



Code of Conduct

Owner Division/Department:
OPERATIONS

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Introduction and Summary

The Code of Conduct (the “Code”) establishes the minimum standards that govern the way we deal with each other. The Code is more than words on a page. It sets out a common baseline of the principles and standards for our behaviour, which we are all required to know, understand, and follow.

For all employees, officers, and directors, this Code is to be read in conjunction with the Code of Ethics and the Raising Conduct and Ethical Concerns Policy. In addition, for employees the Respectful Workplace Policy; and for officers and directors, the Conflict of Interest Policy Governing Directors and Officers

Note: “Codes” plural is used collectively to refer to both the Code of Conduct and the Code of Ethics.

To Whom This Code Applies

The Code applies to all employees, officers, and directors of Skate Canada. Complying with the Code is part of the terms and conditions of employment and being an officer and/or director of Skate Canada.

This Code applies to all situations which may occur within the domestic workplaces/operations of Skate Canada, or during the course of any Skate Canada business, activity, or event in or outside of the office domestically, including work-related social events and work-related conferences or training sessions.

Where an allegation of misconduct against an officer, director, and/or employee is alleged to be a breach of this Code and the Misconduct Reporting and Resolution Policy for Safe Sport, in addition to this being handled through HR, Board, and/or the Raising Conduct and Ethical Concerns Policy processes (as applicable and appropriate), the matter will also be referred to the appropriate external authority for handling in accordance with the applicable policies and procedures.

Our Roles and Responsibilities with Respect to the Code

The Code is reviewed and updated in accordance with the Policy Management Policy to ensure it remains current and reflective of emerging laws, regulations, policies, and best practices.



Employees, Officers and Directors

All employees, officers, and directors are subject to this Code, employees, officers, and directors of Skate Canada, and are required to review and attest that they have read, understood, and comply with this Code on an annual basis as part of the annual acknowledgement and certification of adherence to this Code, the Code of Ethics, the Raising Conduct and Ethical Concerns Policy, and for employees the Respectful Workplace Policy. In addition, employees, officers, and directors are obliged to report, without delay, any actual or potential violations to the Codes and/or Policies they may witness or have reason to suspect, ask questions when unclear about their responsibilities or the appropriateness of a particular action, and raise good faith concerns about compliance with these Codes, Raising Conduct and Ethical Concerns Policy, and for employees the Respectful Workplace Policy.

Officers and Directors

In addition to your responsibilities as outlined for all employees, officers, and directors, there is an expectation of officers and directors to demonstrate ethical leadership as follows:

- modelling conduct that is consistent with Skate Canada's values and ethical principles

Managers

In addition to your responsibilities as outlined for employees, officers, and directors, there is an expectation of managers to demonstrate ethical leadership as follows:

- modelling conduct that is consistent with Skate Canada's values and ethical principles
- listening to and responding to employees' questions, concerns or reported violations promptly and confidentially
- providing timely, sound advice and guidance on ethical or compliance issues, and if unable to, solicit advice from the appropriate resources and follow-up with the employee
- act to reduce or eliminate the risk of workplace violence and harassment incidents
- follow the procedures set out in the Respectful Workplace Policy, including the Violence and Harassment Prevention Program
- ensure employees receive the required training on conduct, ethics, and workplace violence and harassment prevention
- protect employees who report violations from retaliation

CEO

In addition to the responsibilities as outlined for all employees, officers and directors, for officers, and for managers, the CEO has further responsibilities. The CEO bears overall



responsibility to the Board for ensuring that this Code is followed throughout the organization, and reports on compliance with this Code through the annual attestation process to the Board or one of its committees.

Responsibility to Report Wrongdoing

Under the Codes, all employees, officers and directors have a responsibility to notify the organization immediately of any violation or suspected violation of the Codes. This also applies to any situation that goes against other established organization policies. Your ethics and conduct both in and out of the workplace have the potential to expose Skate Canada to civil and criminal liability and can negatively impact our brand and our reputation. Consequently, you are also required to notify the organization of clear or suspected illegal or unethical conduct of a personal nature, this includes matters that have been reported to law enforcement officials as illegal activities. In all cases, you are expected to do the right thing – both in terms of your own ethics and conduct, and when it comes to reporting wrongdoing.

Applying the Code

While the Code covers many situations you might face, it cannot specifically address every potential conflict, situation, or violation. Rather, it is meant to set the tone for how we treat one another and how we conduct business at Skate Canada. In addition, we are expected to apply the principles outlined in the Code in exercising our judgment when we face questions, concerns, or issues that do not present obviously correct answers or approaches.

Guiding Principles

Skate Canada's five (5) guiding principles are aligned with our values and form the building blocks on which this Code rests. Living up to them is an essential part of meeting our organizational goals, adhering to our values, and safeguarding Skate Canada's reputation for integrity and ethical practices. All employees, officers, directors of Skate Canada are expected to uphold and commit to the highest standards of behaviour, exemplified by conduct and written and oral communications, as outlined in the Code.

The five (5) guiding principles are:

- I. Respecting the law
- II. Demonstrating personal integrity
- III. Avoiding conflicts of interest



- IV. Protecting confidential information
- V. Supporting a safe work environment

Principle I: Respecting the Law

Your responsibilities

Consideration should be given to what is right in all business decisions and actions. There are many forms of laws, and Skate Canada and its employees, officers, and directors of Skate Canada must comply with the laws that govern our activities. There are legal and regulatory requirements in Canada that we must follow, not only through obeying the letter of the law but also understanding the spirit of the law; requirements as set by the International Skating Union (ISU), Canadian Olympic Committee, and the Canadian Government. We need to be familiar with and observe all laws, regulations and requirements relating to Skate Canada.

All employees, officers, and directors are not permitted to engage in any activity that achieves results through the violation of the law or through unethical business dealings.

Skate Canada codes, policies and procedures reflect how Skate Canada manages the organization's strategy and risk tolerance ensuring ethical, accountable, and transparent conduct. Employees, officers, and directors of Skate Canada are expected to know and comply with the Codes, Raising Conduct and Ethical Concerns Policy, Respectful Workplace Policy, and policies and procedures relevant to their activities, act in accordance with the letter and spirit of the Codes, Raising Conduct and Ethical Concerns Policy, Respectful Workplace Policy, policies, and procedures, and comply with them. In addition, directors and officers are expected to know and comply with the Conflict of Interest Policy Governing Directors and Officers.

If any employee, officer, and/or director is unclear about legal, regulatory, or other requirements, consult your manager. If necessary, they can seek advice from a member of the executive management team or the CEO. Officers and directors of Skate Canada must be aware of and consider the laws that apply to matters placed before the board and may seek advice from the CEO or President and the CEO and/or President may refer to outside legal counsel for clarification as appropriate.



