



GENDER EQUITY, EQUITY, DIVERSITY & INCLUSION

2024-2034

Water Polo Canada is committed to accelerating equity, celebrating diversity, and fostering an inclusive culture. Recognizing that GE, E, D & I are fundamental human rights underscores our belief that everyone should be treated with dignity and respect, no matter their characteristics.

**TOGETHER -
WE ALL WIN!**





HONORING TRADITIONAL TERRITORY

At WPC, we acknowledge that all of our facilities and participants are located on the treaty and traditional territories of Indigenous Peoples. To acknowledge the traditional territories is to recognize a history that predates the earliest European colonies, and the significance for Indigenous Peoples who lived and continue to live on this land. As a community, we remain committed to fostering positive and mutually beneficial relationships with Indigenous Peoples and communities. We also recognize that the privileges and benefits we enjoy as citizens of Canada are rooted in long standing treaties and historical relationships between Indigenous and non-Indigenous Peoples.

We are all treaty people and accept our responsibility to honour all of relations.



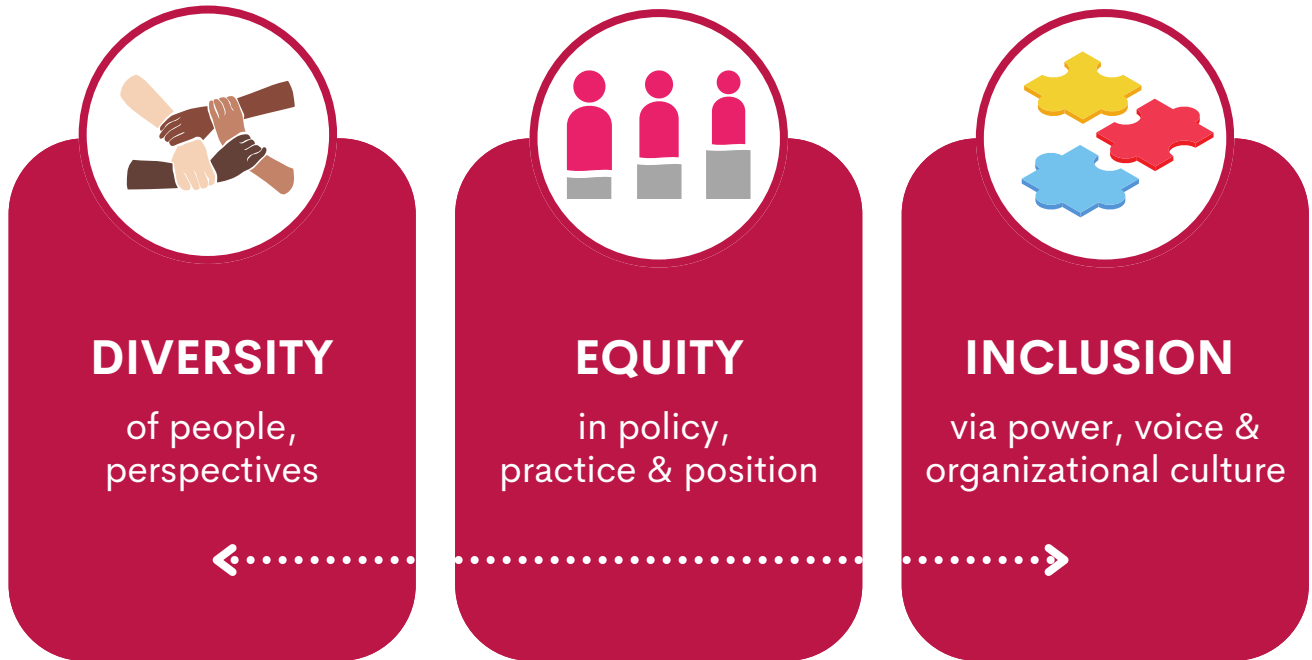
Deer, K. (2020, September 8). Beaded map of Canada creates 'a sense of community' among Indigenous artists amid pandemic. CBC News. <https://www.cbc.ca/news/indigenous/beaded-map-canada-completion-1.5712673>

We acknowledge the financial support
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Canada



THE PILLARS OF WPC'S GE, E, D, I PLAN



The three pillars of WPC's GE, E, D, I strategy, were derived from the goals and objectives outlined in WPC's 2024-2029 Strategic Plan.

