The Fairness Triangle

Building a culture of fairness means building a healthy and inclusive environment.

**PROCEDURAL FAIRNESS**
Using a transparent, accessible and impartial process
- Providing notification of relevant regulations, expectations, criteria, or allegations
- Providing a reasonable opportunity to present information
- Following reasonable timelines
- Being impartial and unbiased
- Communicating the reasons for a decision and possible recourses

**RELATIONAL FAIRNESS**
Treating people with respect
- Being reasonably approachable and listening
- Providing information and referrals to relevant processes and resources
- Respecting confidentiality
- Being courteous, honest and transparent
- Apologizing when errors are made

**SUBSTANTIVE FAIRNESS**
Making just, equitable and reasonable decisions
- Making sure one has the authority to make the decision
- Basing the decision on all relevant information
- Considering specific circumstances to make a reasonable and fair decision
- Making sure there is no error or omission
- Making sure there is no discrimination, oppression or abuse

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1Adapted from Ombudsman-Saskatchewan and Ombudsman de Montréal.