IN THIS SECTION

Welcome to Elan Construction Limited: .............................................. III
Acknowledgement............................................................................ III
WELCOME TO ELAN CONSTRUCTION LIMITED:

Elan Construction Limited values its employees as an important resource. Over the years, the Company has established policies and developed programs and practices that will ensure our success. Our team is dynamic and aggressive and I know that you will enjoy growing with us.

This employee manual will provide you with information relating to your employment, thus ensuring a greater cohesion of the Company's efforts to promote its philosophy and culture. For additional explanations, do not hesitate to contact your immediate Supervisor or the Office Manager.

This handbook is yours to keep, read and use whenever the need arises. Do not file it away, keep it handy.

To all of our employees who, over the years, have contributed to our growth and success, thank you. To our new members, we say welcome to Elan Construction Limited. We hope that you will find job satisfaction with us in an environment that is pleasant and supportive.

Sincerely,

Gregg Aicken

President
ACKNOWLEDGEMENT

I acknowledge that I have been given a copy of the Elan Construction Limited Employee Handbook, that it is my responsibility to read and understand it and that it forms part of the terms and conditions of my employment with Elan Construction Limited.

I understand and agree that the handbook is intended to provide an overview of the Company's employee policies and does not necessarily represent all such policies in force. The policies included in your handbook were originally developed by Thomson Carswell, Canada's leading provider of integrated knowledge solutions. Elan Construction Limited has revised these policies in order to ensure that they reflect current practices and takes responsibility for all content contained. I understand and accept that Elan Construction Limited reserves the right to unilaterally revise, modify and delete any terms outlined in the Employee Handbook as business, employment legislation and economic conditions dictate, provided I am notified of such changes. Any such action shall apply to existing as well as to future employees. I understand that no one other than the Board of Directors of Elan Construction Limited, or such other party as the Board may designate, may alter or modify any of the policies in this Employee Handbook.

I understand that, without the written approval from the President of Elan Construction Limited or such other party as the President may designate, I may not enter into an employment contract for a specified period of time, or make any agreement contrary to this policy. Any statements or promises by a Supervisor, Manager or Department Head, past or present, with respect to the length or terms of my employment, shall not be interpreted as a change in policy and will not constitute an agreement with an employee.

I am aware that during the course of my employment confidential information will be made available to me, for instance, product designs, marketing strategies, customer lists, pricing policies and other related information. I understand that this information is proprietary and critical to the success of Elan Construction Limited and must not be given out or used outside of Elan Construction Limited's premises or with non-Elan Construction Limited employees. In the event of termination of employment, whether voluntary or involuntary, I hereby agree not to utilize or exploit this information with any other individual or company.

I understand and agree that this Employee Handbook replaces (supersedes) any and all other or previous Elan Construction Limited Employee Handbooks, or other Elan Construction Limited policies, whether written or oral, and nothing herein provides a right to continued employment or fixed compensation.
This book is to be kept confidential outside the workplace. Legislation and local jurisdiction will always take precedent over the policies in this Handbook.

As policies and procedures change, you will be provided with updates as supplements for inclusion in this handbook.

Employee Name (Please Print)  Employee Signature

Date

Supervisor Name (Please Print)  Supervisor Signature

Date

(cop[y and file/place with personnel records)

**EMPLOYEE HANDBOOK:**

- This book is designed to answer any questions you may have about Elan Construction Limited and your employment with our Company.
- This book will explain our policies and procedures and is to be kept confidential outside the workplace.
- Legislation and local jurisdiction will always take precedent over the policies in this Handbook.