Principle 2: Demonstrating Personal Integrity

A Criminal Charge or Conviction

Your conduct outside of the workplace has the potential to expose Skate Canada to potential civil or criminal liability and can negatively impact our reputation. Consequently, you are required to immediately disclose to your manager or Senior Director, or in the case of executive management to the CEO, if you are charged with theft, fraud, or any other criminal offence, and if found guilty of, or plead guilty or no contest to, a criminal offense, in a domestic, foreign, or military court, including providing information related to the situation. There may be consequences if an employee is charged with or found guilty of an offence, or pleads guilty or no contest to, a criminal offense. Directors and officers of Skate Canada are also subject to similar disclosure requirements, with the CEO disclosing to the President, directors to the President, and the President to the Chair of the Governance Committee.

Gifts, Entertainment or Other Benefits

We must not accept, offer, or give, directly or indirectly for ourselves or for anyone else, gifts, entertainment, or other benefits of value (collectively referred to as “Gifts”) that are not reasonable and appropriate under the circumstances. Specifically, Gifts of any value where the Gift may be construed as an attempt to bribe or influence a decision, alter the provision or receipt of a service, or where it might otherwise be inappropriate, in light of the underlying business relationship or the roles of the individuals involved. We must also not solicit Gifts of any size at any time.

In general, the offering, giving, and accepting of Gifts is only permitted provided they:

- Are modest and would not affect the recipient’s objectivity;
- Are not in cash or readily convertible to cash (such as securities, bonds; personal loans; cheques, or money orders) or other valuable goods (such as airline tickets for your personal use, or use of vacation property);
- Are considered a normal business practice;
- Cannot be construed as an attempt to bribe or influence, or as a form of payment for a particular transaction or a referral;
- Do not contravene any law or regulation, and would not compromise your integrity or that of Skate Canada (or in circumstances where are offering or giving the Gift, the integrity of the recipient or their organization); and
- Would not adversely affect your reputation or the reputation of Skate Canada if the public became aware of the Gift.



Depending on the monetary value of the item and if there is any doubt about whether the Gift is reasonable and appropriate, you should seek guidance from your manager or executive management. For employees at the executive management level, where there is doubt whether or not the Gift is reasonable or appropriate, the matter should be referred to the CEO. Officers and directors should refer to the President.

Legal and Illegal Substances and Drugs and Abuse

Our ability to perform our jobs well requires that we work in a professional manner free from the influence of legal and illegal substances (including alcohol and drugs). Skate Canada is committed to providing a work and business environment that is aimed at eliminating the risk of impaired performance due to legal, illegal, illicit, or inappropriate substance and drug abuse.

As such:

- legal substances and drugs (except for those taken in connection with a medical condition and an approved medical accommodation) must not be consumed in Skate Canada's workplace (as defined within this policy) and business locations. Specifically, you must not report to the workplace while under the influence of alcohol or drugs (including the after-effects of use)
- alcohol must not be consumed in Skate Canada's workplace (as defined within this policy) and business locations except at adult-oriented designated social functions and/or sanctioned events associated with Skate Canada
- alcohol will not be provided or served at Skate Canada locations or at Skate Canada events to individuals (including employees) who are under the legal age or who are impaired
- the use, possession, manufacturing, selling or distribution of controlled or illegal substances and drugs is strictly prohibited, especially while in or on Skate Canada premises, (including buildings, parking lots, surrounding grounds and in Skate Canada owned or leased vehicles), at any Skate Canada function, or any time when one could be identified as a Skate Canada employee

As we are all responsible to maintain a healthy and safe workplace, we should take reasonable steps to prevent any co-worker, colleague, supplier, sponsor, or other guest from driving while impaired, and should immediately report the situation to a responsible member of executive management.



Human Rights, Equity, Diversity, Inclusion, and Preventing Violence in the Workplace

Skate Canada is committed to respecting human rights and conducting all of its affairs with fairness and equity, fostering a culture that embraces the fundamental value of diversity and inclusiveness respecting each other's uniqueness (which includes but is not limited to ethnicity, language, culture, gender, age, religion, disability or sexual orientation) and by providing a safe and respectful work environment that supports differences, dignity and self-respect and is free from harassment, bullying, discrimination, prejudice, violence and other unwelcome behaviour as defined in the Equity, Diversity, and Inclusion Policy, the Respectful Workplace Policy, the Code of Ethics and the Occupational Health and Safety Policy.

In support of this commitment:

- Skate Canada promotes a work force that reflects a diverse population and is supportive of all people – where every employee feels welcome and supported and has the opportunity to realize their full potential, irrespective of individual ways of being and/or differences
- Skate Canada will provide reasonable accommodation to permit qualified employees, officers, and directors who face some barrier (e.g., employee, officer and director with disabilities) to do their jobs
- Skate Canada ensures respect for the language rights of employees, members, and all those with whom we do business, as required by the *Official Languages Act*.
- Skate Canada supports a working environment free of discrimination, harassment, abuse of authority and unfair treatment, and abusive behavior.
- Skate Canada will not condone, tolerate, or ignore any harassment or discrimination on any ground based on any of the prohibited grounds in the *Canadian Human Rights Act*
- Skate Canada will not condone, tolerate, or ignore acts of violence, threats of violence or abusive behavior, including abuse of authority and unfair treatment
- Skate Canada promotes an environment in which we are all responsible for treating others with dignity and respect in all interactions with employees, customers, suppliers, the public and stakeholders – for each other's opinions, perspectives, experience, and contribution regardless of differences
- We must immediately report any bullying, workplace harassment, discrimination, or workplace violence we witness or are aware of or suspect or have reason to believe that actions constitute these behaviours so that it may be properly addressed
- Everyone is responsible for acting to reduce or eliminate the risk of workplace violence or harassment actions



- Everyone is responsible for following the Respectful Workplace Policy, including the Workplace Violence and Harassment Prevention Program

Communicating on Behalf of Skate Canada or About Skate Canada

Communication should always be respectful, responsible, and professional in tone and must not violate the Code, communication policies, information technology policies, the Skate Canada Governance Charter, or other applicable policies. Unless authorized to do so, employees and directors of the Board cannot publicly comment, post, or speak on behalf of Skate Canada or disclose confidential information as described in the section titled Principal 4: Protecting Confidential Information. We are also not permitted to use external social media channels or personal email accounts to communicate for Skate Canada business purposes unless authorized to do so. Employees and directors of the Board must disclose their personal connection with Skate Canada when providing any personal comment about Skate Canada, its products, or services, and indicate that the views expressed are their own, and not that of Skate Canada. Skate Canada's expectations apply wherever you happen to be, whether in a Skate Canada workplace or not.

