

RESPECTFUL WORKPLACE POLICY AND PROCEDURE

Effective Date: March 1, 2022
Approved by: RDAR Board of Directors
Approval Date: March 1, 2022

1 GUIDING VALUES

- 1.1 The demonstration of respect is the commitment and responsibility of every Member, director, employee, representative and contractor of Result Driven Agriculture Research (hereinafter referred to as “workers”).
- 1.2 RDAR is committed to sustaining a workplace where workers feel engaged and are happy to commit their time and expertise to further the objects of RDAR. Disrespectful behaviour will not be tolerated in our workplace.
- 1.3 Workers should enjoy working in a respectful and professional environment (free of harassment and violence) where their contributions are valued, and they are treated with dignity and fairness.

2 APPLICATION OF POLICY

- 2.1 Each Member, director or employee of RDAR is automatically bound by this Policy upon being approved as a Member, elected or appointed as a director or by being hired as an employee of RDAR.
- 2.2 Proof of delivery of a copy of this Policy by e-mail to a Member, director or employee shall be sufficient notice of the contents of this Policy. It is the responsibility of each Member, director and employee to read, understand, and comply with this Respectful Workplace Policy.
- 2.3 Workers are required to comply with this Policy while acting on behalf or in service of RDAR both within and outside the workplace. For this policy, “workplace” is defined broadly and includes, but is not limited to:
 - 2.3.1 areas within RDAR’s offices;
 - 2.3.2 the locations of RDAR social functions;
 - 2.3.3 the locations of RDAR conferences, meetings, or training sessions;
 - 2.3.4 RDAR conference calls and/or video calls; and
 - 2.3.5 Any location where interactions between directors or employees may be reasonably viewed as having an impact on the work environment and relationships at RDAR.

3 RESPONSIBILITIES

- 3.1 Promoting a respectful workplace is the responsibility of every worker. Workers:
 - 3.1.1 must refrain from causing or participating in disrespectful workplace treatment of others;
 - 3.1.2 have a responsibility to report instances of disrespectful workplace behaviour; and
 - 3.1.3 are accountable for the results of their actions, regardless of their intent.
- 3.2 RDAR's management will:
 - 3.2.1 take all reasonable steps to prevent and effectively deal with disrespectful workplace behaviour;
 - 3.2.2 ensure that all workers receive training related to this policy;
 - 3.2.3 investigate any incidents of disrespectful workplace behaviour and taking corrective action.

4 DEFINITIONS

Discrimination, harassment, and violence are disrespectful workplace behaviours.

4.1 Discrimination

- 4.1.1 Discrimination means any act, omission or threat, or any policy, practice which directly or indirectly causes differential treatment of, or otherwise adversely affects, a worker or prospective worker within RDAR and the act or practice is based on a statutorily protected or prohibited ground under Alberta's human rights legislation including race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation.

4.2 Workplace Harassment

- 4.2.1 Workplace harassment is a single incident or repeated incidents of objectionable or unwelcome conduct, comment, bullying or action by a person that the person knows or ought reasonably to know will or would cause offence or humiliation to a worker, or adversely affects the worker's health and safety, and includes:
 - (i) conduct, comment, conduct, comment, bullying or action because of race, religious beliefs, colour, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, gender, gender identity, gender expression or sexual orientation; and
 - (ii) a sexual solicitation or advance.

4.3 Workplace Violence

- 4.3.1 Workplace violence means the threatened, attempted, or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm and includes domestic or sexual violence. Examples of workplace violence include the following:
 - (i) Threatening behaviour such as shaking fists, destroying property or throwing objects
 - (ii) Verbal or written threats (any expression of intent to cause harm)

- (iii) Physical attacks such as hitting, shoving, pushing, or kicking

4.4 Continuum of Behaviours

- 4.4.1 It can be difficult to isolate workplace behaviours into strict categories of acceptable or unacceptable. Often, real-life encounters expose us to behaviours that fall somewhere in the middle of these two categories. To better understand the expectation of working together with respect, it is helpful to imagine a continuum of behaviours where one end demonstrates our ideal state of interaction, and the other end demonstrates unacceptable behaviours.
- 4.4.2 For example, being kind would be on one end of this continuum and bullying and harassment would be on the opposite end. This continuum concept shows us that it is less important to evaluate behaviours against a strict definition of harassment or bullying, and more important to evaluate whether an action or inaction has negatively (or positively) impacted someone else. The following are examples of behaviours that fall at either end of the continuum. An opportunity exists to intervene or self-correct if we find that behaviours are moving away from those identified as contributing to our ideal state.

