

# **Code of Conduct**

DAIRY FARMERS OF ONTARIO

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## 1. Introduction

The Ontario Milk Marketing Board was established in 1965 and changed its name to Dairy Farmers of Ontario, (DFO), in 1995 with the assumption of the responsibilities of the Ontario Cream Producers' Marketing Board.

Dairy Farmers of Ontario has expanded into a dynamic organization, committed to achieving DFO's mission: "To provide leadership and excellence in the production and marketing of Canadian milk". This Code of Conduct document outlines the standards of professional behaviour that DFO expects from its Board Members and employees. It does not outline every imaginable situation, but rather, provides guidelines and standards to help guide daily decision making. These guidelines, in addition to the application of common sense, judgment and good management practices will help to guide the day to day performance of duties on behalf of DFO.

If you encounter a situation where you are unclear as to the proper course of action, we encourage you to bring the matter to the attention of the Chair of the Board, for Board Members, or your manager, for employees.

All Board Members and employees are asked to review this document and complete the Code of Conduct Acknowledgement and Agreement form found in Appendix A. This will certify that you have read, understood and agree to abide by the policies and guidelines laid out in this document.

## 2. Core Values

All Board Members and employees will exercise honesty and integrity in the execution of their daily responsibilities, in service to dairy producers, processors, consumers and other stakeholders, and will reflect DFO's core values:

- Leadership – To lead by committing to continuous personal and organizational development. Trust – To create, build and maintain trust by being honest, open and transparent.
- Respect – To listen, accept differences and work together.
- Integrity – To be consistent in our actions and values.
- Teamwork – To help each other succeed through collaboration.
- Fairness – To ensure equitable application of rules and benefits.
- Accountability – To hold ourselves and each other responsible for delivering results.

Therefore, during their term of office or employment, Board Members and employees will conduct themselves accordingly.

### **3. General Rules of Professional Conduct**

#### OPERATING PRINCIPLES

In order to achieve its mission and vision, Dairy Farmers of Ontario is deeply committed, both provincially and nationally, to the following operating principles:

- An orderly milk marketing system based on effective border controls, production discipline and the ability to negotiate prices;
- Responsible use of the powers delegated to it under the Milk Act of Ontario, including the authority for farm gate milk pricing;
- The provision of the opportunity for efficient farmers to earn a reasonable return for their labour, management and investment; Never losing sight of the reality that we work for dairy farmers, processors are our customers and consumers determine our market;
- Proactively dealing with societal issues such as environment, food safety and animal care;
- The production and marketing of high quality milk and dairy products;
- A clearly defined process governing policy development and implementation;
- Working cooperatively with other provincial milk marketing organizations to advance the Canadian dairy industry;
- Putting the collective good of the industry ahead of individual needs of producers;
- Fair and equitable application of policies;
- Open communication and consultation;
- Efficient and cost-effective marketing and administrative operations;
- Highly motivated passionate staff possessing a wide range of essential skills.

DFO's operating principles provide the basis of our corporate culture. We are committed to conducting our business in an open, transparent manner. We will ensure the fair and equitable application of policies and will communicate and consult with each other and producers. Through our actions and our achievements, we will breathe life into our operating principles, so that they continue to be part of DFO's normal procedures and practices.

Some examples of the behaviours that support our operating principles include:

- We will operate with loyalty to DFO.

- We will advocate equally for all producers, in the best interests of the industry.
- We will use our delegated powers responsibly and for the good of all dairy producers, processors, consumers, other stakeholders and the national supply management system.
- We will work in close consultation with producers to continually improve the production and marketing capabilities of DFO and producers.
- We will continually strive to streamline and improve our operations to ensure the effective and efficient use of resources.
- We will ensure that our employees are offered continual learning opportunities, including formal training opportunities and on-the-job training and coaching.

Board Members' knowledge of the applicable legislation, laws, and rulings should be sufficient to the extent necessary to fulfill their responsibilities. All Board Members are expected to be knowledgeable of, and comply with, all applicable legislation, laws, and rulings, including the Milk Act, and related regulations and by-laws, and the direction of the Ontario Farm Products Marketing Commission, and the Agriculture, Food and Rural Affairs Appeal Tribunal. In addition, Board Members, as milk producers, have a duty to comply in all respects with licencing and quota requirements. Board Members have a duty to solicit additional support or advice in instances where they feel they need additional knowledge or a deeper understanding of the relevant legislation, laws, and rulings to fulfil their duties.

