



Policies Manual

Guidelines to Success

Les Forages Chapais Inc

2021

Contents

Les Forages Chapais Inc.....	1
Our Culture and Core Values.....	6
Harassment.....	10
Privacy Laws and Legislation.....	14
Alcohol Consumption at Company Worksites.....	22
Candidate Referral Program.....	33
Summary of Benefits and Company Information.....	39
Problems, Concerns, or Suggestions in the Workplace.....	41
Vacation.....	45
Family Medical Leave.....	49
Providing and Receiving Feedback.....	55
Travel Expenses.....	63
First aid training requirement.....	74
Safety at Work.....	75



Our Vision and Mission

Our Vision

Les Forages Chapais Inc. Vision is to become an industry leader in the Canadian mineral exploration market.

Our Mission

Our mission is to build our reputation by being honest with each and every person we deal with, being professional in the way we present ourselves and providing this complete package at a competitive price, safely.



Our Definition of Business Success

We say success is "where hard work and quality meet."

But how do we define and measure success in our Company? We understand the importance of knowing the key things that can tell us when we have reached our goals. We call them our "key success factors", our indicators or milestones that measure our business achievements and help determine how well we are progressing towards our goals and objectives.

The following are straightforward measures that anyone can use as a gauge of their individual/team/or Company success. At the end of the day, when we ask ourselves if we have done the following, let's push ourselves to make sure the answer is YES!

1. **Make each contract profitable.**

At the end of the day, we are not just an organization, but a business - and we are in business to make a profit!

We evaluate each and every contract that we perform and determine if we are performing them profitably. If not, we need to identify how to make the next contract profitable, whether by reducing our costs for our service or performing it quicker.

2. **A reputation for hard work.**

We are well known for our culture and attracting and retaining quality people. The drillers and future drillers make a company. There is no in between, you want to work hard or you don't.

3. **Fiscal responsibility**

A lower overhead should be a continuing objective for our business. We can cut costs by evaluating everything from our insurance needs, reducing reliance on outside consultants and service providers, or cutting down on unnecessary supplies and equipment.

All individuals treat the Company's money as if it was their own because they understand that Company success and their ultimate success is linked to our sound practices of fiscal responsibility.

We strive to, and individuals are rewarded for consistently coming in under-budget with all our expenses.

4. **Create and maintain the highest level of client satisfaction.**

A very important success factor needed to sustain our business is to provide the best service to our clients. Satisfied clients are more likely to come back to us and to refer us to others. Better yet, let's give our clients more than they expect.

Everyone on our senior management team contacts one customer at least once a week to continually understand the needs of who we are serving.

5. **Comply with all legal obligations and other requirements.**

This is our duty and responsibility.



Our Service Philosophy

In support of our Vision, Mission, Values, and strategic initiatives, our services and support must consistently exceed expectations.

Our primary measure of success is client satisfaction.

Our intent is to earn and maintain the respect and trust of everyone we come in contact with when representing the Company.

In striving to consistently deliver the best service possible and to treat others as we would like to be treated, all Company individuals will exert every effort to respect the following fundamental principals of our service philosophy:

- We put our clients at ease with our commitment to hard work.
- We are confident and prepared. We know our industry. We have the experts in an industry that requires expert skills.
- We manage expectations. We believe that individuals and clients will be accepting and patient and more satisfied if they understand what they can expect and when they can expect it. No over-promising. We are factual and reality-based – but we deliver when we say we are going to deliver.
- Our sincere goal is to provide value and expertise to our clients. Period.
- We are accessible; every Manager has a laptop computer or Smartphone for instant access. Emails are checked on weekends and evenings to ensure our clients receive a response – we are the definition of 24/7.
- Our employees are well-known for being professional, efficient, and driven. We try to exceed our clients' expectation and break the stereotypical reputation some companies have for overcharging and under-delivering. We work with the clients as if their budget was our budget, and we help them to make the best decisions possible to ensure quality at a fair price.
- We look for ways to return the favor of a client's business.
- The best at what we do, plain and simple.



Our Culture and Core Values

Our core values are defined as our essential and enduring tenets. They are our guiding principles that need no external justification and stand the test of time.

Our practices are defined as the behaviors that support our values.

Leadership

- We foster an environment of responsibility and accountability
- We teach
- We make a difference
- We find solutions and are resourceful

Impact

- We are clear
- We have a strong ability to focus because we understand that quality results = competitive edge
- No emphasis is put on how much or when we work outside of our daily core hours, but meeting agreed-upon deadlines is non-negotiable
- We reach our meter goals. We track our success. We reward excellence.

Trust

- We are supportive, positive, and action-oriented. We don't whine or use "if only" as part of our vocabulary. We want to achieve and we do.
- We do the right thing. (for our customers, partners, team, business, and community)
- We believe in the power of laughter
- We are empathetic.

Our Culture

Les Forages Chapais Inc. is truly about employees. We are, after all, in the people business.

We are straight forward about our goals, we want you to perform, and we want to reward you for it. We mean it. From the beginning, we were clear about what was important to us and what we wanted our culture to be.

This doesn't mean we won't make mistakes or have setbacks, but it does mean we have a clearly defined way of doing things. We know that some people simply won't be happy working here, and that's ok. We are looking to attract and retain those who thrive in this type of environment.

Here are some examples of what we mean:

Core Hours

We expect each other to be in the office between the hours of 7 and 7 - Monday through Sunday. These are our core hours when we are all available for drilling core and gaining meters.

Focus Time

We attempt to observe "F.T." when drilling and when on the worksite when we try to limit interruptions unless absolutely necessary. F.T. is the time when we drill.

Culture Destroyers

We discourage lazy behavior in any way towards people - internally or externally. We foster an environment where we encourage accountability for not performing and allowing cross shifts to perform the difficult tasks. You are responsible for your shift.

We foster an environment where our actions and behaviors are driven by doing the best thing for the Company, teams and the client. We are a Team! Work hard together, get along, and enjoy the fruits of our labor. People who are not supportive of each other, who criticize, roll their eyes, have sidebar conversations, and are not straight with one another do not do well here.

These are fundamental principles.

Conflict

We encourage constructive conflict and passionate business-related debates or discussions. We resolve conflict and let it go. Once a decision is made, we buy in, support it, and execute!

All Hands on Deck Meetings

Making time for face-to-face communication to talk about Company information that affects all of us is critical to our success. Every 2 months, we provide a forum where one or several of our senior managers provide employees with a business update and employees are encouraged to ask questions.

We also believe that communication comes from within the troops, and we ask that each everyone provides feedback on what they have noticed.

Document Owner:	Corporate
Practice Applies to:	Employees
Process Responsibility:	Corporate
Final Accountability:	Corporate

Six times a year, we all meet in the office/shop/on Site for an all hands meeting which lasts for about 1/2 hour. Attendance at these meetings is mandatory and we expect all employees to attend. If an individual is unable to attend, we ask that the individual notify our President in advance of the meeting with a reason why attendance is not possible.

The following is a rough outline of what you can expect at these meetings:

1. Business update
2. Financial update
3. People and people programs update
4. Questions and answers
5. New employee welcome

Individuals may submit questions before the all hands meeting by email.

Equal Employment Opportunity

We do not discriminate at our Company. We welcome diversity and the synergy stemming from all perspectives as a result of different backgrounds and experiences.

We provide respect and equal employment opportunities for all Company individuals and applicants for positions regardless of race, color, national origin, political belief, religion, marital or family status, physical or mental disability, gender, sexual orientation, age, or irrelevant record of offence.

Decisions pertaining to recruitment, hiring, training, transfers, dismissals, layoffs, counseling, compensation, hours of work, benefits and performance reviews are based on job performance, merit, and qualifications. Family members and relatives may be considered for employment on their merits in accordance with our policies on this subject.

Our practice has been and will continue to be one of honest evaluation of each individual's qualifications and business contributions.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

We base all employment decisions on the principles of equal employment opportunity and with the intent to further the Company's commitment to equal opportunity. We are committed to ensure that all people-related actions, such as recruitment, hiring, promotion, compensation, benefits, layoffs, returns from layoffs, Company-sponsored training, educational tuition assistance, and social and recreational programs are administered without regard to race, color, religion, national origin, sex, age, handicap, or status.

Any individual who feels they, or another individual, have been the subject of discriminatory treatment should report it immediately to Human Resources or their manager. An HR representative will investigate all complaints.

Harassment

We are committed to providing a positive working environment where everyone is treated with respect. We all share in this responsibility.

If you question—even for a second—the appropriateness of your behavior, words, or actions, stop yourself from continuing down this pathway. If you do not know or understand your audience, don't take a chance at making someone uncomfortable. Keep it clean and keep it professional.

Off-limits: Sexual material or innuendo, off-color pictures or emails, racial references, advances, touching, leering, derogatory remarks towards or about anyone or group.

Rule of Thumb: Behave with people you come in contact with at work as you would with someone's conservative great-grandmother whom you are meeting for the first time, until you clearly understand your audience's boundaries. You may never have absolute clarity about tolerance for familiarity in behavior, and even if no one complains, your conduct may still have crossed the line.

Keep it professional at all times.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Human Resources, Individuals
Final Accountability:	Individuals

The guidelines outlined in this document apply to behavior on Company or customer premises, during travel related to your work, at conferences, training sessions and seminars attended by you for work, and during work-related telephone, electronic, and other communications.

It's impossible to list every inappropriate conduct that may occur on the job. Unlawful discrimination or harassment includes unwelcome or offensive verbal or physical conduct, hostile or offensive activity that threatens, intimidates, offends, demeans, or coerces and may impair an individual's ability to do his or her job. Discrimination and harassment takes on many forms including:

- Gestures or physical acts
- Slurs
- Taunting
- Verbal abuse or racial epithets
- Comments or jokes
- Implicit or explicit coercive and inappropriate behavior used to control, influence, or affect the career, salary or job of any employee

- Displaying derogatory objects, cartoons, posters, drawings, or pictures
- Failure to consider or hire an individual for a job based on their race, color, religion, national origin, sex, age, family status, etc.

Reported incidents will be investigated and if verified, the person harassing another individual on Company premises will be subject to disciplinary action, up to and including termination. Retaliation by an individual for reporting an incident is not tolerated. Any individual showing retaliation toward another for *bona fide* reporting of an incident in good faith will be subject to disciplinary action up to and including termination.

If an inappropriate situation arises:

6. If comfortable doing so, speak to the individual. Tell the offending individual that their behavior is unwelcome and ask them to stop.
7. Report the incident. If, after asking the other individual to stop their behavior, the activity continues, you may report the inappropriate behavior to your manager or to an HR representative.
8. An investigation will be conducted. Once a complaint is received, an investigation is undertaken immediately and all necessary steps are taken to resolve the situation. Two manager-level individuals conduct all interviews. In most cases, both the complainant and the individual who is alleged to have acted inappropriately are interviewed, along with any individuals who may be able to provide relevant information.
9. Appropriate action will be taken by the Company. Upon completion of the investigation, and where it is warranted, the Company will promptly take corrective measures, which could include counseling, reprimand or dismissal. If the complaint was filed in good faith, no documentation whatsoever is placed in the complainant's file, regardless of whether or not the complaint is upheld.
10. Confidentiality is maintained. A complete written record is kept of each complaint that proceeds to an investigation, including how it was investigated and resolved. Every attempt will be made to ensure all information gathered is kept as confidential as possible.
11. Anonymous complaints are not dealt with under these guidelines.

This section is meant to provide you with a quick and general reference. For complete, up-to-date legislated definitions, refer to the Ontario Human Rights Code.

Harassment

Harassment is a form of discrimination and includes any conduct—be it verbal, physical, or by innuendo—that is likely to cause offense or humiliation to any person based on the prohibited grounds of discrimination provided in the *Ontario Human Rights Code*.

Examples of harassment, or discriminatory conduct that may constitute harassment, include:

- Employment decisions made on the prohibited grounds in the *Code*, rather than on merit, which includes decisions made as a result of submission to or rejection of harassment. This would include implicit or explicit coercive and inappropriate behavior used to control, influence, or affect the career, salary or job of any employee
- Comments that promote disability, ethnic, racial, age, sexual, or religious stereotyping

- Jokes or comments that draw attention to a person's disability, age, ethnic, racial or religious background or affiliation, gender or sexual orientation and that are embarrassing or offensive
- Derogatory remarks, verbal abuse, or threats directed towards members of one gender or regarding one's sexual orientation or with respect to a person or group's ethnic, racial, or religious background or affiliation.

