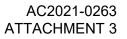
AC2021-0263 ATTACHMENT 3



Code of Conduct Annual Report 2021 March 18

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What does this mean for Calgarians and why does it matter?

Our strong Code of Conduct:

- Fosters a safe, healthy and ethical workplace
- Strengthens our commitment to our vision
- Provides citizens with trust and confidence
- Protects our collective reputation



Effective application of our Code of Conduct requires further support in the workplace

Expectations for ethical behaviour are visible and supported¹

- 73% report that ethics are discussed in the workplace
- 82% are willing to report unethical behaviour

Employees and leaders understand our Code and their roles²

- 99% are aware of Code expectations
- 98% understand how to speak up or address concerning behaviour
- 99.5% of leaders understand how to support employees with Code concerns

Employees are discouraged from raising concerns¹

- 66% report their direct supervisor effectively addresses inappropriate behaviour
- 67% feel empowered to discuss Code concerns with their leaders
- 61% believe they can report on Code behaviours without fear of retaliation

1 – Results from the 2019 Corporate Employee Survey

2 - Results from the 2020-2021 Code of Conduct Training Evaluation Survey



75% of employees¹ have valid Code of Conduct training



81% of leaders² have completed Code of Conduct for Leaders Mandatory and ongoing learning

Resources to support application and understanding

Evolving policies and processes

1 - 9,107 of 12,193 employees (results as of 2021 March 8) 2 - 1,097 of 1,355 leaders (results as of 2021 March 8)

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That the Audit Committee receives AC2021-0263 report and presentation for the Corporate Record.