

# IYF CODE OF CONDUCT & ETHICS POLICY



Edits...

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## INTRODUCTION

The following are International Youth Foundation's policies regarding ethics, conduct and fraud awareness. These policies are found in the *IYF Accounting Manual* and the *IYF Employee Handbook*. They have been extracted here as a summary of IYF's Code of Conduct & Ethics.

## GENERAL BUSINESS CONDUCT AND DISCLOSURE

### Ethical Behavior

Unethical actions, or the appearance of unethical actions, are unacceptable under any conditions. Each employee must apply his/her own sense of personal ethics, which should extend beyond compliance with applicable laws, to govern behavior where no existing regulation provides a guideline. It is each and every employee's responsibility to apply common sense in situations where specific rules do not provide all the answers.

Everybody is encouraged to report known or suspected financial improprieties, misuse of IYF's resources or other unethical conduct to supervisor, Management and/or using the Anonymous Whistleblower Hotline.

### Political Contributions

No funds or assets of IYF may be contributed to any political party or organization or to any individual who either holds public office or is a candidate for public office, inside or outside the United States. The direct or indirect use of any funds or other assets of IYF for political contributions in any form, whether in cash or other property, services, or the use of facilities, is strictly prohibited. Furthermore, IYF also cannot be involved with any committee or other organization that raises funds for political purposes.

### Lobbying

Employees of IYF are precluded, during periods of compensated time, from lobbying, preparing political publications or materials, making partisan political speeches or engaging in related activities intended to influence legislation or to promote a political party or candidate.

### Commercial Bribery

The United States Foreign Corrupt Practices Act ("FCPA") FCPA prohibits offering to pay, paying, promising to pay, or authorizing the payment of money or anything of value to a foreign government official to assist in obtaining or retaining business. Accepting payments, gifts or anything of substantial value from someone who wants to do business with IYF is prohibited. With the exception of government officials acting on a procurement, inexpensive advertising and promotional items are not considered to have "value" and an occasional business meal may be accepted or given if it has a value of under \$25.

In some business relationships outside the government, an occasional gift is appropriate. These must be approved by the CFO, COO or CEO.

Staff may neither give nor receive any lavish or expensive entertainment; occasional normal and customary social business amenities are permitted.

If a staff member is asked to make or accept a payment or gift in any form prohibited by these policies, the matter should be reported to his or her supervisor, CFO/ COO/CEO or Anonymous Whistleblower Hotline immediately.

## **Record Keeping**

To provide an accurate and auditable record of all financial transactions, institutional books, records, and accounts are maintained in conformity with generally accepted accounting principles. Employees are responsible for safeguarding IYF assets under their control and for maintaining an auditable record of financial transactions.

Further, IYF specifically requires that:

- No funds or accounts be established or maintained for purposes that are not fully and accurately described on the books and records of the organization
- Receipts and disbursements be fully and accurately described on the books and records of the organization
- No false entries be made on the books or records nor any false or misleading reports issued
- Payments be made only to the granting party or a valid assignee and only for the actual services rendered or products delivered. No false or fictitious invoices may be paid.

Any suspicion that IYF's books and records are not in accord with the foregoing requirements, must be reported to senior management.

## **Ethics in Bidding, Negotiation and Performance of Awards**

IYF will compete fairly and ethically for acquisition of goods and service. Employees involved in negotiation of grants will make all reasonable efforts to assure that all statements, communications and representations to funding source representatives are accurate and current.

## **Organizational Conflict of Interest or Self-Dealing**

IYF may not be organized nor operated for the benefit of an affiliated or unaffiliated organization or an individual in his or her own private capacity, unless the private benefit is considered merely incidental. IYF will be guided by the principle of arms-length standards with all affiliated or unaffiliated organizations or with private individuals.

