



# Code of Ethics

Owner Division/Department: OPERATIONS

Effective Date: May 23, 2024

Last Reviewed: May 23, 2024



## Table of Contents

<b><i>Introduction and Summary</i></b> .....	<b>3</b>
<b><i>Scope</i></b> .....	<b>3</b>
<b><i>Guiding Principles</i></b> .....	<b>4</b>
<b><i>Your Commitment</i></b> .....	<b>6</b>
<b><i>Complying with the Code of Ethics</i></b> .....	<b>13</b>
Your Responsibilities .....	13
How to Report Concerns and/or Violations of this Code .....	13
Investigation and Resolution Process.....	14
Decisions / Disciplinary Action.....	15
Appeal Process.....	16
Confidentiality .....	18
Records and Distribution of Decisions.....	18
Protection from Retaliation .....	19
Obligation to Report .....	19
Acting in Good Faith.....	20
Failure to Comply.....	20
Annual Awareness Education and Attestation Campaign .....	20
<b><i>Exceptions</i></b> .....	<b>21</b>
<b><i>Governance / Oversight</i></b> .....	<b>21</b>
<b><i>Questions/ Contact Information</i></b> .....	<b>21</b>
<b><i>Definitions</i></b> .....	<b>22</b>
<b><i>Related Documents</i></b> .....	<b>31</b>



## Introduction and Summary

The purpose of Skate Canada's Code of Ethics (the "Code") is to outline the organization's expectations and guiding principles, at all times, of all individuals of appropriate decision making, conduct, and behaviour within the Skate Canada community. The Code is our roadmap to maintaining the safety and well-being of all individuals to whom this Code applies within the Skate Canada community.

At Skate Canada, we are committed to our vision, mission, and core values. We never allow our ethics or integrity to be compromised by our desire to succeed, regardless of the circumstances of our organization.

Our mission is to be a leader in the delivery of quality skating programs and continuously develop champions. It is a mission that sets the bar high, as too does this Code. As we continue to progress and execute against our organizational goals and the opportunities that lie ahead to meet this mission, we must also hold firm to our high standards for ethics.

## Scope

This Code applies to all individuals, and this Code applies with retroactive effect.

**This Code applies to any act, conduct, behaviour and/or matter that may arise during the business, activities, and events of Skate Canada**, including but not limited to, competitions, events, practices, training camps, travel, the workplace environment, and meetings.

**This Code may also apply to** conduct, action and/or behaviour that occurs outside of Skate Canada business, activities, environment, and events, including without limitation competitions, practices, training camps, travel associated with Skate Canada activities, and any meetings with Skate Canada, when such conduct, action, and/or behaviour:

- adversely affects relationships within Skate Canada (and its work and sport environment)
- is detrimental to the image and reputation of Skate Canada
- could undermine the integrity of sport
- is sufficiently serious and significant as to be of general importance to skating and/or of general importance to the overall ability of Skate Canada to discharge its objectives
- has a serious and detrimental impact on another individual



Note: The physical location(s) of where the actual and/or suspected act, conduct and/or behaviour occurred is not determinative. The applicability of the individual's conduct outside of Skate Canada's business, activities, and events will be determined by Skate Canada at its sole discretion.

This Code enables the implementation of the Code of Ethics Appeal Procedure (Procedure), designed to set out the framework governing the appeal process.

This Code is to be read in conjunction with the Privacy Code, and all policies, procedures and documents under the National Safe Sport Program (including but not limited to the Misconduct Reporting and Resolution Policy, General Disputes and Resolution Policy, Incidents of Injury Reporting and Management Policy, Concussion Management Policy, Anti-Doping Policy, and the Equity, Diversity, and Inclusion Policy).

For employees of Skate Canada, in addition to the above noted policies, this Code is to be read in conjunction with the Code of Conduct, the Respectful Workplace Policy and procedure thereunder, the Privacy Policy, and the Raising Conduct and Ethical Concerns Policy.

For officers and directors of the Board of Skate Canada, in addition to the above noted policies, this Code is to be read in conjunction with the Code of Conduct, Conflict of Interest Governing Policy for Directors and Officers, the Privacy Policy and the Raising Conduct and Ethical Concerns Policy.

This Code does not apply to matters where there are other Skate Canada policies in place, including but not limited to the Anti-Doping Policy, the Athlete International Competition and Carding Selection Policy, and the Athlete International Competition and Carding Selection Appeal Procedure.

**Refer: See Related Documents for complete list of related policies.**

## Guiding Principles

Skate Canada's vision, mission and values form the guiding principles and the building blocks on which this Code rests. Living up to them is an essential part of meeting our organizational strategic imperatives, maintaining our foundational elements, and safeguarding Skate Canada's integrity, reputation, and ethical practices. All individuals subject to this Code are expected to uphold and commit to the highest standards of behaviour to ensure the safety and well-being of all individuals, exemplified by conduct and written and oral communications, as outlined in the Code.



With respect to our Code of Ethics, these are some of the key ethical principles that guide our actions throughout this Code:

I. Act and behave with integrity

Integrity is the bedrock principle of our behaviour. It is through integrity that all individuals subject to this Code earn trust. Every individual is clear on the values of Skate Canada and will keep our commitments – to each other and to all of our stakeholders. Every individual will behave ethically, act with good judgment and avoid even the appearance of impropriety, ensuring fairness and impartiality.

II. Treat others with respect, dignity, and fairness

Every individual will treat one another with respect, fairness, and dignity. Every individual will value equity, diversity, and inclusion, and show due consideration for each other's opinions, perspectives, and uniqueness.

III. Supporting a safe environment

The safety and well-being of all individuals in the Skate Canada community is imperative. It is everyone's collective responsibility to comply with all Safe Sport policies, procedures, education requirements, and program delivery standards and protocols in support of a safe environment that is free from all forms of misconduct.