4.5 Respectful Behaviours

- 4.5.1 The following behaviours describe our ideal state of interaction. Taking time to ensure we are all exemplifying the following behaviours will move us closer to achieving the respectful workplace we are trying to create:
 - (i) Allowing one person to speak at a time
 - (ii) Expressing appreciation; Praising good work
 - (iii) Being accountable for your own mistakes
 - (iv) Seeking input from others; Being asked for an opinion
 - (v) Giving timely recognition of people's efforts and accomplishments
 - (vi) Providing positive reinforcement
 - (vii) Helping when someone needs assistance
 - (viii) Saying "please" and "thank you"
 - (ix) Communicating openly
 - (x) Providing opportunities for input and participation
 - (xi) Giving constructive feedback
 - (xii) Listening openly to other points of view, even when you disagree
 - (xiii) Seeking consensus
 - (xiv) Providing clear expectations
 - (xv) Sharing knowledge and information; Empowering others
 - (xvi) Being inclusive
 - (xvii) Mentoring/coaching: Taking the time to develop others

(xviii) Acting honestly

4.6 Disrespectful Behaviours

4.6.1 Understanding the types of behaviours that can be considered disrespectful is the key to identifying these behaviours when we see them displayed, and in turn, evaluating and adjusting our actions accordingly. The following are examples of behaviours that can negatively impact individuals' self-worth:

- (i) Eye rolling, finger-wagging, or other physical gestures that are used to make fun of, express frustration with, or isolate another employee
- (ii) Workplace violence/assault
- (iii) Intimidation, leering or other objectionable and insulting gestures
- (iv) Threats including coercion
- (v) Persistent criticism
- (vi) Angry outbursts
- (vii) Unwanted physical contact such as touching, patting, pinching, or punching
- (viii) Display of pornographic, racist, or offensive pictures or materials
- (ix) Taunting, ridiculing, or belittling
- (x) Written or verbal abuse
- (xi) Patronizing or condescending behaviour
- (xii) Tampering with another's belongings or workstation
- (xiii) Unwelcome remarks, jokes, nicknames or pet name, innuendo or taunting about a person's race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation of that person or any other person
- (xiv) Abuse of authority that undermines someone's performance or threatens his or her career
- (xv) Spreading false information about an employee
- (xvi) Jokes and practical jokes that result in awkwardness or embarrassment
- (xvii) Unwelcome enquiries or comments about an individual's personal life
- (xviii) Unwelcome remarks about a person's physical attributes or appearance
- (xix) Humiliation in front of others
- (xx) Taking credit for someone else's or a team's work
- (xxi) False accusations of disrespectful behaviour
- (xxii) Gossiping
- (xxiii) Purposely and/or regularly interrupting people when they are speaking
- (xxiv) Isolating or refusing to converse or work with an employee

4.7 What are NOT Considered Disrespectful Behaviours?

4.7.1 The following are considered legitimate workplace actions so long as they are carried out in good faith, in a professional manner, and in a non-arbitrary fashion:

- (i) Direct supervision, including frank but respectful discussions about work performance expectations;
- (ii) Expressing disagreement over or offering constructive criticism about a suggested plan, strategy, or work project; and/or
- (iii) Assignment of work, and direction on how it is to be accomplished
- (iv) Engaging in respectful debate or discussion during meetings or forums where appropriate.

4.8 Support for All

4.8.1 An allegation of disrespectful conduct is serious and has the potential to significantly impact one's willingness to continue to work or volunteer their time and effort. All workers are encouraged to seek support or advice when needed. In many instances, open and honest dialogue can go a long way in reaching an informal resolution. Information regarding the informal and formal resolution options available is provided in the "Options for Resolving Disrespectful Workplace Activities" below as well as in the Resolution Processes provided below.

