



ACCELERATING

DIVERSITY
& INCLUSION

NHL Report on Strategies, Initiatives, and Progress

TABLE OF CONTENTS

Introduction from the Commissioner	4
Section 1. Executive Summary	9
Section 2. Our Framework	12
• Dimension 1: Leadership	14
• Dimension 2: Education	17
• Dimension 3: Employment	18
• Dimension 4: Marketing	20
• Dimension 5: Partnerships	22
• Dimension 6: Participation	25
• Dimension 7: Community Engagement	26
Section 3. Workforce Demographic Study	28
Section 4. Our Next Shift: Looking Ahead	36
Section 5. A Growing Movement for Inclusion	38



INTRODUCTION FROM THE COMMISSIONER

“HOCKEY IS, IN
MANY RESPECTS,
A UNIVERSAL
LANGUAGE.”

The dynamic flow of the game is part art and part science. It is both graceful and physical, collaborative and independent, game-planned but unpredictable. Hockey has a gravitational pull which has brought people together since it was first played more than one hundred years ago..”

HOCKEY
IS FOR
EVERYONE



INTRODUCTION FROM THE COMMISSIONER, CONT.

For generations, the National Hockey League has served as a connection point for a tremendous degree of ethnic diversity: Players, fans, and employees have come from around the world, carrying their unique cultures and shaping the game and the business of hockey in incredible ways. Over the years, players have brought dozens of languages and dialects from their home countries into locker rooms. Translations often had to be made in real-time, on the ice and during stoppages, between teammates and coaching staffs. And as these new experiences became part of daily life in the NHL, they ultimately helped the game grow in its influence, size, and reach.

This is just one manifestation of inclusion as a driver for performance, showing how individuals and

organizations grow stronger from uniting across differences – while also emphasizing how core hockey values like teamwork, dedication, and perseverance resonate widely as part of the human experience.

Our belief is stronger than ever that hockey has a powerful platform to build character, teach life skills, and support our society and our communities. We're focused on ensuring the game and its related environments are safe, respectful, and inclusive. And we're intentionally seeking a greater diversity of experiences throughout hockey, whether you are in it to play, work, or watch. Diverse representation within inclusive environments is proven to advance innovation, creativity, and decision-making – all of which are critically important

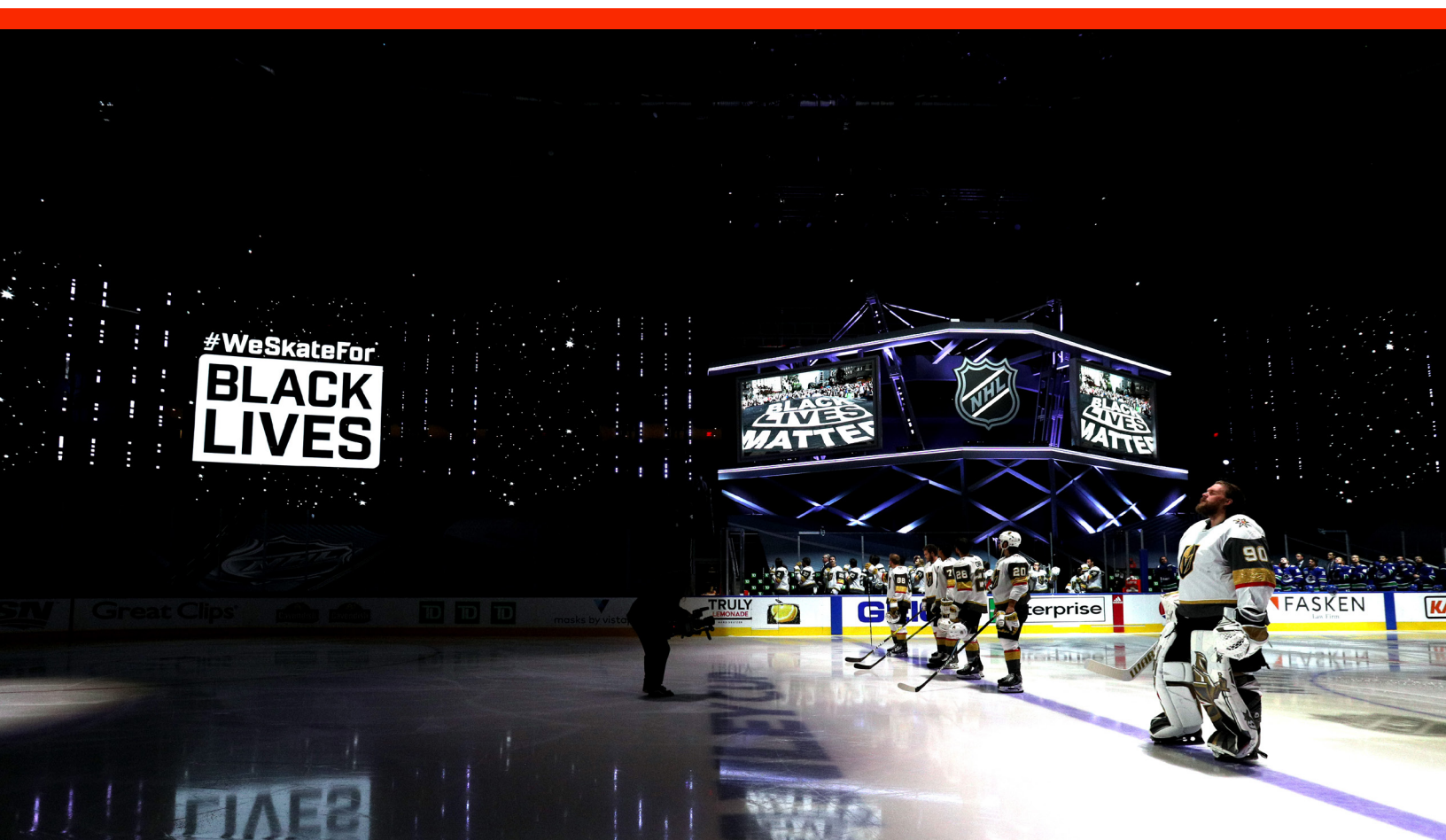
to the growth of the sport and our business.

Recognizing these facts, we are working to better understand and accelerate our engagement across all layers of diversity – including nationality, race, gender identity, sexual orientation, disability, and religion – and their nuances and intersections. At the same time, when there are incidents that violate inclusivity in hockey or barriers that negatively impact the participation of underrepresented groups, we are committed to reckoning with those difficult moments as opportunities to demonstrate our values and create a better future.

During the re-ignited movements for social justice over the past few years, particularly following the murder of George Floyd, our initial response was to listen and learn. This response ultimately led to new ways of thinking and new internal competencies that, in many cases, built upon work that had been growing across the hockey community. Since January 2020, the League Office and all 32 NHL Clubs have united to strengthen diversity and inclusion (D&I) with new urgency, pursuing a variety of initiatives to make this great game more welcoming, inclusive, accessible, and socially conscious. To accelerate our progress, we created a “7 Dimensions” framework to promote D&I at every level of the sport — spanning leadership, education, employment, marketing, partnerships, participation, and community engagement.

Each day, we are committed to ensuring inclusion becomes more of ‘who we are’ than ‘what we do’ – and we know this requires scale, frequency, and authenticity in our efforts. The following report benchmarks the NHL’s approach to D&I work over the past two years. With qualitative and quantitative data, we aim to underscore our priorities and emphasize the policies and programming that will produce the greatest impacts in the years to come. We take seriously our responsibility as the “North Star” for every level of hockey – from youth leagues to the pros – and we hope our transparency will help foster important business and cultural shifts in the game.

— Commissioner Gary Bettman





SECTION 1. INCLUSION ON AND OFF THE ICE

EXECUTIVE SUMMARY

The National Hockey League and its 32 Clubs are working diligently to bring about a new era of inclusion, diversity, and equality in hockey – while also leveraging a global platform and influence to promote positive social change.

The past two years have seen the development of new strategies and programs to achieve an empowering environment for underrepresented players at all levels of hockey and to promote allyship among hockey’s traditional demographics.

While progress has been made, there is much more work to be done. The lived experiences of NHL players, fans, and employees who identify as Black, Indigenous, and People of Color (BIPOC) continue to provide examples of how structures and cultures must shift to create an inclusive environment for all. We recognize the need for change alongside the NHL’s commitment to advance these changes on and off the ice.

The NHL’s “7 Dimensions” framework – which is described in detail throughout this report – seeks to build D&I at every point where a player, fan, or employee might interact with the game, taking important steps to lay the foundation for progress.

These steps include...

COMBATTING RACISM AND DISCRIMINATION THROUGH EDUCATION AND ACCOUNTABILITY

- All full-time NHL League Office employees participated in a two-day Inclusion Learning Experience that explored the dynamics of bias, privilege, and power.
- All NHL On-Ice Officials completed a D&I educational experience as part of 2021 Training Camp.
- The NHL is developing a new D&I educational experience for NHL players and locker room staff, in line with the Player Inclusion Committee's recommendations to promote team building through inclusion.
- The NHL and all 32 Clubs will participate in Respect Group training addressing topics of bullying, abuse, harassment, and discrimination in the workplace.
- The NHL Hotline is available to League and Club employees (including players) to report any instances of unethical conduct.

