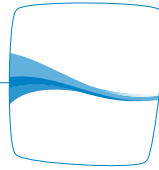


OUR PATHWAY

To behave ethically, set measurable performance targets and communicate openly about our progress and challenges
To consult with external groups affected by our activities



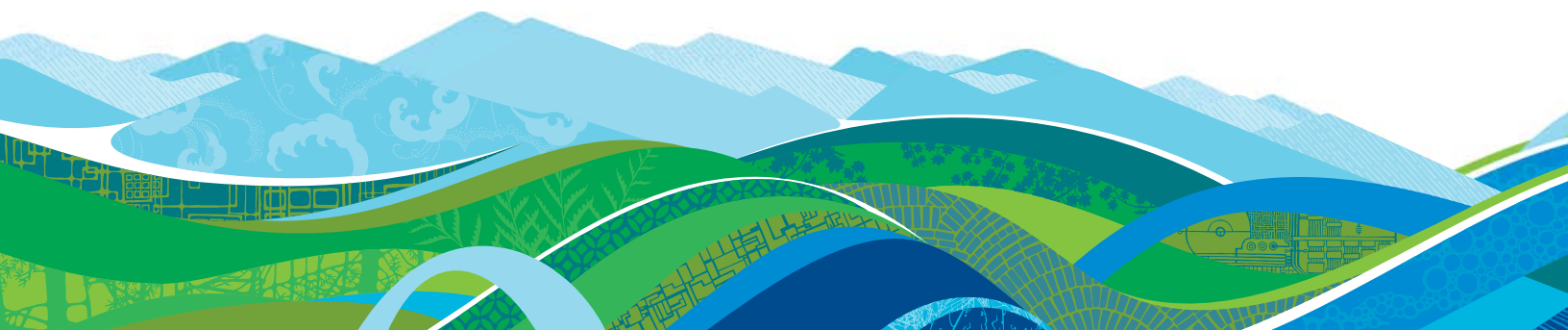
During the bid phase, the Vancouver 2010 Bid Corporation solicited input, expertise and support from the region's citizens through various means, including numerous meetings and voting processes. The result? The creation of a vision for the 2010 Winter Games that reflects broadly held public values, including a commitment to incorporating sustainability principles into all aspects of Games planning and decision making.

VANOC is accountable to a diverse mix of partners and stakeholders for delivery of the Games. Our partners include the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler (RMOW), the Four Host First Nations (FHFN), the Canadian Olympic Committee (COC), the Canadian Paralympic Committee (CPC), corporate sponsors and venue cities. Our stakeholders include residents of our host communities, citizens of British Columbia and Canada and a wide array of community and non-government organizations. We have a responsibility to be open and transparent in every aspect of our operations.

Accountability

This chapter reviews VANOC's 2008-09 performance in the following areas:

- A Sustainability Governance
- B Sustainability Management and Reporting
- C Engagement and Input from Partners and Stakeholders
- D Ethical Business Practices



Sustainability in Action

VANCOUVER 2010 SUSTAINABILITY REPORT HONoured

In April 2008, our second of five sustainability reports (*Vancouver 2010 Sustainability Report 2006-07*) was honoured with a Commendation for Innovative Reporting by Ceres (an independent network of investors and public interest organizations for sustainable prosperity) and the Association of Chartered Certified Accountants (ACCA).

The Ceres-ACCA North American Sustainability Reporting Awards are designed to highlight best practices in sustainability reporting. The 2009 competition included 97 accountability reports from Canada and the US. VANOC's was the first report by a project-based entity ever to be included in the rankings, and earned the distinction of being one of the top 19 sustainability reports in North America.

"Sustainability reporting takes disciplined goal-setting, monitoring and measurement by people throughout our organization. So all of VANOC contributed to this award," said Ann Duffy, VANOC's corporate sustainability officer. "Our reports enable people to see if we're doing what we said we would do. They also help us to improve as we go."



