




Employee Manual

Last updated December 15, 2018

Table of Contents

Only the Staff Policies section of the employee manual is signed off by an employee or contractor as a binding addendum to their employment or independent contractor agreement.

| | |
|--|-----------|
| INTRODUCTION | 8 |
| Welcome | 8 |
| About this Employee Manual (the “Manual”) | 8 |
| STAFF POLICIES | 9 |
| Overview | 9 |
| About Staff Policies | 9 |
| Formal Terms Used in This Manual (“Terminology”) | 10 |
| Who Do ‘Staff Policies’ Apply To? | 10 |
| Conditions of Your Engagement | 12 |
| Sign-Off on Staff Policies | 12 |
| Consequences of Non-Adherence to ‘Staff Policies’ | 12 |
| No Expectation to Workplace Privacy | 12 |
| When You Leave the Company | 13 |
| Employee Benefits Plan Participation & Long-Term Absence | 14 |
| Conduct Expectations | 15 |
| Code of Conduct | 15 |
| Off-Duty Conduct | 15 |
| Confidentiality Agreement | 16 |
| Non-Competition, Non-Solicitation, & Non-Disparagement Agreement | 19 |
| Intellectual Property | 20 |
| Use of Technology Tools & Electronic Communication | 21 |
| Information Technology Security | 29 |
| Personal Activities in the Workplace | 34 |
| Impairment-Free Workplace | 36 |
| Insider Trading | 37 |
| Dating Co-Workers | 38 |
| Whistle-Blower Policy | 41 |
| Conflict of Interest | 42 |
| Gifts & Gratuities | 43 |
| Solicitation on Company Premises | 44 |
| Appropriate Office Attire | 44 |



| | |
|--|-----------|
| Intoxication at Company Events | 46 |
| Use of Mobile Devices..... | 47 |
| Temporarily Borrowing or Taking Company Materials Off Premises | 49 |
| External Company Communications..... | 50 |
| Attendance, Reporting Hours & Payroll | 52 |
| Attendance | 52 |
| Lunch & Breaks | 52 |
| Overtime..... | 53 |
| Approving, Communicating, & Recording Absences..... | 55 |
| Payroll & Pay Day | 58 |
| HUMAN RESOURCES | 59 |
| Who Does this Human Resources Section Apply To? | 59 |
| Orientation & Onboarding..... | 59 |
| New Employee Orientation | 59 |
| Legislated Policies | 60 |
| Health & Safety..... | 60 |
| Prevention of Harassment & Discrimination..... | 62 |
| Prevention of Workplace Violence | 67 |
| Impairment & Substance Dependency | 69 |
| Smoke-Free Workplace | 72 |
| Protected Grounds — Duty to Accommodate..... | 73 |
| AODA Integrated Accessibility Standards — Information & Communications, & Employment . | 73 |
| AODA — Accessible Customer Service Standards | 77 |
| Pay Equity | 82 |
| PIPEDA Privacy Compliance Policy..... | 83 |
| Privacy of Employee Personal Information | 86 |
| Garnishments..... | 87 |
| Legislated Leaves | 89 |
| Continuing Benefits & Seniority While on Leave | 89 |
| Vacation..... | 89 |
| Public Holidays..... | 92 |
| Pregnancy & Parental Leave..... | 95 |