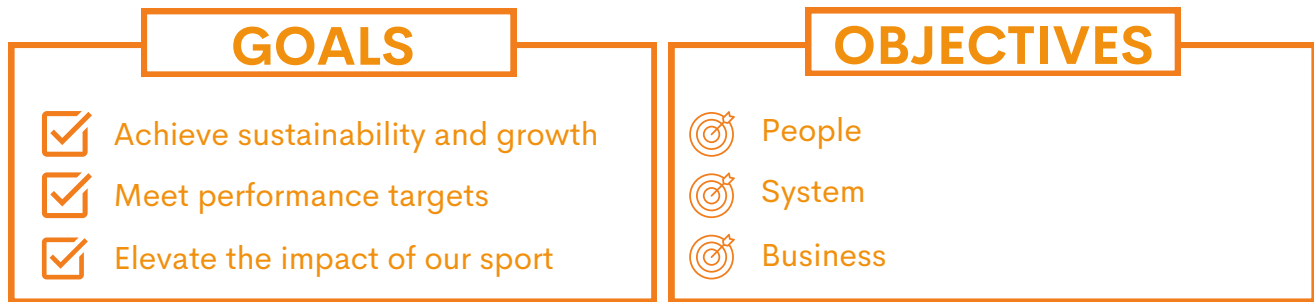




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TOGETHER – WE ALL WIN!

OUR GE, E, D & I PROMISE

- A diverse and inclusive community increases our focus and expands our opportunity to succeed in the sporting arena.
- Equity, Diversity, and Inclusion are integrated pillars, reinforced by our values. By aligning the strategy with these core components, we can embed GE, E, D&I into our sporting culture.





MEASURING PROGRESS

Over the next several years, the plan will serve as a roadmap for WPC's strategic planning journey towards GE, E, D&I excellence.

To hold ourselves accountable, measurement of progress and ensuring the advancement of the plan, WPC will rely on two external benchmarks:

By 2028 – Become one of Canada's Best Diversified National Sport Organizations.

This designation will be recognized by our peers, the sporting community and partners. Our programs will effectively lead other NSOs/PSOs and clubs to become better stewards for GE, E, D&I.

Our programs will be reviewed against others in Canada and graded for a ranking. We will be one of the highest ranked NSOs in Canada.

By 2034, Become a global GE, E, D&I best practice.


The Global Diversity, Equity and Inclusion Benchmarks (GDEIB)¹ is published, by the Centre for Global Inclusion and helps organizations measure GE, E, D&I progress by across 15 key business areas, such as recruitment, leadership and supply chains.

The GDEIB uses 200+ benchmarks to access organizational progress in these key areas using a five-point scale² from inactive to best practice leader. WPC is committed to is committed to continuously advancing WPC's GEEDI objectives.



MONITORING AND REPORTING

The GDEIB will be used to gauge and assess progress including transparent monitoring and reporting practices. The report will be added to the Annual Report and presented to stakeholders at the Annual Meeting then stored on our website for all to review.



¹ Global Diversity, Equity and Inclusion Benchmarks (GDEIB): <https://centreforglobalinclusion.org/gdib>. The Global Diversity, Equity and Inclusion Benchmarks (GDEIB) is currently undergoing an update and therefore unavailable for public consumption currently.

² The five-point scale: <https://centreforglobalinclusion.org/gdib>. The Global Diversity, Equity and Inclusion Benchmarks (GDEIB) is currently undergoing an update and therefore unavailable for public consumption currently.



WATER POLO CANADA – GE, E, D&I STRATEGY

Using the key business areas identified in the GDEIB, Water Polo Canada’s strategy is organized into **four areas of focus** and **15 priorities** that will guide our strategic work.