When employees use Skate Canada electronic communication devices, communicate over Skate Canada electronic networks, or discuss Skate Canada subject matter, they must comply with the Skate Canada Human Resources and information technology policies. In addition, when conducting Skate Canada business through electronic communications, employees must use the Skate Canada electronic networks as defined in applicable information technology policies that Skate Canada has authorized you to use.

Irregular Business Conduct

Irregular business conduct (which includes any criminal, fraudulent or illegal conduct, any impropriety, lack of professional responsibility or dishonesty) will not be tolerated under any circumstances. Always remember that your conduct has a direct impact on the reputation of Skate Canada. Examples include but are not limited to:

- Bribery and Corruption – Skate Canada prohibits any employee, officer, or director from taking or offering bribes, kickbacks, extraordinary commissions, facilitation of payments or any other kind of payment or benefit from or to suppliers or service providers, customers, members, public officials, or others in exchange for favourable treatment or consideration.
- Fraud – Fraudulent or illegal/dishonest actions are strictly prohibited. Actions constituting potential fraudulent behaviour include, but are not limited to:



- False accounting – dishonestly destroying, defacing, concealing, or falsifying any account, record or document required for any accounting purpose, or furnishing information that may be misleading, false, or deceptive
- Forgery or alteration of any document belonging to Skate Canada
- Falsifying overtime or leave records, expense claims, misuse of employee benefits and corporate credit cards

Protecting Skate Canada Assets

You are expected to protect Skate Canada property and assets from theft, fraud, harm, loss, or misuse. These include:

- Physical property, premises, supplies and equipment
- Technological devices and resources such as computer systems and networks, telecommunication systems and access channels to email and the internet
- Personal and confidential information (including but not limited to employee, member, and registrant personal information), however stored or maintained, including information on electronic storage devices

These tools should not be used for illegal activity nor to access, circulate, create, or store inappropriate or offensive material including:

- Defamatory, libellous, slanderous, or disruptive statements
- Inappropriate comments or images of a sexual nature
- Comments or images that are discriminatory based on any of the prohibited grounds in the *Canadian Human Rights Act and provincial and/or territorial human rights codes*
- Communications that would create a hostile or poisoned work environment for others

Skate Canada Brand

Our brand and reputation are significant corporate assets. They should only be used to further Skate Canada business and not for your own personal advantage or to further your own interests. Specifically, care should be taken in the use of Skate Canada stationary (including forms, letterhead, and envelopes), faxes where the name, address or phone number of Skate Canada appears on the fax, or emails where the @website is a Skate Canada website.

Intellectual Property and Copyright Material

Skate Canada intellectual property (e.g., logos, images, trademarks, presentations, audios/videos, manuals, pictures, software, etc.) may not be used or transferred except in the normal course of performing job duties and in accordance with Skate Canada's brand



guidelines. Clauses in consulting agreements (including but not limited to clauses on confidentiality and ownership / transfer of intellectual property) must be consistent with Skate Canada policies and commitments under any and all signed agreements.

We must respect and avoid the unauthorized use of others' intellectual property rights (e.g., third parties such as software, video, music, documents and other materials of vendors, suppliers, members, or others) unless Skate Canada has valid documented licenses, if required, for such use and only in compliance with all licensing terms and Skate Canada policies.

Financial Controls and Reasonable Expenses

Skate Canada is required under tax laws, and generally accepted accounting principles to keep books, records, and accounts that accurately reflect all transactions and to provide an adequate system of accounting and controls. Skate Canada's accounting and financial information must be accurate, complete, objective, timely, and understandable. All financial transactions must be properly approved in accordance with Skate Canada policies and internal control procedures.

You are required to follow the requirements set out in the finance policies, which outlines the preventative and detective control measures that have been implemented to reduce the likelihood of losses due to error or fraud, together with expectations of the employees and directors and officers in implementing them. You are expected to ensure that the books, records, and accounts for which you are responsible are valid, complete, accurate and supported by appropriate documentation in a verifiable form.

We are required to comply with the policies and procedures outlined in the Travel Expense Management Policy and supporting procedure, including claiming reasonable expenses actually incurred for Skate Canada business within Skate Canada guidelines, and we are accountable to follow authorization limits when we authorize expense commitments, transactions, or individual claims for reimbursement. In addition, we must use a Skate Canada corporate credit card for proper Skate Canada business expenses, and we must manage the card in accordance with applicable policies and procedures. Specifically, a Skate Canada credit card can only be used for legitimate Skate Canada business purposes and cannot be used to charge personal items or services.

Engaging Third Parties

In conducting business, Skate Canada uses third-party service providers and contractors and may enter into outsourcing arrangements or other strategic alliances. If you are authorized to engage third parties in accordance with policies and procedures of Skate Canada, you should engage only those who are competent and reputable, and who have business conduct and ethical standards similar to our own, as these are critical considerations for Skate Canada.



Principle 3: Avoiding Conflicts of Interest

As employees, officers, and directors of Skate Canada, you must avoid activities or circumstances, based on the role/function that you are performing for Skate Canada, that create conflicts between private or personal interests and our responsibilities as an organization. Even if you do not have an actual conflict of interest, if other people perceive one, they may still be concerned that you cannot act properly, regardless of your intentions. For this reason, it is important to not put yourself in a situation of a conflict of interest, nor the perception or appearance of a conflict, as well as an actual or potential one. Being seen or thought to be in a conflict of interest can damage your reputation, and the reputation of Skate Canada, including creating a doubt or suspicion concerning our integrity or fairness.

Conflicts of interest arise when individuals or organizations may have actual or potential private or personal interests (financial or otherwise) that may influence and/or interfere with, or appear to interfere with, the independent objectivity and exercise of judgment in business dealings, conduct, or ability to act solely in the best interests of Skate Canada. We must avoid situations in which our decisions on behalf of Skate Canada may be (or may be even seen to be) influenced by conflicting interests. For these reasons, actual, potential, and perceived conflicts of interest must be carefully managed.

This section “Avoiding Conflicts of Interest” describes many of our commonly encountered conflicts, but we must always be alert to other situations that may give rise to conflicts. The Code cannot anticipate every situation that may result in a conflict of interest. Rather it is intended to serve as a guide to areas in which such conflicts most often arise.