## CODE OF ETHICS

### Business Code of Conduct

IYF has an excellent reputation for conducting its business activities with integrity, fairness, and in accordance with the highest ethical standards. Employees enjoy the benefits of that reputation and are obligated to uphold it in every business activity. If an employee is ever in doubt as to whether an activity meets IYF's ethical standards or compromises IYF's reputation, s/he should discuss it with his/her supervisor.

Although no list advocating ethical behavior and cautioning against misconduct, no matter how carefully crafted, could cover every circumstance, the following is IYF's Business Code of Conduct that has been designed to protect both the organization and its customers. Under this code each employee shall:

- Conduct all aspects of IYF business in an honest, ethical, and legal manner and obey the laws of the United States and of every state and locality where the organization conducts business.
- Conduct work on behalf of IYF with partners, donors, vendors, contractors, customers, suppliers, fellow employees, and the public with the highest standards of honesty, integrity, and fairness.
- Be responsible for his/her actions and their consequences. No one will be excused from misconduct because another person ordered or asked the employee to participate in misconduct.
- Alert his/her supervisor or a senior manager whenever s/he observes, learns of, or suspects any dishonest, destructive, or illegal act.
- Respect the rights of all employees to fair treatment and equal opportunity without illegal discrimination or harassment of any type.
- Protect and maintain confidential information that belongs to IYF, its customers, suppliers, and fellow workers.
- Ensure that all financial transactions and other documentation are handled honestly and recorded accurately. This commitment extends to the reporting and charging of time.
- Avoid conflicts of interest, both real and perceived. Conflicts of interest are those outside activities or personal interests that could influence objective decisions made in the performance of your responsibilities.
- Recognize that even the appearance of misconduct or improper behavior can be very damaging to our reputation and you will act to prevent such appearances.
- Cooperate fully in any investigation of misconduct.
- Understand that there are consequences for violating this Code. Consequences for violations include, but are not limited to, reprimands, demotion, and dismissal.

### Whistle-Blower Protection

A whistleblower as defined by this policy is an employee of IYF who reports an activity that s/he considers or observes to be in violation of IYF's policies, ethical standards, or legal and regulatory obligations. The whistleblower is not responsible for investigating the activity or for determining fault or corrective

measures; IYF will investigate any suspected fraudulent or dishonest use or misuse of IYF's resources or property by staff, board members, consultants or volunteers.

Whistleblower protections are provided in two important areas - confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and/or to provide accused individuals their legal rights of defense.

IYF will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

## **Equal Opportunity Employment/Anti-Discrimination**

IYF is an Equal Opportunity Employer that values and welcomes diversity. We are committed to equal employment opportunities in all employment practices and decisions including: recruitment, hiring, promotion, training, compensation and disciplinary action with regard to the terms and conditions of employment. As such, IYF does not discriminate on the basis of race, religion, national origin, color, age, sex, pregnancy, family responsibility, disability, veteran status, marital status, sexual orientation, political affiliation, gender identity, personal appearance, membership in an employee organization, genetic information, refusal to submit to a genetic test or to make available genetic test results or any other legally protected characteristic.

Employees with questions or concerns about any type of discrimination in the workplace are encouraged to contact their immediate supervisor or Human Resources. If you believe you have been the victim of any type of discrimination or are aware of such conduct, you must promptly notify your immediate supervisor or Human Resources. Employees may raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

## **Child Protection Policy**

The Child Protection Policy of the International Youth Foundation (IYF) represents IYF's zero tolerance approach to child abuse, child sexual abuse, child pornography, and other forms of violence against children. The Child Protection Policy exemplifies the commitment made by IYF to proactively protect children and youth that directly or indirectly benefit from IYF projects. As such, each employee shall:

- Immediately report concerns or allegations of child abuse in accordance with appropriate procedures.
- Not condone or participate in behavior of children that is illegal, unsafe or abusive;
- Comply with all relevant laws and local legislation, including labor laws in relation to child labor;
- Treat children with respect regardless of race, color, sex, language, religion, sexual orientation, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- Not engage children in any form of sexual activity or acts, including paying for sexual services or acts;
- Maintain a safe environment where beneficiaries come to participate in IYF activities;

- Not use language or behavior towards children that is inappropriate, harassing, abusive, sexually provocative or demeaning;
- Avoid being placed in compromising or vulnerable positions when engaging with children and ensure that another adult is present to the extent possible when working in the proximity of children;
- Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium;
- Refrain from hiring children for domestic or other labor which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury;
- Ensure all confidential information is handled appropriately; and,
- Not use his/her relationship of authority inappropriately.