Sexual Harassment

Sexual harassment is defined as one or more incidents involving unwelcome conduct of a sexual nature, by men towards women, by women towards men, between men, or between women.

Specific examples of unwelcome conduct of a sexual nature that may constitute sexual harassment include:

- Requests for sexual favors
- Advances, propositions, touching or leering
- Persistent unwanted contact or attention after the end of a consensual relationship
- Sexually suggestive comments or gestures
- Stalking or persistent attempts to contact another person
- Sexually degrading words used to describe a person
- Inquiries or comments about a person's sex life or sexual behavior
- The display of sexually suggestive or pornographic material causing embarrassment or offense told or carried out after the person showing the material has been informed that it is embarrassing or offensive, or that by its nature is known or ought reasonably to have been known to be embarrassing or offensive
- Sexual stories or jokes causing embarrassment or offense told or carried out after the person telling the story or joke has been informed that it is embarrassing or offensive or that are by their nature known or ought reasonably to have been known to be embarrassing or offensive.

Workplace Privacy

We respect your personal privacy and your right to an expectation of privacy in personal matters at work. However, as a general rule of thumb, we should all consider that anything we do while on Company premises or create on Company time using Company resources might be read, checked or monitored by management or Security individuals at any time.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Human Resources
Final Accountability:	Human Resources, Individuals

Your work output is generally considered Company property. As such, others in the Company may review it at any time. In addition, business equipment belonging to the Company and supplied for the purposes of your work (e.g. computers, desks, cabinets) should not be considered your private property. There may be occasions when another individual is required, for business purposes, to access your office equipment in your absence.

Email and Internet activity conducted using Company property is subject to monitoring at any time.

You should also be aware that for security purposes only, closed circuit television cameras can be strategically placed throughout our facility in areas such as our parking lot to enable Security individuals to monitor these areas for suspicious activity. These cameras help to ensure your safety and discourage theft of Company property.

In addition, we reserve the right with cause to search without prior warning or notice all persons and/or property of any kind or nature found upon, brought into, or taken from Company property including lockers, desks, tool boxes, lunch boxes, duffel bags, briefcases, backpacks, and similar items.

Privacy Laws and Legislation

Privacy legislation is to be taken seriously and affects the way we do business.

Very simply: All private information the Company obtains from any person, including our customers, partners, employees and candidates must be accompanied by disclosure for the reason of collection, consent for its use, and a guarantee that the information will be safeguarded and only used for the purposes of original collection.

Personal information is not to be distributed or disclosed to others except in very limited circumstances. In many cases, permission will be required.

For example, as a manager, virtually nothing you write about a job candidate or Company employee can be considered off limits to the candidate. Scribbles on a performance review, comments about an individual on a piece of paper, or comments on interview notes are now accessible information.

Every individual has a right to view anything written about him or her, whether that information is located in the Company personnel files, in an email, or in the margin of a manager's notebook.

However, there is no reasonable expectation of privacy when using the Company email system and Internet. For more information, please see our practices on Internet and Email use.

Document Owner:	Privacy Officer
Practice Applies to:	Everyone
Process Responsibility:	Everyone
Final Accountability:	Privacy Officer

If you have any questions about Federal or Provincial privacy legislation and how it affects your job, contact your foreman or manager.

Managers and Employee Privacy

Here are some specific examples of how privacy legislation affects you as a manager:

- All written, recorded or scribbled notes (including drawings) about an individual are considered private information about that individual and the Privacy Officer is responsible for making sure the information is accessible to that individual. Any communication about an individual, regardless of form, must be filed in personnel records.
- An applicant who is interviewed has the right to ask for interview notes from every individual who interviewed that person.

- If Human Resources or a manager put together a report about an individual—whether it be a case for termination, performance review, or recommendation for promotion—the information must be in the individual’s file and accessible to him or her.
- Resumes of all applicants must be kept on file for a year and kept secure.
- Storage of an individual’s personal information—performance, salary, date of birth, medical or personal issues—should be consolidated wherever possible. The Privacy Officer needs to know what information is stored where. This includes personal information stored on home computers, lap tops, removable disks, etc.
- Circulation of home addresses, birthdays, telephone numbers, and cellular telephone numbers (unless paid for by the Company), etc. is not allowed.
- As a manager, you are not necessarily allowed to see an individual’s files. There may be no reason for you to know private information, particularly medical information.
- Individuals should discuss medical or personal information with Human Resources or Payroll only, and not with the manager. This includes requests and verifications of doctor’s notes.
- Without exception, all emails and Internet access that use the Company network belong to the Company.
- Anyone with access to private information must sign a special confidentiality agreement, particularly as it relates to medical information and non-disclosure after parting with the Company.

The Personal Information Protection and Electronics Documents Act (PIPEDA) is the Canadian Federal legislation act currently in place. Unless a province has developed its own privacy act, it is automatically governed by the PIPEDA. Privacy legislation can be compared to the Employment Standards Act in that a Company with multiple offices across the country needs to be aware of provincial differences. At this time, Quebec, Alberta and British Columbia are the only provinces with their own privacy legislation.

Collecting private information is different than collecting and using business information. For instance, conducting a survey for marketing purposes is fine if the information being collected is for business-to-business use and not business-to-consumer or employee. An example of business-to-business use would be collecting an individual’s business email or mailing address. A retailer asking for personal information prior to conducting a cash transaction would be business-to-consumer use.

Basic Principles of Provincial Privacy Legislation

1. **Accountability:** An individual or individuals (Chief Privacy Officers) must be designated as accountable for the organization’s compliance with privacy legislation.
2. **Identifying purposes:** The purpose for collecting private information needs to be clear. For example, “We need this information to be able to contact someone in the case of an emergency”.
3. **Consent:** Knowledge and consent of individual are required for information collection.
4. **Limiting Collection:** Collection of information is limited to that which is necessary to carry out the purposes identified by the Company. For example, you can’t ask for an individual’s waist measurement as an “add on” question if the information is not relevant to the purpose of collection.

5. **Limited Use, Disclosure, Retention:**

- Personal information will only be used for the purpose originally communicated
- Personal information will not be disclosed to others
- Personal information is only retained for the period of time necessary for fulfillment of those purposes.

6. **Accuracy:** Keep information up to date and accurate.

7. **Safeguards:** Keep the information safe. More sensitive material requires stronger safeguards.

8. **Openness:** Company needs to communicate policies and practices relating to managing personal information.

9. **Individual Access:** An individual has the right to ask to be informed of the existence, use, and disclosure of his/her personal information. This means that any individual has the right to see his or her files and ask what we have used the information for. We must be prepared to answer. For example, "We provided your manager with your performance review file on Feb 05, 2003. On Sept 06, 2003, we provided Great West Life with your new salary for updated LTD benefits calculations".

10. **Challenging Compliance:** An individual has the right to address concerning compliance with above principles to the Chief Privacy Officer.

Code of Conduct

We foster a safe and competitive work environment – but one that has boundaries. One of our fundamental principles is an expectation that all individuals, business acquaintances, business, and property be treated with respect.

If you spend a fraction of a second questioning the appropriateness of your actions, carefully reconsider the action, proceed with caution, or back away until you have considered all possible consequences.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals
Final Accountability:	Individuals

Everyone is expected to know, understand, and adhere to Company practices in order to protect the best interests of the Company and individuals within it. We expect you to respect the rights and feelings of others and demonstrate personal integrity and professionalism.

Please refrain from doing anything that would be considered improper conduct. Be aware that anyone in the Company is subject to dismissal for engaging in serious improper conduct.

By “improper conduct” we mean conduct that involves illegal, fraudulent, dishonest, or unethical behavior, or serious negligence in the performance of your duties.

Following are some examples of activities that we view as improper conduct. This is by no means an exhaustive list, and we expect everyone to exercise good judgment. However, these are actions for which you can assume immediate disciplinary action will be taken, up to and including termination of employment:

- Theft
- Abuse of Company property or equipment
- Sexually, verbally, physically, or mentally abusing or harassing any person associated with the Company – on or off premises
- Habitual tardiness or absence
- Solicitation or acceptance of personal gifts or gratuities in exchange for preferential business treatment
- Failure to comply with our policy regarding solicitation for charities or personal businesses

- Falsifying Company records
- Disclosing confidential or proprietary Company information to unauthorized persons
- Engaging in activity that is determined to be a serious conflict of interest with the Company
- Possession, use or sale of illegal substances on Company premises
- Being under the influence of alcohol or illegal substances at any time on Company premises or while on Company business
- Insubordination or failure to carry out instructions
- Job abandonment

Drug and Alcohol-Free Workplace

We recognize that the state of your health affects job performance and the quality of work performed. Drug and alcohol abuse adversely affect your health and will inevitably result in problems at work.

We don't test for the use of illegal drugs or alcohol abuse unless you are employed in a safety-sensitive position, but we do prohibit use of these substances on Company premises or while you are acting as a representative of the Company.

Individuals must be free from the effect of alcohol and controlled substances that impair job performance and endanger other employees. The use, possession, sale, distribution, or manufacture of illegal controlled substances is prohibited. No alcoholic beverages will be brought onto or consumed on Company premises except in conjunction with authorized company events.

If an individual arrives at work and is suspected of being under the influence of drugs or alcohol, that person will be sent home for the day without pay and may also be subject to testing.

WE RESERVE THE RIGHT FOR RANDOM TESTING. It is your responsibility not to be on drugs and it is our responsibility to our clients to ensure our employees are adhering to our drug and alcohol policy.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

The manufacture, distribution, dispensation, possession, or use of an illegal controlled substance is not permitted on Company premises. Also prohibited is the use, sale, possession, distribution, dispensing, manufacture, or transfer of an illegal controlled substance on non-working time if those activities affect the reputation of the Company.

Compliance with this drug/alcohol policy is a condition of employment. This policy is applied equally to anyone working on Company premises including full or part-time employees, temporary employees, contractors or consultants.

If an individual has a problem with drug or alcohol abuse:

- Assistance is available through the Company's Employee Assistance Program. This is a completely confidential resource.
- You may be eligible for a medical leave of absence in order to obtain treatment. You should not, in any event, work when you are impaired from performing your work safely.
- You should be aware that the Company retains the right to require an individual to obtain treatment from a rehabilitation program as a condition of continued employment.

Workplace Violence

We are committed to the prevention of workplace violence and Les Forages Chapais Inc. is ultimately responsible for worker health and safety. We will take reasonable steps to protect our workers from workplace violence from all sources. Violent behavior in the workplace is unacceptable from anyone.

Everyone is expected to uphold this policy and to work together to prevent workplace violence.

1. We have a Workplace Violence Program that implements this policy. It includes:
 - a. measures and procedures to protect workers from workplace violence;
 - b. measures and procedures to protect workers from psychological or workplace harassment or bullying;
 - c. disclosure of risks created by potential violent workers;
 - d. measures and procedures to protect workers from the prospect of domestic violence;
 - e. a means of summoning immediate assistance; and
 - f. a process for workers to report incidents or raise concerns.
2. We will ensure that this policy and the supporting Workplace Violence Program (Program) are implemented and maintained and that all workers and supervisors have the appropriate information and instructions to protect them from violence in the workplace.
3. Supervisors will adhere to this policy and the supporting Program. Supervisors are responsible for ensuring that measures and procedures are followed by workers and that workers have the information that they need to protect themselves.
4. Every worker must work in compliance with this policy and the supporting Program.
5. Talk of violence or joking about violence in the workplace will not be tolerated.
6. All workers are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats
7. If anyone feels unsafe or threatened while at work, please notify your manager or an HR Representative immediately. We will not discriminate against workplace violence victims. All concerns, regardless of severity will be handled fairly, promptly and without retaliation for bringing a valid claim forward. (This exoneration does not apply to false claims. The claim must be a valid and proper claim for immunity to apply). If the Company finds that a claim of workplace violence was made in bad faith, the Company will take disciplinary action against the person who made the bad faith claim, up to and including discharge.
8. Management pledges to investigate and deal with all incidents and complaints of workplace violence in a timely and fair manner, respecting the privacy of all concerned to the extent possible.
9. Anyone who is found to engage in violence in the workplace will be immediately removed from the premises and may be subject to disciplinary action, immediate termination of employment, and possibly criminal penalties.

