



# CODE OF ETHICS



Creation: February 2019

Update: August 2019

☐ I hereby acknowledge that I have read and agree to the Breakfast Club of Canada's Code of Ethics as outlined in this document.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

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## PREAMBLE

# ETHICS, AT THE HEART OF OUR ACTIONS

At the Breakfast Club, we nurture the potential of children by making sure as many of them as possible have access to a healthy morning meal before school in an environment that allows their self-esteem to grow and flourish. The materialization of our mission is depending on the skills and commitment of our employees, partners, volunteers, and board members, and we believe that every step should be taken with our values in mind: Children Above All, Integrity, Community and Dynamic.

The *Code of Ethics* sets out our fundamental principles, which govern the behaviors and good practices to adopt in our activities and our relationships with each other, on a daily basis.

It is up to us to be familiar with the *Code of Ethics* and to put into practice the principles from which it derives. Our managers, in particular, must promote these principles through their exemplary conduct and practices. Let's preserve our mission by applying the *Code of Ethics* to all our actions and to every decision we make.

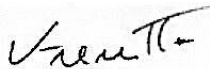
Please take the time to read the *Code of Ethics* carefully, to understand what it means to you and to ask yourself how it can guide your decisions and actions at the Club. Thank you for your daily contribution to our mission, and to participate in the well-being of children.

### The Board of Directors,

**Pierre Riel**



**Louis Frenette**



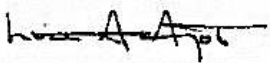
**Jacques Mignault**



**Pascale Gouin**



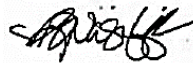
**Lise-Anne Amyot**



**Anita Nowak**



**Renee Wasylyk**



**Stéphane Bertrand**



**Isabelle Rayle-Doiron**



**Susan Muigai**



**Barry Baker**



**Lisa Cabel**



## Purpose of the Code of Ethics

The Club's purpose for this Code of Ethics is to encourage individual and shared reflection about respect and civility in the workplace and in all areas of the Club's activities, including events, schools, etc. To establish a culture of respect and courtesy in daily interactions. To establish a general baseline for defining acceptable and unacceptable behaviours in the organization, with the goal of enabling us to meet our objectives and fulfill our mission.



### Confidential employee and volunteer phone lines

Breakfast Club of Canada is committed to offering its employees a nurturing environment, both personally and professionally. To support this environment and to ensure that operations run smoothly, certain policies and regulations have been established. All Club employees must comply with the established practices. In the performance of your duties, you may witness an uncomfortable situation that relates to the application of these policies and regulations. So that you are able report a possible violation of the policies and regulations impartially, we have established a confidential reporting service that you may use at any time. This service is called **Employee Resource**.

**Employee Resource** is completely confidential, and enables you to report third-party behaviour that you believe violates the organization's regulations and sound management practices.

The two most effective ways to use the service are by leaving a message on the phone line's voicemail or by email. Both methods are confidential and are available 24/7.

Contact information for **Employee Resource**:

<b>Telephone</b>	Ext. 3303
<b>Email</b>	<a href="mailto:employeeeressource@breakfastclubcanada.org">employeeeressource@breakfastclubcanada.org</a>

Volunteers of the Club may also, in the performance of their duties, witness an uncomfortable situation that relates to the application of the Club's policies and regulation. A confidential reporting service was established for that purpose, that may be used at any time. The service is called **Privacy and Complaints Office**.

The two most effective ways to use the service are by leaving a message on the phone line's voicemail or by email. Both methods are confidential and are available 24/7.

Contact information for **Privacy and Complaints officer**:

<b>Telephone</b>	Ask for complaints officer at 604 685-2220
<b>Email</b>	<a href="mailto:Privacyandcomplaintsofficer@breakfastclubcanada.org">Privacyandcomplaintsofficer@breakfastclubcanada.org</a>

## Application and implementation

The Code of Ethics (hereinafter referred to as the Code) of Breakfast Club of Canada (hereinafter referred to as the Club) outlines the attitudes and behaviours we expect in the workplace that encourage respect, harmony, and efficiency. Every Club employee in every category of employment must respect this Code, whether their activities are inside or outside of the workplace. For the Code to achieve the desired results, every employee must remain committed and engaged in respecting and promoting it every day in the context of their work. Beyond the tasks we perform, the strength of our interpersonal relationships and the way that people work together is what most influences our work environment. All board members, volunteers and Club administrators must also adhere to the principles of the Code.