IV. Take Accountability

Every individual will bring their full energy, attention and commitment to their jobs/positions, skating, coaching, officiating, etc. Every individual is accountable for their actions. No individual will deliberately mislead or deceive. Every individual will seek clarification when uncertain and raise concerns when they suspect wrongdoing or a safety concern. All individuals to whom this Code applies have a responsibility to notify the organization through the appropriate reporting channel immediately of any violation or suspected violation of the Code. No individual shall retaliate against an individual who has reported an incident in good faith.

V. Commitment to Excellence

In performing their duties/function, each individual will pursue excellence and strive for continuous improvement.



## VI. Exercise Good judgment

Every individual will think before they act and/or make decisions. When gauging appropriateness of a decision, an activity, or practice, each individual will be guided by their common sense and sound judgment.

## Your Commitment

All **individuals**, unless otherwise noted, to whom this Policy applies have a responsibility to:

1. Conduct themselves in a manner that is of the highest standard, follows Skate Canada's mission, vision, core values and policies and behave accordingly by:
  - a. Treating all people with respect, dignity, and fairness;
  - b. Promoting and demonstrating a spirit of fair play, sport leadership and ethical conduct;
  - c. Acting on the belief that an individual as a person is more important than their success or my success;
  - d. Acting professionally during all interactions in and surrounding Skate Canada activities;
  - e. Using positive discipline that includes setting fair rules, listening, problem-solving, encouraging, and being a good example. Never using harmful methods such as but not limited to hitting, name-calling, yelling, or using insults, intimidation, or rejection;
  - f. Taking all reasonable steps to secure personal and confidential information and to not disclose such information, in accordance with the Skate Canada Privacy Policy, Privacy Code, and the Employee Privacy Policy (each as applicable – see Related Documents for applicability);
  - g. Avoiding the perception or appearance of a conflict of interest, as well as an actual or potential conflict of interest and not allowing themselves to be influenced, or place themselves in a way or situation, that could be or conceived to be in conflict with the interests of the organization or the organization's reputation;
  - h. Promptly disclosing any conflict of interest;
  - i. Abstaining from making or influencing decisions that could be or perceived to be a conflict of interest;



- j. Conducting activities with ethical standards, fairness, and impartiality and not acting or engaging in behaviour that is intended to improperly influence or manipulate the outcome or decision (such as but not limited to, in the case of skating for coaches and/or officials, a competition, assessment; or in the case of the workplace for Skate Canada employees, officers, and directors, a hiring decision or vendor selection);
- k. Always acting in a kind, courteous and judicious manner and never engaging in any exploitative, abusive, or corrupt behaviour;
- l. Using electronic communications (e.g., social media and messaging platforms – see definitions for full details) responsibly, modelling appropriate behaviour that is expected of all individuals of Skate Canada. Examples include, but are not limited to:
  - i. Ensure comments may not be interpreted as slurs, demeaning or inflammatory, etc.;
  - ii. Comply with all privacy, confidentiality, and intellectual property laws and in accordance with Skate Canada Privacy Code;
  - iii. Refrain from uploading, posting, emailing, or otherwise transmitting any content that is offensive, obscene, unlawful, threatening, abusive, harassing, discriminatory, embarrassing, intimidating, sexually explicit, bullying, defamatory, hateful, racist, sexist, invasive of another’s privacy or otherwise objectionable / inappropriate;
- m. Supporting an equitable, diverse, and inclusive sport for all, regardless of race, ancestry, colour, national or ethnic origin, place of origin, citizenship, indigeneity, creed, religion, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, language, genetic characteristics, disability, record of offenses, or any other characteristic and/or grounds of discrimination prohibited by human rights legislation;
- n. Acting, when appropriate, to correct or prevent practices that are unjustly discriminatory;
- o. Agreeing to advocate, respect and practice the principles of the Skate Canada National Safe Sport Program policies and procedures, including the Misconduct Reporting and Resolution Policy and supporting procedures, and the return to skate Concussion Management Policy and Concussion Protocol in the case of injury or concussion;
- p. Agreeing to comply with and follow the Government of Canada’s Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) and commit to reading all amendments and updates at the time of registration and throughout the year as published by the Government of Canada / Office of the Sport Integrity Commissioner (OSIC);



- q. Agreeing to follow the ISU's Code of Ethics at all hosted and non-hosted ISU events and commit to reading all amendments and updates at the time of registration and throughout the year as published by the ISU;
  - r. Agreeing to follow the COC's Code of Ethics at all hosted COC events and commit to reading all amendments and updates at the time of registration and throughout the year as published by the COC; and
  - s. Agreeing to understand and follow all applicable laws, industry codes and Skate Canada Codes policies, and related documents and commit to reading all amendments and updates at the time of registration and throughout the year referred to within this Code as published by Skate Canada.
2. Not participate in, condone, or engage in activities that are dishonest, fraudulent, deceitful, misrepresentative, abusive or illegal/criminal; nor activities that disrespect human rights or that risk the reputation of Skate Canada by:
- a. Adhering to all federal, provincial, municipal, and host country laws;
  - b. Notifying Skate Canada if I face any new related criminal charges, ongoing criminal investigations, convictions, or bail conditions;
  - c. Not using my power or authority in an attempt to coerce another person to engage in sexual activity or to participate in unethical and/or criminal activities;
  - d. Not in any way behaving sexually with minors (both children and youth). This includes but is not limited to the use of sexual jokes, language, and/or names; participation in sexual touching and/or exploitation; the use of, reference to, or participation in pornography;
  - e. Not participating in any form of misconduct, including an act, conduct, behaviour, and/or omission that results in or has the potential for physical or psychological harm;
  - f. Not in any way behaving in a manner that constitutes sexual maltreatment, including sexual harassment. This includes but is not limited to sexually oriented comments, conduct, gestures or touching that are unwelcome or offensive, that create an offensive, hostile, or intimidating environment, or that can reasonably be expected to be harmful to the recipient, whether done in person or online (including but not limited to social media);
  - g. Not in any way behaving in a manner that constitutes sexual maltreatment of a minor, including but not limited to the abuse or exploitation of minors (both children and youth) and will immediately report if I see or suspect anyone else doing so to the appropriate authorities and Skate Canada's independent external authority designated and retained by Skate Canada to receive and resolve reports of misconduct. Specifically for Skate Canada, this means the Case Manager for the





