



## EXHIBIT C

### USOC Quadrennial Census Summary and Diversity & Inclusion Initiatives

The Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C. § 220511(a), specifically calls for the USOC to submit a report on a quadrennial basis on the following requirements regarding the USOC:

- Data concerning the participation of women, disabled individuals, and racial and ethnic minorities in the administration of the USOC.
- Description of USOC diversity initiatives including human resource programs and practices that facilitate a productive and diverse environment for all.

The U.S. Olympic and Paralympic family embraces the spirit of difference for better athletic performance and business results. The USOC has recognized and supported the value of diversity in persons and perspectives, and has sought to build a culture of diversity within the organization. We have created a world-class human resources organization committed to supporting diversity initiatives throughout every component of the organization and with the establishment of a diversity and inclusion program, we feel strongly that we can continue to reach diverse communities.

The best example of how seriously the USOC takes diversity is the composition of the USOC board. Of the USOC's 16-member board, there are seven women and four racially diverse members. Minority representation has been present on the board since its restructuring in 2004.

This commitment to diversity extends to the management team and to senior professional positions. We are cognizant of the changing demographics of our country and work to ensure our staff and leadership team reflect the diversity of our country. For years, the USOC has employed a high percentage of women in professional positions, and we are committed to continuing this trend.

We are confident our efforts will continue to produce results. Our commitment to diversity and inclusion is reflected in the creation of the director of diversity and inclusion position and the program to identify new ways to approach this important effort over the next quadrennium. The USOC is a unique organization in the United States that carries out a tremendously important role. It is an organization that should speak to every American.



## A. USOC Statistical Census Data

This section provides the statistical data concerning the participation of women, disabled individuals, and racial and ethnic minorities in the administration of the USOC. The census data represents the 469 staff and 16 members of the board at the end of the 2013-16 quadrennium.

*USOC Professional Staff* - As of Dec. 31, 2016, the USOC had staff offices in three states (Colorado, California and New York) and the District of Columbia. The USOC's headquarters and U.S. Olympic Training Center in Colorado Springs, Colorado, were home to 73 percent of the total staff population. The census data collected relating to the USOC staff is separated into two groups according to EEO-1 job categories:

- 1) USOC staff in executive/senior level, and first/mid-level officials and managers job categories, including CEO, chiefs and managing directors/vice presidents; most directors, associate directors and managers; and all who supervise other staff members.
- 2) USOC staff in administrative support, craft workers, operatives, professionals, service workers and technicians job categories.

*USOC Volunteers* - As of Dec. 31, 2016, the volunteer population represented the USOC's board of directors, Audit Committee, Compensation Committee, Ethics Committee, Nominating and Governance Committee, and the Paralympic Advisory Committee. The USOC board consisted of 16 individuals, the Audit Committee consisted of five individuals, and the Compensation Committee consisted of five individuals, all of whom were also members of the board of directors. The Nominating and Governance Committee consisted of five individuals, two of whom were members of the board of directors. The Ethics Committee consisted of five members, one of whom was a member of the board of directors. The Paralympic Advisory Committee consisted of 12 members, one of whom was a member of the board of directors. (**Exhibit F** - USOC Bylaws). The USOC also uses volunteers across the organization for events, projects and advisory commissions, but does not track demographics for those groups.

### 1. USOC Gender Profile

The USOC has seen some encouraging trends over the quadrennium regarding gender representation. The most notable difference is at the Board level. The overall number and percentage of women on the USOC Board increased, as did the number of women on the audit and ethics committees of the Board. Male/female representation in First/Mid Level Officials and Managers and Professionals roles continues to be nearly equal. Since the previous quad report, the overall number of females in the Executive/Senior Level Officials and Managers category dropped from 10 to 8, while males in this category increased from 15 to 18.



