



Board of Directors

Tuesday, December 16, 2025, at 4:30 p.m.

In-person at Walter Gretzky Golf Centre, 320 Balmoral Dr.

or by Zoom: <https://us02web.zoom.us/j/89538534212?pwd=vUxnVBayUaq09OgC4h63PDhjtIVg.1>

Agenda for Open Meeting

1. **Call to Order**
2. **Land Acknowledgement**
3. **Agenda - Additions, Deletions, Approval** **Decision**
4. **Staff Presentation to the Board** – staff roles and agency services
5. **Staff Recognition – Years of Service**
 - Alison Hilborn – 5 years
 - Lindsay Izsak – 5 years
 - Sheryl Ruman – 25 years
6. **Conflict of Interest Declarations** **Declaration**
7. **Approval of Minutes** – November 25, 2025 **Decision**
8. **Business Arising from Minutes**
 - a. None
9. **Executive Reports**
 - a. Chair's Report **Decision**
 - b. Treasurer's Report – November, 2025 **Decision**
 - c. CEO's Report **Decision**
10. **Committee Reports**
 - a. Policy Review Committee **Decision**
 - b. Nominating Committee
11. **New Business**
 - a. **Decision**
12. **Correspondence**
 - a. None **Information**
13. **In-Camera - Motion to move in-camera** **Decision**
14. **In-Camera Report** (as appropriate)
 - a.

