

# LiRN Employee Code of Conduct

Approved by the Board of Directors on March 26, 2026

## Purpose and Scope

1. LiRN employees interact with colleagues, network library staff, Association and shareholder representatives, and a wide range of other stakeholders. As ambassadors of LiRN, employees are expected to uphold a professional, ethical, and respectful standard of conduct at all times, whether at work or representing LiRN externally.
2. This Code of Conduct establishes clear standards of behaviour, accountability, and decision-making, consistent with Ontario public-sector and nonprofit best practices, including principles of transparency, integrity, stewardship of public resources, and public trust.
3. This Code applies to all LiRN employees, regardless of role, seniority, or work location, and forms part of LiRN's governance and risk management framework.

## Ethics, Integrity, and Professionalism

4. Improper behaviour undermines trust, morale, and LiRN's reputation. Employees are therefore expected to act professionally, courteously, and respectfully in all interactions.
5. LiRN employees are held to high standards of ethical conduct and are expected to:
  - a. Exercise independent and objective judgment.
  - b. Act honestly, diligently, and in good faith.
  - c. Avoid acting for personal or third-party gain.
  - d. Comply with both the spirit and the letter of all applicable federal and provincial laws, as well as LiRN policies and procedures.
  - e. Arrange their personal and professional affairs to avoid real, perceived, or potential conflicts of interest.
  - f. Act, and be seen to act, in a manner consistent with LiRN's values and principles.
  - g. Seek guidance when unsure about their obligations under this Code.
6. Employees must contribute to a respectful, inclusive, and safe workplace that is free from violence, discrimination, and harassment. Conduct toward management, colleagues, and all individuals connected to LiRN's work must be professional and respectful at all times. Employees are required to comply with LiRN's Workplace Harassment and Violence Policy and Diversity and Inclusion Policy.

## **Compliance with Laws and Policies**

7. LiRN is committed to operating in full compliance with all applicable federal and Ontario laws, regulations, directives, and internal policies, consistent with public-sector accountability standards.
8. Employees share responsibility for maintaining compliance and are expected to act with honesty, fairness, and integrity in all activities. Employees who become aware of potential non-compliance, unethical conduct, misuse of public or organizational resources, or any matter that could reasonably be expected to harm LiRN's reputation or operations must promptly report the concern.
9. Reports should be made to the Managing Director or, where appropriate, to the Chair of the Board of Directors. Reports will be assessed and addressed in a timely, fair, and proportionate manner, which may include no further action or the initiation of an internal or external investigation.
10. LiRN is committed to confidentiality and procedural fairness. Information will be shared strictly on a need-to-know basis, subject to legal requirements.
11. Employees who, in good faith, raise concerns or participate in investigations are protected from reprisal, consistent with Ontario public-sector whistleblower protection principles. Retaliation against such individuals is strictly prohibited and constitutes a serious breach of this Code. Malicious or knowingly false reports are also violations of this Code.
12. The Managing Director and/or Chair will report material compliance matters to the Board of Directors as part of LiRN's oversight and governance responsibilities.

## **Conflicts of Interest and Duties**

13. Employees must avoid any real, perceived, or potential conflict between their personal interests and their duty to act in the best interests of LiRN. This obligation reflects Ontario public-sector and nonprofit expectations regarding impartiality and stewardship of organizational resources.
14. A conflict of interest may arise where an employee, or a member of their immediate family, has a financial or non-financial interest that could influence—or reasonably be perceived to influence—the employee's judgment or LiRN's decision-making.
15. Employees are required to disclose any actual, perceived, or potential conflict of interest to their manager as soon as it arises. Disclosure enables appropriate assessment and mitigation, which may include recusal from decision-making, reassignment of duties, or other measures.
16. Employees must not enter into or manage business relationships on behalf of LiRN with related entities on terms less favourable than those available to comparable unrelated third parties.