### Club expectations...

#### ... for employees

As Club administrators, managers or employees, we expect you to:

- Understand the requirements and expectations of your position, and perform your duties adequately, while respecting the laws, rules and regulations that apply to your activities at the Club;
- Familiarize yourself with the Code, as well as the other policies, procedures and standards that apply to your activities at the Club;
- Make reasonable efforts to ensure that all Club partners, consultants, and representatives understand and respect our policies, procedures and standards;
- Participate in all compliance training activities that the Club occasionally organizes; and
- Report any Code violations that you become aware of.

#### ... for managers

Every employee is required to respect the Code, but managers have a specific duty to promote an ethical and compliant workplace. Managers must lead by example, while remaining vigilant about potential misconduct. If you are a manager, you must perfectly understand the Code, be able to explain it and discuss it with anyone reporting to you, and encourage other people to share their concerns. This involves taking the time to listen to concerns and questions from people, establishing trust relationships with employees and reporting wrongdoing. You should ensure that the employees you supervise trust that they can discuss their issues and concerns with you without any fear of reprisal, and that they are aware of the **Employee Resource** confidential phone line.

#### ... for volunteers

The volunteers are at the heart of the Club's activities, they encounter the schools and children served by the Club daily. The Club expects its volunteers to respect the principles

of civility and good conduct presented in this Code. Volunteers are also at the forefront to detect behaviors that do not comply with the Club's ethical principles, and as such they are required to report any misconduct to a Club figure of authority. They can do it anonymously using the **Privacy and Complaints Office**.

**... for board members**

The Board of Directors members must ensure the sound governance of the Club and must supervise the projects and activities of the Club to make sure that they respect the principles of ethics detailed in this Code. They have the duty to remain alert to morally ambiguous situations and to act in case of reporting non-compliance with the code of ethics, varying on the seriousness of the misconduct.

## SECTION I: CLUB ASPIRATIONS

### OUR MISSION

We nurture children's potential and grow healthy students, giving an equal chance of success to all kids, one breakfast at a time!

### OUR VALUES

#### **Children above all**

The best interest of children is at the heart of our intentions, objectives and decisions. We always put **Children above all**.

#### **Integrity**

We always act in accordance with our principles of ethics, transparency and accountability. We operate with **Integrity**.

#### **Community**

Our approach is inclusive, collaborative and sustainable. Together, we are part of the **Community**.

#### **Dynamic**

Lead by our creativity and our determination, we push our cause further. We think outside the box, we're **Dynamic**.

## OUR BEHAVIOURS

Civility is about much more than just being polite and courteous. It is about being considerate to others, openness, respectful communication, and adopting behaviours that promote cooperation and harmony. We recognize that every employee who adopts the required behaviours contributes to maintaining a respectful, harmonious and efficient work environment.

<b>PUTTING CHILDREN ABOVE ALL EVERY DAY MEANS:</b>	<b>NOT PUTTING CHILDREN ABOVE ALL EVERY DAY MEANS:</b>
<ul style="list-style-type: none"> <li>• Showing compassion to each student, each family and each story. Considering children's needs in our decision-making process.</li> <li>• Working to offer more breakfasts to children.</li> <li>• Including children as often as possible in all of our activities.</li> <li>• Advocating for children's needs equally.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritizing other interests before children's needs.</li> <li>• Using our resources in a way that does not benefit children.</li> <li>• Prioritizing one group of children over another.</li> </ul>
<b>ACTING WITH INTEGRITY EVERY DAY MEANS:</b>	<b>NOT ACTING WITH INTEGRITY EVERY DAY MEANS:</b>
<ul style="list-style-type: none"> <li>• Embodying and promoting our organizational values.</li> <li>• Being accountable for our decisions.</li> <li>• Having and respecting strong moral principles.</li> <li>• Putting in the extra effort to ensure that our work is of the highest quality.</li> <li>• Managing our resources with honesty and transparency.</li> </ul>	<ul style="list-style-type: none"> <li>• Abandoning our principles due to outside pressures.</li> <li>• Not pointing out when something is going wrong.</li> <li>• Not taking responsibility for something.</li> <li>• Making unsustainable decisions.</li> <li>• Ignoring our policies, procedures and organizational standards.</li> </ul>