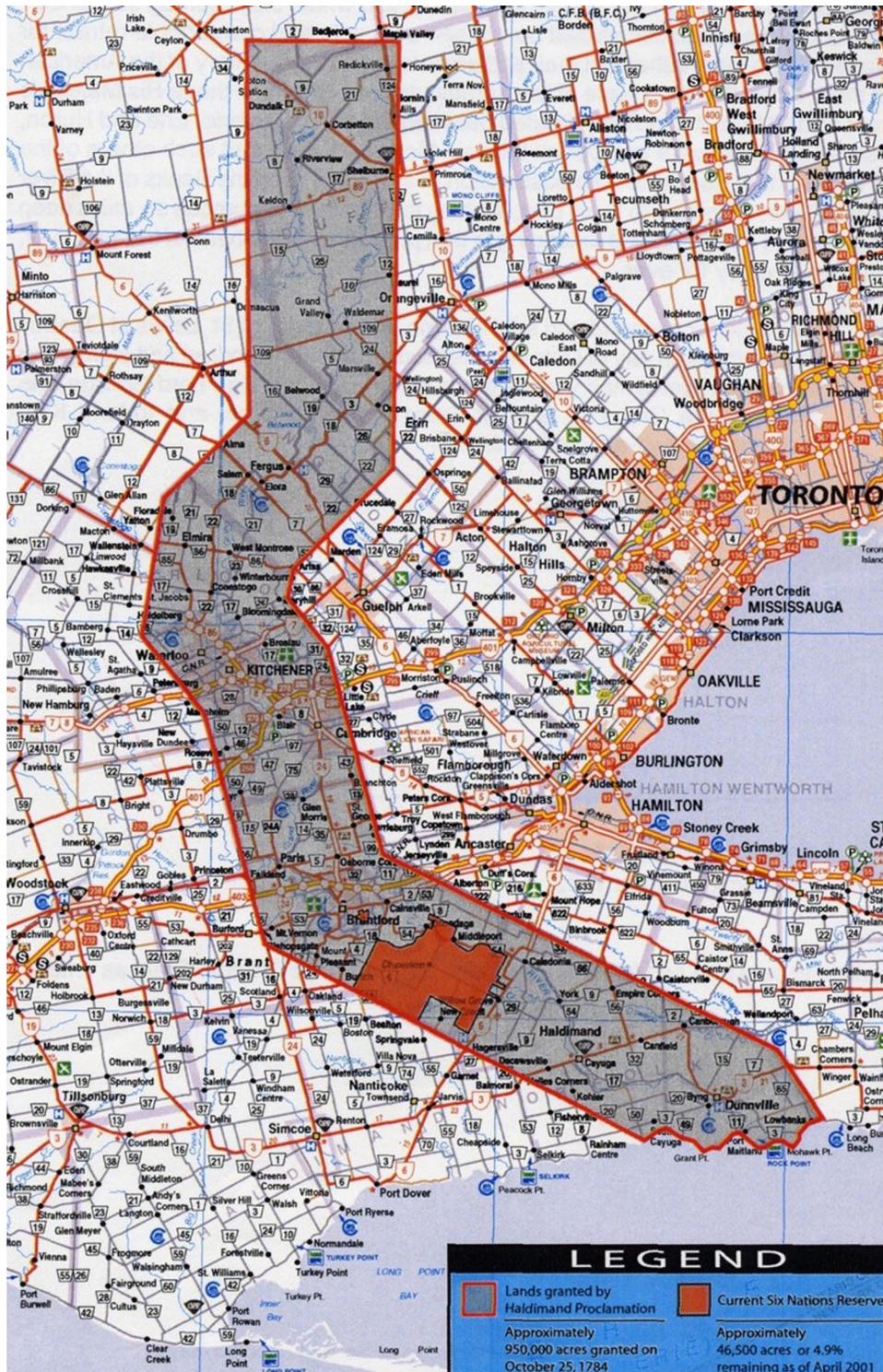
15. Adjournment – *Motion to adjourn*

Decision

Next Meeting: Tuesday, January 27th, 2026 at 9:00 a.m.
At Contact Brant, 255 Colborne St. or by Zoom

Land Acknowledgment

We are grateful that the land on which we live and work lies along the Grand River and is the traditional territory of the Haudenosaunee (the Six Nations of the Grand River) and the Mississaugas of the Credit First Nation. As an organization in the Brant community, and as individuals who benefit from living and working on this land, we have a responsibility to continuously educate ourselves and celebrate the Indigenous communities we have the opportunity to work with and learn from.





Board of Directors
Open Meeting Minutes - Tuesday, November 25, 2025
In-person at Contact Brant or by Zoom

Present:

Chair:	Patrick Parent
Treasurer:	Emily Miller
Secretary:	Jennifer Tonnies
Directors:	Jill Esposto, Jennifer Kroesbergen, Kim Vanderburg
Chief Executive Officer:	Sandra Parker
Managers:	Linda McFadyen, Alison Hilborn
Executive Assistant:	Cindy Landry

Regrets: Melanie Graham, Maxine Lean, Greg Hackborn

1. Call to Order

Patrick called the meeting to order at 9:01 a.m.

2. Land Acknowledgement

Sandra read the Land Acknowledgement.

3. Agenda - Additions, Deletions, Approval

Motion: To approve the agenda.
Emily and Jill. **Carried.**

4. Conflict of Interest Declarations – none

5. Approval of Minutes – September 23, 2025 & October 28, 2025

Motion: To approve the minutes of September 23, 2025, and October 28, 2025.
Emily and Kimberly. **Carried.**

6. Business Arising from Minutes

a. 1st quarter report stats – covered in the CEO's report

7. Executive Reports:

a. Chair's Report

Motion: To approve the Chair's Report as presented.
Jenn and Kimberly. **Carried.**

b. Treasurer's Report – September and October 2025

Sandra is focusing on URS finances. Hopeful to see if we can hire a permanent FTE. We are also looking at the 10-week funding. Jane will be in next week to discuss what was expected regarding flow-through contracts.

Motion: To approve the Treasurer's report as presented for September and October, 2025.

Emily and Jill. **Carried.**

c. CEO's Report

Motion: To approve the CEO's report as presented.

Kimberly and Emily. **Carried.**

8. Committee Reports

- a. **Policy Review Committee** – Review the Risk Management Policy, Business Continuity Plan, Governance Policies, Emergency Executive Succession Plan, Vision, Mission & Values Statements, Health & Safety Policies, Privacy & Confidentiality, Consent, Conflict of Interest, Abuse, and After-Hours Alarm Response. A new policy will be coming forward in December regarding locking the door and incident reports.

Motion: To approve the Emergency Executive Succession Plan and the After-Hours Alarm Response policy and related procedures as presented.

Kimberly and Jennifer. **Carried.**

- b. **Nominating Committee** - Nothing

9. New Business

- a. **Strategic Plan Update**

C. Discussion around DEI Committee. Feedback was provided, and ramp up the policy, and how does it show up in our policies? Instead of identifying training, we need to connect it back to something.

D. Would love to figure out a way to have an internal Communications role.

10. Correspondence

- a. **Nomination for Business Excellence Award.**

11. In-Camera

Motion: To move in-camera at 9:50 a.m.

Jill and Emily. **Carried.**

12. In-camera reports

13. Adjournment

Motion: To adjourn the meeting at 9:55 a.m.

Kimberly and Emily. **Carried.**

Next Meeting: Tuesday, December 16th, 2025, at 4:30 p.m.