| | |
|---|------------|
| Personal Emergency Leave | 97 |
| Family Medical Leave | 98 |
| Family Care Giver Leave | 99 |
| Domestic and Sexual Violence Leave | 100 |
| Critical Illness Leave | 101 |
| Crime-Related Child Death or Disappearance Leave | 103 |
| Organ Donor Leave | 104 |
| Reservist Leave | 105 |
| Declared Emergency Leave | 105 |
| Time Off to Vote | 106 |
| Jury Duty..... | 107 |
| Other Employee Leaves & Closures..... | 108 |
| Sick, Personal & Short-Term Disability Leave (SPS Leave) — Option 1..... | 108 |
| Incidental Illness & Personal Time — Option 2 | 115 |
| Short-Term Disability (STD) & Long-Term Disability (LTD) Benefits — Option 2..... | 118 |
| Bereavement & Compassionate Leave | 119 |
| Unscheduled Office Closures..... | 120 |
| Personal Leave of Absence | 121 |
| Rewards & Benefits | 123 |
| Variable Pay Rewards..... | 123 |
| Health Care Benefits | 123 |
| Flexible Work Schedule | 125 |
| Company-Paid Parking & Mobile Device Benefits | 128 |
| Wellness Benefits..... | 129 |
| Retirement Plan | 130 |
| Job Descriptions..... | 132 |
| Employee Development, Performance, & Exit..... | 133 |
| Probationary Period | 133 |
| Performance Reviews..... | 133 |
| Performance Improvement Plan (PIP) | 134 |
| Training & Development | 136 |
| Computer Training | 139 |
| Professional Memberships | 140 |

| | |
|--|------------|
| Employee Resignation & General Exit Procedures | 141 |
| Hiring..... | 143 |
| Applying for Open Job Postings | 143 |
| Candidate Referral Bonus Program | 144 |
| Re-Hiring Former Employees..... | 146 |
| Hiring Family Members & Friends | 147 |
| ABOUT THE COMPANY..... | 150 |
| About Us | 150 |
| Vision & Mission | 150 |
| Definition of Business Success | 150 |
| Business Priorities for <YEAR> | 152 |
| Service Philosophy | 153 |
| Competitors..... | 155 |
| Company History..... | 155 |
| Organizational Chart | 156 |
| Our Culture | 157 |
| Core Values..... | 157 |
| Culture..... | 157 |
| Giving Back | 159 |
| Service Recognition Awards | 160 |
| Annual Recognition Awards | 161 |
| Recognizing & Celebrating Employee Personal Milestones | 162 |
| All-Hands Meetings..... | 164 |
| Lunch & Learns | 165 |
| Social Events | 165 |
| Treat Days..... | 166 |
| Our Brand | 167 |
| Our Brand | 167 |
| Elevator Pitch..... | 167 |
| Our Logos & Branding Guidelines..... | 167 |
| OUR PRACTICES | 169 |
| Information Technology | 169 |

| | |
|---|------------|
| IT Technical Support..... | 169 |
| Computer Equipment Upgrade Cycles | 170 |
| Our Printers | 170 |
| Communicating in the Workplace | 172 |
| Conflict Resolution & Communication | 172 |
| Effective Email Communication & Etiquette | 173 |
| Email Signatures..... | 177 |
| Running Effective Meetings..... | 177 |
| Suggestions in the Workplace | 181 |
| Exit Interviews | 181 |
| Security..... | 182 |
| Emergency Contacts..... | 182 |
| Key Cards, Access to Premises, & Lock-Up..... | 183 |
| Visitors..... | 184 |
| Expenses & Fiscal Responsibility | 186 |
| Fiscal Responsibility | 186 |
| Expense Reporting | 186 |
| Accounts Payable & Expense Approval..... | 187 |
| Travel Expenses | 189 |
| Department Codes..... | 195 |
| Facilities..... | 197 |
| First Aid | 197 |
| Office Map..... | 197 |
| Our Lunchroom..... | 197 |
| Bulletin Boards..... | 198 |
| Our Individual Work Space | 199 |
| Nursing Mothers | 201 |
| Facility Temperature Control..... | 201 |
| Facility Lights | 202 |
| Shower Facilities | 202 |
| Parking Information & Safety | 203 |
| Office Equipment & Phones..... | 205 |

| | |
|--|------------|
| Our Office Equipment | 205 |
| Telephone System & Voice Mail | 207 |
| Long Distance Calls..... | 208 |
| Conference Call Procedures | 209 |
| Meeting Logistics | 209 |
| Scheduling Internal Meetings..... | 209 |
| Meeting Rooms..... | 210 |
| Other Office Services | 213 |
| Associations & Subscriptions (Memberships) | 213 |
| Business Cards | 214 |
| Office Supplies | 215 |
| Mail & Couriers..... | 215 |
| Central Filing System..... | 216 |
| Swag | 216 |
| Fax Procedures..... | 217 |
| External Services | 218 |
| Taxi Cabs..... | 218 |
| Catering | 218 |
| Dry Cleaning Services | 219 |

INTRODUCTION

Welcome

If you have just recently joined us, on behalf of <Company Name> and your fellow Staff Members, please accept our warmest welcome to the Company.