Off-Duty Conduct

Teamwork is essential in our Company and everyone has the right to work in an environment free of inappropriate conduct by other employees, including threatening or harassing behaviour.

Do our rules apply to electronic medium? The answer is yes. Just because we stick the word "electronic" or "cyber" in front of an action or activity doesn't change what it may fundamentally be, be it a transaction, a sale, a slander, or a crime. Inappropriate conduct shouldn't be more acceptable because it happened online using a hip new technology.

It makes no difference how inappropriate conduct occurs whether on Company or personal time. Once it's public knowledge, the team loses trust in, and respect for each other. We don't have to like our co-workers or agree with everything in our work environment, but we do need to be polite, ethical, lawful, and professional while on or off-duty.

Document Owner:	Corporate
Practice Applies to:	Everyone
Process Responsibility:	Individuals
Final Accountability:	Individuals

Off-Duty Conduct

You may be disciplined, up to and including termination, for inappropriate off-duty conduct, whether verbal, written or through any form of blogging, that:

1. Damages the Company's reputation and goodwill with the Community.
2. Materially and adversely affects your job performance or the job performance of other employees.
3. Uncooperative or insubordinate conduct towards supervisors, employers, guests and/or regulatory agencies or otherwise engaging in conduct that does not support the Company's goals and objectives.
4. Divulging private information of the Company or of other to any person or entity that is not authorized to receive that information.
5. Makes libelous, slanderous or maliciously false statements towards or concerning the Company, any of its employees, services or products.

Alcohol Consumption at Company Worksites

Some people think company worksites or events are merely opportunities to have fun and relax. But a company worksite or social event is essentially a casual business event. Drinking to excess is inexcusable and is dangerous for your physical well-being and the well-being of others - particularly when driving.

It can also result in embarrassing and inappropriate situations with event attendees. Consider up front that your behavior will likely be observed by everyone - your subordinates, peers, executives - and perhaps their spouses!

Take responsibility for your actions. Avoid the potential for unsafe outcomes and a depreciation of your reputation stemming from excessive alcohol consumption and inappropriate behavior at company worksites. Accept responsibility for your own alcohol consumption and moderate your intake of alcohol.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Human Resources, Individuals, Managers
Final Accountability:	Individuals

Employees and other Company individuals are invited to drink after work (NEVER during work time or on worksites or areas) on the condition of understanding and accepting the following:

- You must accept responsibility for your own alcohol consumption; and
- You must moderate your intake of alcohol; and
- You must co-operate with the Company's efforts to ensure your safety; and
- You must not return to work while under the influence of alcohol;
- You must assist the Company to apply this policy to other employees and guests, and
- You must not drive yourself or any employees while under the influence of alcohol.

The Company reserves the right to ban from future events any Company individual (or other guests) who ignore or violate these rules.

At Company events where alcohol is served, the Company may take the following actions:

- remind the attendees of this policy and of their obligations as guests of the Company event;
- provide a selection of non-alcoholic beverages as alternatives to alcoholic beverages;
- limit the amount of alcohol to be consumed by any or all employees and guests;
- prevent an attendee who shows outward signs of impairment from continuing to consume alcohol;
- appoint a designated driver or provide alternate means of transportation to attendees who show outward signs of impairment; or
- prevent an attendee who shows outward signs of impairment from leaving the event unaccompanied.

Privacy of Personal Information

When you join the Company, you give us information about yourself for payroll, benefits and emergency purposes. Our Finance Manager is our designated privacy officer and is responsible for ensuring that your personal information remains confidential throughout your career with the Company. It is not collected, used, or disclosed except in accordance with the guidelines of the *Personal Information Protection Act*. You have the right to request to see your personal information as well, and should address such requests to the finance manager.

Document Owner:	Privacy Officer
Practice Applies to:	Everyone
Process Responsibility:	Privacy Officer, Payroll
Final Accountability:	Privacy Officer

If your personal information changes, you are responsible to give the payroll administrator the correct information. Personal information includes data provided for benefits purposes such as social insurance number, marital status, name and number of dependents, health information, phone numbers, etc.

We will only release your personal information to third parties at your request, or with your permission to verify your employment or when required to satisfy legitimate investigative or legal requirements.

We will not provide reference information beyond verifying dates of employment or last position held without your written permission. With your permission we will provide additional reference information concerning your general working habits, reason for termination or resignation, attendance record, salary verification, and whether or not we would rehire you.

We recognize and respect your right to privacy. To maintain this right we have adopted these basic principles:

- We only collect personal information that is required by the Company for business, personnel and legal purposes.
- The information collected and maintained in our records is protected from disclosure in accordance with provincial privacy laws.
- Anyone with access to this information is required to adhere to these policies and practices. Violations of this policy may result in disciplinary action.
- Internal access to personal records is restricted to those having an authorized, business-related need-to-know.

- Access to personal records by third parties, including law enforcement and other governmental agencies, is only provided pursuant to statutory authority such as court order or subpoena.
- The Company does not release your personal information to outside sources without your written approval, unless legally required to do so.
- Individuals are authorized to access the personal information maintained about them in the Company records. They may submit documentation to correct inaccuracies or provide written comments in disagreement with any material contained in their Company records.
- The personal information in possession of the Company is destroyed when it is no longer required.

Confidential Information – Classification and Handling

In the course of day-to-day business, we all come into contact with sensitive information including items such as our business processes, pricing, customers, orders, contracts, Human Resources information. We all have a responsibility to use good judgment and safeguard sensitive Company information. Our rule of thumb is to consider all information you gain at work as confidential and not to be discussed with others unless they work for the Company and have a legitimate business reason for needing the information.

Document Owner:	Finance
Practice Applies to:	Everyone
Process Responsibility:	Individuals
Final Accountability:	Individuals

We define confidential information as any information that would put the Company at a competitive disadvantage if improperly communicated or information that cannot be communicated due to contractual or legal obligations.

All data stored must be classified for data sensitivity. This enables IT to implement the appropriate back up and restoration procedures and ensure that confidentiality is maintained.

Please take care to follow the guidelines listed below:

- Confidential Company information must not be divulged to anyone other than authorized persons and should be used only for the Company's benefit.
- Communicating confidential material to a co-worker should only be done when it's essential for that person to perform his or her job. (e.g. payroll and HR information).
- Confidential information going through internal or external mail should be marked as such on the outside of the envelope.
- When faxing confidential material take steps to ensure that the recipient obtains the information directly.
- Confidential information in hard copy form should be kept in a secure, locked location. Sensitive documents being disposed of should be shredded.
- All contracts are held in our locked corporate filing cabinet.
- Individuals are responsible for protecting the security of confidential information on the computer network. Passwords should not be revealed to anyone under any circumstances.

- All sensitive files being transferred electronically should be password protected.
- Individuals are expected to keep a clean desk. This means that when you leave work for the day or are absent from your desk for extended period, all sensitive information is locked in your desks or storage cabinet(s). This includes papers and computer storage media such as disks and CD's.
- Improperly divulging or using confidential information may result in corrective action including counseling, reprimand or termination.

Examples of Confidential Information

Sensitive Company information includes, but is not limited to:

- Trade secrets
- Confidential information relating to products, product design projects and processes
- Schedules and estimates
- Information presented at status meetings
- Marketing information
- Financial information, accounting data and practices
- Pricing
- Business plans and strategies
- Security information
- Negotiations and contracts
- Inventions and discoveries
- Customer information
- Personal information about employees, and other Company individuals.

Classification Scheme

To ensure the proper handling and disposal of Company data and information, it is necessary to classify each piece of data. Managers are responsible to ensure that individuals on their team understand how sensitive information is classified and handled in the Company. This section describes the categories we apply within the Company. If you have questions about how to classify a specific document, please contact your manager.

General

Information that has been released to the public by management is considered general information. This includes information from our public website, media releases, and marketing brochures.

Shredding of this information is not required for disposal.

Proprietary

All data and information used in conducting day-to-day business is considered Proprietary and is not intended for discussion or disclosure outside the Company.

Computer output of Proprietary information should be marked as such at the bottom of each page.

Shredding of this information for disposal is desired but not required.

Restricted

Information that is deemed critical to the continued profitability of the Company is considered Restricted. This classification also applies to information about our employees, and other Company individuals.

Computer output of restricted information should be marked as such at the bottom of each page.

Shredding of this information for disposal is required.

Secret

Information concerning the Company's strategic plans is considered Secret. Also included in this category is any other information specifically designated as Secret by senior management.

Secret information may not be stored on any computer system except for desktop or laptop systems. When stored on desktop or laptop systems the information is to be encrypted, using approved encryption software, to provide adequate protection. Additionally, this information may not be transmitted over any computer network within or between Company facilities unless it is encrypted, using approved encryption software.

If Secret information is stored on diskette or CD, the diskettes/CDs should be properly identified and stored in a locked desk drawer, cabinet or safe when not in use.

Computer output of Secret information should be marked as such at the bottom of each page.

Shredding of Secret information for disposal is required.

External Company Communications

There may be opportunities or situations when we are individually approached to publish, interview, discuss or present to organizations or the press on behalf of the Company. It is important to our Company brand, consideration of material confidential information, and legal requirements to our shareholders, that all external communication on behalf of the Company be pre-approved by George Demers.

Document Owner:	Corporate
Practice Applies to:	Everyone
Process Responsibility:	Individuals
Final Accountability:	Individuals

Before you engage in any external communication that is about or may have an impact on our Company, you must obtain written or electronic approval from George Demers. This includes but is not limited to:

- Print or electronic publications
- Speeches
- Interviews
- Online discussion groups
- Commenting to the press
- Discussions with members of industry organizations or professional associations.

Company information released externally must be controlled in such a way as to protect and preserve the Company's interest. Information must be managed to prevent unauthorized disclosure, modification, destruction or use. It must be agreed that Company proprietary information will be provided adequate physical security, recovery abilities, electronic access controls, and non-disclosure agreements.

Written or electronic approvals must be obtained from George Demers before proceeding with the following:

- All external communication distributed via the general media (including newspapers, magazines, radio, TV, etc.) or by printed media (including brochures, handbills, leaflets, and direct mail)
- Advertising

- Literature, and other such material relating to the Company, its products, services, or facilities
- Initiation of any campaign that will receive financial support from the Company or in which the Company will play a significant role
- Company information that is communicated, shared or processed by vendors, customers or third party providers.

Conflict Resolution and Communication

Our success is based on teamwork. It is important that we openly communicate with each other, both with positive feedback and respectful, constructive feedback. Having an issue with how a team member is performing or what they are doing, and then grumbling about it behind the scenes is a lose/lose situation - one team member is frustrated and the other loses the opportunity to improve or offer an explanation.

We encourage you to take what may be a difficult step and discuss the conflict openly. We call it leadership, whether it's formal or informal leadership. We can all do it. Let's not only wait for performance reviews to provide feedback to each another.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals
Final Accountability:	Individuals

We have an "open door" policy and are encouraged to talk directly with each other and our managers to resolve problems. This is a fundamental principle.

Sensitive issues or frustrations arising in the workplace should be discussed respectfully with the person who can help to resolve the challenge—for example, your co-worker or manager—so that resolution may be obtained at an early stage.

If an issue cannot be resolved within a team or between two individuals, the issue can be discussed directly with your HR Representative.

Weekly Status Reports

One of the key elements of teamwork is that team members know which tasks are assigned to whom, and how each individual is progressing with his or her responsibilities.

We use a process of weekly status reports to keep each other informed on our tasks, deadlines and progress. Not everyone is required to submit weekly status reports--managers assign the task to those from whom reports are required.

Document Owner:	Corporate
Practice Applies to:	Individuals who are required to submit weekly status reports
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

We use weekly status updates to keep team members and managers and stakeholders informed on the status, progress and potential obstacles of project tasks.