<b>ACTING AS A COMMUNITY EVERY DAY MEANS:</b>	<b>NOT ACTING AS A COMMUNITY EVERY DAY MEANS:</b>
<ul style="list-style-type: none"> <li>• Creating sustainable relationships with our various partners.</li> <li>• Reducing dependency and increasing self-sufficiency.</li> <li>• Recognizing where work is needed and helping out.</li> <li>• Reaching out to others.</li> <li>• Nurturing leadership abilities within ourselves and in others.</li> <li>• Consulting all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking personal gain rather than helping the community.</li> <li>• Not helping out by saying “it’s not my job.”</li> <li>• Working in silos.</li> <li>• Not being there for others.</li> <li>• Behaving autocratically rather than seeking consensus.</li> </ul>

<b>BEING DYNAMIC EVERY DAY MEANS:</b>	<b>NOT BEING DYNAMIC EVERY DAY MEANS:</b>
<ul style="list-style-type: none"> <li>• Being creative and innovative.</li> <li>• Being excited about coming to work to further our cause.</li> <li>• Breaking down barriers and seeking out new opportunities for the Club.</li> <li>• Becoming inspired by reading and hearing inspiring stories.</li> <li>• Identifying our areas of expertise and showing leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Not being committed to the cause.</li> <li>• Resisting change.</li> <li>• Rejecting good ideas under false pretenses.</li> <li>• Inertia.</li> <li>• Accepting that a socio-economic situation won’t change.</li> <li>• Not considering new initiatives.</li> <li>• Acting out of fear rather than with hope and conviction.</li> </ul>

## SECTION II: CLUB ETHICS RULES

### Definitions

**Ethics:** a set of moral principles that guide a person's behaviour.

**Code of Ethics:** a policy stating values and principles based on moral and civic concepts to which an organization adheres and which serve as a guide for individuals or groups to help them judge the appropriateness of their behaviours.

**Organizational value:** a guiding principle that serves as a reference for people's actions and that allows for a common identity.

**Conflict of interest:** a set of circumstances that creates a risk that professional judgment (or a principal interest) will be unduly influenced by a competing interest.

**Outside professional activities:** participation in work activities such as having another job or administrative duties in an organization other than the Club.

**Harassment:** vexatious conduct that is manifested by repeated behaviour, words or actions. Vexatious conduct may be psychological, sexual or discriminatory (related to race, colour, gender, pregnancy, sexual orientation, marital status, age, except as provided by law, religion, political convictions, language, ethnic or national origin, social condition, handicap or the use of any means to palliate a handicap).

**Confidential information:** any non-public information that could harm the organizational stability of the Club or the integrity of its stakeholders if disclosed.

### Conflict of interest and outside professional activities

Employees in a conflict of interest situation must identify the situation and refer it to their manager. When in doubt, managers may refer to the Code of Ethics or the Human Resources department for help in interpreting the situation.

To identify a conflict of interest situation, employees should ask themselves the following questions:

- Will this situation affect my judgment or my ability to objectively perform my work with Breakfast Club of Canada, or be perceived in such a way?

- Will the person involved derive personal benefit from this situation, or be perceived as doing so?
- Does the person involved have decision-making powers in or influence over a situation in which they should remain objective?
- If I were to witness a situation similar to the one being evaluated, would I have the impression that the employee was not being objective and had favoured their own personal interests or that of a third party?
- Would a reasonably informed person have the impression that my decision or behaviour was influenced by personal interests or that of a third party (for example, if the situation was released to the media)?

