



connectsUs HR™

FOR SMALL BUSINESS & CONSULTANTS



**Your Company Name**  
**Employee Handbook**

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CONDENSED VERSION

## STAFF POLICIES

### Overview

#### Terminology Used in This Manual (“Terminology”)

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

#### POLICY

When you sign-off on Staff Policies, you’re essentially signing an agreement acknowledging that you’ve read and understand the policies included in the **Staff Policies** section of the Manual, and that you agree to adhere to them. So, it’s important you understand the terminology used in this Manual.

It’s also the Company’s intention to be compliant with Ontario and Canadian law throughout this Manual. In the event that something in the Manual conflicts with federal or provincial laws, those laws will govern.

This Manual uses certain terms that have specific formal meanings. All formal terms are capitalized when used throughout the Manual.

#### Frequently Used Terms

Rather than defining a formal term each time it’s used in this Manual, they are defined in a separate section at the end of this document called *Terms & Definition*.

#### Infrequently Used Terms

Some terms only apply to specific topics. In those cases, the definition is included in the **Definitions** section under that topic.

## Conditions of Your Employment or Engagement

All Staff Policies are important. However, it's particularly important that you understand the policies in this section because its principles are referenced throughout the Handbook.

### No Expectation to Workplace Privacy

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

#### BIG PICTURE

Assume that everything we do while in the Workplace, and everything we store or access using Company Materials, Technology Tools, or Electronic Communications, is up for scrutiny.

#### POLICY

Here's what you need to know:

- ◆ The Company reserves the right to read, verify, inspect, audit, or monitor anything you do in the Workplace.
- ◆ Inspections may be conducted at any time, with or without notice, to monitor performance, conduct, and Workplace safety and security.
- ◆ Log in accounts, Company Materials, Electronic Communication tools, or other equipment belonging to the Company and supplied for the purposes of your work are not to be considered private as there may be times when another Staff Member is required, for business purposes, to access these materials in your absence.

This Policy is not intended as a punitive measure. It's in place to protect you, your co-workers, your belongings, and the Company's business interests. It's also designed to protect us all against potential liability.

## When You Leave the Company

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

### BIG PICTURE

This is what we agree to when we leave the Company.

### POLICY

When your Engagement is terminated for any reason:

- ◆ Upon the Company's request to do so, you will promptly return all Company Materials in good order, whether prepared by you or others.
- ◆ You agree to re-acknowledge, by way of signed agreement before or upon your last day of your Engagement, your understanding and agreement with the provisions included in the following Policies that survive and continue after termination of your Engagement for any reason:
  - **Confidentiality Agreement**
  - **Non-Competition, Non-Solicitation, & Non-Disparagement Agreement**
  - **Intellectual Property**
  - **Insider Trading**
  - **INSERT: Any additional policies that are specific to your business or industry that you have included in this Handbook**

## Conduct Expectations

Not every situation you'll encounter is covered in our **Conduct Expectations** policies; some situations are black and white while others may have shades of grey. You're entrusted to use good judgment in your day-to-day activities, and to seek further information or assistance when you need it.

If you spend even 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 and understand all possible consequences.

### Code of Conduct

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

#### BIG PICTURE

Ethical and appropriate conduct is expected in life, and in the Workplace. Misconduct won't be tolerated.

#### POLICY

Everyone is expected to conduct themselves in an ethical and appropriate manner. We strive to protect the Company and Staff from inappropriate, damaging or illegal actions committed either knowingly or unknowingly.

The Company will not tolerate Misconduct and will immediately take appropriate corrective or disciplinary actions when Misconduct occurs, up to and including immediate termination of your Engagement with Just Cause.

Here's what you're expected to adhere to:

- ◆ Conduct yourself in an ethical and appropriate manner.
- ◆ Understand and adhere to Staff Policies.
- ◆ Understand and adhere to your individual responsibilities outlined in the **Health & Safety** policy.
- ◆ Don't engage in Misconduct.

## Off-Duty Conduct

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

### BIG PICTURE

Just because we've left the Workplace doesn't mean we can do or say anything we want without consequences.

### POLICY

Off-Duty Misconduct will not be tolerated. You'll be disciplined, up to and including immediate termination of your Engagement with Just Cause for engaging in Off-Duty Misconduct.

The Company has a right to maintain its brand and reputation and Staff have a right to work in a comfortable environment free of inappropriate conduct and statements by co-workers, including threatening or harassing behaviour.

Do these rights apply to your conduct or actions that occur outside of the Workplace? Yes. It makes no difference how these rights are violated, or if it happens during working hours or off-duty. Once Misconduct occurs, particularly if it's in the public domain, Staff may lose trust and respect for you and may even refuse to work with you.

You don't have to like your co-workers or agree with the Company or with everything in the Workplace, but you do need to be respectful, ethical, lawful, and professional when off-duty.

## Personal Activities in the Workplace

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**Applies to:** Employees

**Last Updated:** <Launch Date>

### BIG PICTURE

We probably don't always realize how much time we spend on Personal Activities, distractions, and interruptions in the Workplace and we're asked to be mindful about it and make sure that the sum of our Personal Activities doesn't exceed **EXAMPLE: 30** minutes a day.

## READ IN CONJUNCTION WITH

Personal Activities in the Workplace must adhere to all policies included in the **Staff Policies** section of the Handbook, but are particularly closely related to the **Use of Technology Tools & Electronic Communication** policy.

## POLICY

It may be unrealistic to expect us not to attend to personal matters or engage in Personal Activities in the Workplace. However, decreased productivity as a result of distractions and Personal Activities has become a significant issue for businesses in general, and its effects escalate each year.

The purpose of this Policy is to clearly define “appropriate levels” of Personal Activities in the Workplace as no more than **EXAMPLE: 30** minutes per day during the days you’re working a regular full day, or **EXAMPLE: 8** hours. Daily periods permitted for Personal Activities in the Workplace are pro-rated for part-time Employees or partial work days.

Here’s what you need to adhere to:

- ◆ **EXAMPLE: 30** minutes of Personal Activities expires at the end of each work day and can’t be accumulated, banked, or carried over. In other words, the **EXAMPLE: 30** minutes begins at the start of your work day and ends at the end of your work day. For example, if you don’t engage in Personal Activities on Monday, your Monday **EXAMPLE: 30** minutes doesn’t accumulate or get added to Tuesday’s **EXAMPLE: 30** minutes or to any future period.
- ◆ While it may be difficult to determine how much time each of us spends on Personal Activities in the Workplace, it’s your responsibility to ensure that such activities don’t exceed **EXAMPLE: 30** minutes per day, and that your job responsibilities and deadlines are met.
- ◆ Personal Activities in the Workplace can’t:
  - Interfere with normal business operations or your productivity and ability to meet deadlines.
  - Result in additional expenses for the Company.
  - Be considered an entitlement. Think of it as an insurance, one that’s available to you if you need it.

## Requests for Accommodation

In accordance with Ontario Human Rights Code, the Company will consider any reasonable requests for accommodation of an activity that may be deemed a ‘personal activity’ under this Policy.

## In Good Faith

The Company believes that this Policy is generous, progressive, and demonstrates flexibility. It essentially provides a significant extra paid benefit to full-time regular employees that can be calculated as 6% (30 min / 8 hour day) of your wages.

Repeated abuse or violation of Personal Activities in the Workplace will be addressed and will result in disciplinary measures.

## Solicitation on Company Premises

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

### BIG PICTURE

We don't ever really know someone else's financial situation or beliefs, and solicitation or distribution of literature can be uncomfortable for some of us. Therefore, solicitation or distribution of literature of any kind in the Workplace isn't permitted.

### POLICY

#### Non-Company Individuals or Outside Vendors

Non-Company individuals are not allowed at any time to enter Company premises for the purpose of any form of solicitation or literature distribution. Third parties or strangers are forbidden from soliciting, selling, or handing out materials for political, charitable, or similar activities. The only exceptions to this prohibition are community benefit projects that are specifically authorized by the Company, and approved business-related vendor or Company events.

#### Staff

Staff are not permitted to distribute literature or other materials or to solicit for any cause in the Workplace.

## Intoxication at Company Events

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

## BIG PICTURE

Intoxication can be distasteful, embarrassing, and dangerous. It's best to avoid it at Company events.

## READ IN CONJUNCTION WITH

- ◆ **Impairment- Free Workplace**

## POLICY

Many of us may believe that a Company party or social event is merely an opportunity to have fun and relax, and no different than a gathering with friends and family. However, a Company party or social event is essentially a casual business event. Being Intoxicated is inexcusable and dangerous for your physical well-being and the well-being of others — particularly when driving.

Intoxication can also result in embarrassing and inappropriate situations with event attendees. Consider up front that your behaviour will likely be observed by everyone — your direct reports, peers, <Senior Management Team> — and their spouses.

Take responsibility for your own consumption of Legal Substances and moderate your intake. Avoid the potential for unsafe outcomes and a depreciation of your reputation that can stem from Intoxication and inappropriate behaviour at Company events.

## Terms of Understanding

Staff and when applicable, their guests, are invited to Company events where Legal Substances are served or are permitted on the condition that you will:

- Take responsibility for your own consumption of Legal Substances and that of your guest.
- Moderate your intake of Legal Substances.
- Co-operate with the Company's efforts to ensure your safety.
- Not return to work while under the influence of a Legal Substance after a Company event.
- Assist the Company to apply this Policy to other Staff and guests.
- Not operate a vehicle after a Company event while you're impaired.

## Teleworking Policy

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**Applies to:** See **Teleworking Eligibility** section

**Last Updated:** <Launch Date>

### DEFINITION

#### *Telework/Teleworking*

A work arrangement in which an employee works outside the Company office from their home residence.

### OVERVIEW

This Policy is used to help support circumstances where working outside the Company office is mutually beneficial to both the Company and the teleworker. Teleworking is intended to enhance employee productivity, improve efficiencies, support different work styles and reduce the teleworker's commuting time and environmental footprint.