At the Walter Gretzky Golf Centre, 320 Balmoral Dr., Brantford, N3R 7S2

This is the annual Board and Staff dinner, followed by the meeting with staff presentations (Zoom will be offered)

Date

Chair's Signature

November 30, 2025



	2024-2025	ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Nov 30
REVENUE					
Access - Children's (MCCSS)		1,220	1,220	1,220	816
DS Children's Specialized (MCCSS)		191,165	191,165	191,165	127,445
RPAC (MCCSS)		702	702	702	470
Coordinated Service Planning & FASD (MCCSS)		451,490	472,077	472,077	311,289
Complex Needs (MCCSS)		66,820	66,820	66,820	44,548
Urgent Response Service (MCCSS)		7,518,653	7,318,653	7,318,653	4,879,105
		0			0
Sub-Total Ministry Actual Revenue		8,230,050	8,050,637	8,050,637	5,363,673
Off-setting Revenue ENS (ENS - funding for operating costs)				-	
Off-Setting Revenue Info Services (to offset revenue shortfall in MCCSS programs)		-		-	0
Interest on Ministry Surplus		16,971			
Deferred Capital Contributions		-23,529			0
Amortization Deferred Capital Contributions		24,951			0
TOTAL Revenue		8,248,443	8,050,637	8,050,637	5,363,673
EXPENSES					
SALARY		1,796,234	2,093,649	2,093,649	1,303,099
STAFF TRAINING (education, conferences, recruitment - staff)		52,213	25,000	25,000	13,881
BUILDING OCCUPANCY (Lease, Utilities, Insurance, Repairs & Mtce)		60,292	65,111	65,111	38,939
TRAVEL & COMMUNICATION		221,147	258,720	154,000	82,707
Supplies & Equipment		21,282	21,832	21,832	9,378
Other Program/Service Expenditures (Purchases client services, all other direct not classified)		5,210,742	5,522,327	5,190,833	3,387,951
Governance Expenses		17,175	22,000	22,000	7,969
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)		215,641	42,000	42,000	7,641
Amortization Capital Assets		24,951	0	-	-
TOTAL Ministry Expenses		7,619,678	8,050,639	7,614,425	4,851,565
Ministry Surplus (Loss)		628,766	-2	436,212	512,108
Less: Repayable to the Ministry		-628,766			
Ministry Surplus (Loss)		0	-2	436,212	512,108

Repayable to MCCSS	30-Nov-25
---------------------------	------------------

Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,766
Total	1,677,370



November 30, 2025

PROJECT FUNDS

	2024-2025 Actual	2025-2026 Budget	2025-2026 Forecast	2025-26 YTD	Notes
REVENUE					
Your Guide	204	20,641	0	0	
FASD Caregiver Support Group	4,500	0	4,500	4,500	
Health Spending Account	0	6,900	0	0	
Extensive Needs Interdisciplinary	475,712	502,702	503,361	360,323	YTD Includes PY deferred revenue recognized in income for costs incurred to date (Interdisciplinary \$13,490, FASD \$13,500)
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	21,156	0	5,000	3,746	\$900 in cell phone purchases, \$964 interest earned, \$1515 GIC interest, \$200 training stipend
Info Services (211-\$43,116; Findhelp \$1,319.89)	43,866	44,484	44,436	32,997	Findhelp revised fee schedule (7/25)
CYSC Income	0		21,719	21,719	\$7,500 received from members, \$4k grant, \$10,218.52 from Your Guide Def'd funds to be used for CYSC
Intensive Respite Funds 1124 (YHTF, DSO, etc.)	258,680	0	0	0	
Revenue ENS (ENS - funding for CB operating costs to offset MCCSS)					
Revenue Info Services (to offset funding shortfalls in MCCSS)			0		
TOTAL Projects Revenue	804,119	574,727	579,016	423,284	
EXPENSES					
Your Guide	204	20,641		0	
FASD Caregiver Support Group	4,500	0	4,500	1,477	
Health Spending Account	0	6,900		0	
Information Services (211, Findhelp)	0	34,772	12,122	7,003	Sal.&Ben.: CI Assist. (12,122); (.25 FTE CN (22,650) - TBD)
Extensive Needs Interdisciplinary	464,122	502,702	503,361	307,867	Includes +1 SC position
CYSC Expenses	0		21,719	9,765	Consulting costs
Intensive Respite Expenses 1924	242,672			0	
Other Expenses	0		0	0	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
Applied to Ministry	0	0		0	
Total Projects Expenses	711,498	565,015	541,702	326,112	
Projects Surplus (Loss)	92,620	9,712	37,314	97,172	
TOTAL MINISTRY AND PROJECTS					
TOTAL REVENUE	9,052,562	8,625,364	8,629,653	5,786,957	
TOTAL EXPENSES	8,331,176	8,615,654	8,156,127	5,177,677	
TOTAL Surplus (Loss)	721,386	9,710	473,526	609,280	