Skate-Safe program for all individuals, except program signatories, at [www.skate-safe.ca](http://www.skate-safe.ca); and for program signatories only, OSIC for the Abuse-Free Sport program at [www.abuse-free-sport.ca](http://www.abuse-free-sport.ca);

- h. Not participating in any form of inappropriate behavior in person or online (including but not limited to social media), including but not limited to bullying, aggressive or abusive behavior, abuse of authority, unfair treatment such as but not limited to, spreading of malicious rumors or gossip, or insulting others; unwanted physical contact; stalking; unwelcome and offensive comments/jokes or body language; publishing, circulating or displaying pornographic, racist, sexually suggestive or otherwise offensive material or pictures; persistent and unreasonable criticism; coercion, such as pressure to subscribe to a particular political or religious belief;
- i. Not using oral or written expressions and/or electronic communications (e.g., social media) to publicly criticize, disrespect or exploit others, specifically all individuals to whom this Code applies;
- j. Not using, possessing, directly or indirectly participate or aid in using or promoting, in the workplace for employees, officers, and directors of Skate Canada or at skating practice, training, camps, events, and competitions, including but not limited to National and International competitions for members, registrants, and athlete support personnel the use of:
  - i. controlled or legal and illegal substances and drugs (including non-medicinal drugs and/or recreational drugs such as cannabis), except those in connection with a medical condition and an approved medical accommodation for employees or a Medical Exemption and/or Therapeutic use Exemption for athletes; and
  - ii. performance enhancing drugs;

For members, registrants, and athlete support personnel, in particular, Skate Canada endorses and adopts the Canadian Anti-Doping Program (“CADP”) and the International Skating Union (“ISU”) Anti-Doping Rules and ISU Anti-Doping Procedures, which are compliant with the World Anti-Doping Agency (“WADA”) World Anti-Doping Code and the WADA International Standards and guidelines;

- k. Not consuming alcohol in the workplace for employees, officers, and directors of Skate Canada (unless in an adult-oriented social situation associated with Skate Canada events) or for members, registrants, athlete support personnel, and event volunteers during or at skating practice, training, camps, and National and International competitions/events (unless in an adult-oriented social situation associated with Skate Canada events);
- l. Not associating with any individual for the purpose of coaching, training, competition, instruction, administration, management, athletic development, or



- supervision of the sport of skating, who has incurred an anti-doping rule violation and is serving a sanction imposed pursuant to the CADP, ISU and/or the Code and recognized by the CCES; and
- m. Agreeing to refrain from participating in all forms of betting or gambling related to any event/activity under the jurisdiction of Skate Canada, the ISU, the Olympic Winter Games and Winter Youth Olympic Games (as per specific IOC Rules) as well as any other event/activity in which Skate Canada, including all individuals as defined in this Code, represents figure skating.
3. Not attempt to cover up or conceal any conduct, behaviour and/or action of an individual that is, or may be, in breach of this Code and will report any concerns and/or violations
  4. Fully cooperate with investigations
  5. Fully support and adhere to the prohibition of retaliation against any individual who enact this Code because they exercise their obligation to report a concern or issue

#### For Directors, Officers, and Employees of Skate Canada

In addition to the commitment as outlined above for an individual, directors, officers, and employees will at all times:

- a. Remember that they represent Skate Canada
- b. Lead by example
- c. Act in the best interests of Skate Canada
- d. Act with honesty and integrity and conduct themselves in a manner that is consistent with the nature and responsibilities of Skate Canada's business and the maintenance of member confidence
- e. Conduct themselves openly, professionally, lawfully, and in good faith
- f. Respect the confidentiality appropriate to issues of a sensitive nature
- g. Conform to the Bylaws and policies approved by Skate Canada, in particular but not limited to, this Code, as well as the Code of Conduct, Privacy Policy, Raising Conduct and Ethical Concerns Policy, and Respectful Workplace Policy

#### For Committee Members of Skate Canada

In addition to the commitment as outlined above for an individual, committee members will at all times:

- a. Remember that they represent Skate Canada



- b. Act in the best interests of Skate Canada
- c. Act with honesty and integrity and conduct themselves in a manner that is consistent with the nature and responsibilities of Skate Canada's business and the maintenance of member confidence
- d. Conduct themselves openly, professionally, lawfully, and in good faith
- e. Respect the confidentiality appropriate to issues of a sensitive nature
- f. Conform to the Bylaws and policies approved by Skate Canada, in particular, this Code, as well as the Privacy Code, and the National Safe Sport Program and policies thereunder

#### For Clubs, Skating Schools, and Sections

In addition to the commitment as outlined above for an individual, clubs, skating schools, and sections will at all times:

- a. Remember that they represent Skate Canada
- b. Act in the best interests of Skate Canada
- c. Act with honesty and integrity and conduct themselves in a manner that is consistent with the nature and responsibilities of Skate Canada's business and the maintenance of member confidence
- d. Conduct themselves openly, professional, lawfully, and in good faith
- e. Respect the confidentiality appropriate to issues of a sensitive nature
- f. Conform to the Bylaws and policies approved by Skate Canada, in particular, this Code, as well as the Privacy Code, and National Safe Sport Program and policies thereunder

#### For Coaches

In addition to the commitment as outlined above for an individual, coaches have additional requirements. The skater-coach relationship is a privileged one and plays a critical role in the personal and athletic development of their athletes. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it.

