



Entrepreneurs'
Organization



Chapter Conduct Committee

GUIDELINES

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MANAGING MEMBER CONDUCT LOCALLY

INTRODUCTION

Entrepreneurs' Organization (EO) is providing chapters and members this comprehensive set of guidelines to help you respond to behavior inconsistent with our values. Preserving EO's culture of trust and respect and ensuring a safe place for EOers to meet and interact is central to our purpose.

We want to support you to be stewards of your own good culture. If it can be handled locally, it should be! Chapters are best suited to handle conduct complaints with their own members.

It is our hope that the framework outlined here, as well as our updated Code of Conduct, provides a simple, actionable guide for members to both follow and to hold each other accountable.

Included in these pages is a system for reviewing member conduct complaints, processes to address them, and suggestions on how to manage risks and outcomes along the way.

OVERVIEW

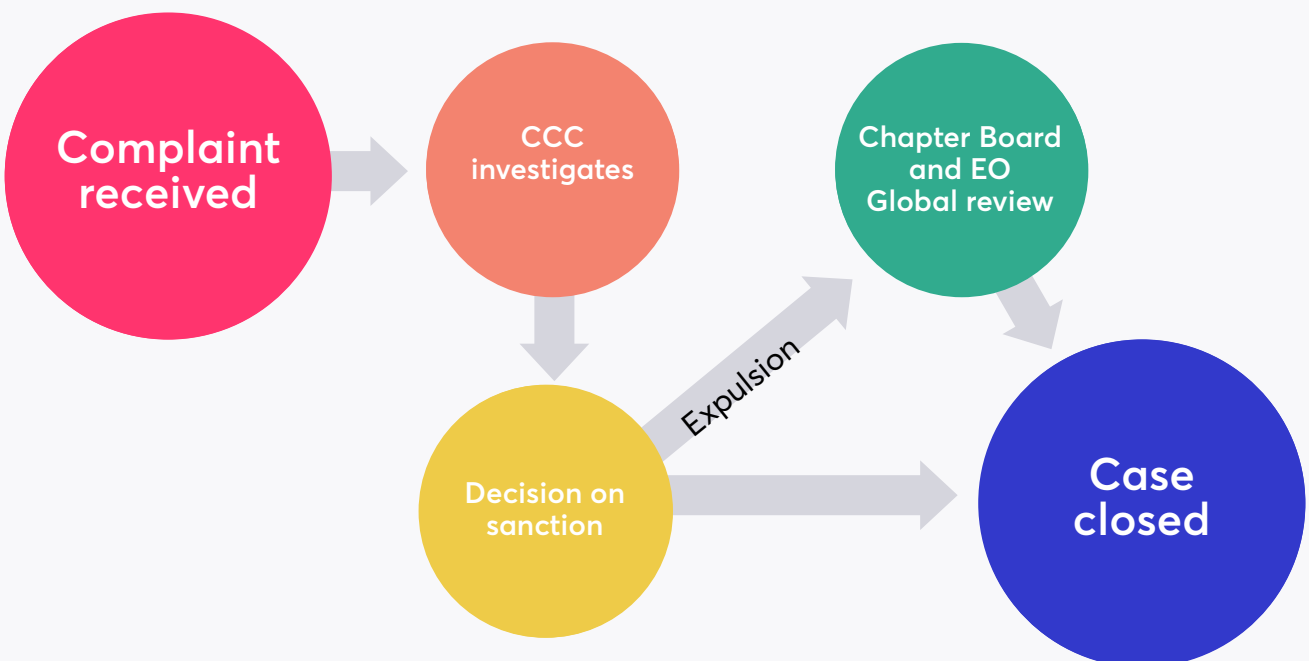
What is changing?

Chapter leaders in EO are responsible for enforcing EO's Code of Conduct locally. Today, you decide which local entrepreneurs are the right fit to join your chapter, handle conduct issues if they arise, and pass the most egregious complaints to EO's Global Governance Committee to handle. That is not changing.

What is changing is that EO is equipping chapters with more authority and tools to address these local conduct issues. EO is providing a suggested framework and Uniform Sanctions Guidelines so chapters do not have to build their own process and can know they are consistent with other chapters' handling of similar issues. For example, chapters will now have the ability to remove members from their chapter in line with the Uniform Sanctions Guidelines included here.

You do not have to adopt this specific framework, but it is our hope that doing so empowers you as a chapter leader when you need to explain or justify how you handle member behavioral issues.

The framework we are providing has been tested throughout the past year with EO chapters and is based on a similar framework adopted by the Young Presidents' Organization (YPO) years ago.



