

Outside the March

Code of Conduct: Policy

Last updated: September 2025

A Code of Conduct is a set of rules, principles, values and expectations that guide the behavior of all people working with the organization. This Code is based on the organization's core values and mission and outlines how people can interact with each other when working with Outside the March (OtM).

The following lays out OtM's:

- Code of Conduct Policy
- Reporting Process
- Online Reporting Form

OtM creates unforgettable immersive encounters—redefining the experience of theatre for a new generation of audiences. In our artistic and operational work and every facet of our organization, we are guided by our Core Values of Curiosity, Connection, Thrills, Immersion, and Care. For the first four values to flourish, it is paramount that the final one, care, is employed at every juncture and by every team member.

Creating a healthy work environment and company culture means active communication between everybody involved with OtM; fostering diversity in all our operations; working collectively to combat bias, stereotypes and discrimination of all kinds; and encouraging clear, unambiguous, reciprocal consent in all workplace activities. Our aim is for these values to inform all of our organization's decisions. We want this commitment to go beyond written policy while recognizing that this is an ongoing process.

OtM is committed to fostering a safe and supportive workplace free of all forms of violence, discrimination and harassment. OtM does not tolerate any instance of workplace violence, discrimination or harassment.

We strive to apply this vision to everyone who works at, for and with the organization (referred to herein as "Company Members") including:

- All employees—permanent and part-time
- Consultants
- Directors of the Board of OtM
- All individuals engaged in our stage productions
- All individuals, including volunteers, engaged to represent OtM

The Code also applies to all clients, associates, volunteers and stakeholders of any kind. It is unacceptable for anyone working for or with the organization to engage in

harassment or discrimination; this includes but is not limited to clients; staff or volunteers of partner or co-producer organizations; audience members; and service providers.

The Code applies to every level of the organization and to every aspect of the workplace environment and employment relationship, including recruitment, selection, promotion, transfers, training, salaries, benefits, and termination. It also covers rates of pay, overtime, hours of work, holidays, shift work, discipline, and performance evaluations. It applies on stage, in rehearsals, in our office and everywhere in between. Everywhere we expect every member of our company to be treated with respect and dignity as they contribute to our mutual artistic mission.

If you have questions, comments or concerns about this policy statement you can always contact one of the following Designated People:

- Managing Director – Laura McCallum:
laura@outsidethemarch.ca
- Chair of Human Resources Committee – Josée Rheault:
hrchair@outsidethemarch.ca
- Chair of the Board of Directors – Maddie Cohen:
chair@outsidethemarch.ca

Code of Conduct and the Artistic Process

The nature of our work, both in rehearsal and performance, presents unique environments in relation to this Code. Staged physical interactions (intimacy, stage fighting and any kind of physical contact) and other kinds of interactions between Company Members create environments where Company Members must work in close physical proximity and in emotionally dynamic situations. OtM is committed to maintaining a safe, open and professional workspace, both on and off stage. All Company Members are responsible for actively encouraging and upholding this commitment.

Policy Objectives

The objectives of this Code are to make sure that all people working with OtM are aware that harassment, discrimination and violence are unacceptable practices and are incompatible with the values and culture at OtM, and to provide clear structures for reporting, investigating and resolving alleged violations of the Code.

Application

This Code prohibits discrimination, harassment and violence of any kind, including those based on, but not limited to, the following grounds and any combination of these grounds:

- Age
- Creed (religion)
- Sex
- Pregnancy and breastfeeding
- Sexual orientation
- Gender identity
- Gender expression
- Family status (parent or childless)
- Relationship status (including but not limited to, monogamous, non-monogamous, married, single, widowed, divorced, separated or living in a conjugal relationship outside of marriage, whether in a same-sex or opposite-sex relationship)
- Disability (including injuries and any form of mental, physical, developmental, or learning disabilities or disorders)
- Race
- Ancestry
- Place of origin
- Ethnic origin
- Citizenship
- Colour
- Record of offences (criminal conviction for an offence, or for an offence for which a pardon has been received. OtM acknowledges that there are specific circumstances in which those who do not pass a vulnerable sector check are unable to work on specific projects with minors involved)
- Association or relationship with a person identified by one of the above grounds
- Perception that one of the above grounds applies

Definitions

Discrimination

Discrimination means any form of unequal treatment based on Code grounds, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral but disadvantage certain groups of people. Discrimination may take obvious forms, or it may happen in very subtle ways. Even if there are many factors affecting a decision or action, if discrimination is one factor that is a violation of this policy.

