



# THE IVORS ACADEMY CODE OF CONDUCT

## PART 1: MEMBERS CODE OF CONDUCT

ON BECOMING A MEMBER, YOU ARE REQUIRED TO ABIDE BY THE MEMBERS' CHARTER AND ADHERE TO THE FOLLOWING CODE OF CONDUCT:

- Members should uphold the principles and standards of behaviours which are professionalism; respect, do no harm; speak up; safety first; integrity and fairness. [Details of the principles and examples of the standards of behaviour are set out above in this Governance Guide.]
- Members should not, at any time, behave in a manner likely to damage the Academy either substantively or reputationally, whether through action (or inaction) or public utterance;
- Members should acknowledge and abide by the decisions of the Ivors Academy Board;
- Members should treat all fellow members of the Academy and its staff with professional respect - they must not engage in dishonest, discriminatory, misleading, abusive, microaggressive, bullying or harassing behaviour;
- Members may only present themselves as acting on behalf of the Ivors Academy - whether speaking, in writing, on social media or through the use of the organisation's logo or trademarks - with the express authority of the Ivors Academy Board or the CEO. In other circumstances they should make it clear that opinions expressed are personal and not representative of the Academy or its membership.

### **Principles and Standards of Behaviour**

As a member of the Academy, you commit to upholding and demonstrating the following principles and standards of behaviour:

- **Professionalism** - your passion and love for music is also your profession so you must act with professionalism when you work and collaborate with others
- **Respect** – when you work, create with others and represent the industry, you must do so with care and respect
- **Do No Harm** – you are free to speak your mind and express yourself but you must not cause harm or incite violence when we do
- **Speak Up** – you must speak up and call out behaviours that fall short of these principles and standards of behaviour. You must do so safely and of your own free will. Do not allow those around you who feel they cannot speak up to suffer in silence. Be an ally
- **Safety First** – create an environment and engage in discussions that are safe for all creatives, free from harassment, microaggressions, bullying, harm, tokenism, gaslighting, intimidation and exploitation
- **Integrity** – act with integrity and always try to do the right thing for yourself, those you work with and support.
- **Fairness** – be creative and conduct business in a fair and professional manner. Do not exploit others and promote equal opportunities and access to all

## What is discrimination?

- **Direct Discrimination:** is when someone is treated less favourably because they have or are perceived to have a protected characteristic (age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race (including colour, nationality, ethnic and national origin), religion or belief, sex, and sexual orientation).
- **Indirect Discrimination:** a provision, criterion or practice that applies to everyone but adversely affects people with a particular protected characteristic more than others unless it can be objectively justified.

## What is bullying?

Bullying is behaviour from a person or group towards another person that's unwanted and makes them feel uncomfortable. It may make an individual feel intimidated, upset, degraded, undermined, humiliated, threatened, insulted or offended. Bullying can involve a misuse of power which does not necessarily mean it derives from being in a position of authority. It can include both personal strength and the power to coerce another person through fear or intimidation. Bullying may include:

- Aggressive shouting, swearing, name-calling, use of insults or other public humiliation;
- Refusal to listen to another's viewpoint;
- Setting someone up to fail (for example by overloading with work or not providing support);
- Inappropriate, micro-aggressive or derogatory remarks about another person;
- Unjustifiable and inconsistent discipline;
- Deliberate exclusion from groups, business discussions or social meetings;
- Malicious gossip or rumour spreading;
- Psychical or psychological threats;
- Overbearing and intimidating levels of supervision; or
- Microaggressions that are repeated or issued over a period of time.

## What is harassment?

Harassment is unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an environment that is intimidating, offensive, upsetting, hostile or degrading. A single incident can amount to harassment and may also include:

- Repeated or continued suggestions for social activity after it has been made clear that such suggestions are unwelcome or have never been advanced by the other person;
- Acts of manipulation and coercive persuasion that is inappropriate and not in the spirit or reflective of behaviours and standards expected of members of the Academy
- Offensive or inappropriate e-mails, text messages or social media content that makes a person feel uncomfortable, pressured, or unsafe;
- Racist, micro-aggressive, sexist, homophobic or ageist jokes or derogatory or stereotypical remarks about a particular ethnic or religious group or gender; and
- Mocking, mimicking or belittling a person's disability.
- Harassment because of a person's sex, for example a male boss regularly belittlingly a female employee because she's a woman;
- Unwanted physical or non-physical conduct including touching, pinching, pushing, grabbing, stalking and communication in any form;
- Sexual harassment, which is unwanted behaviour of a sexual nature. This can be written, verbal, imagery, physical or sexual assault. For example, someone making sexual comments or trying to touch someone against their will; and

- Being treated unfairly because they've received or stood up against these types of harassment.

