSING MISCONDUCT

A key omission in each Member League’s current Player Wellbeing Program relates to how a substantiated case of Misconduct is handled and sanctioned. The existing language does not go far enough and needs to be clarified and amended.25

OHL

The OHL’s Health and Welfare Policies and the Hazing Policy provide, that “Any player, team official or executive member of a team who has (a) been party to, or (b) has knowledge of (without reporting at the first reasonable opportunity to the office of the League Commissioner), any hazing shall be subject to an automatic suspension and/or fine, the length or amount which will be determined upon investigation of the incident”. In the same policy there is also a reference to: “All on-ice officials have been instructed to assess a Gross Misconduct penalty for any violation of the League policy in this area which shall result in a minimum 5 game suspension to the offending player and an automatic review by the League Commissioner.”

The Social Networking Policy references that breaches “may result in disciplinary action by the OHL at the discretion of the Commissioner”.

The OHL’s Discipline Poster, while more specific about types of penalties, focusses on Physical Abuse of Officials and more on-ice topics. Again, suspension and monetary fines are the anticipated discipline.

While the OHL’s language on discipline does reference discretion on corrective action, and the use of suspensions and monetary fines, it does not provide enough information on what corrective action a player could expect beyond these possibilities. It would also be helpful for players (particularly newer or younger players) to understand examples of conduct that will likely result in a particular type of disciplinary response (while maintaining discretion at the league level to account for differences in each factual situation).

QMJHL

In the Anti-Discrimination Policy, it states that violations by players shall be subject to unspecified disciplinary measures by the Commissioner of the QMJHL. The Social Media Policy contains similar language. The Player informal or formal and there should be no gatekeeping completed when a complaint is received until more information is known to the Investigator.  

25 In this report, corrective action, discipline and sanctions are used interchangeably.
Support Program outlines that the “League and teams shall also penalize any inappropriate behaviour from one of their players.” The Policy for the Prevention and Treatment of Harassment and Violence details that the Commissioner has oversight on corrective action including use of disciplinary sanctions or administrative measures – or a combination of both. There is also a reference to the “choice of the applicable measure(s) will consider seriousness and consequences of the action(s) as well as the record of the person who committed the action(s)”.

The QMJHL, like the OHL, does not provide any practical information on what disciplinary measures or corrective action can be expected in the event of Misconduct. Greater information would help and should be incorporated in the Player Wellbeing Program.

WHL

In the WHL Regulations and Policies it states that those in violation of the policy will be subject to “discipline as warranted”. There is also language which states that any “player, coach or team official of a WHL Club who has been party to or has knowledge of any degrading hazing or initiation rite (without reporting at the first reasonable opportunity to the WHL Commissioner), shall be subject to an automatic suspension.”

Like the OHL and QMJHL, the WHL should provide more practical information to help players and Stakeholders understand what disciplinary/corrective action can be expected if substantiated Misconduct occurs.

OTHER CONSIDERATIONS ON CORRECTIVE/DISCIPLINARY ACTION

It is not typically recommended that an organization has a ‘zero tolerance’ Misconduct policy as most situations require the benefit of context, and an understanding of the potential nuances that separate what might be two seemingly similar situations. In fact, using words like ‘zero tolerance’ can undermine a policy and perpetuate negative perceptions of an organization when the outcomes, once they become known, seem incongruent to that policy. The Member Leagues need to be consistent in addressing substantiated cases of Misconduct and not prioritizing professional advancement over Holistic Player Development, when the two goals conflict. Ultimately the Member Leagues must ask themselves, what message is being sent to all Stakeholders in the corrective action being delivered?

We understand from the CHL and Member Leagues that corrective action in hockey, when dealing with a team dynamic, is complex and requires different considerations than for example, a workplace. Based on our experience, typically when a complaint is brought in a workplace, the reporter/complainant would like to see
some serious form of corrective action taken if the complaint is substantiated. We understand that this may differ within the Member Leagues where we have been advised that players are worried about reporting (or the investigation of) incidents of Misconduct because they are concerned that sanctions may impact them individually or as a team – either of which could ultimately impact their own advancement prospects. We have also heard that players hesitate to report on a teammate who they consider like a family member or close friend. While these sentiments bring up concerns about existing culture and should be addressed as part of a larger cultural shift in the CHL and Member Leagues, given this understanding, time should be spent both speaking with experts on this issue and with players to determine how they think acts of Misconduct should be addressed so that the result is fair and consistent such that reporting actually occurs and Misconduct is properly addressed.

This information could be sought through the formation of player committees, group sessions or anonymous and confidential surveys which would focus on this complex issue. Information collected would then be considered as part of a larger corrective action strategy in each Member League to determine how to prevent underreporting from occurring (discussed above) and how to use corrective action appropriately as a tool (among many) to address and prevent Misconduct.

Corrective action could take many forms. For example, it could include (note, multiple points could be combined):

- Written or verbal apologies to individuals or the team (or other impacted Stakeholders).
- Community/volunteer service or outreach with an organization related to the Misconduct.
- Courses, therapy, healthcare/medical treatment or other mandatory steps to be completed over a pre-determined period.
- Education, group or 1:1 empathy or sensitivity training with an expert.
- Suspensions (both individual or team for a set number of games or seasons).
- Loss of a position on a team such as team captain (either permanently or for a time period).
- Monetary Fines (individually or team).
- Loss of scholarship.
- Removal from a team.
- Expulsion from the league.
- Reporting conduct to a professional league.
The Member Leagues should consider:

- The types of situations that would give rise to particular corrective action/discipline.
- The severity and breadth of that corrective action based on the substantiated conduct, considering relevant context or mitigating factors.
- How to ensure consistency in the application of corrective action.
- How to communicate what players can expect if they engage in Misconduct.
- How to handle any legal, privacy or other concerns that arise in addressing or reporting corrective action publicly, particularly when minors are involved.

Beyond identifying what constitutes appropriate corrective action within the Member Leagues, each league must maintain metrics on the types of complaints that have been brought forward or filed, the outcomes and the corrective action applied so that they can establish consistency, reasonableness/proportionality, and that they are deterring Misconduct or addressing it appropriately to withstand third-party scrutiny.

Similarly, Stakeholders who engage, ignore or condone Misconduct, should also have appropriate ramifications that may be made known publicly (i.e., removal of a coach, hefty monetary fines, team suspensions or social media releases about the substantiated Misconduct).

Ultimately, addressing this omission requires revised policy language as well as oversight and maintenance of metrics and statistics on corrective action taken.

C. PART THREE: REBUNDLE AND REAFFIRM

RECOMMENDED CHANGES TO CREATE A MORE EFFECTIVE PLAYER WELLBEING PROGRAM

As noted in this report, there are various attributes in each Member League’s current Player Wellbeing Programs that are positive. Still, to create more effective Player Wellbeing Programs, these elements must be rebundled as part of a larger strategy which includes establishing a plan of action, agreed upon by each Member League and as guided by this report, the IRP Report and legal advice about what makes an ‘effective’ wellbeing program.

The Member Leagues must start with the perception detailed in the IRP Report, whether or not they agree it is a true representation of their current situation. To reiterate, if the perception of an embedded/systemic or harmful culture within the CHL or any of the Member Leagues already exists, whether internal or external, then there are concerns surrounding Misconduct that have not been appropriately handled. It is imperative for the
CHL to get a sense from where that perception is derived. Only once that is done can this perception issue be considered as one factor among others in their overall analysis. Other factors that can help determine the effectiveness of a program include analyzing the reporting of complaints, year over year, the types of complaints, how reporting has been done (i.e., orally, via a 1-800 number, the HONE App or other web-based reporting mechanism or in writing). Organization-wide mechanisms such as anonymized surveys, environmental audits and round table discussions with Stakeholders can also provide clarity on the current effectiveness of a program.

Lastly, consideration should be given to whether the current programs foster diversity in decision making and whether an organization is welcoming other voices and perspectives on the Player Wellbeing Program. For example, are women or individuals in other equity seeking groups acting in an advisory capacity with decision making authority, being asked for an opinion, or having their input sought on the issue of player wellbeing? These are all initial considerations to review before embarking on a rebundling and enhancement plan of what already exists to create a more effective Player Wellbeing Program.

**STEP ONE – PRE-SEASON REQUIREMENTS**

**A note on the organizational structure of the CHL and Member Leagues**

Given the existing structure of the CHL and the Member Leagues, each Member League should commit to have substantial uniformity in the policy language adopted, the basic complaint/reporting process to be followed and the outcomes. The goal is to create consistency among the Player Wellbeing Programs, Member Leagues and within the CHL, even if service providers differ.

Acknowledging that there are currently some orientation week activities relating to training and the prevention of Misconduct, as part of the new Player Wellbeing Programs, the Member Leagues should create and adhere to an updated pre-season procedure. This procedure should be consistent across the Member Leagues in that it is made up of the following:

1. **Amend Policies within the Player Wellbeing Programs**

The Member Leagues should redraft and rework their existing policies to create one essentially uniform policy that considers the items and omissions addressed above. The reference to ‘essentially uniform’ is used to account for the fact that Member Leagues may have slightly different language or concepts based on legal advice obtained, differences in jurisdiction and governing legislation and service providers utilized on issues such as reporting and investigations.
We understand that Hockey Canada provides its member organizations with a Code of Conduct, which is best described as a high level statement of values and expectations of conduct. While the CHL is not a member organization of Hockey Canada, it is a partner and each Member League should adopt and incorporate the same sentiments into their policies. Beyond this step, it is recommended that Member Leagues adopt, or align with definitions under the UCCMS. Taking both steps will assist in avoiding confusion between concepts and standardize the expectations of conduct under the CHL umbrella. That said, the UCCMS should not be adopted without specific regard for omissions it may have on issues such as hazing, the inclusion of minors, the concept of billeting and the need to provide real life, practical examples of Misconduct derived from development hockey organizations such as the OHL, QMJHL and the WHL. These organizations are privy to a wealth of information and experiences that could be used to enhance Player Wellbeing Programs using practical examples and relevant information.

Policies should be reviewed annually (by both legal counsel with expertise in harassment and an expert regarding Misconduct in hockey) and updated as needed to reflect changes in legislation, particular incidents or allegations that occurred over the past year, and social/cultural movements that impact everyone (such as Black Lives Matter and #metoo). There should be a position within each Member League that liaises with the CHL and the other Member Leagues, with specific accountabilities relating to the written policies that form part of the Player Wellbeing Program.

2. **Player Contracts and Player Wellbeing Program Acknowledgement Form**

At the time offers are made to players (“Player Contract”), the Member Leagues should also provide players with copies of the updated policies relating to Misconduct, Player Wellbeing and other expected behaviour, both on and off the ice. As mentioned above, the policies covering Misconduct should be condensed into one document, amended and clarified. These documents should be emailed to each player and a parent/guardian with hard copies provided via mail/courier, to ensure accessibility and equity issues do not create a barrier to engaging in this process.

Attached to the policies should be two additional documents for signature.

---

26 Note, where language varies by jurisdiction the most stringent obligations about Misconduct should be adhered to as the standard expectation of conduct.

27 Note, player conduct acknowledgements are already provided within the OHL and QMJHL. These documents need to be redrafted as outlined above.
i. Document One – the Player Acknowledgement Form

The first document is a Player Acknowledgement Form that confirms that the player and the player’s family have read the relevant policies and confirm the intention to adhere to the policies and understand that this step is a material term in playing for a team in a Member League and the CHL. The Player Acknowledgement Form should also contain express anti-reprisal/retaliation language and clear language on the types of corrective action, up to and including expulsion from the relevant Member League (as appropriate) for a failure to adhere to the Player Wellbeing Program.

ii. Document Two – Reporting of Misconduct Infographic and Acknowledgement Form

The second document, the Reporting of Misconduct Infographic and Acknowledgement Form, should outline relevant Stakeholders, specific positions and people within each Member League responsible for upholding the Player Wellbeing Program, and a step by step infographic on how complaints or reports are made (i.e., information on the existing reporting mechanisms including 1-800 numbers, over email to a particular address, or via the HONE App or similar). Both of these documents should be referenced in the Player Wellbeing Policy and the Player Contract as requiring a player signature of acknowledgement as part of the terms of playing in a Member League.

A version of Document Two should be modified into poster form and placed in a visible spot in each team’s changeroom and on the CHL’s and each Member League’s website.

As Stakeholders, Billeting Families should receive a similar version of the documents which specifically addresses conduct expected of the Billeting Family and express language on condonation of conduct contrary to the Player Wellbeing Program.

A player should not be permitted to engage in training or any ice time until both of the above documents are received by the designated recipient of the Member League with oversight on the Player Wellbeing Program.

3. Training

Once the Player Contract and the two Player Wellbeing Program acknowledgement documents are provided to the player and the player’s family and then executed and returned to the Member League, the next required step is to train players (and other Stakeholders) in the pre-season on their expected conduct, and the policies and procedures that fall under the ambit of each Player Wellbeing Program.
i. **Substantive and Content Training**

Essentially the goal of the training is that during orientation week, before any on-ice activities occur, each coach, team and player in a Member League would attend an in-person/videoconference session conducted by a subject matter expert in Misconduct (not simply a hockey expert but someone who has expertise in sport and Misconduct) which includes scenarios based on real life events that address and educate Players on Misconduct including conduct that would constitute retaliation or reprisal for engaging with the Player Wellbeing Program. Central to this training should be an emphasis on modelling of behaviour (i.e., players are role models and are expected to behave as such), the message being that there can be no condonation or innocent observers as it pertains to Misconduct. Also important to the training are real life examples of how Misconduct will impact a player’s time on the team and potentially their future career (as seen in recent cases in the media).

The goal is to provide the players with the tools to recognize what Misconduct looks like, whether it happens to a player or is observed. Key to the training should be reiterating the importance of by-standers in the prevention of Misconduct as it is understood that when by-standers are active and not passive in their responses, it can deter or prevent Misconduct.

The same principle applies to coaches. Coaches must clearly understand what constitutes ethical coaching, Misconduct, condonation and importantly setting the tone from the top given their positional power over players. Coaches also need to understand what will happen if they do not appropriately action a concern including the negative impact on players from a wellbeing perspective, the reputational and legal risks that could present from mishandling of complaints, or inaction and so forth. Coaches, as key Stakeholders, are more likely to take steps to properly address Misconduct if they understand the ramifications and impact of not doing so.

ii. **Training on Process and Outcomes**

There should then be process-related discussions on how to report potential Misconduct and what players can expect in the event of an investigation relating to Misconduct (including how concepts of anonymity and confidentiality are to be handled).

The last part of the training should focus on engraining in players and coaches the ramifications for engaging in Misconduct or condonation of Misconduct. It would be helpful to have anonymized statistics and infographics for this part of the training so that participants have a proper understanding of consequences and potential outcomes.
Note, after these initial pre-season training sessions are completed, each team should be responsible for scheduling a check-in part way through the season and certainly in advance of the following season. Teams should be mindful of the obligation to ensure training and re-training of players who are called up or traded within each Member League. This ancillary training could take the form of a live online re-training session (similar to above but shorter), a multiple choice test, a live ‘in the dressing room’ type session on practical issues (as guided by a subject matter expert), or a Q&A with a subject matter expert.

The Member Leagues should also consider training and utilizing those perceived as influential on the team such as team captains or former team members who are seen as leaders or role models in training sessions with players at various points during the season. These sessions could be made topic-specific and time limited and provide practical, real-life hockey examples that may be overlooked by those regarded as experts who do not have current/recent experiences within a Member League. At each opportunity, the Member Leagues should be assessing how they can reinforce the idea that players are role models and those that model appropriate behaviours are treated as leaders within the Member Leagues.

4. Making Information Publicly Available, Tracking and Identification of the Wellbeing Monitor

i. Website Update

The CHL and Member Leagues should immediately revamp their existing websites to include a page highlighting the components of their Player Wellbeing Program. The goal is that players and other Stakeholders can easily access the relevant policies, procedures and programs that form the Player Wellbeing Program on each of the Member League’s website and also on the CHL’s website.

Of key importance is that the websites should have a clearly identified Misconduct Reporting button/tab that can be easily located and utilized and details on how to report and anticipated ‘next steps’ if one files a report. Transparency on process is necessary in engendering trust and encouraging engagement on the part of Stakeholders to come forward and report concerns.

ii. Calendaring

The Member Leagues should adopt a standardized calendaring/’bring forward’ system that they can utilize to act as a reminder and streamline the administrative processes outlined above.

The goal is to make these steps uniform and automated as much as possible and ensure there is accountability for getting back all required documentation in advance of the hockey season and then during various points of the hockey season (to be determined). As stated above, the goal is to create standardized practices such that
players know what to expect and when to expect it, year after year. The commitment to the program must be clear and timelines must be upheld. Teams that disregard timelines should be subject to fines or administrative suspensions until all documentation is received and training is confirmed as being complete.

iii. Quality Assurance and the Wellbeing Monitor

Each Member League should appoint a Wellbeing Monitor who is responsible for the central administration and Quality Assurance of its Player Wellbeing Program. Specifically, the Wellbeing Monitor would act as an overall process control to ensure that teams/coaches have provided the appropriate Player Contract and acknowledgement forms (as outlined above). This position would be responsible for ensuring documents are reviewed and signed as part of a training process (initially, at the time of a trade, and for retraining).

The Wellbeing Monitor would also ensure that surveys following training were provided to participants and feedback is collated and actioned, as necessary.

This position would be made known to all Stakeholders and would be easy to locate on each Member League’s Website. This Wellbeing Monitor should report to a similar position at the CHL (the “CHL Wellbeing Coordinator”). Given the current organizational structure, the CHL Wellbeing Coordinator would not have the ability to enforce the programs in the Member Leagues or provide sanctions for failure to adhere to commitments, but it is still an important function. The CHL Wellbeing Coordinator should have responsibility for tracking Wellbeing Programs and metrics across the Member Leagues in order to create a database that can be used to understand what types of issues are impacting each Player Wellbeing Program.

STEP TWO – WELLBEING CONTINUING EDUCATION

Once the pre-season/orientation week has occurred, each team should be mandated to participate in either new or established wellbeing continuing education programs such as those relating to player support (i.e., mental health, suicide prevention, prevention of sexual harassment, abuse, and violence, promoting diversity and inclusion, anti-racism and anti-oppression workshops and mentorship (“Wellbeing Continuing Education’’)).

The Member Leagues would establish what could be regarded as a menu of options that each team could choose from, as well as minimum hours or programs that each team must meet on a monthly and annual basis.

The Member Leagues should establish an online, self-reporting system with accountability assigned to the coach of each team in a Member League to be reported to the Wellbeing Monitor.
Failure to adhere to this part of the program would result in monetary sanctions or team suspensions, as determined by the Commissioners and communicated publicly (as determined appropriate) until the programs are completed.

ENSURING PEAK PERFORMANCE DURING AND AFTER THE SEASON

Once the requisite elements are established to participate in the Member League, appropriate training has been provided and supplementary continuing education programs have been rolled out to keep promoting wellbeing and enhance the player experience, the Member Leagues should determine whether the steps taken have been, and remain, effective in that it has established an effective Player Wellbeing Program.

As discussed above, effectiveness can be determined in several ways, but central to that determination is the creation and retention of metrics. It is hard to determine whether an organization has progressed or improved in a meaningful way if there are no points of comparison (internal or external) or metrics year over year.

If possible, processes should be automated. Some of these can be very simple such as sign in sheets that are kept electronically as records of training dates and participants, and other processes may require more front-end effort such as creating surveys for feedback after the execution or implementation of a training or program for Stakeholders that are consistently provided at the end of a session and expectations for completion are given to the participants.

Beyond these steps, the Member Leagues should engage in annual or semi-annual polling on issues that would arise under the Player Wellbeing Programs. Questions should be geared towards players’ experiences relating specifically to hazing, harassment/bullying, sexual abuse and violence, discrimination, bystander experience, and reporting/underreporting. Surveys/polls should account for second/third hand knowledge of concerns within a Member League. This information could be sought at various times, for example, early in the season, later in the season, at the time of a trade or exit and then analyzed for trends or concerns. Once this information is obtained, efforts should be made to understand the data, and ensure there are no concerns (or perceived concerns) requiring immediate action by a Member League.

Another imperative aspect to determining effectiveness is the maintenance of statistics and metrics on complaints including number of complaints received by each Member League or the CHL, method of reporting, type of complaint (experienced Misconduct, observed Misconduct, condoned Misconduct), process (i.e., mediation, investigation, early resolution) and outcomes (i.e., steps taken including corrective action/discipline implemented).
This data should be collected, analyzed/organized, actioned and retained by a Member League (by the Wellbeing Monitor) and then also anonymized and consolidated into CHL statistics by the CHL Wellbeing Coordinator. These metrics should be compared against the anonymous polling results as well as compared to the year before. Steps may need to be taken if the results appear incongruent (i.e., a well-being check in the form of an audit of players by an independent third party, increased or a specific type of training (including targeted at specific teams, coaches or players), organizationally -initiated investigations, etc.).