QB Cash Operating Account*	2,340,967
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	85,253
Total Quickbooks (QB) Cash Balance	2,409,946
BANK RECONCILIATION - operating account	
Accounting Cash Operating Balance*	2,340,967
Add: Outstanding cheque	
Add: AW exp went through in Oct not paid until Nov	93
TD Cash Balance	2,341,060
Restricted Assets	
Restricted Cash - restricted for updating BHN info database	16,374
Restricted Investments - GIC restricted for future corporation pressures	30,115
Total Restricted Assets	44,973
Opening Internally restricted net assets	44,973
Add: GIC interest	
Closing Internally restricted net assets	44,973

Renewal October 17, 2026

Deferred Revenue	As of Mar 31, 2025	30-Nov-25	Change	
CYSC	7,500	0	-7,500	In CYSC income this year
Your Guide	20,437	0	-20,437	Note 3
Deferred ENS FASD	13,500	0	-13,500	Note 1
Deferred ENS Interdisciplinary	13,490	0	-13,490	Note 2
Other	1,311	477		
	<u>56,238</u>	<u>477</u>		

Note 1 F2025 Deferred \$13,500, recognized as income in F2026 as all costs have come in

Note 2 F2025 Deferred \$13,490, recognized \$13,490 as income in F2026 for costs that have been incurred

Note 3 F2025 Deferred \$20,437, recognized \$10,218 in CYSC income this year and paid \$10,218 to HN Reach



Board of Directors
Report from the Chief Executive Officer - Open Meeting
December 16, 2025

Communication and Counsel to the Board

Coordinated Service Planning (CSP) and Complex Special Needs (CSN)

We continue to implement the new requirements for CSP, and have not yet had any new children identified for referral to the CSN resource review process through CPRI. At the Provincial Network meeting on November 26th, some agencies reported they have made referrals to CSN, but the outcome of the resource review had not yet been communicated.

We met with the Brant CSP Providers (Lansdowne, Six Nations, Willowbridge, and Woodview) on December 12th to review changes to our local Memorandum of Understanding (MOU). Key changes include the requirement for all agencies to use the standardized templates provided by MCCSS, tiered service delivery, and referral process to the CSN program with related responsibilities for Contact Brant (i.e. all referrals to CSN must come from Contact Brant, and must be submitted using the MCCSS secure email system).

There is uncertainty from Ontario Health at Home whether they will continue as a local CSP provider or change to a CSP participant. This is due to changes in direction / mandates on their end.

Information

Urgent Response Services

We are actively interviewing for a temporary URS Coordinator to backfill an upcoming pregnancy and parental leave. Service demand continues to exceed Ministry targets and there is no indication that it will slow down. I have engaged in conversation with our MCCSS program supervisor re: adding 1.0 FTE permanently as we plan into 206-27 fiscal year. This additional role would be flexible to support both front door and have a caseload as program needs dictate. Our program supervisor is supportive of this approach.

To help address the projected surplus for the 2025-26 fiscal year, we have increased the maximum number of respite hours provided to families from 6 hours/week to 8 hours/week for the remainder of the fiscal year. This could use up to approximately \$110K of this year's surplus subject to the number of new children deemed eligible for URS, and families' respite needs.

We are also monitoring service delivery within our existing flowthrough contracts to determine if service hours (both direct and indirect) have exceeded our initial projections. If so, there may be a need to flow additional funding to these providers for services rendered in 2025-26.

Information



**Board of Directors
Policy Review - Open Meeting
December 16, 2025**

Policy Review

Hiring and Conditions of Employment

Ontario has passed new legislation resulting in changes to the *Employment Standards Act* for organizations with 25 or more employees. These changes will take effect as of January 1, 2026.

To become compliant with these updates, the following changes are required within the Hiring and Conditions of Employment Policy:

- Publicly advertised job postings will include the salary range for the position,
- Publicly advertised job postings will indicate whether the posting is for an existing vacancy or a new position within the organization
- Job candidates who attend an interview for a publicly advertised job posting will be advised of the outcome of their interview within 45 days of the date of the last interview for the position

The following additional updates are recommended within the policy to further our commitment to DEI within our hiring practices:

- In the preamble, expand the list of protected human rights grounds to be consistent with wording in current human rights legislation
- In procedure 1.2, update the hiring committee to include the CEO, a manager, and one other staff (previously the hiring committee was identified as the CEO and two staff without reference to a manager)
- Add procedure 2.4, to identify a clear and equitable process to fill internal vacancies
- In procedure 3.1, add language to include both internal and external candidates

Recommendation: To approve the changes to the Hiring and Conditions of Employment Policy as presented.