FOUNDATION *DRIVE THE STRATEGY*

VISION

Embed GE, E, D & I promise and vision into WPC’s organizational culture

LEADERSHIP

Drive leadership accountability for setting goals and achieving results

STRUCTURE

Provide dedicated support and structure to implement the strategy

PEOPLE *ATTRACT AND RETAIN*

RECRUITMENT

Ensure GE, E, D & I is a core component of recruitment success as measured by inclusive job descriptions, applicant pool and hiring panel diversity

ADVANCEMENT

Ensure GE, E, D & I is integrated into advancement process through analyze of promotion rates across different demographic groups

COMPENSATION

Evaluate job design, classification and compensation for bias and inequity ensuring transparency, market comparisons and salary band, ranges that promote equity

BENEFITS & FLEXIBILITY

Review and revise policies to reflect changing conditions around benefits and flexibility

CONNECTION *ALIGN AND CONNECT*

ASSESSMENT

Monitor and assess organizational progress of GE, E, D & I Strategy based on the delivery and actions set

COMMUNICATIONS

Enhance internal communications to connect and report on GE, E, D & I

LEARNING

Provide impactful education and learning opportunities on GE, E, D&I

SUSTAINABILITY

Ensure sustainable through alignment with the Water Polo Canada strategic plan and objectives

COMMUNITY *LISTEN TO AND SERVE OUR COMMUNITY*

COMMUNITY

Increase public support of and advocate for GE, E, D & I in the community

SERVICE & PRODUCTS

Develop and deliver programs and services that meet community needs

MARKETING

Align communications and marketing with GE, E, D & I values

RESPONSIBILITY

Engage in responsible sourcing, suppliers demonstrate GE, E, D & I values



FOUNDATION - DRIVE THE STRATEGY

PRIORITIES:

1. **Vision:** Embed GE, E, D & I promise and vision into strategic plan and organizational culture.
2. **Leadership:** Drive leadership accountability for setting goals and achieving results.
3. **Structure:** Provide dedicated support and structure to implement the plan.

INITIATIVES:

SHORT-TERM (2025-2026)

- Create GE, E, D & I committee led by a dedicated Board member
- Incorporate GE, E, D & I reporting into WPC Annual Report / meeting
- Review all policies for GE, E, D & I compliance
- Complete an employment staff review (ESR) and assess staff needs related to GEEDI.

MEDIUM TERM (2026-2027)

- Incorporate GE, E, D & I competencies in leadership training and recruitment.
- Incorporate GE, E, D & I best practices into business planning.
- Report annually on GE, E, D & I initiatives (Board, staff, National, AGNT & NCL teams).

LONG TERM (2028+)

- Fully embed GE, E, D & I in WPC systems and policies.
- Water Polo Leaders across the country see GE, E, D & I as a priority.
- Additional actions, as identified.

OUTCOMES:

- GE, E, D & I is embedded in WPC's culture, rather than being a stand-alone program
- Leaders are change agents and are recognized as being fair, equitable and inclusive
- WPC provides resources, staffing and support to continue implementation and adoption of GE, E, D & I across the Canadian Water Polo Community.



PEOPLE - ATTRACT AND RETAIN

PRIORITIES:

1. **Recruitment:** Ensure GE, E, D & I is a core component in all recruiting (Board, Operations and stakeholders).
2. **Advancement:** Ensure GE, E, D & I is integrated into advancement processes.
3. **Benefits & Flexibility:** Review policies to reflect changing conditions around benefits and flexibility.
4. **Compensation:** Evaluate job design, classification, compensation for bias and inequity.

INITIATIVES:

SHORT-TERM (2025-2026)

- Establish targets to close employment equity gaps
- Deliver/require training on diversity, bias, bystander intervention to all Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) participants³. The training is designed to educate and equip individuals with the knowledge and skills necessary to recognize and address issues of racism, discrimination, and other forms of maltreatment in sports.
- Create a shared land acknowledgment document and implement it at all WPC events and Board meetings. This document should honor the Indigenous peoples whose traditional territories we operate on, as well as recognize the contributions and presence of Black communities throughout our organization's history and activities.

MEDIUM TERM (2026-2027)

- Organize metrics/tools for more equitable succession planning.
- Deliver diversity training to all UCCMS registrants.
- Create GE, E, D & I digital library.

LONG TERM (2028+)

- Build GE, E, D & I into design and delivery of training.
- Establish plan to attract participants from equity-seeking groups.
- Implement long-term actions that are monitored and adjusted to the changing culture and communities.