Teleworking is an earned benefit and not an entitlement and may be granted to employees who have shown a strong work performance and whose job responsibilities are suited to such an arrangement.

This policy will be reviewed when deemed appropriate, but not less than every **12 months**.

#### **Types of Programs**

The 3 types of Teleworking programs are as follows:

##### *Ad Hoc Remote Work*

A teleworker who needs to work from a remote office on an as-needed basis including due to unforeseen circumstances such as teleworker illness or the onset of inclement weather.

##### *Flexible Working Arrangement*

A teleworker who regularly works from home during set times during the week.

##### *A Remote Worker*

A teleworker who exclusively works remotely.

(together known as the "**Program**")

## Teleworking Eligibility

This Policy applies to Flexible Working Arrangements or Remote Workers as defined above and includes enforceable policies and guidelines for remote workers.

The following conditions must be met in order for staff to be eligible for the Program.

1. Company employees and contractors are eligible for Program participation.
2. The teleworker agrees to sign a contract agreement confirming that they understand and will abide by its terms and conditions.
3. The teleworker's position is conducive to working remotely.
4. The teleworker is fully trained in their position.
5. The work being performed remotely can be measured and monitored for productivity.
6. The teleworker has an established record of demonstrating:
  - 1.1 Productivity and sound decision making skills
  - 1.2 Good time management skills
  - 1.3 Good and transparent communication skills.
7. The teleworker's most recent performance appraisal must, at minimum, indicate fully achieved standards.
8. The teleworker has secured secure electronic access to the Company's work folders, files and software required to fulfill their responsibilities.
9. The teleworker meets all requirements outlined in their teleworking contract agreement.

## Manager Responsibilities

1. The teleworker's manager is responsible and accountable for managing the teleworker's work, performance and productivity during the duration of the program.
2. The Manager will meet with the teleworker frequently during the first 2 weeks of the program to confirm the continued mutual benefits to both the Company and the teleworker.

## PROCEDURE

Each request to participate in the program will be considered on an individual basis. Teleworkers and their managers are responsible for determining the best possible work situation for each Teleworking request.

1. The teleworker meets with their manager to discuss the feasibility of participating in the Program.
2. Once feasibility is established, the teleworker together with their manager completes the applicable fields in Schedule A of the teleworking contract agreement.
3. Email the contract agreement to **INSERT: Management level title, not name** and obtain a digital copy of the signed contract agreement.
4. Manager and teleworker sign the contract agreement.
5. The contract agreement is signed by a Company representative who has the appropriate and binding contractual signing authority on behalf of the Company.
6. A digital copy of the signed contract agreement is emailed to **INSERT: HR Responsible Title - not name**.

## External Company Communications

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

## BIG PICTURE

We need approval before engaging in certain external communications to minimize Company risk.

## READ IN CONJUNCTION WITH

This Policy doesn't include guidelines relating to Electronic Communication such as email or Social Media; these are described in detail in the **Use of Technology Tools & Electronic Communication** policy.

## POLICY

There may be situations when you're approached to publish, interview, discuss, or present on behalf of the Company. These types of opportunities for Staff are highly encouraged.

However, the impact external communications may have on the Company's brand, minimizing the risks associated with potential disclosure of Confidential Information, and the legal risks associated with shareholders must be considered.

Before you engage in any external communication, you must obtain written or electronic approval as outlined in the following table.

Company Activity	Approval Required
When faced with a legal inquiry or action relating to an employee, former employee, Job Applicant, customer, office visitor, governmental agency, competitor, or any other outside presence	Immediately direct the inquiry to INSERT: Approval Title
Publishing content for the Company's website	INSERT: Approval Title
Publishing content that's distributed by general media including newspapers, magazines, radio, TV, brochures, and direct mail	INSERT: Approval Title
Advertising	INSERT: Approval Title
Advertising for open positions	INSERT: Approval Title
Publishing white papers or other such material relating to the Company, its products, services, or facilities	INSERT: Approval Title
Releasing Company information that's communicated, shared, or processed by vendors, customers, or third-party providers	INSERT: Approval Title
Making speeches or presentations	INSERT: Approval Title
Giving interviews	INSERT: Approval Title
Providing comments to the press	INSERT: Approval Title
Participating in panel discussions	INSERT: Approval Title
Participating in debates	INSERT: Approval Title

# Attendance, Reporting Hours & Payroll

## Overtime

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<b>Applies to:</b>	Non-management Employees	<b>Last Updated:</b>	<Launch Date>
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### BIG PICTURE

Overtime is handled according to Ontario Employment Standards and must also be approved prior to working additional hours.

### POLICY

Sometimes we need you to work extra hours to meet certain deadlines. When overtime is required, we appreciate your willingness to work additional hours and we'll bank your time, or compensate you.

### Overtime Approval

No one is contractually entitled to work overtime. Overtime requires written authorization by **INSERT:** official level of management with authority to approve overtime prior to working any additional hours. You can't approve your own overtime.

### Overtime Rates, Banking, Working Holidays, & Overtime Calculations

The Company adheres to overtime legislation under Ontario Employment Standards. Refer to the following resources provided by the Ontario Ministry of Labour:

Hours of Work and Overtime Tool: <http://www.labour.gov.on.ca/english/es/tools/hours/index.php>

Overtime Pay: <http://www.labour.gov.on.ca/english/es/pubs/guide/overtime.php>

### Excessive or Abuse of Overtime

Overtime is carried out under very specific circumstances. You're asked to appreciate that overtime can result in a significant increase in wages as a percentage of salary. All overtime will need to be justified and pre-approved as outlined in **Procedure**.

Here are some of the consequences of excessive or abuse of overtime:

- ◆ If a consistent pattern of unscheduled overtime develops, you may be asked to complete a **EXAMPLE: ConnectsUs JE-3500 Job Activity Log** to better understand and help you make adjustments to your workload or provide you with additional resources.
- ◆ After a first offence of working and expecting to be compensated for unapproved overtime occurs, subsequent offences may result in disciplinary measures, up to and including termination of employment with Just Cause.
- ◆ If it's proven that you're scheduling your workload to purposely incur nonessential overtime and receive overtime benefits, you'll be subject to disciplinary measures up to and including immediate termination of employment with Just Cause.
- ◆ Managers who approve unscheduled overtime on a regular basis will be asked to review their department and resources to understand options for optimizing workloads.

## PROCEDURE

The following procedures for approving and recording overtime are applicable to both hourly and salaried employees:

1. To approve overtime before it's worked, complete the **INSERT: Name of Overtime Approval Form** and obtain the required signatures.
2. Complete the **INSERT: Name of Timesheet** for each period in which overtime is worked and obtain required signatures.
3. Submit both the Timesheet and Overtime Approval Form together to Payroll.
4. Your overtime will either be banked in accordance with the law, or paid in the following payroll run.

## HUMAN RESOURCES

### Legislated Policies

#### Health & Safety

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

#### BIG PICTURE

The goal: No one gets hurt.

Let's work together to meet that goal.

#### POLICY

The Company and the <Senior Management Team> are committed to fostering an environment where we're all responsible for taking every reasonable precaution to protect each other from occupational illness and injury. Everyone must protect their own health and safety, as well as that of others around them by working in compliance with the law, and apply the safe work practices and procedures established by the Company.

The Company will make every reasonable effort to provide a hazard free environment and minimize health and safety risks for Staff by adhering to all relevant legislation and, where appropriate, through the development, implementation and maintenance of internal health and safety work standards, programs and procedures.

Here's what you need to know:

The Company:

- ◆ Will review this Policy annually.
- ◆ Has developed programs to implement this Policy. They can be found **INSERT: location or link.**
- ◆ Will maintain a printed copy of this Policy in **INSERT: location(s).**
- ◆ Will provide OSHA training to all Staff.

#### Rights & Responsibilities

You have a right to:

- ◆ Refuse unsafe work.
- ◆ As an employee, participate in the Workplace health and safety activities as a health and safety representative.
- ◆ Know about, and be informed about, any actual and potential dangers in the Workplace.

It's your responsibility to:

- ◆ Conduct yourself in a safe manner at all times as deemed by a Reasonable Person.
- ◆ Work in compliance with Occupational Health & Safety (OH&S) acts and regulations.
- ◆ Complete all safety training that applies to your position. You may be required to demonstrate your level of understanding of training through the completion of tests, quizzes and/or task observation.
- ◆ Adhere to policies that prescribe safety procedures and precautions as directed by the Company.
- ◆ Report Workplace hazards and dangers.
- ◆ Ensure you don't use or operate any equipment or work in a way that may endanger you or any Staff Member.
- ◆ Avoid engaging in any prank, contest, feat of strength, unnecessary running, or rough and boisterous conduct that could pose a risk to your safety or the safety of others.

You can expect your Manager to:

- ◆ Enforce adherence to safety procedures and precautions as directed by the Company.
- ◆ Advise you of potential and actual hazards.
- ◆ Take every reasonable precaution in the circumstances for your protection.

You can expect the Company to:

- ◆ Establish and maintain at least one health and safety representative.
- ◆ Take every reasonable precaution to ensure the Workplace is safe.
- ◆ Provide training about any potential hazards and how to safely use, handle, store and dispose of hazardous substances, and how to handle emergencies.
- ◆ Supply personal protective equipment and ensure workers know how to use the equipment safely and properly.
- ◆ Immediately report all critical injuries to the government department responsible for OH&S
- ◆ Appoint competent Managers who set the standards for performance and ensure safe working conditions.

## Workplace Hazards & WHMIS

### Workplace Hazards

Workplace hazards are identified and controlled appropriately by:

- ◆ Recognizing and identifying workplace hazards, with the participation of all Staff.
- ◆ Assessing the likelihood that workers may be affected by the hazard.
- ◆ Addressing and resolving dangerous workplace hazards.

### Workplace Hazardous Materials Information System (WHMIS)

The Company will provide appropriate WHMIS training and education for Staff who are exposed or likely to be exposed to hazardous materials in the Workplace.