Decision

Workplace Anti-Harassment Policy

This policy was reviewed following Contact Brant's experience with the parent of a child receiving services. Given the nature of the parent's behaviour, there was potential risk of workplace harassment. The existing Workplace Anti-Harassment Policy lacked clarity around instances of workplace harassment from service users toward staff.

Using HR Covered policy templates as a resource, the following revisions are recommended for the Workplace Anti-Harassment Policy:

- In the preamble, expand the list of protected human rights grounds to be consistent with wording in current human rights legislation

- In the preamble, expand the scope of the policy to cover occurrences of workplace harassment from all sources including clients, the employer, supervisors, employees, and members of the public
- Add the definition of sexual harassment included within the Occupational Health and Safety Act
- Adjusted language to state that Contact Brant encourages employees who witness or who are victims to bring information forward as soon as possible – this language is reflective of a more trauma-informed approach, and understanding that it may take time for employees to come forward for various reasons
- Added section outlining expectations to maintain confidentiality

Recommendation: To approve the changes to the Workplace Anti-Harassment Policy as presented.

Decision



POLICY AND PROCEDURE MANUAL

SECTION: Human Resources

POLICY: HR 04

DATE: January 2026

June 2025; February 2023; October 2022; May 2018; May 2016; September 2015; June 2013

PAGE: 1 of 5

HIRING AND CONDITIONS OF EMPLOYMENT

PREAMBLE

The purpose of this policy is to outline the processes Contact Brant will follow to ensure our hiring practices are fair, consistent, equitable and in line with all applicable legislation such as the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act*, and the *Employment Standards Act*.

Contact Brant is committed to treating people fairly, with respect and dignity, and to offer equal employment and volunteer opportunities based on an individual's qualifications and performance, free from discrimination or harassment because of ~~race, ancestry, place of origin, ethnic origin, colour, citizenship, creed, sex, sexual orientation, age, marital status, family status, and handicap.~~ race, colour, national or ethnic origin, ancestry, religion, age, sex, sexual orientation, gender identity and expression, marital status, family status, disability, genetic characteristics, and/or conviction of an offence.

All employees and students will be required to submit a Police Sector Check. The Human Rights Code does allow an employer to discriminate on the basis of a record of offences but only where it is a reasonable and bone fide qualification because of the nature of employment.

In our work with children, youth and their families/caregivers, Contact Brant defines the following vulnerable sectors that we work with to include, but not limited to:

- Children and youth ages 0 – 18
- People with disabilities or special needs, including the child/youth or parent/caregiver
- People with mental health and addiction issues, including the child/youth or parent/caregiver.

The purpose of this police check is to assist Contact Brant in determining whether a candidate has any past conduct that would suggest that they are not a suitable candidate because of concerns about honesty, integrity, trust or the safety of others. The following will also be considered:

- How recent the occurrence leading to criminal convictions for which a pardon has not been granted; and
- The criminal conviction for which a pardon has not been granted must not be in contradiction to the organization's Professional Code of Conduct Policy and the agency's core values.

Refer to the Police Record Check and Offence Declaration Policy.

POLICY

Contact Brant is committed to the principles of equity and diversity in the workplace. We aim to hire the best candidate for the position based on their qualifications and merit in terms of knowledge, skills, and experience.

Contact Brant will not discriminate against job applicants on any of the grounds protected by human rights legislation during any phases of the recruitment, screening and hiring process.

PROCEDURES

1. Contact Brant will put in place practices that promote equity, diversity and inclusion throughout the hiring process.
 - 1.1. Contact Brant will provide accommodation during all stages of the hiring process, upon request. This statement will be added to any job postings and applicants will be reminded of this policy (i) when they are invited to an interview, and (ii) within any job offer provided.
 - 1.2. Contact Brant will use a hiring committee **consisting** of the CEO, **a manager**, and **preferably-2 1** other staff.
 - 1.3. Contact Brant will provide managerial staff with training on equitable hiring practices and recognition of personal biases.
 - 1.4. Interview committee members must treat all job applicants with dignity and respect.
2. Recruitment: Contact Brant will include statements in all job postings that openly welcome and invite applications from persons with disabilities and those protected by the human rights code.
 - 2.1. The Chief Executive Officer will determine the most appropriate means of advertising a position, the key competencies required in the position, and a screening process based on the job posting requirements
 - 2.2. Contact Brant may use any method of recruitment it deems appropriate to fill a position; the agency has no obligation to publicize an available position.
 - 2.3. **Publicly advertised job postings will include the salary range for the position, and whether the posting is for an existing vacancy or a new position within the organization.**
 - 2.4. **When an internal vacancy is identified, the CEO will share the opportunity with all staff. Any staff interested in the position, will be invited to submit an expression of interest outlining why they are interested in the role; and, relevant skills, experience, and strengths they would bring to the position.**
3. Interview: The most qualified candidates will be selected for an interview. Education, performance, related experience, skill and ability to perform the job are the primary considerations for the selection of candidates. Only those individuals selected for an interview shall be contacted.