**a. USOC Staff**

The gender profile for USOC staff, as of December 31, 2016, is as follows:  
**United States Olympic Committee - Gender Profile**

	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Executive/Senior Level Officials and Managers</b>			
USOC Staff	18	8	26
Percent of Total Staff	3.84%	1.71%	5.54%
<b>First/Mid Level Officials and Managers</b>			
USOC Staff	80	84	164
Percent of Total Staff	17.06%	17.91%	34.97%
<b>Administrative Support Workers</b>			
USOC Staff	18	77	95
Percent of Total Staff	3.84%	16.42%	20.26%
<b>Craft Workers</b>			
USOC Staff	11	0	11
Percent of Total Staff	2.35%	0.00%	2.35%
<b>Operatives</b>			
USOC Staff	4	7	11
Percent of Total Staff	0.85%	1.49%	2.35%
<b>Professionals</b>			
USOC Staff	34	44	78
Percent of Total Staff	7.25%	9.38%	16.63%
<b>Service Workers</b>			
USOC Staff	45	33	78
Percent of Total Staff	9.59%	7.04%	16.63%
<b>Technicians</b>			
USOC Staff	4	2	6
Percent of Total Staff	0.85%	0.43%	1.28%
<b>USOC Staff Count</b>			
	214	255	469
<b>USOC Staff Percent</b>			
	45.63%	54.37%	100.00%



**b. USOC Volunteers**

The gender profile for USOC volunteers, as of December 31, 2016, is as follows:

**USOC Volunteers – Gender Profile**

	<b>Male</b>	<b>Female</b>	<b>Total</b>
Board of Directors Count	9	7	16
Percent	56.25%	43.75%	
Audit Committee Count	2	3	5
Percent	40%	60%	
Compensation Committee Count	2	3	5
Percent	40%	60%	
Ethics Committee Count	3	2	5
Percent	60%	40%	
Nom./Governance Comm. Count	3	2	5
Percent	60%	40%	
Paralympic Advisory Comm. Count	9	3	12
Percent	75%	25%	

**2. USOC Summary of Practices Regarding Individuals with Disabilities**

- a. Employees and Volunteers** – In the past quad, the number of USOC employees with self-disclosed disabilities dropped from 14 to 7, primarily due to ending the VA Adaptive Sports Grant in 2014.

In addition to the trends we have seen in our estimates for USOC employees, we have also seen increased numbers of individuals with disabilities in important volunteer positions. There are five individuals with physical disabilities on the Paralympic Advisory Committee. Also, an individual with a disability was elected to a leadership position within the USOC's Athletes' Advisory Committee.

**3. USOC Racial and Ethnic Minorities Profile**

Although we have had some changes in the ethnic and racial diversity of our staff, we feel confident that by implementing the Diversity Working Group recommendations including the hiring of a Director of Diversity and Inclusion we can more closely reflect the racial and ethnic diversity of the US.

- a. USOC Staff**

Racial and ethnic comparisons for USOC staff including all EEO job and ethnicity categories, as of December 31, 2016, are as follows:



**USOC Staff, All Job and Ethnicity Categories  
Race and Ethnicity**

	White	Black or African American	Hispanic or Latino	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Total
<b>Colorado</b>								
USOC Staff	285	11	24	5	5	1	11	342
Percent	83.33%	3.22%	7.02%	1.46%	1.46%	0.29%	3.22%	
<b>California</b>								
USOC Staff	29	5	17	0	1	0	0	52
Percent	55.77%	9.62%	32.69%	0.00%	1.92%	0.00%	0.00%	
<b>New York</b>								
USOC Staff	54	0	0	0	3	0	1	58
Percent	93.10%	0.00%	0.00%	0.00%	5.17%	0.00%	1.72%	
<b>Washington, D.C.</b>								
USOC Staff	4	1	0	0	0	0	0	5
Percent	80.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
<b>Remote Employees (Other States)</b>								
USOC Staff	11	0	1	0	0	0	0	12
Percent	91.67%	0.00%	8.33%	0.00%	0.00%	0.00%	0.00%	
<b>USOC Staff Count</b>	383	17	42	5	9	1	12	469
Percent	81.66%	3.62%	8.96%	1.07%	1.92%	0.21%	2.56%	