For purposes of this section, “relatives and people with whom we share a financial or close personal relationship” include for example, a spouse, domestic partner, party to a civil union, others with whom we share a romantic relationship, parent, child, legal dependents, grandchild, grandparent, sibling, parents-in-law, guardian, roommate, business partner, etc., but does not include nominal financial relationships. Parent, child, and siblings include biological, adopted, step and in-law relations.

Refer: For directors and officers, for full context, this section should be read in conjunction with the Conflict of Interest Policy Governing Directors and Officers.



Objectivity

A conflict may arise where we may be motivated to act in a manner that is not in the best interests of Skate Canada and/or our members. Often this is because we, or our relatives or people with whom we share a financial or close private or personal relationship, stand to benefit from the action in some way.

We must not act in a manner that places our private or personal interests ahead of the best interests of Skate Canada. Make decisions about meeting a member's needs, engaging a third-party service provider or partner, or hiring an individual on a strictly business basis.

Directorships, Outside Business Activities, Interests, or Employment

a. Employees

As employees of Skate Canada, you are expected to bring your full energy, attention, and commitment to your job at Skate Canada. As such, employees must not devote time to an outside business or activity during normal business hours. Directorships, business activities, interests, or employment outside of Skate Canada are permitted outside of Skate Canada hours, if there is no conflict of interest and if the satisfactory performance of your functions with Skate Canada are not prejudiced or negatively impacted in any way. It is important to review these opportunities to protect both Skate Canada and the employee's interests in minimizing involvement in activities that conflict with or appear to conflict with Skate Canada rules and related policies and procedures.

In addition, the following applies:

- You must not engage in a business or transaction that competes with Skate Canada, or in any activity likely to compromise or potentially harm Skate Canada's position or reputation
- You must not conduct business on Skate Canada time, or use Skate Canada equipment, supplies or facilities to conduct an outside business interest. This includes soliciting other employees or members to participate in outside business activity. You may not designate your Skate Canada email address, website, letterhead, phone number or fax number as your outside business office
- You owe a duty to Skate Canada to advance its legitimate interests when the opportunity to do so arises. You may not take for yourself a business opportunity that is discovered in the course of your Skate Canada employment, or through the use of Skate Canada property, information (including member information) or your position



- Neither you nor any relatives and people with whom we share a financial or close private or personal relationship should have a financial interest in, or with, a partner, supplier, or service provider of Skate Canada, if this would put you in a conflict of interest

For employees, except executive management, before taking on or continuing a directorship, it is important to discuss this with and obtain written approval from the Senior Director, Operations.

For executive management, before taking on or continuing a directorship, outside business activity, interest, or employment outside of Skate Canada, it is important to discuss this with and obtain written approval from the CEO or in the case of the CEO, the President.

b. Officers and Directors

As officers and directors of Skate Canada, you are expected to bring your full energy, attention, and commitment to your role at Skate Canada. Directorships, business activities, interests, or employment outside of Skate Canada are permitted, however, it is important to understand if there is a conflict of interest or if the performance of your role with Skate Canada is prejudiced or negatively impacted in any way. It is important to review these opportunities to protect both Skate Canada and the officer's and/or director's interests in minimizing involvement in activities that conflict with or appear to conflict with Skate Canada rules and related policies and procedures.

In addition, the following applies:

- You must not engage in a business or transaction that competes with Skate Canada, or in any activity likely to compromise or potentially harm Skate Canada's position or reputation
- You must not use Skate Canada equipment, supplies or facilities to conduct an outside business interest. You may not designate your Skate Canada email address, website, letterhead, phone number or fax number as your outside business office
- You owe a duty to Skate Canada to advance its legitimate interests when the opportunity to do so arises. You may not take for yourself a business opportunity that is discovered in the course of your Skate Canada employment, or through



the use of Skate Canada property, information (including member information) or your position

- Neither you nor any relatives and people with whom we share a financial or close private or personal relationship should have a financial interest in, or with, a partner, supplier, or service provider of Skate Canada, if this would put you in a conflict of interest

If you serve as a director of a legal person, a company, a business, or an organization, whether for profit or not, other than your mandate on the Board, you are required to disclose this together with business activities, interests, and employment financial interests as part of the annual attestation and acknowledgment process to the Codes.

Refer:

For directors and officers, refer to the *Conflict of Interest Policy Governing Directors and Officers*.

For employees, directors, and officers, to complete the annual attestation refer to the *Acknowledgment, Interest Disclosure, and Conflict of Interest Disclosure Form*.

Disclosing Interest and Abstaining from Participation

To avoid any actual, potential, or perceived conflict of interest, you must disclose any interest you have in an existing or proposed material contract or transaction involving Skate Canada in which you may have some influence or perceived interest. If you are an officer or director of an entity that is party to any such contract, that relationship must also be disclosed.

In addition, you must not have or be reasonably perceived to have influenced a decision with respect to a material or proposed material contract in which you have an interest described above.

Disclosures of conflict of interest will be included as an item on the agenda of all meetings of the Board and Standing Committees of Skate Canada.

Officers, directors, and standing committee members will disclose any actual, potential, or perceived conflict of interest to the Board immediately upon becoming aware and complete the *Conflicts of Interest Form*.

Employees will disclose any actual, potential, or perceived conflict of interest to the CEO upon becoming aware and complete the *Conflicts of Interest Form*.



Included in the annual attestation is a requirement to disclose any affiliation and/or association with any other organization involved in skating. These affiliations/associations include any of the following roles: skater/athlete, coach, official, member of club/skating school or section, employee, or director.

Once a disclosure has been made, Skate Canada will take appropriate steps to avoid any conflicts.

Refer:

For directors and officers, refer to the *Conflict of Interest Policy Governing Directors and Officers*.

For employees, officers, directors, and standing committee members to complete the required attestations (*Acknowledgment, Interest Disclosure and Conflict of Interest Disclosure Form*) on an annual basis at a minimum and immediately should they become aware of an actual, potential, or perceived conflict of interest.

Family and Personal Relationships in the Workplace

We must not give or receive any special consideration relating to employment or conditions of employment to or from relatives and people with whom you share a financial or close personal relationship. Our business and human resources decisions must be based on sound ethical business and management practices, and not influenced by personal concerns.

Relatives and people with whom you share a financial or close personal relationship may not work in positions where there is an actual or potential conflict of interest. For example, where the positions serve as controls for each other, where there is a direct reporting relationship between them, or where either one has the authority to influence, directly or indirectly, any term or condition of employment of the other. If one of these conditions exists/occurs, you are required to openly declare them to your manager before any potential conflict can occur. Similarly, if you or relatives and people with whom you share a financial or close personal relationship are involved with a supplier or partner and there is a potential for any conflict of interest, you are expected to disclose this for review.