### Joint Health & Safety Committee/Representatives

The Company maintains a Joint Health and Safety Committee or Health and Safety Representative as required by law to:

- Identify potential hazards.
- Evaluate these potential hazards.
- Recommend corrective action.
- Follow-up on implemented recommendations.

## AODA Integrated Accessibility Standards — Information & Communications, & Employment

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**Applies to:** Employees

**Last Updated:** <Launch Date>

### OVERVIEW

In addition to being the right thing to do, Ontario has strict laws to improve accessibility for people with disabilities. We all need to understand and adhere to the information, communication, and employment standards as they relate to people with disabilities.

## POLICY

The Company believes in integration and equal opportunity and is committed to treating all people in a way that allows them to maintain their dignity and independence. We're committed to making every reasonable effort to meet the needs of persons with disabilities in a timely manner, provided the accommodations don't cause the Company Undue Hardship. This means identifying, removing and preventing barriers to accessibility and meeting accessibility standards in accordance with the Accessibility for Ontarians with Disabilities Act (AODA).

These standards were developed to identify, remove, and prevent barriers and increase accessibility for persons with disabilities in the areas of information and communications, and employment as outlined in the Regulation 191/11, Integrated Accessibility Standards ("Regulation") under the Accessibility for Ontarians with Disabilities Act, 2005.

### Accessibility Plan

The Company will create, implement, and maintain a plan outlining how we'll identify, remove and prevent barriers, and increase accessibility for people with disabilities. This plan will be posted on our website, and will be reviewed every 5 years in consultation with persons with disabilities.

When requested to do so, the Company will make the plan available in a format that's accessible to people with disabilities.

### Training

The Company will provide you with general training on the requirements of the accessibility standards referred to in the Regulation and in the Human Rights Code, as it pertains to persons with disabilities.

Additional training specific to the responsibilities of individual employees, particularly those who develop policies, and those who provide, goods and services to others, will be provided.

Records relating to training dates and attendees will be kept as training is provided.

### Information & Communications Standards

This section defines the applicable processes the Company must follow to create, provide, and receive information and communications in ways that are accessible to people with disabilities.

### Website

The Company website and content will conform to the World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0, at Level AA, except where this requirement is impracticable.

### Accessible Formats & Communication Supports

Upon request, the Company will provide or arrange for the provision of accessible formats and communication supports for persons with disabilities. The accommodation will take into account the

individual's accessibility needs due to disability and the person will be consulted to determine the suitability of an accessible format or communication support.

The Company website will include notification of availability of accessible formats and communication supports.

## **Employment Standards**

This section applies to paid employees.

The Integrated Accessibility Standards Regulation (ISAR) Employment Standard requires us to have processes in place to determine an employee's accommodation needs. It addresses key processes in the life cycle of a job including recruitment through return to work.

### ***Individualized Emergency Response Information***

- ◆ The Company will create and make available individualized workplace emergency response information to employees who have a disability if:
  - The disability makes the individualized information necessary.
  - The Company is aware of the need for accommodation due to the employee's disability.
- ◆ This individualized information will be provided as soon as feasible after the Company becomes aware of the need for accommodation.
- ◆ With the employee's consent, the information will be made available to the Staff Member assigned to provide assistance to the employee in the event of an emergency.

## ***Recruitment***

The Company will notify Staff and the public about the availability of accommodation for Job Applicants with disabilities in its recruitment process, including its job postings and job postings section of its career web pages.

## ***Selection Process***

The Company will notify Job Applicants that accommodations are available, upon request, in relation to the materials or processes to be used when they're selected to participate in an assessment or selection process.

If a selected Job Applicant requests an accommodation due to disability, the Company will consult with them and provide, or arrange for an appropriate accommodation that takes into account their accessibility needs.

## ***Successful Job Applicants***

The Company will notify the successful Job Applicant of its processes for accommodating employees with disabilities when making offers of employment.

### **Communication**

Staff and new hires will be made aware of processes used to support employees with disabilities.

#### **Accessible Formats & Communication Supports for Employees**

When requested by an employee with a disability, the Company will consult with the employee to provide, or arrange for the provision of, accessible formats and communication supports for information that is needed to perform their job, and information that is generally available to other employees.

The Company will consult with the employee making the request to determine the appropriateness of an accessible format or communication support.

#### **Individual Accommodation Plans**

The Company will create a written process for the development of a documented individual accommodation plan for an employee with disabilities.

If requested, information regarding accessible formats and communications support provided will also be included in the individual accommodation plans.

The plans will also include individualized Workplace emergency response information (where required), and will identify any other accommodation to be provided.

#### **Return to Work & Redeployment**

The Company will create a documented return to work process for individuals who have been away from work due to a disability and who require disability-related accommodations in order to return to work.

The return to work process will outline the steps the Company will take to facilitate the employee's return to work and use documented individual accommodation plans.

#### **Employee Counselling, Feedback, & Communication**

Managers will take into account the accessibility needs of employees with disabilities, as well as individual accommodation plans, when using performance management tools, providing career development and advancement, or when redeploying employees.

## **RESOURCES**

It's the Company's intention that this Policy complies with Regulation 191/11, Integrated Accessibility Standards ("Regulation") under the Accessibility for Ontarians with Disabilities Act, 2005.

- ◆ <https://www.ontario.ca/page/accessibility-laws>

# Legislated Leaves

## Pregnancy & Parental Leave

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**Applies to:** Employees

**Last Updated:** <Launch Date>

### BIG PICTURE

Congratulations on starting or augmenting your current family unit. Becoming a new parent means you may be eligible for either Pregnancy or Parental Leave.

### POLICY

Together with Federal and Provincial agencies, you'll be supported in various ways with the arrival of your child.

#### Federal & Provincial Agencies Overview

You're eligible for Pregnancy and Parental Leave in accordance with Ontario Employment Standards Act (ESA). A link to the Act is included in the **Resources** section below. It will address any questions you may have about your rights and obligations relating to the Leave.

#### *Pregnancy Leave*

If you're pregnant, you have the right to take Pregnancy Leave of up to 17 weeks of unpaid time off work. In some cases, the leave may be longer.

#### *Parental Leave*

Parental Leave is unpaid time off work when a baby or child is born or first comes into your care.

- ◆ As new parents, you have the right to take Parental Leave.
- ◆ Birth mothers who took Pregnancy Leave are entitled to up to 35 weeks' Parental Leave. Birth mothers who don't take Pregnancy Leave and all other new parents are entitled to up to 37 weeks' Parental Leave.
- ◆ Parental Leave is not part of Pregnancy Leave and so a birth mother may take both Pregnancy and Parental Leave.

- ◆ The right to a Parental Leave is also independent of the right to Pregnancy Leave. For example, a spouse could be on Parental Leave at the same time the birth mother is on either a Pregnancy Leave or Parental Leave.

### **Ontario's ESA & the Federal Employment Insurance Act**

The *Employment Standards Act, 2000* (ESA) provides eligible employees who are pregnant or are new parents with the right to take unpaid time off work.

In contrast, the federal *Employment Insurance Act* provides eligible employees with maternity and/or parental benefits that may be payable during the period they're off on an ESA Pregnancy or Parental Leave.

The rules governing the right to take time off work for Pregnancy and Parental Leave under the ESA are different from the rules regarding the payment of maternity and parental benefits under the federal *Employment Insurance Act*. For example, a new father may choose to begin a Parental Leave under the ESA up to 52 weeks after the child is born. However, there may be restrictions on accessing the employment insurance parental benefits at that time.



It is extremely important that you and your spouse obtain information about your rights to Employment Insurance (EI) benefits for your particular situation if you're considering taking a Pregnancy or Parental Leave under the ESA. Refer to the **Resources** section at the end of this Policy for additional information and contact details.

### **PROCEDURE**

- ◆ You must request Pregnancy or Parental Leave from your Manager in writing with any appropriate documentation at least 2 weeks before the anticipated start date of the Leave to help the Company and your co-workers prepare for your absence.
- ◆ The Company reserves the right to ask you to provide a doctor's certificate or other evidence to support entitlement to an early Pregnancy Leave or an extension of Pregnancy Leave for medical reasons.
- ◆ You're expected to provide <HR Manager> with minimum 4 weeks notice in writing regarding your expected date of return to work or your resignation, if you choose not to return to work.
- ◆ If you require the use of sick leave benefits before your Pregnancy Leave begins, the **INSERT: Name of Sick Pay Policy** guidelines will apply.
- ◆ Once your Pregnancy or your Parental Leave have concluded, you can use your vacation benefits to top up your leave.
- ◆ If you require a leave extension once your Pregnancy Leave has concluded, you can use **Family Medical Leave** benefits to a maximum of 8 weeks. This leave extension requires as much advance notice as possible, as well as medical documentation.

- ◆ Refer to the **Vacation** policy to understand how vacation is calculated during Pregnancy or Parental Leave.
- ◆ Also refer to the **Continuing Benefits & Seniority While on Leave** policy.

## RESOURCES

It's the Company's intention that this Policy is compliant with Ontario law.

- ◆ <https://www.ontario.ca/document/your-guide-employment-standards-act-0/pregnancy-and-parental-leave>

CONDENSED VERSION

# Other Employee Leaves & Closures

## Unscheduled Office Closures

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**Applies to:** Employees

**Last Updated:** <Launch Date>

### BIG PICTURE

The weather is crazy, the roads are disastrous, and the schools have been closed. Do we go to work? Who's going to look after the kids? Is anyone going into the office today? Do we fight our way in, only to find the Company is sending everyone home?

This Policy answers these questions.

### POLICY

Occasionally, adverse weather conditions, fire, power failures, or other emergencies may make it difficult or impossible for you to get to the Workplace. To avoid confusion about possible office closures due to inclement weather or other similar events, we'll communicate official office closures or status changes to you via Company voice mail and/or email.