SUSTAINABILITY CONNECTION

Although separated in this report, our six sustainability performance objectives are interconnected. Our corporate Sustainability Management and Reporting System helps us ensure the connections between the social, economic, environmental, Aboriginal and legacy dimensions of the Games are recognized and addressed.

Our sustainability governance structure includes leadership and oversight at a policy level by a board of directors representing our key partners, and bimonthly input on plans and performance by the VANOC Board's Sustainability and Human Resource Committee (SHRC). Biannual feedback from the Board Advisory Committee on Sustainability Performance (BACSP) — made up of diverse external interests to provide strategic input and feedback to the VANOC Board — also informs our actions. Members of VANOC's Executive Team have regular oversight on VANOC's day-to-day sustainability plans and performance. Each member of our workforce, including both paid employees and volunteers, is invited to do his/her part to support our sustainability commitments. These elements combine to create an accountability framework for managing and evaluating our sustainability performance.

A Sustainability Governance

Sustainability is part of VANOC's mission, vision and values. It is present in all our planning and work, including the actions and decision making of the members of our workforce, board of directors and executive team. We abide by international standards for human rights and regulatory compliance and the spirit of the International Olympic Committee's (IOC's) Agenda 21 for sport and sustainable development. We also embed sustainable management policies and procedures into our work practices. Along the way, through monitoring and tracking, we report our performance to our leadership and stakeholders.

Oversight is provided by an independent board of directors comprised of 20 members nominated by the Canadian Olympic Committee (7 representatives), the Government of Canada (3), the Province of British Columbia (3), the City of Vancouver (2), the Resort Municipality of Whistler (2), the Canadian Paralympic Committee (1), the Lil'wat and Squamish First Nations jointly (1) and one member nominated by these first 19 members. The roles of board chair and chief executive officer are filled by two individuals. Members of the VANOC Board of Directors are not compensated and do not exercise management roles for VANOC.

As of July 31, 2009, VANOC's Board of Directors had four committees, as follows:

- 1 Audit
- 2 Finance
- 3 Sustainability and Human Resources
- 4 Governance and Ethics

VANOC does not have traditional shareholders. Our key partners have special mechanisms to provide input to VANOC's Board as identified in the 2002 Multiparty Agreement (MPA) for the 2010 Winter Olympic and Paralympic Games involving the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee and the Vancouver 2010 Bid Corporation (now VANOC). There are no special mechanisms for employees to provide input to the board. The MPA can be reviewed on our website at vancouver2010.com.

Responsibility for our sustainability commitments and outcomes is distributed across the entire organization and reflected in the performance plans of VANOC employees.

DID YOU KNOW?

VANOC provides opportunities for online feedback on sustainability and related performance via vancouver2010.com.



B Sustainability Management and Reporting

Our corporate Sustainability Management and Reporting System (SMRS) is the mechanism we use to put our Vancouver 2010 Bid Commitments and sustainability performance objectives into action on a daily basis. VANOC is the first Games Organizing Committee to develop an integrated system for managing the social, economic and environmental impacts and opportunities of an Olympic and Paralympic Games. Our SMRS addresses all aspects of our sustainability objectives and is based on the Environmental Management System model (ISO 14001) of the International Organization for Standardization, though we've expanded it to incorporate the management of sustainability-related aspects of our economic and social performance. We integrated principles of the AA1000 series of principles-based standards, which provides global guidance on applying accountability principles, engaging stakeholders with diverse interests and providing assurance on the information presented. Finally, for reporting, we drew on guidelines developed by the Global Reporting Initiative (GRI). The GRI is a global institution that has pioneered development of a widely used sustainability reporting framework that sets out the basis for organizations to credibly measure and report their economic, environmental and social performance.

Our six corporate sustainability performance objectives are based on bid commitments, best management practices of other Organizing Committees and leading sustainability firms and input from sustainability experts, key partners and stakeholders.

To fulfill the objective of maintaining transparency and open communication, VANOC committed to releasing five annual sustainability reports to track performance against management objectives we establish, control and influence.