Board Members and employees are also expected to adhere to DFO policies and procedures, such as Human Resources and Financial policies, and including the policies laid out in this Code of Conduct document.

If you are unsure of the appropriate action in any given situation, please refer the matter to your manager or the General Manager in the case of employees, or the Chair of the Board, in the case of Board Members. In keeping with our culture of openness and transparency, we encourage any questions you may have.

#### **4. Duties**

All Board Members, members of the senior management team and other employees are engaged in helping DFO achieve its mission and vision. Each group has an important role to play to ensure the organization's success.

Board Members and employees alike are expected to commit their best efforts, knowledge and skills to achieve the mandate and goals of DFO. Board Members and employees must act honestly and in good faith in their dealings with each other, producers, processors, and other stakeholders.

Board Members and employees are expected to conduct themselves in a professional manner when representing DFO in business matters. Professional attire, consistent with the event or business engagement is assumed.

The Board is a regulatory body. Under the leadership of the Chair of the Board, **Board Members** are accountable for policy decisions regarding DFO, establishing and assigning production quotas, establishing pricing and marketing policies with processors, and interacting with the Ontario and federal governments and other industry associations.

As the Board is a regulatory body, the determinations of the Board have the force of law. These decisions may be subject to appeal or legal challenge. Board Members therefore have an important duty to make and apply decisions in a responsible manner and to be prepared to defend or reconsider decisions through the hearing process. Board Members assume a quasi-judicial role when a hearing is convened as the Board has the role of determining a party's rights.

In addition to monthly board meetings, Board Members sit on various internal and industry committees. Internal committees deal with such matters as quota, milk pricing strategy, raw milk quality, research, planning, transportation and Canada's National Dairy Policy. In this latter area, DFO has input into the national dairy program through Dairy Farmers of Canada and representation on the Canadian Milk Supply Management Committee, and other national governing bodies as required.

Board Members participate in many agricultural and dairy industry events, and must keep in close contact with Dairy Producer Committees and individual producers in their regions.

The Secretariat supports the Board in the execution of their mandate. The Secretariat reports to the Board Chair and is responsible to the Board to ensure that policies are recorded, meetings are held regularly, and are fully documented and that DFO's obligations and responsibilities under the Milk Act are properly met and carried out.

Under the leadership of the General Manager, the **Senior Management Team** and **Employees** are accountable for implementing and administering DFO policies, as dictated by the Board. Staff operations are organized into four divisions:

- General Counsel and Communications
- Economics and Policy Services
- Corporate Services
- Operations

DFO conducts a strategic planning session each year and the DFO strategic plan is aligned with the policies and priorities established by the Board.

## BOARD MEETINGS

It is expected that Board Members will attend all regularly scheduled Board meetings and any special meetings, as called. In the event that they are physically unable to attend, Board Members may alert the Board Secretary prior to the meeting to arrange for virtual attendance via teleconference or video conference.

Board meetings are closed to non-Board Members. Members of the senior management team or other employees may be invited to present at, or attend, selected portions of Board Meetings to provide information based on their area of expertise. Due to confidentiality considerations, employees, including the senior management team, will attend Board meetings only as requested by the General Manager or as otherwise advised by the Board.

To preserve confidentiality, there may be some segments of Board meetings that will be held in camera. In camera sessions are closed to all except Board Members. Minutes of the discussion are not taken, but the outcomes or decisions made during in camera sessions are recorded in the Board meeting minutes. Issues or topics that deal with individual producers or individual employees will be held in camera. Other issues or topics may be dealt with in camera at the discretion of the Chair.

It is expected that Board Members will be united in their presentation and execution of Board decisions, regardless of individual opinions and positions that may have emerged during the decision making process.