3 RECOMMENDATION ALIGNMENT AND COMMENTS ON THE IRP REPORT

As stated above, there were 13 recommendations made in the IRP Report. Turnpenney has provided her comments or view on each. Note, below, some of the IRP’s recommendations have been truncated or paraphrased by Turnpenney and the italics are her commentary on the recommendation to state whether it has been addressed in this report and if not, why not:

**Recommendation #1 – Change the culture of the CHL and Member Leagues through comprehensive strategies that go beyond policies and procedures. This would involve structural, behavioural, and policy change. These changes would require commitments by Stakeholders including engaging in education and addressing off-ice misconduct. Key to this recommendation is centralizing action within the CHL and holding those with power accountable as they must be seen to be acting on issues reported in a timely and consequential manner.**

*Recommendation #1 does not reflect the current legal and organizational structure of the CHL and the Member Leagues. As stated above, the policies and programs have not, and are not, instituted at the CHL level. The CHL currently has no authority over the Member Leagues. Rather than focus on creating a centralized CHL with authority over the Member Leagues, the immediate focus should be on identifying and remedying omissions in each of the Member League’s Player Wellbeing Program. In any event,Recommendation #1 is addressed in further detail in Part One above.*

**Recommendation #2 – Retain subject matter experts on addressing off-ice misconduct and ethical coaching and how to reflect on and apply it. Coaches and GMs need to be trained and be able to access resources in real time to discuss issues in a confidential manner.**
As outlined above, we understand that the Member Leagues already have programs that address ethical coaching and that there are supports available for coaches and GMs in each Member League (as identified in Part Two). The issue of improved policies and training on off-ice Misconduct, as well as the need for a clear process for addressing such Misconduct, is discussed above in Part Three.

Recommendation #3 – Establish an independent third party approach to reporting maltreatment. This would include providing Stakeholders experiencing or observing maltreatment/Misconduct with a confidential phone number outside the CHL to report or consult on incidents; appoint/retain a third party task force to investigate each incident reported; and the President must be given the authority to identify (per the protocol) and deliver consistent and appropriate sanctions.

This recommendation is addressed above in Part Three. While they are not easy to locate in the Player Wellbeing Program, the Member Leagues put reporting mechanisms into place as discussed above in Part Two. The following exists:

- the HONE App and Incident Report Systems (OHL) which allows players to report incidents anonymously via phone call, text or web-based message to team staff, league administrators, police, fire or a number of independent resources. There are also mental health and support resources available through these reporting avenues;
- SportAide (QMJHL) and Player Support Program (QMJHL) which provides players with a 1-800 number for anonymous player concerns or complaint; and
- the Security Network and Player Advisory Council anonymous reporting mechanisms (WHL) which provides players with a 1-800 number for anonymous player reports or complaints as well as text message and email options. Complaints can also be made in writing and delivered to the Player Advisory Council via email.

In terms of investigations, the following already exists within each Member League:

- In the OHL, Dr. Paul Dennis conducts independent investigations into reports concerning player safety and conducts and provides the results of his investigations to the OHL (including recommendations for support services and sanctions to the OHL Commissioner).
- In the QMJHL, the Player Support Program Committee conducts investigations into complaints received through the 1-800 number or the Player Support Program Coordinator. The Committee is independent of the QMJHL and is made up of one police officer, one social worker, one lawyer, one
psychologist, and one QMJHL alumni. The results of the investigation are provided to the Player Support Program Coordinator who recommends next steps for sanctions and support to the QMJHL Commissioner. The SportAide Integrity Protection Committee conducts investigations into complaints it receives and hosts impartial hearings and then offers conclusions and recommendations for sanctions and support to the QMJHL Commissioner.

- In the WHL, the Security Network Officer conducts independent investigations into reports made through the Security Network or Club Liaison Officers concerning player safety and conduct and provides the results to the Member League including recommendations for support services and sanctions. The Player Advisory Council reviews the player complaints it receives and submits its findings to the WHL Commissioner who then determines whether sanctions or support services are required.

Recommendation #4 – Establish a risk register, administered by the CHL, tracking all incidents anonymously and analyzed monthly to recognize trends and intervene to address issues in a timely manner and prevent future incidents. This will also allow the CHL to manage risk and they will have documented events and follow up actions.

This Recommendation is addressed above in Part Two and Part Three. While immediate steps should be taken in the 2022-2023 season to track metrics within each Member League, there are currently systems in place to register and track all complaints and concerns received anonymously in each Member League.

Recommendation #5 – A single protocol must be developed, applicable to the entire CHL regarding off-ice misconduct. It must be clear and well-defined. It must define off-ice misconduct, provide examples, identify steps for reporting and to whom, identify steps to investigate and steps to discipline. This will enable the CHL and members of the independent task force and the CHL President to handle all maltreatment consistently. Sanctions must be formalized, similar in manner for physical misconduct on ice, to identify what penalty will be imposed for certain behaviours.

This issue is largely discussed above in Part Three. A single protocol, applicable to the entire CHL, is not required to remedy the omissions identified in each Player Wellbeing Program discussed in this report. For the reasons discussed above, a single policy covering all three Member Leagues may not be possible or practical today. It should, however, be possible to create substantially similar policies that form the core for the Player Wellbeing Programs and include shared definitions, clear language on off-ice misconduct, provide practical examples of
Misconduct, and outline the relevant processes relating to reporting and investigation along with communicating how sanctions will be addressed in cases of substantiated misconduct.

Recommendation #6 – Policies and procedures must be governed by the CHL and consistent across the three leagues. Language must be appropriate to the user and in a medium appropriate for the user. Policies must be numbered and indexed in a grid representing the stakeholder they are relevant to, provide definitions and examples of misconduct and identify a consistent process to report. There must be a choice for reporting – either internally or to an external/independent third party. Players, parents and officials must receive a CHL wide baseline training program consistent with what is required for coaches, billets and GMs. Annual certification is required. Educational programs must include frequent, informal open discussions and education about maltreatment, the policies and protocols, what and how to report. Educational programs must be run more than once a year.

This Recommendation is repeated or integrated into other recommendations in the IRP Report and is addressed above in Part Two and Part Three. In this report, Turnpenney has provided how the Member Leagues could repackage and revise what currently exists. We understand that there is already training for players, families and officials. There are also several educational programs:

- in the OHL Talk Today, ONSIDE, Respect in Sport, and the Communication Committee Program;
- in the QMJHL, the Player Support Program, Respect in Sport and Talk Today; and
- in the WHL, Players First Support Services Program, Talk Today Program, Respect in Hockey Program, Respect in Sport Program, and the Player Impact Program.

Recommendation #7 – In order to improve its policies and procedures relating to off-ice misconduct, the CHL must (a) implement one standard set of policies and procedures followed by the three leagues. Establish a Policy and Procedures Committee with representatives of each league; b) provide clear, simple definitions with examples of off-ice misconduct to illustrate exactly what is meant; c) follow the UCCMS of Sport Canada and the law in the CHL policies; d) include ethical coaching; e) be well organized and easily accessible: numbered with a chart on the front with an index; f) provide education on policies and procedures and engage in ongoing education and practice on concepts (i.e., work into coaching practice plans); g) be easily accessible in language and format in a medium appropriate to the stakeholder. The CHL and each League must have standardized policies on their home page; h) differentiate by age and ensure that policies and procedures specific to minor need to be included; i) establish a CHL-wide Whistleblower policy to allow stakeholders and bystanders to anonymously report incidents of off-ice misconduct and to provide any needed supports; j) be
living documents that are reviewed and updated annually for any new learnings from the last year and nay new legal requirements. Engage in an educational rollout for new and revised policies and procedures to provide understanding and enable action.

This Recommendation is repeated or integrated into other recommendations in the IRP and is addressed above in Part Two and Part Three.

Recommendation #8 – The CHL must strengthen and leverage its partnership with Hockey Canada to collaborate on protecting players from maltreatment. The CHL should be under the umbrella of Hockey Canada regarding policies, procedures and education programs and adopt/leverage policies from Hockey Canada so the CHL would not have to redo the work. A Universal Code of Conduct for Hockey that is in alignment with Hockey Canada must be developed. A coordinated effort and a united approach to maltreatment will provide consistency in language and approach for players from their first practice through the CHL and into U-20.

Given the current structure of the CHL and the Member Leagues, the benefit of this Recommendation is not entirely clear to Turnpenney. While the CHL and its Member Leagues would benefit, in particular, from the use of standardized or universal definitions of Misconduct and consistency in terms of outcomes of incidents of Misconduct, these issues could be addressed through the CHL and the Member Leagues as outlined throughout this report.

Recommendation #9 – Based on the systemic culture within the CHL and disconnect between policies and procedures and education programs, a formal education and awareness program (consistent across the three leagues) regarding policies and procedures must be developed with the assistance of experts. This education and awareness program would include

a. Implement one consistent Safe Sport Implementation Strategy across the CHL
b. One consistent safe sport training, including all forms of maltreatment, must be delivered across the CHL (otherwise programs can be tailored by league)
c. Deliver methodologies appropriate to the need/topic including outside experts, online education, in-person etc.
d. Programs around communication and other interpersonal skills must be included as part of education programs for all stakeholders
e. Curriculum for all stakeholders must include impacts of player maltreatment and empowering the bystander
f. Education programs must be age appropriate and in various mediums with definitions and examples of off-ice misconduct
g. Training programs should be consistent: some programs are not currently offered to players or parents, and they need to be included so the language is consistent throughout the CHL.

h. Periodic testing and annual recertification on certain programs is important to ensure recipients have understood and retained the material in order to apply in the future.

i. To adequately raise awareness, awareness programs must involve regular communication/discussions on issues such as off-ice maltreatment and a healthy team culture (through dressing room discussions, practice awareness like the power play, 1:1 check-ins with players).

j. A dressing room poster with the Universal Code of the CHL must be placed in every dressing room to facilitate points for coaches to discuss regularly, informally and as part of their practice plan.

k. Establish an advocacy program promoting leadership and awareness. Prevention and intervention is far more valuable than remediation.

l. Institute an alumni mentor program that would help older players set the example and mentor younger players.

This Recommendation has been addressed above, in Part Three, and is largely integrated into other recommendations.

Recommendation #10 - Player engagement is imperative to develop and deliver clear, implementable policies, procedures and education and awareness programs that put players safety first. Establish a ‘Champions Table’ with player representatives to engage players in shaping the development of policies, procedures and education programs that protect them from maltreatment, and to take information back to their teams to communicate. This will demonstrate the CHL is serious about addressing maltreatment, that their opinions are valued, and will assist in improving culture if there is serious buy-in from the CHL, owners, GMs and coaches.

While this could ultimately be a positive addition to a Player Wellbeing Program, the foundational work should be accomplished first as discussed above in Part Three before a Champions Table is established. While that work is being completed, team captains and perceived leaders on the team or in the Member League (both current and former members) could be used in training and could lead mini training sessions (as prepared by coaches or experts) as refreshers throughout the season as discussed in Part Three.

Recommendation #11 – The CHL must gather data and develop a system that would identify opportunities for improvement, measure progress, and inform prevention, communication, education and awareness programs, policies and procedures. This information would be analyzed for trends, to enable early intervention and to prevent issues by responding with appropriate education and adapt overall programs. This could be done through:
• anonymous stakeholder surveys
• surveys should be conducted at the time of onboarding, exit, annually

Data from the risk register, incident reporting, hotline and the Champions Table must also be used as part of the system to monitor and continuously improve.

This Recommendation is addressed above in Part Three. As discussed above, a comprehensive system that tracks metrics, measures progress and the need for improvement should be introduced within each Member League. To create a robust and effective Player Wellbeing Programs in each Member League, current and relevant information on issues surrounding a Player Wellbeing Program must be sought and regularly obtained.

Recommendation #12 – The CHL must establish a formalized league-wide structure to establish responsibility for player safety. A designated position within each league and team would be identified, reporting up to the CHL role. The CHL needs to appoint a dedicated person responsible for off-ice misconduct and an integrated coordinated approach across the CHL. This person would be responsible for the safety of all players including standardized CHL wide policies, procedures, education and awareness. The role would be responsible for CHL wide data collection, tracking analysis, and continuous improvement. Analysis would result in updates to training programs, prevention, intervention etc. Each league would also have one representative responsible for player safety in their individual league.

This Recommendation is addressed above in Part Two and Three. We understand that issues relating to player safety are currently handled at the Member League level. The QMJHL already has a Director of Player Services who is responsible for player safety. We recommend that each Member League should implement a similar, and expanded, position that has both authority and oversight for the Player Wellbeing Program of each of the OHL, QMJHL and the WHL.

Recommendation #13 – The CHL must disseminate the findings of the IRP Report to its members. This will ensure that all leaders hear a consistent message with the goal of changing culture.

We will not comment on this Recommendation specifically, save to say that a public commitment to player wellbeing and a cultural change would be a positive step for the CHL and the Member Leagues. This is the time where the focus should be on setting the appropriate tone from the top-down - both at the Member League and player level. Individual and team accountability should be reinforced and creating robust and effective Player Wellbeing Programs can be the start of that messaging to all Stakeholders.
4 CONCLUDING REMARKS

Adoption of Turnpenney’s Recommendation and the core aspects of the IRP Report’s 13 recommendations would result in positive change for players and Stakeholders. The CHL and the Member Leagues have a responsibility to develop all aspects of a player in a safe, healthy environment - both on and off the ice. We trust this report will help create effective Player Wellbeing Programs for the OHL, QMJHL and the WHL.

________________________________________
Rachel Turnpenney
Workplace Investigator and Partner
Turnpenney Milne LLP
The Impact is Real... Action is Needed.
### TABLE OF CONTENTS

Section 1  
Executive Summary........................................ P3

Section 2  
Summary of Findings ...................................... P5

Section 3  
Summary of Recommendations........................... P7

Section 4  
Panel Mandate and Methodology......................... P11

Section 5  
Introduction............................................ P12

Section 6  
Culture of Embedded Behaviours ...................... P14

Section 7  
Deficient Incident Reporting............................ P20

Section 8  
Best Practices Require Measurement and Continuous Improvement .................. P24

Section 9  
Conclusion & Implementation  
Quick Wins ................................................ P29

Section 10  
Appendices  
10.1 Terms of Reference .................................. P31  
10.2 About the Panel ....................................... P31  
10.3 Glossary of Terms ..................................... P32  
10.4 List of Experts .......................................... P33  
10.5 CHL Policy Chart ....................................... P34  
10.6 References ............................................ P36  
10.7 Leger Survey ........................................... P37
EXECUTIVE SUMMARY
This review was conducted by the Independent Review Panel (the “Panel”) appointed by the Canadian Hockey League (the “CHL” or the “League”). The Panel has reviewed the current policies, procedures and education programs in the CHL’s member leagues relating to hazing, abuse, harassment and bullying and the allegation that players do not feel comfortable reporting off-ice misconduct.

Athletes have a right to participate in a physically and psychologically safe environment. The impacts of maltreatment on players are clear: negative physical, cognitive, emotional, behavioural, mental health, relational and economic. Many CHL players are minors and are at a very important stage of psychological development; they will be impacted, positively or negatively, by their experience in the CHL. The CHL has a responsibility to protect the holistic well-being of its players.

CULTURE OF EMBEDDED BEHAVIOURS
The Panel found that off-ice misconduct does exist in the CHL, and that the systemic culture in the League has enabled this to become a cultural norm. Maltreatment that, outside of hockey, would not be acceptable, has become an embedded behaviour in this hierarchical organization and the level of acceptance is too high. Research, as well as the Leger survey (Appendix 10.7) support this finding. As a result of the systemic nature of the issue, a perpetuated behaviour and lack of change occurs. Reasons for accepting the behaviour include modeling by more senior members (owners, GMs, coaches, older players), stressors experienced by players, desensitization over time to the perpetuated behaviours, and general acceptance of the behaviour by others. In addition, there is an unspoken code of silence around maltreatment that enables off-ice misconduct to continue. This code of silence also prevents athletes from disclosing their experiences. Reasons for this may include fear of retaliation or punishment, power imbalances, and loyalty.

DEFICIENT INCIDENT REPORTING
The Panel found that incidents of off-ice misconduct were not being reported for reasons including: acceptance as ‘normal’ behaviour for the sport, lack of recognition that a reportable event occurred (unclear definitions in policy or education), the code of silence, not understanding how to report, lack of trust in those to report to, fear (of reprisal, for career, of further maltreatment), loyalty, or belief that there will not be sufficient consequences.

Sport is the only autonomous, self-regulating organization in Canada with a population of children. Within the CHL, each of the three member leagues self-regulates around off-ice misconduct. This was found by the Panel to result in a lack of independence and to compromise the integrity of the process. Self-regulation for reporting incidents, investigating incidents, and discipline by the member leagues has been ineffective. The CHL must establish a consistent cross CHL process that includes an independent third party to administer the receiving and investigating incidents of maltreatment across leagues. An independent disciplinary task force comprised of subject matter experts must also be established to handle maltreatment consistently. Sanctions should be formalized in a consistent protocol, similar to the protocol used for on-ice misconduct. Definitions of misconduct should be established, and corresponding penalties should be defined for consistent application across the CHL.

BEST PRACTICES REQUIRE MEASUREMENT AND CONTINUOUS IMPROVEMENT
The Panel acknowledges the positive step that each of the member leagues took in updating their policies and procedures four years ago, however, a number of weaknesses exist. One of the most notable weaknesses is that there is not an integrated, consistent set of policies and procedures for the all of the CHL, and the policies are different from Hockey Canada. In addition, the following were noted: the Panel was unable to find the policies and procedures on all of the league websites; many of the policies and procedures were unclear, without definitions, and
open for interpretation; they were not numbered or labeled relative to specific stakeholder groups; there was no differentiation in policies for minors; and policies and procedures are not updated on an annual basis. Having weaknesses like these in the policies and procedures makes them difficult to interpret, apply in day to day behaviour, report, and enforce. It also keeps the CHL at risk.

Similar to policies and procedures, education and awareness programs are not consistent across the League or across stakeholder groups; it also does not occur frequently. Players are not educated on policies and procedures. The Panel does acknowledge that one education program was consistent across the CHL for GMs, coaches, staff and billets. However, it was inconsistent in that the stakeholder groups of players, parents and officials did not receive the training. A recertification schedule, or annual recertification was also not in place.

Education was found not to occur frequently: generally, there is training at the beginning of the season, with little else over the year. Discussion of maltreatment is not practiced in the dressing room daily, nor are the policies and procedures around player maltreatment. Players practice their physical skills daily in order to hone them and be able to execute effortlessly; skills around maltreatment should be also.

Data is not collected by the CHL through surveys or risk registers, and tracking of incidents reported is minimal. As a result, no data is available to measure progress and measure continuous improvement. It is also an exposure for risk management, as documentation of incidents and actions would be beneficial in this regard. Lastly, no one individual in the CHL is responsible for player safety. This leaves gaps in expectations and execution, and when responsibility is not assigned, things invariably get missed.

CONCLUSION

While policies, procedures, and education are a positive step in reducing off-ice misconduct, player maltreatment will not change through these alone. Many of the individual components to address off-ice misconduct exist, however, it is the tone at the top, the integration, and effective rollout and education of the policies and procedures that are critical. In the absence of these pieces operating with interconnectedness, off-ice misconduct cannot be effectively addressed by the CHL. The CHL must use comprehensive strategies that go beyond policies and procedures to affect a change in maltreatment.

Player safety must be prioritized by the CHL and its members: to protect the developing young humans in the League and to improve the CHL’s antiquated culture where maltreatment is embedded as a part of the game. The President must have the authority to impose serious penalties on those who contravene player safety. Only when senior leaders of the CHL, including owners, General Managers, and coaches, acknowledge that there is an issue, condemn player maltreatment, and prioritize player safety, will the culture change. These behavioural changes and signals by leaders will enable the players to acknowledge there is an issue and to trust the process and the Canadian Hockey League. Consistent, integrated action by the CHL and all of its stakeholders, from owners to players, is required now.

You always have time for the things you put first.

- Anonymous
SUMMARY OF FINDINGS

FINDING #1
Off-ice misconduct, including bullying, harassment and discrimination, exists in the CHL.

FINDING #2
A systemic culture exists in the CHL that results in maltreatment becoming an embedded norm. The systemic nature of the issue results in a perpetuated state of acceptance and lack of change. Maltreatment may be accepted as normal because of general acceptance, pressure, desensitization or lack of understanding of the difference between acceptable and unacceptable behaviours. There is a code of silence around maltreatment that helps perpetuate it. All of these factors contribute to a lack of reporting of incidents.

FINDING #3
A systemic structural deficiency exists in the support and mentoring of coaches and GMs regarding ethical coaching and addressing off-ice misconduct in its day to day application.

FINDING #4
Maltreatment has significant psychological impacts on players and jeopardizes their safety and holistic well-being. The impacts can be life long.

FINDING #5
Incidents of off-ice misconduct are not being reported in the CHL. Reasons incidents are not reported include:
- Acceptance as a ’normal’ behaviour for the sport
- Lack of recognition that a reportable event has occurred (unclear definitions)
- Code of silence
- Not understanding how to report
- Lack of trust in those to report to
- Fear (e.g. of reprisal, for career, of further maltreatment, stigma, etc.)
- Loyalty
- Belief that there will not be sufficient consequences.

FINDING #6
Self-regulation of the CHL, and by the individual leagues in particular, results in a lack of independence that compromises the integrity of the process. Self-regulation of the process for reporting incidents, investigation, and discipline by the CHL has been ineffective.