**USOC Staff: Executive/Senior Level and First/Mid Level Officials and Managers  
Race and Ethnicity**

	White	Black or African American	Hispanic or Latino	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Total
<b>Colorado</b>								
USOC Staff	126	5	6	2	3	1	8	151
Percent	83.44%	3.31%	3.97%	1.32%	1.99%	0.66%	5.30%	
<b>California</b>								
USOC Staff	10	0	2	0	0	0	0	12
Percent	83.33%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	
<b>New York</b>								
USOC Staff	16	0	0	0	1	0	0	17
Percent	94.12%	0.00%	0.00%	0.00%	5.88%	0.00%	0.00%	
<b>Washington, D.C.</b>								
USOC Staff	2	1	0	0	0	0	0	3
Percent	66.67%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	
<b>Remote Staff</b>								
USOC Staff	6	0	1	0	0	0	0	7
Percent	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	



**USOC Staff: Administrative Support Workers, Craft Workers, Operatives, Professionals, Service Workers and Technicians  
Race and Ethnicity**

	White	Black or African American	Hispanic or Latino	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Total
<b>Colorado</b>								
USOC Staff	159	6	18	3	2	0	3	191
Percent	83.25%	3.14%	9.42%	1.57%	1.05%	0.00%	1.57%	
<b>California</b>								
USOC Staff	19	5	15	0	1	0	0	40
Percent	47.50%	12.50%	37.50%	0.00%	2.50%	0.00%	0.00%	
<b>New York</b>								
USOC Staff	38	0	0	0	2	0	1	41
Percent	92.68%	0.00%	0.00%	0.00%	4.88%	0.00%	2.44%	
<b>Washington, D.C.</b>								
USOC Staff	2	0	0	0	0	0	0	2
Percent	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
<b>Remote Staff</b>								
USOC Staff	5	0	0	0	0	0	0	5
Percent	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

4. For the first time in 2012, the USOC surveyed its employees to establish a benchmark for employment of veterans. As of 12/31/12, 6.5% of all USOC staff and 8.3% of Colorado staff self-disclosed they were veterans. As of 12/31/16, 3.2% of all USOC staff and 4.4% of Colorado staff self-disclosed they were veterans. This decline in veteran numbers was primarily due to ending the VA Adaptive Sports Grant in 2014.



## b. USOC Volunteers

Racial and ethnic distribution for the volunteer groups, as of December 31, 2016, is as follows:  
**USOC Volunteers - Race and Ethnicity**

Volunteers	White	Black	Hispanic	Asian	Two or More Races	Total
Board of Directors Count	12	3	0	1	0	16
Percent	75%	18.75%	0%	6.25%	0%	
Audit Committee Count	3	1	0	1	0	5
Percent	60%	20%	0%	20%	0%	
Compensation Committee Count	4	1	0	0	0	5
Percent	80%	20%	0%	0%	0%	
Ethics Committee Count	4	1	0	0	0	5
Percent	80%	20%	0%	0%	0%	
Nom./Governance Comm. Count	5	0	0	0	0	5
Percent	100%	0%	0%	0%	0%	
Paralympic Advisory Comm. Count	11	1	0	0	0	12
Percent	91.67%	8.33%	0%	0%	0%	

## B. USOC Diversity and Inclusion Initiatives

*USOC Diversity and Inclusion Vision Statement:*

***The U.S. Olympic and Paralympic Family embraces the spirit of differences for better athletic performance and business results.***

USOC Diversity and Inclusion is: MANY FACES, ONE TEAM and ONE MISSION.