Harassment

Harassment means a course of comments or actions that are known, or ought to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, intimidating, embarrassing, humiliating, degrading and/or demeaning. Harassment includes behaviour based on a ground of discrimination identified by this Code or may include any other form of behaviour, including bullying, that a person knows or ought to know is unwelcome.

It is important to remember that it is the perception of the receiver that determines whether the potentially offensive behaviour is welcome or not, be it spoken, written, gestural, pictorial or through some other form of communication. OtM recognizes that physical, emotional or psychological coercion (including power imbalances) can preclude explicit, unambiguous consent to behaviour.

Examples of harassment include:

- Epithets, remarks, jokes, or innuendos related to a person's race, gender identity, gender expression, sex, disability, sexual orientation, creed, age, or any other ground;
- Posting or circulating offensive pictures, graffiti or materials, whether in print form or via e-mail, text or other electronic means;
- Singling out a person for humiliating or demeaning "teasing" or jokes, either because they are a member of a Code-protected group or otherwise;
- Ridiculing a person because of characteristics that are related to a ground of discrimination. For example, this could include comments about a person's dress, speech or other practices that may be related to their sex, race, gender identity or creed;
- Belittling, demeaning or patronizing language, in person or via e-mail, text or other electronic means.
- If a person does not explicitly object to harassing behaviour or appears to be going along with it, this does not mean that the behaviour is acceptable. The behaviour could still be considered harassment under this Code.

Racism

Race and ethnicity-based harassment is a manifestation of racism. Racism is prejudice, discrimination or antagonism directed against a person or people based on their membership in a particular racial or ethnic group, typically one that is a minority or marginalized, based on the belief that any ethnicity is superior.

Ableism

Disability-based harassment is the manifestation of ableism. Ableism is the discrimination of and social prejudice against people with disabilities based on the belief that typical abilities are superior.

Sexual and Gender-based Harassment

Sexual and gender-based harassment involves engaging in a course of vexatious comment or conduct 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, based on the belief that one identity is superior.

Poisoned Environment

Harassment can include creating a poisoned environment. A poisoned environment is created by comments or conduct, including comments or conduct that are condoned or allowed to continue when brought to the attention of management, that form a discriminatory, humiliating, or intimidating work environment. The comments or conduct need not be directed at a specific person and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned environment. Gaslighting, where someone intentionally makes someone else question their perception of events through lies and manipulation, contributes to a poisoned environment.

Sexual Solicitation

This Code prohibits sexual solicitations or advances by any person working with OtM who is in a position to grant or deny a benefit to the recipient of the solicitation or advance. This includes all employees—permanent or part-time—consultants and Directors of the Board of OtM, where one person is in a position to grant or deny the benefit to the other. Reprisals for rejecting such advances or solicitations are also not allowed.

To clarify further, all staff, artists, actors and creative team members are considered to be in a position to grant or deny a benefit to any person working with OtM in a primarily learning capacity (this includes interns, mentees, students). Therefore, no person working with OtM may sexually solicit, or have any kind of romantic or sexual involvement, with any person who works with the company primarily in a learning capacity.

Violence

Workplace violence means any act that hurts or threatens a person with physical violence, verbal abuse, intimidation, harassment (as defined above) and other disruptive or harmful behavior during work or occurring at one's workplace.

Type 1: Criminal Intent

Criminal intent workplace violence is when the employee or the organization they work in has no direct or previous relationship with the perpetrator. The most common acts of violence associated with this type are theft, trespassing, breaking and entering, and assault.

Type 2: Customer/Client

For customer/client violence, the perpetrator is a client of the employee or the organization. In this situation, the act of violence is often done when the employee is performing their daily duties or interaction with the customer/client.

Type 3: Worker-on-Worker

Worker-on-worker violence refers to aggression between two or more employees in the same workplace. Also referred to as lateral or horizontal violence, worker-on-worker violence often manifests in verbal, emotional, and physical abuse with the primary intent to humiliate and offend. This kind of workplace violence is usually carried out by an employee to another they deem lower than them, but in some cases, even to those on the same level as them.

Type 4: Personal Relationship

With this type of workplace violence, the perpetrator has a direct relationship with someone that affects their work and workplace but does not work with them. This type of workplace violence is also sometimes referred to as “interpersonal violence” or “relationship violence” as it includes domestic abuse victims wherein their spouses follow them to work and harass them there.