FINDING #7
The Panel found there is no clear, integrated, CHL-wide process to report incidents. The following was noted:
a) A lack of a clear protocol to follow when reporting, investigating, and disciplining events.
b) Policies could not be located, or were difficult to locate, on all websites.
c) Policies of the various leagues to be confusing, with lack of definitions.
d) Confusion existed regarding what constitutes maltreatment and the process to report.
e) Education on policies regarding reporting maltreatment did not occur.
f) Unlike GMs, coaches and billets, it is not mandatory for players, parents, or officials to have Respect in Sport training.

FINDING #8
Existing off-ice misconduct policies and procedures have the following weaknesses:
a) Policies exist for each of the three leagues of the CHL. There are no consistent CHL policies (in content, training, or application). The three leagues have the same goal of protecting the players, but each is using scarce resources to accomplish duplicate outputs.
b) Many of the policies and procedures are unclear and may require interpretation; definitions and examples of maltreatment need to be provided.
c) Policies and procedures are not well organized or cohesive. It appears new policies may have been added rather than incorporating into or updating
existing policies and procedures. They are not numbered, and there is not a comprehensive ‘book’ or chart indicating which policies and procedures are applicable to each of: owner, GM, coach, staff, player, billets.

d) Training on the policies and procedures occurs once, briefly, at the beginning of the season.
e) Policies and procedures could not be located on all league websites, raising the question as to how accessible they are to players and others.
f) Policies and procedures to differentiate players by age do not exist. Players in the CHL range from children 15 years of age to adults 20 years of age.
g) A whistleblower policy for off-ice misconduct only exists for one of the three member leagues.
h) There is no annual review and update on policies and procedures.

FINDING #9
Although CHL players follow Hockey Canada’s policies and procedures while playing in leagues prior to and after playing in the CHL (or while being borrowed by Hockey Canada), the CHL does not follow Hockey Canada’s policies and procedures. Hockey Canada’s policies and procedures will include the Universal Code of Conduct to Prevent and Address Maltreatment in Sport in 2021.

FINDING #10
Respect in Sport is a consistent training, tracking and risk management tool delivered across the country to CHL owners GMs, coaches, staff and billets. Players and parents do not receive the training. Recertification is not required.

Existing education and awareness programs are inconsistent across leagues and stakeholders, are not frequent enough, and are not in alignment with off-ice misconduct policies and procedures.

Strong interpersonal and communication skills are required to develop trust, instill culture, and develop two way communication and awareness on tough issues.

FINDING #11
Players have not been engaged to develop or provide input or feedback on policies, procedures or education and awareness programs. This is a significant void. It is counter intuitive to think that developing and implementing structures to protect players from maltreatment would exclude their voices regarding what they are experiencing and what they want and need.

FINDING #12
In order to improve, data is power. The CHL requires data to continuously improve and move toward best practices. The Panel was not provided with data by the CHL or its member leagues used to monitor performance or continuously improve. The CHL does not have a coordinated system to collect such data.

FINDING #13
There is no role at the CHL level responsible for oversight of player safety and consistency across Canada. There are not consistent positions across the individual leagues responsible for oversight of all aspects of player safety including consistency, integrated programs, policies, procedures, education, data collection and monitoring, and continuous improvement to player maltreatment. Similarly, this responsibility is not assigned at the team level. By not assigning responsibility to a single individual (thereby making ‘everyone’ responsible), no one has ultimate responsibility. In this circumstance, opportunities exist for things to be missed and inconsistent treatment applied.
SUMMARY OF RECOMMENDATIONS

RECOMMENDATION #1
The CHL must act to change the culture through comprehensive strategies that go beyond policies and procedures. These strategies would include structural, behavioural, as well as policy change. They would also improve the interconnectedness of the various components required to address off-ice misconduct. The CHL must take more authority and control over education, policies and the rollout of new strategies.

A culture promoting player safety requires a strong, visible, spoken and exemplified commitment on the part of the CHL, commissioners, owners, general managers, coaches and players. The hierarchical mindset of rookie and veteran must change: players should be leaders and mentors. It is important that those in a position of authority set the example clearly demonstrating that it is not only acceptable to speak up and acknowledge issues, but it is imperative for player safety. It is also important for those in a position of influence and authority to act on issues that are reported in a timely and consequential manner.

RECOMMENDATION #2
As part of a comprehensive strategy to improve culture, the CHL must assist its coaches and GMs in this ever evolving environment. Resources to assist coaches and GMs must include subject matter experts on addressing off-ice misconduct and ethical coaching and how to reflect on and apply it. Coaches and GMs need to be able to access resources in real time to discuss real issues in a confidential manner. Coaches and GMs need to be coached also. By having these subject matter experts available for phone calls or shadowing, the GMs and coaches can learn from experts and adapt their coaching. Ultimately, this has the ability to make a significant impact on culture.

RECOMMENDATION #3
It is important that the CHL establish an independent, third party approach to reporting maltreatment. Use of an independent party for consulting/reporting, investigating, disciplining, and remediating any issues of misconduct will add integrity to the process. It will also build confidence and trust in reporting and belief that appropriate outcomes will result (for both the individuals experiencing maltreatment, and the perpetrators). The process must be transparent and consistent, including:

- A confidential phone number to report or consult on incidents will empower players and all stakeholders to speak openly about incidents. This may be in addition to the option to reporting to a player liaison or other party within the CHL (some sports use the Canadian Sports Helpline for example).
- A third party task force to investigate each incident reported.
- The President must be given the authority to identify (per the protocol) and deliver consistent, appropriate sanctions.
- A consistent, transparent process.

RECOMMENDATION #4
A risk register, administered by the CHL, tracking all incidents anonymously and analyzed monthly must be used by the teams and leagues in order to recognize trends, intervene to address issues in a timely manner, and prevent future incidents. This register will also manage risk for the CHL, as they will have documented events and follow up actions.

RECOMMENDATION #5
A single protocol must be developed, applicable to the entire CHL, regarding off-ice misconduct. It must be as clear and well defined as incidents that have physical harm: define off-ice misconduct, provide examples, identify steps for reporting and to whom, identify steps to investigate, and steps to discipline. This will enable all members of the CHL and members of the independent task force and the CHL President to handle all maltreatment consistently. Sanctions must be formalized, similar in manner for physical misconduct on ice, to identify what penalty will be imposed for certain behaviours.
RECOMMENDATION #6

It is necessary for policies and procedures to be governed by the CHL and consistent across all three leagues. Language must be appropriate to the user (whether owner, GM, coach, player, or billet), and in a medium appropriate for the user (e.g., website, app, hard copy handbook, etc.). Policies must be numbered and indexed in a grid representing the stakeholder they are relevant to, provide definitions and examples of misconduct identify a consistent process to report. There must be a choice for reporting: the option of internal reporting to coaches, league officials, or to the independent third party.

Players, parents, and officials must receive a CHL-wide baseline training program consistent with that required for coaches, billets, and GMs. Annual recertification must be required.

Educational programs must include frequent, informal, open discussion and education about maltreatment, the policies and protocols, what and how to report. It is crucial that education programs be run much more frequently than once a year.

RECOMMENDATION #7

To improve its policies and procedures relating to off-ice misconduct, the CHL must do the following:

a) Implement one standard set of policies and procedures to be followed by the QMJHL, OHL and WHL. Leading practices to develop, update, and oversee these policies and procedures would include a Policy and Procedures Committee with representatives from each league.

b) Provide clear, simple definitions, with examples of off-ice misconduct to illustrate exactly what is meant. This will eliminate confusion or need for interpretation. Procedures and protocols must also be clear, providing detailed, specific steps to apply the policies, including procedures to prevent, consult/report, investigate, and track instances of maltreatment.

c) Follow the Universal Code to Prevent and Address Maltreatment in Sport (UCCMS) of Sport Canada and the law in the CHL policies.

d) Include ethical coaching.

e) Be well organized and easily accessible: numbered, with a chart at the front indexing which policies and procedures are applicable to each stakeholder. Individual policy and procedure ‘book’ (these may be electronic) applicable to each stakeholder: owner, GM, coach, player, and billet must be available.

f) Provide detailed education on policies and procedures to ensure stakeholders understand them, and including definitions, and how to apply them. Ongoing, or repeated education must occur, to ensure policies and procedures are understood and front of mind to be applied on a day to day basis. Off-ice misconduct policies and procedures need to be practiced – this can be accomplished by working them into regular coaching practice plans.

g) Be easily accessible and in language and format/medium appropriate to the stakeholder. This may include websites, hard copies, apps, social media, etc. It is imperative that each league, including the CHL, have the standardized CHL policies on their home page.

h) Differentiate by age, as significant developmental and legal differences exist. Policies and procedures specific to minors need be included.

i) Establish a CHL-wide Whistleblower policy to enable stakeholders and bystanders to anonymously report incidences of off-ice misconduct, and to provide any needed supports. A whistleblower phone line is consistent with the recommendation for an independent third party to receive and investigate reports of maltreatment.

j) Be living documents, and must be reviewed and updated annually for any new learnings from the past year and for any new legal requirements. An educational rollout must occur for all new and revised policies and procedures to provide understanding and enable action.

RECOMMENDATION #8

The Canadian Hockey League must strengthen and leverage its partnership with Hockey Canada to collaborate on protecting players from maltreatment. Extending its partnership to being under the umbrella of Hockey Canada regarding policies, procedures, and education programs provides strong leadership to the CHL in the area of player maltreatment. By adopting an integrated set of policies and procedures for maltreatment with Hockey Canada, the CHL would not need to redo the work. It could leverage policies, procedures and education programs that the CHL has already developed. A Universal Code of Conduct for Hockey that is in alignment with Hockey Canada must be developed. A coordinated effort and a united approach to maltreatment will provide consistency in language and approach for players from their first practice, through the CHL and into U-20.
This consistent approach enables the development of a healthy culture regarding maltreatment from a young age that can be carried through the CHL and beyond.

RECOMMENDATION #9

Based on the systemic culture within the CHL, and disconnect between policies and procedures and education programs, a formal education and awareness program (consistent across the three leagues) regarding policies and procedures must be developed with the assistance of experts.

a) Implement one consistent Safe Sport Implementation Strategy across the CHL.

b) One consistent, safe sport training, including all forms of maltreatment, must be delivered across the CHL. Beyond that, other programs may be tailored by league.

c) Delivery methodologies appropriate to the need / topic must be used – outside experts, online education, in person, etc.

d) Programs around communication and other interpersonal skills must be included as part of education programs for all stakeholders.

e) Curriculum for all stakeholders must include impacts of player maltreatment and empowering the bystander (those who witness incidents of maltreatment and the need to report).

f) Education programs must be age appropriate and in various mediums, with definitions and examples of off-ice misconduct.

g) Training programs should be consistent: some programs are not currently offered to players or parents, and they need to be included so the language is consistent throughout the CHL.

h) Periodic testing and annual recertification on certain programs is important to ensure recipients have understood and retained the material in order to apply in the future.

i) To adequately raise awareness, awareness programs must involve regular communication / discussions on issues such as off-ice maltreatment and a healthy team culture. Conducting dressing room discussions as a team (practice awareness like the power play), or one on one check-ins with players helps to build trust and promote open communication.

j) A dressing room poster with the Universal Code of the CHL in every team dressing room would facilitate points for coaches to discuss regularly, informally, and as part of their practice plan.

k) Establish an advocacy program promoting leadership and awareness. Prevention and intervention is far more valuable than remediation.

l) Institute an alumni mentor program that would help older players set the example and mentor younger players.

RECOMMENDATION #10

Player engagement is imperative to develop and deliver clear, implementable policies, procedures and education and awareness programs that put player safety first.

Establish a ‘Champions Table’ with player representatives to engage players in shaping the development of policies, procedures and education programs to protect them from maltreatment, and to take information back to their teams to communicate. This will demonstrate the CHL is serious about addressing maltreatment, that their opinions are valued, and will assist in improving culture if there is serious buy-in from the CHL, owners, GMs and coaches.

RECOMMENDATION #11

The CHL must gather data and develop a system that would identify opportunities for improvement, measure progress, and inform prevention, communication, education and awareness programs, policies and procedures. The information must also be analyzed to identify trends to enable early intervention to prevent issues by responding with appropriate education and adapt overall programs.

This should be done through conducting anonymous stakeholder surveys (consistent across the leagues) to gather feedback and data to improve culture, policies, procedures, education and awareness programs, and experience with the CHL and team. It should also ask if they are satisfied that their coach is creating a safe environment for them. It is recommended that surveys be conducted at the following times:

• Onboarding
• Exit
• Annually
Data from risk registers, incident reporting, hotline, and the Champions Table (see Recommendations 3 and 10) must also be used as part of the system to monitor and continuously improve.

RECOMMENDATION #12

The CHL must establish a formalized league-wide structure to establish responsibility for player safety. A designated position within each league and team should be identified, reporting up to the CHL role.

The CHL needs to appoint a dedicated person responsible for off-ice misconduct and an integrated, coordinated approach across the CHL. This position would be responsible for the safety of players, including standardized CHL wide policies, procedures, education and awareness. The role would also be responsible for CHL wide data collection, tracking, analysis, and continuous improvement. Analysis would result in updates to training programs, prevention/intervention, etc. CHL league representatives would report up to this role.

Each of the three leagues must have one representative responsible for player safety in their individual league. This role would assist teams in prioritizing player safety, applying consistent policies, procedures and education. It would also be responsible for league data collection, tracking and analysis. Team representatives for player safety would report up to this role.

Each team must designate one person responsible for player safety. This component of their role would report to the league Manager of Player Safety. This role would ensure policies, procedures and education are rolled out, development of curriculum for regular touchpoints by the coach (training plans that include practicing player safety: e.g. informal / formal regular discussions/ check ins). This role would also be responsible for team data collection, tracking, analysis, and continuous improvement.

RECOMMENDATION #13

The CHL must disseminate the findings of this report to its members. This will ensure all leaders hear a consistent message and will enable the information to begin to filter down to players and staff – with the goal of changing culture.

“A coach will impact more young people in a year than the average person does in a lifetime.”

- Billy Graham
Mandate
On June 25, 2020, the Canadian Hockey League (CHL) made the decision to appoint an Independent Review Panel to review the current policies and practices in its leagues relating to hazing, abuse, harassment and bullying and the allegation that players do not feel comfortable reporting behaviours that contravene these policies. The objective of the review is to ensure it is providing the safest player experience in hockey and amateur sport.

The Terms of Reference (Appendix 1,2) mandated the Independent Review Panel to make recommendations to the Commissioners of the Western Hockey League (WHL), Ontario Hockey League (OHL), and Quebec Major Junior Hockey League (QMJHL) and President of the CHL within the following parameters:

- To review WHL, OHL, QMJHL and CHL current policies and procedures to determine whether changes would assist in the protection of players from off-ice misconduct related to hazing, harassment or all forms of abuse by other players of team staff or representatives (“Off-Ice Misconduct”)

- To review current education and awareness programs to ensure that best practices are implemented to enhance player safety from Off-Ice Misconduct

- To review current complaint procedures and education programs to determine whether changes would increase the likelihood that complaints related to Off-Ice Misconduct are brought forward for investigation by team or league officials.

* A Glossary of Terms is provided in Appendix 3

Methodology
As part of its review, the Independent Review Panel considered the following sources of information:

- existing policies of the QMJHL, OHL, and WHL

- complaints for the three seasons 2017-2019 in the QMJHL, OHL, and WHL regarding maltreatment

- presentations from senior leaders of the CHL (including QMJHL, OHL, WHL)

- presentations and interviews with experts (Appendix 4)

- confidential interviews with agents, players, former players, General Managers, coaches, owners, senior leaders of other Canadian sport organizations, representatives of other leagues, within and outside of Canada, and leaders of Hockey Canada

- research papers

- results of a web survey conducted by Leger (“the Leger Survey” or “Leger” Appendix 10.7) of 665 members of the CHL (respondents came from lists provided by the OHL, QMJHL, and WHL). In total, 31 General Managers, 59 coaches, 98 staff members, 259 players, and 212 families answered the survey. Owners were not included in the survey.

It is of important note that the Panel fulfilled its mandate during Covid-19. As such, presentations, discussions, and interviews took place in a primarily virtual manner. On location observation and shadowing was unable to occur.

Presentation of this report will be made to the Board of Governors of the Canadian Hockey League.

“Change almost never fails because it’s too early. It almost always fails because it’s too late.”
- Seth Godin
INTRODUCTION
The impacts of off-ice misconduct on players are significant and long term, yet the issue is much less recognized and acknowledged than physical on-ice misconduct. Hazing, harassment, bullying, abuse, and other maltreatment cause stress and trauma for both the individual and the bystander. Impacts are emotional, physiological, developmental, and impact holistic wellness.

It is imperative that the priority of the CHL be to protect its players. Holistically. Players, many of whom, are minors. Players who are at a critically important stage of psychological development. Players who will carry the impact of their experience in the CHL, positive or negative, with them for the rest of their lives. Off-ice misconduct exists in the CHL, and is an unspoken cultural norm that must be changed.

New policies and procedures to address off-ice misconduct in the three member leagues of the Canadian Hockey League (the Quebec Major Junior Hockey League (“QMJHL”), the Ontario Hockey League (“OHL”), and the Western Hockey League (“WHL”)) were implemented about four years ago. Despite these changes in policies and procedures, there are still allegations that players are not comfortable reporting incidents of off-ice misconduct. In an effort to continue to improve, the Canadian Hockey League requested this review be conducted by the Independent Review Panel (“the Panel”). The members of the Panel appreciate the opportunity to assist the CHL in helping to make improvements and move toward best practices.

The Panel has found several reasons why off-ice misconduct persists. While policies and procedures are a positive step in reducing maltreatment, looking to address off-ice misconduct through policies and procedures alone will not be successful in solving the problem. The CHL must also address the systemic culture that permits the behaviours to exist and persist. This culture is exhibited in the unwritten norms of the CHL that accept embedded behaviours that, outside of the hockey environment, would not be acceptable. These norms blur the boundaries of what is defined as acceptable, they desensitize individuals to bullying, harassment, hazing, and other forms of maltreatment in hockey. These behaviours have been embedded as part of the game, and that must change. Owners, GMs, coaches, and players must recognize there is an issue in order for culture to change.

Secondly, the CHL must take responsibility for doing what is required, and use its authority to execute on it. The Canadian Hockey League must affect change in culture in order to reduce off-ice misconduct and improve reporting of incidents. Consistent, standardized CHL-wide policies and procedures, education and awareness programs that put player safety first must be developed. CHL leaders including owners, GMs and coaches must model these, apply these, and build awareness on these to advance culture and player safety. The CHL President must be given the authority to discipline owners, GMs, coaches, and players who commit infractions. With this power, the CHL will demonstrate its serious commitment to the issue.

Third, the CHL is a development league, not a competitive league: its website declares that the “Canadian Hockey League is the world’s largest development hockey league”. With its primary purpose being to develop young players, and with it being the largest supplier of players to the NHL, it is even more imperative that there is a common vision around this mission. The human side of this mandate must be at the forefront, as these young players are being taught and groomed how to behave in hockey, on and off the ice, for the rest of their lives and careers. These young men will go on to have families and teach their children how to behave in sport. The CHL and its members must prioritize player safety and focus on developing good humans, rather than winning at all costs.
Finally, the CHL needs to develop a proactive environment to recognize potential issues and intervene early. There are many interconnected parts to addressing all forms of maltreatment and its impacts, including tone at the top, integration and effective rollout and education of policies and procedures. While the CHL has implemented aspects of the component parts required to address off-ice misconduct, comprehensive strategies connecting the component parts are required to effectively address player maltreatment. The CHL should further advance its partnership with Hockey Canada. Integrated policies and procedures that apply across the CHL and Hockey Canada from the first practice a player has, through the CHL, and into the U20 league would consolidate and simplify for all. The Canadian Hockey League and its members must recognize the impact it has on young players. Damage is being caused by off-ice misconduct. One incident is too many. It must stop now.

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”
- Socrates
Athletes, no matter their age, have the right to participate in sport in a physically and psychologically safe environment. In recent years, numerous studies and reports in the media have demonstrated that despite this right, maltreatment continues to occur and, more often than not, is kept secret. Maltreatment has been found to have significant negative psychological, physical, relational and economic impacts on athletes. Bystanders and observers are similarly impacted, and organizations suffer negative impacts to areas such as finances and reputation.

6.1 Incidence of Bullying, Harassment, and Discrimination in the CHL

The Panel commissioned the Leger survey to gather information from GMs, coaches, staff, players, and families (CHL members from the past three years) to understand the current state of off-ice misconduct in the Canadian Hockey League and perceptions of the CHL. The purpose of including members from the past three years was to inform current state, as new policies and procedures were implemented by all three leagues of the CHL prior to that (approximately four years ago).

There was a significant percentage of survey respondents that indicated problems exist within the CHL around bullying, harassment and discrimination. The extent of the harassment problem was reported to be widespread. It is of interesting note that the staff, players and family reported more of a problem than Coaches and GMs - both in reporting problems exist, and in the fact that bullying, harassment and discrimination are widespread. Also of note - the General Manager population was not statistically significant in providing a response to the question of whether the maltreatments were widespread: of the 31 GMs that replied to the survey, very few responded (Figure 1).