## OFFICER AUTHORITY AND RESPONSIBILITY

Board Members and Officers have the following authority and responsibility, as outlined in the Board Governance document, Section II, Board Operations:

- a) The Chair shall perform the duties and exercise such powers as the Board has prescribed in the Schedule attached to By-law #1/99
- b) The duties and powers of the Chair shall be carried out by the Vice-Chair during the Chair's absence or inability to act. The Vice-Chair shall also exercise such powers as the Board may prescribe from time to time
- c) The Chair, Vice-Chair and 2<sup>nd</sup> Vice-Chair shall be elected annually by the Board from among its Members at the first meeting of the Board held after the provincial Annual Meeting of dairy producers. The approved procedure is attached (*in the Board Governance binder*) as Appendix E
- d) The General Manager shall be the Chief Executive Officer of DFO and shall perform the duties prescribed in the Schedule attached to By-law # 1/99
- e) The Secretary of the Board shall perform the duties prescribed in the Schedule attached to By-law # 1/99
- f) The General Manager and Secretary are responsible to the Board through the Chair
- g) The General Manager is responsible for all Board employees
- h) The performance of the General Manager and the Secretary shall be reviewed annually by the Board Chair, Vice Chair and 2<sup>nd</sup> Vice-Chair with input from the Board towards the end of each fiscal year, during private session.

## 5. Conflict of Interest

At DFO, the Board Members are dairy farmers, elected by their peers, to provide hands-on industry expertise, which is critical to guide the development of policy. Since Board Members are active in the industry, it is expected that real or perceived conflicts of interest will occasionally arise.

A conflict of interest occurs when a Board Member, an employee and/or their family has an interest, financial or otherwise, or engages in a business or activity that may be seen to conflict with the proper execution of their duties, or where they may be seen to potentially gain an unfair advantage through the decisions of the Board or DFO. A conflict of interest may also occur when a Board Member or employee could potentially gain an advantage through the use of confidential, or not-yet released information generated by Board decisions.

In keeping with our core values of transparency and open communication, Board Members and employees are asked to disclose any real or perceived conflict of interest. This includes any scenario when they, a related person, or member of their immediate family may be seen to benefit directly or indirectly from a policy decision, established quota, or other transaction. For example, it is expected that Board Members and employees will declare any interest they may hold in a dairy processing operation.

The declaration of Conflict of Interest form can be found in Appendix B and is executed annually. In addition to the annual declaration, employees should report a real or perceived conflict of interest to the General Manager through their manager. Board Members should report a real or perceived conflict of interest to the Chair.

In the event that a Board Member has declared a conflict of interest, they may be asked to abstain from the deliberations and any voting that may occur where a decision is being considered that is related to the declared conflict. All Board Members will be expected to observe confidentiality protocols and will not release or act on corporate information regarding policies or quotas prior to the scheduled publication date. In the event that a Board Member has not declared a conflict of interest and/or has acted on confidential information prior to its release, and has benefited financially, the Board may seek remedy through the existing regulatory provisions.

In the event that an employee has not declared a conflict of interest, and/or has acted on confidential information prior to its release, the General Manager will determine the extent of the conflict and any remedy required, such as a reassignment of duties or required disciplinary action, up to and including termination.

## **6. Entertainment, Gifts and Favours**

In the normal course of business interactions, small gifts, tokens of appreciation, and offers of entertainment, such as complimentary tickets to a sporting event, are common. Board Members and employees may accept such tokens provided that the value is nominal and of a nature that could easily be reciprocated by the Board Member or employee.

Board Members and employees may not accept gifts, entertainment, services, or other benefits that are offered to secure preferential treatment, or that may be perceived by others to potentially influence a Board Member or employee's normal decision making outcomes or performance of duties.

Gifts valued under \$100.00 are acceptable. In the event that a gift over \$100 is accepted, the Board Member or employee must declare the receipt of such a gift to the Board Chair, or your manager.



If you are in doubt, you are encouraged to seek the advice of your manager or the General Manager. Board Members may seek the advice of the Chair.

## **7. Confidentiality and Privacy**

Producers, processors, consumers and other stakeholders trust DFO to preserve their confidentiality. DFO has a longstanding policy on the confidentiality of personal information and is committed to protecting the personal or corporate privacy of all those with whom it has dealings.