Coaches will at all times:

- a. Remember that they represent Skate Canada
- b. Maintain the highest possible standards of professionalism and integrity, including but not limited to, such considerations and standards established by Skate Canada
- c. Ensure a safe, positive, and healthy environment by selecting activities and establishing controls that are suitable for the age, experience, ability, and fitness level of athletes
- d. Make decisions in the best interest of the skater/athlete
- e. Proactively address potentially harmful behaviour or an unsafe environment
- f. Under no circumstances provide, promote, or condone the use of legal/illegal drugs or performance- enhancing substances
- g. Respect the coach/athlete relationship and not solicit the athletes of another coach



- h. At no time engage in an intimate or sexual relationship with a skater/athlete who is a minor (child and/or youth)
- i. Accurately represent their technical, educational, certifications and professional credentials and resumé, including all requirements that must be followed for maintaining an in good standing status with Skate Canada
- j. Exhibit important character traits of honesty, integrity, fairness, impartiality, inclusiveness, reliability/dependability, and cooperation when dealing with all participants in the sport so as to bring credit to the profession
- k. Act in accordance with Skate Canada's policies and procedures, in particular, this Code, as well as the Privacy Code, Anti-Doping Policy, and National Safe Sport Program and policies and procedures/protocols thereunder, including but not limited to the Misconduct Reporting and Resolution Policy, Concussion Management Policy, etc.

#### For Skaters/Athletes

In addition to the commitment as outlined above for an individual, skaters/athletes will have additional responsibilities to:

- a. Remember at all times that they represent Skate Canada
- b. Report any medical or fitness problems in a timely fashion, where such problems may limit the skater's/athlete's ability to travel, train or compete; or, in the case of carded athlete's, interfere with the athlete's ability to fulfill requirements under the Athlete Assistance Program
- c. Properly represent themselves and not attempt to enter a competition for which they are not eligible, by reason of age, classification, or other reasons
- d. Act in accordance with Skate Canada's policies and procedures, in particular, this Code, as well as the Privacy Code, Anti-Doping Policy, and National Safe Sport Program and policies thereunder

In addition to the commitments outlined herein for a skater/athlete, athletes in the High-Performance Program are also held to the Skate Canada Athlete Agreement.

#### For Officials

In addition to the commitment as outlined above for an individual, officials will have additional responsibilities to:

- a. Conduct all events according to the rules of Skate Canada
- b. Be fair and objective/impartial
- c. Avoid situations which a conflict of interest may arise
- d. Make independent judgments
- e. Address potentially harmful behaviour or an unsafe environment



- f. Act in accordance with Skate Canada's policies and procedures, in particular, this Code, as well as the Privacy Code, and National Safe Sport Program and policies thereunder

#### For Parents/Guardians

In addition to the commitment as outlined above for an individual, parents/guardians of skaters/athletes (who are a minor) will:

- a. Encourage skaters/athletes to play by the rules and to resolve conflicts without resorting to hostility or violence
- b. Never ridicule a participant for making a mistake during a performance or practice
- c. Provide positive comments that motivate and encourage participants continued effort
- d. Respect the decisions and judgments of officials, and encourage skaters/athletes to do the same
- e. Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers who give their time to the sport
- f. Act in accordance with Skate Canada's policies and procedures, in particular, this Code, as well as the Privacy Code, and National Safe Sport Program and policies thereunder

## Complying with the Code of Ethics

### Your Responsibilities

Every individual to whom this Code applies is responsible to safeguard the reputation of Skate Canada, including by complying with this Code.

### How to Report Concerns and/or Violations of this Code

**For those affiliated with the organization, reporting of concerns and/or violations of this Code (alleged, actual, or suspected) are as follows:**

**For athletes/skaters, registrants, members, coaches, athlete support personnel, officials, parents/guardians, event volunteers, alumni, inductees to the Skate Canada Hall of Fame, and sections, concerns and/or violations of this Code can be reported on a confidential basis as follows:**

- Email: [safesport@skatecanada.ca](mailto:safesport@skatecanada.ca)
- Telephone: 1-888-747-2372 ext.: 703



**For officers, directors , and employees** of Skate Canada please refer to the Code of Conduct and the Raising Conduct and Ethical Concerns Policy for available reporting options of concerns and/or violations of this Code internally or through the independent, external Office of the Ombudsperson whistleblower program on a confidential or anonymous basis.

**For third-party service providers only,** concerns can be reported to our independent, external Office of the Ombudsperson through our whistleblower program – either on a confidential or anonymous basis – online or by telephone as follows:

- Online: [www.integritycounts.ca/org/skatecanada](http://www.integritycounts.ca/org/skatecanada)
- Telephone: 1-866-921-6714

**For concerns and/or violations related to misconduct, please refer to the Misconduct Reporting and Resolution Policy for the appropriate reporting process.**

## Investigation and Resolution Process

Upon receipt of a concern and/or violation of this Code, depending on the nature of the complaint and who received it, an evaluation of the severity of the concern will be performed to determine whether an internal or external investigation is required. In addition, this may include the involvement of an independent external third-party, including but not limited to the involvement of a case manager, an investigator(s), legal counsel and/or law enforcement, as required. All parties must cooperate with the investigation process.

**For athletes/skaters, registrants, members, coaches, athlete support personnel, officials, parents/guardians, event volunteers, alumni, inductees to the Skate Canada Hall of Fame, and sections:**

If the complaint is reported through the Safe Sport process, Skate Canada will ensure that all reports are promptly reviewed, followed up on and where appropriate, investigate accordingly and maintain oversight of the process to ensure appropriate and timely resolution.



**For officers, directors, and employees of Skate Canada:**

If a complaint is made through the Office of the Ombudsperson whistleblower program, the independent external Ombudsperson will investigate accordingly and maintain oversight of the investigation to ensure appropriate and timely resolution.

**Refer:**

**For complete details related to the whistleblower program, see the Raising Conduct and Ethical Concerns Policy and Code of Conduct.**

**For third-party service providers:**

If a complaint is made through the Office of the Ombudsperson, the independent external Ombudsperson will investigate accordingly and maintain oversight of the investigation to ensure appropriate and timely resolution.