4.8.2 RDAR will not tolerate any form of retaliation against someone who brings a complaint or participates in the investigation of a complaint made under this policy. Retaliation will be subject to discipline up to and including termination of employment for just cause or removal of a delegate or director from office.

4.9 False Allegations

4.9.1 Making a false allegation is a serious offence and is considered another form of disrespectful behaviour that will not be tolerated. False allegations are particularly egregious because they force the accused individuals to defend their integrity. The allegations and subsequent investigation can be traumatic and costly regardless of the findings. Where accusations are found to be false, disciplinary action may be taken against the person who made the accusation.

4.10 Frivolous Complaints

4.10.1 Frivolous allegations may have a serious impact on the individuals in question. In such instances, all those involved may be subject to an investigation, which they may find frustrating and traumatic. Investigations are often an emotionally charged exercise and the amount of time spent fact-finding means time spent away from the valuable work that is being done for RDAR. Frivolous complaints may result in disciplinary action against the complainant. Any disciplinary action will be assessed on a case-by-case basis.

4.10.2 This does not imply that workers should avoid dealing with workplace conflict or feel dissuaded from making a complaint about disrespectful behaviour. It does, however, draw attention to the fact that filing a complaint is a serious matter. Everyone is asked to think carefully and not act impulsively when considering filing a complaint. Everyone is encouraged to explore the Informal Issue Resolution Process outlined in Appendix 1 before considering starting the Formal Issue Resolution Process outlined in Appendix 2. The Informal Resolution Process promotes open dialogue between the parties, and this may result in a common understanding and resolution.

4.11 Requesting Anonymity or That No Action Be Taken

4.11.1 Making a complaint is not helpful unless you are asking for the issue to be addressed. If you feel the issue is significant enough to start the Formal Issue Resolution Process, you should be aware that RDAR will act to ensure the issue will be addressed.

4.11.2 Anonymity will not be granted when a complaint is filed as the respondent has the right to know and respond to the allegations made. That said, efforts will be made to protect the confidentiality and respect the privacy of all those involved.

4.12 The Role of the Bystander

4.12.1 Anyone witnessing disrespectful behaviour has a responsibility to act. Bystanders who do not act may contribute to creating a toxic work environment. If someone witnesses others acting disrespectfully, there is an expectation that this information will be brought forward for resolution.

4.13 Options for Resolving Disrespectful Workplace Activities

4.13.1 All workers can contact the RDAR CEO or the Chair of the Governance Committee who are responsible for the Respectful Workplace Policy at any time for assistance, advice, and direction.

5 INFORMAL ISSUE RESOLUTION PROCESS (APPENDIX 1)

5.1 Speak to the individual directly, if possible, or write them a note or send them an email if you are not comfortable speaking to them. These are difficult conversations to have but workers are expected in most instances to do their best to work things out with each other before escalating to a higher level.

5.2 If speaking to the individual does not resolve the issue or if you are not comfortable in approaching the individual, workers can speak to the RDAR CEO or the Chair of the Governance Committee.

5.3 Failing a successful informal resolution, a worker may consider pursuing the formal complaint process.

Note: It is not necessary for a worker who has been subjected to disrespectful workplace behaviour to first seek to tell the offender that the behaviour is unwelcome and must stop. In some circumstances, it may even be inappropriate or unsafe to do so. It is not required for the worker to ask the offender to stop the disrespectful workplace behaviour before RDAR will take steps to address it.

6 FORMAL ISSUE RESOLUTION PROCESS (APPENDIX 2)

- 6.1 Complaints will be accepted by RDAR at any time. The earlier a complaint is submitted the sooner disrespectful behaviour can be addressed. It also helps to support an effective investigation and to deal with disrespectful behaviour promptly.
- 6.2 A formal complaint can be filed by following the Formal Issue Resolution Process provided in Appendix 2.