DFO is subject to the Personal Information Protection and Electronic Documents Act (PIPEDA). Board Members and employees are expected to familiarize themselves with DFO's Privacy Policy which ensures that the organization is meeting the requirements of the act, and to carefully follow this policy, to ensure that all information regarding individuals dealing with DFO is held in strict confidence.

A copy of DFO's Privacy Policy can be found in Appendix C.

In addition to the personal information privacy requirements, Board Members and employees are expected to keep confidential all corporate information until such time as the information is released to the broader public. This includes the physical protection of producer and employee based confidential information, such as locking filing cabinets, securing personal computers and databases, using passwords for PC's and other electronic devices, including blackberries, and shredding appropriate documents.

Board Members and employees may not use confidential information to gain personal advantage and may not release confidential information to others (see above re: Conflict of Interest). It is expected that Board Members and employees will not act on any information that they have access to prior to the publication date.

The Board will refer the matter and seek remedy through the existing regulatory provisions in cases where Board Members use confidential information to gain personal advantage.

For employees, the situation shall be reviewed by the General Manager to determine appropriate actions to be taken.

DFO continually monitors its compliance with DFO's Privacy Policy. If you believe that a breach of privacy or confidentiality has occurred, you are encouraged to highlight this to your manager or the General Manager. Board Members should raise potential breaches in privacy or confidentiality to the Chair. The General Manager and the Chair will involve the Privacy Officer in the resolution of privacy issues.

## **8. Use of Corporate Property**

Corporate property represents an investment made by DFO to provide service to producers, processors, consumers and other stakeholders and to conduct our business more effectively. Corporate property includes physical property (office furniture, office equipment and supplies, corporate automobiles) and electronic property (PC's, mobile devices, etc). These

tools are provided for business use and should be used only for business activities and returned in good condition.

Electronic equipment, such as personal computers, cell phones, and blackberries or other wireless devices may be used for personal activities, in accordance with usage policies, provided they are utilized after hours and that the Board Member or employee incurs all costs resulting from personal use (i.e., cell phone call charges relating to personal calls, mileage relating to the personal use of corporate automobiles).

Board Members and employees must not use corporate tools at any time to:

- Engage in any activity that violates any law
- Transmit confidential DFO information to parties who should not receive it
- Download, disseminate or post copyrighted material
- Download software, unless authorized to do so, as it may contain viruses or be subject to copyright protection or licensing fees
- Further individual political or lobbying efforts
- View or transmit obscene, racist, or objectionable material
- Engage in commercial activities unrelated to DFO
- Access or attempt to access another's information without authorization
- Copy, reproduce or distribute unauthorized computer software

## **9. Outside Activities**

Board Members are required to disclose any outside employment, business interests, board memberships, or political activities that may conflict with the execution of their duties on behalf of DFO.

Employees are required to disclose any outside employment, business interests, or board memberships, to their manager or General Manager to ensure that there is no conflict with the execution of their duties on behalf of DFO.

Due to the nature of our business, Board Members and members of the senior management team must exercise care when engaging in political activities. As representatives of DFO, Board Members and senior managers may not openly support one political party over another and may not have official involvement with political campaigns. Board Members may not engage in organizing fundraising for a political party. Any involvement in other political activity not mentioned here, should be disclosed to the Chair to ensure that no conflict exists.

Employees are encouraged to participate in the political process but should take care to ensure that their activities are undertaken as private citizens and not viewed as representing DFO.

Board Members and employees may offer fundraising items (i.e., raffle tickets, chocolate bars) for schools, charities and other personal interests or clubs to other Board Members or employees by leaving the offer in a common area, such as the cafeteria or other staff areas. Direct solicitation of other Board Members or employees is not permitted.

DFO supports participation in service or volunteer organizations in the community. It is incumbent on the Board Member or employee to ensure that such involvement does not conflict with the performance of their regular duties.

## **10. Working Relationships**

DFO is committed to attracting and retaining qualified individuals who can help the organization realize its mission and vision. Board Members and employees are encouraged to refer qualified individuals to Human Resources. Relatives of Board Members or employees will be considered for employment with DFO, pending the approval of the General Manager, and providing that they are employed in different divisions of the company and there is not a reporting relationship.

