

# INDEPENDENT REVIEW UPDATE

August 2018





# RUBIN THOMLINSON UPDATE – August 2018



## RECOMMENDATION

## CURRENT STATUS

COC Policy Statement and Guidelines on Ethics, Harassment and Discrimination and Whistleblowing revised, communicated and implemented.

- A new Conduct Policy approved by the Board on October 21, 2016 to replace 5 policies – Confidentiality and Privileged Information, Conflict of Interest and Standards of Conduct, Discrimination and Harassment, Ethics and Wagers and a new Whistleblowing Policy approved on October 14, 2017; both are posted on COC website.
- Mandatory policy review and acknowledgement built into COC staff onboarding.

Training program(s) to familiarize all staff with revised/new policies and processes developed and implemented.

- *Respect in the Workplace* web-based training – completed by all COC staff, BOD members and Rio 2016 Mission Team - May 12, 2016 and added as a mandatory component to COC staff onboarding and Games Mission Team training.

Appoint an individual with overall responsibility for Policy implementation and administration.

- HR Executive appointed – March 1, 2016.
- Corporate Secretary appointed – April 18, 2016; replaced by a General Counsel and Corporate Secretary - July 23, 2018.

Establish a record-keeping system for policy implementation and training.

- Completed

# RUBIN THOMLINSON UPDATE – August 2018 (CONT'D)



## RECOMMENDATION

## CURRENT STATUS

Operational effectiveness – establish a process for incident reporting and tracking and reporting issue resolution.

- Completed.

Establish a mechanism for Anonymous Complaints

- Whistleblowing servicer provider in place to provide web-based or telephonic anonymous and confidential incident reporting.

Revise Terms of Reference for the Ethics Commissioner to establish an independent resource for individuals to bring forward concerns

- Independent Resource Person role formalized within the new Conduct Policy; Ethics Commissioner role also identified in the Conduct Policy for ethical issues.

More emphasis on “Respect” and “Wellbeing” as COC Core Values

- New COC Values developed with definitions and implemented: Excellence, Accountability, Respect, Fun and Bravery. Values are embedded in processes and programs, including performance management and recognition for COC staff, as well as for Games Mission Team volunteers.

Continued Use of Surveys and other forms of review to monitor culture and ensure effective policy administration and enforcement.

- Senior managers and Directors provide a “pulse check” at monthly meetings with Senior Leadership Team.
- Employee cross-functional PULSE team.
- Exit interview process.
- Annual employee engagement surveys.