Temporary official office closures won't affect your pay or vacation balances. However, in the event that an office closure exceeds EXAMPLE: 5 working days, the Company reserves the right not to compensate beyond those EXAMPLE: 5 days.

If the office remains open for business, you're expected to make every effort to come to work.

### PROCEDURE

If you're late, leave work early, or choose not to come into work:

1. Get in touch with your Manager as soon as possible.
2. Record the absence as one of the following:
  - Vacation
  - INSERT: Any other paid Leaves that may cover unscheduled office closures, such as SPS leave or IIPT Leave
  - Unpaid Time Off
3. If you're able to work productively from home, discuss this option with your Manager.

4. Refer to **Approving, Communicating, and Recording Absences** policy for absence procedures.

## Personal Leave of Absence

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**Applies to:** Employees

**Topic Owner:** <HR Services>

**Last Updated:** <Launch Date>

### BIG PICTURE

Under certain circumstances, we may be eligible for unpaid time off to pursue once-in-a-lifetime opportunities.

### POLICY

Situations may arise in your life when you 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 isn't encouraged as it can be disruptive to the operations of the business.

Legitimate reasons for requesting a leave of absence include:

- ◆ Self-development
- ◆ Extended vacation (once-in-a-lifetime opportunities)
- ◆ Undue hardship for the employee or other compassionate reasons

Here's what else you need to know:

- ◆ The Leave can't exceed **EXAMPLE: 30 days**.
- ◆ During the Leave, all paid leave benefits, such as vacation, stop accruing.
- ◆ During the Leave, you're responsible for payment of deductions or premiums typically deducted from your pay cheque.
- ◆ The Leave can't be used for other employment or work opportunities.
- ◆ If you don't return from the Leave by the agreed-upon date, the Company will assume that you don't intend to return to your position and conclude that you have abandoned your employment (Job Abandonment).

### PROCEDURE

If you want to request an unpaid Personal Leave of Absence:

1. Submit the request to your Manager in writing or email, indicating the length of time you want off, the start and end dates of your Leave, and the reason for the request.
2. Your Manager will review the request and take into account your team resources and requirements, obtain final approval from **EXAMPLE: the appropriate Senior Manager**, and advise you of the decision in a timely manner.
3. If the Leave is granted, refer to **Approving, Communicating, and Recording Absences** policy for absence procedures.

CONDENSED VERSION

## Rewards & Benefits

Rewards and 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. Additional rewards are also provided based on performance and exceeding expectations.

### Flexible Work Schedule

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**Applies to:** Full-Time Employees      **Last Updated:** <Launch Date>

#### BIG PICTURE

The goal: We're productive **and** have a life.

There may be times when flexibility in the hours we work can help promote work/life balance.

#### GUIDELINES

You're expected to work a Standard Work Week, but there may be opportunities for flexibility for certain positions to set your own working hours to help promote productivity, creativity, work/life balance, and reduce the environmental impact and amount of time spent commuting to and from work.

These guidelines ensure that flexible programs are applied consistently, are clearly understood, and provide a benefit to you, your department and your workload.

#### Eligibility

- ◆ You're a Regular Full-time Employee who has successfully completed your probationary period. Part-Time or Temporary Employees are not eligible.
- ◆ Your performance was last rated as INSERT. Appropriate performance rating, EXAMPLE: the highest level rating available. Flexible work schedules are not an entitlement, but rather provided to high performers as a perk or reward.
- ◆ Your position is conducive to a flexible work arrangement and your job responsibilities don't include the requirement for regular and consistent in-person contact in the Workplace during Regular Business Hours. Positions that may not be eligible may include support positions such as administrative assistants, Customer Service Representatives, IT service positions, or positions that greet customers.

- ◆ Your position doesn't require close supervision, direction, or guidance.
- ◆ You haven't been subject to any disciplinary measures in the last 12 months.

Regardless of your ability to meet all eligibility requirements, the business may not be able to accommodate all requests for benefits outlined in this topic. Flexible work schedules are not appropriate for all positions, or in all settings, or for all Staff.

### Flextime

Flextime, or flexible working hours provides you with flexibility to set the start and end times of your work day. Outside of Core Hours, you may schedule your working hours in whatever way best suits you, your Manager and your workload.

### Compressed Work Week

A compressed work week provides you with the flexibility to work **EXAMPLE: 10 hours a day, 4 days a week.**

## GUIDELINES

- ◆ Flexible work schedules (FWS) are temporary agreements and the Company reserves the right to return your FWS to your standard work schedule at any time in the event that:
  - FWS negatively affects your workload, productivity, quality or that of co-workers
  - FWS creates delays or additional work or steps in the work flow.
  - Company circumstances or operational needs change such that a return to a standard schedule is required.
- ◆ A 30-minute unpaid meal break is required every 5 hours in Ontario.
- ◆ Once you and your Manager have agreed on your FWS, you're expected to stick to that new schedule so your co-workers can predict your availability.
- ◆ You must be at work during Core Hours unless your Manager determines that different Core Hours are more conducive to the FWS.

## PROCEDURE

If you're eligible and want to participate in a FWS:

1. Submit a written application to your Manager for assessment that includes the following:
  - Your FWS preferred start date
  - A logical and feasible rationale for the request

2. Your Manager will review the following considerations as they apply to you:
  - Staffing patterns, coverage, service hours
  - Communication requirements with your Manager, co-workers, and customers
  - Providing regular status and workload updates
  - Access to building (during alternate hours)
  - Staff access to your materials/documents in your absence
  - Availability for standing meetings, special events, group work
  - How to respond to department emergencies or unexpected events
  - Feasibility of a longer work day (stamina, accuracy, productivity)
  - Blackout days off (e.g., Mondays are not eligible for flex time )
  - Staggering schedules for compressed workweeks
  - Establishing core work hours onsite — if different than Company Core Hours
  - Establishing a standing meeting day
  - Limiting FWS to one or two days per week
  - Availability to come to work on short notice
  - Willingness and preparedness to work on a regularly-scheduled day off
  - Suspending flexible work schedules during busiest times of the year
3. In the event that more employees request FWS than a department can reasonably manage, your Manager will respond to requests that are consistent with the Guidelines and Procedures in this Policy and in ways that are equitable to Staff and in the best interest of the Company. This may include rotating turns or staggering schedules.
4. A pilot period will be defined.
5. The request will be reviewed by <HR Services> and must be approved by **INSERT: Title, not name**
6. Once approved, <HR Services> will create a written agreement that will be signed by you and the Company.
7. Your Manager will communicate your FWS to relevant stakeholders and ensure they understand how it works and how it may affect them.
8. Your Manager will monitor your performance and the effectiveness of the FWS during the defined pilot period.
9. Your Manager will review and reconsider the FWS regularly.

# Employee Development, Performance, & Exit

## Probationary Period

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**Applies to:** Employees

**Last Updated:** <Launch Date>

### BIG PICTURE

The probationary period is like a trial working period that allows the Company and anyone in a new position to mutually evaluate each other and confirm that there's a good fit.

### POLICY

A probationary period is used for new hires and existing employees who have been transferred or promoted into new position. It provides a reasonable timeframe and opportunity for Managers to assess whether there's a good fit between an employee and their new job. At the same time, it allows a new hire the opportunity to evaluate the job and workplace to determine suitability.

Here's what you need to know:

- ◆ The terms of your probationary period are outlined in your employment agreement.
- ◆ The probationary period includes orientation and training activities and more frequent than usual performance check-ins. Both you and your Manager must devote special attention and effort to make sure that job standards are communicated, the duties of the position are learned, and you're meeting the expectations of the job.
- ◆ Under certain circumstances, the probationary period may be extended. There must be a valid reason for the extension and the extension must be in writing.
- ◆ Upon satisfactory completion of the probationary period, if the probationary period is extended, or your probationary period is longer than 90 days, you'll be eligible for any benefits that begin after a 90-day waiting period.

## Training & Development

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**Applies to:** Employees

**Last Updated:** <Launch Date>

## BIG PICTURE

Training and development is a shared opportunity and responsibility between you and the Company.

## GUIDELINES

The Company encourages your personal development and growth through education and training. The Company will help pay for training and development that is of benefit to both you and the Company.

Training and development gives you the opportunity to:

- ◆ Improve your current work performance
- ◆ Increase the personal enrichment you get from your work
- ◆ Make time for creativity and curiosity
- ◆ Meet people from your profession

Training and development benefits the Company by:

- ◆ Helping to achieve management continuity and consistency
- ◆ Keeping us competitive, by ensuring our skills are current with the marketplace
- ◆ Fostering innovation

Training and development may include the following:

- ◆ Courses, seminars, workshops, conferences, and annual meetings
- ◆ Reading recommended books
- ◆ Online training
- ◆ Educational Assistance
- ◆ Rotational and special job assignments to broaden your experience
- ◆ Cross-training
- ◆ Professional development
- ◆ Job sharing
- ◆ Job shadowing
- ◆ Mentoring

All costs associated with training and developments are charged to individual departments.

## Eligibility

- ◆ You must be employed with the Company for at least 6 months to be eligible for benefits under this Policy.
- ◆ Exceptions may be made in circumstances where a skills gap assessment has been conducted and immediate training needs have been identified for a new hire or existing employee transferred or promoted into new position.
- ◆ Temporary or casual employees are not eligible for benefits under this Policy.

## What You Can Expect

- ◆ The Company's annual budget includes a training budget.
- ◆ The Company supports 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 are charged to individual departments and don't exceed the budget for the year.
- ◆ You're encouraged to develop, in conjunction with your Manager, a training plan for each upcoming year as part of the annual performance review process.