## **11. Allegations of Wrongdoing**

We all have a duty to protect the integrity of the organization. As such, Board Members and employees have a duty to report any breaches of confidentiality, privacy, conflict of interest or other perceived wrongdoing.

Examples of activities that must be reported include:

- Activities which contravene the law;
- Real or perceived conflict of interest, breach of standards or breach of DFO's Code of Conduct;
- Misuse of corporate funds or assets; and
- Activities which present a danger to public health, safety or the environment.

Incidents involving employees should be reported to their manager, Manager, Human Resources and Organizational Development, or General Manager. Incidents involving a Board Member, the General Manager or the Secretariat should be reported to the Chair. Incidents involving the Chair should be reported to the Vice Chair.

A Board Member who is found to have engaged in any wrongdoing will be subject to disciplinary action, up to and including referral to the Agriculture, Food and Rural Affairs Tribunal for remedy and resolution.

Board Members or employees who report any wrong doing will be safe from reprisals, unless the report is found to be malicious.

## **12. Intellectual Property and Copyright**

Any intellectual property that is developed by Board Members and employees on behalf of DFO shall remain the property of DFO. Copyrights secured on behalf of DFO shall remain the property of DFO.

Board Members and employees must take care not to inappropriately use material that is copyrighted by others.

## **13. Business Expenses and Financial Accountability**

Board Members and employees have a responsibility to use the financial resources of the organization in a responsible manner. As a not-for-profit organization, extravagant spending on business items or expenses is not permitted. If you would be uncomfortable disclosing or publishing the nature and value of the expense, it would be advisable not to submit it for reimbursement.

Purchasing of corporate items must be done in accordance with the purchasing policy, including securing the appropriate level of sign off.

DFO will reimburse Board Members and employees for out-of-pocket expenses incurred during the performance of business duties. DFO has developed expense policies that are applicable for Board Members, head office employees and Field Services Representatives. In all cases, the receipts or other appropriate documentation must be submitted to ensure payment of expenses. Expenses should be submitted in the month that they occur, using a DFO expense report.

For full details on allowable expenses, please contact the Corporate Services Division.

## **14. Violence, Harassment and Discrimination**

DFO believes that all Board Members and employees have the right to work in an environment free of violence, harassment, and discrimination and, as such, has a **zero tolerance** policy with respect to these behaviours.

Violence, harassment, and discrimination are forms of misconduct that undermine the integrity of the organization and the employment relationship. It is our intent to take every reasonable measure to ensure that no one is subjected to violence, harassment, or discrimination for any reason including; race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, religion, martial status, family status or disability.

Complaints will be thoroughly investigated and DFO will take appropriate measures against anyone who is found to have engaged in such conduct.

The Board will refer any Board Member engaging in violent behaviour, harassment or discrimination toward another Board Member, employee, or producer to the Governance Committee or Chair for review. A recommendation will be developed for approval by the Board which may include seeking remedy through the existing regulatory provisions.

Any employee engaging in violent behaviour, harassment or discrimination toward a Board Member, employee, or producer, will be subject to disciplinary action, up to and including immediate termination for cause.

## **SEXUAL HARASSMENT**

Sexual Harassment is:

- Any conduct, comment, gesture or contact of a sexual nature that is likely to cause offense or humiliation to any employee, prospective employee, or volunteer, or that might, on reasonable grounds, be perceived by an employee or prospective employee, as placing a condition of a sexual nature on employment or on any opportunity for professional development, training or promotion.
- A sexual solicitation or advance made by a person who is in a position to confer any benefit on, or deny any benefit to, the recipient of the solicitation or advance, if the person making the solicitation or advance knows or ought reasonably to know that it is unwelcome.
- A reprisal or threat of reprisal for rejecting a sexual solicitation or advance.

## **GENERAL HARASSMENT**

Harassment is defined as any unwelcome behaviour, conduct or communication that is likely to cause offence or embarrassment to any individual. It is conduct that interferes with a climate of understanding and mutual respect for the dignity and worth of each person.