7 PROCEDURE – FORMAL ISSUE RESOLUTION PROCESS

- 7.1 The complaint should include as much detail as possible including dates, times, witnesses (if any), a detailed description of the events and nature of the behaviour, acts or conduct complained of, and your attempts (if any, and if not then why not) to deal with the situation directly.
- 7.2 Depending on the complaint, the CEO, the Governance Committee Chair or RDAR legal counsel will review and consider the complaint to determine if further investigation is required. The review may include interviewing the complainant, the respondent, and witnesses to the incident or circumstances that led to the complaint.
- 7.3 The findings of the review and recommendations for further action, if any, must be communicated in writing to the complainant and respondent within 10 working days of receipt of the complaint.
- 7.4 If an investigation is recommended, the CEO, the Governance Committee Chair or RDAR legal counsel must:
 - 7.4.1 advise the respondent, in writing, of the nature and specifics of the complaint, of their rights to representation and the investigation;
 - 7.4.2 advise the complainant of the investigation; and
 - 7.4.3 hire an external workplace investigator.
- 7.5 The investigator will make a written report with the findings of the investigation to the CEO, Governance Committee Chair or RDAR legal counsel, as appropriate, within 30 working days. Extensions may be granted by the CEO, Governance Committee Chair or RDAR legal counsel in appropriate circumstances.
- 7.6 The CEO, Governance Committee Chair or RDAR legal counsel, as appropriate, must review the report and determine a plan of action within 15 working days of receiving the investigator's report.
- 7.7 The CEO, Governance Committee Chair or RDAR legal counsel, as appropriate, must advise the complainant and the respondent of the outcome of the investigation. Summaries of the investigation process and conclusions may be provided to the complainant and the respondent.
- 7.8 If it is determined that a worker made a false complaint knowingly or maliciously, he or she will be subject to corrective action or discipline up to and including termination of employment for just cause.
- 7.9 To comply with statutory obligations to prevent and investigate discrimination, harassment and violence, the CEO or Governance Committee Chair must follow the above procedure even when:

- 7.9.1 complaint has been made anonymously or by someone who asks to remain anonymous; or
- 7.9.2 there is no specific complaint, but
 - (i) there is a pattern of inquiries or concerns raised over time that suggests the existence of a specific problem not already addressed, or
 - (ii) there is reason to believe that a systemic problem exists in the Workplace.

7.10 Confidentiality

- 7.10.1 Any complaint brought or investigation conducted under this policy will be treated confidentially to the greatest extent possible. The identity of the complainant, respondent or witnesses, or the circumstances of the complaint, may be disclosed where disclosure is necessary for resolving the complaint or taking disciplinary action concerning the complaint or to inform the employees of a specific or general threat of violence, or as authorized or required by law.
- 7.10.2 Any unauthorized disclosure of confidential information relating to a complaint may result in disciplinary action, up to and including termination of employment for just cause or removal from office as a delegate or director.
- 7.10.3 All records of a complaint must be kept separate from the respondent's personnel file except where the complaint is determined to be substantiated.

7.11 Compliance

- 7.11.1 Failure to comply with this policy may result in disciplinary action up to and including termination of employment for just cause or removal from office as a delegate or director.

7.12 Corrective and Disciplinary Actions

- 7.12.1 If it is determined that a worker has breached this policy the Board of Directors of RDAR is required to institute corrective and disciplinary action. Corrective actions may include mediation, counselling, mentoring, and initiating a probationary period. If deemed necessary, disciplinary action may be taken. Disciplinary action may include suspending the worker from all RDAR activities for a time or prohibiting the worker from participating in any future RDAR activities. If the wrongdoer is an RDAR delegate or director disciplinary action may also include removal of the individual as a delegate or director. If the wrongdoer is an employee, disciplinary action may also include termination of employment. The nature of the corrective or disciplinary action will depend on the circumstances.
- 7.12.2 No corrective or disciplinary action would generally be necessary for situations where a complaint is resolved informally to the satisfaction of both the Complainant and RDAR.