If the answer to at least one of these questions is yes, there may be conflict of interest, and the situation should be brought to a manager's attention.

Some management activities must be performed objectively and impartially, such as, for example, hiring, remuneration, awarding promotions, performance reviews, etc. In situations where a conflict of interest might arise, such as, for example, an employee who is related through a family/love relationship, the activity should be led by a party other than the person involved in the conflict of interest.

Participation in outside professional activities should not create a conflict of interest or the appearance of a conflict of interest. Club employees should refuse duties outside of the organization that place them in a conflict of interest situation. This type of situation must, at all times, be reported to a manager. If a conflict of interest situation is believed to be taking place, the Club may request that the activity be modified to respect the Code of Ethics. No outside professional activities may encroach on or prevent delivery of Club objectives. Club goods and resources should not be used for outside professional activities.

## Gifts and benefits

A gift or a benefit that is offered may be seen as a conflict of interest situation if the donor's intention is to influence someone's judgment or obtain favours. Any gifts or benefits offered must be brought to the attention of the Human Resources department, which will determine the use of such gifts or benefits, based on established procedures.

## Disloyalty towards the Club's image outside of work

Although we respect the fact that you have the right to express your personal opinion, there nevertheless exists representation that is disloyal to the Club's image and that is considered unacceptable. For example:

- Publicly voicing your opinion to discredit the organization.
- Divulging sensitive information liable to harm the organization's image and activities, regardless of the type of media.
- Expressing opinions in the name of the organization without authorization.

The obligation of loyalty goes beyond business hours and must be respected in both physical and virtual interactions.

Only persons expressly authorized to do so may speak to the media in the name of the Club. Unauthorized persons must send requests for information addressed to them to the communications staff.

Sharing the organization's publications on social media (Facebook, Twitter, LinkedIn, Instagram, YouTube, etc.) on your personal networks for promotional purposes is not only authorized, it is encouraged.

## Intellectual property

Content, documents and events are the property of the Club. When someone leaves a position in the organization, any documents created, received or acquired in the performance of duties must remain with the organization, and the manager must be notified of their location and know that they are accessible. Storing or saving Club documents or information for personal use is forbidden.

## Club resources

Club resources, whether physical (computer material, desks, printers, household appliances, documents, etc.), digital (programs, servers, applications, documents, etc.), monetary (handling in-kind donations, etc.) or other, are put at employees' disposal to enable them to do their work. They are not intended for use outside of the workplace. To make such use of or to take possession of these materials without permission is considered theft and will be penalized according to the principles explained in Section III: Application of the Code – Penalties.

## Professional image

Every employee, volunteer and board member in the eyes of donors, partners and financial backers, etc., represents the Club, and is therefore responsible for maintaining the appearance of propriety at all times. If in doubt, employees should not hesitate to discuss the matter with a manager or the Human Resources department.

## Confidentiality

Any information provided to employees, volunteers or board members by the Club and its partners in the performance of their duties must remain strictly confidential and may not be communicated, shared or published in any form to third parties, and remain the exclusive property of the Club.

This information could pertain to our activities, research and pilot projects, information about employees, administrators, partners, ambassadors and past, present and potential volunteers, non-public financial data, marketing techniques, and company strategies and plans.

Upon their arrival in the organization, the employees and board members must sign the document entitled “Obligation of Loyalty and Non-solicitation.” This document is an integral part of their contract.

Some Club positions require that you sign a non-compete clause. This may be required, for example, for director positions, as well as all positions in which incumbents have access to confidential information related to Club<sup>1</sup> partners.

Upon the start of their engagement in the Club, all volunteers are required to read and abide by the document “Obligation of Confidentiality”. This document is an integral part of their volunteering agreement.

## Harassment<sup>2</sup>

### Definition of harassment

Psychological harassment in the workplace or in any area representable of the Club is vexatious behaviour that manifests itself through behaviour, words or repeated actions:

- that are hostile or unwelcome;
- that undermine the dignity or psychological or physical integrity of an employee;
- that promote a harmful work environment.