Types of member conduct complaints

Chapter leaders are the first recipients of nearly all conduct complaints in EO. Here are the channels by which chapter boards currently handle them based on the type and severity of the complaint. This is not changing, but we do aim to provide more detailed guidance and training for each scenario.

- Chapters send to the Global Governance Committee: complaints of discrimination, harassment, and retaliation and any that span across multiple chapters
- Chapters address violations of their own chapter Bylaws/P&Ps and issues like solicitation or conduct at chapter events
- Chapters are encouraged to avoid involvement in member-to-member disputes and to use Forum moderators to resolve Forum disputes and Chapter Bylaws to resolve leadership disputes

Chapter Conduct Committees

EO suggests that each chapter establish a Chapter Conduct Committee (CCC) to review and rule on behavior inconsistent with our values. The CCC should be composed of tenured members and be empowered to conduct member-led inquiries to determine the relevant facts and make fair, informed decisions on sanctioning.

The remainder of this guide outlines best practices for structuring and operating Chapter Conduct Committees as well as the reporting and appeals process.

Each EO region has a regional Governance Director, and in some cases Governance Experts, that will serve as resources to chapters implementing this framework.

Timeline and next steps

Your chapter is encouraged, but not mandated, to use the framework outlined in this document to establish a Chapter Conduct Committee beginning 1 July 2023. The global Governance team will be working to train regional and chapter leaders in FY2022/2023 on how to implement Chapter Conduct Committees locally.

Whether you choose to adopt this framework or use your own, all chapter Presidents will need to sign an updated Chapter Agreement with EO by 30 June 2023. This revised version of the Chapter Agreement clearly articulates the level of sanctioning authority your chapter has.

New chapters, small chapters, and any that need more time to establish a more formal member conduct review structure will be given options to cede authority to EO.

CHAPTER CONDUCT COMMITTEES

Purpose

EO suggests that each chapter establish a Chapter Conduct Committee (CCC) to review and rule on behavior inconsistent with EO's Code of Conduct and/or your chapter bylaws. The CCC should be composed of tenured members and be empowered to use member-led inquiries to determine relevant facts and make fair, informed decisions on sanctioning.

Governance Chair

One member on the chapter board should be appointed to manage the administration of the CCC, but should not participate in investigations or sanctioning decisions. This role should be referred to as the Governance Chair. This can be a standalone position or a dual position (e.g. a board member may serve as both the Finance Chair and Governance Chair).

The chair will be responsible for setting up the CCC, determining if a CCC investigation should be convened, and ensuring it is properly carried out and documented.

Composition

First and foremost, members of the CCC should be respected, tenured members who at all times:

- Are guided by EO's core values
- Act in the best interest of the organization, not to benefit themselves or any individual member
- Objectively exercise discretion and good judgment
- Communicate with sensitivity and care

EO recommends a composition of five (5) members to ensure that at least three (3) are available and able to handle a complaint at any given time. Some best practices for CCC selection include:

- All participants should be tenured, experienced members and all should be trained on how to implement these guidelines by EO
- Past presidents are encouraged to participate, but current board members are not, so as to provide separation between the current leaders of the organization and the investigating body
- Avoid having two (2) members from the same Forum on the CCC, unless otherwise not possible due to chapter size
- Members should serve a two-year term and not be able to serve more than two (2) terms consecutively (for a maximum of four (4) years)

Chapter Governance Chair

- Leads CCC
- Triage complaints
- Does not participate in investigations
- Manages reporting

Chapter Conduct Committee

- 3-5 tenured, respected members
- Runs investigations
- Deliberates
- Decides on sanctions

Submission of complaints

Any EO member, Spouse or Life Partner ("SLP"), Accelerator participant, Strategic Alliance Partner ("SAP"), or chapter staff may submit a complaint regarding the behavior of a member, Accelerator participant, or a member's guest(s). It is always preferable that the person affected submit the complaint, but chapters may consider complaints from witnesses.

1. The complaint should be directed to the Governance Chair or any member of the CCC. Depending on the conduct violation, the Governance Chair or members of the CCC may either receive a formal complaint or simply become aware of a clear violation (i.e., receive a solicitation).
2. Depending on the type of complaint filed, the Governance Chair will either address it immediately or convene a CCC investigation pursuant to the guidelines below.
3. The CCC must always provide members under investigation a fair opportunity to respond to the allegations and to share their perspective with the conduct committee.
4. The CCC should designate one member of the CCC to administer an investigation in the event the complaint is against the Governance Chair.

Who can file a complaint?

- EO member
- Spouse / Life Partner
- Accelerator participants
- Strategic Alliance Partners
- EO staff

About what?