ATTRACTING NEW TALENT AND EMPOWERING GAME-CHANGERS

- The NHL developed a new, best-in-class Workforce Demographic Study to understand the diversity of full-time League and Club employees and accelerate inclusive hiring.
- The NHL partnered with Jopwell in an effort to expand our talent pool through Jopwell's network of Black, Latinx, and Native American professionals.
- The NHL hired a full-time Director of Recruiting in late 2021 who is focused on attracting diverse talent to the organization.
- The NHL established Employee Resource Groups for employees of color, LGBTQ+ employees, women, and young professionals.
- The NHL Coaches' Association created mentoring programs for women and BIPOC candidates.
- The AHL's 2021-2022 roster of on-ice officials included 10 women for the first time, strengthening the officiating pipeline.
- The NHL established a council and committee system, featuring the Executive Inclusion Council (Club Owners, Presidents, and General Managers); Player Inclusion Committee (diverse players/alumni from the NHL and elite women's hockey); Fan Inclusion Committee (marketing experts and hockey influencers); and Youth Hockey Inclusion Committee (program organizers, coaches, and youth players) to develop strategies that advance inclusion among each stakeholder group. The Executive Inclusion Council has designated a specific \$5 million investment in an 18-month period to accelerate the committees' vision.



DIVERSIFYING THE YOUTH HOCKEY ECOSYSTEM

- The Industry Growth Fund (IGF), which has spent more than \$135 million to support youth hockey programs, is re-imagining its investments with a more intentional focus on attracting and retaining diverse youth hockey participants.
- All 32 Clubs have launched or are about to launch community hockey programs focused on BIPOC players, LGBTQ+ players, women and girls, and/or people with disabilities.
- The NHL has collaborated with business partners and sponsors (including Discover, Scotiabank, and MassMutual) to launch projects that cover ice time in diverse communities; donate hockey scholarships to underrepresented players; provide free hockey equipment; and spotlight diversity in the game.
- NHL Street, which launched at NHL All-Star in Las Vegas, will engage local youth sports organizers to bring sustainable NHL programming into new neighborhoods, reaching a greater diversity of hockey participants.
- The NHL is currently working to expand the original "Hockey is for Everyone" ice hockey network for underrepresented boys and girls, with the goal of offering

greater opportunities, experiences, and support to more grassroots programs that celebrate and empower diverse groups in the sport.

INCREASING REPRESENTATION OF NHL FANS AND COMMUNICATING NHL VALUES

- The NHL has increased its focus on representative storytelling and has established new roles to focus on multicultural marketing as well as social impact on social media.
- The NHL will partner with Sports Innovation Lab to review and improve the in-arena fan experience, with a focus on promoting an inclusive environment, in response to the recommendations of the Fan Inclusion Committee.
- The NHL is using its platform more intentionally to represent League values by advocating for key social issues. Examples include our endorsement of the Freedom to Vote Act, which addresses barriers that affect BIPOC and disabled voters; our roundtable with the Environmental Protection Agency, which discussed environmental justice for groups disproportionately affected by climate change; and our advocacy for the Willie O'Ree Congressional Gold Medal Act, which was signed into law in January 2022.





SECTION 2. OUR FRAMEWORK

“7 DIMENSIONS” TO DRIVE ONGOING CHANGE

In fall 2020, the NHL established an Executive Inclusion Council (EIC), comprised of Club Owners, Presidents, and General Managers with a focus on promoting diversity and inclusion (D&I) throughout the game. The EIC came together to lead a new era of D&I in hockey through accountability, metrics, and interventions. Simultaneously, the NHL established three committees – the Fan Inclusion Committee (FIC), Player Inclusion Committee (PIC), and Youth Hockey Inclusion Committee (YHIC) – to empower members of each constituency to develop strategies that advance D&I based on their unique identities, experiences, and perspectives about opportunities and challenges in hockey today. The FIC, PIC, and YHIC met regularly to refine their recommendations and, ultimately, to present their findings to the EIC. The EIC responded with a specific \$5 million investment in an 18-month period to accelerate the committees’ vision.

The Council and Committee structure enabled the NHL to incorporate representatives from various parts of the hockey ecosystem – from executives to broadcasters to pro players to youth hockey families – into the League’s culture change efforts. Their insights reinforced the importance of taking a holistic approach to D&I work, recognizing that true D&I must cut across every department and dimension of an organization, and moving beyond any siloed efforts of the past.

With this in mind, the NHL established a **“7 Dimensions”** framework to emphasize and guide the many touchpoints for welcoming, supporting, and authentically engaging underrepresented groups. The “7 Dimensions” emerged from discussions among the EIC and have grown to become a model for understanding the NHL’s ongoing D&I projects.



DIMENSION 1

LEADERSHIP

Increase diversity of thought and perspective within the sport's most influential circles, creating intentional pathways for new and expanded voices to generate ideas and guide decisions around D&I.

To begin bringing new leaders to the table to advance D&I, the League Office established an internal Inclusion Steering Committee (ISC) in 2019 to work toward a cultural shift on and off the ice. The ISC meets regularly to consider how the organization's policies and procedures affect underrepresented employees, and to facilitate information-sharing between different levels and departments across the NHL.

The establishment of the ISC mirrors similar work at the Club level, where **27 NHL Clubs have established or are about to establish an organizational D&I council, working group or advisory board.** This represents an increase of 12% (+4 Clubs) since November 2020, when the EIC commissioned its first survey of NHL Club initiatives related to D&I. As councils, working groups, and advisory boards elevate D&I discussions into everyday operating decisions, many Clubs are furthering their commitment to D&I through specific hires to oversee D&I efforts. To date, 14 Clubs have employed or are about to employ at least one professional whose job function is dedicated to D&I. This represents an increase of 22% (+7 Clubs) since November 2020.



DIMENSION 2

EDUCATION

Improve awareness, consciousness, and competency of personnel throughout all levels of the game on issues of bias, identity, racism, and culture.

To build a shared understanding of D&I, every full-time League Office employee – from senior leadership to support roles – participated in an immersive two-day Inclusion Learning Experience that explored how bias, privilege, and power operate in society. Delivered by White Men as Full Diversity Partners (WMFDP), the experience explained D&I as an essential part of leadership development and pushed League employees to re-assess thoughts, feelings, mindsets, behavior, and impact in their personal and professional lives. Employees are encouraged to regroup regularly with their “inclusion cohorts” to continue their learning on these topics. The NHL also engaged WMFDP to lead a session at NHL On-Ice Officials Training Camp, using interactive experiences to connect personnel in officiating to meaningful D&I conversations. At the Club level, **24 Clubs have engaged or are about to engage an external provider to educate and provide training for employees on D&I issues.** This represents an increase of 25% (+8 Clubs) since November 2020. The League office is also developing a new D&I educational experience for NHL players and locker room staff, in line with the Player Inclusion Committee’s recommendations to promote team building through inclusion.

In addition to the D&I-focused trainings summarized above, the NHL and all 32 Clubs will participate in a workplace culture training through a partnership with Respect Group, created by NHL alumnus Sheldon Kennedy and co-founder Wayne McNeil, addressing topics of bullying, abuse, harassment, and discrimination in the workplace. The NHL Hotline, operated by an independent third-party (Deloitte), is also available to League and Club employees (including players) to report any instances of unethical conduct.



DIMENSION 3

EMPLOYMENT

Improve recruiting, hiring, and development practices throughout hockey to increase BIPOC and female involvement in business and hockey operations positions.

Workforce diversity is a strength that is proven to advance innovation, creativity, and decision-making. Historically, the NHL has used federally mandated EEO-1 data to understand its U.S. employee base. To set a more substantive benchmark and gain a greater appreciation for the NHL's diversity across the U.S. and Canada, the League designed a first-of-its-kind voluntary workforce demographic study that allows for multi-faceted self-identification (the survey's scope and results are presented in Section 3 of this report). Data from the survey will help guide future decision-making about our workforce. In late 2021, the NHL hired a full-time Director of Recruiting who is focused on attracting diverse talent to the organization. Additionally, the League engaged Jopwell with the intent of creating a more diverse and inclusive workplace by expanding our talent pool through Jopwell's network of Black, Latinx, and Native American professionals. Moving forward, we hope to build on the work of the NHL's Employee Resource Groups (ERGs), launched in fall 2020,

“To set a more substantive benchmark and gain a greater appreciation for the NHL's diversity across the U.S. and Canada, the League designed a first-of-its-kind voluntary workforce demographic study.”

to create forums for employees of color, LGBTQ+ employees, women, and young professionals to increase their influence on the NHL's internal culture. The League engaged Accenture, a leading consulting firm, to advance the ERGs' strategies. Clubs are also taking action: **22 Clubs have launched or are about to launch a mentorship/fellowship/hiring program to develop BIPOC and female talent to work in the organization's Hockey Operations or front office roles.** Many Clubs have demonstrated their commitment in this area through recent hires. In July 2022, Mike Grier was named General Manager of the San Jose Sharks, becoming the first Black GM in NHL history. Since January 2022, six women – Émilie Castonguay (VAN), Cammi Granato (VAN), Meghan Hunter (CHI), Dr. Hayley Wickenheiser (TOR), Kate Madigan (NJD), and Alexandra Mandrycky (SEA) – have been hired as Assistant GMs. Specific to coaching, the NHL Coaches' Association established BIPOC and Female Coaches Development Programs to provide career advancement opportunities to the next generation of hockey coaches. In officiating, the AHL's 2021-2022 roster of on-ice officials included 10 women for the first time, strengthening the pipeline for the NHL level.