³The WPC UCCMS participants are:

- Any individual currently registered in Water Polo Canada's Perform in Water Polo registration category, including High-Performance Registrants (athletes and coaches, as well as officials and other staff supporting and/or interacting with these participants) who train and/or compete year-round in various domestic and international activities, programs and events including those sanctioned by Water Polo Canada (i.e., National Championship League, National Provincial Championships, Provincial National Training Centres or Regional Development Centres, World Aquatics Masters Championships, etc.).
- All WPC Board Members, WPC employees/contractors, WPC committee volunteers, and WPC technical officials and event volunteers.



Gender Equity, Equity, Diversity & Inclusion Strategy 2024-2034



OUTCOMES:

- Attraction processes results in measurable transparent, equitable recruitment and retention (Board, operations and other stakeholders).
- Talent management and advancement processes are fair and equitable reflected in Employee Staff Review's.



CONNECTION - ALIGN AND CONNECT

PRIORITIES:

1. **Assessment:** Monitor and assess organizational progress of GE, E, D & I Strategy.
2. **Communications:** Enhance internal/external communications to connect and report on GE, E, D & I.
3. **Learning:** Provide impactful education and learning opportunities on GE, E, D & I.
4. **Sustainability:** Ensure sustainability through alignment of Water Polo Canada strategic plan and objectives.

INITIATIVES:

SHORT-TERM (2025-2026)

- Launch external WPC GE, E, D & I webpage.
- Promote GE, E, D & I during WPC event platforms.
- Provide complete GE, E, D & I training opportunities (Board and Staff).
- Enhance GE, E, D & I data collection and sharing with new technology.
- Develop internal/external GE, E, D & I communication plan.

MEDIUM TERM (2026-2027)

- Complete GDEIB assessment to measure progress.
- Deliver sexual identity and gender-based harassment workshops.
- Deliver ongoing GE, E, D & I training and workshops to the Canadian Water Polo community.

LONG TERM (2028+)

- Conduct assessment to measure knowledge and behaviour changes and experiences to measure progress.
- See opportunities for partnerships with subject matter experts.

OUTCOMES:

- Regular GE, E, D & I assessments measuring behaviour, attitude and perception are conducted.
- GE, E, D & I topics and content are quickly and easily located on website and available in accessible formats.
- GE, E, D & I is seen as integral to the sustainability of Water Polo Canada and its partners.



COMMUNITY - LISTEN TO AND SERVE OUR COMMUNITY

PRIORITIES:

1. **Community:** Increase public support and advocate for GE, E, D & I in our communities.
2. **Services & Progress:** Develop and deliver services that meet community needs.
3. **Marketing:** Align communications and marketing with GE, E, D & I values.
4. **Responsible Sourcing:** Engage in responsible sourcing where suppliers demonstrate GE, E, D & I values.

INITIATIVES:

SHORT-TERM (2025-2026)

- Launch GE, E, D & I section on website.
- Review WPC supplier list for responsible sourcing.
- Implement GE, E, D & I values and education into all programs and services that Water Polo Canada delivers.

MEDIUM TERM (2026-2027)

- Identify and support recruitment activities to underserved communities.
- Establish community partnerships for mutually beneficial business.
- Foster communications and marketing strategies that align with goals.

LONG TERM (2028+)

- Build and expand on community partnerships to support advancement of equity-seeking groups.
- Additional actions, as identified.

OUTCOMES:

- Water Polo Canada supports and advances GE, E, D & I initiatives in our communities and society.
- Water Polo Canada contributes to the advancement of social and economic progress.
- GE, E, D & I is incorporated into the marketing materials.



WHAT WILL GE, E, D & I EXCELLENCE FEEL LIKE?

A diverse, inclusive, and equitable culture increases engagement, belonging, productivity and innovation. Accelerating gender equity, equity, celebrating diversity and fostering a culture of inclusion is good for our sport and will drive WPC towards greater organizational success.

Gender Equity, Equity, Diversity and Inclusion components have become WPC way of operating.