The following, while not exhaustive, are some examples:

- Verbal abuse or threats;
- Unwelcome remarks, jokes, innuendo or taunting;
- Displaying of pornographic, racist, or other offensive or derogatory pictures;
- Practical jokes which cause awkwardness or embarrassment;
- Unwelcome invitations or requests;
- Leering or other gestures;
- Unnecessary physical contact; and
- Racial slurs or jokes.

## **DIVERSITY AND ANTI-DISCRIMINATION**

DFO is committed to diversity and recognizes that diverse backgrounds and experiences add value and breadth to the organization.

All individuals will be treated with the respect and dignity that we all deserve. Discrimination will have no place in considerations of employment, assignment, training opportunities, or promotion. No Board Member, employee, or potential Board Member or employee will be discriminated against on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, religion, marital status, family status or disability.

## REPORTING

Any Board Member wishing to lodge a complaint of violence, harassment, or discrimination may do so by contacting the Chair. Employees may contact their manager, Manager, Human Resources and Organizational Development or the General Manager. Any such complaint will be handled on a confidential basis. While disclosure of the name of the complainant is required for the purpose of investigating the complaint, the matter will be pursued only with the Board Member or employee's knowledge and consent.

## 15. Media Relations

All Board Members should receive media training in order to allow them to more effectively represent DFO. When representing DFO to the media, Board Members should utilize any policy and/or position statements, key messages and/or scripts that have been prepared. Board Members should exercise caution when offering an opinion which could be taken to represent an official DFO position.

To ensure that messages released to the media are consistent, and that DFO's reputation is maintained, employees must refer all complex media inquiries to the Communications Division, so that media relations staff can answer the inquiry on behalf of DFO.

## 16. Post-Service Restrictions

It is expected that Board Members and employees will continue to abide by DFO's confidentiality and privacy rules after their service to DFO is completed. Board Members and employees may not solicit other Board Members or employees to leave the organization within a 24-month period following the termination of service.

**Appendix A**

CODE OF CONDUCT ACKNOWLEDGEMENT AND AGREEMENT

I, \_\_\_\_\_, **acknowledge** that I have read and understood Dairy Farmers of Ontario Code of Conduct for Board Members and employees.

I **agree** to conduct myself, at all times, in accordance with the Code of Conduct and guidelines provided.

I undertake to confirm in writing, on an annual basis, that I have read, understood and complied with the Code of Conduct.

\_\_\_\_\_  
Signature

Print Name \_\_\_\_\_ Date \_\_\_\_\_

## Appendix B

### CONFLICT OF INTEREST PROCEDURES FOR BOARD MEMBERS AND EMPLOYEES

#### ANNUAL DISCLOSURE OF DIRECTORSHIPS AND TRUSTEE POSITIONS AND PRIVATE ECONOMIC INTERESTS

Reporting Period: \_\_\_\_\_ to \_\_\_\_\_

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

A. During the Reporting Period, I will hold the following Directorship/Trustee Positions:

None; or

Name of Corporation/Trust	Position Held

B. During the Reporting Period, I had the following Private Economic Interests that may be relevant to public confidence in the integrity, objectivity and impartiality of Dairy Farmers of Ontario Board and its Board Members :*(Please note that only those economic interests that may be related to the business of DFO are required here. Details of personal investments and shareholdings unrelated to the business of the DFO, e.g., ownership of common stock in a telecom company, are not required)*

None; or

\_\_\_\_\_  
\_\_\_\_\_

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



## Appendix C

### Dairy Farmers of Ontario Privacy Policy

The purpose of privacy legislation is to establish rules governing the collection, use and/or disclosure of personal information in a way that recognizes individuals' rights of privacy with respect to their personal information in an age in which technology increasingly facilitates the collection and free flow of information.

Dairy Farmers of Ontario (DFO) is subject to the Personal Information Protection and Electronic Documents Act (PIPEDA). DFO has a longstanding policy on the confidentiality of personal information and is committed to protecting the personal privacy of all those with whom it has dealings. DFO keeps all information respecting individuals dealing with DFO in strict confidence. No individual personal information is sold by DFO. DFO has procedures to control how it obtains, uses and gives out personal information. DFO will correct any errors that are brought to its attention.