## What's Expected of You

You're expected to:

- ◆ Take the primary responsibility for managing your career by:
  - Taking inventory of your current skill set.
  - Exploring training and development opportunities to ensure you're current in your industry/job knowledge.
  - Acquiring the skills you need to reach your career goals.
  - Discussing possible training and development opportunities with your Manager.
- ◆ Put your business hat on:
  - Justify any request for training and development in terms of return on investment for the Company. Why should the Company pay for, support or enable this?
  - Find cost-effective ways to execute on your training needs including reading, accessing free online resources, and networking.
  - Explain how you will incorporate what you learn into your ongoing work.
  - Explain how the contacts or relationships you make during the training or development opportunity could benefit the Company
- ◆ Share your learnings with others:

- Consider how others on your team or in the Company might benefit from what you've learned and create opportunity to share and/or discuss key points
- Where there may be a benefit to the Company, make connections between new contacts you've made and other Company members
- Let the Company benefit from the investment made in your development — stay on the team

**Note:** If the total cost of the training or development funded by the Company exceeds **EXAMPLE: \$3,000** in a fiscal year, you'll be required to sign a **EXAMPLE: ConnectsUs PC-HR-1840. Training Reimbursement Agreement**, which lays out terms and conditions for re-payment. For example, it may include a reimbursement schedule based on the length of time you remain with the Company following training.

### Reimbursement Requirements

The Company may not always be able to provide paid time off to attend training or development, but we may partner with you and share in the responsibility of continued education.

Courses taken on your own time may be eligible for reimbursement.

Here's what you need to know:

- ◆ Eligible expenses include:
  - Cost of tuition
  - Enrolment fees
  - Books for course
- ◆ Courses must be taken at a recognized educational institution that provides an official transcript indicating a grade.
- ◆ Class attendance and study assignments must be completed outside of a Standard Work Week.
- ◆ You're eligible for **EXAMPLE: 1** **INSERT: paid or unpaid** day off to prepare for final exams.
- ◆ You must achieve a final grade of minimum **CUSTOMIZER: Insert passing grade/minimum standards for successful passing mark%** to be eligible for reimbursement.
- ◆ To be eligible for reimbursement, you must be employed with the Company when the course marks are received. If you leave the Company for any reason before the course is completed, you're required to pay back any book or tuition costs the Company has pre-paid on your behalf, to the extent permitted by law.

## PROCEDURE

When you want to participate in training and development or enroll in a continuing education course:

1. Check with <HR Services> first before you seek out courses or programs on your own. <HR Services> is the central hub for training with access to plenty of information on training availability. You may even find that <HR Services> has sourced the same kind of training for someone else recently.
2. Complete the **EXAMPLE: ConnectsUs 4220 - Training or Conference Pre-Approval Form and follow the Accompanying Instructions.**
3. Managers are responsible for ensuring that training expenses don't exceed department training budgets.
4. Refer to **Approving, Communicating, and Recording Absences** policy for absence procedures.
5. For continuing education courses: Once your course is completed and you have achieved the required passing mark, complete the **EXAMPLE: ConnectsUs 4230 Course Completion and Reimbursement Form and follow the Accompanying Instructions to report your mark and request reimbursement.**
6. For conferences or training: Complete the **Example: ConnectsUs 4210 Conference or Training Report Form and follow the Accompanying Instructions.** This ensures:
  - The Company can report on appropriate return on investment for training.
  - Acquired knowledge is shared.
  - Events, key contacts, and new leads are documented and shared.
  - Follow up or action items are documented.

## ABOUT THE COMPANY

### About Us

#### Definition of Business Success

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INSERT: Your definition of business success here. Below is an example.

It is said that success occurs “where preparation and opportunity meet.” But how do we define and measure success in the Company?

We understand the importance of knowing the key things that can tell us when we’ve reached our goals. We call these our **key success factors** — the indicators or milestones that measure our business achievements and help determine how well we’re progressing towards our goals and objectives.

The following are straightforward measures that anyone can use as a gauge of individual, team, or Company success. When we ask ourselves if we’ve done the following, let’s push ourselves to make sure the answer is “YES!”

- ◆ **Sell each unit at a profit.**

At the end of the day, we’re not just a Company, but a business — and we’re in business to make a profit.

We evaluate our products and services and determine if we’re realizing a profit. If not, we need to make adjustments by reducing our costs or increasing prices.

- ◆ **Maintain our reputation for people programs that work.**

We’re known for our culture and for attracting and retaining quality people. Our people programs are so successful that our internal surveys consistently show an overall rating of 8 out of 10 or above. Our turnover rate is less than half the industry average. We’re sought after to disclose or make presentations about our people programs.

- ◆ **Be fiscally responsible.**

Lower overhead must be a continuing objective for our business. We can cut costs in many ways, for example, by re-evaluating 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.

- ◆ **Develop quality products and services that add value.**

We ensure that our products are not just created in a bubble with an internal team. When developing new products, we seek out sound market data and customer involvement before product development begins.

- ◆ **Create and maintain the highest level of customer satisfaction.**

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

We regularly ask for customer feedback through surveys or direct interaction to find out how we're doing and what products/services they need and expect from us.

We make use of instant customer service feedback mechanisms, such as a 3-question telephone survey conducted after every telephone contact our customers have with the Company. Individuals who have the highest customer service ratings are rewarded accordingly.

Everyone on our <Senior Management Team> contacts one customer at least once a week to continually understand the needs of the people we're serving.

## Service Philosophy

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INSERT: Your service philosophy here. Below is an example.

In support of our Vision, Mission, Core Values (see **Our Culture**), and strategic initiatives, our services and support must consistently exceed expectations.

Our primary measure of success is customer satisfaction. We define customers as employees, partners, and clients.

When representing the Company, our intent is to earn and maintain the respect and trust of everyone with whom we come into contact.

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

- ◆ We put our customers at ease with our comfortable style.
- ◆ We're sensitive to the needs of and modify our approach with each customer depending on their communication style, disability, business acumen, technical skills, culture, etc. We possess

a high Emotional Quotient (EQ); we sense the needs of our customers, and how they want to be approached.

- ◆ We don't engage in high-pressure sales tactics. We respect that potential customers make decisions at their own pace. Given the value and price point of our products, if the need is there, the value and price speak for themselves. We aim to ease the potential customer's pain. If our solution won't ease their current pain, we respect that.
- ◆ We're confident and prepared. We know our stuff. If we don't know, we're not afraid to say so. We find out and provide the right answer.
- ◆ While we always strive for 'Customer is King' service, we don't tolerate our Staff being treated with disrespect. While we'll always understand, listen to, and be empathetic to any frustrating situation that a customer may experience with the Company, we won't tolerate obscenities, significant raising of voices, and threatening or personal attacks. We'll calmly let the customer know that we'll speak to them at another time when emotions are not so high.
- ◆ We manage expectations. We believe that customers will be accepting, patient, and more satisfied if they understand what they can expect and when they can expect it. No over-promising. We're factual and reality-based — and we deliver when we say we're going to deliver.
- ◆ Our genuine goal is to provide value and expertise to our customers. Period.
- ◆ We make full and appropriate use of technology so that our customers receive the best service.
- ◆ We're accessible and we respond to customers quickly.
- ◆ Our services are well known for being professional, efficient, and resourceful. We try to exceed our customers' expectation and break the stereotypical reputation some companies have for overcharging and under-delivering. We work with the customer as if their budget was our own, and we help them to make the best decisions possible to ensure quality at an affordable price.
- ◆ We never just say "no"; we provide our customers with explanations and alternate suggestions or solutions.
- ◆ We look for ways to serve our customers outside our particular industry; where a customer would benefit from an introduction we might make, we make it.
- ◆ We look for ways to return the favour of a customer's business.
- ◆ If a customer or potential customer is subject to even the slightest negative experience with the Company, we provide some kind of token of value to attempt to make it right. This could come in the form of a coffee card, a hand written note, or a discount.

## Our Culture

### Recognizing & Celebrating Employee Personal Milestones

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**Applies to:** Employees

**Last Updated:** <Launch Date>

#### BIG PICTURE

Personal Staff milestones occur frequently. The following guidelines answer these questions:

- ♦ What events are recognized or celebrated?
- ♦ Who pays for what and when?

#### GUIDELINES

We all want a chance to celebrate special events in our team members' lives, such as the birth of a child or a wedding. The same goes for individuals leaving the Company and wanting to wish them the best in their future endeavours.

We often plan a lunch, and/or gathering, and/or gift for those individuals. Unfortunately, some individuals find it uncomfortable to say no to requests for contributions to fund these types of celebrations. And some simply can't afford it.

We ask that Everyone respect the guidelines below relating to gifts, special events, gatherings, and solicitation.

#### Birthdays

The Company is happy to provide you with a day off with pay to celebrate your birthday. This time off is posted to EXAMPLE: 'Other Paid Time off' on timesheets or exception reporting.

#### Weddings

The Company will provide a gift of EXAMPLE: \$100 to any employee who's getting married. The individual's Manager is responsible for requesting a check or cash from Accounts Payable and presenting it to the individual.

As a rule, the Company doesn't pick up the tab for group events/gatherings to celebrate a marriage. Individual organizers are welcome to plan a celebratory event, but all events/gatherings are organized and paid for by the attendees on their own time.

## New Parents

The Company will provide a gift of **EXAMPLE: \$100** to any employee who becomes a new parent. The individual's Manager is responsible for requesting a check or cash from Accounts Payable and presenting it to the individual.

As a rule, the Company doesn't pick up the tab for group events/gatherings to celebrate upcoming parenthood. Individual organizers are welcome to plan a celebratory event, but all events/gatherings are organized and paid for by the attendees on their own time.

## Employees Leaving the Company

The Department Manager will be happy to pick up the tab for a meal or beverages for the departing employee and the team of people who work closest to the departing individual. This gesture is appropriate to thank the departing individual for their contribution to the immediate team.

As a rule, the Company doesn't pay for gifts for the departing individual or the meal or beverage tabs of participants outside of the individual's immediate team. Exceptions may be made for long-tenure employees at the discretion of the <Senior Management Team>.

## Solicitation for Gifts

Occasionally, team members want to purchase a gift for individuals for various reasons including extending congratulations or saying goodbye. Solicitation for gifts outside of the individual's immediate team is strongly discouraged. We all need to respect that solicitation may make people uncomfortable, particularly if asked face-to-face.