The *Labour Standards Act*'s definition includes sexual harassment at work (or any area representable of the Club), as well as harassment related to grounds set out in article 10 of the *Charter of Human Rights and Freedoms*. These grounds include race, colour, gender, pregnancy, sexual orientation, marital status, age, except as provided by law, religion, political convictions, language, ethnic or national origin, social condition, a handicap or the use of any means to palliate a handicap.

### Our commitment

The Club aims to provide its employees, its volunteers, its board members and its partners with a safe environment where everyone is respected. The Club does not tolerate any type of harassment, inappropriate comments, or other types of offensive behaviour towards its employees, under any circumstances. This policy helps to contribute to a pleasant working environment for each and every employee.

### Harassment is prohibited by law

Harassment is prohibited by several provincial and federal legislation, and the Criminal Code punishes physical and sexual assault. Harassment will never be tolerated at the Club.

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<sup>1</sup> Employee Manual, p.23

<sup>2</sup> Employee Manual, p.24

## Employee rights and obligations

All employees must respect one another, and are obligated to report if they are victims of or witnesses to any form of harassment. The employee has the responsibility to all other employees to notify his Manager or the Human Resources Department of any harassment incidents. All employees must keep confidential any information related to complaints of harassment.

## Managers' obligations

It is the responsibility of every manager to promote a safe workplace free from harassment. Managers should respond to harassment situations as soon as they become aware of them, whether or not a complaint has been filed.

The courts may impose penalties on employers and managers, even if they did not participate in the harassment or were unaware, in cases in which they should have been aware. A manager who does nothing to stop harassment or to mitigate its effects risks financial and legal penalties.

## Volunteers and board members' rights and obligations

All employees must respect one another, and are obligated to report if they are victims of or witnesses to any form of harassment. The volunteer and board member has the responsibility to all other Club stakeholder to notify a Club's authority figure of any harassment incidents. All volunteers and board members must keep confidential any information related to complaints of harassment.

## What does not constitute harassment?

Legitimate and appropriate intervention by managers, such as with performance reviews, coaching and disciplinary measures, does not constitute harassment.

## Club obligations

As an employer, the Club also has an obligation to be aware of what is happening in the workplace. The Club therefore endeavors to take any harassment incident complaints seriously. The Club commits to following up on any complaints and ensuring that all complaints are resolved quickly, confidentially and fairly. Disciplinary action will be taken against anyone who harasses a person or a group of persons or who retaliates against a person who has lodged a harassment complaint, who was a witness during the investigation of a harassment complaint or who has been found guilty of harassment. Disciplinary action will be taken against managers who do not take the appropriate measures to end harassment.

## Workplace health and safety<sup>3</sup>

The Club commits to providing a safe and healthy workplace for its employees. The Club encourages employees to use prevention measures, to respect workplace health and safety practices and regulations, and to take any precautionary measures necessary to protect themselves and their coworkers.

### Unsafe practices

Employees must immediately report accidents and unsafe practices and conditions to a manager or to the Human Resources department.

### What should you do if there is a workplace accident?

When an accident or incident occurs at work, both the department manager and the Human Resources department must be notified. Reference: “What should you do if there is a workplace accident?” (P:\Ressources humaines - Human Resources). The accident, incident and first-aid log must be completed. If the accident or incident happened outside of the office, a workplace accident investigation form must be completed (P:\Ressources humaines - Human Resources) and forwarded to the Human Resources department (P:\Ressources humaines - Human Resources).

Employees who experience a workplace accident (or pregnant employees) and who provide a medical exemption from work certificate to the employer will, to every extent possible, be temporarily assigned to other duties, depending on the employee’s abilities and limitations, until that time that their personal condition allows for a return to work duties for which the employee was hired.

### Appropriate measures

The Club commits to employing appropriate measures to correct any unsafe practices or conditions within a reasonable timeframe.

### Safety boots

Warehouse employees must wear steel-toe safety boots. Every employee is entitled to a maximum amount of \$100 per season to purchase one pair of safety boots.