In your opinion, do the following problems currently exist within the CHL?

<table>
<thead>
<tr>
<th>Problem</th>
<th>% YES THIS EXISTS presented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bullying</td>
<td>23% 25% 40% 32% 52%</td>
</tr>
<tr>
<td>Harassment</td>
<td>19% 20% 35% 22% 41%</td>
</tr>
<tr>
<td>Discrimination</td>
<td>16% 19% 33% 24% 41%</td>
</tr>
</tbody>
</table>

- GM (n=31)
- Coach (n=59)
- Staff (n=98)
- Players (n=259)
- Family (n=212)

Figure 1
Leger survey
**FINDING #1**
Off-ice misconduct, including bullying, harassment and discrimination, exists in the CHL.

---

### 6.2 Culture of the Canadian Hockey League

Significant research has occurred in recent years around the culture of sport and acceptance of maltreatment. Research has shown that “control has become a core principle for elite and high-performance sport, contributing to a cultural context where physical and psychological harms can become a normalized, accepted part of sport culture. The culture of control creates a climate in sport where maltreatment is expected and/or accepted”, (Kerr et al 2020).

Kerr stipulates that control exists in hockey through the hierarchy of power and authority. It exists between players, owners, General Managers and coaches; it exists between players, it exists between rookies and veterans. This control, combined with the number of athletes available and willing to take a player’s place makes competitive athletes susceptible to manipulation and harm. What this research demonstrates is that behaviours of maltreatment one would find unacceptable in any other situation can become a cultural norm, acceptable in competitive sport. In essence, off-ice misconduct becomes acceptable.

This ‘acceptance’ of off-ice misconduct is clearly demonstrated in the responses to the Leger survey on whether harassment, bullying and discrimination is a main challenge of the CHL. Contrary to the survey finding that bullying, harassment and discrimination exist and are widespread in the CHL, a relatively low percentage of GMs and coaches do not acknowledge them as a main challenge that the CHL currently faces (65% of GMs and 54% of coaches don’t believe the CHL is currently facing any of the three as a main challenge). In contrast to the GMs and coaches’ beliefs, half of staff members (47%), players (46%), and families (61%) agree that the CHL should either focus on putting an end to bullying, discrimination, or harassment.

The divergence in perception of the problem of off-ice misconduct by members of the CHL is clearly demonstrated in the survey responses. The fact that although bullying, harassment and discrimination is reported to be widespread, only half of the staff, players and families felt it was a ‘major challenge currently facing the league and needs to be addressed’ is deeply concerning. Similarly, the fact that GMs and coaches perceive it to be less of an issue and does not need to be addressed is also of concern. The GMs and coaches are entrusted with player safety day in and day out. They are in positions of authority and role models for the players, many of whom are minors: only 16 or 17 years old. They set the tone for what is acceptable to the team: they have the ability to change or perpetuate cultural norms.

This data, with divergent reporting as to whether or not off-ice misconduct is widespread, combined with recent research, demonstrates the systemic culture that permits the behaviours of maltreatment to exist and persist. In discussion with the Panel, one senior league leader acknowledged the systemic culture in the CHL; contrarily, another said there was no problem. In order to solve the problem, it must be generally accepted that there is one. Leaders of teams model behaviour; they demonstrate what is acceptable and unacceptable through words, action and inaction. This culture is passed from team to team as new players learn from the hierarchy: owners, GMs, coaches, and older players. There are unwritten norms in the CHL that blur the boundaries of what is defined as acceptable. They desensitize individuals to bullying, harassment, hazing and other forms of maltreatment in hockey. The cultural norms accept behaviours that, outside of the hockey environment, would not be acceptable. These behaviours have been accepted as part of the game.

A former CHL player reported to the panel on the culture of teams when he was a junior. He expressed gratitude that he did not experience it personally, but many others did: “It was one of those things where you weren’t allowed to ask why. It was just part of it. It was something that you just go through, you face it the best you can, even though at that age gap, it’s huge at that point in your life. If you live something like that later on, you’ve got a lot more tools to handle it right away I would say. But when you’re 16 years old, you’re just leaving home, it’s your first experience, it’s already a lot and you’re not equipped to face that” (former CHL player). This was substantiated by current players, experts and the Leger survey.

This quote speaks to another issue in sporting teams: the unspoken code of silence. Fogel describes this as the systemic barriers that prevent athletes from disclosing their experiences. It can include, among other things, fear of retaliation or punishment, power imbalances, loyalty to a coaches, teammates or others. Issues are not spoken about openly or with regularity, resulting in lack of understanding of policies and procedures, or ineffectiveness of policies and procedures.

Young players experience a significant amount of pressure and stress. These come from a number of sources: coaches, parents, social media, friends, teammates, school, agents, and owners. Players experiencing these stressors feel pressure to accept behaviour they otherwise may not.
The Leger survey found disparate opinions on what the CHL is believed to be. When asked if the CHL was mainly a talent development league or mainly a competitive league, 68% of GMs said it was mainly development, and just over 50% of coaches, staff and family felt it was mainly development. Players (63%) believed it was mainly a competitive league.

When asked what type of league the CHL should be, all respondents except players were over 70% that it should be a talent development league. Players’ responded (65%) it should be a development league. What this evidence demonstrates is that CHL leaders are not embodying the beliefs they are reporting to the survey questions. Players feel it is a competitive league. This must change. CHL leaders should model and speak the behaviour that developing players is a priority over winning.

**FINDING #2**

A systemic culture exists in the CHL that results in maltreatment becoming an embedded norm. The systemic nature of the issue results in a perpetuated state of acceptance and lack of change. Maltreatment may be accepted as normal because of general acceptance, pressure, desensitization or lack of understanding of the difference between acceptable and unacceptable behaviours. There is a code of silence around maltreatment that helps perpetuate it. All of these factors contribute to a lack of reporting of incidents.

While the CHL and its member leagues have made significant investments (in areas such as policies and education) to improve off-ice misconduct, there is one area that has received less focus, and that is ethical coaching. The CHL is a high performance environment, there are high expectations of GMs, coaches and players, and coaches are under pressure to win.

In such a demanding environment, the boundary between ethical coaching and harassment may be grey. Coaches and GMs need to be supported in learning from real life examples in an evolving hockey environment, and to be able to discuss issues in an open and confidential manner. They need to be taught how to reflect on and embed ethical coaching and addressing off-ice misconduct in their daily activities.

---

**Whenever one person stands up and says, “wait a minute, this is wrong,” it helps other people to do the same.**

- Gloria Steinem
FINDING #3
A systemic structural deficiency exists in the support and mentoring of coaches and GMs regarding ethical coaching and off-ice misconduct in its day to day application.

6.3 Impacts of Off-Ice Misconduct
The CHL has a wide range of ages among its players. Many of those teenagers are at a critical stage of psychological development. Players experience stressors from many sources including: owners, teammates, coaches, scouts, family, school, and agents. Off-ice misconduct such as hazing, harassment, bullying, abuse, and other maltreatment cause further stress and trauma, at a developmental stage where it has lasting impact that cannot be underestimated. It may be life long.

Figure 2 below (Mountjoyetal 2016) illustrates a conceptual model of maltreatment in sport and shows impacts on the athlete and the team. Note the impacts to the athlete include physical, cognitive, emotional, behavioural, mental health, relational and economic. The organization is also impacted by maltreatment in reputational damage, loss of players and fans, loss of sponsorship, less winning, and loss of trust.

Conceptual model of harassment and abuse in sport showing cultural context, types of non-accidental violence, mechanisms and impacts. ED, eating disorders; PTSD, post traumatic stress disorder; STI, sexually transmitted infection.

**Figure 2**
**FINDING #4**
Maltreatment has significant psychological impacts on players and jeopardizes their safety and holistic well-being. The impacts can be life long.

**RECOMMENDATION #1**
The CHL must act to change the culture through comprehensive strategies that go beyond policies and procedures. These strategies would include structural, behavioural, as well as policy change. They would also improve the interconnectedness of the various components required to address off-ice misconduct. The CHL must take more authority and control over education, policies and the rollout of new strategies.

A culture promoting player safety requires a strong, visible, spoken and exemplified commitment on the part of the CHL, commissioners, owners, general managers, coaches and players. The hierarchical mindset of rookie and veteran must change: players should be leaders and mentors. It is important that those in a position of authority set the example clearly demonstrating that it is not only acceptable to speak up and acknowledge issues, but it is imperative for player safety. It is also important for those in a position of influence and authority to act on issues that are reported in a timely and consequential manner.

**RECOMMENDATION #2**
As part of a comprehensive strategy to improve culture, the CHL must assist its coaches and GMs in this ever-evolving environment. Resources to assist coaches and GMs must include subject matter experts on addressing off-ice misconduct and ethical coaching and how to reflect on and apply it. Coaches and GMs need to be able to access resources in real time to discuss real issues in a confidential manner. Coaches and GMs need to be coached also. By having these subject matter experts available for phone calls or shadowing, the GMs and coaches can learn from experts and adapt their coaching. Ultimately, this has the ability to make a significant impact on culture.
6.4 Section Conclusion

Despite recent efforts by the individual leagues in the CHL to protect players from off-ice misconduct through enhanced policies and procedures, maltreatment continues to occur. Off-ice misconduct exists in the CHL. While policies and procedures are a positive step in reducing off-ice misconduct, they in isolation will not be successful in addressing it. What is required is for the CHL to lead a cohesive, league wide approach, strengthening the interconnectedness of parts such as culture, policies, procedures, protocols, education, awareness, responsibility, and authority. It is clear: culture has to change; the CHL must address the systemic culture that permits off-ice misconduct related to hazing, harassment and other forms of abuse to exist and persist, thereby jeopardizing player safety.

Interconnectedness of parts

Figure 3
DEFCIENT INCIDENT REPORTING

Data on incidents over the past three years in the CHL’s three hockey leagues demonstrate minimal reports of off-ice misconduct. Given the data from the Leger survey that bullying, harassment and discrimination exists, this lack of incident reporting is alarming.

7.1 Incidence of Bullying, Harassment, and Discrimination in the CHL

At the Panel’s request, the QMJHL, OHL, and WHL submitted data on off-ice misconduct. The QMJHL provided data from its Player Support Program in categories including drugs & alcohol, conflicts, suicidal ideas, judicial, psychological, gambling, and ‘other’ (12-18 annually in this category), but it was not clear what the data was on off-ice misconduct. The WHL provided details on investigations done: none in 2017-18; and two in each of 2018-19 and 2019-20. The OHL had nothing to report during the three year timeframe. The CHL provided no data of incident reporting, but a CHL leader that presented to the panel indicated incidents had been investigated. There was no consistency in reporting across any of the leagues, nor by the CHL itself.

The Leger survey asked respondents if they had personally been a victim of bullying or harassment in the CHL. 10% of coaches, 10% of staff, and 10% of players indicated they had. Of all of these, only 17% reported it to someone in the CHL, and 70% told someone else about it. 28% did not report or tell anyone. This low rate of reporting incidents is concerning.

Further data was gathered in the Leger survey, with 10% of GMs and Coaches, 15% of staff, 26% of players and 17% of families having witnessed cases of bullying or harassment in the CHL (Figure 4). In addition, 26% of GMs, 20% of coaches, 32% of staff, 45% of players, and 45% of families had heard of cases of bullying or harassment in the CHL (Figure 5).

In the past 4 years, have you ever witnessed cases or situations of bullying of harassment in the CHL, other than those in the media?

- Yes 10% GM (n=31) 10% Coach (n=59) 15% Staff (n=98)
- No 26% 90% GM (n=31) 88% Coach (n=59) 79% Staff (n=98)
- DNK/ Refusal 0% 7% 0% GM (n=31) 69% Coach (n=59) 77% Staff (n=98)
- 6% 6% 6% Players (n=259) Family (n=212)

Figure 4 Leger survey
In the past 4 years, have you ever heard of cases or situations of bullying or harassment in the CHL, other than those reported in the media?

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>26%</td>
<td>20%</td>
<td>32%</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>No</td>
<td>74%</td>
<td>80%</td>
<td>64%</td>
<td>51%</td>
<td>48%</td>
</tr>
<tr>
<td>DNK/ Refusal</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>4%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Figure 5
Leger survey

Of this number of victims and bystanders (witnesses) [280], only 15% of coaches, 21% of staff, 3% of players, and 12% of families reported the case to someone in the CHL. (Figure 6)

Did you report the case to someone in the CHL?

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15%</td>
<td>3%</td>
<td>12%</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>No</td>
<td>85%</td>
<td>97%</td>
<td>88%</td>
<td>79%</td>
<td>82%</td>
</tr>
<tr>
<td>DNK/ Refusal</td>
<td>23%</td>
<td>18%</td>
<td>15%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Figure 6
Leger survey
The divergent findings in the Leger survey and the inconsistent off-ice misconduct data provided by the three leagues and the CHL support the finding in the previous section that there is a systemic cultural issue.

### 7.2 Reasons for not reporting Incidents

The Leger survey found reasons incidents weren’t reported to include: fear of jeopardizing their career, they don’t believe anything will be done, confidentiality at the players’ request, bullying is a normal part of hockey, and it was acceptable behaviour. Once again, this data supports there being a cultural issue that requires fixing in the CHL.

Much research has been conducted into reasons that athletes do not report maltreatment. In 2019, Kerr et al conducted a study of maltreatment among national team athletes. Of 1001 athletes, 17% of current athletes and 23% of retired athletes reported repeated experiences of psychologically harmful behaviours. Fewer than 15% of the respondents reported their experiences. The athletes did not report because “they did not know who to report to, they did not have a safe and confidential space to report their concerns without fear of negative repercussions for their athletic careers, and they did not have confidence in their sport organizations to address their concern in a fair and transparent manner” (Kerr et al, 2019). These findings are consistent with the Leger survey, and consistent with the systemic culture in the CHL enabling off-ice misconduct to occur.

### FINDING #5

Incidents of off-ice misconduct are not being reported in the CHL. Reasons incidents are not reported include:

- Acceptance as a ‘normal’ behaviour for the sport
- Lack of recognition that a reportable event has occurred (unclear definitions)
- Code of silence
- Not understanding how to report
- Lack of trust in those to report to
- Fear (e.g. of reprisal, for career, of further maltreatment, stigma, etc.)
- Loyalty
- Belief that there will not be sufficient consequences.

### 7.3 Complaint Procedures and Education Programs in the CHL

Kerr has noted that sport is the only institution in Canada with a child population that is self-regulating and autonomous, meaning that issues of maltreatment are largely handled internally. This is the case with the CHL: it is self-regulated and issues of maltreatment are reported and handled internally, by the individual leagues.

The individual Leagues of the CHL self-regulate the process for reporting of incidents, investigations, and disciplinary decisions for maltreatment. There is no clear, integrated process to report incidents. It is the finding of the Panel that the lack of independence as a result of self-regulation compromises the integrity of the process and, according to experts, inhibits incidents from being reported in a timely manner, or at all.

### FINDING #6

Self-regulation of the CHL, and by the individual leagues in particular, results in a lack of independence that compromises the integrity of the process. Self-regulation of the process for reporting incidents, investigation, and discipline by the CHL has been ineffective.

### RECOMMENDATION #3

It is important that the CHL establish an independent, third party approach to reporting maltreatment. Use of an independent party for consulting/reporting, investigating, disciplining, and remediating any issues of misconduct will add integrity to the process. It will also build confidence and trust in reporting and belief that appropriate outcomes will result (for both the individuals experiencing maltreatment, and the perpetrators). The process must be transparent and consistent, including:

- A confidential phone number to report or consult on incidents will empower players and all stakeholders to speak openly about incidents. This may be in addition to the option to reporting to a player liaison or other party within the CHL (some sports use the Canadian Sports Helpline for example).
- A third party task force to investigate each incident reported.
- The President must be given the authority to identify (per the protocol) and deliver consistent, appropriate sanctions.
- A consistent, transparent process.

### RECOMMENDATION #4

A risk register, administered by the CHL, tracking all incidents anonymously and analyzed monthly must be used by the teams and leagues in order to recognize trends, intervene to address issues in a timely
manner, and prevent future incidents. This register will also manage risk for the CHL, as they will have documented events and follow up actions.

Each individual league (QMJHL, OHL and WHL) has its own policies, procedures and education programs regarding reporting complaints about off-ice misconduct. One league had the policy around player liaison and complaints as the last page in all the policies. Players are provided with an orientation at the beginning of each season to the policies and procedures, but no ongoing education program exists.

**FINDING #7**

The Panel found there is no clear, integrated, CHL-wide process to report incidents. The following was noted:

a) A lack of a clear protocol to follow when reporting, investigating, and disciplining events.

b) Policies could not be located, or were difficult to locate, on all websites.

c) Policies of the various leagues to be confusing, with lack of definitions.

d) Confusion existed regarding what constitutes maltreatment and the process to report.

e) Education on policies regarding reporting maltreatment did not occur.

f) Unlike GMs, coaches and billets, it is not mandatory for players, parents, or officials to have Respect in Sport training.

**RECOMMENDATION #5**

A single protocol must be developed, applicable to the entire CHL, regarding off-ice misconduct. It must be as clear and well defined as incidents that have physical harm: define off-ice misconduct, provide examples, identify steps for reporting and to whom, identify steps to investigate, and steps to discipline. This will enable all members of the CHL and members of the independent task force and the CHL President to handle all maltreatment consistently. Sanctions must be formalized, similar in manner for physical misconduct on ice, to identify what penalty will be imposed for certain behaviours.

**RECOMMENDATION #6**

It is necessary for policies and procedures to be governed by the CHL and consistent across all three leagues. Language must be appropriate to the user (whether owner, GM, coach, player, or billet), and in a medium appropriate for the user (e.g. website, app, hard copy handbook, etc.). Policies must be numbered and indexed in a grid representing the stakeholder they are relevant to, provide definitions and examples of misconduct identify a consistent process to report. There must be a choice for reporting: the option of internal reporting to coaches, league officials, or to the independent third party.

Players, parents, and officials must receive a CHL-wide baseline training program consistent with that required for coaches, billets, and GMs. Annual recertification must be required.

Educational programs must include frequent, informal, open discussion and education about maltreatment, the policies and protocols, what and how to report. It is crucial that education programs be run much more frequently than once a year.

**7.4 Section Conclusion**

The CHL complaint procedures in the related to off-ice misconduct are self-regulating: the teams and leagues administer the reporting of complaints, determine whether an investigation is required, conduct the investigation, and determine and administer sanctions, if any. This self-regulation, combined with infrequent education programs that are inconsistent across stakeholders and across the CHL, unclear and inaccessible reporting policies, and a systemic culture that accepts maltreatment, results in incidents going unreported. The CHL must implement the use of an independent third party to receive and investigate complaints, and provide the President with the authority to issue sanctions. Policies, processes and protocols must be consistent across all three leagues. Consistent CHL-wide training programs must be implemented for the GMs, coaches, players, bystanders, including ongoing education on maltreatment for all stakeholders in order to facilitate improvement of incident reporting.
BEST PRACTICES REQUIRE MEASUREMENT AND CONTINUOUS IMPROVEMENT

Best practices in policies and procedures include policies written in language that is clear and simple to identify what is expected, while procedures indicate how the policy is to be carried out. For the CHL, policies must take into consideration the player’s holistic well-being. Finally, education on those policies and procedures must occur, particularly for new members, or when policies are revised, or new policies are written.

Education and awareness programs need to accomplish exactly that: educate and provide awareness. Education provides knowledge, skills and tools relative to policies and procedures, and it is imperative that it is ongoing. Awareness seeks to focus attention on an issue or set of issues; it may also change the cultural sensitivity to an issue. Awareness may be achieved through education, but also through other forms of communication. While the CHL has made progress in recent years, there is significant work to be done to move toward best practices in its education and awareness programs.

Note: there may be some duplication between this section and the previous one, but the report has been aligned with the components of the CHL Terms of Reference.

3.1 Multitude of Unclear Policies and Procedures

The Panel acknowledges that each of the leagues in the CHL updated its policies and procedures relating to off-ice misconduct about four years ago. While this was an important step, the Panel found areas for the CHL to improve.

FINDING #8

Existing off-ice misconduct policies and procedures have the following weaknesses:

a) Policies exist for each of the three leagues of the CHL. There are no consistent CHL policies (in content, training, or application). The three leagues have the same goal of protecting the players, but each is using scarce resources to accomplish duplicate outputs. (Appendix 6)
b) Many of the policies and procedures are unclear and may require interpretation; definitions and examples of maltreatment need to be provided.
c) Policies and procedures are not well organized or cohesive. It appears new policies may have been added rather than incorporating into or updating existing policies and procedures. They are not numbered, and there is not a comprehensive ‘book’ or chart indicating which policies and procedures are applicable to each of: owner, GM, coach, staff, player, billets.
d) Training on the policies and procedures occurs once, briefly, at the beginning of the season.
e) Policies and procedures could not be located on all league websites, raising the question as to how accessible they are to players and others.
f) Policies and procedures to differentiate players by age do not exist. Players in the CHL range from children 15 years of age to adults 20 years of age.
g) A whistleblower policy for off-ice misconduct only exists for one of the three member leagues.
h) There is no annual review and update on policies and procedures.