ACCELERATE EQUITY

- Participants feel confident and comfortable self-identifying.
- Participants see themselves represented at all levels of the organization.
- Participants have the tools they need to success and advance.
- Participants reflect our communities.

CELEBRATE DIVERSITY

- Participants embrace and seek out different viewpoints and ideas.
- Participants work to neutralize biases that could impact their decisions.
- Participants resource groups and GE, E, D & I committees are active and engaged.
- GE, E, D & I events, and educational programs are robust and well-attended.

FOSTER INCLUSION

- Participants feel a sense of belonging.
- Psychological safety is expressed by all, players, staff, coaches, parents and partners.
- Language is inclusive regardless of who is listening.
- GE, E, D & I is recognized as a shared responsibility and integrated into WPC's culture.
- Leaders and supervisors' model facilitative and inclusive behaviours.



GE, E, D & I IN ACTION AT WPC

The advancement of WPC's GE, E, D & I priorities are supported by collective and individual actions and commitment

FOUNDATION

Structure – WPC utilizes GE, E, D & I Committees and WPC Stakeholder Resource Groups (SRG), including but not limited to staff, volunteers, athletes, coaches, officials and sponsors to support the implementation of the Strategy. These structures provide ongoing support of participant equity, diversity and workplace inclusion policies, programs and initiatives across the organization. GE, E, D & I Committees and SRGs allow for participant engagement and feedback. This includes networking opportunities, spaces to gather for peer-to-peer discussion, and promotion of GE, E, D & I awareness.

PEOPLE

Recruitment and advancement – WPC will launch a demographic census in the first year of the Strategy to seek greater insights into WPC's participants and employees and will use this information to tailor recruitment programs.

CONNECTION

Learning – WPC has invested in a variety of educational and learning resources for participants in connection with our Safe Sport Compliance Program. Participants are required to complete training in several areas including diversity fundamentals, unconscious bias, respect in the workplace, Abuse Free Sport, bystander intervention, Indigenous cultural awareness, harassment and gender-based harassment and discrimination.

COMMUNITY

Responsible Sourcing – WPC will redefine its supply chain to increase engagement, where feasible, with businesses owned by historically marginalized groups.

External communications will expound the values included in the plan. Education and learnings will be advanced to make GE, E, D & I an integral part of the sport's culture.

WPC will deliver programs and services that meet the needs of the community.



DIVERSITY, EQUITY, INCLUSION

GLOSSARY OF TERMS

The Strategy uses words and phrases that may be new to some readers. This list provides working definitions of GE, E, D & I terms:

- **Accessibility** means ensuring people of all abilities have equitable access to workplace, sporting programs, services and opportunities.
- **Canadian Human Rights Act (or related provincial Acts)** is a law that give effect to the principle that all individuals should have an opportunity equal with other individuals to make themselves the lives that they are able and wish to have.
- **Designated groups**, sometimes referred to as "equity-seeking" groups, are defined by the Employment Equity Act as:
 - Indigenous Peoples who are First Nations, Inuit or Metis
 - Persons with disabilities who have long-term or recurring physical, mental, sensory, psychiatric or learning needs
 - Racialized people, other than Indigenous Peoples, who are non-Caucasian in race or non-white in colour
 - Women
- **Diversity** is about individuals and the range of unique perspectives, dimensions, qualities and characteristics we all possess.
- **Equality** means equal treatment, even when people or situations are different.
- **Equity** means fairness and ensuring everyone has what they need to succeed. Sometimes, equity means treating people or situations differently to achieve fairness.
- **Employment Equity Act** was established to correct historic disadvantage experienced by the designated groups in relation to employment.
- **Inclusion** is a sense of belonging. A culture of inclusion is an environment in which people are valued, embraced, accepted and respected for who we are.



RESOURCES

- Global Diversity, Equity and Inclusion Benchmarks (GDEIB): <https://centreforglobalinclusion.org/gdib>
- GE, E, D & I at Water Polo Canada: <https://www.waterpolo.ca/>
- Deer, K. (2020, September 8). *Beaded map of Canada creates 'a sense of community' among Indigenous artists amid pandemic*. CBC News. <https://www.cbc.ca/news/indigenous/beaded-map-canada-completion-1.5712673>