It is not always easy to determine if a situation may lead to a conflict. If you are uncertain, it is wise to disclose any concerns to your manager. Once a disclosure has been made, Skate Canada will take appropriate steps to avoid any conflicts.



Political and Charitable Activity

As employees, officers, and directors of Skate Canada, you may make personal political contributions and charitable donations at your own discretion. However, we must not commit Skate Canada funds or assets to charitable contributions nor political contributions.

In addition, you are free to take part in the political and democratic process, but participation must be on your own time, at your own expense, and without conveying any endorsement on the part of Skate Canada.

Minimizing Conflicts of Interest in Decision-Making

When an employee, officer, and/or director proactively discloses a conflict of interest on a matter, Skate Canada will ensure:

- the nature and extent of their interest has been fully disclosed and this disclosure is recorded or noted in the Conflicts of Interest Registrar (“Registrar”)
- the employee, officer, and/or director does not participate in discussion on the matter
- the employee, officer, and/or director abstains from voting on the decision
- for board-level decisions, the director and/or officer does not count toward quorum
- the decision is confirmed to be in the best interests of the organization

For conflicts of interest involving employees, the CEO will determine whether there is a conflict of interest, and if one exists, the employee will cease the activity giving rise to the conflict of interest.

For conflicts of interest involving directors and/or officers, the Board, not including the director or officer implicated in the conflict of interest, will take appropriate action in accordance with the By-laws and the Conflicts of Interest Policy Governing Directors and Officers.

Principle 4: Protecting Confidential Information

Confidential refers to any form of information or knowledge that has been developed, acquired, or controlled by Skate Canada that is not intended for public disclosure. This could include but is not limited to financial records, business plans, confidential information, including confidential business information, and personal information, and Skate Canada legal matters, proprietary information, and intellectual property. We may have access to confidential



information through your responsibilities with Skate Canada. Such information can only be used to perform your job duties, and for no other purpose.

We are all responsible to safeguard and protect confidential information in our possession from unprotected access or disclosure. If or when it is necessary for us to take, send or work on confidential information outside of Skate Canada premises or systems, including when we are working from a non-Skate Canada location, we must ensure it is appropriately protected, regardless of whether the information is in physical or electronic form.

A. Personal Information

Skate Canada is permitted to collect, use, and disclose personal information for purposes in accordance with Skate Canada policy and applicable law. Employees must not collect, use, or disclose personal information except in accordance with applicable law(s), the Skate Canada Privacy Policy, and the Employee Privacy Policy. We must not access personal information except in the normal course of our duties, for a legitimate purpose and with proper authorization or consent. We must also exercise care and discretion with the personal information in our possession and never leave it unprotected.

B. Skate Canada Proprietary Information

Many Skate Canada documents, including confidential information, are proprietary and could contain highly sensitive information critical to the conduct of the organization's business. Information entrusted to Skate Canada by a third party may also be identified as proprietary and/or confidential and must be handled accordingly. You have a responsibility to protect proprietary information from unauthorized disclosure or misuse, as this could have serious consequences for the organization.

C. Electronic Communication, including Social Media

Electronic communication, including social networking mediums, are fundamentally changing the way we work, communicate, and connect, offering new ways to engage with employees, members, our skating community, potential job candidates and the world at large. While there are opportunities to be realized via the use of electronic communication, specifically with social media tools, there are also risks.

Your postings on social media must not disclose any information that is confidential or proprietary to Skate Canada. Further, you should be very careful when commenting on Skate Canada matters, since providing unclear or inaccurate information can have a negative impact on Skate Canada's reputation.



In addition, as social media channels are often extensions of traditional media, providing comment on Skate Canada matters in these forums could result in you becoming an “accidental” unauthorized spokesperson for Skate Canada.

D. Media Relations

It is important to note that only a select group of individuals are designated as official spokespersons for Skate Canada. As such, you must not provide public comment on behalf of Skate Canada unless authorized to do so. Any media enquiries received must be immediately referred, without commenting, to the media@skatecanada.ca.

E. Computer Systems Security

When using Skate Canada computer assets (information systems, devices, applications, and data), you must be properly authenticated at all times. In addition, access to passwords must be strictly controlled. It is your responsibility to take the necessary steps to protect your login identification (ID), passwords, digital signature, or other means you use to identify yourself to the Skate Canada computer network and to otherwise protect Skate Canada computer systems from unauthorized access. We must also exercise vigilance in protecting Skate Canada systems against computer viruses. As employees, directors, and officers of Skate Canada, you must comply with all applicable Skate Canada policies.

All computer hardware, software, email, voicemail, and internet accounts provided to employees and officers are the property of Skate Canada. As such, information transmitted over Skate Canada’s internal network, or any external network is not considered private. Skate Canada reserves the right to inspect, monitor, search or disclose any electronic communication whenever it has reasonable grounds to do so. In addition, all information stored, processed, or transmitted on any Skate Canada system, network, equipment or device or external system used by Skate Canada to conduct business, is considered the property of Skate Canada.

F. Communication Conducted Over External Networks

When using external networks, you must protect all communication from unauthorized access (for example, with encryption). Any personal mobile device used to conduct Skate Canada business must be used appropriately, responsibly, and ethically and in accordance with Skate Canada policies. In addition, when communicating via Skate Canada’s internal network, you should consider the sensitivity and confidentiality of the information and take appropriate precautions.



Principle 5: Supporting a Safe Work Environment

Health and Safety

Skate Canada is committed to providing you – as well as visitors on our premises – with a healthy and safe work environment. As such, Skate Canada strives to ensure that effective policies and procedures are in place to support our health and safety commitments. These include:

- Providing a healthy and safe work environment to reduce the risk of illness or injury
- Meeting or exceeding all health and safety legal requirements
- Ensuring proper supervision, training, and equipment

While we all share in the benefits of a safe and healthy workplace, all employees also share in the responsibility of maintaining a healthy, safe, and respectful work environment. We are all expected to observe the established health and safety policies, regulations and practices and report accidents, injuries and unsafe equipment, substances, practices, and conditions.

Workplace Violence

Skate Canada is committed to providing a safe working environment in which all individuals are treated with respect and dignity, free from workplace violence.

Workplace violence is defined as any action, conduct, threat, or gesture of a person towards an employee in their workplace that can reasonably be expected to cause or could cause harm, injury, or illness to that employee.

Such behaviours – from an employee or anyone who enters our premises – will not be tolerated. You should promptly report to your manager (or the appropriate alternate management representative) any incident in which you were subject to, witnessed or have knowledge of workplace violence, or have reason to believe that actions that constitute workplace violence may occur.