RECOMMENDATION #7

To improve its policies and procedures relating to off-ice misconduct, the CHL must do the following:

a) Implement one standard set of policies and procedures to be followed by the QMJHL, OHL and WHL. Leading practices to develop, update, and oversee these policies and procedures would include a Policy and Procedures Committee with representatives from each league.
b) Provide clear, simple definitions, with examples of off-ice misconduct to illustrate exactly what is meant. This will eliminate confusion or need for interpretation. Procedures and protocols must also be clear, providing detailed, specific steps to apply the policies, including procedures to prevent, consult/report, investigate, and track instances of maltreatment.
c) Follow the Universal Code to Prevent and Address Maltreatment in Sport (UCCMS) of Sport Canada and the law need to be followed in the CHL policies.

d) Include ethical coaching.

e) Be well organized and easily accessible: numbered, with a chart at the front indexing which policies and procedures are applicable to each stakeholder. Individual policy and procedure ‘books’ (these may be electronic) applicable to each stakeholder: owner, GM, coach, player, and billet.

f) Provide detailed education on policies and procedures to ensure stakeholders understand them, including definitions, and how to apply them. Ongoing, or repeated education must occur, to ensure policies and procedures are understood and front of mind to be applied on a day to day basis. Off-ice misconduct policies and procedures need to be practiced - this can be accomplished by working them into regular coaching practice plans.

g) Be easily accessible and in language and format/medium appropriate to the stakeholder. This may include websites, hard copies, apps, social media, etc. It is imperative that each league, including the CHL, have the standardized CHL policies on their home page.

h) Differentiate by age, as significant developmental and legal differences exist. Policies and procedures specific to minors need be included.

i) Establish a CHL wide Whistleblower policy to enable stakeholders and bystanders to anonymously report incidences of off-ice misconduct, and to provide any needed supports. A whistleblower phone line is consistent with the recommendation for an independent third party to receive and investigate reports of maltreatment.

j) Be living documents, and must be reviewed and updated annually for any new learnings from the past year and for any new legal requirements. An educational rollout must occur for all new and revised policies and procedures to provide understanding and enable action.

The CHL is a partner of Hockey Canada, not a member. The relationship is primarily related to insurance, where the CHL’s players are covered for their participation. There is also a relationship where Hockey Canada’s Under-17, Under-18 Program, and Under-20 Program access CHL players for various international events throughout the course of the season. In addition, the CHL’s players are sourced from younger Hockey Canada players.

---

FINDING #9

Although CHL players follow Hockey Canada’s policies and procedures while playing in leagues prior to and after playing in the CHL (or while being borrowed by Hockey Canada), the CHL does not follow Hockey Canada’s policies and procedures. Hockey Canada’s policies and procedures will include the Universal Code of Conduct to Prevent and Address Maltreatment in Sport in 2021.

RECOMMENDATION #8

The Canadian Hockey League must strengthen and leverage its partnership with Hockey Canada to collaborate on protecting players from maltreatment. Extending its partnership to being under the umbrella of Hockey Canada regarding policies, procedures, and education programs provides strong leadership to the CHL in the area of player maltreatment. By adopting an integrated set of policies and procedures for maltreatment with Hockey Canada, the CHL would not need to redo the work. It could leverage policies, procedures and education programs that the CHL has already developed. A Universal Code of Conduct for Hockey that is in alignment with Hockey Canada must be developed. A coordinated effort and a united approach to maltreatment will provide consistency in language and approach for players from their first practice, through the CHL and into U-20. This consistent approach enables the development of a healthy culture regarding maltreatment from a young age that can be carried through the CHL and beyond.

7.2 Education and Awareness Programs

Strong policies and procedures are the foundation of an organization, but writing a policy without providing effective education and awareness programs will have little impact on an organization. For policies and procedures to be effective, an organization’s culture must align with them. It is important that leaders of the organization accept and model the beliefs implicit in policies and procedures. Education and awareness can impact an organization’s culture by impacting the belief system within the organization.

Within the CHL, education that is conducted regarding policies and processes is not done on an ongoing basis, rather at a point in time. Participants are expected to understand their roles and policies, in addition to knowing how to access information and resources that may be required in the future. Programs are different across the three leagues, and policies and procedures are not in alignment with the training programs of the various leagues.
Respondents to the Leger survey were asked the question “In your opinion, are the harassment and bullying policies and regulations currently in force in the CHL clear?” While many responded that they were clear, it is important to note that a significant number of respondents who had heard of or witnessed cases of bullying or harassment replied that they were not clear. This is a warning flag. Participants that receive the policies, procedures and related training feel they understand based on the point in time training... until they have to recall the information and apply the knowledge in a real life situation. At that point, the realization that there is lack of clarity in policies and procedures may be recognized. Knowing how to handle incidents is not embedded in the minds of members. It needs repetition and examples to be retained.

FINDING #10

Respect in Sport is the only consistent training, tracking and risk management tool delivered across the country to CHL owners GMs, coaches, staff and billets. Players and parents do not receive the training. Recertification is not required. Existing education and awareness programs are inconsistent across leagues and stakeholders, are not frequent enough, and are not in alignment with off-ice misconduct policies and procedures. Strong interpersonal and communication skills are required to develop trust, instill culture, and develop two way communication and awareness on tough issues.

RECOMMENDATION #9

Based on the systemic culture within the CHL, and disconnect between policies and procedures and education programs, a formal education and awareness program (consistent across the three leagues) regarding policies and procedures must be developed with the assistance of experts.

a) Implement one consistent Safe Sport Implementation Strategy across the CHL.

b) One consistent, safe sport training, including all forms of maltreatment, must be delivered across the CHL. Beyond that, other programs may be tailored by league.

c) Delivery methodologies appropriate to the need / topic must be used – outside experts, online education, in person, etc.

d) Programs around communication and other interpersonal skills must be included as part of education programs for all stakeholders.

e) Curriculum for all stakeholders must include impacts of player maltreatment and empowering the bystander (those who witness incidents of maltreatment and the need to report).

f) Education programs must be age appropriate and in various mediums, with definitions and examples of off-ice misconduct.

g) Training programs should be consistent: some programs are not currently offered to players or parents, and they need to be included so the language is consistent throughout the CHL.

h) Periodic testing and annual recertification on certain programs is important to ensure recipients have understood and retained the material in order to apply in the future.

i) To adequately raise awareness, awareness programs must involve regular communication / discussions on issues such as off-ice maltreatment and a healthy team culture. Conducting dressing room discussions as a team (practice awareness like the power play), or one on one check-ins with players helps to build trust and promote open communication.

j) A dressing room poster with the Universal Code of the CHL in every team dressing room would facilitate points for coaches to discuss regularly, informally, and as part of their practice plan.

k) Establish an advocacy program promoting leadership and awareness. Prevention and intervention is far more valuable than remediation.

l) Institute an alumni mentor program that would help older players set the example and mentor younger players.
7.3 Player Engagement

**FINDING #11**

Players have not been engaged to develop or provide input or feedback on policies, procedures or education and awareness programs. This is a significant void. It is counter intuitive to think that developing and implementing structures to protect players from maltreatment would exclude their voices regarding what they are experiencing and what they want and need.

**RECOMMENDATION #10**

Player engagement is imperative to develop and deliver clear, implementable policies, procedures and education and awareness programs that put player safety first.

Establish a ‘Champions Table’ with player representatives to engage players in shaping the development of policies, procedures and education programs to protect them from maltreatment, and to take information back to their teams to communicate. This will demonstrate the CHL is serious about addressing maltreatment, that their opinions are valued, and will assist in improving culture if there is serious buy-in from the CHL, owners, GMs and coaches.

7.4 Measurement and Continuous Improvement

To establish best practices in policies and procedures, it is imperative that a process for measurement and continuous improvement be instilled.

**FINDING #12**

In order to improve, data is power. The CHL requires data to continuously improve and move toward best practices. The Panel was not provided with data by the CHL or its member leagues used to monitor performance or continuously improve. The CHL does not have a coordinated system to collect such data.

**RECOMMENDATION #11**

The CHL must gather data and develop a system that would identify opportunities for improvement, measure progress, and inform prevention, communication, education and awareness programs, policies and procedures. The information must also be analyzed to identify trends to enable early intervention to prevent issues by responding with appropriate education and adapt overall programs.

This should be done through conducting anonymous stakeholder surveys (consistent across the leagues) to gather feedback and data to improve culture, policies, procedures, education and awareness programs, and experience with the CHL and team. It should also ask if they are satisfied that their coach is creating a safe environment for them. It is recommended that surveys be conducted at the following times:

- Onboarding
- Exit
- Annually

Data from risk registers, incident reporting, hotline, and the Champions Table (see Recommendations 3 and 10) must also be used as part of the system to monitor and continuously improve.

**FINDING #13**

There is no role at the CHL level responsible for oversight of player safety and consistency across Canada. There are not consistent positions across the individual leagues responsible for oversight of all aspects of player safety including consistency, integrated programs, policies, procedures, education, data collection and monitoring, and continuous improvement to player maltreatment. Similarly, this responsibility is not assigned at the team level. By not assigning responsibility to a single individual (thereby making ‘everyone’ responsible), no one has ultimate responsibility. In this circumstance, opportunities exist for things to be missed and inconsistent treatment applied.

**RECOMMENDATION #12**

The CHL must establish a formalized league-wide structure to establish responsibility for player safety. A designated position within each league and team should be identified, reporting up to the CHL role.

The CHL needs to appoint a dedicated person responsible for off-ice misconduct and an integrated, coordinated approach across the CHL. This position would be responsible for the safety of players, including standardized CHL wide policies, procedures, education and awareness. The role would also be responsible for CHL wide data collection, tracking, analysis, and continuous improvement. Analysis would result in updates to training programs, prevention/intervention, etc. CHL league representatives would report up to this role.
Each of the three leagues must have one representative responsible for player safety in their individual league. This role would assist teams in prioritizing player safety, applying consistent policies, procedures and education. It would also be responsible for league data collection, tracking and analysis. Team representatives for player safety would report up to this role.

Each team must designate one person responsible for player safety. This component of their role would report to the league Manager of Player Safety. This role would ensure policies, procedures and education are rolled out, development of curriculum for regular touchpoints by the coach (training plans that include practicing player safety: e.g. informal / formal regular discussions/ check ins). This role would also be responsible for team data collection, tracking, analysis, and continuous improvement.

7.5 Section Conclusion

While the CHL has made progress over the past four years in addressing off-ice misconduct, much work has yet to be done to move it to being an organization with best practices in education and awareness programs. There are a series of steps that must be done to move the bar. First, the policies and procedures must be updated and consistent across the Canadian Hockey League. Leveraging the work of Hockey Canada and the Universal Code of Conduct to Prevent and Address Maltreatment in Sport will assist in doing this quickly and efficiently. Second, the CHL must implement consistent programs for education and awareness across the three leagues. Those programs must be tailored for stakeholder groups, be delivered in a manner that is understandable. Education and awareness must be practiced daily – like a physical skill practice. Culture change and improved awareness of significant issues require regular and open, honest communication. Bystander training needs to be part of the educational program, as does soft skills training: enabling all stakeholders with the communication skills to discuss misconduct, and establishing the forum and trust to do so will assist in improving culture and removing the code of silence around abuse and maltreatment. Finally, to know it is actually making progress in achieving its desired outcomes, the CHL must gather data to inform changes to policies, procedures, education and awareness, and to be able to measure progress over time.

RECOMMENDATION #13

The CHL must disseminate the findings of this report to its members. This will ensure all leaders hear a consistent message and will enable the information to begin to filter down to players and staff – with the goal of changing culture.
CONCLUSION & IMPLEMENTATION QUICK WINS

CONCLUSION

Off-ice misconduct is a serious issue in the Canadian Hockey League that causes real emotional and physical harm. Despite the introduction in recent years of new policies and procedures and the education programs run, the issue still persists, and will continue to be present as a result of the systemic culture that pervades the CHL. Policies, procedures and education on their own will not eliminate the issue. This is because cultural norms have been established that make behaviour that is unacceptable outside of hockey, acceptable as part of the CHL environment. Only when senior leaders, including owners, General Managers, and coaches, of the CHL acknowledge that there is an issue and stand firmly to condemn player maltreatment, while demonstrating player safety to be the top priority, will the culture change and the issue of off-ice misconduct improve.

It is imperative that players feel safe enough to report incidents. This trust will come from senior leaders demonstrating their belief in the seriousness of player maltreatment. This can be exhibited through actions that show zero tolerance – consequences handed out for player maltreatment. The President must have the authority to impose serious penalties on those who contravene player safety. Like the power play, player safety must be practiced daily by coaches with their team in the locker room; only this extent of repetition and familiarity will make all players believe their safety is priority, and that player maltreatment must stop.

IMPLEMENTATION QUICK WINS

The following Recommendations are items that can be implemented relatively quickly and inexpensively by the CHL to generate some ‘quick wins’ to send a signal to the entire league that the CHL is prioritizing its approach to player maltreatment, and the approach to off-ice misconduct is changing.

1. Implement a hotline to take calls regarding maltreatment;

2. Implement a coaching program for GMs and coaches to enable them to access subject matter resources on the area of ethical coaching and player maltreatment. These resources will allow them to discuss issues confidentially, provide a sounding board, and to learn how to reflect on and apply their learnings in their day to day coaching environment.

3. Strengthen partnership with Hockey Canada to collaborate and leverage the work they have done to date on maltreatment, policies, procedures and education; Make policies and procedures consistent across the CHL;

4. Develop a standardized protocol for dealing with maltreatment – from identification / definition through standardization of penalties for behaviour;

5. Engage CHL Players. Establish a ‘Champions Table’ with player representatives to engage players in shaping the development of policies, procedures and education programs to protect them from maltreatment, and to take information back to their teams to communicate.

6. Establish a CHL Universal Code of Conduct for Hockey that is in alignment with Hockey Canada to influence all of hockey (from a young player’s first practice, through the CHL, and beyond). Put posters with the League’s Universal Code in all dressing rooms as touchpoints for daily coach and team communications, and implement locker room practice of player safety (part of the coach’s regular practice plan).
Appendices

10.1 Terms of Reference
10.2 About the Panel
10.3 Glossary of Terms
10.4 List of Experts
10.5 CHL Policy Chart
10.6 References
10.7 Leger Survey
TERMS OF REFERENCE

The Independent Review Panel (IRP) will make recommendations to the Commissioners of the WHL, OHL, QMJHL and President of the CHL within the limits of the following terms of reference:

- to review WHL, OHL, QMJHL and CHL current policies and procedures to determine whether changes would assist in the protection of players from off-ice misconduct related to hazing, harassment or all forms of abuse by other players or team staff or representatives (“Off-Ice Misconduct”)
- to review current education and awareness programs to ensure that best practices are implemented to enhance player safety from Off-Ice Misconduct
- to review current complaint procedures and education programs to determine whether changes would increase the likelihood that complaints related to Off-Ice Misconduct are brought forward for investigation by team or league officials

The IRP may interview players or representatives of the CHL or constituent leagues for the purpose of assessing the effectiveness of current policies, education programs and complaint procedures.

Dealing with player complaints or discipline of teams or officials, however, continues to be within the exclusive jurisdiction of the CHL in accordance with the constitution or the Commissioners of the WHL, OHL and QMJHL consistent with constituent league rules.

ABOUT THE PANEL

**Camille Thériault, Chair**

Former Premier of New Brunswick, an Officer of the Order of Canada and a former player for the Université de Moncton Aigles Bleus. Mr. Thériault recently retired as CEO of UNI Financial Corporation and has twice been named in the Top 50 Atlantic Business leaders by Atlantic Business magazine. He received the Queen’s Jubilee Medal in 2012 and an honorary doctorate from the Université de Moncton.

**Sheldon Kennedy**

Former Memorial Cup champion and NHL player who is widely known for his role in bringing the attention of abuse in sport to the forefront. Mr. Kennedy has been instrumental in bringing governments, public and private sector partners together to work collaboratively to influence policy change and improve the way child abuse is handled. He co-founded the Calgary and Area Child Advocacy Centre and the Respect Group. He has received countless awards and honorary doctorates, including being named a Member of the Order of Canada in 2014 and the Order of Hockey in Canada in 2020.

**Danièle Sauvageau**

Ms. Sauvageau is known for her extensive experience in investigation, public safety, high level sport, business and sports coaching. She has more than 33 years of service in policing where she has held strategic investigative and strategic development positions. She has participated in 7 Olympic Games (2002 Gold medalist for women’s hockey) and several Pan American Games and World Championships as head coach and general manager. She has received numerous awards over the years including Canada’s Meritorious Service Cross, an Officer of the Order of Canada, and has been named the Coach of Year in Quebec and Canada three times.
GLOSSARY OF TERMS

Bullying: Mean, cruel, and/or hurtful behaviour that is repeated over time and involves using power in a negative way to hurt others (Canadian Red Cross, 2020).

Bystander Effect: Occurs when the presence of others discourages an individual from intervening in an instance of maltreatment. The greater the number of bystanders, the less likely it is for any one of them to provide help to a person in distress. People are more likely to take action in a crisis when there are few or no other witnesses present (Psychology Today, 2020).

Culture: The customs, rituals, and values shared by the members of an organization that have to be accepted by new members (Dictionary.com, 2020).

Ethical Coaching: In Canadian sport, coaches whose practices adhere to the National Coaching Certification Program (NCCP) Code of Ethics, upholding the values of leadership and professionalism; health and safety; and respect and integrity (Coaching Association of Canada, 2020).

Hazing: Any act against someone joining or maintaining membership to any organization that is humiliating, intimidating, or demeaning and endangers the health and/or safety of those involved; any harmful interaction that involves some component of psychological, sexual, and/or physical abuse (Jeckell et al., 2018).

Maltreatment: Volitional acts that result in harm or the potential for physical or psychological harm (Canadian Centre for Ethics in Sport, 2019).

Off-Ice Misconduct: Any incident of maltreatment (as defined below) perpetrated by any individual (including players, parents, coaches, referees, etc.) occurring outside of regularly scheduled on-ice activities.

Physical Maltreatment: Any pattern or a single serious incident of deliberate conduct that has the potential to be harmful to the physical well-being of the Participant. Physical Maltreatment includes, without limitation, contact or non-contact infliction of physical harm. Physical Maltreatment is determined by the objective behaviour, not whether harm is intended or results from the behaviour (Canadian Centre for Ethics in Sport, 2019).

Psychological Maltreatment/Abuse: Any pattern or a single serious incident of deliberate conduct that has the potential to be harmful to the psychological well-being of the Participant. Psychological Maltreatment includes, without limitation, verbal conduct, non-assaultive physical conduct, and conduct that denies attention or support. Psychological Maltreatment is determined by the objective behaviour, not whether harm is intended or results from the behaviour (Canadian Centre for Ethics in Sport, 2019).

Safe Sport: The prevention of harassment and abuse, as well as the promotion of the physical and psychological welfare of athletes (Kerr et al., 2020).

Sexual Maltreatment (involving a Child): Any form of adult/child sexualized interaction constitutes child sexual abuse. Sexual abuse of a child may occur through behaviours that do or do not involve actual physical contact (Canadian Centre for Ethics in Sport, 2019).

Sexual Maltreatment (involving a person over the Age of Majority): Any sexual act, whether physical or psychological in nature, that is committed, threatened, or attempted against a Participant without the Participant’s Consent. It includes any act targeting a Participant's sexuality, gender identity or expression, that is committed, threatened or attempted against a Participant without that Participant's Consent, and includes but is not limited to, the Criminal Code Offences of sexual assault, sexual exploitation, sexual interference, invitation to sexual touching, indecent exposure, voyeurism and non-consensual distribution of sexual/intimate images. Sexual Maltreatment also includes sexual harassment and stalking, cyber harassment, and cyber stalking of a sexual nature. Sexual Maltreatment can take place through any form or means of communication (e.g. online, social media, verbal, written, visual, hazing, or through a third party) (Canadian Centre for Ethics in Sport, 2019).

Systemic: Of or relating to a system, especially when affecting the entirety of a thing; relating to or noting a policy, practice, or set of beliefs that has been established as normative or customary throughout a political, social, or economic system: systemic inequality; systemic racism (Dictionary.com, 2020).
LIST OF EXPERTS

Kerr, Dr. Gretchen, PhD
Professor, Athlete Maltreatment
Vice Dean of Programs, School of Graduate Studies,
University of Toronto

Dr. Kerr has conducted and contributed to many research projects in the area of athlete maltreatment. She is also the content expert author of UCCMS and has over 30 years of experience as a volunteer athlete welfare officer.

MacDonald, Dr. Sarah, PhD
Forensic interview specialist
Child Advocacy Centre, Calgary

Dr. MacDonald specializes in Memory and Forensic Interviewing in Calgary, Canada. She conducts forensic interviews on request for complex, serious cases of sexual assault. Dr. MacDonald also serves as the Scientific Advisor for the Ministry of Justice and Solicitor General (Police Advisory Committee – Sexual Violence) and as a Director on the Board of the Alberta Criminal Justice Association.

Dr. MacDonald provides education and training to Law Enforcement in Alberta, Judges, Prosecutors, Physicians, among others. She has conducted and published research, including a book chapter, examining cognitive processes underlying investigative interview techniques, psychological-based investigative practices, deception detection/credibility assessment, and memory. Dr. MacDonald has presented her research internationally and is a TEDx speaker.