**FUTURE UPDATES:**

- As our policies and procedures change, you will be provided with updates as supplements for inclusion in your handbook.
  (copy and file/place with personnel records)
# CONTENTS

## PREFACE
- Welcome to Elan Construction Limited: ................................................................. II
- Acknowledgement .................................................................................................. III
  - Employee Handbook: ........................................................................................ IV
  - Future Updates: .................................................................................................... IV

## INTRODUCTION
- Company History: ............................................................................................... 2
- Our Company Vision Statement .......................................................................... 3
- Management Team Elan ..................................................................................... 3
- Orientation Program: .......................................................................................... 3
- Employee / Management Relations: ................................................................. 4
- Definition of Employment Status:
  - Employee: ...................................................................................................... 5
- Occupational Definitions: .................................................................................... 6

## THE CODE OF BUSINESS CONDUCT
- The Code of Business Conduct: .......................................................................... 10
  - Privacy: ........................................................................................................... 11
    - Scope .......................................................................................................... 11
    - General Application .................................................................................... 12
    - Principles .................................................................................................... 12
  - Confidential Information: ................................................................................ 18
  - Conflict of Interest: ......................................................................................... 19
  - Outside Business Activities and Other Interests: ........................................ 20
  - Corporate Assets and Property: ...................................................................... 20
  - Improper Uses of Company Information: .................................................... 21
  - Gifts - Giving and Receiving: ........................................................................ 22
  - Industry Functions: .......................................................................................... 23
  - Computer Software Policy: ............................................................................ 23
  - Other Fiduciary Responsibilities:
    - Records and Reporting: .............................................................................. 25
    - Politics and Government: .......................................................................... 26
    - Accounting, Auditing or Disclosure Concerns: .......................................... 26
    - Document and Record Retention and Disposition: .................................... 27
    - Fair Competition and Antitrust: ................................................................. 28
    - Contractual Authorization: ......................................................................... 28
    - Protecting Intellectual Property and Use of Copyrighted Materials: ........ 29
    - Silent Witness Policy (Whistleblower): ...................................................... 29
    - Disclosure: .................................................................................................. 30
FAIR EMPLOYMENT POLICIES

Respectful Workplace Policy: ................................................................. 31
Pay Equity: .......................................................................................... 32
Equal Employment Opportunity: ...................................................... 32
Immigration Law Compliance: .......................................................... 33
Employment Reference Checks: ....................................................... 33
Former Employees: ............................................................................. 34
Employment of Family Members and Relatives: ............................ 34
Wrongful Hiring: ................................................................................ 35
Employee Medical Examinations: ...................................................... 35
Drug and Alcohol Testing: ................................................................. 35
Ability and Aptitude Testing: ............................................................. 36
Applicant Information Integrity: ......................................................... 36
Offer of Employment: ........................................................................ 37
Promotions: ........................................................................................ 37
Lay-Off and Recall: ............................................................................ 38
Modified Duty: .................................................................................. 38
Early and Safe Return to Work (ESRTW): ....................................... 39

EMPLOYEE RIGHTS / FAIR TREATMENT POLICIES

Employee Rights: ................................................................................ 43
Violence and Harassment in the Workplace: .................................... 44
  Workplace Violence: ........................................................................ 45
  Workplace Harassment: ................................................................. 46
  What to do in Cases of Violence or Harassment: ......................... 50
Serious or Life Threatening Illnesses: ............................................. 52
Infectious Illnesses: .......................................................................... 53
Alcohol and Substance Abuse: .......................................................... 54
Smoking Policy: ................................................................................ 56
Right to Refuse Unsafe Work: ......................................................... 56

EMPLOYEE / COMPANY PROGRAMS

Training - Employee Responsibilities: .............................................. 57
Training: ............................................................................................. 58
Cross Training / Job Rotation: ......................................................... 58
Educational Assistance Policy: ......................................................... 59
Professional Dues and Subscriptions: .............................................. 61
Awards Program: .............................................................................. 61
Referral Bonus Program: ................................................................. 61
Company Endorsed Fundraising and Charities: ......................... 62
VIII

Elan Construction Limited Company Policy Manual

Vacation Schedules: .................................................................86
Vacation Deferral: .................................................................86
Vacation Pay Advances: .........................................................86
Statutory Holidays: .................................................................87
Religious Accommodation: ...................................................88
Statutory Holiday Pay: .............................................................88
Dress Policy: ........................................................................89
Personal Hygiene: ....................................................................90
Sick Days: .............................................................................91
Request to Leave Work Early: ................................................91
Absenteeism Policy: ...............................................................92
  Punctuality: .........................................................................93
  Unreported Absence: ..........................................................93
Leave(s) of Absence: ..............................................................94
  Employment Insurance (E.I.) - Maternity, Parental & Sickness Benefits: .........................94
Legislated Leave(s) of Absence: ............................................96
Company Leaves of Absence: ...............................................102