Ensuring our Security

Skate Canada has policies and processes in place to help protect Skate Canada's property and assets, while mitigating the risk resulting from various security threats.

You are expected to comply with the Skate Canada policies and to safeguard Skate Canada property and assets against unauthorized trespass or removal, as well as against loss by criminal act or breach of trust.



If you encounter a security threat, violation, breach of illegal act, you should report security incidents immediately to your manager, who will take appropriate action to minimize harm and/or exposure.

Complying with the Code of Conduct

Your responsibilities

Every employee, officer, and director of Skate Canada, in every job, every capacity, at every level, and at all times, is responsible to safeguard the reputation of Skate Canada, including by complying with this Code.

Reporting Violations

It is never wrong to raise a concern, in good faith, about a potential violation of the Code of Conduct, Code of Ethics or other policy. Acting to bring attention to a problem can ensure the situation is corrected quickly, minimizing the possibility of more serious repercussions.

In difficult situations, you might have concerns about coming forward. At Skate Canada, you can report any clear or suspected wrongdoing in confidence and with the assurance that you will not be adversely affected in any way as a result of speaking up.

Ideally, you should feel comfortable bringing issues involving clear or suspected wrongdoing to the attention of your immediate manager for employees, or the President for directors. That should be the first step. In instances where you do not believe your issue can be addressed by your immediate manager, executive management, CEO or the President (as applicable based on your role and/or function), or you are not satisfied with the processes or decisions, Skate Canada has an external reporting mechanism through the Skate Canada Office of the Ombudsperson to confidentially and anonymously, if you choose, report conduct or ethical violations involving clear or potential wrongdoing for resolution.

While you are encouraged to speak to your immediate manager should you have concerns or complaints regarding the Code of Conduct and Code of Ethics, you can alternatively contact executive management, CEO, an officer of Skate Canada or file a report to the Office of the Ombudsperson through our external reporting mechanism – either on a confidential or anonymous basis – as follows:

- Filing a report with the Office of the Ombudsperson



Online: www.integritycounts.ca/org/skatecanada

Note: **for inquiries only**, you can contact the Office of the Ombudsperson

Email: officeoftheombudsperson@skatecanada.ca

Acting in good faith

Anyone reporting a concern must be acting in good faith and have reasonable grounds for believing the information being reported is true and accurate. Any allegations that prove not be substantiated and prove to be malicious or intentionally false will be viewed as a serious offence, subject to disciplinary action.

Protection from Retaliation for good faith reports

Retaliation against an individual who has reported a concern of a potential violation of this Code in good faith will not be tolerated. Anyone who attempts to intimidate, threaten, or otherwise harm an employee and/or individual for coming forward faces disciplinary action up to and including dismissal, in accordance with the Bylaws of Skate Canada, or removal depending on the position of the individual.

Failure to Comply

It is your responsibility to be familiar with and understand the provisions of this Code as well as other applicable Skate Canada policies, including those specifically identified in this Code.

Failure of an employee to comply with the Code, the Code of Ethics, the Raising Conduct and Ethical Concerns Policy, or any other applicable Code and/or policy, including but not limited to the Misconduct Reporting and Resolution Policy and procedure thereunder, may result in disciplinary action, including disciplinary documentation and unpaid suspensions, up to and including termination of employment, and may also impact performance ratings and incentive pay.

Failure of a director or any officer to comply with this Code, the Code of Ethics, the Raising Conduct and Ethical Concerns Policy, or any other applicable Code and/or policy, including but not limited to the Misconduct Reporting and Resolution Policy and procedure thereunder, will be dealt with in accordance with the Bylaws of Skate Canada and the Conflict of Interest Policy Governing Directors and Officers.



Annual Attestation

Subject to any exemptions approved by the CEO and/or President, all active employees, directors, and officers of Skate Canada are required as a condition of employment or their office, as the case may be, to complete an attestation at time of hire or election/appointment to the Board and on an annual basis that they have complied with the obligations set out in this Code, Conflict of Interest Policy Governing Directors and Officers, Code of Ethics, the Raising Conduct and Ethical Concerns Policy, and/or any other applicable Code or policy . Inactive employees on short-term or long-term disability or other leaves of absence are required to comply with the Code during their absence and will have previously attested to compliance with the Code.

Refer:

For directors and officers, refer to the Conflict of Interest Policy Governing Directors and Officers.

For employees, directors and officers, to complete the annual attestation, refer to the *Acknowledgement, Interests Disclosure and Conflicts of Interest Disclosure* form.

Exceptions

In certain limited situations, Skate Canada may waive the application of sections of the Code. For employees (other than executive management, the CEO, and officers), any such exception requires the express written approval of the CEO. For executive management, CEO, officers, and directors of Skate Canada, any such exception requires the express written approval of the President. For the President (an officer of Skate Canada), any such exception requires the express written approval of the Board. All exceptions to the Code will be reported to the Board in accordance with the Policy Management Policy.

Governance / Oversight

The Board has oversight over this Code.



This Code is reviewed and approved at a minimum every two (2) years, or sooner if there are legislative or regulatory changes, as part of policy review and validation in accordance with the Policy Management Policy.

Questions/ Contact Information

For questions, please refer to the Senior Director, Operations



Definitions

Certain terms used herein may not be capitalized; however, for the purposes of this Code, the terms herein shall have the ascribed meanings as set forth below. In addition, all references in this Code to the singular include the plural and vice versa.

asset means any property of economic value, physical or otherwise, owned by Skate Canada

athlete means any person / skater who competes in the sport of figure skating at the national and/or international level as defined by Skate Canada

Board, pursuant to the Bylaws, means the board of directors of Skate Canada

Bylaws means the bylaws of Skate Canada in force and effect, and as may be amended from time to time