The Global Reporting Initiative (GRI) G3 Application Level "C" requirements were applied to our first report, covering the 2005-06 period. GRI G3 Application Level "B" requirements were applied to our second report, covering 2006-07. We are targeting GRI G3 Application Level "B+" for this 2008-09 report and for our final 2009-10 report by seeking third-party assurance through an independent service provider. This is consistent with GRI G3 Application Level "B+" best practices in sustainability reporting worldwide, and is in alignment with our commitment to openness and transparency.

The AA1000 Accountability Principles Standard (AA1000APS) and the AA1000 Stakeholder Engagement Standard (AA1000SES) have guided our process for: identifying stakeholder groups for engagement, selecting issues to focus on and address in our sustainability reports and ensuring responsive means of feedback.

We also support research on broader regional and national impacts through our participation in the IOC's Olympic Games Impact (OGI) project. See vancouver2010.com/sustainability for more information.

BACKGROUND

VANOC's Sustainability Management and Reporting System (SMRS) Key Components

Corporate Sustainability Policy	6 performance objectives based on local bid commitments and global standards
System for Integrated Delivery and Cross-Organizational Responsibility	10 corporate-wide (implementing) procedures 7 environmental standard operating procedures Licensee Code of Conduct Supplier Code of Conduct Business plan, master schedule Sustainability deliverables and targets Communications and training
Annual Sustainability Performance Report	Key performance measures and outcomes; action tracker
External Board Advisory Committee on Sustainability Performance (BACSP)	Reports to the Sustainability and Human Resources Committee (SHRC) of the VANOC Board of Directors
Feedback	From partners and internal and external stakeholders
Monitoring	VANOC senior executive team, BACSP, SHRC, VANOC Board of Directors
Pre-Games and Games-Time Operating Support	Sport Events, venue operating plans, functional operating plans, job-specific and venue-specific training plans
Assurance	Annual stakeholder engagement Third-party assurance of final two (of five) annual sustainability reports
Communications	Stories, e-newsletter, website, presentations, workforce training, community outreach, athlete, youth and public engagement initiatives

Sustainability in Action

SPORT EVENTS GET SSET TO MAKE CHANGE

Sport events inspire and influence people all over the world, every day. But how can they help demonstrate smart event operations, engage people to live more sustainably, and even help to advance the global transformation towards sustainability?

Questions like these brought the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) together with the International Academy of Sport Science and Technology (AISTS). Based in Switzerland, AISTS is a centre of excellence for education and research in sport.



“By building and executing our own sustainability management system for the 2010 Winter Games, we’ve learned a lot about how to integrate sustainability into a sport event,” said Ann Duffy, VANOC’s corporate sustainability officer. “We wanted to find a way to distill that knowledge down and pass it along in an easy-to-apply format to other sport event organizers — be they large or small. Our partnership with AISTS provides the international reach and links to sports organizations required to do that.”

SUSTAINABILITY “HOW-TO” FOR SPORT ORGANIZATIONS

The two organizations combined their expertise to create a Sustainable Sport and Event Toolkit (SSET). Already in active use by development partners European Athletics and EventScotland and by the Swiss and Canadian National Olympic Committees, Speed Skating Canada and the International Cycling Union, among other sport federations, the SSET is a web-based, how-to guide offering know-how on incorporating social, environmental and economic sustainability into sport organizations and events. The goal is twofold: to produce sustainable operations and events, and to inspire athletes, sponsors and fans to do their part for a sustainable future.

“SSET benefits everyone in sports organizations and federations, including those without prior knowledge of sustainability, by giving them a simple and practical resource to follow,” explained Matt Dolf, assistant director, AISTS. “It applies to all sports and sport organizations of any size; whether that sport occurs in a venue or outdoors, the information is 97 per cent transferable.”

IOC A SUPPORTING PARTNER

With the International Olympic Committee as principal supporting partner, the SSET is a resource for National Olympic Committees, International and National Federations and bid cities. It consolidates management and sustainability practices and guidelines from leading global organizations such as the International Organization for Standardization, the Global Reporting Initiative and the British Standards Institute, into a simplified and practical application.