- An EO member
- Their guests or SLP
- Accelerator participants

To whom?

- Chapter Governance Chair
- Member of Chapter Conduct Committee
- Global Governance Committee

What action do we take?

Chapter Conduct Committees should:

Take no action on	Address and/or investigate	Immediately send to Global Governance Committee
<p>Member to member business or personal disputes <i>Do not make this into a chapter issue</i></p> <p>Forum disputes <i>Should be handled by Forum moderators according to constitutions</i></p> <p>Leadership disputes <i>Should be handled according to your chapter's Bylaws</i></p> <p>Employment disputes <i>Should be handled by an employment attorney</i></p>	<p>Code of Conduct violations by chapter members that fall short of those handled by the Global Governance Committee (see right):</p> <ul style="list-style-type: none"> • Solicitation • Conduct at events • Misuse of chapter data or IP • Violations of chapter Bylaws, P&Ps, etc. 	<p>DHR Complaints</p> <ul style="list-style-type: none"> • Discrimination • Retaliation • Harassment <p>Global Code of Conduct violations that cross chapters or involve global member leaders</p> <p>If a member is found guilty in a court of law for a felony or crime of moral turpitude.</p>

Your regional Governance Director can advise the chapter on whether a complaint should be investigated by the chapter. There are also three documents that provide further details to aid in deciding whether or not to investigate:

- EO Code of Conduct – standard of conduct all members agree to
- Chapter Bylaws / P&Ps – might provide additional standards that all chapter members have agreed to
- Uniform Sanctions Guide – provides a detailed list of the types of complaints the CCC may receive that would fall under your jurisdiction
- Governance Decision Tree – a tool to help you evaluate and route governance complaints

Chapter enforces	EO Global enforces
<ol style="list-style-type: none"> 1. Violations of EO Code of Conduct occurring locally: <ul style="list-style-type: none"> • Non-solicitation • Violations of core values • Unruly behavior 2. Violations of chapter bylaws 	<ol style="list-style-type: none"> 1. Violations of EO Code of Conduct occurring across chapters 2. All DHR complaints <ul style="list-style-type: none"> • Discrimination • Sexual harassment • Retaliation for filing

Complaints CCCs should NOT action

Discrimination, Harassment, and Retaliation (DHR)

It cannot be emphasized enough that any complaint that has the potential to fall into the category of discrimination, harassment, or retaliation must be raised directly and immediately to your regional Governance Director and not handled by your chapter.

To best protect both your chapter and EO from legal risks stemming from DHR issues, EO retains an independent, outside firm, EnformHR, to ensure all allegations of this kind are professionally and thoroughly evaluated in a fair and neutral manner. Your regional Governance Director will manage this entire process and the Global Governance Committee will make a determination regarding violations and appropriate disciplinary action that you and your members are obliged to follow in DHR cases.

Illegal conduct

Chapter leadership might become aware that a member is, or will soon be, under investigation for a criminal, government, or civil complaint.

In such cases the CCC is empowered to suspend a member pending the outcome of the litigation or investigation. However, the CCC must delay investigating and sanctioning until that external litigation or investigation has concluded.

At no point should a chapter investigate the alleged crime. EO does not run parallel investigations to law enforcement bodies and should rely on the factual findings of such legal bodies.

The member under investigation is required to inform the CCC of the status of their external proceedings. After a final decision in any external proceedings, the CCC may then initiate a review and use the findings in that litigation or investigation, if relevant, to render a decision on membership sanctions.

If your Chapter Conduct Committee believes the individual circumstances of a particular member's alleged conduct are so extraordinary as to merit expulsion instead of suspension while they are under investigation, you must make this request of the Global Governance Committee.

Member-to-member disputes

Personal or business disputes between members that are unrelated to and that do not affect the affairs of EO or a specific chapter, including those that may have arisen from or through the use of EO platforms or related to a chapter event or activity, should not be made into a chapter issue that is to be reviewed by the Chapter Conduct Committee.

Leadership issues

A chapter Board should first consult their Bylaws for guidance on how to handle any chapter leadership issue rather than treating it as a conduct complaint.

Employment issues

Employment-related or human resource-type disputes involving chapter staff should not be handled by the CCC and should be referred to employment counsel for handling.

Chapter staff may submit a complaint on behalf of an aggrieved member, or with respect to member behavior generally and where it is in the CCC's best interest on behalf of the chapter to address such member behavior. However, chapter staff cannot submit a personal complaint against a member if the nature of the complaint is such that it should be handled by employment counsel.

