

Calgary



Code of Conduct Annual Report

2021 March 18



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



Efforts to develop culture and leadership are ongoing

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)



Administration Recommendation

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