On the other hand, we recognize that some people outside of the individual's immediate team may want an opportunity to contribute. In this case, an email to Everyone (per guidelines outlined in **Effective Email Communication and Etiquette**) advising that a collection is being taken for the individual may be appropriate. The email must clearly state that contributions are purely voluntary and should provide the name of a specific person to be contacted for donations or card signing.

## Tax Implications

There are clear tax guidelines governing awards of gifts, near-cash gifts and rewards as taxable benefits. The Finance Department has ultimate authority in interpreting and administering the guidelines to adhere to tax regulations and requirements.

## All-Hands Meetings

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**Applies to:** Employees

**Last Updated:** <Launch Date>

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 our senior Managers provide you with a business update and you are encouraged to ask questions.

### Hosting

We also believe that communication comes from within each team, and we ask each department to take a turn organizing, hosting, and making a presentation at the all-hands meeting each year, to showcase their team, projects, and creativity.

A schedule of departmental hosts and presentations is available here **INSERT: Hyperlink to your company directory so you don't have to update this Handbook regularly.**

### What to Expect

**EXAMPLE:** Six times a year, we all meet in **INSERT: Location** for an all-hands meeting that lasts about 2 hours. Attendance at these meetings is mandatory, and we expect you to attend. If you're unable to attend, you're asked to notify our CEO before the meeting with a reason why attendance isn't possible.

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

- ◆ Business/financial update
- ◆ People and people programs update
- ◆ Questions and answers
- ◆ New employee welcome
- ◆ Department-specific presentation

You may submit your questions before the all-hands meeting by emailing **INSERT: Individual position - not name.**

## Lunch & Learns

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**Applies to:** Employees

**Last Updated:** <Launch Date>

Food for thought... What better way to learn about important topics than combining a meal with topical presentations!

That's what we do with Lunch and Learns. Once a month, we organize noon classrooms where we bring in internal or external subject-matter experts to talk about our business, departments, industry, and other topics of interest to all of us. AND we feed you!

Lunch and Learn topics typically rotate and fall into one of the following categories:

- ◆ Company orientation — A Departmental Manager or team member introduces/clarifies/orients attendees to their particular department and its function within the Company.
- ◆ An external subject-matter expert is brought in to speak about a general topic of interest, such as ‘Wellness,’ or ‘How to manage your money,’ or ‘Why bring the Winter Olympics to my city?’
- ◆ An external subject-matter-expert is brought in to speak about a business-specific topic of interest, such as industry or economic trends or organizational behaviour topics.

A schedule of Lunch and Learn topics and presenters is established at the beginning of the year and is available here **INSERT: Hyperlink to your company directory so you don't have to update this Handbook regularly.**

You are asked to sign up for Lunch and Learns at least 2 weeks in advance by accepting a meeting request sent via email. Those who sign up will be reminded by email by <HR Services> 1 day before the event.

## OUR PRACTICES

### Facilities

#### Our Individual Work Space

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**Applies to:** Everyone

**Last Updated:** <Launch Date>

#### BIG PICTURE

We're comfortable in our workspaces while considering the needs and sensitivities of others.

#### GUIDELINES

When we spend so much time at work, it's natural to want to personalize our workspace and make it comfortable. In fact, it's a great way to learn a little more about each other and who we are as individuals outside of work.

We do, however, have to filter our 'self-expression' at work to avoid cluttering our office space and crossing over the lines of what's acceptable for our culture, co-workers, and visitors. It's fine to play music, put up pictures, bring in plants, and decorate your workspace, but if you clutter our office space, disturb, or offend those working around you, you'll be asked to tone it down.

#### Pictures, Posters, Artwork

If it's displayed where anyone else can see it, think 'G' rating. Even if it's on your desk where you think only you can see it, someone else may have to look at it while working alongside you. This applies to screen savers, posters, calendars, chalk or dry-erase boards, and any other item you have on your desk.

Foul language, nudity, or violent images are not permitted. You also can't display Confidential Information or proprietary Company information.

#### Music

If you're alone in the office after hours and you're not disturbing anyone else's concentration or sensibilities you're welcome to play music at your desk. Otherwise, you're asked to wear headphones to listen to music.

## **Tidiness & Cleanliness**

Not everyone likes things neat and tidy — some of us like to see everything at once — but you're responsible for keeping things reasonably clean. No rotting sandwiches or milk containers hidden under paperwork, please! And if you're the type who likes everything in the open, you'll have to pay close attention to displaying Confidential Information.

You may prefer a little chaos in your personal workspace, but we all have to show consideration of others in our use of the common areas. It's very simple — please clean up after yourself!

## **Pets**

Other than service animals, we don't allow pets in the office. Even if your pet is extremely well behaved and doesn't drool or leave its 'mark' in every corner, some people have intense allergies or fears about animals.

Since we don't necessarily know who those people are, we kindly ask that you leave your pets at home.

## **Babies & Children**

Anything that distracts you, or those around you, from doing their job well during office hours is generally discouraged. We'd love to see your new baby and share your excitement, but if Baby's unhappy and screaming for 2 hours while you catch up with office friends, it's probably best that you move your visit to another location where people aren't being disturbed.

On the other hand, letting your children see you at work can be a great experience! Occasional visits are encouraged as long as they aren't keeping you from work or disturbing others.

## **Speak Up**

We foster an environment where we encourage you to speak up and address disturbances directly. If someone's habits or actions disrupt your concentration or work, please address this directly with the individual.

We all have different levels of tolerance for environmental 'noise.' For some, background noise is conducive to enhanced productivity, while others find all unnecessary interruptions a disturbance. We encourage everyone to provide and accept feedback about occasions where work or productivity may be interrupted.

## **Food for Thought - Introverts**

If you're approached about your noise levels, consider that at least one-third of your co-workers were born introverts. That means there's a good chance that they inherently function better in a quieter environment.

Before you roll your eyes and label their request as intolerance, consider that their needs may differ from yours and that a heavy noise footprint may be affecting some of your co-workers. We foster a

diverse and inclusive environment — which includes being tolerant of people around us who are wired for quiet.

Source: *Quiet by Susan Cain.*

## Other Office Services

### Office Supplies

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General office supplies are kept in the supply room and are available for Company use only. You may help yourself to the office supplies you need. Please advise <Office Services> if you notice inventory getting low on particular items.

Please note, office supplies are provided for business use only. Here's a story that outlines a common scenario and may be food for thought:

*“My son called yesterday as I was leaving the office. He asked if I'd bring home some computer paper from the office as we ran out at home and he was completing a school project. Why not? Who would know? But I hesitated and reflected on the kind of example I was setting for my son. I was essentially agreeing to theft. I then said I'd stop and get some on the way home . . . The paper cost me less than \$10.”*

The bottom line is that these supplies simply aren't ours to take for personal use. Essentially, this would be classed as theft.

## FORMAL TERMS & DEFINITIONS

Whenever the formal words listed below appear in this document, they have the meaning specified below - unless a contrary intention is noted or such meaning is inconsistent with the context.

An *italicized word* means that its definition is also defined in this section.

### **AODA - Accessibility for Ontarians with Disabilities Act, 2000**

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The purpose of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) is to ensure that all Ontarians have fair and equitable access to programs and services and to improve opportunities for persons with disabilities. The Act will eventually cover all of the following areas:

- ◆ Customer Service Standards
- ◆ Information and Communication
- ◆ Employment
- ◆ Transportation
- ◆ Built Environment

The Customer Service Standard was the first standard to become law as regulation. This standard provides guidelines and examples of how persons with disabilities can be served and accommodated when accessing services or participating in programs.

The next three standards - Information and Communication, Employment, and Transportation have been combined under one regulation, *the Integrated Accessibility Standards Regulation (IASR)*. This is now law and the requirements are being phased in between 2011 and 2021. In addition to the standards listed above, there are also the General Requirements that apply across the IASR.

### **the Company**

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Insert your Company Legal Name or list of applicable subsidiaries to which your Employee Handbook/Manual applies.

### **Company Materials**

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Company property that includes, without limitation, the following:

- ◆ Intellectual property
- ◆ *Technology Tools*
- ◆ Company equipment, vehicles or machinery
- ◆ Desks, furniture, chairs, filing cabinets
- ◆ the Company premises, including individual offices and common areas
- ◆ Work spaces
- ◆ Credit cards
- ◆ Keys
- ◆ Parking passes
- ◆ Security passes or Company identification
- ◆ Passwords
- ◆ Copies or digital copies of the Company's corporate records, files, financial documents, client lists, or any other materials that belong to the Company or relates to the business, *Company Stakeholders*, or operations of the Company.
- ◆ All printed, written, electronic, and digital information, memory devices and all copies of any of them which contain *Confidential Information* or otherwise belong to the Company.

## Confidential Information

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Information about the Company that is or may be disclosed to you, known by you, or developed by you (alone or with others) as a consequence of or through your *Engagement* with the Company, which information:

- ◆ Is not generally available to the public other than as a result of a disclosure by you.
- ◆ Is not generally known in the industry in which the Company has conducted or currently conducts business, or may in the future conduct business.
- ◆ Could put the Company at a competitive disadvantage if improperly communicated.
- ◆ Cannot be communicated due to contractual or legal obligations — such as employee personal information.
- ◆ Should not be shared externally or with Staff unless there's a legitimate business or legal reason to do so.