You may be required to submit weekly status updates if:

- Your manager needs to monitor progress on a key project and adjust priorities as necessary.
- You are a contractor or consultant. Status reports are included with your invoice to the Company.
- You are working on tasks that affect the progress and schedule of other team members or stakeholders in the project.
- You attend meetings where status updates are to be presented in a standard format.

Your manager will tell you if you are required to submit weekly status updates and to whom they should be distributed.

Weekly status updates should list the following information regarding each project assigned to you:

- Team responsible for the overall project
- Description of task assigned to you
- Priority level assigned
- Due date
- Status.

Candidate Referral Program

We are all skilled, experienced people and have probably worked or had a professional association with many others like us. We know which individuals we'd like to work with again, and whom we'd hire given the opportunity. Bringing new people into the Company is always challenging, and the chances of a good fit are better if we hire people we already know. Maybe one of us knows someone who'd be perfect.

It's simple — refer someone that we eventually hire, and we'll thank you with a generous bonus.

Document Owner:	Human Resources
Practice Applies to:	Employees entitled to standard benefits
Process Responsibility:	Human Resources
Final Accountability:	Finance

We recognize that everyone who works for the Company plays a vital role in attracting and retaining highly skilled and experienced people. To increase our recruiting efforts, we offer a Candidate Referral Bonus program, which pays \$250 to individuals who refer qualified candidates who are subsequently hired and successfully complete their probationary period.

From time to time, we also promote special campaigns for the Candidate Referral Program.

If you are aware of someone who would be an excellent candidate for employment with the Company, encourage them to fill in an application of employment via our website career page and make sure they mention your name. **Your name must be mentioned at the time of the candidate's application or you won't qualify for the Candidate Referral Bonus!** Sorry, no exceptions.

All referral bonuses are paid in full providing:

- The successful completion of the referred employee's probationary period
- That you, the referrer, are still employed with the Company at the time the bonus payment is due.

The referral bonus is paid in the pay period following the satisfaction of both these conditions. The bonus is subject to regular statutory deductions.

Exceptions - Please note that the following individuals are not eligible for the candidate referral bonus:

- A referrer who submits a resume of an individual already associated with the Company, either as an employee, a past employee, or contractor/consultant
- Hiring manager
- Anyone in the Human Resources department
- A referrer who submits a resume that the Company already received directly from the referred candidate within the past 6 months, or the resume has been forwarded by a recruiting agency within the past 12 months.

Rehiring Former Employees

Individuals are eligible for rehire if their records of prior Company affiliation are satisfactory.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Human Resources, Managers
Final Accountability:	Human Resources

All former Company individuals who have not been paid by our Company for 60 or more days or have worked for another company after leaving us must apply as a new candidate. However, if an individual left our Company on good terms and is a qualified for the position, we are pleased to consider them for re-hire.

In the event that a former Company individual is under consideration for re-hire, it's our practice to consult and confirm information still contained in our Company records. For those who have worked elsewhere since leaving the Company, we may secure work references from these organizations.

An employee's record of service may be affected in the following ways:

- Employees rehired within one year of leaving the Company receive an adjusted vacation and sick time benefit. If re-employed after more than one year, the vacation and sick time benefit are based on the most recent hire date.
- If an employee was eligible for health and life insurance benefits upon termination and is rehired within one year, they are eligible to apply for life and health benefits effective the first of the month following the date of rehire. Re-employment following 12 months or greater break in service requires a new waiting period.
- An employee who is hired after a 12 month or longer break in service will be treated as a new hire for purposes of seniority of service.
- A rehire's performance review date is based on the rehire date, regardless of how long the employee was gone from the Company.

Hiring Relatives

We hire the best person for the job. If that person happens to be a relative of an individual already working with the Company, we will likely agree to it, as long as conflict of interest does not exist.

There are times when we reserve the right not to hire an individual's relative. An employee's relative may not be hired for many reasons, including but not limited to, if the applicant's spouse works for one of our key competitors, or one relative would be directly or indirectly supervising another, we might hesitate to hire him or her.

We define a relative as a husband, wife, mother, father, son, daughter, sister, brother, son-in-law, daughter-in-law, sister-in-law, brother-in-law, niece, nephew, or first cousin.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Managers
Final Accountability:	Human Resources

Probation Period

A period of probation allows for a period of mutual evaluation. The probation period provides the new hire with a chance to decide whether the Company is a good fit for them and it provides the Company with time to decide whether the new hire's skill set and values meet or exceed our expectations. This is how we mutually confirm that there is a good fit between us.

In addition, we sometimes use probation as a disciplinary tool, in order to monitor situations where an individual's performance is less than satisfactory. Rather than simply bringing an end to the employment relationship, we will try to work with you in order to remedy any deficiencies and keep you as part of our team. Our hope is that any probationary period that is imposed will lead to a better and more productive working relationship.

Both individuals and managers have a responsibility to communicate mutual expectations to ensure long-term success.

The standard probation period for all employees is going to be 90 days from first day on job site.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Human Resources, Managers
Final Accountability:	Managers

Throughout the new hire's orientation period, informal discussions are held to ensure that skill set and required compatibility standards are met.

Prior to the completion of probation period in a new position (as defined in the contract agreement), a performance review is completed by the new hire's manager. The individual's performance is evaluated and reviewed to ensure that new hire has the opportunity to fulfill their personal potential as well as meet the standard required for the duties of the position.

Probation may be extended once prior to the end of the first period of probation if it is determined that additional performance evaluation is needed. Probation may also be relied upon in situations where an existing employee has experienced unsatisfactory performance or other disciplinary issues. The individual will be advised that they have been placed on probation, and their progress will be monitored. All efforts will be made to work with the employee to bring their performance back up to standard. If, after a reasonable time, the performance has not improved as required, then further discipline, including termination may result.

For individuals transferred or promoted into new positions, this period allows the individual and his or her new manager the opportunity to assess adaptability into the new department and/or role.

Job Descriptions

Job descriptions are essential. They help us define the skills and experience required for a new position, as well as providing each of us with a clear understanding of our job responsibilities. Every position in the Company has a job description and new positions cannot be opened without one.

Document Owner:	Human Resources
Practice Applies to:	Employees
Process Responsibility:	Human Resources, Managers
Final Accountability:	Human Resources

Each position in the Company has a written job description. A job description must include:

- Position title
- Department name
- Position description
- List of major job-related duties and responsibilities
- Required education, skills and experience
- Additional desired education, skills and experience
- Physical requirements

Managers review job descriptions for their direct reports during the performance review process to record any significant changes in duties.

Job descriptions are also used as benchmarks to participate in and make use of salary surveys. They are one of the factors used in setting the pay scale of positions within the Company.

Summary of Benefits and Company Information

Comprehensive benefits are important to attract qualified individuals to the Company, to remain competitive within the industry, and to ensure you remain with us. We offer a competitive benefits package that makes sure all your basic medical and insurance needs are covered, as well as other perks to make your working experience as rewarding as possible.

This table is intended as a summary overview. To the extent that it differs from the more detailed policies on any particular topic, those policies will be taken as accurate.

Topic	Details								
Weekly working hours – excluding lunch	40 hours and overtime after 40 at 1.5X regular rate.								
Core Hours	For individuals entitled to flex hours, our core hours are 7 am to 7 am.								
Vacation entitlement	<p><u>Hourly Full-time and Part-time Employees</u></p> <ul style="list-style-type: none"> • 0-1 year of employment: 4% of basic earnings (accrued basis) • 2-7 years of employment: 6% of basic earnings (accrued basis) • 8+ years of employment: 8% of basic earnings (accrued basis) <p>Vacation accruals will be paid to employees before leaving on vacation or at the end of the year.</p>								
Pay Schedule	Semi-monthly								
Incentive/Bonus Programs	We provide a generous incentive program that rewards individual success on a per contract basis.								
Company-paid Holidays	<table> <tbody> <tr> <td>New Year's Day</td> <td>Labour Day</td> </tr> <tr> <td>Good Friday</td> <td>Thanksgiving</td> </tr> <tr> <td>Victoria Day</td> <td>Christmas Day</td> </tr> <tr> <td>Canada Day</td> <td>Boxing Day</td> </tr> </tbody> </table>	New Year's Day	Labour Day	Good Friday	Thanksgiving	Victoria Day	Christmas Day	Canada Day	Boxing Day
New Year's Day	Labour Day								
Good Friday	Thanksgiving								
Victoria Day	Christmas Day								
Canada Day	Boxing Day								
Training and Development	A budget per individual is set for training and development and it is up to the department manager and the individual to determine an annual training plan.								

Cell Phone Benefits

Who is entitled to a Company-paid cell phone? Individuals are entitled to these work resources if there is a bona-fide work-related reason to provide them.

In order to remain competitive, we also provide these perks to senior level individuals to adhere to common industry practices.

Document Owner:	Human Resources
Practice Applies to:	Employees
Process Responsibility:	Managers, Office Services
Final Accountability:	Finance

Cell Phones

We will provide Company-paid cell phones to individuals who regularly require a mobile communication device to perform their specific job duties or where job or business needs demand immediate access to an individual.

It's also common industry practice for senior-level individuals to have access to a Company-paid cell phone as part of their compensation and benefits package. In order to remain competitive, we provide Company-paid cell phones for individuals who hold Management positions.

To protect the individual from incurring a tax liability for the personal use of this equipment, such phones are to be used for business reasons only. Phone logs will be audited regularly to ensure no unauthorized use has occurred.

USING COMPANY-PAID CELL PHONES WHILE DRIVING IS STRICTLY PROHIBITED. If you must use the cell phone while operating a vehicle, you must pull over to a safe place and park the vehicle.

Problems, Concerns, or Suggestions in the Workplace

Workplace problems, concerns, and challenges may arise in the workplace and should not be kept to ourselves. We value an open environment where we discuss our problems, concerns, challenges with the appropriate person.

Our Company is made up of skilled, intelligent people who have individual ideas and opinions about the best way to get things done. While we may not be able to implement every idea or initiative brought forward to the Company, we always value and welcome suggestions from individuals.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

We foster an environment where problems, challenges, and concerns are openly discussed to ensure that there is a method for proposed resolution.

Suggestions are welcome and expected, and we think that most workplace concerns can be resolved through open and honest discussions with each other and management.

Any individual may express a suggestion or concern to any level of management within the Company. However, we recommend that individuals discuss work-related concerns, questions and suggestions first with their managers.

Problems or Concerns in the Workplace

Dissatisfaction or problems should not be kept to yourself. If you have any concerns that you would like to discuss, or believe that you have been treated unfairly or unjustly by someone within the Company, please use the steps below to address your concerns as soon as possible.

The purpose of the following procedures is to bring complaints or misunderstandings out in the open and to assist in resolution. The Company strives to resolve the disputes in the manner described below, of course, every situation is unique, so the Company may deviate from the following process:

1. Problems or concerns should be discussed with your immediate manager. Quite often, a solution can be found in a short time. If the matter is complicated, your manager may need time to resolve the problem and may use whatever methods are appropriate.

2. If the problem is not resolved to your satisfaction, or if you are not comfortable discussing your problems or concerns with your manager, you may submit a written statement to Jeff McGlade or Human Resources be prepared to describe the concern as well as how you feel the issue can be resolved. This step may involve a scheduled meeting or telephone call.
3. Depending on the specific nature of the concern, Human resources may obtain additional information that will enable him or her to render a fair decision to you in a few days. Human resources may direct the problem or concern appropriately within the Company. Human resources will then advise you as to where the concern has been referred and its status.
4. If appropriate, Human resources will assemble a management review team to examine the issue and promptly communicate the team's findings to you.

Any individual may bring forward a suggestion to any level of management within the Company. However, we recommend that individuals discuss work-related suggestions first with their managers.

Individuals may also submit suggestions formally using our Suggestions Box available in the office. These suggestions are reviewed weekly by Human Resources and directed to the appropriate person(s) or team within the Company.

Discipline and Termination of Employment

Our Company generally uses a performance improvement plan to help individuals solve performance issues. However, some types of misconduct or performance issues cannot be approached through a performance improvement plan. The Company will respond to performance issues or instances of individual misconduct with disciplinary action appropriate for the specific situation.