Dairy Farmers of Ontario's procedures and systems are designed to protect such information from error, loss and unauthorized access. DFO keeps such information only as long as it is needed. DFO continually monitors its compliance with applicable privacy legislation. DFO respects people's privacy when it carries out its roles and responsibilities. These obligations apply to all Board members, staff, consultants and agents and contractors who provide services to or on behalf of DFO.

#### Regulatory Duties

As a marketing board constituted under the Milk Act, DFO, through regulation, has information filing requirements. DFO collects, uses, discloses and retains this information in order to regulate the production and marketing of milk in accordance with its regulations, policies, orders, directions and decisions. DFO may collect such information directly from producers or from others involved in the production and marketing of milk.

In carrying out these regulatory functions, DFO, as a not-for-profit body representing the interests of producers of milk, is not in its own right engaged in commercial activity. Information arising from DFO's exercise of these regulatory authorities is not believed to be subject to the PIPEDA. In those limited circumstances where DFO is engaged in commercial activity, it is subject to the PIPEDA and all of that Act's provisions apply with respect to personal information collected, used, disclosed or retained as part of that commercial activity.

**Consent Requirement**

Dairy Farmers of Ontario obtains the parties' express or implied consent before obtaining or using personal information about that person or disclosing that information to anyone in the course of commercial activities. Regulatory requirements are excepted from the consent requirement. Participation in certain Board programs will constitute consent to the obtaining, use and disclosure of personal information. Details will be set out in program information packages. Persons not wishing to provide their consent may decline to participate or may notify DFO and their wishes will be respected. In some cases, participation may not be possible where the necessary personal information is not made available.

**Limited Disclosure**

There are circumstances where use and disclosure of personal information may be justified or permitted under a legal duty or right and DFO may use and disclose such information without the party's consent. In such cases where DFO is of the opinion that it is appropriate or necessary to use or disclose such information, the use and disclosure will be limited so that only that information which is required is used or disclosed.

**Producer Information**

As a general rule, all producer information is held in strict confidence and, except in very limited circumstances, is not revealed to anyone unless expressly or implicitly authorized by the producer. DFO guards its producer mailing list from unauthorized use and disclosure. Where disclosure is deemed by DFO to be of benefit to producers, it is tightly controlled with strict safeguards put on its use and disclosure by any third parties.

**Privacy Officer**

DFO has appointed a Privacy Officer charged with the responsibility for developing, implementing and administering DFO's privacy policy. As part of this mandate, the Privacy Officer will ensure that all of the necessary internal controls and procedures are in place, including appropriate training and supervising of DFO staff in achieving full compliance with all privacy obligations.

The Privacy Officer will receive and ensure appropriate follow-up on all inquiries. This includes such things as withdrawal of consent, request for disclosure of information on file, corrections to information and termination of consent previously given. All such requests must be in writing and may result in an administrative charge to cover DFO's costs in dealing with same.

## **Web Site Statement**

A visitor to the DFO Web site is not required to reveal any individually identifiable information such as name, address or telephone number. Nor is such information collected passively by electronic means.

Information is collected when an individual voluntarily completes an online survey. This information is collected, used or disclosed in a manner consistent with this policy statement.

DFO's Web server does not collect visitor information in the form of the visitor's domain or internet protocol (IP) address but does collect information regarding which pages are accessed. This information is used internally, only in aggregate form, to help serve Web site users better. None of this information is retained after it has been used and is discarded.

Any inaccuracies that are brought to DFO's attention will be corrected.

## **Compliance Concerns**

Any complaints concerning the access to, accuracy, management or use of personal information should be addressed in writing to the Privacy Officer. All such inquiries will be responded to with 30 days of receipt at the DFO head office. Any unresolved matters may be referred by the Privacy Officer to the DFO Board. If a party is still not satisfied, contact should be made with the office of the Privacy Commissioner in Ottawa.

## **Policy Review**

This privacy policy is in effect as of January 1, 2004. The DFO Board will from time to time review and revise its privacy practices and this privacy policy. In the event of any amendments to this privacy policy, a notice will be posted on DFO's Web site or communicated to producers through DFO publications.

DFO is committed to meeting all of its privacy obligations. Any questions or suggestions are welcome and should be addressed to the [Privacy Officer](#)