Roles and Responsibilities

All OtM Company Members are expected to uphold and abide by this policy by refraining from any form of violence, discrimination or harassment and by cooperating fully in any investigation of a complaint.

All persons in authority, including company executive staff, department heads and supervisors (persons who have direct power and ability to make a decision in regard to a direct report’s work) have an additional responsibility to act immediately on observations or allegations of harassment or discrimination. Persons in authority are responsible for creating and maintaining a violence-, discrimination-, and harassment-free organization and have a responsibility to address potential problems before they become serious.

Condoning

If a person in authority knows, or should reasonably have known, that discrimination, harassment or violence may have occurred and fails to take appropriate action, the person in authority may be found to have condoned the violence, discrimination or harassment and may be subject to sanctions under this Code of Conduct.

Prevention

All Company Members have responsibilities for preventing workplace discrimination,

harassment and violence and maintaining a healthy work environment.

Outside the March will:

- ensure that workplace discrimination, harassment and violence are not tolerated at OTM;
- ensure that all Company Members understand their role in safeguarding a workplace free of discrimination, harassment and violence as articulated in this Code;
- ensure that all Company Members understand the Code of Conduct Reporting Process, including the Designated People who should be informed of a Code violation;
- will maintain and annually update the Code and support Human Resources Policies and Practices.

All Company Members will:

- uphold OtM's Core Values and participate in fostering a healthy work environment and company culture;
- be responsible for their words and actions;
- abide by the Code and actively participate in ensuring that the workplace is free of discrimination, harassment and violence;
- be accountable for reading and understanding the Code;
- be required to cooperate with investigations into workplace discrimination and harassment and violence, including keeping any information learned as a result of participation in an investigation strictly confidential;
- be required to sign acceptance of the Code as part of their employment agreement;

The Board of Directors will:

- ensure that the organization implements a Code of Conduct to prevent workplace violence, discrimination, and harassment, in accordance with the Employment Standards Act 2000 and the Occupational Health and Safety Act (OHSA);
- ensure that there is a reporting process in place;
- educate and ensure Company Members understand workplace violence, discrimination, and harassment as articulated in this Code as well as other Human Resource policies and practices;
- ensure that investigations into breaches of the Code are prompt, fair and appropriate in the circumstances.

Code of Conduct: Reporting Process

The following document outlines Outside the March's reporting process in the event of a breach of the Code of Conduct.

Designated People

All reporting-related business, including consultation, complaints, internal investigation and internal mediation are handled by our Designated People:

- Managing Director – Laura McCallum:
laura@outsidethemarch.ca
- Chair of Human Resources Committee – Josée Rheault:
hrchair@outsidethemarch.ca
- Chair of the Board of Directors – Maddie Cohen:
chair@outsidethemarch.ca

The Designated People, as well as any other advisors, investigators, mediators and persons receiving complaints, will, to the extent possible, protect the confidentiality and privacy of persons involved in a complaint, subject to the requirements of a fair investigation and resolution process. All documents related to a complaint, including the written complaint, witness statements, investigation notes and reports, will be securely maintained separately from personnel files. Complainants and Respondents have OtM's assurance that all complaints will be handled in as sensitive, confidential and timely a manner as possible.

Definitions

Complainant: Company Member who has submitted a formal complaint.

Respondent: Company Member who is the subject of a formal complaint.

Reporting Steps

The reporting steps below are not necessarily sequential. A Complainant is not required to address the offending party before lodging a formal complaint, for example. Instead, these steps are meant to provide Company Members with an array of clearly delineated avenues for addressing any kind of infringement of OtM's Code of Conduct.

Step 0 – Maintaining a proactively inclusive, safe work environment.

The company encourages Company Members to be open, honest and proactive about their boundaries and level of comfort with any work-related activity, in rehearsal, performance or any other company-related context. See the Code section: **Prevention**.

Step 1 – Attempt Direct Conflict Resolution

In the case of harassment, discrimination, violence or any infringement on a Company Member's level of comfort, they may explain, in person or in writing, to the offending person that the conduct is unwelcome, but are not obliged to do so. Indeed, each case is different. If addressing the person responsible could lead to an escalation of harassment or discrimination, or to safety risks, Company Members should not be expected to attempt direct conflict resolution. If an individual feels they can safely make it known to the person responsible that the behaviour is unwelcome, of course, this may resolve the matter. However, they should never feel obliged to address their harasser against their better judgment.