Our practices and procedures provide guidance for the standards of conduct expected from individuals in the Company. However, no list of rules can cover every situation. Therefore, the Company reserves the right to act upon any conduct it considers detrimental to its best interests.

Individuals are expected to conduct themselves in a manner that advances the best interests of the Company at all times. If you have any questions on the appropriate behavior in any situation that is not addressed as part of our practices and procedures, please see your Manager or HR Representative.

Document Owner:	Human Resources
Practice Applies to:	Employees
Process Responsibility:	HR Representative/Manager
Final Accountability:	Manager

The company's preference is to use the guidelines outlined in its Performance Improvement Plan Practice. Circumstances or the seriousness of the problem, however, may warrant disciplinary action outside of the performance improvement approach.

For example, a performance improvement plan may not be appropriate when:

1. The conduct at issue involves severe performance deficiencies, performance problems related to skill or ability, or certain types of inappropriate conduct.
2. The initial steps of progressive discipline do not assist the individual in correcting the problem.
3. The individual occupies a position requiring the exercise of effective management and leadership.
4. The individual's actions or inactions may seriously impair the Company's ability to carry out its mission.

If the Company determines that these, or similar circumstances exist, the Company may determine that a performance improvement plan is inappropriate.

Moreover, under certain circumstances, a manager may determine that although the performance improvement approach should be utilized, certain steps in the approach should be omitted or repeated.

Resignation

If you decide to resign or retire from your position with our Company, we kindly ask that you provide us with reasonable notice in writing.

We wish you all the best and hope you will keep in touch with us.

Document Owner:	Human Resources
Practice Applies to:	Employees
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

- A minimum of 2 weeks prior to the last day of work, individuals must forward a letter of resignation, indicating the last day of work, to their manager. Some positions have a longer notice period defined in their contracts. We kindly ask that you provide us with this stipulated notice period.
- Your manager will forward the resignation letter to the HR Representative to finalize the pay procedure and schedule an exit interview.
- You will receive your final wages, including any outstanding vacation pay, statutory holiday pay and overtime within the timeframe required by law.
- At the end of your last day, please be aware that we will delete your voice mailbox and delete further access to your email account and our servers.
- We will provide an auto reply email service for 30 days after your departure. When an email is sent to your Company email account, the sender will receive the following automated reply:

“Thank you for your e-mail. Please note that (your name) is no longer with the Company. If you would like someone from the Company to get back to you, please contact (new or temporary contact name) at (applicable phone number) or by email at (applicable email).”

After 30 days, your Company email account will be cancelled.

Vacation

You deserve paid time off for your effort and commitment. We insist that you take vacation time off on us!

Document Owner:	Human Resources
Practice Applies to:	Employees eligible for standard benefits
Process Responsibility:	Managers
Final Accountability:	Finance

Vacation accrual (accumulation) begins on the individual's start date, and vacation balances are obtained from pay stubs or by contacting the Finance Manager.

Vacation time off is scheduled at the discretion of the individual's manager who will do their best to accommodate individual requests. **Vacation must be taken within the year for which it is earned** and must be taken in periods of one or more weeks, unless the employee requests shorter periods in writing and your manager agrees in writing. **Unused vacation balances remaining at the end of a vacation year will not be paid out or carried forward to the following vacation period.**

Requests should be submitted to managers giving as much notice as possible:

- Send an email to your manager requesting the vacation time off or use the Absence Approval Form available below.
- Once approved, your manager will forward the email or completed Absence Approval Form to human resources who tracks all absences.

If an observed public holiday falls during a vacation period, another day of holiday at a later time may be substituted.

Please refer to "Time off Reporting" Guidelines for details on absence procedures.

Vacation entitlements are calculated as follows:

Full-time salary individuals:

- 0-7 years of employment: 3 weeks vacation accrued per year (accumulated at a rate of 1.25 days per month)
- 8+ years of employment: 4 weeks vacation accrued per year (accumulated at a rate of 1.67 days per month).

Full-time hourly individuals:

- 0-1 years of employment: 4% of annual wages (accrued basis)
- 2-7 years of employment: 4% of annual wages (accrued basis)
- 8+ years of employment: 8% of annual wages (accrued basis)
- Vacation accruals for hourly individuals are paid to individuals before leaving on vacation or at the end of the year.

Temporary or Part-time individuals:

- Entitlements are based on the same calculations as "regular full-time individuals", as outlined above.
- If an individual works 30 hours a week - versus the standard 40-hour week, the individual is entitled to vacation based on the accrual rate as defined under "regular full-time individuals" multiplied by 75% (30hrs/40hrs).

Casual employees

- 4% of basic earnings will be paid on every regular paycheck. No time off is accumulated.

Attendance

Much of our work is interdependent on others, so being ready for work at your desk at your appointed time is expected. Punctuality reflects a positive interest and attitude toward your job. Habitually arriving late for work is not acceptable.

If you have chronic attendance issues, or if you have trouble getting to work on time, please talk to your HR Representative who may be able to work with you to help you with your attendance needs.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

Prompt and regular attendance is required to maintain an effective business. If you're going to be late for work, we ask that you notify your manager no later than your regular starting time.

Individuals and managers are responsible for ensuring that everyone adheres to our regular workday start and end times. Individuals who are unable to observe appropriate attendance standards may be subject to disciplinary action up to and including discharge.

Emergency Leave

Being human means that there are times when we need to meet responsibilities related to the care, health, or education of a child in your care or care and health of your immediate family members. We understand these circumstances and allow you to take up to 10 days of unpaid leave per year to tend to these types of situations.

Document Owner:	Human Resources
Practice Applies to:	Employees eligible for standard benefits
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

In addition to the days you are entitled to be absent from work due to sickness or personal needs, you may make a request for family responsibility leave. This kind of leave will be granted for things like caring for a family member who has a serious health condition, dealing with a personal family matter or emergency, or participating in an event that is important in the life of a family member. With respect to a child, spouse, domestic partner or parent, a "serious health condition" could be an illness, injury, or impairment that affects their health so that he or she is unable to provide self-care or participate in school or regular daily activities.

Requests for family leave should be submitted in writing to your manager, giving as much notice as possible. We will make every effort to accommodate up to 10 unpaid days off, as requested.

Immediate family includes:

- Spouse (includes common-law)
- Child, including biological, adoptive, foster, step-child or grandchild
- Parent
- Grandparent
- Sibling
- Guardian
- Grandchild
- Any person who lives with the employee as a member of the family.

Family Medical Leave

Sometimes, someone we love becomes ill to the point where they are not expected to be around much longer. Someone needs to provide them with care and support during what is likely to be their last months in this world.

We understand these circumstances and allow you to take up to 8 weeks of unpaid leave in any 26 week period to tend to these types of situations.

Document Owner:	Human Resources
Practice Applies to:	Employees
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

In addition to the days you are entitled to be absent from work due to sickness or personal needs, you may make a request for family medical leave. This kind of leave will only be granted where a specified family member who has a serious medical condition with a significant risk of death occurring within a period of 26 weeks. Specified family members and relationships are defined as follows:

1. the employee's spouse (including same-sex spouse) *
2. a parent, step-parent or foster parent of the employee *
3. a child, step-child or foster child of the employee or of the employee's spouse *
4. a brother or sister of the employee *
5. a grandparent of the employee or of the employee's spouse *
6. a grandchild of the employee or of the employee's spouse
7. the father-in-law or mother-in-law of the employee
8. a brother-in-law or sister-in-law of the employee
9. a son-in-law or daughter-in-law of the employee or of the employee's spouse
10. an uncle or aunt of the employee or of the employee's spouse
11. the nephew or niece of the employee or of the employee's spouse
12. the spouse of the employee's grandchild, uncle, aunt, nephew or niece
13. a foster parent of the employee's spouse
14. a person who considers the employee to be like a family member. **

*reference to these relationships includes the corresponding "step" relationship. For example, paragraph 2 above includes a step-grandparent of the employee or of the employee's spouse.

** applies to an employee who takes a family medical leave to provide care or support to "a person who considers the employee to be like a family member" only if the employee, on the employer's request, provides the employer with a copy of the document submitted to the federal government for claiming compassionate care benefits under the *Employment Insurance Act* (the "Act") in which it is stated that the employee is considered to be like a family member.

The eight weeks does not have to be taken all at once, but cannot be taken in increments of less than one week.

Requests for family medical leave should be submitted in writing to your manager, giving as much notice as possible. A medical certificate must be produced to support the leave request (ideally in advance, or as soon as possible thereafter).

Incidental Sick Time and Personal Time

If you're a person who meets and exceeds the expectations of your position, you are likely willing to be flexible with your time when we ask you to meet tight deadlines. We appreciate that flexibility. In return, we are willing to be flexible when you need time off to handle things that can't be handled outside your normal work schedule.

We are accommodating regarding time off as long as your results and deadlines are not jeopardized, but we require you to record your unpaid time off or use vacation time or paid sick time.

We believe that a paid absence is like insurance. It is not a right, a benefit or an entitlement, but rather available to you if and when you need it. 100% attendance is our desired scenario and if absences become too frequent and your performance is suffering, your manager will discuss the situation with you.

Document Owner:	Human Resources
Practice Applies to:	Employees entitled to standard benefits
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

Prompt and regular work attendance is required to maintain an effective business. If you must be absent from work on a given day, we expect you to notify your manager no later than your regular starting time. Also, unless pre-arranged with your manager, you should call in each day that you are going to be absent.

Except in the case of an emergency, failure to report an absence may result in disciplinary action.

Eligible employees may be allowed time off during regular business hours, up to 40 hours per year, when it is necessary to be away from work for any of the following reasons:

- Personal or family related illness from 1 to 3 days. Absences due to personal illness that exceed 3 days require a doctor's note
- Death of a blood relative

In addition, employees are entitled to personal leaves for matters such as:

- Family responsibility leaves of up to 5 days per year.
- To vote.

Absences due to sick or personal leave must be recorded as such on your weekly timesheet.

Return to Work after Serious Illness or Injury

Individuals who have been absent from work because of serious illness, surgery or injury are required to obtain and present Human Resources with a doctor's release specifically stating they are capable of performing their normal duties or assignments before returning to work. A request to return to a modified or part time capacity must be discussed with Human Resources. A return to modified work will be reviewed on the basis of the Company's ability to accommodate such a request.

A serious injury or illness is defined as one that results in the individual being absent from work for more than 2 consecutive weeks or one that may limit his or her future performance or regular duties or assignments.

Document Owner:	Human Resources
Practice Applies to:	Employees eligible for standard benefits
Process Responsibility:	Human Resources, Individuals, Managers
Final Accountability:	Human Resources

Bereavement and Compassionate Leave

We extend our condolences to you should you experience a death in your immediate family or some other misfortune. We support you during these difficult times and provide you with paid time off to deal with the circumstances of your grief.

Document Owner:	Human Resources
Practice Applies to:	Employees eligible for standard benefits
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

In the event of a death in the family or some other significant misfortune, individuals are granted three days paid leave of absence to avoid a loss of income due to unforeseen circumstances. Part-time individuals will be paid for the hours they would normally have worked on the days they require off.

The affected individual should give their manager the details of the situation as soon as possible and a mutual determination will be made regarding the appropriate amount of time off required, up to a maximum of 3 days. Two additional leave days may be granted (for a total of 5) if circumstances of the bereavement require the individual to travel more than 500 miles round trip.

Immediate family includes:

- Spouse (includes common-law)
- Child
- Parent
- Grandparent
- Sibling
- Guardian
- Grandchild
- Mother-in-law
- Father-in-law
- Any person who lives with the employee as a member of the family.

Under special circumstances, bereavement leave may be granted upon the passing of a significant person in the individual's life. Bereavement leave under these circumstances must be applied for in advance and approved by the individual's manager.

Personal Leave of Absence

Situations may arise in our lives where we have a personal reason for wanting to take some extended unpaid time off. The Company may or may not grant this extended time off, depending on workload and project commitments.

This type of extended absence is not encouraged as it can be disruptive to the operations of the business.