This Code of Conduct remains in force 7 days a week, 24 hours a day as long as an individual remains associated with IYF (paid or unpaid). Vacation, after hours of employment, and being outside an individual's location (city, country, place of origin) are not grounds for engaging in the prohibited activities of the policy and code of conduct.

## Human Trafficking

IYF has a zero tolerance approach to Trafficking in Persons defined as any conduct involved in reducing or holding someone in compelled service. Trafficking in persons may include forced labor, sex trafficking, bonded labor, debt bondage among migrant workers, involuntary domestic servitude, forced child labor, child soldiers, and child sex trafficking.

## People with Disabilities

As part of its commitment to a diverse workforce, IYF does not discriminate in its hiring or employment practices against qualified individuals with disabilities who can perform the essential job functions with or without reasonable accommodation. In compliance with the Americans with Disabilities Act, IYF adheres to the following guidelines:

- The application process is used solely to determine whether a candidate's qualifications and abilities reasonably match job requirements. Therefore, except where it appears that essential job functions could not be performed without accommodations, applicants are not queried about their physical condition or medical history.
- IYF will make reasonable accommodations to enable a qualified disabled individual to perform essential job functions, unless doing so will create an undue hardship. Where appropriate, the employee will be consulted about potential accommodations.

Employees who need a reasonable accommodation should inform their supervisor, Country Director and/or Global Human Resources in writing. All medical information received by IYF's management and/or Human Resources Department will remain personal and confidential.

## Anti-Harassment Policy

IYF is committed to providing a work environment that is free of unlawful harassment. Discriminatory treatment based on an individual's gender (with or without sexual conduct), race, color, ethnicity, national origin, age, disability, sexual orientation, religion, or because the individual opposed job discrimination or participated in an investigation or complaint proceeding under the Equal Employment Opportunity statutes, or any other legally-protected characteristic will not be tolerated. In order to avoid circumstances where harassment becomes severe or pervasive, employees should report all incidences of harassment to a supervisor and/or Human Resources immediately. Any employee engaging in prohibited discriminatory actions will be subject to disciplinary action up to, and including, termination of employment.

## **Sexual Harassment**

IYF will neither condone nor tolerate sexual harassment. Sexual harassment is a form of illegal discrimination that involves unwelcome sexual advances, requests for sexual favors, and/or other unwanted verbal or physical conduct of a sexual nature. Sexual harassment includes sexually oriented conduct that is sufficiently pervasive or severe enough to reasonably interfere with an employee's job performance or to create an intimidating, hostile, or offensive working environment. While sexual harassment encompasses a wide range of conduct, some examples of specifically prohibited conduct include:

- Promising, directly or indirectly, an employee a reward if the employee complies with a sexually-oriented request.
- Threatening, directly or indirectly, to retaliate against an employee if the employee refuses to comply with a sexually-oriented request.
- Engaging in sexually suggestive physical contact or touching another employee in a way that is unwelcome.
- Making obscene gestures or using foul language of an offensive and sexual nature.
- Displaying, storing, or transmitting pornographic or sexually-oriented materials.
- Making offensive jokes or remarks of a sexual nature.
- Making and/or distributing communications by electronic mail, fax, or otherwise, that contain threatening, sexually oriented, or offensive material.