DIMENSION 4 MARKETING

Further develop content and communications strategies to increase and expand the appeal of hockey to young, diverse audiences.

The NHL celebrates diverse communities at key inflection points throughout the year – including Black History Month, Gender Equality Month, Pride Month, Asian American and Pacific Islander Heritage Month, and Hispanic Heritage Month – through dedicated storytelling on League platforms and theme nights at the Club level. However, these month-long celebrations are distinct from our goal to engage diverse audiences year-round and normalize their faces, voices, and experiences in the sport of hockey. While the League’s existing marketing team has placed greater emphasis on representation in the past few years, with diversity growing more apparent in our everyday content, the NHL hired a Vice President of Multicultural Engagement and Integration in March 2022 to accelerate culturally-relevant marketing efforts and strengthen crossovers into off-ice touchpoints like music,



fashion, and food. Our new broadcast partners, ESPN and Turner Sports, have also emphasized different perspectives, experiences, and connections to the game – like the ones featured in ESPN’s “All for Hockey” campaign for the 2021-22 season, focusing on “the intersection of hockey and humanity” with attention to diversity in the sport. Additionally, the NHL is working to increase connections with Deaf and hard-of-hearing fans. After partnering with P-X-P Sports Interpreting to provide ASL interpretation for the Commissioner’s media availability at the 2022 Stanley Cup Final, we will continue to expand access for the Deaf and hard-of-hearing community next season.

“The NHL hired a Vice President of Multicultural Engagement and Integration in March 2022.”

On social media, the NHL established a full-time role in January 2022 to strengthen social impact on the League’s accounts and reinforce a representative, welcoming, and inclusive online environment. We also continue to amplify content from our Clubs that focuses on underrepresented groups. To date, **25 Clubs have launched or are about to launch specific marketing campaigns directed toward BIPOC communities, LGBTQ+, women, and/or people with disabilities or have dedicated a specific portion of the organization’s marketing budget to go toward future D&I marketing campaigns.**

DIMENSION 5

PARTNERSHIPS

Advance supplier and vendor relationships to further engage BIPOC and female-owned businesses, and shift business partner relationships to collaborate on initiatives focused on BIPOC and female audiences.

The companies with whom we do business, and how we do business, are channels to demonstrate our values in relation to D&I work. Going forward, the NHL will place greater emphasis on working with businesses owned by individuals who identify as BIPOC, women, LGBTQ+, and other elements of diversity. NHL Clubs, too, are approaching business partnerships in new ways: **23 Clubs have entered or are about to enter into new business partnerships/relationships with minority-owned or female-owned businesses.** This is an increase of 44% (+14 Clubs) since November 2020. While the NHL continues to build out a strategy for this work, we are aligning with current business partners on initiatives that benefit and celebrate underrepresented groups. For example, Discover collaborated with the League during the 2020-21 season to amplify the NHL/NHLPA's Learn to Play (LTP) programming. LTP provides a unique opportunity for children to try hockey by facilitating access to the game. Discover's involvement included donating a season's worth of ice time to the Pittsburgh I.C.E. "Inclusion Creates Equality" LTP program; donating scholarships to all-girls programming with the Arizona Coyotes and New York Islanders; and donating equipment to the North St. Paul Youth Hockey Association to address socioeconomic needs. Another NHL partner, Scotiabank, collaborated with the League on the "Hockey for All" campaign that aims to shatter stereotypes about race, gender, sexual orientation, and disability in hockey. Additionally, MassMutual partnered with the League as the presenting sponsor of the Willie O'Ree Community Hero Award, which honors individuals who are using hockey to strengthen communities and improve lives.





DIMENSION 6

PARTICIPATION

Launch and/or improve systems and programs devoted to attracting, retaining, and developing BIPOC and female hockey participants.

In the 2013 collective bargaining negotiation, the NHL and NHLPA established the Industry Growth Fund (IGF) to support NHL and Club business initiatives and projects which are designed and intended to promote long-term fan development and League revenue growth. To date, IGF has distributed over \$135 million across the U.S. and Canada to support league-wide youth hockey programs, with a portion of those funds directed toward low-cost introductory programs like Learn to Play (in the U.S.) and First Shift (in Canada). IGF programming has welcomed a large number of BIPOC families into the hockey community by reducing financial barriers to entry. However, the NHL and NHLPA both recognize the opportunity to reimagine IGF with a more intentional focus on attracting and retaining diverse youth hockey participants. As one manifestation of this effort, in 2022, IGF made a three-year \$275,000 commitment to support Hockey Equality, an initiative founded by NHL alumnus Anthony Stewart to diversify youth hockey and address barriers to inclusion at the grassroots level. Other recent efforts have accelerated Learn to Play's outreach to Asian families, leading to major increases among the community: Learn to Play currently has 21% Asian participation. IGF has begun collecting more rigorous data on these and other participant demographics in order to yield insights that lead to

better experiences for BIPOC and underrepresented youth. Meanwhile, NHL Clubs – which have the opportunity to apply for IGF funding through local Club grants – have used IGF to directly engage underrepresented groups.

“NHL/NHLPA Industry Growth Fund programming has welcomed a large number of BIPOC families into the hockey community.”

As of fall 2021, **all 32 Clubs have launched or are about to launch community hockey programs focused on BIPOC players, LGBTQ+ players, women and girls, and/or people with disabilities.** This is an increase of 6% (+2 Clubs) from November 2020. It has been amplified by key League-level efforts, such as the NHL's annual partnership with USA Hockey on the Sled Classic, which brings hundreds of disabled players on NHL-associated sled teams together to compete across multiple skill levels. Notably, as we increase the diversity of hockey participation, we will also make strides toward increasing representation among hockey fans. League data suggests that nearly a quarter (23%) of NHL fans in the U.S. became fans because they played hockey and/or had a child, sibling, or other family member playing the game. In Canada, nearly a third of NHL fans (31%) attribute their fandom pathway to the same factors.





DIMENSION 7

COMMUNITY ENGAGEMENT

Build community relationships and engage in affairs that improve the lives of BIPOC and historically marginalized groups.

The NHL is evolving to become part of the solution to challenges that permeate our society, affect hockey's culture, and directly impact our business, employees, players, and fans. We are supporting and building new pathways for players to use their platforms to make positive social change. This includes elevating the voices and experiences of BIPOC players, as well as highlighting allyship from white players as a crucial component of advancing D&I. We are also using the League's platform more intentionally to add momentum to key social movements. Examples include our endorsement of the Freedom to Vote Act, which would address barriers that disproportionately affect BIPOC and



disabled voters; our partnership with Headcount to support voting rights by hosting a voter registration booth at the 2022 NHL All-Star Fan Fair; our roundtable with the Environmental Protection Agency to promote environmental action, with attention to climate change's disparate impacts in BIPOC areas; and our advocacy for the Willie O'Ree Congressional Gold Medal Act to honor O'Ree's trailblazing contributions to hockey and society as the NHL's first Black player. In D.C., the NHL is specifically using its influence to support civic involvement, inform and engage legislators to address causes that affect BIPOC and LGBTQ+ communities, and advance policy that fosters greater access, inclusion, and opportunity in youth sport. Simultaneously, the NHL Foundation and Corporate Giving Fund continue to support causes that benefit underrepresented groups across race, gender, sexual orientation, and disability status. Approximately \$725,000 has been donated to these efforts since fiscal year 2020. Clubs have amplified this impact in their own way, with **25 Clubs donating or assisting in raising funds for causes that specifically and directly support racial justice or empowerment for BIPOC communities.**

SECTION 3. FOSTERING DIVERSITY IN THE FRONT OFFICE

WORKFORCE DEMOGRAPHIC STUDY

The NHL workforce is the engine that allows us to create the most unique and memorable experiences in professional sports. Across the League Office and all 32 Clubs, we recognize workforce diversity as a powerful source of innovation, creativity, and enhanced organizational performance.

The NHL's U.S. Offices and Clubs have always collected federally-mandated EEO-1 data on basic employee demographics. Canadian Clubs, however, are subject to different legal conventions that result in alternate approaches to demographic data collection. Recognizing these differences, there has been a strong desire to gather more uniform information that transcends the U.S.-Canada border.

In November 2021, the Executive Inclusion Council commissioned a demographic study of the NHL-wide workforce in order to gain a better understanding and appreciation of who works in our business and the diversity that exists across the NHL today. The anonymous, voluntary 15-question survey asked all full-time employees about their individual demographic

characteristics in order to provide a comprehensive snapshot of the NHL's diversity. It also included questions about basic employment data to lend meaning to the demographic information for future implementation of D&I objectives.

The design of the NHL's Workforce Demographic Study placed great emphasis on providing employees with expanded options to describe how they see themselves – using a new, first-of-its-kind format that goes beyond the narrow categories and limited choice options in traditional demographic surveys. While many professional sports organizations have conducted demographic surveys, the comprehensive nature of the NHL's survey design leads us to believe that our Workforce Demographic Study is the most progressive demographic survey in the history of professional sports. Respondents had the option to indicate multi-racial identification; designate relevant regional sub-categories within broad racial categories (e.g., specifying "Southeast Asian" within the racial category of "Asian"); share recent family immigration history (including parents or grandparents

“OUR WORKFORCE DEMOGRAPHIC STUDY IS THE MOST PROGRESSIVE DEMOGRAPHIC SURVEY IN THE HISTORY OF PROFESSIONAL SPORTS.”

who were born outside of North America); select multiple languages spoken; declare non-binary gender identity; describe membership in the LGBTQ+ community; and identify other personal traits that relate to diversity of experience and thought (e.g., age group; military or veteran status; familiarity with hockey prior to joining the organization).

