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DISCIPLINE POLICY

Approved by: Chief Executive Officer

August 2012

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1. Purpose

The purpose of the Discipline Policy (the “Policy”) is to establish, for both management and employees, the methodology and intent behind the discipline processes of CEDA.

CEDA is committed to providing employees with a work environment that promotes safety, integrity, and quality. CEDA has established processes and guidelines for employees to follow to ensure our people, property and the integrity of our business are protected. In a situation where an employee’s performance or conduct does not meet an acceptable standard, CEDA will take corrective action through the discipline process set out in this Policy.

This Discipline Policy:

- Defines responsibilities.
- Outlines the guidelines and possible steps of disciplinary action.
- Describes the appeal process.

Notwithstanding the Policy objective of correcting employee performance and conduct issues through a progressive discipline process, it must be understood that the amount of progression will vary on the circumstances and certain types of employee performance and/or conduct will be considered serious enough to result in immediate dismissal for cause.

2. Scope

This Policy provides a minimum standard and applies to all CEDA employees. In the event of a conflict between this Policy and applicable local laws or labour regulations, the local laws or regulations shall prevail.

In the union context, if this Policy contradicts a provision of the applicable collective agreement dealing with discipline, the collective agreement shall prevail.

3. Accountabilities

3.1 Management

- Understand that discipline is intended to be constructive in correcting an employee’s performance or conduct.
- Follow and apply a ‘progressive discipline’ or ‘corrective action’ approach in response to unacceptable performance or conduct where it is appropriate to do so.
- Ensure this Policy is communicated to all employees in order to build awareness and understanding of its content.
- Provide employees with an opportunity to speak to the matter before discipline is imposed.
- Union employees must be afforded the opportunity to have union representation at a discipline meeting.
- Apply a fair and consistent approach when administering the Policy.

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- Thoroughly investigate and obtain facts related to non-compliance.
- Act promptly, and if there is a serious or an “acute” situation (i.e. intoxication or unsafe conduct such as violence or threat of violence) immediately respond to and address the situation, but do not administer discipline until an investigation has been completed.

3.2 Employees

- Understand and be familiar with the Policy.
- Understand and comply with the standards related to performance and conduct.
- Once notified of a discipline meeting, attend the meeting and work with management to resolve the issue(s) raised.

3.3 Human Resources

- Ensure that the Discipline Policy is communicated and accessible to all employees.
- Support leaders in applying the discipline process.
- Promote overall consistency of the discipline process throughout CEDA.

4. Definitions and Acronyms

CEDA means CEDA Limited Partnership and all its subsidiaries and entities.

EMPLOYEE includes any person employed by CEDA on a permanent full or part-time basis as well as independent contractors of CEDA and subcontractors providing services to CEDA or on behalf of CEDA.

UNION EMPLOYEE includes any person employed by CEDA governed by a collective agreement.

LEADER means an employee of CEDA who has direct accountability and responsibility for one or more direct reports.

5. Policy

The following disciplinary process is available to leaders and the CEDA Human Resources Department. The decision as to which approach will be used in a particular circumstance, progressively or otherwise, is at the sole discretion of CEDA.

5.1 Coaching

Where the performance and/or conduct of an employee is not meeting appropriate standards but is not considered serious enough to be entered in the employee's record, the leader will hold a non-disciplinary coaching session with the employee to:

- Outline the specific issue that is of concern.
- Identify, review and clarify the expected standards of performance and conduct.
- Give the employee the opportunity to provide their perspective.

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- Discuss the ways and means that will help the employee to improve, and if the underlying issue is stated by the employee to relate to a personal matter, refer them to the Employee Assistance Program (EAP). This referral should occur in all instances in which it is appropriate to do so.
- Explain the consequences if the problem is not corrected.
- Gain the employee's commitment, where possible, for improvement.
- Keep an informal written record of your conversation for reference.

5.2 Verbal Warning

Where unsatisfactory performance and/or misconduct is considered serious enough to be entered in the employee's record, but not serious enough to lead to a written warning, suspension or dismissal, the leader shall issue a verbal warning.

A verbal warning is documented on the employee's record using the Employee Discipline Form. A verbal warning generally consists of a discussion with the employee to:

- Review the same and/or more serious issue(s) and steps as identified in the coaching section above.
- Review notes, documentation, previous coaching conversations and any employee commitments previously made.
- Communicate the warning (as documented on the Employee Discipline Form) and that further instances of unsatisfactory performance or misconduct, whether related or not to the matter at hand, may lead to more severe disciplinary action, up to and including termination.
- Union employees will be afforded union representation if desired.
- As with any formal step in the discipline process keep a record of dates, times, and document the discussion.

5.3 Written Warning

If a verbal warning does not result in satisfactory corrected performance or conduct, or where the unsatisfactory performance or conduct is considered serious enough to skip the step of a verbal warning (but not serious enough to warrant a suspension or dismissal), the leader may issue a written warning. A copy of the written warning letter will be kept on the employee's record, and the disciplinary meeting will also be documented on the employee's record using the Employee Discipline Form.

The disciplinary meeting will proceed in much the same manner as a verbal warning, but Human Resources and the next level of management will be advised of the situation and may participate in the process.