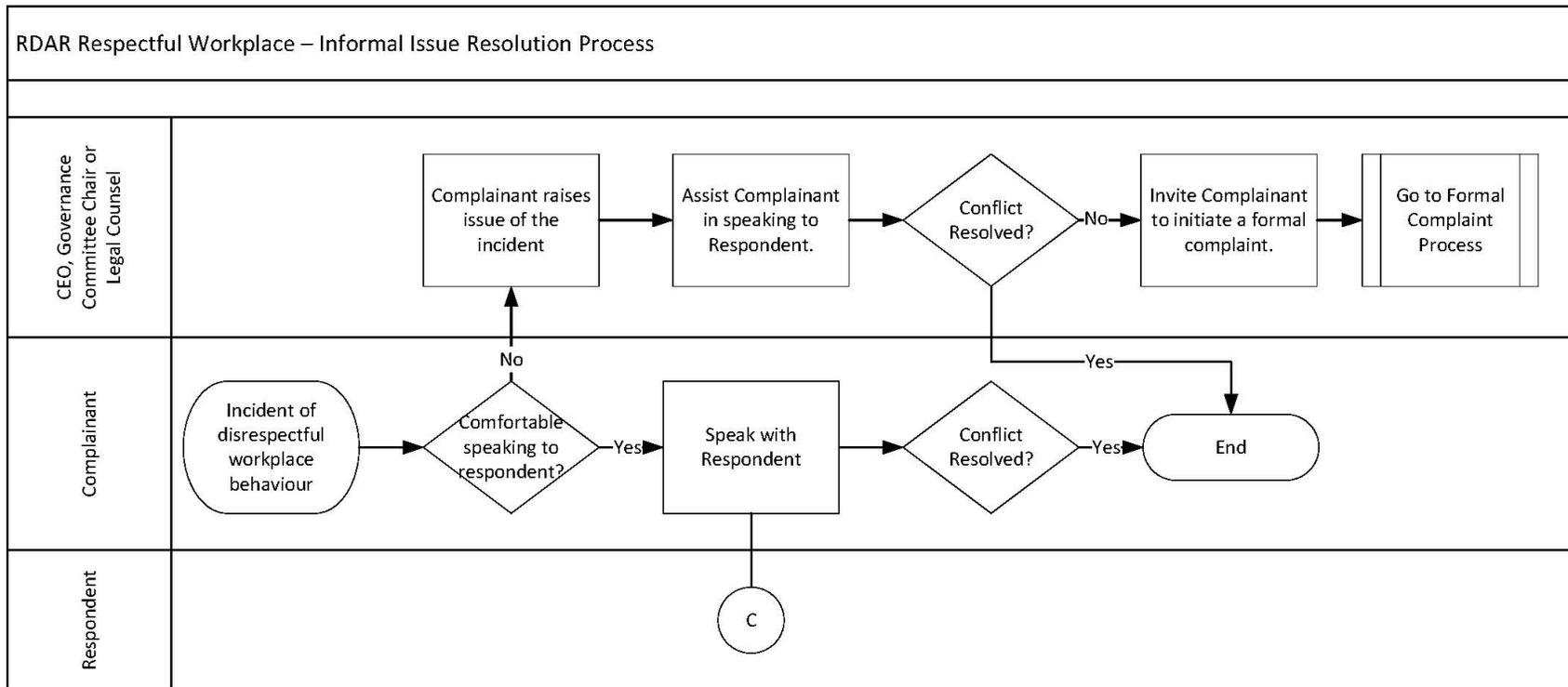
7.13 Review

- 7.13.1 This Policy shall be reviewed during RDAR's regular review of its corporate governance policies.