**What are microaggressions?**

Microaggressions are indirect or subtle actions or statements which have the impact of offending or denigrating a person. A microaggression can often appear as a compliment but has an undertone of an insult which is often based or related to a person's identity. Whilst most people can be on the receiving end of microaggressions, they typically are received more by people with specific characteristics such as ethnic minorities, women, LGBTQ+ communities and people with a form of disability. Although microaggressions are often unintentional, they can, over time, have a material impact on a person's health and wellbeing. Accumulative microaggressions can be viewed as forms of bullying, harassment and discrimination depending on the issues and circumstances involved.

**What is victimisation?**

Victimisation is being treated unfairly because they made, or supported, a complaint to do with a 'protected characteristic', or someone thinks they did.

Any Member alleged to have breached this Code of Conduct may be subject to review by the Board and / or face disciplinary action, including suspension or termination of Membership, in accordance with the Articles of the Ivors Academy. The Academy takes any allegation or suspected breach of the Code of Conduct seriously.

This Members Code of Conduct is reviewed on an annual basis by the Ethics Committee, Senate and Board of Directors of the Ivors Academy.

Date approved by Ivors Academy Board: 27.1.2022

Next review due: 27.1.2023

## **PART 2: DIRECTORS & SENATORS CODE OF CONDUCT**

ON BECOMING AN ELECTED MEMBER OF THE SENATE, OR APPOINTED AS A BOARD DIRECTOR, YOU AGREE TO THE FOLLOWING:

Persons accept when becoming an elected member of the Senate or appointed as a Board Director of the Ivors Academy that they have additional responsibilities to those of the membership.

The Academy requires that all Board Directors and Senators conduct all of their activities professionally and with integrity, and that they should strive to be fair and objective so that they are never influenced in their decisions or actions by personal gain. All Directors and Senators must also be sensitive to the importance of respecting and taking into account the diversity of the membership and staff (by reference to gender, ethnicity, sexuality, age, disability or socio-economic status) in their actions and decisions. The conduct of any Senator or Board Director may have consequences for the reputation of Academy, therefore Senators and Board Directors should, at all times, act in accordance with the best interests of the Ivors Academy.

Senators and Board Directors must:

- ensure that they understand the obligations and duties of their role/s.
- uphold and role model the principles and standards of behaviours which are professionalism; respect, do no harm; speak up; safety first; integrity and fairness. [Details of the principles and examples of the standards of behaviour are set out above in this Governance Guide.]
- dedicate adequate time, energy and attention to the diligent performance of their duties;
- not engage in any conduct that could bring the Academy into disrepute or adversely affect the interests of the Ivors Academy. Whilst the Ivors Academy affirm every member's right to freedom of opinion and expression, Directors and Senators should respect the reputation of the Ivors Academy and its relationships with its business partners.
- conduct themselves respectfully with colleagues, staff, Members, Senators, Board Directors, partners and stakeholders and in so doing, comply with relevant legislation law and Academy Articles governing defamation, discrimination, bullying and harassment.
- respect the Academy's commitments and policies regarding Equality, Diversity and Inclusion.
- carry out fiduciary duties as set out in the Board Directors Contract (see Section 3).
- listen to the views of other Senators, Board Directors and Members with an open mind, seek advice or clarification when needed, express their own views and come to decisions in good faith and in what they believe to be the best interests of members.
- support the smooth functioning of the Academy Board of Directors and accept collective responsibility.
- use common sense, respect differences and appreciate the diversity of opinions.
- in respect of the conduct of any meeting, respect the authority of the Chair.
- not engage in dishonest, misleading, abusive, bullying or harassing behaviour. This extends to all forms of discrimination, intolerance and antisocial behaviour including, but not limited to: biphobia, sexual harassment, homophobia, misogyny, racism and transphobia.
- make statements or commitments on the Academy's behalf without the authority of either the Board of Directors, the Chair of the Board, or the CEO.
- abide by all policies adopted by the Academy - when sharing opinions that may be at variance with these policies, it must be made clear that they are the personal opinions of the speaker.
- respect all laws and regulations concerning trademarks, Intellectual Property, copyright and fair use.
- not use the Academy logo or trademarks, unless specifically authorised to do so, in writing, by either the Board of Directors (which may be represented by the Chair) or the CEO.
- refrain from posting items through electronic media – including but not limited to email, social media and websites - that link to or mention the Academy in a way that could reflect unfairly or negatively on or otherwise embarrass the Academy.
- not use or disclose, to any person (either during or at any time after serving as a Senator or a Director of the Academy), any confidential information about the business or affairs of the Academy, its Members or employees, or about any other matters which may come to their knowledge Board in the course of their service.
- not, in their official capacity, receive from or give to any person or organisation any hospitality, gift or any other benefit, except in the following circumstances:

- Working meals or refreshments;
- Inexpensive items (less than £25 in value);
- Hospitality in the course of the Academy's business and activities.

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- Mocking, mimicking or belittling a person's disability.
- Harassment because of a person's sex, for example a male boss regularly belittling a female employee because she's a woman;
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Any Director or Senator alleged to have breached this Code of Conduct may be subject to review by the Board and the Ethics Committee / or face disciplinary action, including suspension or termination of Board or Senate position or Membership, in accordance with the Articles of the Ivors Academy. The Academy takes any allegation or suspected breach of the Code of Conduct seriously.

This Director and Senator Code of Conduct is reviewed on an annual basis by the Ethics Committee, Senate and Board of Directors of the Ivors Academy.

Date approved by Ivors Academy Board: 27.1.2022

Next review due: 27.1.2023

## **CODE OF CONDUCT APPENDIX 1: ANTI-RACIST POLICY**

All Directors, Trustees, Senators and Members are required to abide by this Anti-Racist Policy . The Policy is also part of the staff handbook and related policies to which members of staff must adhere.

The Anti-Racist Policy forms part of the general standards of behaviour expected of all Members and elected officials. In addition to committing all Members to an environment that is safe and free from discrimination, this Policy requires that individuals will actively practice the anti-racism measures described here.

All Members and staff are reactive bystanders who identify and interrupt racism in all its forms by:

1. Working intentionally to eradicate speech or actions that stereotype, inferentially identify, culturally discriminate against, or harm people of colour.
2. Disrupting and dismantling racist learning and work environments created through White normativity and discriminatory actions such as microaggressions, microassaults, and microinsults.
3. Interrupting and/or intervening in racist incidents in all Academy spaces that are utilised and inhabited by Academy members, including physical spaces and online forums.
4. Recognising that racism often occurs in tandem with other systems of oppression (e.g., sexism, classism, ableism, homophobia, transphobia, among others), and commit to an Academy culture that engages in anti-racism with an intersectional approach.

Evidence that the Academy's Anti-Racist Policy is communally recognised and endorsed will include the following:

1. Anti-Racist training is mandatory for Ivors Academy Board Directors, Trustees, Senators, Council members and staff at consistent and ongoing intervals, and this promotes regular conversations about Anti-Racist work of the Academy. Conversations should include reference to educational materials and invited speakers.
2. Making available anonymous and/or confidential reporting mechanisms available via the Ivors Academy Ethics Committee and partner organisations.
3. Regular examination of data to track equity gaps for members and staff. Consistent use and updating of the Academy Equality, Diversity and Inclusion Strategic Plans.

This Anti-Racist Policy: reviewed on an annual basis by the Ethics Committee, Senate and Board of Directors of the Ivors Academy.

Date approved by Ivors Academy Board: 27.1.2022

Next review due: 27.1.2023

## CODE OF CONDUCT APPENDIX 2: SPEAK UP POLICY

The Academy recognises that speaking up is hard to do. Sometimes people can struggle to find the right words or we may not have the confidence to speak up. The need to speak up can occur throughout all aspects of working in music, such as witnessing conduct that is ethically questionable, being exposed to offensive speech and observing behaviours that fall short of the standard expected by everyone at the Academy, including staff, members, Senate and Board members.

It is important that each of us takes responsibility for speaking up about inappropriate or discriminatory behaviour so that the Academy and the music industry is an inclusive and safe environment for everyone. By speaking up the Ethic Committee at the Academy, endorsed by the Academy Board, members are able to listen, learn and take steps to address behaviour and conduct that falls short of the principles and standards expected by everyone.