We trust that you'll take pride in being a member of our team and that your experience with us will be challenging, enjoyable, and rewarding.

Welcome aboard! We're happy you're with us and look forward to working with you.

James Caan
COO

About this Employee Manual (the "Manual")

This Employee Manual (the "**Manual**") will answer most questions you may have about the Company. It will help you understand the following:

- ◆ Our business and culture
- ◆ The expectations the Company has of all Staff
- ◆ The current policies, programs, and benefits available to you

The Manual isn't intended to address every situation you may encounter during your Engagement with the Company, neither is it intended to stifle creativity in how you do your work.

Instead, the guidelines outlined in the document are intended to help you with your work life. We believe that clearly documenting expectations and process helps to avoid confusion and misunderstandings.

We strongly discourage the printing of this document, but if you must print it, we kindly ask that you consider the environment before doing so. Print only the section(s) that you need.

STAFF POLICIES

Overview

About Staff Policies

Well-run companies develop policies and guidelines that reflect good business practices. Taking the time to anticipate and think through various situations and scenarios in advance means that our people policies are clear, and we all — Staff and management — have a common reference point. This means less disruptions, more stability, a safer and more comfortable working environment, more focus on the business, with more results and success — all of which are good for you and the Company.

We're a partnership. You do your part and the Company does its part.

- ♦ You agree to provide services in good faith and to adhere to your Engagement agreement and the policies in this Manual. (Think of this Manual as an extension of your Engagement agreement).
- ♦ The Company agrees to provide you with compensation for your services, adhere to the law as it relates to the workplace, and provide any other benefits outlined in your Engagement agreement.

Wherever possible, Staff Policies are written in plain, everyday language. 'Legalese' isn't really our style, but there are some areas where it's necessary. In many cases, the policies are written to comply with rules laid out by legislation, which often requires explicit — and sometimes wordy — language.

Staff Policies aren't meant to restrict your personal rights. Rather, you'll notice that most of them are in place to protect your rights and ensure you have a comfortable working environment.

In some cases, Staff Policies are also intended to protect us from those rare individuals who defend inappropriate actions by claiming "I didn't know." As a result, some of the explicit language may come across as formal or distrusting, which isn't how we operate. Our intent is to provide those rare individuals with crystal clarity about what's appropriate and what isn't, as an additional measure of protection for both you and the Company.

If you're an ethical and reasonable person, most Staff Policies will seem like common sense. Even so, we all have to sign off on them.

So, please bear with us. Read them carefully, ask as many questions as you like, and let's get through this housekeeping item together.

Formal Terms Used in This Manual (“Terminology”)

Applies to: Everyone

Last Updated: January 17, 2016

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

[CLICK HERE TO ACCESS FORMAL
TERMS & DEFINITIONS](#)

Rather than defining a formal term each time it’s used in the Manual – particularly when used in the Staff Policies section, the frequently used terms are defined in a separate Terms & Definitions Addendum Document for easy reference and can be found by clicking on the button above

Keep the Terms and Definitions Addendum Document open as you read the Manual so you can easily reference definitions for terminology used throughout.

Infrequently Used Terms

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

Who Do ‘Staff Policies’ Apply To?

POLICY

It’s the Company’s intention to communicate expectations clearly, and to specify to whom a policy or topic applies.

In most topics, you'll see a table directly under the topic heading. This table clearly defines to whom the policy applies. An example table is shown below.



| | |
|--------------------|-----------|
| Applies to: | Employees |
|--------------------|-----------|

| | |
|----------------------|------------------|
| Last Updated: | January 17, 2016 |
|----------------------|------------------|

If the topic doesn't specify to whom it applies, it applies to Everyone.

Conditions of Your 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 Manual.