CONVENING AN INVESTIGATION

Once the Governance Chair has determined that a Chapter Conduct Committee investigation should be convened, they will assign a minimum of three members of the CCC to conduct the investigation. The Governance Chair must review and ensure that conflicts of interest are avoided and members have availability prior to assigning them to conduct an investigation. From this point forward, the Governance Chair must recuse themselves from the proceedings. Your regional Governance Director can be consulted as necessary to determine if a conflict of interest exists.

The following steps should be taken at the start of any investigation:

1. Complete an intake form with EO Global, which will allow EO to track outcomes and support chapter decisions
2. While considering confidentiality concerns, notify all parties involved who have a need to know about the investigation, limiting disclosures about the investigation to those who strictly need to know.

Fact gathering

The Chapter Conduct Committee should investigate the merits of the complaint. The investigation should seek to identify all relevant facts relating to the conduct at issue. All aspects of the investigation should be kept confidential from the general membership. Only those directly involved in the investigation and with a need to know should be made aware of particular findings, statements, and documents.

We recommend the investigation proceed in the following order:

1. Clarify the details of the complaint to the extent necessary. You may have enough information to proceed in the original complaint, or you may need to interview the complainant.
2. Obtain supporting documentation. Relevant documents, including emails, should be requested when appropriate. Other members, management, and third parties should be interviewed when appropriate.
3. Convene a meeting with the full CCC where the member under investigation will have an opportunity to be heard in his or her defense.

The meeting must be live (and can be in person or virtual) unless the right to a live meeting is waived by the member under review who instead chooses to have their defense considered through a written submission.

The member under review must fully cooperate with the investigation and provide access to relevant information upon request. Failure to make such information available or otherwise impeding an investigation shall be considered a separate basis for sanction.

The meeting should be set on a date and time mutually convenient for the member under review and the Chapter Conduct Committee. However, to avoid any unnecessary delays, the CCC may set a meeting date and time and provide 15 days' notice to the member under investigation.

The meeting should commence with a CCC representative providing a summary of the allegations against the accused. The member under investigation should then be given an opportunity to explain or rebut the allegations. The members of the CCC may ask questions of the member under investigation.

The member under investigation may have counsel present, though it is neither required nor encouraged.

For purposes of confidentiality, only the Governance Chair and members of the CCC can manage scheduling, communication and logistical details related to the meeting.

Deliberation and final determination

At the conclusion of the meeting with the member under investigation, the Chapter Conduct Committee should deliberate, make any necessary findings of fact, and determine if any sanctions or other disciplinary measures are warranted. We recommend this proceed in the following order:

1. Discussion to determine if a violation of EO's Code of Conduct or Chapter Bylaws/P&Ps occurred
2. Consult the Uniform Sanctions Guide and discuss if the CCC wishes to proceed with, or vary, the recommended sanction
3. Vote on the finding and, if appropriate, sanction, which must pass via majority vote with a quorum of at least three members of the CCC
4. Notify all parties involved via decision notices
5. Complete a close out form with EO Global, which will allow EO to track outcomes and support chapter decisions.



COORDINATING WITH EO GLOBAL GOVERNANCE

REPORTING PROCESS

Chapter Conduct Committees should report all results to the global Governance Committee, which will allow EO to track outcomes and support chapter decisions.

The Governance Chair is responsible for ensuring that proper reporting is completed.

1. Intake form

- Allows the regional Governance Director to be aware of what is happening in your chapter and to provide support. Most importantly, they'll be able to see if you are actioning any complaint that should be escalated to the global Governance Committee.

2. Close out form

- Outlines the sanction chosen and a summary of the supporting facts
- Provides an explanation if a heavier sanction was levied than that recommended in the Uniform Sanctions Guide
- Certifies that proper procedure was followed, including confirmation of the majority vote and that the member under review had sufficient notice of the matter and an opportunity to be heard
- Provides supporting documentation in cases in which the CCC requests that the Global Governance Committee consider expulsion from the global organization as well

APPEALS PROCESS

Grounds for appeal

EO's structure requires dual membership of all members. All members are members of both their chapter and also of EO Global. Dual membership impacts conduct issues.

A member may only appeal a case if they are expelled from their chapter and/or EO Global.

Details on how EO handles expulsions from chapters or the organization as a whole are detailed in the Uniform Sanctions Guide.

Recommended removal from the Chapter

Members may not appeal just because they do not like the outcome of their case. They may only appeal if a sanction of expulsion is determined and one of the following circumstances were present:

1. The CCC did not follow its established processes
2. One of the members of the CCC had a conflict of interest they did not disclose that affected the CCC's final determination

Appeals must be sent to the regional Governance Director in writing addressing why an appeal is merited.