When our survey was distributed to the thousands of employees across North America who make up the National Hockey League, we hoped to establish an accurate baseline of employee demographic data – with full consciousness of the pre-existing anecdotal evidence that increasing employee diversity needs to be a priority at all levels of hockey. The results of the Study only reinforce the importance of this priority. In sharing the core results below, we hold ourselves accountable to generate significant improvement in all aspects of employee diversity, starting with the initiatives described in the “Employment” section of this report, as we work to promote a strong and vibrant workforce culture.

We recognize transparency as an important step in these efforts. And we applaud the change-makers from underrepresented groups who are currently bringing their lived experiences and insights to the business of the game.

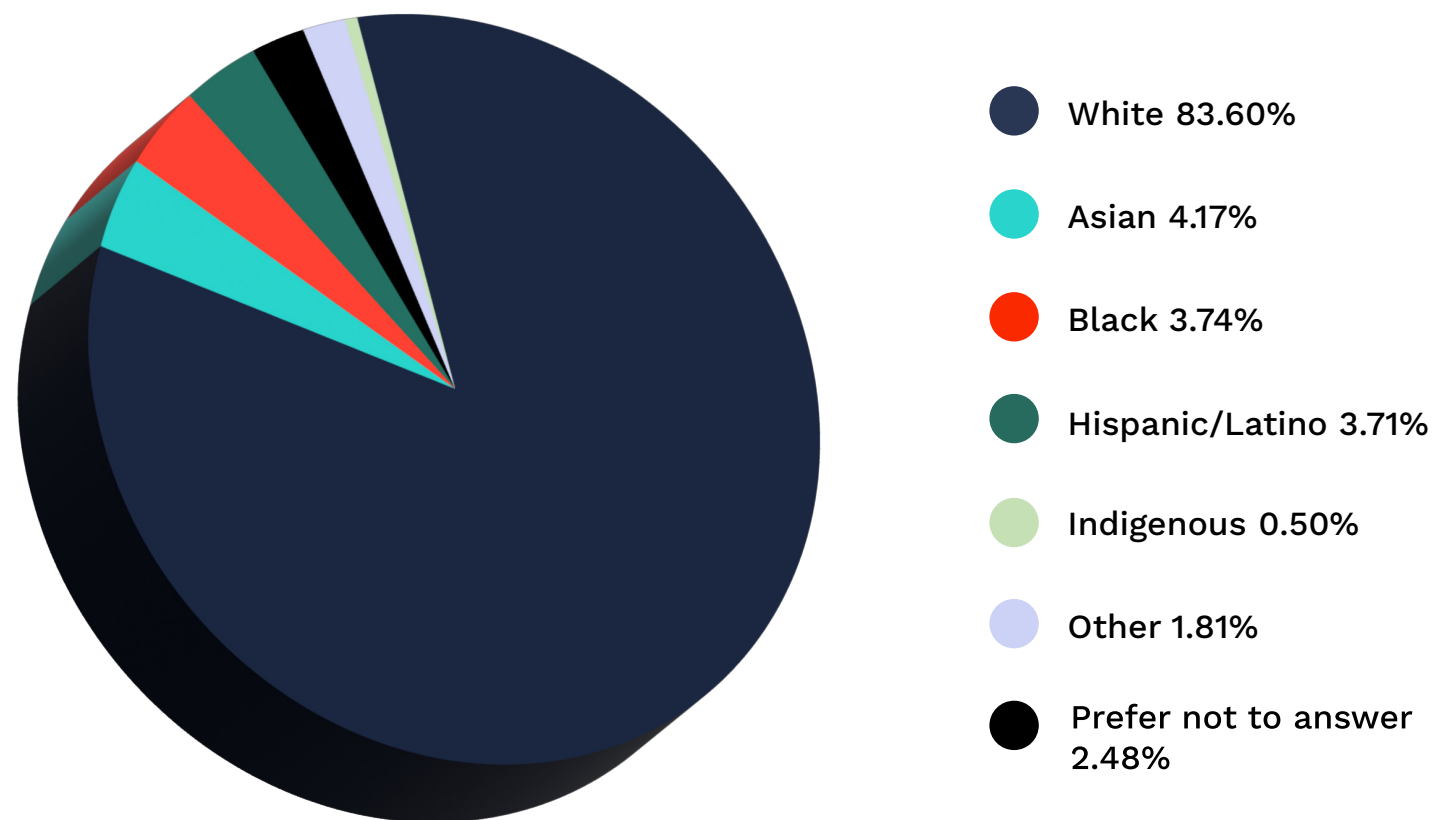


RACIAL

DEMOGRAPHICS

WORKFORCE DEMOGRAPHIC SURVEY RESULTS

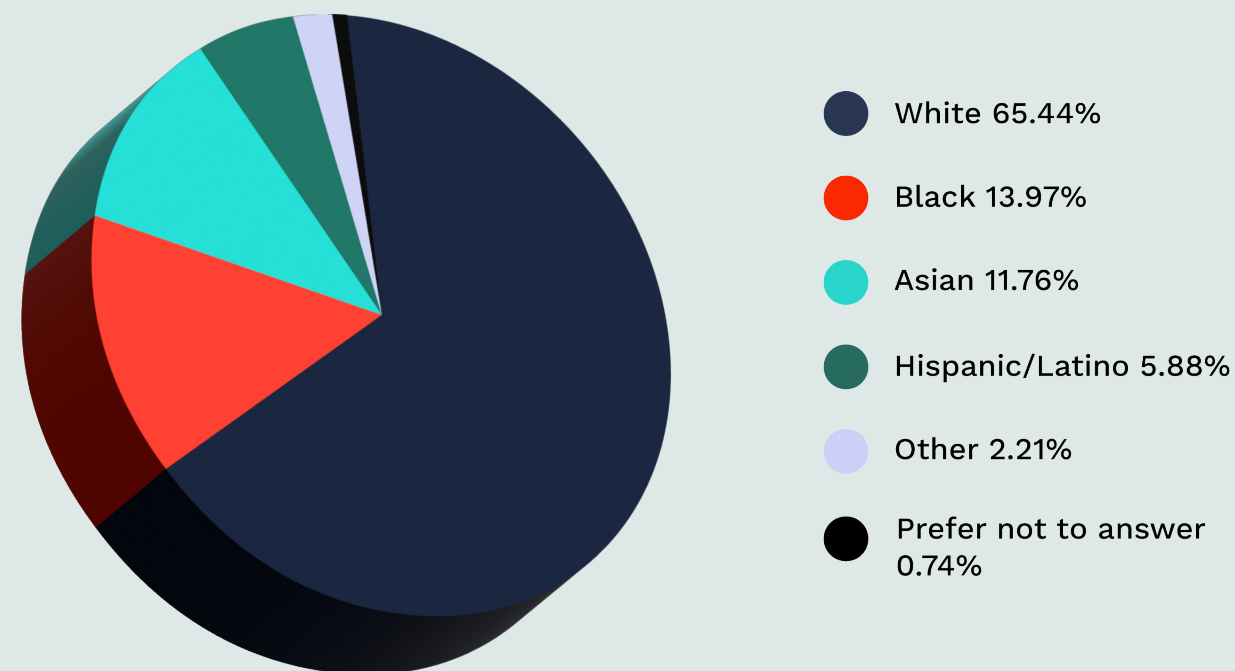
OVERALL, ACROSS THE NHL AND ITS CLUBS, EMPLOYEES IDENTIFY AS:



TOTAL SURVEY RESPONSES = 4200
PERCENTAGES MAY NOT ADD UP TO 100% DUE TO ROUNDING.

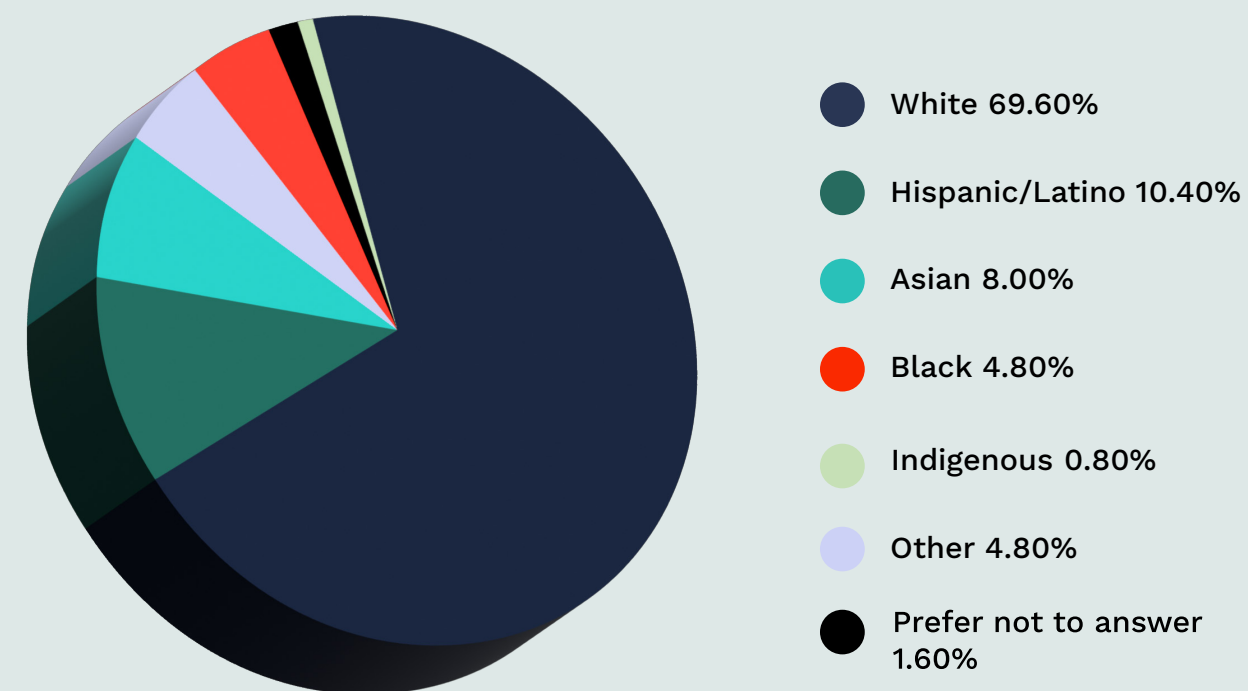
RACIAL DEMOGRAPHICS WITHIN INTERNSHIP AND FELLOWSHIP PROGRAMS:

Full-time internship and fellowship programs – which are on-ramps to future careers in hockey – are making significant strides to diversify the talent pipeline.



RACIAL DEMOGRAPHICS WITHIN HUMAN RESOURCES:

Human Resources departments, many of which are responsible for leading company-wide D&I programs and recruiting new hires, also have greater racial diversity than the League average.

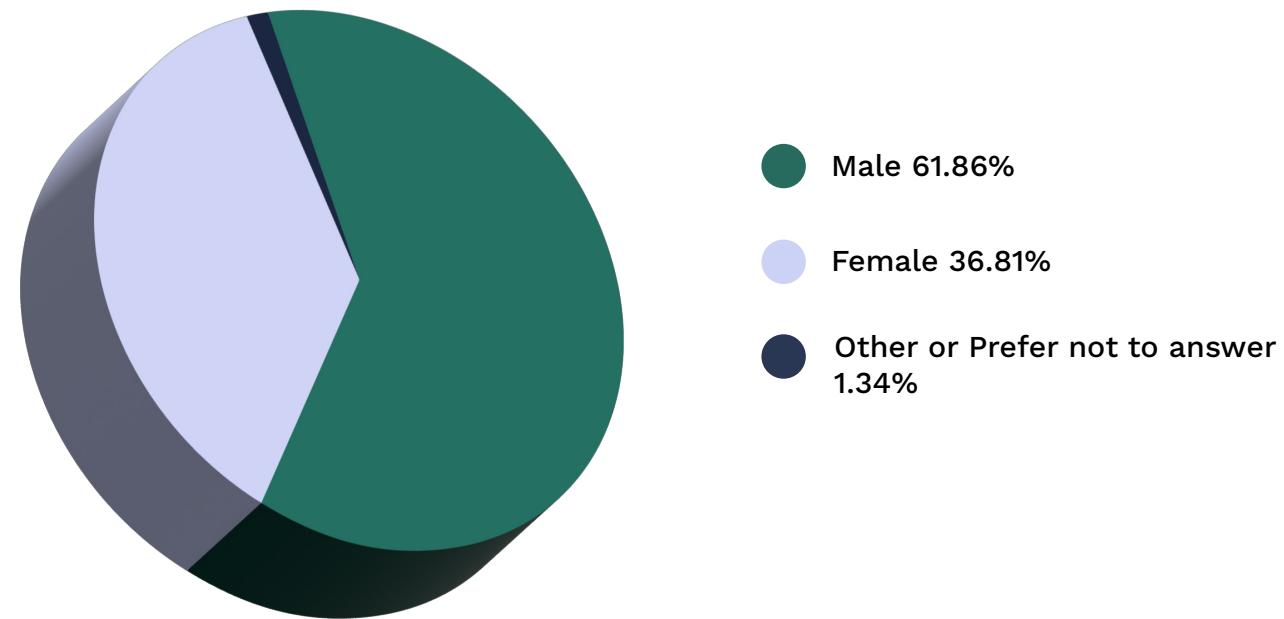


GENDER

IDENTITY

WORKFORCE DEMOGRAPHIC
SURVEY RESULTS

ACROSS THE NHL AND ITS CLUBS:

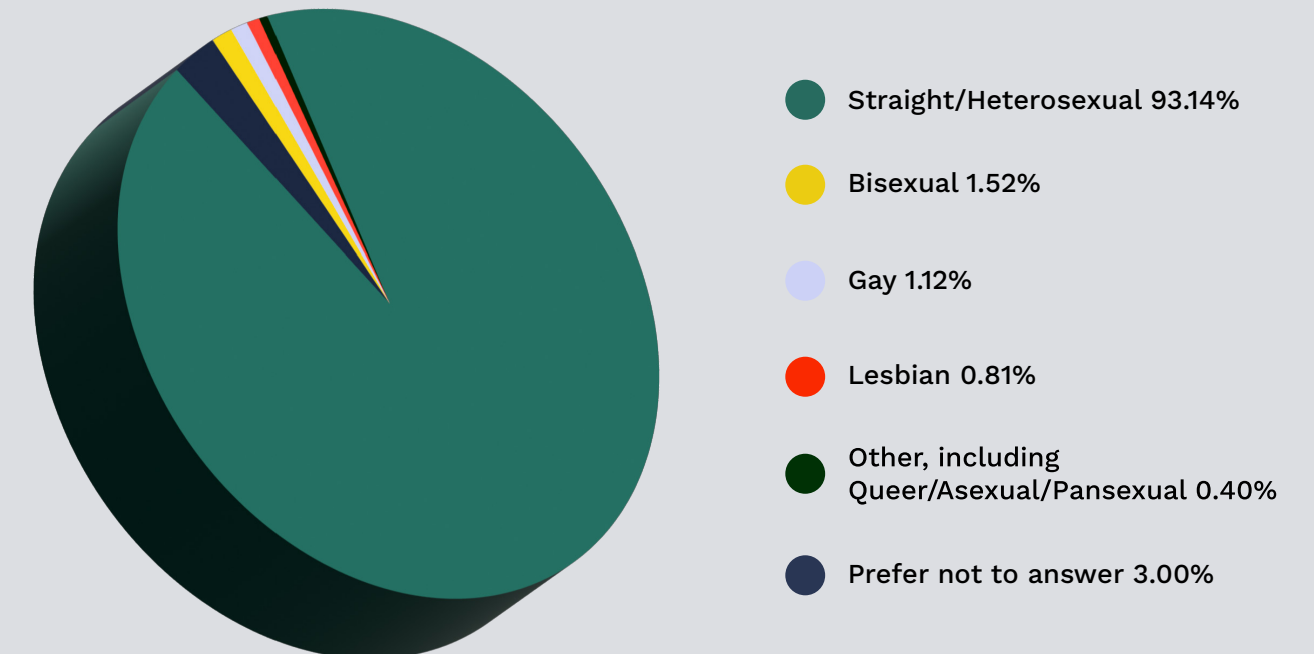


Marketing, Branding, and Content is one of several areas that outperform the League average with respect to female representation. 52.72% of employees in Marketing, Branding, and Content identify as male and 46.20% identify as female (Other/Prefer not to answer: 1.09%). While this result is certainly a reflection of broader trends in the marketing industry, it still serves as an example for other departments. It also positions the NHL to better communicate to its female fanbase. From 2009-2021, the NHL has grown its U.S. female fanbase faster than any other league (+4.9 million, an increase of 30%, according to Scarborough). Four out of 10 U.S. NHL fans are female. Additionally, the NHL's female cable TV viewership across ESPN and TNT in the U.S. rose 61% during the 2021-2022 regular season.

SEXUAL ORIENTATION

WORKFORCE DEMOGRAPHIC
SURVEY RESULTS

ACROSS THE NHL AND ITS CLUBS:





ADDITIONAL DEMOGRAPHIC INFORMATION

- **1.60% of employees** are veterans or active members of the armed forces.

Security and Information Technology (IT) departments outperform the League average in this area, with 12% of Security employees and 5.30% of IT employees indicating they are veterans or active members of the armed forces.

- **6.64% of employees** were born outside the U.S. and/or Canada. With respect to family immigration history, 18.29% of respondents had a parent who was born outside the U.S. and/or Canada.

- **Nearly 19% of employees** speak a language other than English. 8.83% of respondents speak French, 3.32% of respondents speak Spanish, and 6.47% of respondents speak other languages – ranging from Cantonese to Arabic to Punjabi to American Sign Language (ASL).

- **Most employees** are in the age group of 25-34 years old (38.57%) and have worked around the League for two years or less (30.67%).

- **Only 52.88% of employees** had strong familiarity with hockey prior to joining their current organization. This trend carries through to Management and Senior Executive roles, where 53.34% of respondents had strong familiarity with hockey prior to joining their current organization.

These results indicate that the League includes a variety of perspectives and experiences from other industries, and that advanced hockey knowledge is not required in many roles – which can help inform future hiring and recruiting efforts.