Union employees will be afforded union representation if desired.

At the conclusion of the disciplinary meeting, or within a reasonable time after it, the employee will be provided with a letter outlining:

- The specifics of the unacceptable performance and/or conduct.
- The actions the employee must take to correct the situation.

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- A warning that further instances of unsatisfactory performance and/or misconduct, whether related or not to the matter at hand, may lead to more severe disciplinary action, up to and including termination. A date and commitment to follow-up with the employee should also be included.

The written warning letter will be reviewed with the employee and the employee will be asked to confirm in writing, where possible, his or her understanding of the letter and an acknowledgment that further incidents may result in more severe disciplinary action, up to and including dismissal for cause.

5.4 Suspension

If verbal and/or written warning(s) have not resulted in satisfactorily corrected performance or conduct, or where the unsatisfactory performance or conduct or continued poor performance is considered serious enough on its own to skip the step of a warning, the employee may be suspended without pay. In these circumstances senior management and human resources must be advised of the situation and they shall participate in the process.

The suspension will be recorded on the employee's record using the Employee Discipline Form and a written letter will be provided to the employee (with a copy remaining on the employee's record) outlining:

- The specifics of the unacceptable performance and/or conduct and a brief explanation of the seriousness of it.
- The length of suspension (not to exceed 5 days), and that it will be without pay to the extent permitted by law. The actions the employees must take to correct the situation.
- A warning that further instances of unsatisfactory performance and/or misconduct, whether related or not to the matter at hand, may lead to more severe disciplinary action, up to and including termination.

Union employees will be afforded union representation if desired.

Employees may also be suspended pending the outcome of an investigation. In these circumstances, the employee will be advised that the period of suspension is for the purpose of conducting the investigation and is not disciplinary. The determination as to whether it is with or without pay will be made after the investigation is concluded.

5.5 Termination

If warning(s) and/or suspension(s) have not resulted in satisfactorily corrected performance or conduct, or where the unsatisfactory conduct or continued poor performance is considered serious enough on its own to skip the steps of a warning or suspension, the employee may be terminated for cause.

Senior management and Human Resources must be advised of the situation and consulted before a final decision is made, as they will participate in the process of making a decision of this serious nature.

Union Employees will be afforded union representation if desired.

5.6 General Considerations Impacting Disciplinary Decisions

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The appropriate disciplinary response will be determined based on the circumstances of each case and consideration of a number of factors, such as:

- The seriousness of the unsatisfactory performance or misconduct (including whether it is sporadic or chronic).
- The impact on CEDA, its customers, the general public, and employees.
- The degree to which the employee's actions were willful/culpable.
- The extent to which mitigating factors such as provocation, misunderstanding or lack of sufficient training are present.
- The employee's past discipline record and length of service.
- The employee's attitude and personal circumstances.

5.7 Seriousness of Infraction

Minor performance issues or misconduct (such as lateness for work) will generally be met by a verbal or written warning. Serious misconduct may be dealt with by a suspension or termination. The following list is not exhaustive, but provides examples of the types of employee actions that may result in immediate dismissal, for cause, without any progressive discipline process:

- Deliberate violation of safety rules or unsafe practices including failing to report an accident or on the job injury.
- Theft (property, time, etc.).
- Unauthorized interference in the work of others.
- Falsification of records, or other acts of dishonesty.
- Violence, threat of violence or harassment.
- Any serious violation of a CEDA or customer policy.
- Insubordination.
- Conflict of Interest.
- Any criminal conduct that is relevant to employment.
- Unauthorized disclosure of CEDA's proprietary or confidential information.

5.8 Past Discipline Record

No documentation relating to the disciplinary action kept on an employee's record will be removed or purged unless CEDA is required to do so by a governing collective agreement or doing so is in accordance with its document retention practices. Subject to the requirements of a collective agreement, CEDA reserves the right to consider all past documented instances of unsatisfactory performance or misconduct when determining what disciplinary action to take. However, the currency of the incidents will be taken into consideration.

5.9 Investigation

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Prior to any disciplinary action, an investigation will be undertaken by the leader, and all directly affected parties will be given an opportunity to provide their version of the facts and events leading up to the incident or situation at issue (unless the conduct is observed to be unsafe or dangerous and must be immediately addressed). This will usually consist of meeting(s) with the employee to review all facts, provide reasons for the decision and to administer discipline where it is appropriate to do so. Ordinarily, written summaries of witness information will be collected and signed off by the witness prior to discipline being administered.

5.10 Appeals

In the event that an employee believes that they have been wrongfully accused, or disciplined, they may:

- If a union employee, file a grievance in accordance with the governing collective agreement (if any).
- If an employee, file a written appeal with the Vice President, Human Resources within 15 days of the accusation being made or discipline administered.

6. Supporting Documents

Document Name	Document Identification	Revision
Employee Discipline Form		

7. Interpretation and Updating

A Human Resources representative is accountable for responding to any request for clarification and for regular review and updating of this Policy.

8. Revision Record

Revision Date	Section Affected	Changes Made
March 16, 2026	template	Updated template