The toolkit comprises nine modules, including site selection and construction, venue management, supply chain, transportation, accommodation, marketing, and athlete and public engagement, each with an action-item checklist, suggested performance measures and examples. See sustainable-sport.org.



CHALLENGE

Why We Don't Have Targets for Some Measures

Some partners and stakeholders have asked us to define more specific and measurable goals and targets. Depending on the nature of the available data, we provide either quantitative information or qualitative information that is descriptive in nature. We can set targets where we have qualitative information to base it on — either from previous Winter Games reporting or available baseline information. But we cannot do it for all our sustainability goals.

For instance, in our bid to host the Games, we ambitiously set out to “strive for zero-waste Games.” We have defined a more specific target for this goal and are striving to divert 85 per cent or more of our Games-time waste from landfill. Throughout the project's seven years, we have applied zero-waste principles in all our construction, pre-Games operations and decommissioning activities.

In other areas, defining specific goals is more challenging, such as declaring what percentage of our procurement should be from inner-city or Aboriginal enterprises. This requires baseline information on marketplace size and capacity, which is neither readily available nor practical to generate in a timely or cost-effective manner. Thus, VANOC tracks the amount of our inner-city or Aboriginal-related procurement and works with partners such as the 2010 Commerce Centre (an initiative of the BC Olympic and Paralympic Winter Games Secretariat) to build a shared database of business enterprises with sustainability attributes that will support future target setting and business development.

BACKGROUND

Third-Party Assurance — Providing Credible Sustainability Reporting

On an annual basis, VANOC seeks input from stakeholders to gauge our performance against our plans and to help ensure our reports are valuable and timely tools which promote accountability. This stakeholder input has provided us with valuable insight that guides us in future reporting.

Along with stakeholder engagement, receiving independent assurance further builds credibility and transparency in sustainability reporting. In 2009, VANOC sought advice on assurance preparedness from Deloitte [a corporate sponsor] and retained an independent third party (PricewaterhouseCoopers (PwC)) to review selected performance indicators presented in our Sustainability Report 2008-09 to help ensure they are measured and reported fully and accurately.

Both stakeholder engagement and independent assurance are ways of holding VANOC accountable for our management, performance and reporting on sustainability. It helps others evaluate how well we have determined the key sustainability issues we need to address, how well we understand these issues, the basis for this understanding, and what we are doing to respond to them. Assurance is also used to evaluate the reliability of our sustainability performance information.

The needs and concerns of our stakeholders are central to this process. Stakeholder engagement and independent assurance are crucial so that stakeholders have an added level of confidence in the information contained in our sustainability reports.

Please see page 11 for the Independent Reviewer's Report

C Engagement and Input from Partners and Stakeholders

Engaging with the many different groups involved in the Olympic and Paralympic Games helps us better understand issues and create solutions. It can also lead to collaborations on shared goals. In identifying stakeholders for engagement, we either targeted individuals and organizations that have been involved with VANOC and are somewhat familiar with our sustainability activities, or we responded to requests from businesses, organizations or special interest groups to receive information on our sustainability programs.

VANOC's partners include:

- International Olympic and Paralympic committees, and Canadian Olympic and Paralympic committees
- The Government of Canada, the Province of British Columbia, the City of Vancouver and the Resort Municipality of Whistler
- Four Host First Nations (comprising the Lil'wat, Musqueam, Squamish and Tseil-Waututh Nations)
- Corporate sponsors
- Our "Venue City" partners (the City of Richmond, the District of West Vancouver and the City of Surrey)
- Members of our Contributing Provinces/Territories Program

For more information on VANOC's partners, please see vancouver2010.com.

VANOC's stakeholders include:

- Athletes and team officials
- Canadian public
- Community and non-government organizations
- Suppliers and licensees
- Educational institutions
- Municipalities and communities
- Spectators
- Members of VANOC workforce (including volunteers)

CHALLENGE

Getting the Sustainability Story Out

Throughout the year, VANOC has typically conducted more than 100 consultations and engagements on our sustainability program. Some of our stakeholders have asked why the public does not typically hear about the many innovations we've undertaken in pursuit of our sustainability goals.

