



The Canadian Construction Association Code of Conduct

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Approval authority:	Board of Directors
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Staff contact(s):	Vice-President, Communications, Marketing and Member Services President

Purpose

The Canadian Construction Association (CCA) is committed to fostering a professional, respectful, inclusive and safe environment for everyone who works with, participates in, represents or engages with CCA.

As the national voice of Canada's construction industry, CCA brings together people and organizations with diverse backgrounds, experiences, perspectives and opinions. We believe that respectful dialogue, professional conduct and accountability are fundamental to our ability to work together effectively and advance the interests of the construction industry.

This Code of Conduct establishes the standards of behaviour expected of individuals and organizations when interacting with CCA, participating in CCA activities or representing CCA.

Scope

This Code applies to:

- CCA employees, executives and contractors;
- CCA members and their representatives;
- CCA partner associations and their representatives;
- members of the CCA Board of Directors, councils, committees, working groups and other volunteer bodies;
- sponsors, exhibitors and corporate partners;
- speakers, moderators and facilitators;
- consultants, suppliers and service providers;
- delegates, guests and participants at CCA events, meetings and activities; and
- any other individual acting on behalf of, representing or formally engaging with CCA.



The Code applies to conduct occurring in connection with CCA, whether in person or virtually, including at CCA offices, events, conferences, meetings, receptions, social activities, industry functions, business travel and other CCA-related activities.

It also applies to CCA-related communications and interactions through email, telephone, messaging platforms, social media and other digital channels.

Individuals representing CCA at external events or activities are also expected to conduct themselves in accordance with this Code.

Our Standard

CCA expects everyone covered by this Code to contribute to an environment that is:

Respectful. People are treated with dignity, courtesy and professionalism.

Inclusive. Different backgrounds, experiences, perspectives and opinions are welcomed and respected.

Safe. Harassment, discrimination, bullying, intimidation, violence and other harmful behaviour are not tolerated.

Professional. Individuals recognize that their conduct can reflect on their organization, CCA and the broader construction industry.

Accountable. Everyone takes responsibility for their own conduct and for contributing to a positive environment.

CCA recognizes that disagreement, debate and constructive criticism are part of a healthy association and industry. This Code is not intended to prevent respectful differences of opinion, legitimate debate, appropriate feedback or the reasonable exercise of authority or responsibility.

Expected Conduct

When interacting with CCA or participating in CCA activities, individuals are expected to:

- Treat others with courtesy, dignity and respect.
- Communicate professionally, including when disagreeing or discussing difficult issues.
- Respect differences in background, identity, experience, expertise, perspective and opinion.
- Contribute to an environment in which people can participate without fear of harassment, discrimination, intimidation or humiliation.
- Respect appropriate professional and personal boundaries.



- Follow applicable CCA policies, event requirements, venue rules and laws.
- Respect CCA property and the property, materials, exhibits and activities of other participants, sponsors and organizations.
- Act honestly and in good faith when representing their organization or CCA.
- Avoid conduct that could reasonably damage the reputation, integrity or legitimate interests of CCA when acting on CCA's behalf.
- Respect confidential or sensitive information obtained through their role or involvement with CCA.
- Cooperate appropriately when concerns regarding conduct are raised or reviewed.
- Respect decisions made by CCA regarding participation in its events, programs, committees and activities.
- Speak up or report conduct that may present a serious concern under this Code when it is safe and appropriate to do so.

Unacceptable Conduct

Conduct inconsistent with this Code includes, but is not limited to:

Harassment and sexual harassment

Unwelcome comments, conduct, gestures, communications or contact that a person knows, or reasonably ought to know, would cause offence, humiliation or intimidation.

This includes sexual harassment, such as unwelcome sexual attention, advances, comments, jokes, gestures, touching, propositions, sexualized language or other conduct of a sexual nature.

Discrimination

Treating an individual or group adversely based on characteristics protected under applicable human rights legislation, or engaging in conduct based on prejudice, bias or harmful stereotypes.