[Decisions / Disciplinary Action](#)

After reviewing the matter, a determination will be made regarding whether a violation of this Code and/or related Skate Canada policies and procedures has occurred, and if so, the disciplinary action to be imposed. What is appropriate in any given situation will vary and depend on a number of factors. The disciplinary action imposed will be proportionate to, and reflective of, the nature and severity of the violation, whether this is a new or recurrent problem, etc. and may involve one or more of a series of disciplinary measures, up to and including

- termination for officers, directors of the Board of Skate Canada, members of the standing committee of the Board, and/or members of the operating committee and employees, in accordance with applicable policies and Bylaws
- suspension and/or expulsion of membership or registrant status for members and registrants respectively

If an individual is expelled from Skate Canada and is an inductee to the Skate Canada Hall of Fame, the individual will automatically be removed from the Skate Canada Hall of Fame, in accordance with the applicable Skate Canada policies and procedures. Disciplinary actions, sanctions, and/or penalties may be applied singularly or in combination.



## Appeal Process

**For athletes/skaters, registrants, members, coaches, athlete support personnel, officials, parents/guardians, event volunteers, alumni, inductees to the Skate Canada Hall of Fame, and third-party service providers:**

A decision of the CEO (for athletes/skaters, registrants, members, coaches, officials, parents/guardians, sections, alumni, and/or inductees to the Skate Canada Hall of Fame) or the Ombudsperson (for third-party service providers) related to this Code is final and binding on all parties, subject to the right of appealed to the Board, and only in accordance with Code of Ethics Appeal Procedure (Procedure), if and as applicable.

Not all decisions may be appealed. An appellant cannot challenge a decision on the grounds that it is not favourable to them. Decisions of Skate Canada and its representatives may only be appealed on procedural grounds (“Grounds for Appeal”) where it has been demonstrated that:

- a decision was made outside of the authority or jurisdiction, as set out in Skate Canada’s governing documents;
- procedures were not followed as laid out in the Bylaws or approved policies of Skate Canada;
- a decision was influenced by bias, where bias is defined as a lack of neutrality to such an extent that the decision-maker is unable to consider other views, and/or that the decision was made on the basis or, or was significantly influenced by, factors unrelated to the substance or merits of the matter;
- discretion was exercised for an improper purpose; and/or
- a decision was made that was extreme and obviously unreasonable.

The appeal process for Code of Ethics does not apply to the decisions relating to:

- The National Safe Sport Program policies and procedures, including the Misconduct Reporting and Resolution Policy and General Disputes Reporting and Resolution Policy and the procedures under both policies,
- Infractions for doping offences, which are dealt with pursuant to the Skate Canada Anti-Doping Policy, the Canadian Anti-Doping Program (CADP), the ISU, WADA pursuant to the WADA Code, the COC, and/or the ICO, or any successor policies of these entities
- Decisions or discipline arising from the Athlete International Competition and Carding Selection Policy and Athlete International Competition and Carding Selection Appeal Procedure
- Decisions or discipline from policies and procedures established by Skate Canada for which another appeal process already exists under these policies and procedures





- Skate Canada’s operational structure, staffing, employment, or allocation of volunteer committee opportunities and opportunities, or the allocation of coach appointments and the withdrawal or termination of such volunteer/coach appointments or opportunities
- Issues related to budgeting or budget implementation
- Disputes over the rules of skating or the rules of competition
- Commercial matters for which another dispute resolution process exists under a contract or applicable law
- Matters that are decided by the members of Skate Canada, such as approval and amendment of the Bylaws, and enactment, amendment, or repeal of the rules of competition
- Decisions or discipline arising within the business, activities, or events organized by entities other than Skate Canada (appeals of those decisions shall be dealt with under the policies of those other entities unless requested and accepted by Skate Canada at its sole discretion)
- Criminal offences for which the Appellant is seeking a criminal conviction
- Any decisions made under this Code
- Any other decisions dealt with under a Skate Canada policy where there is an appeal process

The individual appealing the decision will bear the onus of proof in the appeal, and must demonstrate, on a balance of probabilities, that the decision-maker has made an error as described in the Grounds for Appeal and that this error had, or may reasonably have had, a material effect on the decision or decision-maker. In addition, the individual appealing the decision must have abided by the terms of the resolution process in all respects, including complying with the confidentiality restrictions as outlined in this Code and submission of the appeal within the required timeline as outlined in the Procedure, failing which the appeal may be denied.

The Board will review the written Notice of Appeal and, at its sole discretion, determine if there are sufficient Grounds for Appeal. In fulfilling its duties and to maintain independence, the Board may engage an independent legal advisor to oversee the review process of the written Notice of Appeal, including but not limited to the screening and recommendation to the Board for final decision.

**Refer:**

**For complete details related to the appeal process, see the Code of Ethics Appeal Procedure.**



**For officers, directors, and employees of Skate Canada:**

A decision made by a manager, executive management, or the President (as applicable based on their role and/or function), may be appealed to the independent external Ombudsperson in accordance with the Raising Conduct and Ethical Concerns Policy.

**Refer: For complete details related to the whistleblower program, see the Raising Conduct and Ethical Concerns Policy and the Code of Conduct.**

### Confidentiality

Suspected or known improprieties may be submitted on a confidential basis by the individual. Reports of such improprieties will be kept confidential to the extent possible, consistent with the need to conduct an adequate follow-up or investigation. No individual is permitted to disclose either the existence of a complaint or confidential information or records that form part of the investigation of the complaint to any individual outside of the complaint except as strictly required for the purposes of investigating, obtaining legal advice, taking corrective action with respect to the complaint, or as otherwise compelled by laws.