Step 2 – Consultation and Information

Independent of or before filing a complaint, at any time Company Members may consult with one of the Designated People to obtain information, discuss an incident or explore direct conflict resolution options. This is a good way to get more information about our Code of Conduct and Reporting Process.

Consulting with a Designated Person does not mean that a complaint is being lodged, nor does it preclude submitting one. Designated People will create a written record of the consultation. Designated People will to the utmost extent possible maintain the confidentiality of the inquiring Company Member.

At all steps of the reporting process, Designated People will keep all information related to complaints confidential, except to the degree to which it must be disclosed to conduct a fair and thorough investigation, to protect Company Members, or as required by law.

In some circumstances Outside the March will take action even when a formal complaint has not been filed. That being said, the company won't necessarily take action based on a consultation, and in all cases, the company's actions will be guided to the utmost extent possible by the goals of the inquiring Company Member.

Step 3 – Submitting a complaint

At any time, Company Members can submit a complaint using the reporting form below. Once submitted, the form will be sent to the Designated People, who will promptly coordinate a conversation with the Complainant.

The conversation will help inform any future action and will to the utmost extent possible take into account the complainant's goals. We hope to make this process as clear and unbiased as possible as we navigate the delicate nature of our community/work environment and the unique nature of each situation.

If further steps are to be taken, the Designated People will meet with the Respondent and may provide a copy of the complaint and an opportunity to respond.

The online reporting form includes an option to submit anonymously in case the Complainant wishes to inform the company of some pertinent piece of information but does not want to be involved further. While provided for the sake of the Complainant's safety, submitting anonymously prevents the company from directly helping the Complainant and severely reduces the company's ability to pursue consequences if there's been a breach of the Code.

At their discretion the Designated People may choose to inform additional Board Members and Executive Leadership of a complaint, while taking into account the nature of the complaint and the wishes of the Complainant.

In the reporting form, the Complainant has the option to specify which of the Designated People receive the complaint in the event that a complaint is about one of the Designated People. In this case, the Respondent will be treated as any other Company Member; will not serve as a Designated Person until the complaint is resolved; and will never have access to files related to the complaint.

Step 3.1 – Formal Mediation

Where appropriate, the Designated People may offer the parties an opportunity to mediate the complaint at the expense of Outside the March. Though no person will be required to undertake mediation, mediation may be encouraged as part of a restorative approach to conflict resolution. Mediation may be conducted by a neutral and expert third-party mediator. Mediation may take place at any stage during the complaint process.

Step 3.2 – Investigation

The Designated People may decide to conduct an investigation themselves or may hire an expert external investigator depending on the nature and severity of the complaint.

The Designated People may implement steps to ensure the Complainant and Respondent do not work together during the complaint process. This may include but isn't limited to temporary suspension of the Respondent, and/or other workplace accommodations such as working from home.

The investigators are responsible for ensuring a thorough, fair and impartial investigation of the allegations in the complaint. The investigators will interview the Complainant, the Respondent(s), and relevant witnesses suggested by the Complainant and Respondent(s), as well as gather documents relevant to the matters in the complaint. All staff of the organization are required to cooperate with the investigator. The investigator will complete the investigation in as timely a manner as possible. After the investigation, the investigators will prepare a written report summarizing the allegations and the investigation results.

As per the CAEA Canadian Theatre Agreement (CTA), for all complaints that are brought to OtM by an Equity member, or at the specific request of a non-member, OtM will provide Equity with a summary report of the actions and findings. The CTA states that the CAEA will treat any information in the report as confidential.

Step 3.3 – Outcomes

Based on the findings of the investigators, the Designated People will decide whether the Code has been violated. If the Code has been violated, the Designated People will determine the appropriate consequences for the Respondent(s). The Designated People may consult with the Complainant about the nature of those consequences.

Consequences may include:

- Prompt for a written or verbal apology
- Counselling, to be paid for by OtM
- Education and training, to be paid for by OtM
- Verbal or written reprimand
- Suspension with pay
- Suspension without pay
- Termination of employment

In determining the appropriate consequences, the Designated People will take a restorative approach to justice: taking into account the nature of the violation of the Code, its severity, whether the individual has previously violated the Code, and the Complainant's goals. Where a violation of the Code is found, the Designated People will also take any steps necessary to repair the impact of the breach of the Code and to prevent any further recurrences. The Designated People will be responsible for monitoring the outcome of the complaint.