## **Confidential Information**

17. Confidential Information includes all non-public information relating to LiRN or its shareholders obtained through employment.
18. Employees may use or disclose Confidential Information only as required to perform their job duties or where disclosure is legally required. Confidential Information must never be used for personal gain or any improper purpose.
19. Employees must exercise caution when making public or informal comments to ensure that confidentiality obligations are not breached.

## **Public Statements**

20. Only the Chair (for policy matters), the Managing Director (for operational matters), or their designates may speak on behalf of LiRN. Employees who make public statements in a personal capacity must clearly indicate that they are not speaking for LiRN.

## **Payments of LiRN Funds**

21. All payments must be properly authorized in accordance with LiRN's policies and procedures. Any payment outside established policies requires explicit approval from the Managing Director, Treasurer, or Board of Directors.

## **Dealing with Suppliers**

22. LiRN is committed to fair, ethical, and transparent dealings with suppliers. Employees must:
  - a. Treat all suppliers equitably.
  - b. Avoid any financial or personal interest that could compromise loyalty to LiRN.
  - c. Refrain from seeking preferential treatment for personal purchases.
23. All procurement activities must comply with LiRN's Commitment Policy.

## **Gifts and Hospitality**

24. Employees and their family members must not give, solicit, or accept gifts, hospitality, or other benefits that could influence—or reasonably be perceived to influence—business decisions or the impartial performance of duties.
25. Only nominal, infrequent, and customary business courtesies of minimal value are permitted, consistent with Ontario public-sector and nonprofit ethical standards.
26. Cash or cash equivalents must never be accepted under any circumstances.
27. Where uncertainty exists, employees must seek guidance from their manager before accepting or offering any gift or hospitality.

## **Remote Work**

28. LiRN employees primarily work remotely and are expected to maintain professional, secure, and productive home work environments. Employees use a suitable workspace.
29. Remote work is not a substitute for dependent or elder care.
30. LiRN may request verification of compliance with remote work expectations.
31. LiRN will provide essential equipment and support limited ergonomic reimbursements. All LiRN-owned equipment must be protected and returned upon the end of employment.

## **Flexible Work Arrangements**

32. LiRN maintains a standard 35-hour work week. Flexible work arrangements may be approved at LiRN's discretion based on operational needs and role suitability. These arrangements may be modified or revoked at any time.
33. Flexible work arrangements are distinct from legally required human rights accommodations.

## **Professional Appearance and Dress Code**

34. Employees are expected to dress in business casual attire. Formal business attire may be required when representing LiRN at professional or stakeholder-facing meetings.

## **Other Employment**

35. Employees must avoid outside employment or activities that interfere with their duties or create conflicts of interest. All secondary employment or business activities must be disclosed to management for review.

## **Use of LiRN Property**

36. LiRN property includes all physical, financial, digital, and intellectual assets owned, leased, or managed by LiRN, including work time and confidential information. Employees are entrusted with these resources and must use them responsibly, efficiently, and solely for authorized business purposes.
37. Employees must safeguard LiRN property against loss, theft, damage, or misuse and comply with all applicable information security, privacy, and records management requirements.
38. LiRN property may be used at approved work locations to perform job duties. At all other times, property must be stored securely at the employee's primary work location or other authorized site.
39. Misuse of LiRN property, including unauthorized personal use or assisting others to misuse property, is prohibited and may result in disciplinary action.

40. All intellectual property created by employees in the course of their employment is the exclusive property of LiRN, consistent with Ontario public-sector intellectual property practices.

## **Acknowledgement and Compliance**

41. Employees are required to review, understand, and comply with this Code of Conduct as a condition of employment. Employees may be required to acknowledge this Code in writing using the Declaration of Adherence in Appendix A and to reaffirm compliance periodically.
42. Failure to comply with this Code may result in disciplinary action, up to and including termination of employment.

## Appendix A: Declaration of Adherence

### LiRN Employee Declaration of Adherence

I acknowledge that as an employee of LiRN Inc. that I have read and am familiar with LIRN's policies, including the Employee Code of Conduct, and agree to abide by the Policies including the Code.

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_