Confidential Information includes, without limitation, the following:

- ◆ The Employee Handbook

- ◆ The business and trade secrets of the Company
- ◆ Intellectual property, *Work Product* and other assets of the Company
- ◆ Login and passwords including *Technology Tools*, *Electronic Communication* tools and any other site, or service that is subscribed to, or provided by, the Company
- ◆ Sales and marketing information including existing and potential customers, members, or users of the Company and any information or lists concerning same, including customer credit card information and cloud-based services including newsletter or survey applications' distribution lists
- ◆ Business plans and strategies of the Company
- ◆ Technologies and products owned, licensed or developed by or for the Company and research and development plans in respect of same
- ◆ Pricing, billing methods and revenue models of the Company
- ◆ Product design and processes
- ◆ Lists or databases relating to *Company Stakeholders*, including Payroll, employee databases, customer or prospect lists
- ◆ Private or personal information of *Company Stakeholders* including information relating to payroll, Human Resources, credit card information, and contract details
- ◆ Information about Staff including private and personal information, HR information including performance and compensation
- ◆ Information about *Job Applicants* who have applied to the Company
- ◆ Schedules, estimates and proposals
- ◆ Security information
- ◆ Contracts and contract negotiations
- ◆ Financial statements and accounting data
- ◆ Non-public financial information
- ◆ Non-public technical information
- ◆ Company-related legal proceedings or controversies

## Core Hours

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Collaboration and face-to-face time are key ingredients for running our business successfully. We need to know that *Staff* will be at work during certain periods so that we can make contact for the purposes of brainstorming, decision-making, information dissemination, and making the most of creativity.

We encourage you to set up meetings during these times, and we ask that you schedule personal appointments and incidental absences outside of Core Hours where possible.

You're expected to be in the office during our Core Hours, as follows:

- ◆ 9:30 am to 11:30 am
- ◆ 1:30 pm to 3:30 pm

## Discrimination

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Discrimination is defined as any form of unequal treatment based on *Protected Grounds*, that results in disadvantage, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral, but have the effect of disadvantaging certain groups of people. Discrimination can be obvious, or it may occur in very subtle ways. Discrimination needs only to be one factor among many factors in a decision or action for a finding of discrimination to be made.

### ***Discrimination because of association***

Discrimination or harassment because of a person's association, relationship or dealings with a person based on that person's *Protected Grounds* under *the Code*. It includes actions taken against a person who has objected to discriminatory comments aimed at another group.

### ***Hate activity***

Comments or actions against a person or group motivated by bias, prejudice or hate based on *Protected Grounds* under *the Code*. It includes, but is not limited to, hate crime, hate propaganda, advocating genocide, telephone/electronic communications promoting hate, and the display of hate through any notice, sign, symbol or emblem.

### ***Poisoned environment***

A negative, hostile or unpleasant Workplace or an unequal work environment due to comments or conduct that tend to demean a group identified by one or more *Prohibited Grounds* under *the Code*, even if not directed at a specific individual. A poisoned work environment may result from a serious and single event, remark or action.

## Electronic Communication(s)

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Any Company digital platform or method where digital communication may take place that includes, without limitation, the following:

- ◆ The Company website
- ◆ Email
- ◆ Texts
- ◆ Web conferencing
- ◆ Surveys
- ◆ Newsletters
- ◆ Job boards
- ◆ Digital marketing or advertising sponsored by the Company
- ◆ *Social Media*

## employee

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An individual working for the Company who is paid directly through the Company's payroll system, deducted statutory deductions, and receives a statement of remuneration paid, such as a T4.

- ◆ **employee eligible for standard benefits:** An employee who has successfully completed their probationary period and where their employment agreement identifies them as being eligible for benefits, and where their benefits waiting period has passed.
- ◆ **regular employee:** An employee who is hired in a longer-term capacity and is anticipated to successfully complete the probationary period.
- ◆ **full-time employee:** An employee who is scheduled to work a *Standard Work Week*.
- ◆ **part-time employee:** An employee who is consistently scheduled to work less than a *Standard Work Week*.
- ◆ **temporary employee:** An employee who is hired for a pre-established period, perhaps during peak workloads, for special projects, as summer employment, or to provide vacation relief.
- ◆ **casual employee:** An employee who works occasional and irregular hours on an as-needed basis.

Note that the term "employee" is not capitalized in this HR Manual to facilitate readability.

## Engagement

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The period of active employment or other formal relationships with the Company, including as an *Independent Contractor, Consultant, Volunteer, Agency Staff*. The term "Engagement" is often used in place of "employment" to clarify that the subject matter, topic or policy is applicable to all Staff, not just employees.

## Engagement Agreement

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The contract signed between a Staff Member and the Company that sets out the formal terms and conditions of your *Engagement* - for example, an employment agreement or an independent contractor agreement. The term "Engagement Agreement" is often used in place of "employment agreement" to clarify that the subject matter, topic or policy is applicable to all Staff, not just employees.

## Everyone

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- ◆ **Everyone**, also referred to as "**All Staff**" or "**Staff**" or "**Staff Members**": Refers to the aggregate of all office workers providing services to the Company including, but not limited to, the following:
  - *employee*
  - *Agency staff*
  - *Independent Contractor*
  - *Consultant*
  - *Volunteer*
- ◆ **Staff Member**, also referred to as an **individual**: Refers to any individual providing services to the Company including, but not limited to, the following:
  - *employee*
  - *Agency Staff*
  - *Independent Contractor*
  - *Consultant*
  - *Volunteer*

## Harassment & Workplace Harassment

### Remember!

- ◆ Even if someone does not clearly object to harassing behaviour, or if they appear to go along with it, do not assume they have agreed to this behaviour. It could still be considered Harassment.
- ◆ Always err on the side of caution. What one person finds offensive, another may not. It's the **perception** of the receiver of any gesture or verbal message that may be deemed objectionable or unwelcome that determines whether something is acceptable or not.

Where definitions overlap, *the Code* prevails.

Harassment as defined by Ontario Human Rights Code	Workplace Harassment as defined by Occupational Health and Safety Act ('OHSa')
<p>Harassment is defined as a course of comments or actions towards a <i>Company Stakeholder</i> based on <b>Protected Grounds</b>, that are known, or ought to reasonably be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome.</p> <p><b>Sexual Harassment</b></p> <p>Sexual harassment is a subset of Harassment. It refers to a course of comment or conduct based on a Company Stakeholder's sex or gender that is known or ought reasonably to be known to be unwelcome.</p> <p><b>Gender-based</b> harassment is a subset of Sexual Harassment. It refers to behaviour that polices and reinforces traditional heterosexual gender norms.</p> <p><b>Sexual Solicitation and reprisal</b></p> <p>Sexually related solicitations or advances by any person who is in a position to grant or deny a benefit to the recipient, where this is known or ought reasonably to be known to be unwelcome. This includes Managers as well as co-workers</p>	<p>Workplace harassment is defined as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome; or</p> <p><b>Workplace Sexual Harassment</b></p> <ul style="list-style-type: none"> <li>◆ Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or</li> <li>◆ Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.</li> </ul>

<p>where one person is in a position to grant or deny a benefit to the other.</p> <p>Reprisals for rejecting such advances or solicitations are also prohibited.</p>	
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**Examples of Harassment could include:**

- ◆ Epithets, remarks, jokes or innuendos related to *Protected Grounds*
- ◆ Showing or circulating offensive pictures, graffiti or materials related *Protected Grounds*, whether in print form or using e-mail or other electronic means
- ◆ Singling someone out for humiliating or demeaning “teasing” or jokes because of *Protected Grounds*
- ◆ Comments or ridiculing because of characteristics, dress, etc. that are related to *Protected Grounds*

**Forms of sexual and gender-based harassment could include:**

- ◆ Making an individual dress in a sexualized or gender-specific way
- ◆ Gender-related comments about a person’s physical characteristics or mannerisms
- ◆ Suggestive or offensive remarks or innuendoes about members of a specific gender
- ◆ Gender-related verbal abuse, threats or taunting
- ◆ Making suggestive or offensive comments or hints about members of a specific gender
- ◆ Paternalistic comment or conduct based on gender, which undermines a person’s self-respect or position of responsibility
- ◆ Making unnecessary physical contact, including unwanted touching, etc.
- ◆ Making comments or treating someone badly because they don’t conform with sex-role stereotypes
- ◆ Making threats to penalize or otherwise punish
- ◆ Propositions of physical intimacy
- ◆ Demanding hugs
- ◆ Invading personal space
- ◆ Leering or inappropriate staring
- ◆ Using sexual or gender-related comment or conduct to bully someone
- ◆ Using sex-specific derogatory names

- ◆ Offensive jokes or comments of a sexual nature about a Staff Member or client
- ◆ Display of sexually offensive pictures, graffiti or other materials, including through electronic means
- ◆ Showing or sending pornography, sexual pictures or cartoons, sexually explicit graffiti, or other sexual images (including on-line)
- ◆ Demands for dates or sexual favours.
- ◆ Sexual jokes, including passing around written sexual jokes (for example, by email)
- ◆ Spreading sexual rumours (including on-line)
- ◆ Bragging about sexual prowess
- ◆ Asking questions or talking about sexual activities

### **Workplace Bullying and Psychological Harassment**

Workplace bullying and psychological harassment is defined as unwanted conduct, comments, actions or gestures that affect an individual's dignity, psychological or physical health and well-being. Bullying and psychological harassment may result from the actions of one individual towards another, or from the behaviour of a group.

Bullying and psychological harassment are often characterized through insulting, hurtful, hostile, vindictive, cruel or malicious behaviours which undermine, disrupt or negatively impact another's ability to do their job and result in a harmful work environment for *Staff*.

Bullying and psychological harassment can take many forms and may occur when the behaviour or conduct:

- ◆ Would reasonably tend to cause offense, discomfort, humiliation or embarrassment to another person or group
- ◆ Has the purpose or effect of interfering with a person's work performance
- ◆ Creates an intimidating, threatening, hostile or offensive work environment

### **Examples could include:**

Although there can be no exhaustive list, examples of behaviour and impact that may signify bullying or psychological harassment include, but are not limited to:

- ◆ Insulting or derogatory remarks, gestures or actions
- ◆ Rude, vulgar language or gestures
- ◆ Malicious rumours, gossip or negative innuendo
- ◆ Verbal aggression and/or verbal abuse
- ◆ Shouting or yelling

- ◆ Swearing or name-calling
- ◆ Glaring or staring
- ◆ Outbursts or displays of anger directed at others
- ◆ Targeting an individual through persistent, unwarranted criticism
- ◆ Public ridicule
- ◆ Verbal, written or physical threats and intimidation
- ◆ Mobbing and/or swarming
- ◆ Misuse of power or authority
- ◆ Isolation and/or exclusion from work-related activities

### ***What Workplace Harassment Isn't***

A reasonable action taken by the Company or a *Manager* relating to the management and direction of *Staff* or the *Workplace* is not considered Workplace Harassment. Counseling, performance reviews, work assignments, and the implementation of disciplinary actions are not forms of Workplace Harassment, and don't restrict a Manager's responsibilities in these areas.