The Olympic and Paralympic Movements can thrive in the United States only if the entire Olympic and Paralympic Family – including the USOC and the US NGBs – strives to reflect the changing face of the United States as a whole. The USOC is dedicated to recruiting, hiring and promoting qualified applicants without regard to age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information or any other status protected by federal, state or local law, where applicable. The USOC recognizes and supports the value of diversity in persons and perspectives. Diversity initiatives are integrated into every aspect of the organization. Below is a description of the diversity initiatives:



## 1. USOC Human Resources Division Diversity and Inclusion Initiatives

The Human Resources Division of the USOC has policies and procedures that are intended to facilitate a productive environment for all employees. The term “diversity” is broadly used to refer to many variables, including, but not limited to, age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information, or any other status protected by federal, state or local law. The Human Resources Division promotes diversity and inclusion through both prevalent and best practice human resources programs and through a focus on management commitment, communication, statistical analysis, and employee training and development. The USOC’s equal employment opportunity policy reads as follows:

“The United States Olympic Committee is dedicated to the principles of equal employment opportunity in any and all terms, conditions or privileges of employment including hiring, promotions, termination, training and compensation. The USOC does not discriminate against applicants or employees on the basis of age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information or any other status protected by federal, state or local law, where applicable. Furthermore, the USOC is committed to a work environment free of discrimination and harassment through respecting and valuing the diversity among employees and all those with whom the USOC does business.”

**a. Traditional Human Resources Programs** - The USOC human resources programs and practices promote and support our commitment to diversity.

### *Employee Handbook*

The employee handbook is a brief communication tool for employees which articulates the ethics, values and spirit of the Olympic Movement while providing general information on current policies and procedures. The handbook references in detail state, local, Federal and USOC policy, including equal employment opportunity and anti-harassment principles.

### *Equal Employment Opportunity Policy*

See policy above.

### *USOC Total Rewards Philosophy*

The objectives of the USOC Total Rewards philosophy (as reviewed by the Compensation Committee of the Board of Directors annually) are:

- *To drive organizational performance and results through market competitive reward and benefit programs for employees*
- *To create consistency between all USOC locations by aligning them under one overall strategy*
- *To attract employees that represent “the right hire for the right position” and to increase retention through realization of Total Rewards*



### *Recognition and Rewards Programs*

These programs reward and motivate performance that upholds the USOC's core values and standards for excellence. Current programs include:

- The USOC Reward and Recognition Program provides cash awards to USOC team members for timely recognition of extraordinary results or behaviors. It includes three award levels: gold, silver and bronze.
- The USOC Star Performer Rewards Program provides limited cash rewards for high performers, with the aim of enhancing a pay for performance culture at the USOC.
- The High Five Program offers an opportunity for peer-to-peer public recognition of colleagues' actions that embody USOC core principles.

### *Local and National Employment Advertising and Posting*

The USOC uses a variety of online and print outlets to distribute and communicate open jobs to the local and national community in addition to job postings on [www.TeamUSA.org/careers](http://www.TeamUSA.org/careers). Job openings are forwarded to NGBs, educational institutions, trade organizations and posted on sites such as, but not limited to, LinkedIn, Indeed.com, Monster.com and [www.ncaa.com](http://www.ncaa.com), advertised in print publications such as *The Colorado Springs Gazette*, *The Denver Post*, *Sports Business Daily*, *The Union Tribune*, *Sports and Spokes*, *The African American Voice* and *Hispania News*.

### *Hiring and Promotion Practices*

The USOC is an equal opportunity employer and hires and promotes individuals based on their qualifications and ability to do the job. The USOC further believes that hiring qualified individuals contributes to the overall strategic success of the organization, and each employee, while employed, is hired to perform and make significant achievements for the position.

### *Code of Conduct*

The USOC Code of Conduct requires its volunteers and staff to conduct business with integrity, to maintain a standard of ethical conduct and to be guided by the knowledge that we are guardians of the Olympic values, spirit and ideals. The Code of Conduct's guiding principles include conducting all dealings with integrity, honesty, and fairness, respecting the rights of all others including by avoiding discrimination or harassment, adhering to conflicts of interest and anti-bribery principles in dealings with others, and protecting confidential information. The Code includes protections and easy means of reporting for whistleblowers. **(Exhibit G)**.