- 3.1. Screening of applicants, **both internal and external**, for interviews will focus on the essential requirements and competencies of the position, as outlined in the job postings, using an Applicant Screening tool.
- 3.2. At no time during the interview process will any questions be asked that touch on any prohibited areas outlined in the *Human Rights Code* (such as age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, and record of offences).
- 3.3. All interviews for a position will consist of a written set of questions formulated to assess an individual's qualifications and capabilities for the position. This will assist in avoiding bias during the interview process.
- 3.4. Hiring committee members will individually score interviewees' responses. The hiring committee will then collectively discuss each candidate and compare scoring. The average score of all hiring committee members will identify the highest-scoring candidates as the preferred candidates.
- 3.5. Candidates will be informed that a satisfactory Police Sector Check will be required by the successful candidate as a condition of employment; any discrepancies between the answers provided at interview and the results of the police check will be grounds for not hiring the applicant. The police check costs may be covered by Contact Brant.
4. Selection Process: Reference checks must be completed for any candidate that is considered for hiring prior to making an offer of employment to validate credentials and the accuracy of information provided during the recruitment and screening process.
 - 4.1. Three Reference Checks must be completed for any candidate that is considered for hiring prior to making an offer of employment; two references should be employers to verify the candidate's employment history and quality of work.
 - 4.2. Where qualifications are deemed equivalent, preference will normally be given to internal candidates.
5. Offer of Employment:
 - 5.1. The Chief Executive Officer or Manager will contact the successful candidate with an offer of employment **within 45 days of the date of the last interview for the position**, request the candidate to identify their expected salary, and confirm a start date. The candidate will be notified that a written Employee Agreement will be sent to them for review, and that the Agreement will need to be signed before employment begins. They will also be notified that they are required to submit a Police Record Check.
 - 5.2. Any offer of employment will outline the terms and conditions of employment, including:
 - An offer of employment is conditional upon the candidate submitting a current Police Sector Check confirming there is no offence that is directly related to the position's role whether related to trust by clients or the corporation's business.

- Submission of a Police Check every 3 years, and an Offence Declaration in the alternate years. A statement that employees must maintain a clear record that is acceptable to the agency; any change in the employee's police record must be reported to the CEO immediately.
- The start date and hours of work. This will also include an end date if a contract position.
- Wages and benefits including vacation, sick leave and, if appropriate, medical benefits and pension plan contributions.
- Identification of a probationary period of at least three months. Contact Brant can unilaterally extend the probationary period for up to an additional three (3) months.
- The signed Job Description

5.3. The successful candidate will also be required to provide:

- A signed "Confidentiality Statement and Promise of Commitment" relating to review of the Mission, Vision and Values statements as well as the Privacy and Confidentiality Policy.
- As required by the position: Proof of valid driver's license and appropriate automobile insurance, and a statement that the employee must maintain a valid driver's license and driving record acceptable to the agency; any change in the driving record while an employee must be reported to the CEO immediately. Additionally, an employee who operates their own vehicle in performing their job are financially and legally responsible for any traffic or parking violations, and must maintain adequate insurance at all times at their own expense.
- Verification of academic achievements, as appropriate to the job position.
- Written confirmation of review and commitment to the agency's policies and procedures.

5.4. Information Statement of Employment: Contact Brant must provide employees with the information below, in writing, before the employee's first day of work. To meet this requirement, the following will be included in the Employment Agreement:

- The legal name of the employer (Contact Brant for Children's and Developmental Services), as well as any operating name (Contact Brant).
- Contact information for the employer, including address, telephone number and one or more contact names.
- A general description of where it is anticipated that the employee will initially perform work.
- The employee's starting salary or hourly wage rate.
- The pay period (2 weeks) and pay day schedule (bi-weekly).
- A general description of the employee's initial anticipated hours of work.

5.5. Once the Employment Agreement is signed by the employee and any additional agreed terms have been met, the new employee may begin work at the agreed upon date.