CEO means Chief Executive Officer of Skate Canada, a Board-appointed position

club, pursuant to the Bylaws, means a not-for-profit organization that is operating for the general purpose of providing Skate Canada programs and is managed by a volunteer board of directors

committee means a committee appointed by the Board, as it deems necessary or appropriate for such purposes and such powers as the Board shall see fit

confidential business information means non-public information. It is information about Skate Canada that has not been disclosed to the public. Confidential business information may include, but is not limited to, financial information projections, intellectual property, proprietary processes, proposed transactions, trade secrets, and information that might be useful to competitors or information about members, registrants, suppliers, or service providers. All information about, or received from, sponsors should be presumed to be confidential business information unless the contrary is clear

confidential information comprises individuals', members', and registrants' personal information, confidential business information, and any other proprietary information about Skate Canada that has not been generally disclosed to the public. See also "personal information", "proprietary information", and "confidential business information"



conflict of interest means any situation in which a person’s participation, which should always be in the best interests of Skate Canada, is influenced or could be perceived to be influenced by personal, family, financial, business, or other private interests

director, pursuant to the Bylaws, means a person elected or appointed to serve on the Board

discrimination means behaviour consisting of actual or perceived inequitable, adverse or otherwise inappropriate treatment of or impact on an individual based on one or more personal characteristics (collectively known as “prohibited grounds”) as established in the Ontario Human Rights Code (and similarly the prohibited grounds in the Canadian Human Rights Act and other provinces/territories human rights codes) including but not limited to race, ancestry, colour, national or ethnic origin, place of origin, citizenship, indigeneity, creed, religion, age, sex, gender identity, gender expression, sexual orientation, marital status, family status, language, genetic characteristics, disability, record of offenses, association or relationship with a person identified by one of the prohibited grounds, and any other characteristic prohibited by law. Discrimination does not require an intention to cause harm

electronic communication means communication using channels including but not limited to email, the Internet, the intranet, instant messaging, text messaging, facsimile, voice communications, social media

employee means an individual who is hired by Skate Canada on a permanent full-time or short-term on-going basis, or on a temporary / contract basis for a defined period of time. Employees may also include certain independent contractors who, while not technically employees within the meaning of applicable labour or tax laws, have been identified as being subject to this Code

executive management means the CEO, Senior Director, Operations and Senior Director, Events and Production Services, and Senior Director, Performance Excellence of Skate Canada

external authority means an independent external third-party designated and retained by Skate Canada to receive and resolve reports of misconduct as part of the Skate Canada Safe Sport program. Specifically for Skate Canada, this means the Case Manager for the Skate-Safe program and the Office of the Sport Integrity Commissioner (OSIC) for the Abuse-Free Sport program for program signatories

individual means a natural person, and includes employees, officers, and directors of Skate Canada, and members, registrants, skaters/ athletes, parents/guardians, third-party service providers, sections, and anyone else associated with Skate Canada but does not include such legal persons as corporations



law means any applicable legislation, statutes, regulations, policies, rules, and codes of conduct established by government, legal or regulatory authority, health authority or by any self-regulatory industry association by which Skate Canada is or has agreed to be bound

management means a group of employees that are senior level employees of Skate Canada and who may have day-to-day responsibility for managing other employees, maintaining responsibility for key business functions, creating the business strategy, and ensuring the business objectives are met. The Management team are held accountable by the CEO

manager means a person, and includes employees who have the day-to-day responsibility for directly managing the efforts of other employees

member, pursuant to the Bylaws, means each person that meets the requirements of any of the three Member classes as defined in Article 3 of the Bylaws and that has been duly admitted as a member of Skate Canada (which includes coaches, clubs, and skating schools)

misconduct means a volitional act, conduct, behaviour, and/or omission that results in or has the potential for physical or psychological harm, which for the purposes of Code includes without limitation (all as defined within the Misconduct Reporting and Resolution Policy):

- prohibited behaviours, as defined in the UCCMS including
 - maltreatment including psychological maltreatment; physical maltreatment; neglect; sexual maltreatment, including sexual maltreatment of a minor and sexual harassment; and grooming;
 - boundary transgressions;
 - discrimination;
 - subjecting an individual to the risk of maltreatment;
 - aiding and abetting;
 - failure to report;
 - intentionally reporting a false allegation;
 - interference with or manipulation of an investigation or disciplinary review process; and
 - retaliation.
- abuse;
- abuse of authority;
- bullying and/or abusive behaviour;



- harassment; and
- intimidation.

officer, pursuant the Bylaws, means the President of Skate Canada and such other officers as the Board may determine by ordinary resolution

Office of the Ombudsperson means an independent, impartial, and confidential office through which directors of the Board, officers, employees, and third-party service providers of Skate Canada may pursue the just, fair, and equitable resolution of concerns within the jurisdiction of the Office as set out in the Terms of Reference of the Office of the Ombudsperson

Ombudsperson means an appropriately qualified, external, independent, impartial, and confidential third-party person with no personal ties to Skate Canada, retained by Skate Canada to exercise the duties of that position as set out in the Terms of Reference of the Office of the Ombudsperson

organization means Skate Canada, unless otherwise noted

personal information means information about an identifiable individual. This may include, without limitation, the individual's name, residential address, home and/or cellular telephone number(s), email or other electronic address, social media account name, fax number, date of birth, gender, government issued identification number (e.g., Social Insurance Number), health information, criminal record, payroll/employee identification, employment history, personal references, salary/compensation history, financial status, pension contributions, employee benefit information, emergency contact information, credit card payment information and/or direct deposit banking information. Personal information also includes information that may relate to the work performance of the individual (performance appraisals), absenteeism, training history/evaluations, any allegations, investigations or findings of wrongdoing, misconduct or discipline.

For all individuals, personal information includes any injury claim reports, allegations, investigations or findings of wrongdoing, misconduct or discipline stemming from (i) a complaint through the Ombudsperson process, and/or (ii) a complaint of misconduct, complaint of breach of the Code of Ethics, incident of injury report and/or general dispute complaint through the Safe Sport process (including the Safe Sport division of Skate Canada, and external authorities as applicable).



For registrants, in addition to the information outlined above, personal information may also include but is not limited to information related to test results and program information for skaters, and qualifications for officials.

For event volunteers, in addition to the information outlined above, personal information may also include information related to training, education, work experience, volunteer experience and qualifications, and expense information.

In general, personal information includes any information that could be used to commit identity theft or other forms of fraud. All information about or received from an individual should be presumed to be personal information unless the contrary is clear (see also “confidential information”).

By virtue of applicable privacy legislation, personal information does not include business contact information that is collected, used, or disclosed solely for the purpose of communication or facilitating communication with an individual in relation to their employment business or profession, such as the employee’s name, position name or title, business address, telephone number, fax number or electronic addresses.

personal health information with respect to an identifiable individual, as applicable, means identifying information about an individual in oral or recorded form, if the information:

- relates to the physical or mental health of the individual
- Relates to the provision of health care to the individual, including the identification of a person as a provider of health care to the individual
- Is collected incidentally to the provision of health services to the individual (such as the individual’s payment or eligibility for health care, eligibility for coverage for health care, the individual’s entitlement to payment for an insurance claim for an injury
- the individual’s health card number,
- identifies an individual’s substitute decision-maker

policies and procedures mean all applicable documents as implemented by Skate Canada, including but not limited to manuals, guidelines, handbooks, job aids, forms, policies, procedures, codes, protocols, and standards together with those that relate to how Skate Canada wishes to manage its business in accordance with its business strategy and risk tolerance

proprietary information means information not generally disclosed, which could include, but is not limited to, legal proceedings, complaints (including but is not limited to complaints made by an employee, director, officer and those through the Ombudsperson complaint process and/or



the Safe Sport complaint processes), director and officer personal information, members' personal information, registrants' personal information, human resources confidential information and records, contractual agreements, audit reports, and computer software programs. See also "confidential information"