## **Harassment and Discrimination Complaint Procedure**

If an employee believes s/he has been subjected to prohibited discrimination or harassment or if an employee is aware of any such conduct, the incident must immediately be reported. All complaints will be promptly and thoroughly investigated and each complaint will be handled as confidentially as possible. IYF ensures that employees following this complaint procedure will be protected against illegal retaliation. Complaints will be investigated impartially, and if found to be truthful, IYF will take immediate corrective action. Anyone found to have engaged in harassment will be subject to disciplinary action up to, and including, termination of employment.

## **Conflict of Interest**

IYF requires all employees to abide by the Conflict of Interest Policy as instituted by the Board of Directors of IYF. The purpose of this policy is to ensure that high standards of conduct and integrity are

maintained, and to limit the risk, which might arise due to a conflict of interest on the part of all employees.

A conflict of interest occurs when a Director, Officer or employee is faced with an actual or potential compromise of his or her loyalties to IYF. Conflict of interest may involve personal, business, or other nonprofit interests. For example, an IYF Board member is a partner in a business seeking a contract for services or the Board seeks to purchase land owned by an individual employee.

## Definitions

- “Employee, Officer and Board member” includes the employees, officers and board members of all subsidiary and related entities.
- “Subsidiary and related entity” is any organization, nonprofit or for profit, incorporated in the US or outside the US that is controlled by the International Youth Foundation.

It is the policy of the International Youth Foundation that:

- Any conflict of interest on the part of any employee, Officer, or Board member must be full and promptly disclosed.
- All members of the Board of IYF as well as Officers and employees will sign a Conflict of Interest Statement. Any changes in circumstances must be promptly reported to Global HR.
- Directors, Officers and employees of IYF shall exercise good faith and act with the highest standard of loyalty in all transactions touching upon their duties to IYF and its assets. They shall not use their positions, or knowledge gained there from, so that a potential conflict might give rise to a compromise of the best interests of IYF or an inappropriate benefit or advantage going to any individual or organization. They shall also seek to avoid all situations that suggest the appearance of conflict of interest.
- No Director, Officer, or employee of IYF or any member of their immediate family shall personally benefit by reason of any dealing with IYF, other than by normal, reasonable and just compensation for services actually rendered to it.
- No Director, Officer, or employee of IYF shall accept any favor, gratuity, or gift, that may or could appear to influence his or her actions concerning IYF.
- Any new employment activity, grant award, investment or other interest, which may involve obligations that compete or appear to compete or conflict with the interest of IYF will be promptly disclosed by Directors, Officers or employees implicated.
- A full written disclosure by every Director, Officer, and employee, of all facts of any transaction which have or appear to have, or may involve a conflict of interest by the Director, Officer, or employee with IYF shall be made to the Executive Committee of IYF upon the learning of such conflict, be it an actual or potential conflict, before executing any such transaction.
- Each member of the Board of IYF and Foundation staff, when a conflict of interest may exist, shall disclose such conflict and abstain from the discussion, voting, resolution or action (s) proposed as to such matter. This shall occur prior to discussion at any meeting of the Board of IYF, or a Board committee. Any such abstention from voting (or the like) and the reason given for it shall be recorded in the official minutes of the meeting. A majority of the Board members present at any

meeting may disqualify a Board member from discussion and/or voting on any matter as to which they determine a conflict of interest exists. After full disclosure, however, and with due deliberation, a majority of the disinterested Directors may approve or ratify a transaction which involves a conflict of interest with a Director, Officer, or employee of IYF, provided adequate and reasonable information confirms such is in the best interests of IYF.

Disclosure statements are attached to the employment contract signed by each employee. The Executive Committee of IYF is responsible for monitoring compliance with the policy. The completed statements will be maintained as confidential materials with employee contracts. Employees are expected to inform Global Human Resources of any changes in an employee's potential Conflict of Interests.

## Confidentiality

The internal affairs of IYF should not be discussed with anyone outside the organization except as may be required in the normal course of business. Information designated as confidential is to be discussed with no one outside the organization and only discussed within the organization on a "need-to-know" basis.