Most people get information about the Games through mainstream media, but communicating sustainability information and stories through news media can be challenging. For one thing, such information seldom qualifies as "breaking news." This is because, by their very nature, sustainability projects and programs seek to address broad and multifaceted issues. Positive outcomes usually involve collaborations between diverse interests over long periods of time.

Through our stakeholder engagement efforts, VANOC receives regular exposure to a wide range of views and feedback, including those held by staunch critics, skeptics, cautious optimists and strong supporters. Taken together, the varied nature of all these perspectives consistently reminds us of the importance of providing balanced information about the progress we have made and the challenges we face in delivering on our sustainability objectives. That is why we communicate about our sustainability performance in a variety of ways, including technical reports, short stories, newsletters, public presentations, media releases, interviews and through our vancouver2010.com website. We also value the feedback we receive through our dedicated e-mail address: sustainabilityreport@vancouver2010.com

KEY STAKEHOLDER FEEDBACK ON THE VANCOUVER 2010 SUSTAINABILITY REPORT 2007-08

FEEDBACK	RESPONSE
Say more about legacies, both overall and for specific commitments	In this year's report, we provide information on our legacy initiatives related to venue construction, special projects, collaborations, new business practices and operations, as well as long-term benefits to local communities, sport or the Olympic and Paralympic Movements. See Appendix C
Provide information on lessons learned about designing and implementing sustainability programs, as this is a significant Games legacy	A summary of lessons learned will be included in VANOC's final 2009-10 report
Include more information on partner and sponsor involvement with sustainability commitments	We include information on our Vancouver 2010 Sustainability Stars program, an initiative recognizing Games-related sustainability innovations by sponsors, partners or VANOC that have generated positive economic, environmental or social outcomes
Liked frankness of CEO message. Would like it to be even franker, shorter and more to the point	The CEO letter is more succinct and clearly outlines the challenges we face as an organization
Focus more deeply on high-profile issues in the public and media eye	We continue to share the challenges we face in delivering outcomes as they relate to our sustainability platform
Provide more information on sustainability as it relates to the Paralympic Winter Games	We continue to report on sustainability initiatives related to both Olympic and Paralympic venues, as well as accessibility measures for people with disabilities. Our final report for 2009-10 will include performance on measures for both the Olympic and Paralympic Winter Games.
Appreciated the level of detail and metrics in the Environmental Stewardship chapter; would like to see more on CO ₂ emissions and VANOC's response, as well as green design and Leadership in Energy and Environmental Design (LEED) achievements	Measuring and reducing emissions is of primary importance. This year's report includes more information on our Carbon Management program. We provide an update on the progress of applying LEED targets to venues.
Would like more information on the role of Aboriginal collaboration.	We have included more information about the partnership between VANOC and the FHFN, and about their joint efforts to achieve unparalleled Aboriginal participation in the Games
Unclear as to whether some data in the Sustainability Scorecard was cumulative over time, or referred to the current year only	Our Sustainability Scorecard data is for the current year only. In specific instances we have also included cumulative information where relevant.