Document Owner:	Human Resources
Practice Applies to:	Employees eligible for standard benefits
Process Responsibility:	Human Resources, Individuals, Managers
Final Accountability:	Managers

If you want to request an unpaid personal leave of absence, you need to submit the request to your manager in writing, indicating the length of time you want off, the start and end dates of your leave, and the reason for the request. Your manager will review the request according to organizational and workload needs, discuss it with your foreman, and advise you of the decision in a timely manner.

We will grant a request for a leave of absence whenever possible. The maximum length we will approve for a personal leave of absence is 30 days.

During a leave of absence, vacation and sick leave benefits do not accrue. During your leave, you are also responsible for payment of deductions or premiums typically deducted from your paycheck.

Your unpaid absence may not be used for other employment or work opportunities.

Legitimate reasons for consideration of a leave of absence include:

- Self-development
- Extended vacation (once in a life time opportunities)
- Undue hardship or other compassionate reasons.

Your position or work area may not be guaranteed upon return from a personal leave. If you do not return from a personal leave at the agreed-upon time, we will assume that you do not intend to rejoin the Company and we will consider that you have abandoned your employment.

A request for extension of a personal unpaid leave must be in writing and must be received 5 working days prior to the expiration of the personal leave.

Providing and Receiving Feedback

One of our business strategies is to provide feedback to individuals by reinforcing their strengths and giving them an opportunity to further improve their abilities, skills and knowledge. We believe that providing feedback increases overall productivity and efficiency, and we encourage everyone to take part in providing and receiving feedback.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Managers
Final Accountability:	Managers

We owe it to ourselves, our colleagues and our Company to do what we can to improve our collective performance. Whenever we improve our productivity, increase revenue or reduce costs, we drive more profit back into the Company and that's a win for all of us.

But, let's face it. None of us likes to give negative feedback nor do most of us really know how to give concrete, meaningful positive feedback. If you are a manager of people, however, you must accept this as one of your primary responsibilities. As people managers, it is our responsibility to bring out the best in ourselves and our team. Even if you're not a manager, you're still expected to give feedback to your co-workers and managers, and receive feedback on a regular basis.

When a person receives clear, honest and respectful feedback – either positive or negative – their performance usually improves. It doesn't improve if the individual doesn't have the capability or desire to change. Generally, the individual who chooses not to improve performance does so because they don't want to change or because the feedback was delivered in a disrespectful or hurtful manner.

Here's how we give and receive feedback at our Company.

Giving Positive Feedback

If you are a manager, make it a practice to give each person on your team at least one piece of positive feedback every week. Even if you're not a manager, make it a practice to give your co-workers or managers at least one piece of positive feedback every week. Your feedback may be verbal or written.

Tell them what they did well and the impact their performance had on the client and/or the Company:

- Tell them **what** they did, specifically, that was of value
- Tell them **why** it was of value

- Tell them **how** it impacted the client and/or the Company.

Consider the following two examples:

- **Vague. Unspecific. Positive Feedback Statement:** “Jenny, thanks for your help on that – you really did a great job.” This statement does not tell Jenny what she did right nor does it reinforce her positive performance in any way.
- **Specific and Meaningful Positive Feedback Statement:** “Jenny...I continue to be impressed by your approach to delivering top-caliber performance for our clients. The manner in which you helped to manage the process of bringing in the successful candidate for the Safety Associate role is a key example. You assisted me with asking probing questions of his reference providers, you worked through a very complex offer agreement, you quickly and efficiently arranged his last-minute travel, and then worked to ensure that he would be well integrated into the Safety team and our Company. It's because of your attention to detail, your care for the individual's experience, your desire to represent our Company in the most positive light, and your willingness to go the extra mile that this individual will be immediately productive in his new role. Your approach reflects that of a true business partner. I know that the Company highly values your approach, as do I. Thanks again, Jenny - you make it easy to exceed our customers' expectations.”

This statement is very specific and would be very meaningful to Jenny. She would be very likely to strive to do an even better job next time. Yes, it takes more time to deliver this type of feedback, but the pay-off of increased productivity, increased sales and reduced costs is worth the effort.

So often we forget to give each other recognition for work that is well done, but recognition is the fuel of the human enterprise!

Constructive Feedback

People Managers

If you determine that an individual needs to improve a specific skill or ability, tell them in the same way that you would give them positive feedback but do it in person. Unless your relationship with the individual is very well established, they will want to receive your feedback face-to-face.

Tell the individual what they need to improve and the impact their performance had on the customer, our Company, etc. Tell them what you are going to do to help them and ask for their ideas on how to improve – individuals usually offer their own best solutions and want to do whatever they can to improve. Sometimes an individual's performance may be off due to personal problems at home or with their health. If they share this information with you, it may help you determine the appropriate strategy to take – they may just need some time to resolve their personal situation.

Consider the following two examples:

- **Vague. unspecific constructive feedback statement:** “Jenny, those arrangements for the Safety Associate candidate weren't done very well. Can you try to do better next time?”
- **Specific. meaningful constructive feedback statement:** “Jenny, let's sit down to review the interview arrangements for the Safety Associate. How do you think everything went? Did you run up against any roadblocks that impacted your ability to handle these arrangements? My perception is that the travel arrangements were convoluted and resulted in the candidate taking a flight that stopped in 3 cities before arriving here. When they arrived, they didn't receive the Company information package or their interview schedule. Next time, it may be best to ensure that the

candidate gets a direct flight and our Company information. If candidates are not treated well in the interview process, they will likely have a bad taste in their mouth about us and that will make it difficult for us to sell them on an opportunity with us. First impressions are critically important and you and I are their first impression. I would really appreciate working together as a team with you on these arrangements.”

Striking a Balance

A manager’s job is never straightforward when it comes to managing performance. When working with an individual to resolve a specific performance issue, consider how their “area for improvement” is impacting the team or the Company. If we cut someone a lot of slack, others may become demoralized because they end up picking up the extra work that isn’t getting done. If we don’t cut someone enough slack, others may feel we are treating the individual unfairly. The best rule of thumb is to strike a balance between caring for an individual and focusing on the Company’s bottom-line. When a performance issue is well handled and the individual is treated fairly, they usually step up their productivity and become more loyal to you and the Company.

Peer-to-Peer Feedback

Although giving feedback to peers or managers on performance issues may not be your responsibility, it may be helpful to address any direct concerns you may have with co-workers or your managers. For instance, if you think one of your co-workers is being disruptive to your team, or their absenteeism is impacting your ability to get your job done, it may help to resolve a problem early if you let them know. By providing respectful, specific feedback, you may be able to resolve the issue early. Remember that there will be times when providing feedback to an individual may not have the results you intended. Everyone is different and we all receive feedback with unique filters.

Ongoing Performance Issues

If an individual’s performance continues to be of concern, it is the responsibility of the individual’s manager to initiate and manage a performance improvement plan with that person. Please refer to the Performance Improvement practice for more information.

Receiving Feedback

Positive Feedback

When people receive positive feedback, they typically discount it, make light of it and/or do not accept it. One of the reasons for this might be that we so seldom give each other positive feedback that we aren’t prepared to receive it.

The next time someone gives you positive feedback, listen carefully, internalize it and accept it. Fight every urge you have to say something like “Oh, it was nothing,” or “I didn’t do as good a job as I would have liked.” Instead say, “Thank you” and let it sink in.

Constructive Feedback

Although hearing constructive feedback can be challenging, unless we actually listen to it, we won't be able to determine if it has merit.

If someone takes the time to approach you to give you feedback, it usually means they care enough about you and your relationship to discuss it with you. Realize that it's probably harder on the person delivering the message than it is for you to receive it. You always have 2 choices: you can accept the feedback or reject it.

At the end of the day, the only way we can improve our knowledge, skills or abilities is by getting feedback. By receiving positive feedback, we know what to keep doing to be successful. By receiving constructive feedback, we know what to change or improve.

We all share the same goal – to increase our effectiveness, both professionally and personally. Listening to feedback can help us achieve our goal.

Performance Improvement Plan

We all want to feel successful and competent in our jobs. If a situation arises where our performance is consistently not meeting the defined expectations of our position, our manager may discuss it with us and a performance improvement plan may be put into place.

We are committed to helping individuals improve their performance as long as the individual is willing to accept constructive feedback and work with us to meet expectations.

Document Owner:	Human Resources
Practice Applies to:	Employees
Process Responsibility:	Human Resources, Individuals, Managers
Final Accountability:	Managers

If an individual's performance does not meet expectations, it may be all that's needed is a casual, on-the-job discussion between the individual and their manager to clarify and/or reinforce expectations. However, there are occasions when the performance issue is more serious. In those cases, we may follow a formal process, and may use a performance improvement plan that may provide:

- An individual with a written warning that performance isn't meeting expectations and that improvement is necessary;
- A fair and consistent process for everyone;
- A written outline of performance issues, the corresponding action required, and a reasonable time during which performance must be improved;
- The individual with an opportunity to understand clearly what will happen if performance isn't improved.

Our performance improvement plan includes three steps:

1. **Verbal Warning** - If an individual fails to correct a performance issue that was discussed informally, their manager will communicate a more formal verbal warning. This is a serious warning directing the individual to improve or correct specified problems. It involves a formal discussion in a private area with the manager who outlines what the problems are, what must be done to correct them and what assistance is available for the individual. The manager makes a written note of this discussion and retains the note for future reference. This note is not placed in the employee's personnel file.
2. **Written Warning** - If performance doesn't improve after a verbal warning, the manager issues a formal written warning. A copy of this warning is placed in the individual's personnel file. This warning

may possibly be the last chance for the individual to improve performance, so it should be taken seriously. The individual and his or her manager meet in a private area to set specific reasonable written goals, deadlines for improvement and available assistance for immediate improvement. A written record of the discussion, signed by the individual stating that they've read and understood the requirements, is given to the individual and a copy is placed in his or her file.

3. **Dismissal** - If performance continues to fall short of expectations by the time of the specified deadline, the individual may be dismissed.

Unfortunately, there are times when the match between our Company and an individual may not be the best for us or the individual. There are times when the best way forward is to sever employment with the Company. In these cases, we treat individuals fairly and in accordance with prevailing legal standards.

Training and Development

We encourage life-long learning and continuous skills improvement. To assist, we encourage everyone to create an annual training program with their manager. In most cases, we will support training in a variety of ways that may include time off to attend courses, payment of tuition and even travel if necessary – as long as training expenses do not exceed and have been accounted for up front in the departmental training budgets.

Document Owner:	Human Resources
Practice Applies to:	Employees eligible for standard benefits
Process Responsibility:	Individuals, Managers
Final Accountability:	Managers

We encourage your personal development and growth through education and training, based on your individual needs and the Company's requirements. Training gives you the opportunity to:

- Improve your current work performance
- Increase the personal enrichment you get from your work
- Become better equipped to meet future organizational needs.

It also helps us as a Company better achieve management continuity, consistency and keep skills current with the marketplace.

We encourage individuals to develop, in conjunction with their manager, a training plan for each upcoming year as part of the annual goal-setting component of the performance review process. This training plan may include internal and external training that will benefit the Company's business needs as well as your own personal career development needs.

Training and development may include the following:

- Meetings and courses within the Company
- Rotational and special job assignments to broaden your experience
- Company-sponsored attendance at outside courses, seminars, workshops, conferences, or annual meetings.

Courses taken on your own time may be eligible for reimbursement under the conditions outlined in "Educational Assistance" program accessible under "Related Documents" below.

Training expenses are charged to individual departments and cannot exceed departmental training budgets.

Expense Reporting

We reimburse individuals for any legitimate business expenses incurred on behalf of the Company. You must check with a manager before incurring expenses so there's no misunderstanding or confusion regarding reimbursement. Once the expense has been incurred, submit your receipt(s) with a completed Expense Report Form for reimbursement. Take care to complete the form properly, or reimbursement may be delayed.

The Company reserves the right not to reimburse unapproved expenses. All expenses for which you seek reimbursement must be submitted on the Company expense report form. All expense items included on the form must show dates and details and be accompanied by a receipt.

The business purpose of each expense item must be documented. As per government regulations, there are four elements that must be shown in order to establish the business purpose:

- Name of the person contacted
- The person's position or title
- The name of the firm represented by the person
- The product(s) or other topic(s) discussed.