APPENDIX 1 INFORMAL ISSUE RESOLUTION PROCESS

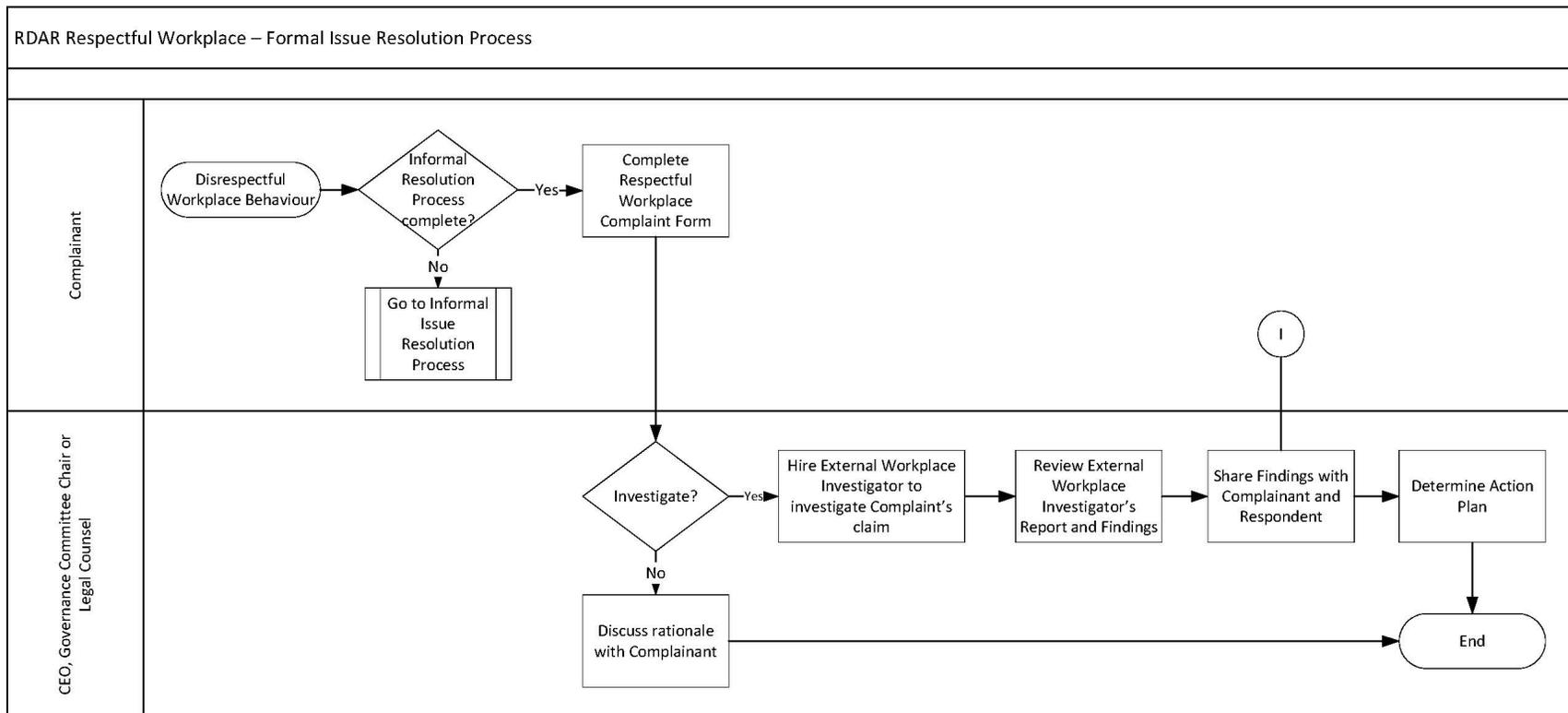
Complainant - An individual who informally complains of disrespectful workplace behaviour.

Respondent - The individual who is notified of an informal complaint of disrespectful workplace behaviour



APPENDIX 2 FORMAL ISSUE RESOLUTION PROCESS

- Complainant** - An individual who submits a formal Complaint of disrespectful workplace behaviour (Respectful Workplace Complaint Form).
- Respondent** - The individual against whom a Complaint is submitted.



This form can be utilized to provide information on situations involving any disrespectful workplace behaviour that were not resolved through the Informal Issue Resolution Process.

Before completing this form, please consider which of the following informal resolution options you have explored:

- Have you discussed this situation and the impact that it has had with the respondent(s)? Yes No
- Have you discussed this situation and the impact that it has had with the CEO or the Governance Committee Chair? Yes No

If you chose to move forward with submitting this form, please note that every effort will be made to maintain confidentiality, however, anonymity cannot be guaranteed.

Once this form has been completed, please print, sign, and e-mail a copy to the attention of the RDAR CEO or the Governance Committee Chair.

Complainant Contact Information

Full Name _____
Address _____
Telephone _____
E-mail _____
RDAR Position _____

Respondent(s) Contact Information

Full Name _____
Address _____
Telephone _____
E-mail _____
RDAR Position _____

Note: If there is more than one Respondent, please attached an additional page with their name and contact information.

Disrespectful Workplace Behaviour Details

Please use the following space to outline the details of the disrespectful workplace behaviour that you have encountered. Be sure to include the date, time and location of any incidences that may have occurred as well as information on who was involved or who may have witnessed any related incidences. Attach additional pages if necessary.

Please use the following space to outline your desired outcome related to the complaint.

Signature of Complainant

Date Signed