The regional Governance Director will respond to the request within seven (7) business days. If there are grounds for an appeal, the regional Governance Director will convene a group of regional Governance Directors, review all documentation on the original investigation, speak to the CCC, and finally schedule a call to hear from all relevant parties.

The regional Governance Director will determine whether to uphold the decision of the CCC, or issue a finding that the investigation process was compromised and the chapter is to abide by a new set of sanctions decided by the regional Governance Director. All decisions will be communicated officially in writing.

Recommended removal from EO Global

If a CCC recommends that a member's conduct violation was so egregious they should be removed from the global organization, not just the chapter, they will make that recommendation to EO's Governance Committee via the close out form referenced above.

The member under review has the right to appeal that decision and all appeals will be handled before the Global Governance Committee votes on the recommendation and passes the decision to the EO global Board of Directors.

If a felony or a crime of moral turpitude is found to have occurred, that is grounds for automatic expulsion from both the chapter and EO global. A crime of moral turpitude involves offenses that contain criminal intent or when the crime is defined as morally inexcusable.

Chapter-level sanction: automatic review

There are two possible decisions by the Chapter Conduct Committee that will trigger an automatic review by the EO Global Governance Committee.

1. If the CCC levies a sanction that is stricter than the one recommended in the Uniform Sanctions Guide, your regional Governance Director will review and provide feedback for the committee to consider in future decisions. This is not designed as an opportunity to override the CCC, but rather to identify patterns that the chapter may wish to address for the future.
2. In cases where the CCC votes to expel a member from the chapter, the regional Governance Director will review the full case file to ensure that process was followed and no conflicts of interest existed. Provided there were no process issues, the CCC's determination will stand. If the regional Governance Director identifies issues, they will instigate the appeals process outlined above.

OUTSOURCING INVESTIGATIONS

If your chapter is unable or unwilling to investigate a conduct complaint that falls within the purview of the CCC, your regional Governance Director can help you find an alternate solution. Reasons why you may need to outsource a recommendation include:

- You cannot get quorum of CCC members that do not have a conflict of interest or are available to investigate
- You are a new or small chapter that does not yet have the infrastructure in place to handle investigations

In such cases, your chapter must agree to cede the authority to investigate and sanction to EO Global, which will convene a body comprised of members of another chapter in your area or governance experts in your region that have been trained to serve on a CCC.

RESOURCES

CODE OF CONDUCT

EO's Code of Conduct has been adopted to promote and maintain the highest values and best practices for Members of EO worldwide. All EO Members agree to abide by this Code of Conduct.

Any guests of an EO member in attendance at EO events, whether live or virtual, are expected to adhere to all applicable sections of this Code of Conduct. EO also requires that any member bringing a guest to an EO event assume full responsibility for such guest, including any violations of this Code of Conduct by their guest(s).

Violations of this Code of Conduct may result in disciplinary actions, including restrictions on membership, or suspension or termination of membership. EO Members are encouraged to report violations of this Code of Conduct to ensure global adherence to and compliance with this Code of Conduct. Compliance with this Code of Conduct by all EO Members is a mandatory condition of EO membership.

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1. EO values and behaviour

EO members shall:

- Exemplify EO's core values.
- Act with professionalism, courtesy and respect in interactions and communications with other members, EO staff, sponsors, volunteers and all others associated with EO or present at any EO events or activities.

Members shall not:

- Engage in conduct violating EO's Bylaws or Policies and Procedures, including this Code of Conduct, or conspire with, coerce, bribe, organize, incite, or induce other EO members, employees, staff, volunteers, or guests to engage in conduct that violates EO's Bylaws or Policies and Procedures, including this Code of Conduct.

- Engage in any conduct that interferes with EO or any EO chapter’s ability to conduct activities, events, meetings, or other business.
- Engage in any illegal conduct in the jurisdiction location in which they participate in EO or EO chapter activities, events, meetings, or other business.