Bullying and intimidation

Conduct intended or reasonably likely to humiliate, intimidate, undermine or belittle another person. This may include verbal aggression, insults, threats, persistent ridicule, malicious rumours, deliberately excluding individuals, or intentionally interfering with someone's ability to participate or perform their role.

Violence or threatening behaviour



Physical violence, threats of violence, aggressive behaviour, stalking or conduct that creates a reasonable concern for another person's physical safety.

Disruptive or inappropriate behaviour

Conduct that materially interferes with a CCA event, meeting, workplace or activity, including repeated or significant disruption of speakers, sessions, staff, participants or official proceedings.

Inappropriate use of authority or influence

Using a position, professional relationship, sponsorship, membership status or other form of influence to intimidate, pressure, harass or seek inappropriate treatment from another individual.

Retaliation

Retaliating against, threatening or disadvantaging an individual because they raised a concern in good faith, reported possible misconduct, supported another person in doing so or participated in a review or investigation.

Deliberately false or malicious allegations

Knowingly making a false allegation or intentionally misrepresenting information in connection with a complaint or investigation. A complaint that is not substantiated is not, by itself, considered a false or malicious complaint.

Events, Conferences and CCA Activities

All participants in CCA events and activities are expected to contribute to a welcoming, professional and safe experience.

Participants must respect CCA staff, venue personnel, speakers, sponsors, exhibitors, delegates and other attendees.

Sponsors, exhibitors and partner organizations are responsible for ensuring that representatives attending on their behalf understand and comply with this Code.

Sponsors and exhibitors must respect the promotional materials, exhibits, activities and sponsored functions of other organizations and must comply with any event-specific sponsorship or exhibitor requirements established by CCA.

Organizations must also respect the official CCA event program and may not organize competing activities that materially conflict with official programming where CCA has established this as a condition of participation or sponsorship.

CCA reserves the right to establish additional event-specific rules where appropriate.



Representing CCA

Individuals formally representing CCA—including employees, Board members, committee or council representatives, volunteers and others authorized to act or speak on CCA's behalf—are expected to recognize the responsibility that accompanies that role.

When representing CCA, individuals must:

- act professionally and in a manner consistent with CCA's mission, values and interests;
- accurately represent their authority to speak or act on behalf of CCA;
- distinguish personal opinions from official CCA positions where necessary;
- protect confidential, privileged or sensitive CCA information;
- appropriately disclose and manage actual or potential conflicts of interest; and
- avoid conduct that could reasonably undermine CCA's reputation, relationships or ability to fulfil its mandate.

Authorization to represent CCA does not provide authority to make commitments, statements or representations beyond the scope of an individual's role.

Alcohol and Social Functions

CCA recognizes that receptions, dinners and other social activities are an important part of association and industry events.

The presence or consumption of alcohol does not change the standards established by this Code.

Participants are responsible for ensuring that their behaviour remains respectful, professional and appropriate throughout CCA events and activities, including social functions and activities occurring outside formal programming where there is a clear connection to CCA.

Raising a Concern

Anyone who experiences, witnesses or becomes aware of conduct that may violate this Code is encouraged to raise the concern.

Where the conduct is minor or isolated, and the individual feels safe and comfortable doing so, they may choose to address the behaviour directly with the person involved.

There is no requirement to confront another individual before making a report to CCA.

Concerns may be reported to an appropriate CCA representative, including:

- a member of the CCA leadership team;



- the President;
- the designated CCA event lead for matters arising at an event; or
- another individual designated by CCA to receive concerns.

For CCA employees, concerns may also be raised through applicable internal workplace or human resources procedures.

Where a concern involves the person who would ordinarily receive the report, it should be directed to another appropriate senior representative. Concerns involving the President may be referred to the Chair of the CCA Board of Directors. Concerns involving the Board Chair may be referred to another designated officer of the Board.

In situations involving an immediate threat to safety, individuals should contact venue security, emergency services or other appropriate authorities as necessary.

How CCA Will Respond

CCA takes concerns regarding inappropriate conduct seriously.

The response will depend on the nature, severity and circumstances of the reported conduct. CCA may seek to resolve minor concerns informally where appropriate or may undertake a more formal review or investigation.