She was trained in Advanced Cognitive Interviewing in the U.K. and has developed and taught this course (the first of its kind in North America) to Canadian police officers in Major Crime who interview significant witnesses and victims of crime.

Her research on human behaviour in the justice system has been recognized through SSHRC J.A. Bombardier top National awards.

McLean, Dr. Scott, PhD
Educator and social/justice service consultant
Mount Royal University, Red Cross Community College
Adjunct Professor at City University of Seattle

Dr. McLean has facilitated numerous workshops and provides clinical support to first responders regarding various traumatization and researches the topics as he is Board Certified in Forensic Traumatology.

Todd, Dr. Ryan, PhD
Sport psychiatrist
Foothills Hospital in Calgary

Dr. Todd has seen and treated thousands of individuals who have a mental illness as a result of a trauma, medical or surgical illness. He also believes that mental wellness can be learned and practiced by everyone, and that technology is a vital resource in helping bridge the gap between demand and mental healthcare today. This belief fueled his desire to start Headversity, a mental wellness tech company where he acts as CEO. Through Headversity, Dr. Todd envisions building a culture of mental wellness in the Canadian workforce through mobile, micro, and measurable training.
<table>
<thead>
<tr>
<th>Policy</th>
<th>QMJHL</th>
<th>OHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
<td>Player Support Program</td>
<td>Harassment, Abuse and Diversity Policy</td>
<td>Abuse, Bullying, Harassment and Hazing Policy</td>
</tr>
<tr>
<td></td>
<td>- Each team has a trained PSP Rep.</td>
<td>- zero tolerance for hazing or abuse</td>
<td>- prohibits all forms of hazing and abuse</td>
</tr>
<tr>
<td></td>
<td>- Trained PSP Coordinator at league</td>
<td><strong>Hazing Policy</strong></td>
<td>- anyone involved or aware of who does not report to league is in violation</td>
</tr>
<tr>
<td></td>
<td>- Deals with all player concerns including hazing and abuse complaints</td>
<td>- prohibits all forms of hazing including any form of initiation ritual and even differential responsibility for team chores</td>
<td><strong>Personal Conduct and Social Media Policy</strong></td>
</tr>
<tr>
<td></td>
<td>- provides professional independent counsellors</td>
<td>- anyone who violates or any player, team official or anyone else who has any knowledge of violation who does not report to league, will be subject to suspension</td>
<td>- includes standard of conduct for all personnel</td>
</tr>
<tr>
<td></td>
<td><strong>Charter for Prevention of Violence</strong></td>
<td><strong>Players First</strong></td>
<td><strong>Respect in Hockey Program</strong></td>
</tr>
<tr>
<td></td>
<td>- condemns all violence to players</td>
<td>- program designed for the protection and development of players</td>
<td>- zero tolerance for hazing</td>
</tr>
<tr>
<td></td>
<td><strong>Q Code of Conduct</strong></td>
<td>- Player Liaison Officer on each team</td>
<td>- requirements for all players, coaches, trainers, officials, parents, billets and staff</td>
</tr>
<tr>
<td></td>
<td>- respect for teammates and treatment of teammates would include hazing etc.</td>
<td><strong>Talk Today</strong></td>
<td><strong>Code of Conduct</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Respect in Sport</strong></td>
<td>- with Canadian Mental Health Association to provide professional support to players</td>
<td><strong>Talk Today</strong></td>
</tr>
<tr>
<td></td>
<td>- deals with bullying and harassment</td>
<td>- trains players to recognize and report issues of concern for teammate mental health issues</td>
<td>- with Canadian Mental Health Association to provide professional support to players</td>
</tr>
<tr>
<td></td>
<td><strong>Talk Today</strong></td>
<td><strong>Anti-Discrimination Policy</strong></td>
<td>- trains players to recognize and report issues of concern for teammate mental health issues</td>
</tr>
<tr>
<td></td>
<td>- with Canadian Mental Health Association to provide professional support to players</td>
<td>- prohibits discrimination and harassment</td>
<td><strong>Onside Program</strong></td>
</tr>
<tr>
<td></td>
<td>- trains players to recognize and report issues of concern for teammate mental health issues</td>
<td></td>
<td>- designed Respect for Women Program with the Ontario Coalition of Rape Crisis Centres</td>
</tr>
<tr>
<td></td>
<td><strong>Billet Family Training Guide</strong></td>
<td><strong>Performance Development Program headed by Dr. Paul Dennis</strong></td>
<td><strong>Social Media Policy</strong></td>
</tr>
<tr>
<td></td>
<td>- provide expectation and training for billet families dealing with player issues</td>
<td>- training program for coaches to ensure a better understanding of today’s player, to create a proper environment for player development and to eliminate psychologically destructive behaviour</td>
<td>designed to protect all parties from harassment, inappropriate contact or behaviour</td>
</tr>
<tr>
<td></td>
<td><strong>Social media Policy</strong></td>
<td>- Provides an opportunity for the League to address/investigate through Dr. Paul Dennis any alleged behaviours which may be deemed detrimental to the welfare of the players</td>
<td><strong>Gender Expression Course</strong></td>
</tr>
<tr>
<td></td>
<td>- designed to protect all parties from harassment, inappropriate actions or behaviour, regardless of intent.</td>
<td></td>
<td>- All players and staff mandated to watch education video regarding inclusion and acceptance</td>
</tr>
<tr>
<td>Education / Awareness</td>
<td>QMJHL</td>
<td>OHL</td>
<td>WHL</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>PSP Video</td>
<td>- every player must watch video at start of each season and sign a document that watched and understand</td>
<td>Players First Orientation</td>
<td>Respect in Hockey Program</td>
</tr>
<tr>
<td></td>
<td>PSP Poster</td>
<td>- posted in every dressing room with 1800 complaint/concern line and email address of PSP Coordinator at league</td>
<td>- Respect Team Champions conduct series of workshops with players and staffs of every team</td>
</tr>
<tr>
<td></td>
<td>Player Commitment Contract</td>
<td>- compliance with respect policies and Code of Conduct</td>
<td>Respect in Sport Program</td>
</tr>
<tr>
<td></td>
<td>Respect in Sport</td>
<td>- training and certification required each year for all</td>
<td>Online Training and Certification</td>
</tr>
<tr>
<td></td>
<td>Talk Today Training Program</td>
<td>Unsafe Sexual Behaviour Training For players and personnel</td>
<td>- all players, parents, coaches, trainers, billets must take online training and pass quiz to receive certification each year</td>
</tr>
<tr>
<td></td>
<td>Unsafe Sexual Behaviour Training For players and personnel</td>
<td>Ad hoc PSP Lectures</td>
<td>- zero tolerance for hazing</td>
</tr>
<tr>
<td></td>
<td>Ad hoc PSP Lectures</td>
<td>- on harassment and other issues</td>
<td>Code of Conduct – review and sign off</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complaint / Enforcement</th>
<th>QMJHL</th>
<th>OHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSP Complaint</td>
<td>- can be through the 1800 line or email or direct to league</td>
<td>Player’s First Complaint</td>
<td>Security Network Complaint</td>
</tr>
<tr>
<td></td>
<td>- handled by independent PSP committee of 5: Police Officer, Social Worker, Lawyer, Former Player, Psychologist</td>
<td>Complaint to parent, billet, agent, coach, owner, Chaplain, Player Liaison Officer</td>
<td>- report to security network</td>
</tr>
<tr>
<td></td>
<td>Resource person for each team for counselling, awareness and support</td>
<td>Complaint to Commissioner or arbitration complaint under Standard Players Agreement</td>
<td>- 1800 for Complaints</td>
</tr>
<tr>
<td></td>
<td>Complaint to parent, billet, agent, coach, owner, Chaplain, resource person</td>
<td>Player Liaison Officer annually identified for each team</td>
<td>Complaint to Commissioner</td>
</tr>
<tr>
<td></td>
<td>Complaint to SportAide</td>
<td>- serves as an additional resource for teams in educating players with respect to harassment, abuse and lifestyle issues.</td>
<td>Complaint to Club Liaison Officer</td>
</tr>
<tr>
<td></td>
<td>- independent organization with trained personnel to accept and deal with athlete complaints</td>
<td>- resource for players as to their rights and options under the CHL Player’s First Policy and access to external avenues for counselling and support services.</td>
<td>Complaint to parent, billet, agent, coach, owner, Chaplain</td>
</tr>
<tr>
<td></td>
<td>Complaint to Commissioner</td>
<td>Investigation by external independent investigator</td>
<td>Commissioner issues suspension or other appropriate penalty</td>
</tr>
<tr>
<td></td>
<td>Commissioner issues penalty (suspension and/or fine)</td>
<td>- Dr. Paul Dennis, psychologist with athlete specific experience</td>
<td></td>
</tr>
</tbody>
</table>


HARASSMENT AND BULLYING IN THE CANADIAN HOCKEY LEAGUE

Survey among players, coaches, GMs, staffs and families within the CHL
Table of content

- METHODOLOGY 3
- HIGHLIGHTS 6
- RESPONDENT PROFILE 8
- DETAILED RESULTS 10
  1. Perception of the CHL and Extent of the Problem 11
  2. Heard of or Witnessed Situations of Harrasment/Bullying 28
  3. Personally Experienced a Situation of Harassment/Bullying 37
  4. Clarity of the Policies and Regulations in Place and Knowledge of How to React 42
- TEAM 53
# METHODOLOGY

## METHOD

A Web survey was conducted from September 23rd to October 5th, 2020 among 665 members of the CHL (GMs, coaches, staff, players and families) able to express themselves in French or English.

## RESPONDENTS

Respondents came from lists given by the OHL, QMJHL and WHL. In total, 31 GMs, 59 coaches, 98 staff members, 259 players and 212 families answered the survey. The invitation was sent to a total of 3,782 members with a valid email address. In order to maximize the response rate, reminders were sent to members who had not yet responded on September 29th and October 2nd.

This resulted in a response rate of 18%.

## MARGIN OF ERROR

The margin of error for each category of respondents is:

- **GM’s**: +/- 12.5%, 19 times out of 20
- **Coaches**: +/- 10.6%, 19 times out of 20
- **Staff**: +/- 7.8%, 19 times out of 20
- **Players**: +/- 5.6%, 19 times out of 20
- **Families**: +/- 6.2%, 19 times out of 20

## WEIGHTING

Given the nature of the respondents (client lists), the data were not weighted.

## SIGNIFICANT DIFFERENCES

In this report, data in bold **red** characters indicate a significantly lower proportion than that of other respondents. Conversely, data in bold **green** characters indicate a significantly higher proportion than that of other respondents.

*See the next page for explanation on how to read significant differences.*

---

**READER’S NOTE**

**DNK**
The mention "DNK" means "Do not know".

**SUM**
The numbers presented in this report have been rounded out and their sum in graphs and tables (based on the actual numbers before rounding) might not correspond to the manual addition of rounded numbers.
READING SIGNIFICANT DIFFERENCES

Presented in the graph are the results for each category of respondents, and in the table, the results for each league.

For each subgroup, green indicates a proportion significantly higher than the total proportion of the other respondents who make up the subgroup (complement). Conversely, red indicates a proportion that is significantly lower than the total proportion of the other respondents who make up the subgroup (complement). Two proportions or two means are significantly different only when statistical tests* confirm the difference.

In the example below, most respondents think the CHL should mainly be a development league. Looking at the results for the sub-groups, the following differences can be observed:

- **24%** of players think it should mainly be competitive, which is statistically higher than the other categories of respondents.

- Respondents from the WHL are less numerous (**63%**) than other leagues to think the CHL should mainly be a talent development league.

Q26. In your opinion, should the CHL be mainly a talent development league or mainly a competitive league?
Base: All respondents (n=665)

![Graph showing differences in opinion on CHL development vs. competitiveness across different leagues.]

<table>
<thead>
<tr>
<th>League</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainly development</td>
<td>72%</td>
<td>74%</td>
<td>63%</td>
</tr>
<tr>
<td>Mainly competitive</td>
<td>17%</td>
<td>17%</td>
<td>23%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>11%</td>
<td>9%</td>
<td>14%</td>
</tr>
</tbody>
</table>

* Bilateral test according to normal distribution by comparing the percentage of a cell with the percentage associated with the cell or cells that are the complement of the relevant sub-group. For example, the complement of players would be the sum of GMs, coaches, staffs and families.
HIGHLIGHTS

Bullying, harassment and discrimination exist within the CHL and these problems are somewhat widespread.

**Bullying**
- One out of four GMs (23%) and coaches (25%) and a third of players (32%) believe bullying exists within the CHL. Staff members (40%) and families (52%) are more numerous to think there’s bullying within the league.
- Three quarters of players (77%) and families (71%) who believe bullying exists within the CHL think that it is widespread. Coaches (60%) and staff members (56%) are less numerous to think so.

**Harassment**
- One out of five GMs (19%), coaches (20%) and players (22%) believe harassment exists within the CHL. Staff members (35%) and families (41%) are once again more numerous to think there’s harassment within the league.
- Three quarters of players (75%) and two thirds of families (62%) who believe harassment exists within the CHL think that it is widespread. Coaches (42%) and staff members (50%) are less numerous to think so.

** Discrimination**
- One out of five GMs (16%) and coaches (19%) and a quarter of players (24%) believe discrimination exists within the CHL. Staff members (33%) and families (41%) are more numerous to think there’s discrimination within the league.
- Two thirds of players (69%) and families (63%) who believe discrimination exists within the CHL think that it is widespread. Coaches (27%) and staff members (47%) are less numerous to think so.

People victims of bullying of harassment don’t report what happens to them to someone in the CHL by fear of jeopardizing their career or because they don’t think anything would be done. Although, what they went through was important enough for them to tell someone around them.

- Only 17% of victims mentioned they reported the incident to someone in the CHL. Among those who didn’t, 70% told someone else around them. All in all, one victim out of ten (28%) don’t report it or talk about it to anyone.

Although these problems exist and are widespread, it doesn’t seem to acknowledge them as challenge that should be addressed.

- Half staff members (47%), players (46%) and families (61%) agree that the CHL should either focus on putting an end to bullying, discrimination or harassment. On the other hand, 65% of GMs and 54% of coaches don’t believe the CHL is facing any of these three challenges.

The prevalence of the issues surveyed is significant within the league. The numbers are too high to be isolated cases. But harassment, discrimination or bullying also seem to be seen as part of the game.
RESPONDENT PROFILE
## Respondent Profile

<table>
<thead>
<tr>
<th>Base: All respondents</th>
<th>TOTAL (n=665)</th>
<th>GM (n=31)</th>
<th>Coaches (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENDER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>78%</td>
<td>100%</td>
<td>100%</td>
<td>79%</td>
<td>99%</td>
<td>42%</td>
</tr>
<tr>
<td>Female</td>
<td>22%</td>
<td>0%</td>
<td>0%</td>
<td>21%</td>
<td>1%</td>
<td>58%</td>
</tr>
<tr>
<td><strong>AGE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16-18</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>24%</td>
<td>0%</td>
</tr>
<tr>
<td>19-21</td>
<td>24%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
<td>60%</td>
<td>1%</td>
</tr>
<tr>
<td>22-24</td>
<td>6%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>14%</td>
</tr>
<tr>
<td>25-34</td>
<td>7%</td>
<td>6%</td>
<td>24%</td>
<td>19%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>35-54</td>
<td>38%</td>
<td>74%</td>
<td>64%</td>
<td>45%</td>
<td>1%</td>
<td>66%</td>
</tr>
<tr>
<td>55+</td>
<td>16%</td>
<td>19%</td>
<td>10%</td>
<td>33%</td>
<td>1%</td>
<td>27%</td>
</tr>
<tr>
<td><strong>MOTHER TONGUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>French</td>
<td>28%</td>
<td>32%</td>
<td>34%</td>
<td>32%</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>English</td>
<td>70%</td>
<td>68%</td>
<td>64%</td>
<td>67%</td>
<td>72%</td>
<td>71%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>PROVINCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td>9%</td>
<td>6%</td>
<td>7%</td>
<td>6%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Alberta</td>
<td>12%</td>
<td>3%</td>
<td>3%</td>
<td>10%</td>
<td>19%</td>
<td>9%</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td>8%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Manitoba</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Ontario</td>
<td>29%</td>
<td>42%</td>
<td>32%</td>
<td>26%</td>
<td>21%</td>
<td>37%</td>
</tr>
<tr>
<td>Quebec</td>
<td>29%</td>
<td>26%</td>
<td>37%</td>
<td>34%</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>3%</td>
<td>10%</td>
<td>3%</td>
<td>5%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>4%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Prince Edward Island</td>
<td>2%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Newfoundland</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>0%</td>
<td>3%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>LEAGUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OHL</td>
<td>29%</td>
<td>42%</td>
<td>31%</td>
<td>27%</td>
<td>20%</td>
<td>37%</td>
</tr>
<tr>
<td>QMJHL</td>
<td>38%</td>
<td>30%</td>
<td>53%</td>
<td>43%</td>
<td>37%</td>
<td>33%</td>
</tr>
<tr>
<td>WHL</td>
<td>33%</td>
<td>19%</td>
<td>17%</td>
<td>31%</td>
<td>43%</td>
<td>29%</td>
</tr>
</tbody>
</table>

Note: For each profile category, the complement to 100% represents the mentions “Don’t know” and “Refusal.”
DETAILED RESULTS
1. PERCEPTION OF THE CHL AND EXTENT OF THE PROBLEM
Q5. In general, do you feel that the Canadian Hockey League (CHL) is currently doing rather well or rather poorly?
Base: All respondents (n=665)

- Rather well:
  - League:
    - OHL: 74%
    - QMJHL: 70%
    - WHL: 77%
  - Proportion significantly higher among: Respondents who heard of cases of bullying or harassment (13%) or witnessed one (25%)

- Rather poorly:
  - League:
    - OHL: 9%
    - QMJHL: 12%
    - WHL: 6%
  - Proportion:
    - GM (n=31)
    - Coach (n=59)
    - Staff (n=98)
    - Players (n=259)
    - Family (n=212)

- DNK/Refusal:
  - League:
    - OHL: 17%
    - QMJHL: 18%
    - WHL: 17%
**REASON(S) THINGS ARE GOING WELL AT THE MOMENT**

**Q6. Why do you say that things are going rather well at the moment?**  
SEVERAL MENTIONS POSSIBLE - Because respondents were able to give several answers, the total of mentions may exceed 100%.

Base: Respondents who feel the CHL is doing rather well (n=488)

<table>
<thead>
<tr>
<th>Category of respondents</th>
<th>Category of respondents</th>
<th>Category of respondents</th>
<th>Category of respondents</th>
<th>Category of respondents</th>
<th>Category of respondents</th>
<th>Category of respondents</th>
<th>Category of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GM</td>
<td>Coach</td>
<td>Staff</td>
<td>Players</td>
<td>Family</td>
<td>OHL</td>
<td>QMJHL</td>
</tr>
<tr>
<td></td>
<td>n=27*</td>
<td>50</td>
<td>67</td>
<td>191</td>
<td>150</td>
<td>142</td>
<td>177</td>
</tr>
<tr>
<td>Wellness/environment conducive to player development</td>
<td>52%</td>
<td>46%</td>
<td>22%</td>
<td>18%</td>
<td>21%</td>
<td>23%</td>
<td>28%</td>
</tr>
<tr>
<td>Adaptation to COVID-19 (current situation)</td>
<td>4%</td>
<td>6%</td>
<td>10%</td>
<td>7%</td>
<td>20%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Coaching/School Development</td>
<td>26%</td>
<td>26%</td>
<td>15%</td>
<td>5%</td>
<td>3%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Positive experience (general)</td>
<td>4%</td>
<td>2%</td>
<td>10%</td>
<td>9%</td>
<td>9%</td>
<td>12%</td>
<td>5%</td>
</tr>
<tr>
<td>Quality of leadership and staff/Professionalism</td>
<td>4%</td>
<td>22%</td>
<td>6%</td>
<td>2%</td>
<td>7%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>League Development/Improvement</td>
<td>30%</td>
<td>12%</td>
<td>3%</td>
<td>1%</td>
<td>3%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Success/Talents of the players</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>6%</td>
<td>3%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Education/Awareness of respect, equity and good behaviour</td>
<td>15%</td>
<td>8%</td>
<td>10%</td>
<td>2%</td>
<td>4%</td>
<td>11%</td>
<td>2%</td>
</tr>
<tr>
<td>Coaching/Personal Development</td>
<td>11%</td>
<td>6%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>No problems to report</td>
<td>-</td>
<td>-</td>
<td>6%</td>
<td>3%</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Good communication</td>
<td>-</td>
<td>-</td>
<td>1%</td>
<td>2%</td>
<td>7%</td>
<td>4%</td>
<td>-</td>
</tr>
<tr>
<td>Good product on ice / Entertainment</td>
<td>7%</td>
<td>4%</td>
<td>-</td>
<td>3%</td>
<td>5%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Stability/financial benefits</td>
<td>4%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Good attendance/interest of the spectators</td>
<td>-</td>
<td>-</td>
<td>4%</td>
<td>2%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Involvement / Pride in the community</td>
<td>4%</td>
<td>-</td>
<td>3%</td>
<td>1%</td>
<td>-</td>
<td>1%</td>
<td>-</td>
</tr>
<tr>
<td>Competition/Game caliber</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2%</td>
<td>1%</td>
<td>-</td>
<td>1%</td>
</tr>
<tr>
<td>Players seem happy</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Good image/Media coverage/Advertising</td>
<td>-</td>
<td>-</td>
<td>1%</td>
<td>1%</td>
<td>-</td>
<td>-</td>
<td>1%</td>
</tr>
<tr>
<td>Good support (general)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1%</td>
<td>-</td>
<td>1%</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>6%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>15%</td>
<td>20%</td>
<td>31%</td>
<td>50%</td>
<td>33%</td>
<td>30%</td>
<td>38%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.*
**REASON(S) THINGS ARE GOING POORLY AT THE MOMENT**

**Q7. Why do you say that things are going rather poorly at the moment?** SEVERAL MENTIONS POSSIBLE - Because respondents were able to give several answers, the total of mentions may exceed 100%.