If you have previously witnessed this type of behaviour or encounter it in the future, we strongly encourage you to report any concerns you might have. Do not assume someone else will report the concern. We want you to feel safe when speaking up and know that you will not suffer for raising a concern in good faith. We will not tolerate any form of retaliation against those who speak up.

Whilst speaking up is encouraged, we recognise that not everyone will be comfortable in doing so and it may also be dependent on the circumstances. As such, we encourage those who still would like to raise a concern, to do so anonymously by sending an email to [ethics@ivorsacademy.com](mailto:ethics@ivorsacademy.com). This email is monitored by the Academy HR Lead and the Ethics Committee Chair.

### **Speaking up – what you can do**

Regarding behaviour or conduct which could be seen as problematic, regardless of well-meaning intent, you can:

- be an active bystander and intervene informally; and/or
- report your concerns to HR or the Ethics Committee

We strongly encourage you to notify the Ethics Committee (or Academy HR team for internal staff) if you experience or witness behaviour that is or has the hallmarks of discrimination, bullying, harassment, victimisation, a microaggression or retaliation.

### **Bystander Intervention**

If you witness alleged inappropriate behaviour or language, you may want to take the opportunity to speak up as an active bystander. This includes the behaviour at all levels across the Academy.

We encourage this approach only if you feel comfortable and safe in doing so. There are other means by which you can report your concerns set out in this policy should it be required in the circumstances or you feel it is more appropriate and comfortable to do so. However, when raising concerns or complaints, you should feel comfortable that the Academy will not retaliate and that all matters in relation to both this policy will be handled both thoroughly and sensitively.

Safely intervening could include behaviours such as a disapproving look, interrupting or distracting someone, not laughing at inappropriate remarks meant as a joke but are sexist or violent. It may also include actions such as talking to a colleague, fellow member, or friend about their behaviour in a non-confrontational way to caring for a colleague, fellow member or friend who has experienced problematic behaviour. Every situation is different, and there is no one way to respond. Examples of approach are included below.

- **Disrupt** - if you witness behaviour which appears to be problematic and/or a form of bullying, harassment or microaggressions that appears to be uncomfortable for a person involved, you can try to insert yourself into the interaction to help the person feeling uncomfortable get out of the situation. For example, you can interrupt the conduct or situation and ask a person involved an unrelated question.
- **Discuss** - you can check in with the person you believed felt uncomfortable about the conduct or situation after the incident and let them know that you witnessed it and ask if they were comfortable with what just happened: "I saw what they just did. Are you OK?". If they were



uncomfortable, you can offer support, encourage them to discuss the event HR or the Ethics Committee.

- **Direct** - you can intervene by telling the person whose conduct or behaviour you have observed as being problematic or concerning that their words or actions are inappropriate, in a respectful, direct, and honest way. For example, “Hey, let’s keep it professional”, “You need to stop”, or “What you just said made me feel uncomfortable. Here’s why...”
- **Diffuse** - if you feel that being direct might escalate the situation, consider an indirect intervention leveraging your relationship with those involved or using humour with for example “We’re friends, right? Can I say...”, or “I don’t think it was your intention, but I found what you just said offensive”. However, if you feel uncomfortable with how the discussion might escalate, you must not proceed with the discussion any further. We strongly encourage you to then report the matter to HR or the Ethics Committee as appropriate.
- **Delegate** - If you don’t feel comfortable acting in the moment, you can act after the event by speaking to HR or the Ethics Committee about what you have witnessed. HR or the Ethics Committee can also help with signposting you towards resources or explaining what your options are and what the process will be if you choose to formally report the issue.
- Whilst bystander intervention is helpful in the moment, it is important that if you experience or witness behaviour that is or has the hallmarks of discrimination, bullying, harassment, victimisation, microaggressions or retaliation, you to report it to:
  - The Ethics Committee; or
  - HR Lead for Academy staff.

Any report will be kept confidential, but we cannot always guarantee anonymity. Concerns will be investigated and where appropriate, you may be informed of the overall findings. However, it may be the case that full details or the ultimate outcome cannot be shared for reasons of confidentiality and the legal rights of those concerned.

### Other Bystander Statements

We recognise that these examples may not be fit for every situation you encounter. That said, these bystander statements and remarks may be helpful and valuable should you intervene in a situation where you have observed problematic conduct or behaviour, or you find yourself in an uncomfortable discussion or situation.