Sign-Off on Staff Policies

Applies to: Everyone

Last Updated: December 15, 2018

POLICY

Think of Staff Policies as an extension of your Engagement Agreement.

As a condition of your Engagement, you have signed, or are expected to provide your signature confirming that you understand and agree to abide by the Staff Policies described in the Manual, which protect you, your co-workers, and the Company. Your confirmation is typically obtained when you sign your Engagement Agreement or a separate Staff Policy Agreement.

Consequences of Non-Adherence to 'Staff Policies'

Applies to: Everyone

Last Updated: January 17, 2016

POLICY

Failure to adhere to **Staff Policies** may result in disciplinary measures, up to and including immediate termination of your Engagement with Just Cause.

Some policy breaches are more serious than others, and as such will result in more severe consequences. Certain breaches may also negatively and/or permanently affect the Company's business, and may even be life threatening to Company Stakeholders. In these situations, punitive measures, including legal or criminal action may be pursued.

No Expectation to Workplace Privacy

Applies to: Everyone

Last Updated: January 17, 2016

OVERVIEW

We must all 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

Applies to: Everyone

Last Updated: January 17, 2016

OVERVIEW

The following 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

Employee Benefits Plan Participation & Long-Term Absence

Applies to: Employees

Last Updated: January 17, 2016

OVERVIEW

There's a limit to how long we can participate in the Company's benefit plan without being at work.

POLICY

Should you not be actively at work in the Workplace for any reason, the maximum time you may continue to participate in the Company's benefits plan without being at work is 24 months. At that time, your participation in the Company benefits plan will be terminated.

Any benefits provided to you by our Insurance Carriers on a premium-free basis beyond 24 months may continue to be available to you in accordance with the applicable Insurance Carriers' Benefit Contract & Plan Provisions.

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

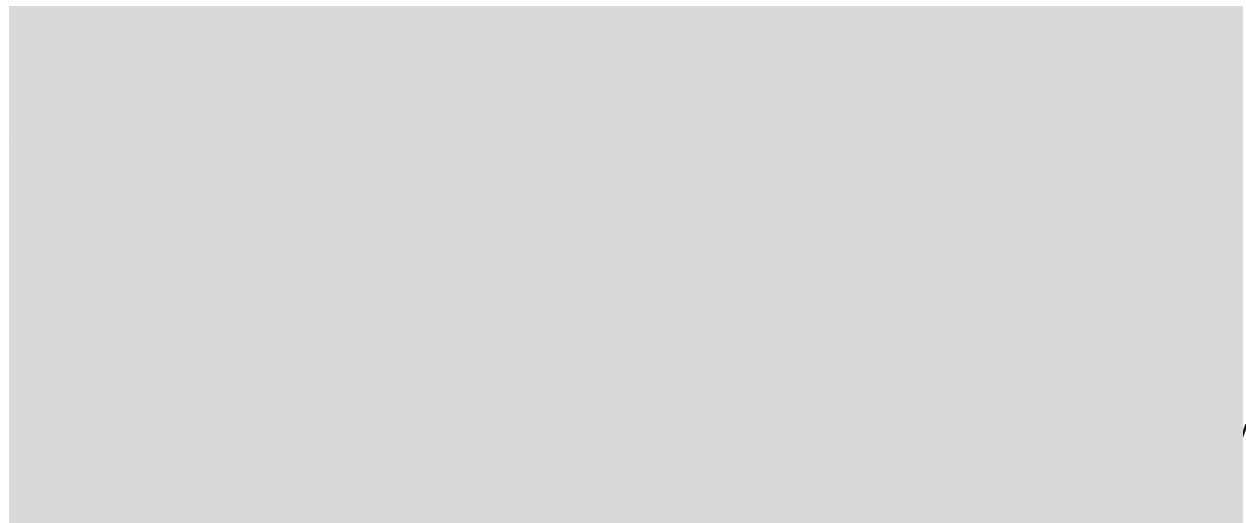
Applies to: Everyone

Last Updated: January 17, 2016

OVERVIEW



POLICY



Off-Duty Conduct