2. Standards of conduct

EO’s Bylaws and Policies and Procedures outline the standards that apply to all members and chapters. All members must agree to follow these standards, which include, but are not limited to, the following key requirements:

- Abide by EO’s Anti-Harassment, Anti-Retaliation & Non-Discrimination Policy.
 - Verbal abuse, harassment, or discrimination as defined in the Anti-Harassment, Anti-Retaliation & Non-Discrimination Policy against members, staff, or any other participants at EO events are violations of this policy and strictly prohibited.
 - The following examples are also all violations of this policy - bullying, threatening, intimidating, degrading, defaming, or otherwise attacking (verbally or physically) EO members, prospective members, volunteers, EO member Spouse/Life partner, children, employees, interns or staff are all violations of this policy and strictly prohibited.
 - All complaints alleging violations of the Anti-Harassment, Anti-Retaliation & Non-Discrimination Policy should be sent directly to the EO Global Governance Committee via governance@eonetnetwork.org.
- Abide by EO’s Non-Solicitation Policy, understanding and acknowledging that members have a right to participate in all EO events and interact with each other in a safe, relaxed, and professional environment.
 - EO prohibits any Solicitation by a member of another member, Spouse or Life Partner, EO staff, Strategic Alliance Partner, sponsor of EO, Regional Council, global Board of Directors, chapter, or any other operational unit of EO, except as provided in the Non-Solicitation Policy.
 - “Solicitation” means any direct or indirect contact that was not requested by the recipient about the sale, advertising, marketing, or promotion of a product, service, charitable cause, requesting a donation, an investment, or participation in any other business or personal cause, except as provided for in exceptions outlined in the Non-Solicitation Policy.
- Adhere to the EO Confidential Information Policy,
 - “EO Confidential Information” means any information, whether written, oral, electronic or otherwise, concerning EO products and services, including without limitation, eonetnetwork.org and any directory information, any member information, data, analysis, research, studies, document, business plan, records, marketing channels, marketing strategy, sales strategy, plan, samples, trade secrets, training materials, educational content, EO products, any intellectual property, and any other materials concerning EO, its operations, organization, activities, and its or its members.

- Distributing, republishing, otherwise disclosing to third parties, or using EO's Confidential Information in any unauthorized manner is strictly prohibited.
- EO's confidentiality policy only applies to EO Confidential Information as defined above. Any exchange of personal or private confidential information (e.g., member business information) between members is not covered or protected by this policy.
- The EO concept of "Forum" confidential information is not covered by this policy, but is instead an internal issue for each individual forum to be addressed by that Forum's constitution.
- Avoid conflicts of interest, understanding that members owe a duty to EO to advance its legitimate interests whenever possible.
 - A conflict of interest exists when a member's loyalties are divided or perceived to be divided between EO and a third party's interests, including a member's own personal interests.
 - Members are prohibited from competing with EO directly or indirectly. Members owe a duty to EO to advance its legitimate interests whenever possible.
 - Members who are unsure whether a certain transaction, activity, or relationship constitutes a conflict of interest should discuss the situation in advance with their regional Governance Director for clarification. Some examples of the more common conflicts and/or conduct that should be avoided by members include, but are not limited to:
 - Accepting or offering gifts in exchange for chapter membership, leadership positions or other related chapter benefits;
 - Acquiring any interest in property or assets of any kind for the purpose of selling or leasing it to EO;
 - Using, allocating or soliciting chapter assets (including gifts, loans, etc.) for the personal gain of a member, member's family, friends or business; and
 - Committing EO to give its financial support to any outside activity or organization without appropriate written authorization.
- Strictly adhere to all requirements of EO's Member Vendor Policy, which sets requirements and standards for members and the companies in which they have an interest may conduct business with EO.

3. Obligations of member leadership

At all levels, EO benefits from the generosity of volunteer member leaders who work closely with professional staff to advance the purpose, ambition, and values of the organization. Every member has the opportunity to train and enhance their leadership skills while leading in EO, at the Forum, chapter, regional or global levels. This opportunity comes with an obligation and responsibility. Although member leaders are volunteers, they are still acting as agents of EO in their leadership roles, and therefore have a legal duty of loyalty to EO.

Member leaders at each of those levels must uphold EO's values at all times and agree to abide by the following additional standards of conduct.

- Observe the requirements that a duty loyalty entails:
 - Member leaders must act in the utmost good faith, and this good faith forbids placing themselves in a position where their individual interest could clash with their duty to the organization.
 - Member leaders must manage their leadership responsibilities solely in EO's best interest, and never as a vehicle for promoting their personal beliefs or causes.
 - Member leaders must not engage in self-interested transactions and must disclose potential conflicts of interest to the persons charged with approving such transactions.
- Abide by the disclosure requirements pertinent to their position in the Conflict of Interest Policy to ensure that all EO business dealings reflect high ethical standards.
 - The Policy applies to the senior leadership of EO – defined as present or former members of EO's Board of Directors, trainers and facilitators, and Tier 1 and Tier 2 member leaders, including but not limited to chairs and members of each regional council or committee.
- Understand the scope, authority, and limitations of their role as outlined in EO's Policies and Procedures.
- Follow the Better Together tenets, understanding that as a team, member leaders and professional staff are responsible for the health and growth of EO and are better together when they demonstrate these five traits:
 - Trust and respect: This at the core of all member and professional staff interactions. Follow the platinum rule—treat others the way they want to be treated—and live by the EO Code of Conduct.
 - Have a team mindset: Put EO first. Be prepared for meetings and read materials before contributing views; take the time to understand the skills and experience of your teammates; be curious and always remember that collaboration is key.
 - If you see it, say it: Advocate for a better culture; speak up about inappropriate behavior; use the grievance process as a last resort if dialogue has not resolved the issue.
 - Think global: Consider cultural differences, be mindful of time zones and consider the big picture.
 - Be accountable: Be responsible for actions; hold yourself and others accountable.