SECTION 4. OUR NEXT SHIFT: LOOKING AHEAD

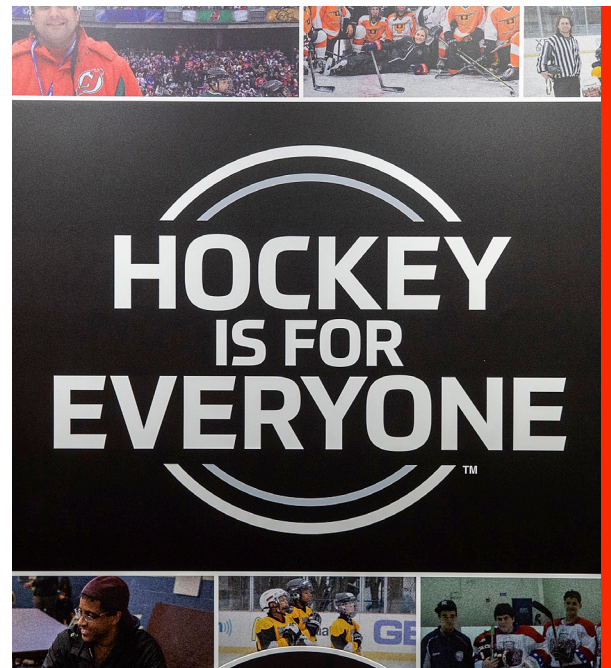
The work outlined in this report is building toward a future that leaves no doubt about whether hockey is for everyone – a future where kids of all backgrounds can enjoy the benefits of hockey, without stereotypes or obstacles; a future where the stands and the front office are more reflective of society; and a future where hockey grows increasingly tied to culture and causes beyond the game.

As the NHL continues to extend the “7 Dimensions” in all aspects of our business, several initiatives will receive greater focus in the months and years ahead:

NHL Street: During 2022 All-Star Weekend in Las Vegas, the NHL first launched NHL Street: a youth street hockey experience that engages families with recreational programming that is fun, affordable, local, credible, safe, and age-appropriate. NHL Street is designed to drive a new era of street hockey, rooted in culturally relevant off-ice experiences with the ability to reach a greater diversity of hockey participants – transcending any limitations related to infrastructure and climate. Following several pilots and showcase events throughout the 2021-22 season, NHL Street will collaborate with local youth sports organizers, equipment manufacturers, and operating partner RCX Sports to bring sustainable NHL-branded programming and league play into new neighborhoods across North America.



Hockey is For Everyone Relaunch: The Hockey is for Everyone program network was first introduced in 1998. Since that time, 26 organizations have served more than 130,000 children, the majority of whom lacked access and opportunity due to family income. These historic programs differentiated themselves from standard youth hockey organizations with low fees, greater diversity of participants, and offerings of academic support, mentorship, and life-skills building. The NHL and NHLPA are evolving this network into a broader coalition of partners who use the sport as a force for empowerment and inclusion, resulting in positive social change and healthy, vibrant communities. Organizations across North America will soon be invited to apply for membership in the new Hockey is For Everyone Coalition, where members will gain access to expanded offerings and metrics to track progress on inclusion, empowerment, and hockey goals.



Fan Code of Conduct: Every fan who enters an NHL arena plays a role in influencing the culture of the game and the experience of the fans around them. The experiences of underrepresented fans are of particular concern, given the importance of ensuring a safe, inclusive, and respectful environment where diverse fans can bring their full selves to the sport. In response to the recommendations of the Fan Inclusion Committee, the NHL will partner with Sports Innovation Lab to review and improve the in-arena fan experience. The resulting new “Fan Code of Conduct” will strengthen the NHL’s ability to deliver the best live game atmosphere by identifying ways to unite NHL fans and arena employees in preventing, reporting, and addressing any inappropriate behavior and/or non-inclusive incidents.



Club Marketing Pods: The NHL is working to engage underrepresented audiences in a hyper-local way, taking into account the NHL markets where local population demographics show significant growth among specific diverse communities. A new “pod” structure – recommended by the Fan Inclusion Committee – will bring together Clubs with similar local demographics to learn from subject matter experts about how to attract and retain fans from diverse demographic segments in their markets. There will be separate pods focused on Asian, Black, Hispanic/Latino, and Indigenous audiences. Each pod will explore new approaches to content, storytelling, influencers, and creator culture with attention to intersectionality across gender, sexual orientation, and disability status. The first Club Marketing Pod, centered on the South Asian community, began meeting in June 2022.



Workforce Demographic Study Follow-Up: The information obtained in the Workforce Demographic Study created an important benchmark for D&I across the NHL today. The NHL will repeat the Workforce Demographic Study periodically to continue measuring progress and to assess the impact of evolving hiring and retention programs throughout our employee base.



SECTION 5. A GROWING MOVEMENT FOR INCLUSION

NHL CLUB ACTIVATIONS

Working in parallel with the League Office, Clubs have taken steps to address issues and opportunities related to D&I in their local markets.

For some Clubs, this work has involved expanding previously-established initiatives to achieve greater results. For other Clubs, this work has involved setting entirely new priorities. While each Club's approach is shaped by the circumstances of their local market, all 32 Clubs recognize the importance of accelerating culture change so that diversity is embedded in the fabric of the hockey community.

Below, we share examples of how each Club has leveraged its platform, influence, and resources to strengthen D&I interventions over the past few years.

In doing so, we emphasize that this list is not exhaustive — It only highlights recent and noteworthy initiatives among the many programs that engage or benefit diverse groups. More importantly, we emphasize that this list is not enough. Across the League, we can and will do more to support underrepresented populations, tell their stories, and welcome them into our game. We share the initiatives below not as a victory lap, but as a snapshot of real-time progress in shaping hockey's future.





The Anaheim Ducks and their ownership group, the Samueli Family, have added key hires to strengthen the organization's dynamics around diversity and inclusion. Dr. Cheryl Williams, a cultural anthropologist and a subject-matter expert on diversity, has joined the Ducks to embed awareness, knowledge, behavior, and results in daily operations. Additionally, the Samueli Foundation established the role of Director, Social Justice Philanthropy to support grassroots organizations led by and for BIPOC and/or communities impacted directly at the intersections of gender/sexual justice, racial, economic and social justice, criminalization, reproductive rights, and models for community justice. The Ducks also offered Honda Center as Orange County's only "Super" Vote Center in 2020, which facilitated voting for diverse residents in the area.



In September 2021, the Boston Bruins officially began their Diversity and Inclusion Scouting Mentorship Program, which provides insider access, hands-on coaching, and networking opportunities for underrepresented individuals across dimensions of race and gender. Each participant is paired with a mentor from the Bruins' Hockey Operations Department for a nine-month period to elevate the mentees' career progression in scouting and/or the broader hockey industry, helping to diversify the pool of candidates for future jobs. Participants in the program break down film, attend monthly virtual study sessions with their mentors, gather for town hall sessions with fellow participants and Bruins hockey operations staff, and learn from guest speaker panels.



With a \$2 million investment, the Calgary Sports and Entertainment Corporation (CSEC) and the Calgary Flames Foundation established the CSEC Inclusion Program in summer 2021 to build organizational and community initiatives that foster greater inclusion and access to sport for BIPOC individuals, people with disabilities, women and girls, and the LGBTQ+ community. Specific initiatives include an Indigenous mentorship and internship program; funding for sport and recreational spaces in diverse communities; scholarship support for BIPOC student athletes with separate, specific funding for Black youth; and hockey experiences designed for newcomers to Canada as well as girls, the South Asian community, and youth with physical and cognitive challenges.



In September 2020, the Chicago Blackhawks Foundation and A Better Chicago announced One West Side, a new partnership that will invest at least \$2 million over three years to empower residents of Chicago's West Side, which includes some of the city's most underserved and under-resourced neighborhoods. One West Side is equipping local Black and Latinx leaders who know their communities best with strategic capacity-building resources while also fueling programs and services that enable Chicago's youth to thrive at all stages of life. Key pillars of the partnership include education, social-emotional learning, mentorship opportunities, skills training, and leadership development projects that are tailored to the community's experiences and needs. One West Side's sister program, Support West, provides microgrants to minority-owned small businesses in the same neighborhoods.



The Arizona Coyotes launched a coaching internship program to empower young, diverse hockey coaches with an opportunity to learn and develop by working directly with Coyotes Head Coach André Tourigny and his coaching staff. In the program's first year, two coaches – Duarte Abercrombie and Nathaniel Brooks, both Black men – participated in Development Camp at Gila River Arena from September 9-13, 2021. They also served as assistant coaches for the Coyotes team scrimmage. The Coyotes highlighted Abercrombie and Brooks' stories in a four-part content feature, "NHL Bound," which was funded by the Club and directed by filmmaker Damon "Kwame" Mason, whose award-winning 2015 documentary *Soul on Ice* chronicled the Black experience in hockey.



The Buffalo Sabres raised awareness about Black history by engaging Edreys Wajed, a local Black artist, to re-design their logo in a special t-shirt that pays tribute to Sabres alumnus Val James, the first African American player in the NHL. Initially released in February 2021, the shirt's proceeds were donated to Breaking Barriers, an organization of young men of color who advocate for racial equity and social justice. In November 2021, Sabres players wore warmup jerseys with the re-designed logo for the 40th anniversary of Val's debut. To further commemorate the anniversary, the Buffalo Sabres Foundation donated \$10,000 to help fund the installation of a synthetic ice rink for kids in the City of Buffalo to experience hockey, many for the first time.