**KEY STAKEHOLDER FEEDBACK ON THE DRAFT
VANCOUVER 2010 SUSTAINABILITY REPORT 2008-09**

FEEDBACK	RESPONSE
Include more on the project-based nature of the Games	We have expressed the unique challenges of working as a project based entity in each of our sustainability reports. Our legacy initiatives, such as the SSET guideline (page 37), and Z2010 sustainable event management standard will serve as templates for future organizers incorporating sustainability into the planning and hosting of sport and other events. These resources speak to the construction, pre-Games operations, Games-time and dissolution-handover phases of the project.
Include info on Scope 3 carbon emissions and financial aspects of carbon management	Scope 3 carbon emissions under the GHG Protocol constitute all the other indirect emissions that are a consequence of the activities of an organization but occur from sources not owned or controlled by the organization, and can include, for example, emission sources associated with corporate travel and employee commuting. While it is challenging to conduct a complete inventory analysis of these types of emissions, VANOC committed to offsetting corporate business travel over the seven-year project period, and encouraging all members of its workforce to embrace sustainable transportation measures whenever possible. Additionally, VANOC has produced a forecast* of its indirect footprint that includes the emissions from other Games-associated organizations, including sponsors, government partners and media partners. Assessing the financial aspects of carbon management is a complex, costly and time-consuming endeavour that VANOC will not be able to pursue. *VANOC has conducted two forecasts to estimate our actual inventory of emissions, targeted a minimum reduction of 15 per cent (over business as usual) and collaborated with ENGOs, including the David Suzuki Foundation and Offsetters (our carbon offset sponsor), to establish and implement a comprehensive program for offsetting direct and indirect emissions (Scope 1, 2 & 3).
Include information on the H1N1 flu virus and how VANOC is planning for its impact	Given the prevalence of the H1N1 flu in fall 2009, we will include its impact on the Games in our final 2010 post-Games sustainability report, as the scope of this report covers the period from August 1, 2008 through July 31, 2009.
More on Canada's success at promoting diversity as a model for others	We report on diversity as it relates to our workforce and our initiatives around accessibility in the Social Inclusion scorecard and chapters 3 and 6 of this report.
More details on Buy Smart program success and engaging supply chains	We have included information about our Buy Smart program in Chapter 5. A final Buy Smart program case study will be available in 2010.
The report is too long and contains too much narrative	Yes, this report is slightly longer than last year's, as we include more background information for our new readers and generally expanded Games-time reading audience. We have also produced a shorter report called the Vancouver 2010 Sustainability Report Snapshot 2008-09 that provides an overview of our reporting year.
It would be appropriate for VANOC to recognize the VIK contributions of inner-city community organizations	We have included a recognition box in Chapter 5 to acknowledge our gratitude and appreciation for the contributions of, and collaborations with, the people and community organizations that have lent their time and expertise to the Games project.
Include more stories to communicate how VANOC leveraged behaviour change	We plan to have more information on this topic in Chapter 6 of the 2009-10 report, including a summary of our Games-time communications and public engagement activities.

D Ethical Business Practices

Being an accountable organization involves grounding all internal and external practices and behaviours in an ethical foundation. For us, this includes adopting a VANOC Ethics Policy — one that incorporates both the IOC’s Code of Ethics (see olympic.org) and well-established local practices and requirements. VANOC’s chief legal officer ensures that all employees review the ethics policy, monitors compliance with this policy and tracks our reporting on wrongdoing policy (which includes a whistle-blowing procedure). These policies ensure that members of our workforce engage in relationships that are ethical and transparent, and help assure the public of our integrity. VANOC’s Board of Directors has appointed an independent ethics commissioner to provide guidance, opinions and recommendations, as necessary, on matters relating to the ethics policy.

VANOC requires all directors and senior management to file, at least annually, a Declaration of Interest by Directors. This process identifies potential conflicts and sends a strong signal to the entire workforce about how we conduct business. As part of its transfer of knowledge exercise, VANOC will share this process for transparency with future Organizing Committees for the Olympic Games.


New members to the VANOC workforce are required to read and sign the VANOC Ethical Conduct and Conflict of Interest Policy; during orientation sessions, the importance of compliance with privacy laws is emphasized. In addition, new hires are required to complete ethics-based e-learning modules, reporting back to their respective managers upon completion.