- 5.6. The Chief Executive Officer will ensure any personal information collected during any stage of the recruitment and hiring process is retained in the employee's Human Resource Record and remains confidential.
6. Communication of Outcome to Unsuccessful Candidates
- 6.1. Any candidates who attend an interview for a publicly advertised will be advised of the outcome of their interview within 45 days of the date of the last interview for the position.
- 6.2. The CEO or manager will communicate the outcome to any unsuccessful candidates in writing via email.
7. Orientation: New employees will receive orientation and training about the organization and their job responsibilities, as well as key policies and safety issues that pertain to their position or that are required by law.
- 7.1. Each new employee will be provided with a full orientation including but not limited to the facilities, equipment, job duties, building safety and security, and policies and procedures. Orientation will be documented and filed in the employee's personnel file.
- 7.2. New employees must review the Employee Handbook and submit the signed form to the CEO in the first week of employment.
- 7.3. New employees must review all Contact Brant policies and procedures and submit the signed Confirmation of Policy Review to the CEO acknowledging that they have read and understood the policies within 2 weeks of hire.
- 7.4. New employees will be provided with and orientated to the Privacy and Confidentiality Policy; Customer Service Policy; and Contact Brant's Mission, Vision and Values as well as Service Principles.
8. Probationary Period: The probationary period provides both the employer and employee time to trial the fit between the employee and the position, without any negative consequences.
- 8.1. The employee's supervisor will address any concerns about the employee during the probationary period when they occur and provide direction, mentorship and support to help the employee resolve any issues.
- 8.2. Should the concerns fail to be resolved to the satisfaction of Contact Brant, the employee may be terminated without advance notice, in accordance with the Employment Standards Act.
- 8.3. A written performance review will be conducted prior to the end of the probationary period. Provided that the review is satisfactory, the probationary status will be removed.
- 8.4. The probationary period will be extended by the length of any absence from work greater than one week during the probationary period.
9. Annual Reviews: The Chief Executive Officer will ensure annual reviews of all policies and procedures at Staff Meetings; documentation of these reviews will be recorded in the Staff Meeting Minutes.



SECTION: Health and Safety

POLICY: HS 06

DATE: June 2025

PAGE: 1 of 3

Formerly the Workplace Harassment and Violence Policy
December 2022; December 2017; October 2015; June 2013

WORKPLACE ANTI-HARASSMENT POLICY

PREAMBLE

Contact Brant is committed to ensuring a workplace free of harassment, bullying, and discrimination. In pursuit of this, Contact Brant will not tolerate any harassment, bullying, or discrimination within the workplace. Contact Brant is further committed to investigating any complaints regarding workplace harassment, bullying, and/or discrimination, using the method of corrective action, up to and including the point of termination of employment for the perpetrator(s).

Canada's Criminal Code specifically lays out matters such as violent acts, sexual assault, threats, and behaviours such as stalking. In the event of any of the above, Contact Brant will immediately contact the police. Contact Brant will abide by legislation including the Ontario Human Rights Code, and the Occupational Health and Safety Act.

Note that this Anti-Harassment Policy is administered in conjunction with Contact Brant's Human Rights Commitment Policy and includes freedom from discrimination under any of the grounds established by the Ontario Human Rights Code, including ~~race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion), sex (including pregnancy), sexual orientation, gender identity, gender expression, age (18 and over), marital status (including same-sex partners), family status, disability, and record of offences.~~ race, colour, national or ethnic origin, ancestry, religion, age, sex, sexual orientation, gender identity and expression, marital status, family status, disability, genetic characteristics, and/or conviction of an offence.

This anti-harassment policy is applicable to all employees at Contact Brant and covers occurrences of workplace harassment from all sources including clients, the employer, supervisors, employees, and members of the public.

Definitions:

Harassment is defined by the Ontario Occupational Health and Safety Act as "engaging in the course of vexatious comment or conduct against a worker in a workplace, including virtually through the use of information and communications technology, that is known or ought reasonably to be known to be unwelcome." This includes sexual harassment, personal harassment, psychological harassment, and bullying.

Workplace harassment does not include reasonable actions taken by an employer or supervisor relating to the management or direction of workers in the workplace.

Sexual harassment under the Ontario Occupational Health and Safety Act is defined as "engaging in a course of vexatious comment or conduct against a worker in a workplace setting, including virtually through the use of information and communications

technology, because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.”

Harassment can either occur over a period or in a specific instance, depending on the specific situation. Common harassing behaviours can include, but are not limited to:

- Rumour spreading
- Jokes about sex
- Email chains with jokes about specific individuals
- Excluding individuals from work-related activities
- Reviewing work unfairly or trivial fault-finding
- Belittling behaviour or comments.

POLICY

In pursuit of a harassment-free environment, Contact Brant is committed to fully preventing and/or addressing any instances of harassment, including sexual harassment.