The Carolina Hurricanes created an internal committee to spearhead new efforts on diversity, equity, and inclusion in the organization's structure and community relationships. One focus area is increasing representation in Canes content – for example, through the Canes "Amplifying Black Voices" podcast, which launched in February 2021 to highlight the stories of Black fans and employees. In March 2021, the Canes also launched the Canes Girls Youth Hockey program to develop and inspire the next generation of female hockey players through on- and off-ice development, funded in partnership with the NHL/NHLPA Industry Growth Fund. These recent efforts are in addition to the Canes' long-standing support for Capital City Crew, a local non-profit in the "Hockey is for Everyone" network that provides an opportunity for diverse youth to play hockey.



Kroenke Sports Charities, run by the parent company of the Colorado Avalanche, introduced "Common Goals" in March 2021 as an educational platform to accelerate diversity and inclusion. The program, presented by Western Union, provided students at five Colorado high schools with the opportunity to learn topics of identity, bias, power, privilege, and oppression through an online "Diversity Foundations" course. Colorado's initiative aligns with similar initiatives by the Buffalo Sabres and Florida Panthers, who also worked with EVERFI and social justice non-profit RISE to bring "Diversity Foundations" to high schools in their local market. Additionally, the Avalanche continue to promote access to hockey for girls as well as people with disabilities; they were the first NHL team to form a partnership with a sled hockey program.



In Summer 2021, the Blue Jackets joined the Diversity Apprenticeship Program, a partnership between Experience Columbus, the Greater Columbus Sports Commission, and Tourism Diversity Matters to provide hands-on experience and job opportunities to local students, recent graduates and professionals who identify as BIPOC. They also worked with the Greater Columbus Sports Commission by organizing hockey clinics to provide equitable sports opportunities for families that would not otherwise have resources for summer camp. Other organizations supported by the Blue Jackets include Central Ohio Girls' Hockey, Columbus Blades Sled Hockey, Columbus Chill Youth Hockey Association (Special Hockey), Columbus Ice Hockey Club (a "Hockey is For Everyone" program), Columbus Ohio Gay Lesbian Ally Hockey Association, and Ohio Blind Hockey.



Established in February 2020, the Red Wings' Learn, Play, Score platform is a \$1 million partnership with the Detroit Red Wings Foundation and the NHL/NHLPA Industry Growth Fund to break down systemic barriers by helping underrepresented youth gain access to the social, emotional, and educational benefits of hockey. Learn, Play, Score works directly with the Boys & Girls Clubs of Southeastern Michigan, Detroit Parks & Recreation, Detroit Public Schools Community District, EVERFI, and the Mike Ilitch School of Business at Wayne State University to empower thousands of diverse children through hockey experiences. In addition, the Red Wings' Game Changers program uplifts community champions across race, gender, sexual orientation, and disability through dedicated storytelling and charitable grants.



The Florida Panthers are elevating diverse leaders to shape the organization's future. This includes Brett Peterson, who joined the organization in November 2020 as the NHL's first Black Assistant General Manager, with oversight of the Panthers Foundation's programs to promote inclusion in South Florida hockey; as well as Thomas Eugene, the organization's Senior Director of Diversity, Equity, Inclusion and Multicultural Affairs. In May 2021, the Panthers Foundation amplified its long-term partnership with the Boys & Girls Club of Broward County via a new hockey scholarship for Boys & Girls Club youth. The scholarship will cover the full cost of skating and hockey training, equipment, practice clinics, coaches, and more for 10 boys and girls ages 7-10 until age 18 or for their entire hockey journey.



The Minnesota Wild's "Hockey is for Me" program, presented by BMO and funded by the NHL/NHLPA Industry Growth Fund, began in July 2021. Black, Native American, Hmong, and Somalian leaders in the Twin Cities area helped invite 77 children of color to "Learn to Skate" and "Learn to Play" programs at the Wild's practice facility and local rinks. Participants who wished to continue their hockey journey were provided \$500 grants to join local youth hockey associations. Additionally, the Wild Foundation partnered with Treasure Island Resort & Casino to recognize every assist made by Wild players during the 2021-22 season with a \$200 donation toward diversity and inclusion efforts. The Wild also launched new partnerships with Twin Cities Pride and the Boys & Girls Clubs of the Twin Cities.



The Dallas Stars partnered with Color of Sports and are developing an organizational program to create transformative change for diversity, equity, and inclusion through the power of sports and entertainment. In addition, the Stars participated in the 2021 Racial Equity Now Cohort with Dallas Truth, Racial Healing & Transformation. Staff joined local leaders for training, information sharing, case study presentations, policy review and development, and more. The Stars are also committed to expanding their Hispanic and Latino outreach under the leadership of Al Montoya, their new Director of Community Outreach. A 10-season NHL veteran, he was the League's first Cuban-American player and native Spanish speaker. New initiatives include a partnership with the Consulate General of Mexico in Dallas; Spanish-language advertising; and a comprehensive Spanish-language outreach campaign through Univision.



The Edmonton Oilers Community Foundation (EOCF) is investing in efforts to diversify the game. In October 2021, they committed \$1.5 million in funding to the Hockey Alberta Foundation, part of which will support the new Hockey Alberta Member Grant Program that allocates funds with special attention to Indigenous, female, and para hockey programming as well as other inclusion and diversity initiatives. Earlier in 2021, the EOCF donated \$150,000 to Free Play for Kids to help local disadvantaged children – many of whom are refugees, New Canadians, or Indigenous – gain access to free ice and ball hockey in a safe, accessible, and inclusive environment. EOCF's financial support enabled Free Play for Kids to build an outdoor community rink for the first time in Free Play history.



In July 2020, the Kings announced their Inclusion Initiative to build equity in hockey through more intentional hiring, recruiting, and training; youth hockey development and expansion; fan education, growth, and inclusion; and other efforts to tackle systemic issues in Los Angeles and the hockey industry. The Initiative is led by Blake Bolden, who made history as the first Black professional women's hockey player in 2015 and joined the Kings in 2020 as an AHL Scout and Growth & Inclusion Specialist. In August 2021, the Kings' first "We Are All Kings" camp invited diverse youth to learn hockey at the club's practice facility and provided free instruction, skates, sticks, and equipment. Free instruction is also available via "We Are All Kings" Learn to Skate and the Little Kings program.



To honor the memory of the 215 Indigenous children whose bodies were discovered at Kamloops Indian Residential School, the Montréal Canadiens partnered with the First Nations Education Council in June 2021 on a shoe drive to collect lightly-used shoes for children and adolescents. All shoes were donated to organizations that work with Indigenous communities. The Club also raised over \$85,000 for various Indigenous organizations. Going forward, the Canadiens continue to feature a land acknowledgement before every home game to recognize the past, present, and future contributions of Indigenous peoples. Separately, the Montréal Canadiens Children's Foundation has helped numerous underrepresented groups access sport and hockey through their \$20 million "BLEU BLANC BOUGE" initiative, launched in 2009, which has built 13 refrigerated outdoor rinks in underserved and low-income neighborhoods.



The Nashville Predators' GUIDER initiative (which stands for Growth, Understanding, Inclusion, Diversity, Equality, and Representation) was founded in summer 2020 with the objective of diminishing the prevalence of social injustice for Predators staff, Predators fans, the sport of hockey, and the Nashville community. GUIDER led the development of the Predators' Youth Hockey Diversity Program, a partnership with Bridgestone to cover equipment, coaching, ice time, and other experiences for underrepresented children between the ages of 4 and 8. Simultaneously, the Predators deepened their relationship with Tennessee State University, a local HBCU, by partnering to increase student involvement in their internship program and engaging in a feasibility study that could lead TSU to become the first HBCU to have NCAA Division I men's and women's hockey programs.



The New York Islanders and UBS are teaming up to increase diversity in hockey through a \$1 million commitment and 5-year partnership with the 43 Oak Foundation, a non-profit serving minority and underprivileged youth hockey players, ages 13-22, in the New York Metropolitan Area. Islanders staff will conduct clinics and provide meaningful engagement opportunities to promote participants' hockey development with support from Islanders alumni, 43 Oak staff, and UBS hockey team volunteers. The partnership officially began in August 2021 and will build on 43 Oak's work to provide transportation, equipment, ice time, funding for travel hockey leagues and tournaments, and other vital resources for the players. The Islanders, UBS, and UBS Arena are sharing players' stories and perspectives on their social and digital channels.



During the 2021-22 season, the Ottawa Senators built upon their decade-long relationships with local Indigenous charities and community centers by activating for National Truth and Reconciliation Day; featuring #EveryChildMatters rinkboards at every home game; furthering their equipment and monetary contributions to Indigenous communities through the First Assist Program – which empowers Indigenous youth through sport; and supporting other local charities aimed at reclaiming tradition through fundraising efforts. Land acknowledgements are read at every home game during the pre-, regular, and post-season. Additionally, for more than a decade, the Senators have maintained partnerships with special hockey teams in the national capital region – including the Capital City Condors, a family of hockey teams for youth and adults with cognitive and/or physical disabilities – by providing support and special experiences.