Base: Respondents who feel the CHL is doing rather poorly (n=61)

<table>
<thead>
<tr>
<th>Reason</th>
<th>GM 1**</th>
<th>Coach 3**</th>
<th>Staff 10*</th>
<th>Players 29*</th>
<th>Family 17*</th>
<th>OHL 18*</th>
<th>QMJHL 29*</th>
<th>WHL 14*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mistreatment of players / Poor Coaching</td>
<td>-</td>
<td>-</td>
<td>20%</td>
<td>17%</td>
<td>29%</td>
<td>44%</td>
<td>10%</td>
<td>21%</td>
</tr>
<tr>
<td>Because of COVID-19</td>
<td>-</td>
<td>-</td>
<td>30%</td>
<td>10%</td>
<td>29%</td>
<td>11%</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>Legal proceedings</td>
<td>-</td>
<td>-</td>
<td>20%</td>
<td>14%</td>
<td>24%</td>
<td>6%</td>
<td>31%</td>
<td>7%</td>
</tr>
<tr>
<td>Communication Problem / League Image</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7%</td>
<td>24%</td>
<td>17%</td>
<td>7%</td>
<td>14%</td>
</tr>
<tr>
<td>Financial Problems</td>
<td>-</td>
<td>-</td>
<td>20%</td>
<td>7%</td>
<td>12%</td>
<td>-</td>
<td>17%</td>
<td>7%</td>
</tr>
<tr>
<td>Decreased/Prohibited attendance at games / Loss of revenue</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>7%</td>
<td>18%</td>
<td>6%</td>
<td>17%</td>
<td>-</td>
</tr>
<tr>
<td>Insufficient Salary/Scholarships for players</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>14%</td>
</tr>
<tr>
<td>Problem with staff</td>
<td>-</td>
<td>-</td>
<td>20%</td>
<td>-</td>
<td>-</td>
<td>11%</td>
<td>3%</td>
<td>-</td>
</tr>
<tr>
<td>Toxic culture (Intimidation/Harassment/etc.)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>6%</td>
<td>6%</td>
<td>-</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>-</td>
<td>18%</td>
<td>11%</td>
<td>7%</td>
<td>-</td>
</tr>
<tr>
<td>Don't know / Refusal</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>41%</td>
<td>-</td>
<td>17%</td>
<td>21%</td>
<td>29%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.

**Results are not presented since the number of respondents is too low (n<10).
WHAT THE CHL IS

Q25B. In your opinion, is the CHL currently mainly a talent development league or mainly a competitive league?
Base: All respondents (n=665)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainly development</td>
<td>68%</td>
<td>53%</td>
<td>28%</td>
<td>55%</td>
<td>51%</td>
</tr>
<tr>
<td>Mainly competitive</td>
<td>23%</td>
<td>46%</td>
<td>41%</td>
<td>41%</td>
<td>63%</td>
</tr>
<tr>
<td>DNK</td>
<td>10%</td>
<td>2%</td>
<td>4%</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>League</th>
<th>OHL n=193</th>
<th>QMJHL n=252</th>
<th>WHL n=220</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainly development</td>
<td>51%</td>
<td>43%</td>
<td>38%</td>
</tr>
<tr>
<td>Mainly competitive</td>
<td>41%</td>
<td>53%</td>
<td>51%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>8%</td>
<td>4%</td>
<td>11%</td>
</tr>
</tbody>
</table>
Q26. In your opinion, should the CHL be mainly a talent development league or mainly a competitive league?
Base: All respondents (n=665)

Mainly development
- GM (n=31): 74%
- Coach (n=59): 78%
- Staff (n=98): 76%
- Players (n=259): 65%
- Family (n=212): 71%

Mainly competitive
- GM (n=31): 13%
- Coach (n=59): 19%
- Staff (n=98): 15%
- Players (n=259): 16%
- Family (n=212): 24%

DNK
- GM (n=31): 13%
- Coach (n=59): 9%
- Staff (n=98): 11%
- Players (n=259): 13%
- Family (n=212): 13%

Proportion significantly higher among:
- Respondents living in Quebec (79%)

<table>
<thead>
<tr>
<th>League</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainly development</td>
<td>72%</td>
<td>74%</td>
<td>63%</td>
</tr>
<tr>
<td>Mainly competitive</td>
<td>17%</td>
<td>17%</td>
<td>23%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>11%</td>
<td>9%</td>
<td>14%</td>
</tr>
</tbody>
</table>
ENVIRONMENT MEETING THEIR EXPECTATIONS

Q7B. Does the current environment within the league meet your expectations?
Base: All respondents (n=665)

Proportion significantly higher among:
- Women (17%)
- Respondents who heard of cases of bullying or harassment (20%) or witnessed one (32%)

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76%</td>
<td>81%</td>
<td>74%</td>
</tr>
<tr>
<td>No</td>
<td>17%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>7%</td>
<td>10%</td>
<td>15%</td>
</tr>
</tbody>
</table>
EXISTENCE OF PROBLEMS WITHIN THE CHL

Q8. In your opinion, do the following problems currently exist within the CHL?
Base: All respondents (n=665)

% YES THIS EXISTS presented

- Bullying
  - GM (n=31)
  - Coach (n=59)
  - Staff (n=98)
  - Players (n=259)
  - Family (n=212)

- Harassment
  - GM (n=31)
  - Coach (n=59)
  - Staff (n=98)
  - Players (n=259)
  - Family (n=212)

- Discrimination
  - GM (n=31)
  - Coach (n=59)
  - Staff (n=98)
  - Players (n=259)
  - Family (n=212)

Proportion significantly higher among:
- Women (54%)
- Respondents who heard of cases of bullying or harassment (69%) or witnessed one (84%)

Proportion significantly higher among:
- Women (42%)
- Respondents who heard of cases of bullying or harassment (56%) or witnessed one (69%)

Proportion significantly higher among:
- Women (46%)
- Respondents who heard of cases of bullying or harassment (48%) or witnessed one (58%)

<table>
<thead>
<tr>
<th>% YES THIS EXISTS presented</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bullying</td>
<td>47%</td>
<td>40%</td>
<td>31%</td>
</tr>
<tr>
<td>Harassment</td>
<td>39%</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>Discrimination</td>
<td>29%</td>
<td>35%</td>
<td>25%</td>
</tr>
</tbody>
</table>
EXTENT OF THE HARASSMENT PROBLEM

Q9A. In your opinion, is harassment currently very, somewhat, not very or not widespread at all in the CHL?
Base: Respondents who think harassment exists within the league (n=201)

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (69%) or witnessed one (71%)

TOTAL WIDESPREAD: 42% / 50% / 75% / 62%

TOTAL NOT WIDESPREAD: 58% / 50% / 25% / 38%

<table>
<thead>
<tr>
<th></th>
<th>Very widespread</th>
<th>Somewhat widespread</th>
<th>Not very widespread</th>
<th>Not widespread at all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17%</td>
<td>44%</td>
<td>61%</td>
<td>56%</td>
</tr>
<tr>
<td>OHL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GM</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coach</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Players</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QMJHL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WHL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL 75</th>
<th>QMJHL 66</th>
<th>WHL 60</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL WIDESPREAD</td>
<td>65%</td>
<td>58%</td>
<td>65%</td>
</tr>
<tr>
<td>Very widespread</td>
<td>9%</td>
<td>5%</td>
<td>13%</td>
</tr>
<tr>
<td>Somewhat widespread</td>
<td>56%</td>
<td>53%</td>
<td>52%</td>
</tr>
<tr>
<td>TOTAL NOT WIDESPREAD</td>
<td>35%</td>
<td>42%</td>
<td>35%</td>
</tr>
<tr>
<td>Not very widespread</td>
<td>33%</td>
<td>41%</td>
<td>32%</td>
</tr>
<tr>
<td>Not widespread at all</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.
**Results are not presented since the number of respondents is too low (n<10).
EXTENT OF THE BULLYING PROBLEM

Q9B. In your opinion, is bullying currently very, somewhat, not very or not widespread at all in the CHL?
Base: Respondents who think bullying exists within the league (n=259)

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (78%) or witnessed one (81%)

**TOTAL WIDESPREAD: 60% / 56% / 77% / 71%**

**TOTAL NOT WIDESPREAD: 40% / 44% / 23% / 29%**

<table>
<thead>
<tr>
<th>League</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL WIDESPREAD</td>
<td>73%</td>
<td>61%</td>
<td>77%</td>
</tr>
<tr>
<td>Very widespread</td>
<td>13%</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>Somewhat widespread</td>
<td>60%</td>
<td>51%</td>
<td>61%</td>
</tr>
<tr>
<td>TOTAL NOT WIDESPREAD</td>
<td>27%</td>
<td>39%</td>
<td>23%</td>
</tr>
<tr>
<td>Not very widespread</td>
<td>24%</td>
<td>38%</td>
<td>23%</td>
</tr>
<tr>
<td>Not widespread at all</td>
<td>2%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.

**Results are not presented since the number of respondents is too low (n<10).
EXTENT OF THE DISCRIMINATION PROBLEM

Q9C. In your opinion, is discrimination currently very, somewhat, not very or not widespread at all in the CHL?
Base: Respondents who think discrimination exists within the league (n=198)

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (66%) or witnessed one (69%)

TOTAL WIDESPREAD: 27% / 47% / 69% / 63%

TOTAL NOT WIDESPREAD: 73% / 53% / 31% / 37%

<table>
<thead>
<tr>
<th></th>
<th>Very widespread</th>
<th>Somewhat widespread</th>
<th>Not very widespread</th>
<th>Not widespread at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM (n=5**)</td>
<td>9%</td>
<td>15%</td>
<td>54%</td>
<td>50%</td>
</tr>
<tr>
<td>Coach (n=11*)</td>
<td>3%</td>
<td>44%</td>
<td>31%</td>
<td>53%</td>
</tr>
<tr>
<td>Staff (n=32)</td>
<td>13%</td>
<td>54%</td>
<td>37%</td>
<td>55%</td>
</tr>
<tr>
<td>Players (n=61)</td>
<td>18%</td>
<td>18%</td>
<td>18%</td>
<td>0%</td>
</tr>
<tr>
<td>Family (n=86)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Given the small number of respondents (n<30) data are presented for illustrative purposes only.

**Results are not presented since the number of respondents is too low (n<10).
MAIN CHALLENGE OF THE CHL

Q10. Which of the following elements, if any, is the main challenge that the CHL currently faces?
Base: All respondents (n=665)

Putting an end to bullying:
- GM: 3%, Coach: 20%, Staffs: 21%, Players: 17%, Family: 32%

Putting an end to discrimination:
- GM: 6%, Coach: 3%, Staffs: 14%, Players: 17%, Family: 15%

Putting an end to harassment:
- GM: 3%, Coach: 7%, Staffs: 11%, Players: 13%, Family: 15%

None of these challenges:
- GM: 28%, Coach: 14%, Staffs: 35%, Players: 23%, Family: 19%

DNK / Refusal:
- GM: 15%, Coach: 15%, Staffs: 26%, Players: 19%, Family: 25%

TOTAL ONE OF THESE CHALLENGES:
- 13% / 31% / 47% / 46% / 61%

Proportion significantly higher among:
- Women (62%)
- Respondents who heard of cases of bullying or harassment (70%) or witnessed one (78%)
MAIN CHALLENGE OF THE CHL – BY LEAGUE

Q10. Which of the following elements, if any, is the main challenge that the CHL currently faces?
Base: All respondents

<table>
<thead>
<tr>
<th>Challenge</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL ONE OF THESE CHALLENGES</td>
<td>54%</td>
<td>47%</td>
<td>45%</td>
</tr>
<tr>
<td>Putting an end to bullying</td>
<td>29%</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Putting an end to discrimination</td>
<td>10%</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Putting an end to harassment</td>
<td>16%</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td>None of these challenges</td>
<td>24%</td>
<td>31%</td>
<td>35%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>22%</td>
<td>23%</td>
<td>20%</td>
</tr>
</tbody>
</table>
BULLYING AND HARASSMENT IN MAJOR JUNIOR HOCKEY IN CANADA COMPARED TO OTHER SPORTS OF THE SAME LEVEL

Q24. In your opinion, are bullying and harassment in major junior hockey in Canada worse, similar or not as bad than in other sports of the same level?
Base: All respondents (n=665)

Proportion significantly higher among:
- Respondents aged between 16-24 (11%)
- Respondents who heard of cases of bullying or harassment (16%) or witnessed one (24%)

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worse</td>
<td>11%</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>Similar</td>
<td>30%</td>
<td>48%</td>
<td>31%</td>
</tr>
<tr>
<td>Not as bad</td>
<td>23%</td>
<td>18%</td>
<td>26%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>36%</td>
<td>27%</td>
<td>35%</td>
</tr>
</tbody>
</table>
Q24B. In your opinion, are bullying and harassment in major junior hockey in Canada worse, similar or not as bad than in other hockey levels?

Base: All respondents (n=665)

**Proportion significantly higher among:**
- Respondents who heard of cases of bullying or harassment (17%) or witnessed one (23%)

<table>
<thead>
<tr>
<th>League</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worse</td>
<td>12%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Similar</td>
<td>30%</td>
<td>50%</td>
<td>35%</td>
</tr>
<tr>
<td>Not as bad</td>
<td>29%</td>
<td>18%</td>
<td>24%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>30%</td>
<td>24%</td>
<td>32%</td>
</tr>
</tbody>
</table>
LEVEL OF AGREEMENT WITH STATEMENTS CONCERNING THE CHL (1/2)

Q25. Do you agree or disagree with the following statements?
Base: All respondents (n=665)

<table>
<thead>
<tr>
<th>Category of respondents</th>
<th>GM</th>
<th>Coach</th>
<th>Staff</th>
<th>Players</th>
<th>Family</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=</td>
<td>31</td>
<td>59</td>
<td>98</td>
<td>259</td>
<td>212</td>
<td>193</td>
<td>252</td>
<td>220</td>
</tr>
</tbody>
</table>

### Regardless of the number of cases, the CHL must act to eliminate harassment and bullying
- **Total Agree**: 94% 97% 97% 82% 95%
- **Total Disagree**: 0% 2% 2% 7% 2%
- **Don’t know / Refusal**: 6% 2% 1% 11% 3%

### It’s normal to be under a lot of pressure to perform in the CHL
- **Total Agree**: 71% 81% 78% 86% 79%
- **Total Disagree**: 23% 17% 21% 8% 17%
- **Don’t know / Refusal**: 6% 2% 1% 5% 4%

### When the media reports cases of harassment or bullying, this helps the CHL to improve
- **Total Agree**: 35% 56% 63% 58% 71%
- **Total Disagree**: 45% 37% 29% 26% 19%
- **Don’t know / Refusal**: 19% 7% 8% 16% 9%

### Some people in the CHL confuse harassment with performance requirements
- **Total Agree**: 35% 32% 47% 52% 47%
- **Total Disagree**: 35% 51% 29% 28% 29%
- **Don’t know / Refusal**: 29% 17% 24% 20% 24%

### When the media reports cases of harassment or bullying, this undermines the CHL
- **Total Agree**: 61% 51% 37% 46% 38%
- **Total Disagree**: 26% 37% 51% 33% 54%
- **Don’t know / Refusal**: 13% 12% 12% 22% 8%
LEVEL OF AGREEMENT WITH STATEMENTS CONCERNING THE CHL (2/2)

Q25. Do you agree or disagree with the following statements?
Base: All respondents (n=665)

<table>
<thead>
<tr>
<th>Category of respondents</th>
<th>GM</th>
<th>Coach</th>
<th>Staff</th>
<th>Players</th>
<th>Family</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=</td>
<td>31</td>
<td>59</td>
<td>98</td>
<td>259</td>
<td>212</td>
<td>193</td>
<td>252</td>
<td>220</td>
</tr>
<tr>
<td><strong>Cases of harassment or bullying are greatly exaggerated in major junior hockey</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Agree</td>
<td>65%</td>
<td>56%</td>
<td>30%</td>
<td>42%</td>
<td>13%</td>
<td>35%</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td>Total Disagree</td>
<td>6%</td>
<td>27%</td>
<td>43%</td>
<td>37%</td>
<td>65%</td>
<td>49%</td>
<td>45%</td>
<td>42%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>29%</td>
<td>17%</td>
<td>28%</td>
<td>20%</td>
<td>22%</td>
<td>17%</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Some teams within the CHL are known to tolerate harassment and bullying</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Agree</td>
<td>16%</td>
<td>17%</td>
<td>23%</td>
<td>24%</td>
<td>42%</td>
<td>39%</td>
<td>23%</td>
<td>26%</td>
</tr>
<tr>
<td>Total Disagree</td>
<td>52%</td>
<td>51%</td>
<td>45%</td>
<td>48%</td>
<td>17%</td>
<td>31%</td>
<td>44%</td>
<td>37%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
<td>28%</td>
<td>40%</td>
<td>30%</td>
<td>33%</td>
<td>36%</td>
</tr>
</tbody>
</table>
2. HEARD OF OR WITNESSED SITUATIONS OF HARASSMENT/BULLYING
HEARD OF CASES OR SITUATIONS OF BULLYING OR HARASSMENT IN THE CHL

Q11. In the past 4 years, have you ever heard of cases or situations of bullying or harassment in the CHL, other than those reported in the media?
Base: All respondents (n=665)

Proportion significantly higher among:
- Women (48%)
- Respondents aged between 19 and 21 (50%)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>26%</td>
<td>20%</td>
<td>32%</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>No</td>
<td>74%</td>
<td>80%</td>
<td>64%</td>
<td>51%</td>
<td>48%</td>
</tr>
<tr>
<td>DNK/Refusal</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>4%</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL (n=193)</th>
<th>QMJHL (n=252)</th>
<th>WHL (n=220)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46%</td>
<td>35%</td>
<td>41%</td>
</tr>
<tr>
<td>No</td>
<td>53%</td>
<td>58%</td>
<td>55%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>2%</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>
WITNESSED CASES OR SITUATIONS OF BULLYING OR HARASSMENT IN THE CHL

Q12. In the past 4 years, have you ever witnessed cases or situations of bullying or harassment in the CHL?
Base: All respondents (n=665)

Proportion significantly higher among:
- Respondents aged between 19 and 21 (30%) or 22 and 24 (34%)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10%</td>
<td>10%</td>
<td>15%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>79%</td>
<td>88%</td>
<td>77%</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>DNK/Refusal</td>
<td>0%</td>
<td>2%</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>League</th>
<th>OHL (n=193)</th>
<th>QMJHL (n=252)</th>
<th>WHL (n=220)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20%</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>No</td>
<td>77%</td>
<td>75%</td>
<td>74%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>3%</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>
REPORT THE CASE TO SOMEONE IN THE CHL

Q12A. Did you report the case to someone in the CHL?
Base: Respondents who witnessed or heard of a case or situation of harassment or bullying (n=280)

Proportion significantly higher among:
- Respondents aged between 16 and 24 (81%)
- Respondents living in Quebec (86%)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=8**)</th>
<th>Coach (n=13*)</th>
<th>Staff (n=33)</th>
<th>Players (n=121)</th>
<th>Family (n=100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>62%</td>
<td>61%</td>
<td>76%</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>3%</td>
<td>12%</td>
<td>18%</td>
<td>23%</td>
<td>15%</td>
</tr>
<tr>
<td>DNK / Refusal</td>
<td>15%</td>
<td>12%</td>
<td>15%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL 90</th>
<th>QMJHL 96</th>
<th>WHL 94</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>13%</td>
<td>6%</td>
<td>12%</td>
</tr>
<tr>
<td>No</td>
<td>68%</td>
<td>85%</td>
<td>71%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>19%</td>
<td>8%</td>
<td>17%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.
**Results are not presented since the number of respondents is too low (n<10).
OUTCOME(S) OF WHAT THEY REPORTED

Q12B. What was or were the outcome(s) of what you reported?
Base: Respondents who reported the case they heard of or witnessed (n=19)

Given the small number of respondents (n<30) only the verbatim is presented.