President, pursuant to the Bylaws, means the chair of the Board and an officer of Skate Canada

registrant, pursuant to the Bylaws, means (i) an individual who is registered by a club or skating school with Skate Canada and who is subject to all applicable rules, regulations and policies of Skate Canada but who is not a member; and (ii) an individual who is engaged in any activity provided, sponsored, supported, sanctioned or recognized by Skate Canada and registered directly with Skate Canada but who is not a member, which includes skaters and officials

reporting (or report) means the provision of information in writing by an individual as outlined in this Code through the Ombudsperson designated to receive complaints regarding an alleged or suspected violation of this Code

retaliation means taking an adverse action against an individual for making a good faith report of actual or possible violation of this Policy. Retaliation includes threatening, intimidating, harassing, coercing, negatively interfering with sport participation, or any other conduct that would discourage a reasonable individual from engaging or participating in an investigation or disciplinary review process related to behaviour prohibited by the Skate Canada. Retaliation after the conclusion of the reporting and resolution processes is also prohibited, even where there is a finding that nothing unethical has occurred. Retaliation does not include good-faith actions lawfully pursued in response to a report of actual and/or possible misconduct

skating school, pursuant to the Bylaws, means an organization other than a club that is operating for the general purpose of providing Skate Canada skating programs

social media means interactive digital-media technologies that facilitate the creation and sharing of information, ideas and other forms of expression via virtual communities and networks

sponsor means partners of Skate Canada who support the efforts of the organization through value creation including but not limited to funding, broadcast coverage, document solutions, floral arrangements, bouquets, gift baskets, and travel services

third-party service provider means an individual or corporate entity having a business relationship of any kind with Skate Canada



UCCMS means the Universal Code of Conduct to Prevent and Address Maltreatment in Sport, in force and effect and as may be amended from time to time, which serves as the core document that sets harmonized rules to be adopted by sport organizations that receive funding from the Government of Canada to advance a respectful sport culture that delivers quality, inclusive, accessible, welcoming, and safe sport experiences

we, us, our, they, their, you, your means a natural person, and includes employees, officers, directors of the Board of Skate Canada, unless noted otherwise

workplace means Skate Canada physical work premises and for those employees who work remotely (e.g., from home), while you are working 'workplace' also includes your home and any premises or location in which you are working on behalf of Skate Canada

IMPORTANT NOTE: To the extent there is a conflict in definitions regarding confidential information (including confidential business information, personal information, personal health information) between this Policy and the Privacy Policy, the Privacy Policy prevails.



References

A copy of the Code of Conduct, Conflict of Interest Policy Governing Directors and Officers, and forms (e.g., Acknowledgment, Interest and Conflicts Disclosure Form) referenced in the Code can be found on share point.

The following related reference documents should be read in conjunction this Code to receive the full context of this Code.

| For more information on: | Please refer to the following additional sources: |
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| Organization Bylaws | <ul style="list-style-type: none"> • Skate Canada Bylaws (including, Article 9 – Conflicts of Interest) |
| Governance | <ul style="list-style-type: none"> • Skate Canada Governance Charter • Governing Conduct and Conflicts of Interest Guidelines |
| Conduct, Ethics, and Conflicts of Interest | <ul style="list-style-type: none"> • Code of Ethics • Code of Conduct • Conflict of Interest Policy Governing Directors and Officers • Acknowledgement, Interest Disclosure and Conflict of Interest Disclosure Form |
| Privacy | <ul style="list-style-type: none"> • Privacy Policy • Privacy Code • Online Terms of Use |
| Employee Privacy | <ul style="list-style-type: none"> • Employee Privacy Policy |
| Expenses, including use of your corporate credit card | <ul style="list-style-type: none"> • Travel Expense Management Policy • Corporate Credit Card Management Procedure • Travel Expense Management Procedure • Travel Guidelines |
| Health and Safety Issues | <ul style="list-style-type: none"> • Occupation Health and Safety Policy • Occupational Health and Safety Program |
| Violence in the Workplace | <ul style="list-style-type: none"> • Respectful Workplace Policy |



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| | <ul style="list-style-type: none"> • Workplace Violence and Harassment Prevention Program • Occupational Health and Safety Policy • Occupational Health and Safety Program • Code of Ethics |
| Relationships in the Workplace | <ul style="list-style-type: none"> • Code of Conduct • Code of Ethics |
| Equity, Diversity and Inclusion | <ul style="list-style-type: none"> • Trans Inclusion Protocol • Equity, Diversity and Inclusion Policy • Official Languages Policy • Code of Conduct • Code of Ethics • Accessibility Policy • Workplace Accommodation Policy |
| Respect Concerns: Harassment, Discrimination, Retaliation / Victimization | <ul style="list-style-type: none"> • Code of Conduct • Code of Ethics • Respectful Workplace Policy • Workplace Violence and Harassment Prevention Program • Occupational Health and Safety Policy • Occupational Health and Safety Program • Accessibility Policy • Workplace Accommodation Policy • Raising Conduct and Ethical Concerns Policy |
| Use of Internet, Email, and Electronic and Social Media Skate Canada Brand Media Enquiries | <ul style="list-style-type: none"> • Information Technology Policy and related documents • Brand Standards Guide • Communications policies and related documents <ul style="list-style-type: none"> ○ Communications Policy ○ Electronic Communications Standards of Conduct ○ Official Languages Policy; ○ Communications Strategy ○ Crisis Communications Plan |



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| | <ul style="list-style-type: none"> • Code of Ethics |
| Safe Sport | <ul style="list-style-type: none"> • Code of Ethics • Misconduct Reporting and Resolution Policy • Misconduct Reporting and Resolution Procedure |
| Third-party service provider selection | <ul style="list-style-type: none"> • Expression of Interest Policy |
| Whistleblowing Information | <ul style="list-style-type: none"> • Raising Conduct and Ethical Concerns Policy • Terms of Reference for the Office of the Ombudsperson |

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| For specific inquiries in addition to the policy on: | Please submit inquiries to the following email addresses: |
| Privacy | privacy@skatecanada.ca |
| Human Resources | humanresources@skatecanada.ca |
| Office of the Ombudsperson (inquiries only) | officeoftheobmudsperson@skatecanada.ca |