All employees have a responsibility to avoid unnecessary disclosure of confidential, proprietary and internal information about IYF, including donor lists. This responsibility is not intended to impede normal business communications and relationships, but is intended to alert employees to their obligation to use discretion to safeguard internal IYF affairs.

Employees authorized to access confidential information are responsible for its security. Immediately upon termination of employment, an employee must return to IYF any donor lists, files, and all other confidential, proprietary, or internal information, and copies thereof in any media (including digitized information on disk) to which the employee has access.

## Ownership of Intellectual Property

*Creative Works:* For purposes of this policy, "creative works" include but are not limited to books, articles, speeches, presentations, stories, pictures, graphic arts, art work, video and audio productions, software, programs, web sites, and any other work that may be protected under copyright, trademark, patent, or trade secret law, as well as any portion or component element of such works, including but not limited to research, notes, memorabilia, memoranda, interviews, and other preliminary materials developed for the purpose of preparing the creative works. All such creative works are hereinafter referred to in this policy by the term "Creative Work(s)."

*Employee:* For purposes of this policy, "employee" shall refer to any employee of IYF, whether full-time or part-time, permanent or temporary, exempt or non-exempt, and regardless of the specific terms and conditions of the employment. For purposes of this policy, "employee" also includes temporary employees, leased employees, employees for whom IYF is a co-employer or joint employer, and employees of third parties who are assigned to IYF. For purposes of this policy, "employee" does not include independent contractors providing services to IYF pursuant to an independent contractor agreement and employees of such independent contractors, and IYF's rights in any Creative Works prepared by such independent contractors shall be as stated in the specific independent contractor agreement between IYF and that independent contractor.

*Work for Hire:* All Creative Works created by IYF employees: (1) for IYF publications, presentations, proposals, projects, products, and/or other materials; (2) on behalf of IYF for other publications, presentations, proposals, projects, products, and/or materials, and/or (3) in any other way within the scope of or in connection with the employee's employment with IYF, shall constitute a "work for hire" (as that term is defined in Title 17, Section 101, et seq., United States Code, the Copyright Law of the United States) and shall be the sole and exclusive property of IYF. IYF shall be considered the sole and exclusive author of all such Creative Works. All copyrights, patent rights, trademark rights, trade secrets, and other intellectual property and proprietary rights, and all other rights, title, and interest, in and to such Creative Works shall belong fully to IYF. Notwithstanding anything to the contrary, all IYF employees, as a condition of their continuing employment with IYF, have assigned to IYF all worldwide right, title, and interest in and to all such Creative Works.

## Internet Usage Guidelines

IYF provides access to the Internet and electronic mail to assist employees in the performance of their job duties. IYF expects employees to use these tools responsibly and employees should understand that use of the Internet is subject to monitoring. Improper use of electronic mail (e.g., spreading offensive jokes or remarks) or improper use of the Internet (e.g., excessive non-business use and/or accessing pornographic websites) will not be tolerated. Employees found to be abusing their Internet privileges may be subject to disciplinary action, up to, and including termination.

IYF prohibits the downloading of application software from the Internet. Such software may not only contain embedded viruses, but also is untested and may interfere with the functioning of standard IYF applications. Should employees need such software, the need should be discussed with the employee's supervisor and the Director of IT, who will make every attempt to accommodate staff needs.

Employees are reminded that all information transferred through IYF's electronic email and internet services is considered to be the property of IYF and that any information sent or received may be subject to review.