- “I’m not comfortable with your comment. I may have it wrong. Are you able to explain what you mean so I can better understand?”
- “I feel like your suggestion is victim blaming and I am not comfortable with it.”
- “That type of attitude can be harmful to others. Our words have power, we should be cautious of that.”
- “Please consider the feelings of others who have experienced [harassment/ discrimination/ microaggressions] and how it might feel to hear the comments you have made.”
- “I saw something you posted online recently. I have been thinking about it and I would like to have a chat some time. Would that be, ok?”
- “Yeah, you’re right, all lives matter. So, you must be a huge advocate for Black Lives Matter and stand against hate towards Asian communities.”
- “I think it is best if we don’t talk about this when we are together, because it is clear that we have different views.”
- “I wonder If your opinion would be the same if [she] was .....
- “I’m curious why you would think that. Can you explain more?”
- “Do you know you just said that out loud?”
- “Do you have facts to prove that view?”
- “I used to think the same as you, but I have learned a lot and think differently now.”
- “I know you mean well but your comments are unhelpful and dismissive of what those people have felt and experienced.”
- “I’d love for you to take a look at some of the things I am reading. Can I send them to you, and we can have another chat?”

**Conduct within this policy**

In the event that a case of alleged unacceptable behaviour is investigated and found to be false or malicious, the matter will be further investigated by the Ethics Committee. Where necessary, action will be taken accordingly.

#### **PART 4: COMPLIANCE, BREACH OF THE CODE OF CONDUCT & COMPLAINTS ABOUT MEMBERS**

Any Senator or Board Director alleged to have breached the Code of Conduct - as set out in this Guide - will be subject to review by the Ethics Committee on behalf of the Board which may result in disciplinary action, including suspension or termination of membership, in accordance with the rules and Articles of the Ivors Academy, with obvious consequential impacts for any positions held within the Academy.

The Ivors Academy CEO is designated as the Compliance Officer with responsibility for overseeing adherence the Code of Conduct and Directors' individual contracts.

Subject to the below, Directors, Senators, Members and staff may, at their discretion, make any complaint or raise a concern to either the Chair of the Board, or to the Compliance Officer if they believe a Member has breached the Ivors Academy Code of Conduct.

If an allegation or complaint is made in the course of a meeting, the matter should be referred to the chair of the relevant Board, Committee, Senate, Council or Group meeting (as applicable), who may:

- a) request the Director, Committee Member, Senator, Council or Group member alleged to be in breach of any one of the Code of Conduct to desist from any behaviour giving rise to the breach; and/or
- b) defer the matter to be considered by the Board, Committee, Senate, Council or Group on a subsequent occasion; and/or
- c) adjourn the meeting; and/or
- d) request that the Member or Director alleged to be in breach temporarily leaves the meeting for the matter to be discussed by the remaining Members or Directors present; and/or
- e) exclude the Member or Director alleged to be in breach for the remainder of the meeting; and/or
- f) if the Member or Director alleged to be in breach refuses the request to leave the meeting, the meeting will be closed.

If the remaining Members or Directors consider that a Member or Director has committed a breach of the Code of Conduct, the breach shall be minuted by the meeting secretary and the Committee Board, Committee, Senator or Group shall recommend appropriate action, including without limitation, a vote of censure and/or a direction that the Member or Director in breach should be the subject of other disciplinary action and/or training.

Notwithstanding the foregoing, if the complaint is about the Chair of the Board/Committee or Senate/Group, then the Deputy Chair of the respective Board/Committee or Senate/Group shall replace the Chair in the above procedure and if there is no Deputy Chair present then the remaining Members or Directors shall, by a majority vote, elect a temporary Chair for this purpose.

If an allegation or complaint is made other than in the course of a meeting, the Compliance Officer will refer the matter to the Ethics Committee.

Complaints and concerns will be investigated by the Grievance Panel of the Ethics Committee and the Member or Director alleged to be in breach shall be notified in writing of the alleged breach, and shall have an opportunity to answer the allegations made and to rectify the breach, by way of apology and training, where possible and appropriate.

