Terms of Reference

Canadian Olympic Committee Independent Review Process

To receive and review information from individuals regarding their experiences
interacting with representatives of the Canadian Olympic Committee ("COC") or
those acting on behalf of the COC, to the extent that those experiences may
involve behaviour which appears or is thought to be inconsistent with the COC's
Policy Statement and Guidelines on Discrimination and Harassment.

This will include, but is not limited to a review of the results of the COC's Employee Engagement Survey and Workplace Assessment, which is in the process of being completed.

It is anticipated that there will be a mechanism put in place whereby individuals can either submit their information confidentially in electronic form and/or they can volunteer to be interviewed in person.

- 2. To review the COC's Policy Statement and Guidelines on Discrimination and Harassment and any related policy (collectively referred to herein as "the Policies"), as well as the implementation and administration of the Policies and the procedures contained therein, and assess all of the above relative to best practices and legal requirements.
- 3. To specifically review the circumstances which led to the preparation of and delivery of the letter to the then COC President, dated June 13, 2011, in order to understand what steps were taken and why.
- 4. To make any recommendations in respect of the foregoing which may be advisable and/or necessary in order to improve the COC's working environment, improve the experience of those individuals who engage or interact with representatives of the COC, and/or ensure that the COC continues to provide a safe and harassment-free environment for all.
- 5. To report to the President of the COC's Board on all of the foregoing. A summary report will be prepared which, without identifying any of the individuals who provided information in connection with this process, will set out the key findings from the above reviews and outline any recommendations for improvement. The Board commits to making this summary report available to the public.