### *New Hire Orientation Program*

The New Hire orientation program on-boards all new employees into the organization so they can quickly and efficiently provide a valuable contribution. Employees are informed of policies and procedures, briefed on the USOC culture, make benefit decisions and familiarize themselves with the USOC's Code of Conduct.

Further, new employees attend a New Team Member Assimilation program. At this program, the employees become familiar with the broader context of the organization, the global Olympic and Paralympic movements, the USOC leadership team and the Key USOC Behaviors that drive decision making.



### *Performance Planning and Review*

The performance planning and review process is a mutually agreed upon documented appraisal plan that ties to both business results (goal achievement) and key behaviors. The process includes goal setting, measuring key accountabilities and objective performance assessment by both team members and their leaders. Assessments are performed annually for team members, and year-end reviews are maintained by Human Resources.

USOC Key Behaviors of *Customer Service, Communication, and Teamwork* were incorporated into USOC Performance Management in 2012. *Judgment* was added to USOC Key Behaviors in 2015. Team members' performance review ratings are based upon the expression of these behaviors through their work:

- Customer Service
  - Anticipates and responds to the needs of athletes, NGBs, USOC colleagues and other customers
  - Enhances customer success; suggests ways to improve processes and fulfill customer needs
  - Gains trust with constituents ethically and responsibly
  - Is accessible to constituents
- Communication
  - Clearly conveys and receives information in an honest, straightforward manner
  - Keeps others informed as appropriate
  - Influences others and resolves conflicts in a positive, ethical way; admits mistakes
- Teamwork
  - Builds trust by keeping commitments and promises
  - Collaborates and cooperates to get the job done
  - Is inclusive: values the opinions and beliefs of others
  - Assess impact of decisions on others
  - Treats others with respect through words and actions
- Judgment
  - Uses appropriate mix of experience, innovation and factual information to problem solve or make quality decisions in a timely manner
  - Roots decisions and solutions in the USOC mission and guiding principles
  - Gets required approvals when necessary

### **b. Communication**

The establishment and implementation of a two-way employee communication plan provides a platform for communicating with employees both horizontally and vertically. Current and future communication vehicles include, but are not limited to, all-employee meetings called "Town Halls", supervisor communication training, intranet, newsletters, bulletin boards, organization-wide email communiqués, social media vehicles, skip level meetings between the CEO and employees, and an anonymous employee hotline for reporting concerns.



### **c. Statistical Analysis**

An essential element of a successful diversity initiative is evaluating results and measuring progress. Monthly reports analyzing our employment ratios are used to analyze and compare EEO statistics to that of our community. Current program tracking includes EEO reporting and exit questionnaire tracking as well as hiring statistics, promotion statistics, turnover statistics, and compensation statistics.

### **d. Training and Development**

Training and Development at the USOC is designed to reinforce the USOC's commitment to diversity while allowing employees the opportunity to obtain the awareness, skills, knowledge and ability to carry out their individual responsibilities. Team USA Academy of Learning and Leadership (the USOC's internal training department) runs programs that communicate the importance of a respectful work environment in maximizing the performance of every employee and enhancing the USOC's ability to attract, develop and retain the best and brightest talent. Training classes include (but are not limited to): Civil Treatment for Leaders and Civil Treatment for Employees (both focused on ethical treatment of employees from harassment to diversity), Customer Service, Project Management, Leading Change, Business Case Training, Leading High Performing Teams, Candid Communication, Performance Management Training, Effective Communications and Human Relations, and Global Mindset and Business Practices.

#### *Intern Program*

The intern program is available to college students, covering fall, spring and summer semesters. The USOC intern program is a robust and exceptionally competitive program designed to enhance personal and career growth by providing valuable experiences and contacts within the sports industry while bringing together students from around the country. University students nationwide are invited to apply. Diversity statistics are considered when reviewing the entire intern class prior to extending the invitation to join the program, which promotes an inclusive environment.