## **Human Rights Code (the "Code")**

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Refers to the *Ontario Human Rights Code* that prohibits actions that discriminate against people based on a Protected Ground.

## **Intoxicated (Intoxication, Intoxicate)**

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To be affected by illicit drugs or *Legal Substances* especially to the point where physical and mental control is markedly diminished.

## **Job Abandonment**

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Failure to report back to work after 3 missed consecutive business days without notifying the Company.

## Just Cause

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The Company has the right to terminate your *Engagement*, but must provide appropriate notice as outlined in your *Engagement Agreement*. An exception to the notice requirement applies when there is 'Just Cause' which refers to conduct that is of such a serious nature or extent that it essentially breaks the Engagement relationship, in which case no notice would be provided and termination of Engagement would be immediate.

## Legal Substance

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Any legal substance, that may cause impairment or intoxication when consumed in excess.

Examples include but are not limited to:

- Non-prescription or over-the-counter drugs
- Prescribed medications
- Alcohol
- Cannabis (where legalized)

## Manual

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This HR Manual document.

## Misconduct

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Any improper conduct that involves illegal, fraudulent, dishonest, unethical, or hurtful behaviour, or serious negligence in the performance of your duties.

The following are examples that supplement the policy violation examples outlined in Staff Policies, and is by no means an exhaustive list:

- ◆ Breaking the law
- ◆ Theft or fraud
- ◆ Improper or prohibited use of Company *Technology Tools* or *Electronic Communication* tools

- ◆ *Discrimination*
- ◆ *Harassment and Workplace Harassment* including bullying
- ◆ Punishing or retaliating against an individual for bringing forward, providing information related to, or otherwise taking part in a legitimate complaint
- ◆ *Workplace Violence* including intimidation
- ◆ *Off-Duty Misconduct*
- ◆ Disclosing *Confidential Information*
- ◆ Disclosing or using a *Company Stakeholder's* private information for personal gain or to be hurtful
- ◆ Falsifying Company records
- ◆ Working less than a *Standard Work Week*, not including planned or reasonable absences
- ◆ Falsifying or failure to record absences
- ◆ Falsifying personal information
- ◆ Insubordination or failure to carry out reasonable work-related instructions
- ◆ *Job Abandonment*

## Off-Duty Misconduct

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Any conduct, *Misconduct*, or violation of Staff Policies that occurs when you're off-duty that negatively impacts the Company, its products and services, or *Company Stakeholders*, including, without limitation, the following:

- ◆ Defined as *Harassment & Workplace Harassment, Discrimination, Workplace Violence*, or bullying against any *Company Stakeholder*
- ◆ Materially and adversely affecting your job performance or the job performance of co-workers, or results in co-workers refusing to work with you
- ◆ Materially and adversely affects your professional designation or standing as a member of a professional association
- ◆ Divulging *Confidential Information* to any person or entity that is not authorized to receive that information
- ◆ Making libelous, slanderous or maliciously false statements towards or concerning the Company, its services and products, or *Company Stakeholders*

## Personal Activities

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“Personal activities” are defined as engaging in any activity during a Standard Work Week that is not directly related to one or more of the following:

- ◆ Your job productivity
- ◆ Your job tasks
- ◆ Your job responsibilities
- ◆ Company business
- ◆ Furthering the interests of the Company

Examples of personal activities include, without limitation, the following:

- ◆ Personal Internet use
- ◆ Personal *Electronic Communication* including sending, receiving, or reading personal email
- ◆ Using a *Mobile Device* for personal conversations or other personal messaging activities
- ◆ Personal landline phone conversations
- ◆ Personal errands
- ◆ Extended personal conversations with co-workers
- ◆ Reading for personal interest, including newspapers, magazines, novels or Internet sites

## Protected Grounds

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The Ontario Human Rights Code prohibits actions that discriminate against people based on any of the following protected grounds:

- ◆ Age
- ◆ Ancestry, colour, race
- ◆ Citizenship
- ◆ Ethnic origin
- ◆ Place of origin
- ◆ Creed, including religion
- ◆ Disability
- ◆ Family status

- ◆ Marital status (including single status)
- ◆ Gender identity, gender expression
- ◆ Record of offenses
- ◆ Sex (including pregnancy and breastfeeding)
- ◆ Sexual orientation

## Reasonable Person

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A standard used to denote a hypothetical person who exercises “those ordinary qualities of attention, knowledge, intelligence, and judgment which society requires of its members for the protection of its own interest and the interest of others.” The phrase does not apply to a person’s ability to reason, but rather the prudence with which they act under the circumstances.

## Regular Business Hours

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Our general business hours are 8:30 am to 5:00 pm, Monday to Friday.

## Standard Work Week

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Employees:

- ◆ Our Standard Work Week consists of 40 hours and our regular working day consists of 8 hours, excluding an unpaid 30-minute meal break. (Prorated for Regular Part-Time Employees)
- ◆ Our pay is based on adding value to the business and being productive for a minimum of 40 hours per week, except when the work week includes planned or approved absences.

Non-Employees:

- ◆ Expected weekly/daily hours as set out in your *Engagement Agreement*.

## Social Media

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Social media is defined as a subset of *Electronic Communication*, but has a specific and more complex definition that requires additional detail. The Company’s use of the term ‘Social Media’ includes, without limitation, the following:

- ◆ Social networking sites including but not limited to:
  - Facebook
  - Twitter
  - YouTube
  - Google+
  - SnapChat
  - Instagram
  - Pinterest
- ◆ The Company's corporate LinkedIn pages
- ◆ Video and photo sharing sites
- ◆ Blogging, including but not limited to:
  - The Company's blog(s)
  - Your personal blog(s)
  - Any external blog posts or comments
- ◆ Forum, chat, and discussion groups, such as Skype chat
- ◆ Online wiki sites such as Wikipedia
- ◆ Online classified sites including but not limited to Craigslist
- ◆ Other websites that allow for comments to be posted
- ◆ Other social, interactive, collaborating or networking sites that are accessible by other individuals with a browser regardless of the requirement of a login or password

## Staff

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Refer to: *Everyone*

## Staff Member

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Refer to: *Everyone*

## Staff Policies

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Refers to the policies and topics included in the Staff Policies section of this Manual that all Staff must adhere to as a signed condition of *Engagement* if contractually obliged to do so by the Company.

## Technology Tools

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Refers to the Company's computers, storage, networking and other physical devices, infrastructure and processes that create, process, store, secure and exchange the Company's electronic data. Technology Tools include, without limitation, the following:

- ◆ Computers and related hardware
- ◆ Removable drives, webcams and microphones
- ◆ *Mobile Devices*
- ◆ Email system
- ◆ Networks
- ◆ Servers
- ◆ Databases
- ◆ External file sharing services
- ◆ Cloud based services
- ◆ Company *Social Media* accounts
- ◆ Internet connection
- ◆ Wifi
- ◆ domain
- ◆ FTP
- ◆ Website hosting
- ◆ Printers
- ◆ Software

## Undue Hardship

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The Company will work to provide accommodations up to the point of undue hardship which occur in situations where:

- ◆ All options and recommendations have been considered and it's determined that no feasible accommodation exists; or
- ◆ Accommodation would result in excessive costs that would create a hardship for the Company; or
- ◆ Accommodation would result in a safety hazard

If accommodation is determined to cause undue hardship and to the extent possible, the Company will work to find a fair and equitable compromise that strives to meet the needs of both parties.

## Workplace

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A workplace is not necessarily a building or structure. It's defined as any location where you're engaged in providing services for or on behalf of the Company, which includes, without limitation, the following:

- ◆ While on Company premises, working remotely, or working from a home office
- ◆ While on Company business
- ◆ While being remunerated by the Company
- ◆ While using *Company Materials*, Company resources, equipment, *Technology Tools* or *Electronic Communication* tools
- ◆ While identifying yourself as a representative of the Company, for example, when communicating or posting online, while at a conference or an external meeting, when driving on behalf of the Company, or during business travel on behalf of the Company

## Workplace Violence

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As defined in the Occupational Health and Safety Act ('OHSA'):

- ◆ The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker
- ◆ An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker

- ◆ A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker

**Examples include but aren't limited to:**

- ◆ Beatings, stabbings, suicides, shootings, rapes and any physical contact with intent to harm.
- ◆ Any physical contact that causes or could cause physical injury.
- ◆ Acts causing psychological trauma such as threats, obscene phone calls, mental cruelty and intimidation and threatening hand gestures or body language.
- ◆ Behaviour which gives a person reason to believe that they or any other person is at risk of injury.
- ◆ Verbal, written, or telephone threats, including:
  - **Direct:** Direct threats to the victim from the perpetrator, e.g. "I'll hurt you."
  - **Conditional:** Threats of violence to the victim by the perpetrator, if the victim does or doesn't do something, e.g., "If you blow the whistle, I know where you live."
  - **Veiled:** Non-specific threats from the perpetrator, e.g., "I hope you don't get hurt."

Violence can come from a number of possible sources including *Company Stakeholders*, domestic partners, or strangers.

**Domestic Violence**

An individual who has a relationship with a *Staff Member* (Example: a spouse or former spouse, current or former intimate partner or a family member) who may physically harm, or attempt or threaten to physically harm, that *Staff Member* at work. In these situations, domestic violence is considered Workplace Violence.