## Social Networking/Blogging

IYF recognizes that Social Networking websites (e.g. Facebook, Instagram, Twitter, LinkedIn, etc.) have both business as well as personal applications. That notwithstanding, because information contained on these websites may appear to be representative of IYF, the following shall apply for employees using their own personal social networking accounts/blogs:

- Employees shall be aware that their actions captured via images, posts, or comments can reflect that of IYF. An employee's online presence reflects the organization.
- Employees shall be respectful to IYF, other employees, Partners, and competitors.
- Employees shall not reference or site IYF's clients, Partners, or customers without their express consent.
- IYF's logos and trademarks may not be used without written consent.
- If IYF is mentioned on an employee's personal website/blog, s/he shall include a clear disclaimer that the views expressed by the website/blog are the author's alone and do not represent the views of the organization. Employees shall write in first person, making it clear that they are speaking for themselves and not on behalf of the organization.

- Information published on an employee's personal site/blog(s) shall comply with the organization's policies. This also applies to comments posted on other blogs, forums, and social networking sites.
- Use of personal social media/networking sites shall be restricted to non-working hours.
- Employees shall respect copyright laws, and reference or cite sources appropriately to avoid any potential plagiarism.

Please note that where no policy or guideline exists, employees should use their professional judgment and take the most prudent action possible. Any questions regarding this policy should be directed to their manager or the Global HR Director.

### **Nepotism and Personal Relationships**

IYF does not permit the employment of relatives. If during employment with IYF an employee becomes related to or enters into a relationship with another employee, s/he must report this immediately to his/her supervisor and Human Resources.

Employees are expected to behave in a professional manner in the workplace and keep their personal relationships out of the work environment. Employees should also remember that IYF maintains a strict policy against unlawful harassment of any kind, including sexual harassment. IYF will vigorously enforce this policy consistent with all applicable federal, state, and local laws.

### **Donor and Grantee Relations**

IYF strives to consistently provide donors and grantees with a product and service that is of exceptional quality and value. In order to realize our commitment to excellent service, we expect the following from each of our employees:

- Provide courteous service in a prompt and efficient manner.
- Establish and maintain positive relationships with donors and grantees by gaining their trust and respect through professional, honest interaction.
- Handle complaints quickly and professionally. Never argue with donors. If you are unable to resolve the complaint to the donor's satisfaction, review the situation with your supervisor.
- Communicate with donors and grantees in a professional manner whether in person, over the phone, or via e-mail.

Always remember that employees represent IYF to its donors and grantees and the organization's reputation and the donor's and grantee's perception of IYF is attributed to each employee.

### **Gifts and Favors**

No employee shall solicit or receive for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence, or appear to influence, the judgment or conduct of the employee in the performance of their job.

Employees are able to accept occasional unsolicited courtesy gifts or favors (such as business lunches, tickets to sporting events or cultural events, holiday baskets, flowers, etc.) so long as the gifts or favors have a market value under \$25, are customary in the industry, and do not influence or appear to influence the judgment or conduct of the employee. Please discuss any exceptions to this amount with your supervisor and Human Resources.

Employees are not to give, offer, or promise directly or indirectly anything of value to any representative of a customer, a potential customer, a vendor or potential vendor, financial institution or potential financial institution with whom IYF has or may have a business relationship.

## Complaint Resolution

Misunderstandings or conflicts can arise in any organization. To ensure effective working relations, it is important that such matters be resolved before serious problems develop. Most incidents resolve themselves through active and constructive dialogue; however, should a situation persist that the employee believes is detrimental to his or her employment with IYF, the employee should follow the procedure described here for bringing the complaint to management's attention.

Discussion of the problem with the employee's immediate supervisor is encouraged as a first step. If the problem is not resolved after discussion with the supervisor or if the employee feels discussion with the supervisor is inappropriate, the employee is encouraged to request a telephone conversation or a meeting, where feasible, with his or her supervisor's supervisor, the Director of Global HR, CFO, COO, or the CEO at USA HQ. Employees may also report complaints regarding alleged unethical conduct and/or violations of IYF's Code of Ethics Policy anonymously using the Whistleblower Hotline.