Where a formal review or investigation is required, CCA will seek to ensure that the process is:

- timely;
- fair and impartial;
- proportionate to the nature of the concern;
- respectful of the individuals involved; and
- focused on establishing relevant facts and determining an appropriate response.

Individuals involved may be expected to cooperate with a review or investigation.

CCA may engage an independent third party where appropriate, including for serious allegations or where independence is necessary to ensure a fair process.

It shall be the ultimate responsibility of the President to ensure the proper enforcement of this Code. The President may delegate any responsibilities herein to another member of the CCA management team, as the case may require.

Confidentiality and Privacy



CCA recognizes that raising a concern can be difficult.

Information relating to a complaint, review or investigation will be handled as confidentially as reasonably possible. Information may need to be shared with individuals who require it to assess, investigate or respond to the matter, to provide procedural fairness, or where disclosure is required by law.

CCA cannot guarantee complete anonymity or confidentiality where doing so would prevent CCA from appropriately addressing a concern.

Individuals involved in a complaint or investigation are also expected to respect the confidentiality of the process.

Protection from Retaliation

CCA will not tolerate retaliation against an individual who, in good faith:

- raises a concern;
- makes a complaint;
- supports another individual in raising a concern;
- provides information relating to a concern; or
- participates in a review or investigation.

Retaliation may itself constitute a serious violation of this Code.

Consequences

Failure to comply with this Code may result in action by CCA proportionate to the circumstances and seriousness of the conduct.

Depending on the individual's relationship with CCA and the nature of the violation, actions may include:

- a verbal or written warning;
- a request to stop or correct the behaviour;
- removal from a meeting, event or activity;
- restriction or revocation of event credentials or participation privileges;
- removal from a committee, council, working group or volunteer role, subject to applicable governance requirements;



- restriction of opportunities to represent CCA;
- termination or suspension of a sponsorship, partnership or contractual relationship where permitted by the applicable agreement;
- restriction or exclusion from future CCA events or activities;
- referral to the individual's employer, association or other responsible organization where appropriate;
- disciplinary action for CCA employees, up to and including termination of employment, in accordance with applicable CCA policies and employment law; and
- referral to law enforcement or other authorities where appropriate or required.

Where fees have been paid for an event, sponsorship or other activity, removal or exclusion resulting from a violation of this Code does not automatically entitle the individual or organization to a refund.

CCA will apply this Code in conjunction with its bylaws, employment policies, contractual obligations, applicable legislation and other governing requirements.

Organizational Accountability

Where an organization sends employees, representatives or delegates to participate in CCA activities, CCA expects the organization to take reasonable steps to ensure its representatives understand and comply with this Code.

Organizations are encouraged to address concerns involving their representatives promptly and to cooperate with CCA where a representative's conduct affects CCA, its activities or other participants.

For sponsorships, partnerships or other arrangements where CCA requires a designated organizational representative, that representative may be responsible for communicating CCA's conduct expectations to their organization's participating delegates.

Commitment of CCA Staff and Leadership

CCA employees and leaders are subject to the same standards of respectful and professional conduct expected of members, partners and participants.

CCA leaders have a particular responsibility to model appropriate behaviour, respond appropriately when concerns are brought to their attention and support an environment where individuals can raise legitimate concerns without fear of retaliation.



Nothing in this Code replaces CCA's obligations as an employer or any workplace policies, procedures or statutory requirements applicable to CCA employees.

Relationship to Other Policies and Laws

This Code is intended to establish CCA's organizational expectations for conduct. It does not replace applicable laws, CCA bylaws, employment policies, contracts, event terms and conditions or other CCA policies.

Where another applicable requirement establishes a higher standard or a specific process that must be followed, that requirement will apply.

Acknowledgement

Where requested by CCA, individuals or organizations participating in CCA activities may be required to acknowledge this Code as a condition of employment, membership participation, sponsorship, partnership, event registration, volunteer service or other involvement with CCA.

By participating in or representing CCA in circumstances where this Code applies, individuals are expected to understand and comply with these standards.

Review

CCA will review this Code at least every two (2) years and may amend it as required to reflect organizational needs, best practices and changes in applicable legislation.