All employees are prohibited from sexually soliciting or making advances on another employee; this could include co-worker to co-worker or supervisor/manager to employee. Any reprisals for the rejection of these advances are not permitted.

Contact Brant will take all reasonable measures to not permit the creation of a poisoned work environment, as created by comments or any forms of conduct that are known to be unwelcome.

Contact Brant encourages employees who witness or who are victims of harassment, bullying, or discrimination to bring forward the information as soon as possible so that an investigation may immediately commence.

Any employee who experiences harassment while in the course of work for Contact Brant has the right to file a complaint without any fear of reprisal.

Contact Brant will ensure that an investigation is conducted into any incidents or complaints of workplace harassment, as appropriate.

PROCEDURES

1. In pursuit of a harassment-free environment, Contact Brant is committed to fully preventing and/or addressing any instances of harassment, including sexual harassment, by:
 - Providing education and training to ensure that all employees understand their rights and responsibilities regarding harassment.
 - Ensuring that supervisors understand how to respond to incidents of harassment, including how to collect information, how to act, how to deal with confidentiality, how to document, and how to keep records.
 - Methodically monitoring or adjusting Contact Brant’s systems for any barriers, including any barriers regarding any protected grounds laid out in the Ontario

Human Rights Code and Contact Brant's Human Rights Policy.

- Reviewing their Anti-Harassment program with the Health and Safety Committee.
 - Providing a procedure for complaints (outlined below) that is fair, timely, and effective.
 - Ensuring to promote appropriate standards of conduct.
2. Employee and Supervisor Responsibilities: All employees have the responsibility to adhere to the contents of this policy and refrain from enacting or condoning any form(s) of harassment.
 - 2.1. All employees have the responsibility of fully cooperating in any investigations into complaints of harassment.
 - 2.2. All managers have an additional responsibility of acting immediately upon either receiving a complaint of harassment or witnessing it themselves. Managers are responsible for the creation and maintenance of a harassment-free workplace and must immediately investigate as soon as any forms of harassment become known in the workplace.
 3. Complaint Process: All complaints regarding harassment, bullying, or discrimination may be brought forward to:
 - 3.1. The employee's Manager, another Manager, or the CEO.
 - 3.2. If the CEO is the alleged harasser, a report can be made to another Manager or directly to the Chair of the Board of Directors, or another member of the Board of Directors.
 - 3.3. Immediately upon receipt of a complaint, an investigation will be started, and additional information and context will be sought. The investigation may include:
 - A review of the details of the incident;
 - Separate interview(s) with the parties involved and any witnesses;
 - Examination of any relevant documents, emails, notes, photographs, or video;
 - A decision about whether the complaint constitutes workplace harassment,
 - The preparation of a report which summarizes the incident, the steps of the investigation, the evidence collected, and any findings.
 - 3.4. Contact Brant will take appropriate measures to ensure that employees and/or witnesses involved in filing the complaint are protected, as necessary. This may include temporary reassignments or shift changes. Contact Brant will ensure that these changes do not penalize any employee who brought forward a complaint or any witness to the complaint.
 - 3.5. Contact Brant will not disclose any information regarding a complaint of harassment (including any identifying personal information of any of the individuals involved), unless the disclosure may become necessary for the purposes of investigating the complaint, taking disciplinary action, or as required by law.
 - 3.6. The employee who disclosed the complaint, as well as the alleged harasser

(provided they are both employees of Contact Brant), will be kept up to date on the investigation and will be notified of the results of the investigation and any subsequent actions to be taken.

- 3.7. Any reports resulting from an investigation into complaints of harassment, discrimination, or bullying are not considered to be Occupational Health and Safety reports and will not be shared with the health and safety committee.
4. **Confidentiality:** Contact Brant will not disclose any information regarding a complaint of harassment (including any identifying personal information of any of the individuals involved), unless the disclosure is necessary for the purposes of investigating the complaint, taking disciplinary action, or as required by law.
 - 4.1. All parties involved in a workplace harassment complaint, including complainants, respondents, witnesses, managers, and support persons, are expected to treat the matter and any information they become aware of as confidential.
 - 4.2. No party shall discuss the matter or associated details with other employees or witnesses. An employee may face disciplinary action if it is determined that they have failed to adhere to these confidentiality expectations.
 - 4.3. All investigation notes and full reports will be retained in a separate file and are not to be saved in employee personnel files. Investigation outcome letters and disciplinary action will be saved in applicable employee files only when the complaint has been verified and is found to be in breach of this policy.
5. This policy will be posted in a conspicuous place beside the Health and Safety board. It will be reviewed as often as necessary, but at least annually.