The following guidelines also apply to the submission of expenses for reimbursement by the Company:

- If entertainment expenses are incurred, the type of entertainment and location must be stated in addition to the business purpose.
- Showing the distance driven on each trip must support expenses for the use of a personal car. If a trip extends for more than one day, the distance must be shown for each day or each segment of the day.
- You must ensure that your car is properly insured for business use prior to using it on Company business.
- Receipts for all airfare, car rental, accommodation and other reimbursable expenditures of \$15.00 or more must be submitted with the expense report.
- All expense reports must be prepared, approved and forwarded to the finance manager within one week after the last day covered by the report.
- You are responsible for submitting all documentation required for expenses incurred. The finance manager may require additional authorization, documentation or verification, as they deem appropriate.

Accounting will process reported and approved expenses one week after receipt. Improperly completed reports are returned to the person who approved them.

Travel Expenses

Frequently it is required for our employees to travel on Company business and you should not experience financial loss when that happens. Generally speaking, we'll reimburse any business related expense you incur while away that you wouldn't have had if you'd stayed home.

Expenses of a personal nature, like entertainment, grooming, gifts, etc. are things you normally pay for yourself, whether at home or away on business, and are not eligible for reimbursement.

Document Owner:	Finance
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

You may be required to incur expenses on behalf of the Company when traveling on Company business or for other out-of-pocket expenses related to your job. When it's necessary for you to travel for business, expenses for lodging, meals, transportation and miscellaneous items will be reimbursed, but it's expected that you'll be prudent and reasonable when incurring these expenses. Use this document as a guideline to help you discern what we are prepared to pay for and what we expect you to pay for yourself.

While these guidelines are primarily applicable to Company-employed individuals, they should also be applied to expenditures incurred by outside parties that are reimbursed by the Company (e.g. consultants and potential new hires).

Topics covered in this document:

- [Accommodation](#)
- [Meals](#)
- [Entertainment of Other Employees](#)
- [Car Rental and Ground Transportation](#)
- [Law and Ordinance Violations](#)
- [Laundry/Valet](#)
- [Telephone](#)
- [Other Traveling Expenses](#)
- [Non-Reimbursable Expenses](#)
- [Company Credit Cards](#)
- [Cash Advances.](#)

Accommodation

Individuals are expected to use standard rooms at moderate-class hotels while traveling for business. The rooms will be booked in advance for the employee with costs in full consideration.

You must follow these guidelines except when:

- You are attending a conference, want to stay at the hotel hosting the conference, and our preferred hotel chain is unavailable or impractical
- You are traveling to a destination for which a corporate recommendation, or related hotel does not exist. In this case, office staff will select suitable accommodation in the moderate range.

Typically, accommodations are booked through the office staff. We may negotiate agreements with certain hotel chains to obtain discounts, and our office staff uses the recommended chains whenever possible. They will recommend the most economic option when your reservations are made.

The Company office staff will guarantee all reservations for late arrival. Should plans change en route, you're responsible for canceling the reservation in order to avoid a charge for non-arrival. You should also notify the office staff of the change upon return.

Our normal practice is that you pay all your hotel expenses and then submit them for reimbursement via expense report form upon your return.

Meals

We will reimburse you for the reasonable costs of meals while traveling out-of-town. While we don't utilize a per diem or impose a spending limit, reasonable expenses for meals are expected. We expect you to use reason and eat at good quality restaurants, but avoid expensive eating establishments and menu selections.

If the cost of a meal exceeds \$15.00, a receipt is required and must be attached to the expense report. However, all available receipts should be submitted with the expense report regardless of the amount.

Meals for entertaining guests of the Company should also be reasonable and have a legitimate business purpose. Guests should be identified on the Expense Report form.

Tipping for meals should be included with the costs of each meal and generally shouldn't exceed 15% of the food portion of the bill.

Reasonable expenses for alcoholic beverages with meals are reimbursable.

Entertainment of Other Employees

We will not reimburse the expense of one Company employee entertaining another Company employee, or group of employees, when a customer or representative from another Company is not present. If such an expense is considered necessary for the purpose of employee-relations, then your manager must approve it in advance.

Car Rental and Ground Transportation

We will provide you with transportation and for the cost of transportation to and from the airport, either from the Company facility or your home. Depending on the most cost-effective option, we will either cover your taxi each way or pay the cost of parking your vehicle at the airport while you're away. You must have appropriate business insurance coverage on your vehicle before it may be used on company business.

We expect you to travel to your destination by the most appropriate and cost-effective means, including the use of airport or hotel shuttles and taxis.

All parking and highway tolls incurred as a result of business travel are reimbursed.

Sometimes a car rental is most cost-effective or practical. Here are our guidelines:

- Use intermediate or compact cars from one of our designated car rental firms in order to take advantage of negotiated discounts. Car rental reservations should be booked by our office staff
- Expect to pay for all car rental costs directly and then apply for reimbursement when you submit your expense report.
- Return your rental car with a full tank of gas as this reduces the cost of the rental considerably
- Rental cars are used for business purposes only and intended for local transportation. Cars should be rented only when more economical transportation (taxi, limousine, public transportation, etc.) is not available or practical.
- Cars should be returned to the rental agency as soon as they're no longer needed.
- Only the individual who signs the rental agreement should operate the vehicle, unless other arrangements are made with the leasing agency.

Law and Ordinance Violations

Anyone who violates the laws or ordinances of the area in which they are operating a vehicle on Company business assumes financial responsibility for their actions.

Telephone calls that are made to conduct Company business and ensure reasonable contact while at the worksite for emergencies or rig maintenance and repair.

When traveling, always use a phone calling card rather than the hotel phones.

Our Company will not pay for any calls. Calling cards are issued at the discretion of the Travel coordinator to individuals who travel on a frequent basis. Payments for these calling card charges are paid directly by the Company.

Other Traveling Expenses

We will reimburse other necessary and reasonable out-of-pocket expenses, including tolls, parking fees, tips, telephone, and fax charges.

Since the Company provides group accident and life insurance coverage, charges for the purchase of additional travel insurance are not reimbursed.

Non-Reimbursable Expenses

The following list of non-reimbursable expenses can be used a general guide and should not be considered all-inclusive:

- Personal entertainment, reading material, online movies etc.
- Personal toiletries, drugs, gifts
- Personal maintenance (e.g. haircuts, manicures, shoe shines)
- Special room service for personal reasons
- Personal calls in excess of what is considered reasonable
- Travel, meals, and lodging of accompanying family members
- Lost personal property including cash, credit cards, clothing, etc.
- Fines, penalties or property damage caused by you while traveling
- Personal accident insurance.

Company Credit Cards

Individuals who travel on a frequent basis will be issued corporate credit cards. Individuals with corporate cards are billed directly by the credit card Company and responsible for the timely payment of all charges. To obtain reimbursement, you must submit receipts together with a completed expense report form to Finance.

You must report the loss of a Company-issued credit card within 24 hours. Under these circumstances we will accept the liability associated with the loss or theft of the Company-issued card.

Cardholders who no longer wish to use their corporate card should advise Finance and the card will be cancelled.

Cash Advances

Individuals who travel on Company business may be given an expense advance. However, the individual becomes liable to the Company for this amount and will be required to reimburse the Company in the event of resignation, termination or reassignment or similar reasons.

You have the option of obtaining travelers cheques at Company expense for travel expenses. However, you are expected to accept full responsibility for Company-issued cash or travelers checks in the event of loss or theft.

Requests for advances must be made on the "Travel Authorization and Advance Request" form. The approval of your manager is required.

Air Travel Guidelines

When air travel is required, we ask that everyone follow the Company guidelines for booking flights. Air travel must be pre-approved before flights can be booked. Usual it is the office staff used to make travel arrangements will ensure that flight, accommodation and transportation are made in accordance with Company practices.

Document Owner:	Finance
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

The following topics are covered in this document:

- [Travel Approvals](#)
- [Travel Advances](#)
- [Booking Air Travel](#)
- [Overnight Saturday Travel](#)
- [Stopovers/Side Trips for Personal Reasons](#)
- [Spousal Travel](#)
- [Travel Award Programs](#).

Booking Air Travel

- The office staff books all air tickets through a local travel agency or other means. This way the Company can obtain the most beneficial airfares and optimal billing payment and procedures. Any tickets booked directly by the traveler due to unusual circumstances, or changed by the traveler during the course of a trip, must be paid by the traveler and itemized as an expense on his/her expense report.
- Everyone travels Economy Class on trips within North America.
- Upgrade certificates purchased from airlines are not the responsibility of the Company and may not be claimed on expenses.
- Your travel plans should be organized to take advantage of the lowest logical fare provided by the travel coordinator. This should be in the form of "Advance Purchase Tickets" when firm travel arrangements are known.

- We may negotiate agreements with certain carriers on airfares. Everyone must use the Company-preferred carriers, unless those carriers can't meet the required travel plans.
- Any unused portions of tickets should be returned promptly to the office staff in order for refunds to be obtained.
- Payment for air travel is handled by the Company corporate account, which is administered by our travel coordinator.
- Coach class travel, at the lowest possible fare, must be used rather than first or business class. If you choose to upgrade, you pay any additional costs using your own personal funds or coupon upgrades.
- The office staff will advise you if you require visas, passports, vaccinations, etc. for your trip. However, arrangements for the procurement of these are your responsibility, not the office staff

Overnight Saturday Travel

While it is not required, we would appreciate if you could arrange your travel schedule for overnight Saturday stays if remaining overnight will provide a savings to the Company. We will, of course, pay for the additional lodging, meals and incidental expenses incurred as a result of the additional travel time.

Stopovers/Side Trips for Personal Reasons

If you want to add a stopover or side trip to a business trip for personal reasons, we don't mind as long as you pay for any additional costs incurred above the lowest fare available for travel to and from your business destination. If your fare ends up being lower because of your personal side trip, we will reimburse you for lodging, meals or car rental on your personal trip up to the amount of the original business-only fare.

Spousal Travel

We don't normally pay the additional costs of having your spouse accompany you on a business trip. Occasionally, however, it may be in our best interest to have your spouse accompany you on a business trip. This might be the case if you were regularly required to be away from home for extended periods of time (in excess of a month).

If the cost of spousal travel is to be charged to the Company, a director must authorize the expense before departure. A copy of the signed authorization must then be attached to the completed expense report. To avoid any misunderstanding, you must agree with the person authorizing spousal expenses, before the trip commences, which expenses will be reimbursable (e.g. the additional cost of fares, meals and accommodation).

Travel Award Programs

- You are permitted to obtain membership in and receive travel awards for business expenditures in programs sponsored by our selected commercial airlines and credit card companies. Travel awards become your personal property and may be used for personal travel or travel upgrades.
- Application for membership in an award program is your responsibility, as are any membership fees associated with the program.

- Note that you may be taxed on the personal benefit received from airline tickets obtained through travel bonus points earned while you are on business travel. You are responsible to report these benefits and pay the required taxes.
- When making reservations, the office staff will suggest the most cost effective airline and accommodation. You will not be permitted to select a different airline or accommodation for personal gain of travel award points, as this would be against the Company's best interests.

Personal Vehicle Use

If you are required to use your personal vehicle for Company business, we will reimburse you at a current standard 54 cents for the 5000km per year and 47 cents thereafter. If you don't own a personal vehicle, or your vehicle is unsuitable for the business you need to conduct, your manager may approve car rental.

Document Owner:	Finance
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

Your personal car should be used when conducting business in your immediate area. The reimbursement rate of 54 cents per km for the first 5000 km and 47 cents per km thereafter is designed to cover operations, maintenance and depreciation costs. You must have business insurance coverage prior to using your vehicle on Company business. It is not our responsibility if you do not have your own coverage.

There may be exceptions to using personal cars (e.g. perhaps your vehicle isn't large enough to accommodate a group of customers and you need to rent a van), but these exceptions should be noted and justified on an expense report.

If you use your personal car for travel to an airport, we'll reimburse your round trip mileage. However, the distance should be calculated as the shorter of the distance from the office to the destination or from your home to the destination.

Mileage expenses between your home and your assigned work location are not reimbursable.