Skate Canada will take every step possible to maintain the confidentiality of the complainant (if known), complaint inquiry or record thereof, including contents of meetings, interviews, results of investigations, decisions, and other information only to the extent practical and appropriate and except as required by law, however, this cannot be fully guaranteed.

Any breach of confidentiality requirements as outlined herein will be treated as a serious offence. The individual who breached confidentiality requirements may be subject to disciplinary action, at the sole discretion of Skate Canada.

Confidentiality will be applied in a manner consistent with the Skate Canada Privacy Code.

### Records and Distribution of Decisions

Records of decisions, including supporting documentation as applicable (for example, investigation reports, any corrective action taken, notes, etc.), will be maintained by Skate Canada in a secure location in accordance with the Skate Canada Record Retention



Policy for a minimum of 10 years after the date of final resolution. After that time, an assessment will be made to determine what will be kept for a longer period of time or in perpetuity.

Other persons or organizations, including but not limited to, national and provincial/territorial sport organizations, sections, clubs, skating schools, etc. may be advised of any decisions in accordance with this Code, and the Procedure, as applicable.

A database or registry of the names of individuals who have been sanctioned, and/or received disciplinary action by Skate Canada or whose eligibility to participate in the activities of Skate Canada has in some way been restricted will be maintained in a manner determined by Skate Canada, which may include being publicly available. If an individual was sanctioned and subsequently reinstated with no conditions by Skate Canada within the past five (5) years, Skate Canada may answer questions regarding the suspension, at the sole discretion of Skate Canada.

### Protection from Retaliation

Skate Canada is committed to protecting individuals to whom this Code applies from any form of retaliation or reprisal for reporting in good faith, including to a governing authority, a possible violation of the Code. Retaliation against an individual who has reported a complaint concerning a violation or suspected violation of this Code in good faith will not be tolerated and any individual who retaliates is subject to discipline up to and including termination of employment or expulsion depending on their role or function within Skate Canada

### Obligation to Report

Everyone has an obligation to report any actual or suspected conduct, behaviour and/or action in violation of this Code to the Safe Sport division of Skate Canada, as designated by Skate Canada to receive reports. Reporting may occur by either: (i) a person who experienced the act, conduct, and/or behaviour, or (ii) someone who witnessed the act, conduct, and/or behaviour. An individual who knowingly fails to report a known actual or suspected conduct, behaviour and/or action in violation of this Code may be subject to disciplinary action, at the sole discretion of Skate Canada.



## Acting in Good Faith

Anyone reporting a complaint concerning a violation or suspected violation of this Code must be acting in good faith and have reasonable grounds for believing the information disclosed is accurate. Any allegations that prove not to be substantiated and prove to have been made frivolous, malicious, intentionally false, fabricated, or vexatious will be viewed as a serious offense, subject to disciplinary action up to and including suspension / expulsion.

## Failure to Comply

Failure of an individual to comply with this Code may result in disciplinary action, up to and including termination of employment, sanctions including expulsion or suspension from Skate Canada, including but not limited to the competition, event, etc., depending on your role or function within Skate Canada.

## Annual Awareness Education and Attestation Campaign

For Employees, Officers, Directors, and Members of the Standing Committees of the Board of Skate Canada

It is your responsibility to be familiar with and understand the provisions of this Code, and related policies, procedures, codes, and protocols. As part of the annual awareness campaign, all active employees, officers, directors, and members of the standing committees of the Board of Skate Canada are required as a condition of employment, their office or function, to complete an annual attestation that they have complied with the obligations as set out within this Code and awareness education as may be prescribed from time to time. 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.

For Coaches and Officials

As part of the annual awareness campaign, all coaches and officials are required as a condition of their function to complete awareness education as prescribed and an annual attestation that they have complied with the obligations as set out in this Code and the training provided.



#### For Athletes and Designated Athlete Support Personnel

Athletes and designated athlete support personnel in the National Athlete Program are educated around the Skate Canada Athlete Agreement and Skate Canada Designated Athlete Support Agreement, which includes the Code of Ethics.

### Exceptions

As a general rule, there are no exceptions to this Code. Any special exceptions to this Code are made only under limited circumstances and only with the written approval of the CEO, with reporting on approved exceptions provided to the Board.

For the CEO, an officer, executive management, and directors, any such waiver requires the express approval of the Board directly.

### 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 Policy, the following terms herein have the ascribed meanings as set forth below. In addition, all references to the singular include the plural and vice versa.

**IMPORTANT NOTE: For complete definitions, refer to the related policies and procedures**

**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

**athlete support personnel**, as defined by CCES as part of the CADP, means a coach, trainer, manager, agent, team staff, official, medical, paramedical, parent or any other person working with, treating, or assisting an athlete participating in or preparing for sports competition (see Skate Canada Anti-Doping Policy)

**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

**CADP** means the Canadian Anti-Doping Program in force and effect, and as may be revised from time to time, implemented and managed by the CCES

**cannabis** means a cannabis plant as defined in the Federal *Cannabis Act* and the Ontario *Cannabis Act in force and effect*, and as may be revised from time to time

**CCES** means the Canadian Centre for Ethics in Sports, which is an independent, national, not-for-profit organization responsible for the implementation and management of the CADP

**COC** means the Canadian Olympic Committee, who represent Canada at the International Olympic Committee and whose purpose is to transform Canada through the power for sport. This is achieved by leading the achievement of Team Canada's podium success and advancing Olympic values across Canada



**carded athlete**, in accordance with Sport Canada, means an eligible athlete approved for funding and are financially supported through the Athlete Assistance Program (AAP)

**Charter** means the Governance Charter which establishes the governance structure and defines key organizational elements of Skate Canada and the Board

**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

**coach**, pursuant to the Bylaws, means a skating expert with the required National Coaching Certification Program qualifications to provide a remunerated service at Skate Canada sanctioned clubs and skating schools, both on and off-ice. These individuals shall have registered, provided full payment, and have met all professional coach registration requirements as set annually by Skate Canada