## **2. F.L.A.M.E.® - Finding Leaders Among Minorities Everywhere**

Background – F.L.A.M.E. was created in 1994 to help educate, encourage and demonstrate to minority youth that any goal is attainable through adherence to the Olympic Ideals of Persistence, Vision, Focus, Discipline and Commitment. Minority students from throughout the nation are encouraged to apply to participate in a comprehensive multi-day leadership program focused on educating and exposing youth to Olympism and the internal structure of the USOC. The program is held annually at the U.S. Olympic Complex in Colorado Springs and the average number of participants is 30. 2013 will mark the 20<sup>th</sup> anniversary of F.L.A.M.E.

Program Goals: F.L.A.M.E. provides minority student opportunities for personal and professional growth through:

- exposure to diverse sports lifestyles outside their normal environment, and
- introductions to potential role models/leaders to whom they can relate and potentially emulate.



**Participant Selection:** Participants are identified through a selection process coordinated by the F.L.A.M.E. program staff. Each year, applications are distributed to various colleges and universities across the nation as well as USOC member organizations. Applicants are required to complete the application form, provide essays and letters of recommendation, and demonstrate leadership in their pursuit of academic achievement, athletic excellence and community involvement. Qualified applicants are undergraduate or graduate college students (ages 18-24).

**Program Content:** During the program, F.L.A.M.E. participants reside in the Olympic Training Center dormitories, eat at the Athlete Dining Hall, and have opportunities to interact with Olympians, Paralympians, and hopefuls daily. The program agenda includes motivational presentations by Olympians and Paralympians, leadership seminars conducted by USOC and NGB staff leaders, networking and financial literacy workshops, Olympic and Paralympic sport demonstrations, field trips to local attractions and information on the USOC Internship Program. Previous speakers at the F.L.A.M.E. program have included legendary athletes such as: gold medalist **Theresa Edwards** (Women's Basketball), 10,000 meter gold medalist **Billy Mills** (track & field, 1960), silver and gold medalist **Derek Parra** (speedskating, 1998, 2002) and Paralympic bronze and gold medalist **April Holmes** (track and field, 2004, 2008).

### 3. USOC Diversity and Inclusion Initiatives

**Diversity and Inclusion Program:** In May of 2012, the USOC hired its first Director for Diversity and Inclusion. This hiring was the result of the recommendations of the USOC Diversity Working Group. (The full recommendations can be found in **Exhibit H**.) The goal of the USOC Diversity and Inclusion program is twofold: to increase performance and ensure long-term support for U.S. athletes and NGBs by harnessing the synergy of many diverse talents into a high-performing team. The programs and initiatives currently in development or already implemented include:

- a. **NGB Diversity Champions:** Each NGB was asked to identify a "Diversity Champion" from within their NGB. That NGB's Diversity Champion will serve as the point of contact for issues related to Diversity and Inclusion. The Diversity Champions will be an integral part of sharing best practices within the NGBs and will assist the USOC in partnering with the NGB to ensure the full participation of all Americans.
- b. **Diversity and Inclusion Fund:** The USOC has begun raising dollars that will directly impact America's athletes and coaches. The funds will go directly to NGBs and other programs designed to diversify the individuals participating in each sport, and will help to ensure inclusion and long-term competitive excellence for America's athletes, both at the elite and grassroots levels.
- c. **Employee Resource Groups:** The USOC has created guidelines and encourages the development of Employee Resource Groups (ERGs). The development of ERGs is considered a best practice in the area of diversity and inclusion among top performing companies. ERGs improve employee satisfaction and increase retention of high performers. The first ERG for young professionals has been established and has had several meetings and events to date.



- d. NGB Diversity and Inclusion Toolkit: The USOC is developing a “Diversity and Inclusion Toolkit” to assist the NGBs to ensure that their respective sports are inclusive of all Americans. The Toolkit will include successful case studies, best practices and will collect successful NGB athlete and program initiatives.
  
- e. Athlete, Leader and Program Development: The USOC and NGBs will actively reach out to and partner with relevant organizations to widen pathways for leaders, athletes and program development.