### First-aid responders

In compliance with the Commission de la santé et sécurité au travail (Quebec’s occupational health and safety commission), Club management must ensure that qualified

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<sup>3</sup> Employee Manual, p.25

first-aid responders are available at all times. The list of qualified people who have first-aid certification is posted in the employee kitchen and in the warehouse office.



## SECTION III: APPLICATION OF THE CODE

### Penalties

You are responsible for adhering to this Code from the time of its publication. Code violations, or violations of any of our policies, procedures or standards, may entail disciplinary action by the Club up to and including dismissal or possible civil action against you. Disciplinary action taken by the Club will be determined based on the gravity of the situation. The Club undertakes to apply any possible penalties impartially, confidentially and with discernment. In addition, the violation of any laws, rules or regulations could entail criminal charges.

### Updates and application of the Code

In order to ensure that the policies, procedures and standards contained in this Code are respected, and to ensure that the Code is adapted to the organization's context and environment in perpetuity, the board of directors will perform an annual review and make any changes and updates deemed necessary.

### Identifying wrongdoing

In some situations, it can be difficult to determine if a situation is a true violation of this Code. This Code can obviously not anticipate every type of situation that might happen, so it is therefore important to understand how to deal with ambiguous situations:

- **Understand the facts.** To properly resolve an issue, it is important to understand the situation in its entirety and as objectively as possible.
- **Review Club policies.** Keep abreast of our policies, procedures and standards, and refer to them as needed.
- Take the time to **think about the situation**, especially if you are asked to do something that causes you to question yourself. This will help you understand the behaviour in question and think about alternative solutions that may be available. In every case, use judgment and common sense.
  - Is the request illegal or does it seem to contrary to ethical standards or inappropriate?
  - Will the situation reflect well on the Club, its stakeholders and you?
  - How will this situation look from someone else's point of view?
- **Clarify your responsibilities and your role.** In many situations, responsibility may be shared. Are your coworkers aware of the situation? It may be useful to involve other people in the discussion.

- **Always ask before you act.** If you have any doubts about behaviour or if you have questions about the application of this Code to specific circumstances, ask for guidance from your immediate supervisor or your HR counsellor.
- **Report the situation.** If you believe that there has been a violation of the law or of this Code, report it immediately via the confidential **Employee Resource** phone line.

## How to deal with repeated incivility

If you are dealing with a person who is behaving in an uncivil manner and who repeatedly does not comply with the Code of Ethics, here are some suggestions. Of course, the level of severity of the uncivil behaviour should affect what actions you take; it goes without saying that certain serious behaviours should immediately be brought to the attention of a manager. In such cases, we trust your judgment. When in doubt, consult the Human Resources department.

1. Employees who feel that they are victims of incivility are encouraged to talk with the person involved about the undesirable behaviour and the resulting harmful effects, and also to remind the person of the organization's Code of Ethics.
2. If the behaviour does not change, the employee can talk with the person with the undesirable behaviour a second time. If the person does not stop, the employee can speak with a manager.
3. The manager will meet with the person who has been accused of discourteous behaviour and ask for his or her version of events, remind him or her about the importance of civility and the Code, and will then clarify expectations. Depending on the situation and how open the parties are to talking, the manager may then invite the complainant and facilitate the dialogue between the two parties so they can reach an agreement.
4. The manager follows up to ensure that the situation has been resolved. If it has not, the manager must take the necessary steps to make the incivilities stop before the situation gets worse.



**Contact**

**French:**

T. 450 641-3230

1 888 442-1217

F. 1 877 786-3220

**English:**

T. 604 685-2220

1 866 794-4900

F. 1 877 786-3220

**Address**

**Quebec:**

135-G de Mortagne Blvd.,  
Boucherville, QC, J4B 6G4

**British Columbia:**

411 - 470 Granville Street,  
Vancouver, BC, V6C 1V5

**Website**

**French:**

[clubdejeuner.org](http://clubdejeuner.org)

**English:**

[breakfastclubcanada.org](http://breakfastclubcanada.org)