The Complainant and the Respondent(s) will each be provided with a copy of the investigation report, and with the Designated People's decision regarding outcomes.

The Designated People will report on the existence of any formal complaints and investigations to the Human Resources Committee and the Board of Directors as part of an Annual Human Resources Compliance Report. This Report will not include identifying information about the Complainant and Respondent.

Representation

The people involved in an internal complaint resolution process may have someone represent them if they wish during mediation and/or investigation. Representatives may include union stewards or a colleague. Complainants and Respondents are entitled to seek representation of their choice, including legal counsel, during the complaints process, at their own expense. To mitigate bias and potential reprisal, Complainants and

Respondents may, within reason, register concern about the other party's chosen representation with the mediator and/or investigator.

Reprisal

Every person has a right to claim and enforce their right to a workplace free of harassment, discrimination and violence. No person shall be negatively treated for bringing forward a complaint, providing information related to a complaint, or helping to resolve a complaint. It violates OtM policy to discipline or punish a person because they have brought forward a complaint, provided information related to a complaint, or otherwise been involved in the complaint resolution process. Reprisal may be the subject of a complaint under this procedure, and persons engaging in reprisal are subject to disciplinary measures, up to and including termination of employment.

Documentation

Every person who believes they have experienced harassment, discrimination or violence, as well as every person who has been notified of a complaint against them, is advised to create and keep written notes about the events at issue and to maintain any relevant written documentation.

Additional Resources

Members of Canadian Actor's Equity Association (CAEA) may also consult with the following resources:

[HAVEN Helpline](#): 1-855-201-7823 The Harassment, Anti-Racism and Violence Emergency Network (HAVEN) Helpline is a bilingual and confidential reporting line, open 24/7, for Equity members and non-members to report the abuse of power, bullying, discrimination (including, but not limited to, acts of ableism, ageism, racism, or sexism), harassment or sexual harassment, reprisal or violence, caused by a member of Equity while working under one of Equity's agreements and engagement policies. This service may also be used to report historical incidents.

[NOT IN OUR SPACE](#): Not in OUR Space! is a national anti-harassment and respectful workplace program working with engagers across disciplines, developed by Equity. It seeks to ensure safe working conditions for all professionals working in live performance across the country.

All Company Members may seek additional information from the following resources:

- [The Ontario Ministry of Labour Health & Safety Contact Centre](#)
- [The Ontario Human Rights Commission](#)

- [The Ontario Human Rights Legal Support Centre](#)
- [Employment Standards Information Centre](#)

This Code of Conduct is in accordance with:

- [Employment Standards Act, 2000](#)
- [Occupational Health and Safety Act \(OHSA\)](#)
- [Canadian Human Rights Act and Labour Relation Act Sched. A, s. 54](#)

Code of Conduct: Online Reporting Form

This form is intended for any Company Member at OtM who wish to make a complaint in relation to our Code of Conduct.

Before submitting, please take the time to review our Code of Conduct Policy and Reporting Process. A reminder that both the Complainant and Designated People will keep any information learned as a result of participation in an investigation strictly confidential.

This form includes an option to submit anonymously if you wish to inform the organization of some pertinent piece of information but do not want to be involved further. PLEASE NOTE: while provided for the sake of your safety, submitting anonymously prevents the company from directly helping you and severely reduces the company's ability to pursue consequences if there has been a Code violation.

Once submitted, the form will be sent to two of the Designated People: Managing Director and Chair of the Human Resources Committee.

If your complaint involves either of those Designated People, please instead submit your complaint in an email to the Chair of the Board of Director, Madeleine Cohen (chair@outsidethemarch.ca).

Upon receiving the form, a Designated Person will promptly connect with you in your preferred mode of communication to set up a conversation that will help inform any future action and will to the utmost extent possible take into account your goals. It is our hope to make this process as clear and unbiased as possible as we navigate the delicate nature of our community/work environment and the unique nature of each situation. This complaint and any following steps in the complaints process will be kept as confidential as possible.

Your name:
What is the best way to contact you? How would you like to be contacted? Email: Mobile #: Other:
Please tell us who was involved: Name(s) and/or description
Date and time:
Location:
Describe what you experienced or saw - Please be as specific as possible.
What care or accessibility do you require in the handling of this complaint?
Is there anything else we need to know?