**committee** means a standing committee of the Board of Skate Canada, and/ or an operating committee or working group of Skate Canada as it deems necessary or appropriate for such purposes and such powers as the Board and/or the CEO of Skate Canada shall see fit

**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. For complete definitions of personal information, confidential business information, please refer to the Skate Canada Privacy Code

**conflict of interest** means any situation in which an individual'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



**designated athlete support personnel** means a coach designated by Skate Canada, integrated support staff (IST) designated by Skate Canada, Skate Canada Sectional Technical Directors, and employees of the High Performance division of Skate Canada who work with and support the national athlete pool (NAP) as part of the High Performance Program

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

**electronic communication** means communication using channels including but not limited to email, the Internet, the intranet, instant messaging, text messaging, facsimile, telephony (mobile/cellular, land/fixed line, etc.), voice communications, and social media

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

**executive management** of Skate Canada means the Senior Director, Events and Production Services, Senior Director, Operations, and the Senior Director, Performance Excellence, all of whom report directly to the CEO

**expulsion / expelled** means permanent ineligibility for reinstatement of an individual from participation, in any capacity, in any program, practice, activity, event, or competition organized or sanctioned by Skate Canada and/or its members or sections, and the individual is not eligible for reinstatement to return to the sport of figure skating in any capacity, in any program, practice, activity, event, or competition organized or sanctioned by Skate Canada and/or its members or sections

**external authority** means an independent external third-party designated and retained by Skate Canada to receive and resolve reports of misconduct. 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 only (Note: For complete details, see the Misconduct Reporting and Resolution Policy)

***individual*** means a natural person (or an organization or other entity) employed by, affiliated with, or engaged in activities, events/competitions, and programs with and/or hosted by Skate Canada including, but not limited to, clubs/skating schools, skaters, athletes, coaches, officials, parents and/or guardians of athletes/skaters, members, registrants, officers of Skate Canada, directors of Skate Canada, members of the standing committees of the Board of Skate Canada, members of the operating committees and working groups of Skate Canada, employees of Skate Canada, athlete support personnel, designated athlete support personnel, event volunteers, alumni, and inductees to the Skate Canada Hall of Fame and, for the purposes of this policy, sections of Skate Canada, and spectators at events

***IOC*** means the International Olympic Committee, which is the entity that is the guardian of the Olympic Games and the leader of the Olympic Movement and who acts as a catalyst for collaboration between all Olympic stakeholders, including the athletes, the National Olympic Committees (the COC for Canada), the International Federations, Organising Committees for the Olympic Games (the ISU for figure skating and speed skating), the Worldwide Olympic Partners, and Olympic broadcast partners. It also collaborates with public and private authorities including the United Nations and other international organisations

***ISU means the International Skating Union***, which is the exclusive international sport federation recognized by the IOC administering sports in the branches of figure skating and speed skating throughout the world. The ISU is composed of a number of national associations called ISU Members, who administer ISU sports at the national level and recognize that all international matters are under the sole jurisdiction and control of the ISU. ISU is responsible for the ISU Anti-Doping Rules and ISU Anti-Doping Procedures (both as revised from time to time), as compiled in accordance with the WADA Code, which apply to all skating activities over which the ISU has jurisdiction



**International Standard(s)** means the international standards and guidelines adopted by WADA in support of the WADA Code in force and effect, and as may be revised from time to time

**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-regulated industry association by which Skate Canada is or has agreed to be bound

**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 clubs)

**membership**, pursuant to the Bylaws, means the status of being in one of the classes as outlined in section 3.1 of the Bylaws

**minor** means a child under the age of majority, as defined in the relevant province or territory of Canada, as may be amended from time to time. It is the responsibility of the adult to know the age of a minor

**misconduct** means act, conduct and/or behaviour that results in or has the potential to result in physical or psychological harm, which for the purposes of the National Safe Sport Program and the Misconduct Reporting and Resolution Policy includes without limitation:

- prohibited behaviours, all 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 filing a false allegation;



- interference or manipulation of an investigation or disciplinary review process; and
- retaliation;
- abuse;
- abuse of authority;
- bullying and/or abuse behaviour;
- harassment; and
- intimidation.

***Reference - for complete definitions of terms used within the definition for 'misconduct', refer to the Misconduct Reporting and Resolution Policy***

***Notice of Appeal*** means a formal written notice served by an individual in accordance with the Procedure to the Board informing Skate Canada of their request for a review of a decision

***officer*** means the President of Skate Canada and such other officers as the Board may determine by Ordinary Resolution

***operating committee(s)*** means a committee of Skate Canada whose mandate is to support the CEO and/or management in the execution of activities that align with the organization's objectives

***organization*** means Skate Canada, unless otherwise noted

***President***, pursuant to the Bylaws, means the chair of the Board and 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, athletes and officials)



**reporting (or report)** means the provision of information in writing by an individual as outlined in this Code through the Safe Sport division of Skate Canada 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 violations of this Code or for participating in any Skate Canada enforcement process. 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 breach of this Code

**Safe Sport division** is a division of the Operations department of Skate Canada, reporting to the Senior Director, Operations, through which an individual may report incidents of injury, concerns related to this Code (except those related to misconduct as defined within this Code) including breaches of the Electronic Communications Standards of Conduct, and general disputes to Skate Canada through the Safe Sport reporting process

**section**, pursuant to the Bylaws, means an organization incorporated or organized in a particular province or territory (and in some cases, a combination thereof) strategically aligned with Skate Canada, that may receive funds from provincial or territorial Governmental Authorities and be subject to applicable sport recognition programs and transfer payment arrangements. Each Section is held to the governance and operating requirements of their respective province and / or territory(ies) and is responsible for skating in their respective jurisdictions

**skater**, pursuant to the Bylaws, means (i) a person who is registered at 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) a person 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 (skater includes an athlete as defined within this Policy)

**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

**standing committee(s)** means a permanent committee of the Board of Skate Canada as outlined in the Skate Canada Governance Charter

**suspension / suspended** means **either for a set time or until further notice** an individual is **ineligible to participate, in any capacity**, in any program, practice, activity, event, or competition organized or sanctioned by Skate Canada and/or its members or sections. A suspended individual may be eligible to return to sport, but reinstatement may be subject to certain restrictions or contingent upon the individual satisfying specific conditions noted at the time of suspension

**third-party service provider** means a person or corporate entity having a business relationship of any kind with Skate Canada (such as but not limited to, suppliers, vendors, service providers, sponsors, partners, etc.)