IYF does not tolerate any form of retaliation against employees availing themselves of this procedure. The procedure should not be construed, however, as preventing, limiting, or delaying IYF from taking disciplinary action against any individual, up to and including termination, in circumstances where IYF deems disciplinary action appropriate (such as those involving problems of overall performance, conduct, or interpersonal skills).

## Appropriate Conduct and Discipline

IYF expects its employees to accept certain responsibilities, follow acceptable business principles in matters of conduct, and exhibit a high degree of integrity at all times. This not only involves respect for the rights and feelings of others, but also demands that employees refrain from any behavior that might be harmful to themselves, co-workers, IYF, or that might be viewed unfavorably by current or potential customers or by the public at large. Employee conduct reflects on IYF. Employees are consequently, expected to observe the highest standards of professionalism at all times.

Types of behavior and conduct that IYF considers inappropriate include, but are not limited to, the following:

- Failure to comply with IYF policies, procedures or practices.
- Falsifying employment application or other IYF records.
- Committing acts of illegal discrimination or harassment (including violating IYF's sexual harassment policy).

- Soliciting or accepting gratuities from customers or clients.
- Falsification of timesheets.
- Absenteeism and/or tardiness.
- Negligence or improper conduct leading to damage of IYF-owned or customer-owned property.
- Excessive, unnecessary, or unauthorized use of IYF's property and supplies, particularly for personal purposes.
- Deleting files and/or uninstalling software on IYF's equipment, including but not limited to, desktops, laptops, tablets, and mobile phones.
- The use, influence, purchase, or sale of illicit drugs, controlled dangerous substances, or alcohol on IYF property or a client's site during working hours. The use of alcohol is not disallowed when offered during IYF-sponsored events.
- Committing violent acts or threats of violence.
- Theft of property from co-workers, customers, or IYF.
- Possession of weapons, explosives, or firearms on IYF property.
- Disregarding safety and/or security regulations.
- Insubordination, including refusal to perform assigned tasks or the performance of assigned tasks in an inappropriate manner (including failure to follow supervisor's directions).
- Failure to meet performance standards.
- Failure to communicate and work well with others.
- Failure to maintain the confidentiality of IYF, customer, or client information.

Should an employee's performance, work habits, overall attitude, conduct, or demeanor become unsatisfactory based on violations either of the above or of any other IYF policies, rules, or regulations, the employee will be subject to disciplinary action.

A policy of progressive employee discipline will be followed by supervisors. A disciplinary action shall be communicated to the employee as soon as practicable after the disciplinary offence has been discovered. Major elements of this policy include:

#### *Verbal Warning*

The first step in IYF's progressive disciplinary policy is verbal warning. This notifies an employee that his/her conduct is unacceptable, and that repeated or continued failure to conform his/her conduct or performance to IYF standards will result in more severe disciplinary action. A record of the notice of the verbal reprimand may be made and retained in the employee's personnel file.

#### *Written Reprimand*

The second step is a written reprimand. This reprimand will describe the unacceptable conduct or performance of the employee and specify needed changes or improvements. A copy of the written reprimand will be retained in the employee's personnel file.

*Final Reprimand*

The third and final step is a final reprimand which describes the unacceptable conduct or performance of the employee and specifies needed changes or improvements. This step may include a Performance Improvement Plan (PIP). This plan will delineate the IYF standard and performance expectations, the actual performance or conduct of the employee, the impact, and action items required of the employee to improve performance or conduct to meet the IYF standard. The duration of this plan will vary based upon such factors as the severity of the infractions, the employee's performance or conduct, and the employee's disciplinary record. A record of the Performance Improvement Plan (PIP) will be retained in the employee's personnel file.

*Termination*

The final step in the disciplinary procedure is the termination of the employee. If an employee fails to conform his/her conduct or performance to the standards required by IYF, IYF may, in its sole discretion, terminate the employee's employment.

Notwithstanding this progressive disciplinary procedure policy, IYF reserves the right to administer discipline in such a manner as it deems appropriate to the circumstances.