4. Report procedures

- If a member or EO staff member believes someone has violated this Code of Conduct, they should promptly bring the matter to the immediate attention of their regional Governance Director. If chapter Presidents are notified of violations of this Code of Conduct, they should report all such complaints to their regional Governance Director, unless the complaint is about the regional Governance Director. In such cases the chapter President should report it to the Chair of the Governance Committee or EO staff member responsible for Governance.

- Chapters should ensure that they require their employees to adhere to substantially similar standards of conduct and provide their employees with a mechanism to report misconduct at the chapter level.

5. Investigation procedures

- Upon receiving a complaint, the chapter follow the process outlined in the Chapter Guidelines for Member Conduct to conduct an investigation into the facts and circumstances of any claim of a violation of this Code of Conduct, with the goal of ensuring fairness to all parties.
- Complaints should immediately be referred to the Global Governance Committee if they involve: 1) allegations of discrimination, retaliation, or sexual or other harassment; or 2) allegations of misconduct reaching across chapters or members from different geographical regions.
- For all investigations and to the extent practicable, the chapter and the Global Governance Committee will aim to keep the reporting member's concerns confidential. However, complete confidentiality may not be possible in all circumstances. Members are expected to cooperate in all investigations conducted according to this policy. Failure to cooperate may result in corrective action as defined below.

6. Corrective action

- EO's Global Governance Committee, EO's Board of Directors, or in some cases, a chapter, will recommend corrective action against an EO member who has violated this Code of Conduct, EO's Bylaws, or EO Policies and Procedures. These actions may include, but are not limited to, mandating training as a condition of continued membership, placing a member on probationary status, restricting or prohibiting a member from serving in leadership roles, suspending membership, or terminating membership.

The policies described in this Code of Conduct apply to EO's internal policies, rules, and procedures. Nothing herein shall prevent a member from seeking their own legal remedies, at their own expense, to the extent permitted by applicable law.

Members should familiarize themselves with and agree to abide by their local chapter's Bylaws, Policies and Procedures, Code of Conduct, and other governing documents, to the extent they exist.

UNIFORM SANCTION GUIDE

The Chapter Conduct Committee should consider the following recommended baseline sanctions for common violations. Following the conclusion of an investigation and the levying of sanctions, the CCC will need to record if they have elected for a stronger sanction than recommended.

Each of the factors below will be considered in reaching a sanctions decision. Depending on the facts of the particular case, the factors may serve as a basis to reduce or increase the severity of sanction:

- Number and nature of repeat or other violations.
- Expressed remorse and understood impact of actions.
- Potential likelihood that repeat offenses could occur.
- Personal situation at the time of the infraction that caused great stress or duress.
- Degree of harm caused by conduct, including damage to the reputation of EO.
- Relative vulnerability of victim compared to member, including whether the member is in a leadership role in or outside of the organization and whether victim was in a position of less influence in or outside of the organization.
- Cruelty or vindictiveness of action(s).
- Actions in response to disciplinary review process - whether respectful and cooperative of the process or dismissive and disruptive.
- Perceived potential of offending member to damage or disrupt the safe haven for other members.