Where the Compliance Officer and the Ethics Committee Chair consider it appropriate, the matter will be put to the Board Chair to be considered by the Board. The Compliance Officer and the Chair of the Ethics Committee (or Vice Chair of the Ethics Committee, as applicable) shall alternatively be entitled, in the exercise of their good faith judgement, to deal with the matter without referring it to the Board, by direct communication with the Member or Director in question and shall be entitled to take such action as they see fit in all the circumstances.

All action taken to address a breach of this Code shall be in accordance with relevant legislation, The Ivors Academy Articles of Association, and the Directors' contract of appointment.

This Compliance, Breach of the Code of Conduct and Complaints about Members is reviewed on an annual basis by the Ethics Committee, Senate and Board of Directors of the Ivors Academy.

Date approved by Ivors Academy Board: 27.1.2022

Next review due: 27.1.2023

## **PART 5: DISCIPLINARY PROCEDURE FOR MEMBERS**

### **1. COMPLAINT**

- The Academy Board may at any time serve a notice in writing (electronic or otherwise) to the Member in question to indicate that the Board is considering suspending their Membership or removal from the Register of Members.
- The notice shall set out the Board's reasons for being minded to suspend or remove that Member.

### **2. BOARD HEARING**

- Within twenty-eight (28) days of the receipt of such notice the hearing to discuss the suspension or removal of the Member will be held.
- The meeting will take place either remotely or in-person as agreed by involved parties.
- The Member has the right to bring representation to the meeting.
- The Member in question may request to attend the hearing. A submissions in their defence must be submitted in writing in advance of the meeting
- The Board must be quorate when the vote for the suspension or removal of any Member is taken.
- That vote shall be binding, subject to the appeals process (*see (3) below*).
- The result of the hearing including the reasons for any decision to suspend or remove a Member, shall be clearly set out and given to the Member concerned in writing (electronic or otherwise) within three (3) days of the hearing.

### **3. APPEAL PROCESS**

- A member is entitled to appeal against a decision of suspension or removal in any instance where evidence can be brought forward that was not available at the time of the original hearing. In that case, the member shall write to the Board giving grounds for the appeal within fourteen (14) days of the decision of suspension or removal being taken.
- Upon receipt of the grounds of appeal the CEO will convene a quorate Board to meet within twenty-eight (28) days. This will be chaired by an 'independent' Board Director or person with delegated authority, who will not have been involved in the earlier stages of the process.
- The Board will make its determination on the day of being convened and shall apply the right to be present and heard The decision will be sent in writing (electronic or otherwise) to the Member concerned within three (3) days and that decision will be final.

### **CESSATION OF MEMBERSHIP**

A person shall forthwith cease to be a Member of the Ivors Academy:-

- if the Company has received valid complaints, supported by credible evidence, that the Member has demonstrated inappropriate and unacceptable behaviour towards Directors, Senators, staff or other Members (subject to a right of appeal as set out in (3) above; or
- if the Member is convicted of any criminal offence (excluding minor motoring or similar offences that cannot reasonably damage the reputation of the Company); or
- if the Board resolves that there are other reasonable grounds for believing that the Member has behaved in a way reasonably likely to bring the Company into disrepute.

Termination shall be by notice in Writing stating the reason(s) for termination. If termination takes place no less than one (1) month before that Member's subscription renewal date the Board will reimburse the Member for the remaining pro-rata amount.

### **SUSPENSION & RETRACTION OF AWARDS AND HONOURS**

The Board reserves the right to suspend, retract or cancel any awards or honours given.

This Disciplinary Procedure is reviewed on an annual basis by the Ethics Committee, Senate and Board of Directors of the Ivors Academy.

Date approved by Ivors Academy Board: 27.1.2022

Next review due: 27.1.2023

## **PART 6: MEMBER COMMENTS & COMPLAINTS ABOUT THE EXECUTIVE**

If a Member has any comments, complaints, or matters of general concern in relation to the administration of the Academy, they should refer these matters in the first instance to the Academy's CEO. Such comments, complaints or concerns can also be raised with the Chair of the Board or the Chair of their Committee, Council or Group. If the nature of the comment or complaint relates to the Academy CEO, Board the complaint should be directed to the Chair of the Ethics Committee at [ethics@ivorsacademy.com](mailto:ethics@ivorsacademy.com).

This Comments and Complaints about the Executive Procedure is reviewed on an annual basis by the Ethics Committee, Senate and Board of Directors of the Ivors Academy.

Date approved by Ivors Academy Board: 27.1.2022

Next review due: 27.1.2023