<table>
<thead>
<tr>
<th>Verbatim</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cas isolés qu on ma répondu 😊</td>
<td></td>
</tr>
<tr>
<td>Boys will boys...trying to build team moral....it's a case of two sides to each story....i could go on, but the inaction of the team was very alarming.</td>
<td></td>
</tr>
<tr>
<td>Team mandated suspension/discipline</td>
<td></td>
</tr>
<tr>
<td>Swept under the rug. This was our former head coach. Blatant bullying, harassment witnessed by myself as well as by numerous players. I reported it to other coaches, I don't believe they spoke with him, as they were under his level and probably felt they couldn't speak to him with out being reprimanded themselves.</td>
<td></td>
</tr>
<tr>
<td>Changes were made in the team through trades</td>
<td></td>
</tr>
<tr>
<td>Harcèlement et intimidations par propriétaires. Situations adressées mais par le suivi en quelque sorte enterrées</td>
<td></td>
</tr>
<tr>
<td>- I was not listened too - was told they already deal with things like I was reporting - was basically ignored - not taken seriously</td>
<td></td>
</tr>
<tr>
<td>J'attend encore!</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td>meetings with players, ownership, coaches, parents, billets, agents, league personnel, etc. some instances a trade resulted.</td>
<td></td>
</tr>
<tr>
<td>Swept under the rug and covered up so as not to harm the team/franchise. It involved an equipment manager constantly physically and mentally abusing a special needs helper. Upon that helpers termination, the boys mother reported what her son told her and there were closed door meetings held with the person(s) doing the mentioned harassment which were categorically denied. I was never asked if I witnessed anything and made it known I had and had even told the person to stop doing it on more than one occasion. The same person did similar things to me until I threatened them to stop. They had another incidence of throwing something at the bus driver which was also reported by myself and the bus driver and nothing done about it to punish the individual. I actually left the team in large part because of this person.</td>
<td></td>
</tr>
<tr>
<td>Nobody wanna to do anything with it I!!! got bully, harassment was made on me and my famyl and racists comments been made!! The [REDACTED] an I'm not Even talking about mental health of full famyl!!! So what you going to do about to make it better for others after me!Or even me ??when [REDACTED] rather turn his back on me then help me!!! Its horrible And now you sending me this test for what? When you all know it's about powerful people what thay thing they can do anything they want with punishment</td>
<td></td>
</tr>
<tr>
<td>Coach was harassing players and reported it to GM. GM told coach and this made the situation worse. Nothing was done and 4 kids ended up leaving the team due to this environment. the people involved were spoken to it was investigated and conclude, resolved plus educated. J'ai communiquer avec le gérant de l'équipe et aucun changement, l'entraineur encourageait ce comportement The player that was the victim of the harassment was traded from the team, and the issue was never resolved.</td>
<td></td>
</tr>
<tr>
<td>Played who instigated the bullying was traded shortly after the incident. I am not aware if the new team was notified of the incident at the time of the trade. I do know that player did have off ice issues with the law following his trade</td>
<td></td>
</tr>
<tr>
<td>Partially dealt with but not fully.</td>
<td></td>
</tr>
</tbody>
</table>
### REASONS NOT TO REPORT THE CASE

**Q12C. Why didn't you report the case to someone in the CHL?**
Base: Respondents who didn’t report the case they heard of or witnessed (n=210)

<table>
<thead>
<tr>
<th>Category of respondents</th>
<th>GM</th>
<th>Coach</th>
<th>Staff</th>
<th>Players</th>
<th>Family</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was not a witness/not directly involved</td>
<td>-</td>
<td>-</td>
<td>5%</td>
<td>4%</td>
<td>22%</td>
<td>15%</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>It's not my role/Must be dealt with by the people in charge (parents or within the team)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9%</td>
<td>7%</td>
<td></td>
<td>18%</td>
<td>-</td>
</tr>
<tr>
<td>No cases to report</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>8%</td>
<td>4%</td>
<td>7%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Problem has already been reported/settled</td>
<td>-</td>
<td>-</td>
<td>25%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>11%</td>
<td>4%</td>
</tr>
<tr>
<td>Didn't seem serious enough to me</td>
<td>-</td>
<td>-</td>
<td>5%</td>
<td>9%</td>
<td>3%</td>
<td>10%</td>
<td>1%</td>
<td>9%</td>
</tr>
<tr>
<td>Risk of harm to the player/Confidentiality at his or her request</td>
<td>-</td>
<td>-</td>
<td>5%</td>
<td>1%</td>
<td>11%</td>
<td>7%</td>
<td>1%</td>
<td>7%</td>
</tr>
<tr>
<td>Risk of harming me</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>4%</td>
<td>-</td>
<td>2%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>This would not solve anything/Powerless</td>
<td>-</td>
<td>-</td>
<td>5%</td>
<td>1%</td>
<td>7%</td>
<td>3%</td>
<td>6%</td>
<td>-</td>
</tr>
<tr>
<td>Bullying is a normal part of hockey</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>1%</td>
<td>5%</td>
<td>5%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Because it is the coach</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>-</td>
<td>3%</td>
</tr>
<tr>
<td>Fear</td>
<td>-</td>
<td>-</td>
<td>2%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3%</td>
</tr>
<tr>
<td>I was later informed</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>3%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>5%</td>
<td>1%</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
<td>-</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>-</td>
<td>-</td>
<td>25%</td>
<td>61%</td>
<td>30%</td>
<td>31%</td>
<td>50%</td>
<td>43%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.

**Results are not presented since the number of respondents is too low (n<10).
DEAL WITH HARASSMENT OR BULLYING CASES

Q19. In the past 4 years, have you dealt with any cases of harassment or bullying within your organization?
Base: All respondents except players (n=400)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td>26%</td>
<td>24%</td>
<td>16%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td>74%</td>
<td>73%</td>
<td>77%</td>
<td>76%</td>
</tr>
<tr>
<td><strong>DNK/Refusal</strong></td>
<td>0%</td>
<td>3%</td>
<td>7%</td>
<td>13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18%</td>
<td>10%</td>
<td>19%</td>
</tr>
<tr>
<td>No</td>
<td>72%</td>
<td>82%</td>
<td>71%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>10%</td>
<td>8%</td>
<td>10%</td>
</tr>
</tbody>
</table>
RECEIVED CONFIDENCE OF A PLAYER BEING HARASSED OR BULLIED

Q21. In the past 4 years, did a player confide in you about being a victim of harassment or bullying within the scope of CHL activities?

Base: All respondents \( n=665 \)

<table>
<thead>
<tr>
<th></th>
<th>GM (( n=31 ))</th>
<th>Coach (( n=59 ))</th>
<th>Staff (( n=98 ))</th>
<th>Players (( n=259 ))</th>
<th>Family (( n=212 ))</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>13%</td>
<td>22%</td>
</tr>
<tr>
<td>No</td>
<td>77%</td>
<td>81%</td>
<td>79%</td>
<td>81%</td>
<td>71%</td>
</tr>
<tr>
<td>DNK/ Refusal</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL ( n=193 )</th>
<th>QMJHL ( n=252 )</th>
<th>WHL ( n=220 )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>22%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>No</td>
<td>73%</td>
<td>80%</td>
<td>77%</td>
</tr>
<tr>
<td>Don't know / Refusal</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Q23C. In the last 4 years, has someone said something to you that made you think that they might be a victim of abuse in the CHL?

Base: All respondents (n=665)

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (30%) or witnessed one (44%)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23%</td>
<td>14%</td>
<td>13%</td>
<td>12%</td>
<td>16%</td>
</tr>
<tr>
<td>No</td>
<td>77%</td>
<td>85%</td>
<td>85%</td>
<td>82%</td>
<td>77%</td>
</tr>
<tr>
<td>DNK/Refusal</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
<td>5%</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>17%</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>No</td>
<td>80%</td>
<td>81%</td>
<td>80%</td>
</tr>
<tr>
<td>Don’t know/Refusal</td>
<td>3%</td>
<td>6%</td>
<td>6%</td>
</tr>
</tbody>
</table>
3. PERSONALLY EXPERIENCED A SITUATION OF HARASSMENT/BULLYING
Q14. Do you consider that you have personally been a victim of bullying or harassment in the CHL?
Base: Coaches, staffs and players (n=416)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>12%</td>
</tr>
<tr>
<td>10%</td>
<td>88%</td>
</tr>
</tbody>
</table>

Proportion significantly higher among:
• Respondents aged between 25 and 34 (24%)

<table>
<thead>
<tr>
<th>Yes</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>9%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>86%</td>
<td>91%</td>
<td>88%</td>
<td></td>
</tr>
</tbody>
</table>
Q15. Did you report what happened to you to someone in the CHL?
Base: Coaches, staffs and players who consider themselves victim of bullying or harassment (n=47)

% TOTAL presented
The number of respondents is too small to split in between coaches, staffs and players.

Yes 17%
No 79%
Refusal 4%

Q14B. Did you tell anyone else about this?
Base: Coaches, staffs and players who didn’t report it to someone in the CHL (n=37)

% TOTAL presented
The number of respondents is too small to split in between coaches, staffs and players.

Yes 70%
No 27%
Refusal 3%

---

28% didn’t report it or told anyone

---

League

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23%</td>
<td>6%</td>
<td>22%</td>
</tr>
<tr>
<td>No</td>
<td>77%</td>
<td>88%</td>
<td>72%</td>
</tr>
<tr>
<td>Refusal</td>
<td>0%</td>
<td>6%</td>
<td>6%</td>
</tr>
</tbody>
</table>

League

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30%</td>
<td>86%</td>
<td>85%</td>
</tr>
<tr>
<td>No</td>
<td>60%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Refusal</td>
<td>10%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.
**OUTCOME(S) OF WHAT THEY REPORTED**

Q14C. What was or were the outcome(s) of what you reported?
Base: Coaches, staffs and players who reported the case or situation to someone in the CHL (n=7)

*Given the small number of respondents (n<30) only the verbatim is presented.*

<table>
<thead>
<tr>
<th>No outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little to no action. GM wasn’t in a room while I was screamed at, and belittled by 2 coaches for 30 minutes. Told I had psychological issues by a team doctor, and trainer, to find out I had an extremely alarming medical condition. No apologies from team staff. Missed 6 months, and an entire season of WHL hockey because I was told I was making up things, and soft prior to the incident. Dismissed, swept under the rug etc. As mentioned, it’s part of the reason I resigned from my team. I have consulted for another team where I didn’t witness any of this behaviour and that was refreshing. Nothing really, I told my assistant coach and because it was someone above him he couldn’t do as much for me but was very helpful in talking things out</td>
</tr>
<tr>
<td>Like so said nothing happens when I report I been victim of racist comments on my background by owner .Didn’t even response to mail I send him!!</td>
</tr>
<tr>
<td>Was reported to [REDACTED] and they had someone look into the situation but said that coach was an old school coach and the players were being too sensitive</td>
</tr>
</tbody>
</table>
REASONS NOT TO REPORT WHAT HAPPENED TO THEM

Q14D. Why didn’t you report what happened to you to someone in the CHL?
Base: Coaches, staffs and players who didn’t report it to someone in the CHL (n=19)

*Given the small number of respondents (n<30) only the verbatim is presented.*

<table>
<thead>
<tr>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pour que mes coéquipiers plus âgés continuent de me respecter. Pour éviter de créer des distractions aux seins de l’équipe</td>
</tr>
<tr>
<td>I didn’t want to loose my job. I didn’t want any NHL team to look at me poorly</td>
</tr>
<tr>
<td>Scared, didn’t know if it actually would be consider harassment</td>
</tr>
<tr>
<td>Everyone was initiated as a rookie, some more severe than others</td>
</tr>
<tr>
<td>Just assumed it was part of the job.</td>
</tr>
<tr>
<td>Fear of jeopardizing career</td>
</tr>
<tr>
<td>did not want to harm the advancement of my career</td>
</tr>
<tr>
<td>At the time that this occurred it was accepted behaviour.</td>
</tr>
<tr>
<td>I that it would flag me as a whistle blower, ultimately i thought it would negatively effect my hockey career moving forward.</td>
</tr>
<tr>
<td>Même raison qu’avant</td>
</tr>
<tr>
<td>A qui voulez-vous que je le dise , mise a part ma mère</td>
</tr>
<tr>
<td>Wanted to manage it internally, wasn’t that bad</td>
</tr>
<tr>
<td>The CHL, GM, and coaches have all the power over you and are able to manipulate you and threaten to take away years of schooling if you aren’t completing the role that you have been given</td>
</tr>
<tr>
<td>I thought it was best to keep my mouth shut and accept the fact that coaches are allowed to berate you and attack you but then tell you not to take it personally. I believed that I was doing what was best for the team, and being told that it's normal for that to happen.</td>
</tr>
<tr>
<td>It was by a coach towards me in my 16 year old year, I didn’t want to hurt my career. That coach was fired for similar behaviour very soon after and had not worked in the CHL since. As I grew older and more mature, I would not have let the same things happen to me or my teammates again.</td>
</tr>
<tr>
<td>Je voulais avoir du temps de glace</td>
</tr>
<tr>
<td>I was a bullied by older players in the league as a player.</td>
</tr>
<tr>
<td>Fear of ice being taken away and being stigmatized in the league.</td>
</tr>
<tr>
<td>C'était un autre époque. C'était comme ça. C vraiment différent maintenant</td>
</tr>
</tbody>
</table>
4. CLARITY OF THE POLICIES AND REGULATIONS IN PLACE AND KNOWLEDGE OF HOW TO REACT
RECOGNIZING SIGNS OF GROOMING BEHAVIOUR

Q13. Do you feel confident in recognizing signs of grooming behaviour (e.g., steps taken to build a relationship leading to abuse) being carried out by team staff towards an athlete?
Base: All respondents (n=665)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>84%</td>
<td>69%</td>
<td>65%</td>
<td>58%</td>
<td>85%</td>
</tr>
<tr>
<td>No</td>
<td>16%</td>
<td>15%</td>
<td>31%</td>
<td>42%</td>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=</td>
<td>193</td>
<td>252</td>
<td>220</td>
</tr>
<tr>
<td>Yes</td>
<td>70%</td>
<td>56%</td>
<td>74%</td>
</tr>
<tr>
<td>No</td>
<td>30%</td>
<td>44%</td>
<td>26%</td>
</tr>
</tbody>
</table>
KNOWING WHAT TO DO IN CASE OF GROOMING BEHAVIOUR

Q13B. If you observed one of your team staff members showing signs of grooming behaviour towards an athlete, would you know what to do?  
Base: GM and coaches (n=90)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>94%</td>
<td>93%</td>
</tr>
<tr>
<td>No</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*Given the small number of respondents (n<30) data are presented for illustrative purposes only.*
CLARITY OF THE HARASSMENT AND BULLYING POLICIES AND REGULATION

Q16. In your opinion, are the harassment and bullying policies and regulations currently in force in the CHL clear?
Base: All respondents (n=665)

---

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (25%) or witnessed one (36%)

---

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=</td>
<td>193</td>
<td>252</td>
<td>220</td>
</tr>
<tr>
<td>Yes</td>
<td>73%</td>
<td>59%</td>
<td>66%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>14%</td>
<td>26%</td>
<td>20%</td>
</tr>
</tbody>
</table>
CLARITY OF CHL TRAINING PROGRAMS ON HARASSMENT AND BULLYING

Q17B. In your opinion, are the current CHL training programs on harassment and bullying clear?
Base: All respondents (n=665)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>84%</td>
<td>81%</td>
<td>59%</td>
<td>76%</td>
<td>48%</td>
</tr>
<tr>
<td>No</td>
<td>6%</td>
<td>8%</td>
<td>10%</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>DNK/ Refusal</td>
<td>10%</td>
<td>10%</td>
<td>13%</td>
<td>31%</td>
<td>38%</td>
</tr>
</tbody>
</table>

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (20%) or witnessed one (28%)

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=</td>
<td>193</td>
<td>252</td>
<td>220</td>
</tr>
<tr>
<td>Yes</td>
<td>70%</td>
<td>54%</td>
<td>74%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>17%</td>
<td>32%</td>
<td>19%</td>
</tr>
</tbody>
</table>
ENFORCEMENT OF THE HARASSMENT AND BULLYING POLICIES AND REGULATION

Q17. In your opinion are the existing CHL policies and regulations regarding harassment and bullying enforced?
Base: All respondents (n=665)

Proportion significantly higher among:
- Respondents who heard of cases of bullying or harassment (34%) or witnessed one (46%)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Players (n=259)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>54%</td>
<td>74%</td>
<td>27%</td>
<td>64%</td>
<td>78%</td>
</tr>
<tr>
<td>No</td>
<td>19%</td>
<td>9%</td>
<td>19%</td>
<td>15%</td>
<td>37%</td>
</tr>
<tr>
<td>DNK / Refusal</td>
<td>19%</td>
<td>15%</td>
<td>16%</td>
<td>25%</td>
<td>48%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL (n=193)</th>
<th>QMJHL (n=252)</th>
<th>WHL (n=220)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>51%</td>
<td>51%</td>
<td>55%</td>
</tr>
<tr>
<td>No</td>
<td>25%</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>24%</td>
<td>35%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Q18. If today you were looking for help to intervene in a case of harassment or bullying, would you know where to find that help?

Base: All respondents (n=665)

- **Yes**
  - GM (n=31): 90%
  - Coach (n=59): 88%
  - Staff (n=98): 87%
  - Players (n=259): 77%
  - Family (n=212): 62%

- **No**
  - GM (n=31): 10%
  - Coach (n=59): 12%
  - Staff (n=98): 13%
  - Players (n=259): 23%
  - Family (n=212): 38%

Proportion significantly higher among:
- Women (34%)
- Respondents who heard of cases of bullying or harassment (34%) or witnessed one (45%)

<table>
<thead>
<tr>
<th>League</th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>79%</td>
<td>69%</td>
<td>79%</td>
</tr>
<tr>
<td>No</td>
<td>21%</td>
<td>31%</td>
<td>21%</td>
</tr>
</tbody>
</table>
NECESSARY RESOURCES TO DEAL WITH POTENTIAL CASES OF HARASSMENT OR BULLYING

Q20. In your opinion, does your organization have the necessary resources to deal with potential cases of harassment or bullying?
Base: All respondents except players (n=400)

<table>
<thead>
<tr>
<th>Response</th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>97%</td>
<td>88%</td>
<td>81%</td>
<td>61%</td>
</tr>
<tr>
<td>No</td>
<td>3%</td>
<td>5%</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>DNK / Refusal</td>
<td>0%</td>
<td>7%</td>
<td>10%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Proportion significantly higher among:
- Women (14%)
- Respondents who heard of cases of bullying or harassment (21%) or witnessed one (31%)

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>n=</td>
<td>136</td>
<td>156</td>
<td>108</td>
</tr>
<tr>
<td>Yes</td>
<td>75%</td>
<td>71%</td>
<td>72%</td>
</tr>
<tr>
<td>No</td>
<td>8%</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>17%</td>
<td>17%</td>
<td>19%</td>
</tr>
</tbody>
</table>
KNOWING HOW TO INTERVENE

Q22. Would you know how to intervene if a young hockey player who was being harassed or bullied confided in you today?
Base: All respondents except players (n=400)

Proportion significantly higher among:
- Women (21%)
- Respondents who heard of cases of bullying or harassment (18%) or witnessed one (23%)

<table>
<thead>
<tr>
<th></th>
<th>GM (n=31)</th>
<th>Coach (n=59)</th>
<th>Staff (n=98)</th>
<th>Family (n=212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100%</td>
<td>98%</td>
<td>75%</td>
<td>6%</td>
</tr>
<tr>
<td>No</td>
<td>0%</td>
<td>0%</td>
<td>7%</td>
<td>19%</td>
</tr>
<tr>
<td>DNK/Refusal</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>OHL (n=136)</th>
<th>QMJHL (n=156)</th>
<th>WHL (n=108)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>86%</td>
<td>82%</td>
<td>84%</td>
</tr>
<tr>
<td>No</td>
<td>12%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Don’t know / Refusal</td>
<td>2%</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>
KNOWING THE RESOURCE AND WHO TO TALK TO

Q23B. Would you know...
Base: All respondents except players (n=400)

...which resource within the league to report the event to?

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67%</td>
<td>63%</td>
<td>74%</td>
</tr>
<tr>
<td>No</td>
<td>29%</td>
<td>30%</td>
<td>19%</td>
</tr>
<tr>
<td>DNK / Refusal</td>
<td>4%</td>
<td>7%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Proportion significantly higher among:
- Women (40%)
- Respondents who heard of cases of bullying or harassment (40%) or witnessed one (51%)

...who to talk to /... who to confide in?

<table>
<thead>
<tr>
<th></th>
<th>OHL</th>
<th>QMJHL</th>
<th>WHL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>94%</td>
<td>81%</td>
<td>78%</td>
</tr>
<tr>
<td>No</td>
<td>3%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>DNK / Refusal</td>
<td>9%</td>
<td>36%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Proportion significantly higher among:
- Women (28%)
- Respondents who heard of cases of bullying or harassment (27%) or witnessed one (41%)
EVALUATION OF THE ORGANIZATION

Q27. Have you ever had to formally evaluate your organization?
Base: All respondents (n=665)

TOTAL YES: 71% / 31% / 11% / 17% / 6%

TOTAL NO: 29% / 69% / 89% / 83% / 94%

(OHL n=193, QMJHL n=252, WHL n=220)

- GM (n=31)
- Coach (n=59)
- Staff (n=98)
- Players (n=259)
- Family (n=212)