The Penguins' Willie O'Ree Academy, launched in 2021 and presented by DICK'S Sporting Goods, is a first-of-its-kind program that offers local Black hockey players free instruction and holistic resources, including: on-ice skills, strength, and conditioning; guest appearances from NHL players, coaches, and executives; and educational programming focused on culture, identity, and social support. Named after the NHL's first Black player, the Academy is managed by Jaden Lindo, a Penguins draft pick featured in the *Soul on Ice* documentary about Black hockey history. Shortly after the Academy's launch, the Penguins began turning the historic Hunt Armory into a seasonal rink – the first public ice rink within Pittsburgh city limits in decades. With support from the NHL/NHLPA Industry Growth Fund, it opened in November 2021 and will be used for inclusive and equitable programming.



The parent company of the New Jersey Devils, Harris Blitzer Sports and Entertainment, pledged \$10 million to fight systemic racism and hired a Chief Diversity and Impact Officer in 2020. As part of that commitment, the New Jersey Devils developed the Devils Buy Black Program, which promotes local Black-owned businesses and provides marketing consultation, advertising value, educational opportunities, and additional tools. In partnership with Prudential Financial, Inc., the program expanded in December 2021 to include Prudential donating its premier brand placement on the Devils' helmet to a Black-owned business, Razu, for 30 games. Prudential Financial is also donating helmets to Black youth hockey programs. The Devils have long supported diversity in youth hockey by providing funds and unique experiences to Hockey in New Jersey, a "Hockey is for Everyone" program.



In February 2021, the Rangers began T.E.A.M. Hockey to inspire and empower youth in the Bronx by offering a free 10-week program that provides on-ice training, equipment, academic support, and nutritious meals. The Club also expanded its ball hockey program to more than 200 locations targeting underrepresented urban communities. Additionally, the Rangers leveraged their resources to promote equality through the Garden of Dreams Foundation, as well as through donations to Ice Hockey in Harlem, NY Urban League, UNCF, and Youth Action YouthBuild. Their parent company, Madison Square Garden Entertainment Corporation, also hired Demetrius Thornton as Vice President, Diversity and Inclusion to accelerate organizational progress, ranging from workforce representation to the establishment of employee resource groups to improving supplier diversity by supporting minority- and women-owned businesses within local communities.



When the Flyers committed \$500,000 to support local businesses through the Flyers Hometown Assist program in 2020, they placed a strong emphasis on reaching diverse communities and supported three minority-owned businesses with \$300,000 in marketing assets. The Flyers are also increasing their emphasis on diverse storytelling. The Club's "Everything But Hockey" podcast features episodes on Black and LGBTQ+ voices in hockey, and their "New Heights" video series highlights Philadelphia locals who are breaking barriers and inspiring change across dimensions of race and gender. The debut episode of "New Heights" focused on Black youth in the Ed Snider Youth Hockey Foundation, a non-profit that uses hockey to educate and empower under-resourced children and is the top beneficiary of Flyers Charities, which provides funding and special experiences.



For Sharks Sports & Entertainment (the parent company of the San Jose Sharks), diversity, inclusion, and belonging has been an integral part of the organization's DNA. Deeply ingrained in #TealTogether and the Pioneering Principles, the Sharks' DI&B efforts are formalized in their business strategy with the most recent emphasis being employee practices and internal education. Teal For Change, an internal ERG, plays an active role in partnering with leadership to execute these efforts. Examples include a quarterly educational series for staff to discuss diversity and inclusion topics and a public podcast series highlighting change-makers who are championing inclusion. The Sharks recently hired a Director to facilitate and centralize its DI&B efforts as well as a Coordinator to focus on outreach and inclusion within youth hockey programming.



SEATTLE KRAKEN

The Seattle Kraken built their organization with a commitment to welcome and highlight diverse talent. In August 2020, they hired Everett Fitzhugh as the first Black team broadcaster in NHL history. The following year, NHL alumnus and vocal social justice advocate J.T. Brown joined the team as a TV analyst. In the organization's front office (25.2% BIPOC and 36.5% female), Kendall Boyd-Tyson has served as Vice President for Strategy and Analytics since 2019, and her brother Kyle Boyd oversees inclusive community programming as the Director of Fan Development. The Kraken are also strengthening the next generation of diverse talent through a partnership with Seattle University's Albers School of Business, where students in a DEI-conscious graduate degree program will meet regularly with Kraken mentors to navigate their career.



TAMPA BAY LIGHTNING

In 2021, the Lightning's parent company, Vinik Sports Group, launched Backing the Bay – a marketing grant program offering \$500,000 in media assets to help Tampa small businesses – with particular attention to marginalized groups that have been disproportionately impacted by COVID-19. At least half of the businesses involved are minority-owned, woman-owned, veteran-owned, or LGBT-owned. The Lightning also used their platform to help educate business and community leaders by partnering with the University of South Florida Muma College of Business and Jabil to offer the "Diversity Equity & Inclusion in the Workplace" Program – for free – to the community. The program explores how organizations can create a more equitable workplace and foster inclusivity; it has certified 63,000 participants. On the ice, the Lightning continue to donate ice time, equipment, and coaching to diverse local youth.



VANCOUVER CANUCKS

The Vancouver Canucks continue to deepen their cultural outreach via theme nights that celebrate the diversity of the Vancouver area. For Diwali and Vaisakhi, the Club partnered with local South Asian artist Jag Nagra to create commemorative icons celebrating each holiday. In 2021, Nagra's Diwali artwork was featured on limited-edition merchandise, including warm-up jerseys that displayed player name bars in Punjabi and Hindi. A portion of proceeds from the sale of these items were donated to the Punjabi Market Regeneration Collective, an organization working to revitalize Vancouver's historic Punjabi Market neighborhood. The Canucks for Kids Fund added a \$20,000 donation to support additional community non-profits. Throughout the year, Vancouver's other celebrations of diversity include nights specific to Lunar New Year, Black History, Indigenous Peoples, Pride, and Autism Acceptance.



WASHINGTON CAPITALS

In August 2020, the Washington Capitals announced a series of diversity and racial equity initiatives tied to the pillars of youth hockey, education, and awareness. Components include the establishment of the Capital Impact Fund, a program that offers funds to help local minority youth players overcome cost barriers; support for the Fort Dupont Cannons, the oldest minority hockey program in North America; a new Black Hockey Committee to address ways to eradicate racism and grow the game in Black communities; and additional recognition and celebration of Black history in Capital One Arena and on the Capitals' website. The Capitals will also conduct an annual visit to the National Museum of African American History and Culture for development camp players to engage with this history.



ST. LOUIS BLUES

Through the Blues for Kids Foundation, the St. Louis Blues are leveraging their resources to help renovate a once-condemned church in North St. Louis' Walnut Park, a predominantly Black and low-income area, to support a safe haven for a community impacted by structural and social disadvantages. The renovated church will provide a home for Sankofa Unity Center, which was founded by community leader Darren Seals with the goal of offering opportunities for recreation, mentorship, and nourishment for local residents. The Blues expanded their support of Seals' mission by bringing various partners to assist with the project, including Paric, Sysco, Ford Restaurant Supply, and the St. Louis Children's Hospital Foundation. Additionally, the new North City Blues program provides a free opportunity for underrepresented youth to learn to play hockey.



TORONTO MAPLE LEAFS

Started in the 2021-22 season, the Toronto Maple Leafs annual Management and Coaching Development Program offers two full-time, paid positions to Black, Indigenous, and/or other marginalized candidates who are looking to gain exposure and experience in professional sports. These positions provide valuable opportunities directly with head coach Sheldon Keefe and front office personnel. Maple Leafs Sports & Entertainment (MLSE) also elevated diverse perspectives by hiring Teri Dennis-Davies as Chief People and Inclusion Officer, Angela White as Senior Director, Equity, Diversity and Inclusion (EDI), and NHL alumnus Mark Fraser in the role of Player Development, EDI. Additionally, the Leafs and MLSE Foundation launched the Hockey Coach Education Program to provide opportunities for underrepresented Ontario youth to obtain hockey coaching certification and connect them to coaching positions in their community.



VEGAS GOLDEN KNIGHTS

The Vegas Golden Knights Foundation partnered with Bridgestone in February 2021 to build a new ball hockey rink for the James Boys and Girls Club of Southern Nevada, which serves low-income families in a region that is predominantly Hispanic/Latino and Black. The more than \$400,000 project, which was completed and opened in Fall 2021, offers more than a place for underrepresented youth to learn the game of hockey. It also provides a flexible activity space that will function as a safe and enjoyable environment for additional sport programs and community social events. Members of the Golden Knights hockey programming department will offer support as programming develops. Several current and former Golden Knights, including right winger Ryan Reaves, played a key role in advancing the project.



WINNIPEG JETS

Resuming in 2022 after a pandemic-induced pause, the Winnipeg Jets True North Youth Foundation will host their annual Welcome to Winnipeg event (funded by the NHL/NHLPA Industry Growth Fund) in partnership with non-profit organizations that assist New Canadians with their transition to the country. Each organization brings approximately 40 children – most of whom arrive from African nations like Sudan, Ethiopia, and Syria – to Camp Manitou to be introduced to hockey and to facilitate community-building, inclusion, and belonging. The Jets also operate the Winnipeg Jets Hockey Academy for youth from socially and economically challenged schools in Winnipeg, with an intentional focus on the experiences of Indigenous, Asian, New Canadian, and female participants. Simultaneously, the Club is working to expand its multi-year, \$100,000 partnership with the Winnipeg Aboriginal Sport Achievement Centre.