**UCCMS** means the Universal Code of Conduct to Prevent and Address Maltreatment in Sport in force and effect, and as may be revised 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

**WADA** means the World Anti-Doping Agency, which is an international independent agency composed and funded equally by the sport movement and governments of the world. Its key activities include scientific research, education, development of anti-doping capacities, and monitoring of the World Anti-Doping



Code (WADA Code) – the document harmonizing anti-doping policies in all sports and all countries – which includes the possible Anti-Doping Rule Violations (ADRV)

**WADA Code** means the WADA core document that provides the framework for anti-doping policies, rules, and regulations, in force and effect and as may be revised from time to time, within sport organizations and among public authorities, and is designed to harmonize anti-doping policies and ensure the standards are the same for all athletes

**working group** means a group of persons, as established by the Board or management of Skate Canada, who are brought together on a temporary basis to execute a specific mandate and/or support the efforts of the organization

**workplace** means the location where Skate Canada employees, officers, and directors carry out work and/or work-related responsibilities for and/or on behalf of Skate Canada. This may include, but is not limited to, the Skate Canada physical work premises and for those who work remotely (e.g., from home), while you are working ‘workplace’ also includes your home, and any premises and/or location in which you are working on behalf of Skate Canada

**they, their, you, your** means an individual to whom this Code applies, unless noted otherwise

**we, us, our** means Skate Canada, unless noted otherwise



## Related Documents

Related documents that should be read to receive the full context of this Code.

### Legislation\*:

- Canadian Criminal Code
- Canadian Charter of Rights and Freedoms
- Cannabis Act
- Official Languages Act
- Ontario Human Rights Code
- Personal Information Protection and Electronic Documents Act (Canada)
- Rowan's law (Ontario), and other provincial/territorial legislation as may be applicable

### Industry Codes/Policies\*:

- Government of Canada / Sports Canada: ethics and safety in sport
- Canadian Anti-Doping Program
- Canadian Guideline on Concussion in Sport
- COC Policy on the Management of Safe Sport Complaints
- COC Code of Ethics
- Canadian Sport Policy
- Canadian Policy Against Doping in Sport
- Coaching Association of Canada: Coaches Code of Ethics and the Responsible Coaching Movement
- ISU Code of Ethics
- ISU Anti-Doping Rules, ISU Anti-Doping Procedures
- ISU Athlete Safeguarding Policy
- ISU Constitution and Regulations
- ISU Medical Guide
- National Coaching Certification Program Code of Ethics
- Physical Activity and Sport Act (Canada)
- Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS)
- WADA Code
- WADA International Standards and guidelines

### Skate Canada\*

The Code of Ethics and the Code of Ethics Appeal Procedure are to be read in conjunction with the following Skate Canada documents (policies, codes, procedures, protocols, handbooks, standards, guides, etc. as listed below):



**For Coaches, Officials, Skaters, Registrants, Members, Parents/Guardians, Alumni, and Inductees to the Skate Canada Hall of Fame:**

Anti-Doping Policy+

Concussion Management Policy+, and the Concussion Protocol+

Equity, Diversity, and Inclusion Policy+

General Dispute Reporting and Resolution Policy+, and procedure+ thereunder

Safe Sport Handbook+, including helmet use and anti-doping guidelines

Incidents of Injury Reporting and Management Policy+, and procedure+ thereunder

Misconduct Reporting and Resolution Policy+, and procedure+ thereunder

National Safe Sport Program

Privacy Code

Electronic Communications Standards of Conduct+ (together with the Electronic Communications Protocols+)

Trans Inclusion Protocol+

Hall of Fame Policy, including the Hall of Fame Selection Procedure and the Hall of Fame Removal Procedure

**For Athletes (in addition to those listed under Coaches, Officials, Skaters, Registrants, Members, Parents/Guardians, Alumni, and Inductees to the Skate Canada Hall of Fame)**

Skate Canada Athlete Agreement

Skate Canada Athlete Release Procedure

**For Designated Athlete Support Personnel (in addition to those listed under Coaches, Officials, Skaters, Registrants, Members, Parents/Guardians, Alumni, and Inductees to the Skate Canada Hall of Fame)**

Skate Canada Designated Athlete Support Agreement

**For Employees, Officers, and Directors of Skate Canada (in addition to the policies noted above under Coaches, Officials, Skaters, Registrants, Members, Parents/Guardians, Alumni, and Inductees to the Skate Canada Hall of Fame):**

Audit Policy

Code of Conduct

Conflict of Interest Policy Governing Directors and Officers





Communications Policy  
Employee Privacy Policy  
Financial Controls Policy, and related procedures thereunder  
Financial Planning and Budgeting, and related procedures thereunder  
Information Technology Policy, and related procedure

Official Languages Policy  
Occupational Health and Safety Policy, and program thereunder  
Policy Management Policy, and related procedures and supporting documents  
Privacy Policy  
Procurement policies, including Expression of Interest Policy and related procedures and supporting documents  
Record Retention Policy  
Respect in the Workplace Policy, and Workplace Violence and Harassment Prevention Program  
Termination Policy  
Travel Expense Management Policy and procedure thereunder  
Raising Conduct and Ethical Concerns Policy

***Important Notes:***

*\*Current in force and effect and as may be amended from time to time*

+Note: these policies are part of the umbrella of the Skate Canada National Safe Sport Program