If you use a personal vehicle on Company business, you assume full responsibility for the following:

- The cost of business insurance coverage on your automobile.
- Wear, destruction, fire, theft or damage of any kind or nature to the vehicle (including parts, tires, accessories or personal property) occurring during the period of use on Company business.
- A special allowance of up to \$200 may be paid if, while driving on Company business, your personal vehicle is struck by another vehicle and the accident is determined not to be your fault. However, this payment is only given when proof is offered to verify that either party's insurance Company involved in the accident does not cover the collision deductible.
- Anyone who violates the laws or ordinances of the area in which they are operating a vehicle on Company business assumes financial responsibility for their actions.

Using Company Vehicles

It is very common for vehicles to be used by employees for the purpose of travelling to and from the work site or while at a remote work site on company time. These vehicles are the property of the company and the company holds the driver responsible for the use of each vehicle. You must expect to be held accountable if damage occurs to the vehicle and it is the drivers responsibility to take care and be careful when driving. If an accident occurs while using a company vehicle and it is deemed to be the fault of the employee, the employee will be liable for damages and a written warning will be issued.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

When driving a company vehicle it is imperative that the employee follows the active legislation in the city or location where the vehicle is being used and does not drive dangerously or break any of the rules of the road in the area where the vehicle is being used. The employee will be responsible for any speeding tickets or parking infractions deemed to be the fault of the employee. If an accident occurs:

1. All passengers should be checked for any injuries and appropriately taken for medical care.
2. Police will be called and the driver of both vehicles must exchange information, including license plate, insurance cards, names and addresses.
3. Inform the foreman who is supervising the employee who was involved in the accident.
4. The foreman will then notify management of the incident.
5. The accident must be reported to the active safety supervisor ensuring that all safety protocols are followed in recording the incident.
6. The accident will be investigated internally.
7. The employee will either be deemed to be at fault or not and then appropriate actions will be taken to resolve the issue.

If an accident does not occur but damage is done to a company vehicle, the employee responsible is going to pay the deductible in repairing the vehicle.

Miscellaneous Expenses

From time-to-time, we are required to purchase miscellaneous supplies as part of our jobs. The Company will reimburse the reasonable cost of those expenditures. Whenever possible, individuals are encouraged to make miscellaneous purchases using our purchasing practices.

Document Owner:	Finance
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Managers
Final Accountability:	Individuals

We will reimburse you for miscellaneous business related expenses incurred when

1. There is a legitimate business reason to incur the expense
2. Management approves the expenditures in advance, unless extraordinary circumstances prevent advance approval.

All business expenses must be accompanied by a receipt or evidence of expenditure in order to receive reimbursement. All expenses must be itemized and submitted on an Expense Report form. All portions of the form must be completed, marked "NA" (not applicable), and the necessity and purpose of the expense must be clearly stated.

No gifts may be purchased without the prior authorization of management.

Payroll and Payday

The Pay date is on the 10th and the 25th of every month. There will be a minimum of 5 business days to process the pay. All overtime, absences, sick days, vacation time, etc. recorded on a per week time sheet starting on Sunday and ending Saturday will appear on this check. When payday falls on a holiday, you will be paid on the last workday before the holiday.

We prefer, but are not required, to pay you by electronic direct deposit to your bank account. Everyone electing to be paid via electronic direct deposit must provide Payroll with the information required to facilitate this process.

When your pay is deposited into your bank account, you receive a statement for the pay period detailing the amount paid to you plus the required and voluntary deductions through the mail.

It is important that you verify your pay stub immediately to ensure that you have been paid the proper amount and that your deductions are correct.

If during the course of employment your bank or other personal status information changes, you must notify Payroll.

First Aid

When a First Aid emergency occurs, **contact office services in order to obtain treatment from our designated first aid officer and report the injury to your foreman and the safety representative.**

For non-emergency illness or injury; Report the illness/injury to the foreman on site in order to have it recorded and noted in employee file.

We also have a first aid room available that allows employees the option to lie down if or when required.

First Aid Supplies

Office Services replenishes First Aid supplies. Our First Aid Kit is located in the cabinet behind Reception, 3rd drawer from the bottom and contains:

- Advil/Ibuprofen
- Tylenol/Acetaminophen
- Alcohol-Rubbing
- Anti-biotic ointment
- Band-aids
- Disinfectant wipes
- Deep Cold Rub
- Examining gloves - 1 pair
- Flexible-Kling Bandage
- Make-up removal pads
- Polysporin
- Q-tips
- Scissors

First aid training requirement

All employees are required to be trained in first aid and CPR level 1 by a certified training facility. This is to be taken very seriously and any employee who does not have up to date First Aid and CPR certification will be required to take it before continuing with work. This is standard practice and is expected by all of our clients.

WHMIS must also be up to date as a minimum requirement for employment with Les Forages Chapais Inc..

Safety at Work

We all want to stay healthy and avoid accidents at work. In most cases, using good judgment protects your safety as well as the safety of others. If someone becomes seriously ill or injured at work, contact that person's manager immediately. If emergency medical attention is necessary, call 911. Report any potential safety hazard to Foreman or Safety Supervisor or Field Safety Representative.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals
Final Accountability:	Human Resources

Safety Requirements

Using good judgment insures your safety and the safety of others:

- Clear all work areas to ensure no tripping hazards, keep work areas clean of debris, and ensure that all walkways are not icy and clear of fragments.
- Do not overload or lift without assistance large or heavy equipment or inventory items.
- De-ice the drill and areas around the drill.
- Follow safety rules and regulations and ALWAYS wear appropriate personal protective equipment.
- Report unsafe practices and refuse any work that yourself deems unsafe.
- Notify Office Services immediately if you notice anything that may pose a safety hazard at work.

If an accident does occur while you are working, please report it immediately to your manager. Report every accident or injury, no matter how small it may seem at the time, so that the necessary paperwork can be completed.

If medical treatment is required, you may go to your personal physician or a hospital emergency room. If your manager determines you can't drive to the doctor or hospital, someone from the Company will make sure you get there as quickly as possible. In cases where medical treatment is required, let your manager know because a report to the Workplace Safety and Insurance Board may be required.

Safety Committee and Practices

Our work environment has to be safe. A Joint Safety Committee will be established when there are more than 19 employees on a site to ensure that work areas are properly equipped, dangerous conditions are corrected, safe work practices are maintained, and disaster and emergency plans are in place.

Document Owner:	Human Resources
Practice Applies to:	Everyone
Process Responsibility:	Individuals, Joint Safety Committee, Managers,
Final Accountability:	Human Resources

We recognize our responsibility as a Company to:

- Maintain a safe work environment by properly equipping our work areas, promptly correcting dangerous conditions, developing and enforcing safe work practices and planning for disasters and emergencies
- Meet applicable government and Workplace Safety and Insurance Board health and safety standards
- Reduce the potential for unsafe circumstances by setting and communicating expectations for working in a safe manner.

We have put a number of procedures in place in order to ensure that we meet these responsibilities:

- Joint Safety Committee
- Accident reporting and prevention practices
- Emergency and disaster plan
- Practices concerning the use and handling of hazardous chemicals.

Joint Safety Committee

The reason we have a Joint Safety Committee is to:

- Provide a central forum for planning, developing, implementing and maintaining safe work practices
- Facilitate a safe work environment and reduce the number of work-related accidents through employee awareness, safety education and training

- Support an in-house First Response Team for medical emergencies.

The responsibilities of the Joint Safety Committee are to:

- a) to identify situations that may be unhealthy or unsafe for workers and advise on effective systems for responding to those situations;
- (b) to consider and expeditiously deal with complaints relating to the health and safety of workers;
- (c) to consult with workers and the employer on issues related to occupational health and safety and occupational environment;
- (d) to make recommendations to the employer and the workers for the improvement of the occupational health and safety and occupational environment of workers;
- (e) to make recommendations to the employer on educational programs promoting the health and safety of workers and compliance with this Part and the regulations and to monitor their effectiveness;
- (f) to advise the employer on programs and policies required under the regulations for the workplace and to monitor their effectiveness;
- (g) to advise the employer on proposed changes to the workplace or the work processes that may affect the health or safety of workers;

The Joint Safety Committee operates like this:

- The HR representative has overall responsibility for safety and Worker's Compensation claims
- The HR representative appoints a Chairperson for the Committee with the consent of that person's manager. The Chairperson serves for a 1 year term, but he/she may be reappointed at the end of that term.

The Joint Safety Committee consists of 4 persons, 2 each from management and from our employees. The members include:

1. Undecided will be voting at next All Hands On Deck Meeting

Joint Safety Committee members serve for a 1 year term and may be reappointed. The Joint Safety Committee must meet on a monthly basis, but more frequent meetings may be called at the discretion of the Chairperson or the HR representative. The HR representative attends all Joint Safety Committee meetings and acts as an advisor to the Committee.

Accident Reporting and Prevention

Every manager is responsible to:

- Review safety procedures with new hires and show them the escape routes (see the New Hire Orientation Checklist)
- Report any hazardous situation to the appropriate manager
- Investigate departmental safety concerns
- Take prompt action on problem areas noted during regular safety inspections.

In the event of an accident, a manager must:

- Report the accident to the HR representative and to the designated first aid attendant immediately
- Complete an Accident Investigation form and return it to the HR representative within 2 days of the accident.

Emergency and Disaster Planning

Building Evacuation

- The Facilities Manager determines the escape routing for employees, under the direction of the Fire Marshall. Escape route plans for each work area are distributed to all managers and posted in conspicuous locations throughout the facility
- Timed practice evacuations take place periodically, under the direction of the Facilities Manager and members of the Joint Safety Committee
- Authorization to re-enter the building after an evacuation is given by the Facilities Manager, under direction of the Operations Manager and members of the Joint Safety Committee.

Disaster Plan

- The Joint Safety Committee develops and maintains written procedures and guidelines to be followed in the event of an emergency or natural disaster (e.g. fire, earthquake)
- Managers are responsible to make sure the members of their group have read the disaster plan and know where to find it in case of emergency.

Hazardous Chemicals

The Foreman or Field representative on the Joint Safety Committee responsible for:

- Providing hazardous chemical training to everyone in the Company
- Maintain hazardous chemical training records
- Compliance with WHMIS regulations
- Coordinate with Operations to maintain Material Data Safety Sheets (MSDS) and other reference material and documentation.

The Foreman or Field Safety Representative is responsible for:

- Documenting and implementing Company practices for the disposal of hazardous waste
- Documenting and implementing Company practices for clean-up of hazardous chemicals and waste spills
- Conducting safety inspections to audit compliance with written chemical hazard practices.

The Purchase order manager is responsible to make sure all suppliers know that purchase orders for hazardous chemicals are valid only if a Material Safety Data Sheet accompanies the product.

Evacuation

The fire alarm is a general emergency alarm and in addition to fire, may also be used in the event of a gas leak, chemical spill, act of terrorism, or some other emergency that requires building/Site evacuation.

When the fire or other alarm sounds, the following steps must be followed:

- **Evacuate the building or Job Site** immediately according to your evacuation route.
- **Stop what you are doing and walk**, do not run, to the primary or alternate stairwell. Close all doors behind you.
- **Do not open a hot door.** Before opening a door, touch it near the top to see if it is hot. A fire on the other side could blast through the smallest opening with tremendous force and heat.
- **Use the stairs.** Do not use the elevators. If the power fails, you may become trapped in the elevator. During fire alarms, elevators are taken out of service and returned to the ground floor. Unless otherwise told by mine or Site. Job Site regulations and procedures take precedent.
- Once evacuated, **proceed to your designated gathering area.**
- **Report** to your supervisor for a **headcount**. Visitors must report to the receptionist for headcount.
- Do not re-enter the building/Job Site until the **all clear** announcement is given by the emergency coordinator.
- Fire wardens will assist in the evacuation process, and:
 - Ensure work areas are evacuated and doors are closed, not locked.
 - Ensure rest rooms are evacuated.
 - Coordinate assistance for injured or incapacitated individuals.
 - Report to the emergency coordinator on evacuation status* and employees requiring assistance.
- *** Fire wardens will confirm evacuation status with supervisors or section managers.**

A building evacuation usually does not result in the end of the workday. Once the Fire Department has assessed the situation, they will inform the Company liaison of action to be taken.

Do not leave the premises until you have been authorized by the Safety Committee to do so.