UNIFORM SANCTION GUIDE CONTINUED

TYPE OF INFRACTION	RECOMMENDED SANCTION
<p>Unruly behavior at an EO event that causes injury, physical damage or damage to EO reputation or relationships</p>	<ul style="list-style-type: none"> • First offense, suspension from that kind of event for a period of up two (2) years • Second offense, suspension from chapter for one (1) year • Third offense, expulsion from chapter or from EO depending on severity
<p>Rude or offensive behavior towards another person, or otherwise violating the Code of Conduct provision to act with professionalism, courtesy and respect in interactions and communications with other members, EO staff, sponsors, volunteers and all others associated with EO or present at any EO events or activities</p>	<ul style="list-style-type: none"> • First offense, suspension from that kind of event or activity for a period of up two (2) years • Second offense, suspension from chapter for one (1) year • Third offense, expulsion from chapter or from EO depending on severity
<p>Engagement in illegal conduct</p>	<ul style="list-style-type: none"> • Chapters and EO have the option to suspend membership while an external investigation is pending • If a felony or a crime of moral turpitude is found to have occurred, that is grounds for expulsion from both the chapter and EO
<p>Violations of EO's Non-Discrimination, Anti-Harassment, Anti-Retaliation Policy</p>	<ul style="list-style-type: none"> • EO Global Governance Committee handles all investigations and sanctions into complaints of this nature. • Depending on the severity of the offense, all sanctions up to and including expulsion from EO are possible
<p>Solicitation</p>	<ul style="list-style-type: none"> • First offense, warning and retraction • Second offense, formal written warning and acknowledgement of receipt • Third offense, suspension for one (1) year or expulsion from chapter or from EO depending on severity
<p>Misuse of EO logo, trademarks, intellectual property, or member data for personal gain, or other such violations of the EO Confidential Information Policy</p>	<ul style="list-style-type: none"> • First offense, formal written warning and acknowledgement of receipt • Second offense, suspension or expulsion from chapter or from EO depending on severity. EO reserves all legal rights and remedies related to misuse, infringement, or misappropriation of its materials, trade secrets, intellectual property, or member data, and will actively pursue such remedies as warranted by the circumstances.

UNIFORM SANCTION GUIDE CONTINUED

TYPE OF INFRACTION	RECOMMENDED SANCTION
Failure to disclose conflict of interest	<ul style="list-style-type: none"> • First offense, suspension from the chapter or the type of activity where the conflict arose for a period of up two (2) years • Second offense, expulsion from chapter or from EO depending on severity
Code of Conduct breaches by a guest or SLP	<ul style="list-style-type: none"> • The guest or SLP: The same sanction set forth herein for the applicable behavior applies (such as suspension from EO activities for one (1) year, depending on the facts) • The member: Remains responsible for actions and is informed of conduct, but warning will be considered for first offense, depending on the circumstances. Sanctions will begin to apply to the member if the offense is repeated by the guest.
Failure to follow chapter or global rules other than the Code of Conduct (ex. event policies)	<ul style="list-style-type: none"> • First offense, suspension from the type of activity where the violation took place for a period of up two (2) years • Second offense, expulsion from chapter, but not from EO
Failure to comply with membership sanctions issued by a chapter or EO by permitting a member you know to be suspended or expelled to participate in EO activities (ex. Forum)	<ul style="list-style-type: none"> • First offense, formal written notice to the sanctioned member and any members harboring them to end the member's participation within 30 days, requiring acknowledgement of receipt • Non-compliance or second offense, suspension of all members involved from chapter or EO for a period of up to two (2) years • Non-compliance or third offense, expulsion from chapter or from EO depending on the nature of the violation
Making a false or misleading statement (or failing to correct one made) to another member or staff of material fact relating to membership qualification or other facts requiring certification	<ul style="list-style-type: none"> • Suspension or expulsion from chapter or EO membership depending on severity

UNIFORM SANCTION GUIDE CONTINUED

Matters of expulsion

FROM A CHAPTER

A recommendation by the Chapter Conduct Committee to suspend or expel a member from their chapter must be approved by the local chapter board. This decision will then be automatically reviewed by their regional Governance Director to ensure all processes were followed.

Chapter Board must ratify decision

Triggers automatic process review by regional Governance Director

Can recommend the member be removed from the global organization entirely as well

Eligible for appeal only where conflict of interest or process errors occur

Members who are expelled from an individual chapter and not from the global organization will have 120 calendar days to join another chapter in order to remain an EO member. The failure to join another chapter within 120 days will result in the member's expulsion from the organization but does not disqualify that member from reapplying in the future. During the 120-day period, and until the member has transitioned to a new chapter, the member will be considered suspended and may not participate in any EO or chapter activities or events. Members have a duty to disclose their suspension to other chapters that are considering their membership.

FROM EO ENTIRELY

Chapter Conduct Committees can also recommend that the Global Governance Committee suspend or expel a member from the organization, thus rendering them ineligible to rejoin another chapter. EO's Board of Directors shall make all final decisions regarding expulsion of any members from EO according to EO's Bylaws and Policies and Procedures.

Former members who have been suspended or expelled from EO are prohibited from participating in any EO or chapter event or activity, including Forum. Expelled or suspended members that continue to participate in EO events or activities are considered "rogue members", and a member or Forum that knowingly allows the participation of rogue members will be considered to be "harboring" rogue members, which is a prohibited and sanctionable act.