ACTION TRACKER ACCOUNTABILITY

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
In the first quarter of 2009, convene Sustainability Management and Reporting System (SMRS) “management review” (including a review of performance reporting, stakeholder input and internal consulting review on compliance with legal and corporate requirements) with VANOC’s three sustainability governing bodies (executive team, Board Advisory Committee on Sustainability Performance, Sustainability and Human Resources Committee)	Completed in April 2009	Convene final SMRS management reviews in the last quarter of 2009 (November) and first quarter of 2010 (March)
Produce 2007-08 report and plan for the 2008-09 report, for release at Games time	2007-08 report produced and launched in January 2009 Conducted assurance readiness report-related exercise with Deloitte (a Games sponsor) in Q3 2009	Produce Games-time 2008-09 sustainability report and shorter “snapshot” report, and final 2009-10 report Complete assurance readiness exercise and secure independent assurance of 2008-09 and 2009-10 reports
Apply environmental Sustainability Standard Operating Procedures (SSOPs) to all activities from the pre-Games period through the end of decommissioning phase of project	Integrated environmental SSOPs into Environmental Management Plans for Venue and Village Operations	Conduct assessment of selected sites to ensure compliance with the seven Environmental Standard Operating Procedures in Q4 2009
Identify and report on sustainable legacy of the Games	Identified and reported on sustainability legacies — both tangible and business/process-related — in the 2008-09 report and snapshot	Develop consolidated summary of sustainability legacies

ACTION TRACKER


Sustainability Management and Reporting (SMRS)

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
Complete scheduled SMRS Internal Consulting reviews in 2008-09 (compliance with legal and corporate requirements)	See "Governance" Action Tracker	See "Governance" Action Tracker
Complete consultations with 26 of 52 Games functions (the other 26 functions were previously consulted in 2008) to finalize list of sustainability deliverables, gaps and opportunities	Consultations completed and recommendations reported to management Internal cross-functional working groups implemented recommendations	Reflect actions and outcomes of functional area initiatives and collaborations throughout the final report
Provide relevant sustainability performance data to socio-economic impact researchers	Provided input as requested	Provide input as requested
NEW — Work with the University of British Columbia (UBC) to fulfill VANOC's obligations to participate in the IOC's cross-Games research project on Olympic Games Impact (OGI) reporting	Draft OGI Report 1 completed by UBC in Q2 2009 (OGI Baseline Report completed by Fraser Basin Council in 2007) 	Release OGI Report 1 in Q4 2009; work with UBC to prepare and release OGI Report 2 in a timely manner following the Games

Engagement and Input from Partners and Stakeholders

Obtain stakeholder feedback on completed 2007-08 report and our 2008-09 report template (VANOC's fourth report)	Completed (see page 40-41 outlining key feedback and our response)	To support our assurance process and the AA1000 Assurance Standard, obtain feedback from a panel of domestic and international stakeholders on draft 2008-09 and 2009-10 sustainability reports
Continue to engage partners and stakeholders on VANOC's sustainability performance and opportunities to collaborate on sustainability initiatives	Engaged with government partners, sponsors, sustainability practitioners, non-government organizations, community groups and the public on areas including carbon-neutral Games, job training, recruitment and procurement opportunities, showcasing sustainability innovations and impact management of Games-time operations	Engage partners, stakeholders and broader audiences on Games-time sustainability performance through various delivery and outreach initiatives, including communications, recognition, impact management and athlete and audience activation
Adjust stakeholder engagement approaches, as needed, to ensure continued improvement (refer to specific chapters for details)	Convened engagement specifically to include francophone partners, Whistler staff and Whistler-based community groups	See first goal above

Ethical Business Practices

Monitor new-hire completion of ethics-based programs in orientation training (for instance, reporting wrongdoing, complying with the VANOC Ethics Policy and privacy laws)	Managers monitored completion of ethics-based programs for new hires, including the reading/signing of VANOC's Ethical Conduct and Conflict of Interest Policy during orientation	Through the end of the Games, continue implementing ethics program with members of the VANOC workforce, including volunteers
Post third report of the activities of the ethics commissioner on VANOC's website	Prepared third, fourth and fifth ethics commissioner reports, which were posted on VANOC's website 	Ensure final reports of ethics commissioner activities are posted on website
Continue to monitor conformance with our corporate policies through internal audits and periodic surveys and reports by the chief legal officer	Ongoing monitoring completed	Continue quarterly survey of senior management team members; update and monitor Declarations of Interest by Directors