GENERAL COMPANY POLICY ..................................................111
  Parking: ..............................................................................112
  Severe Weather: (Emergency Closings) ................................112
  Telephones: .........................................................................113
  Faxes: ................................................................................114
  Mail: ................................................................................114
  Personal Use of Office Supplies and Equipment: .................114
  Solicitations, Campaigning, Canvassing, etc: .........................114
  Gambling: ...........................................................................115
  Reimbursement of Expenses: .............................................115
  Business Travel Expense: ..................................................116
  Blood Donation Policy: .......................................................116
  Press Release Policy: ..........................................................117
  Expression of Sympathy Policy: ..........................................117
  Office Maintenance and Supply: .........................................117
  Housekeeping: .................................................................118
    Job Site: .........................................................................118
    Office: ............................................................................118
    Lunchroom(s): ..............................................................118
    Washrooms: ..................................................................119
  Recycling: Reduce! Reuse! Recycle! .................................119

SECURITY ..............................................................................121
  Company Security: .............................................................122
  Firearms • Explosives • Weapons: ......................................123
<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Files:</td>
<td>123</td>
</tr>
<tr>
<td>Records Retention/Records Management:</td>
<td>124</td>
</tr>
<tr>
<td>HEATH AND SAFETY</td>
<td>125</td>
</tr>
<tr>
<td>General Health and Safety Philosophy Statement:</td>
<td>126</td>
</tr>
<tr>
<td>Staff Responsibility for Health &amp; Safety:</td>
<td>127</td>
</tr>
<tr>
<td>Duties of the Joint Work Site Health &amp; Safety Committee:</td>
<td>128</td>
</tr>
<tr>
<td>Contract Employee’s Responsibility:</td>
<td>129</td>
</tr>
<tr>
<td>Management Support:</td>
<td>130</td>
</tr>
<tr>
<td>Employee Injury:</td>
<td>130</td>
</tr>
<tr>
<td>Ergonomic-Related Injuries:</td>
<td>131</td>
</tr>
<tr>
<td>Workers Compensation Board:</td>
<td>131</td>
</tr>
<tr>
<td>Workplace Hazardous Materials (WHMIS):</td>
<td>132</td>
</tr>
<tr>
<td>Material Safety Data Sheets - Updates:</td>
<td>134</td>
</tr>
<tr>
<td>First Aid:</td>
<td>134</td>
</tr>
<tr>
<td>Fire Safety:</td>
<td>134</td>
</tr>
<tr>
<td>Handling Equipment (office and other machinery):</td>
<td>135</td>
</tr>
<tr>
<td>Safety Guidelines:</td>
<td>135</td>
</tr>
<tr>
<td>Safety Rules:</td>
<td>136</td>
</tr>
<tr>
<td>Office Environment Safety Rules:</td>
<td>137</td>
</tr>
<tr>
<td>Manual Lifting:</td>
<td>138</td>
</tr>
<tr>
<td>PERFORMANCE MANAGEMENT</td>
<td>139</td>
</tr>
<tr>
<td>Progressive Discipline:</td>
<td>140</td>
</tr>
<tr>
<td>When Involving Safety Violations:</td>
<td>141</td>
</tr>
<tr>
<td>Documented Discipline Reports:</td>
<td>141</td>
</tr>
<tr>
<td>Supplementary Unacceptable Performance / Discipline</td>
<td>142</td>
</tr>
<tr>
<td>INDEX</td>
<td>145</td>
</tr>
<tr>
<td>DISCLOSURE FORM</td>
<td>149</td>
</tr>
<tr>
<td>APPENDIX &quot;A&quot;</td>
<td>151</td>
</tr>
<tr>
<td>Business Travel Policy Booklet</td>
<td>152</td>
</tr>
<tr>
<td>In General:</td>
<td>153</td>
</tr>
<tr>
<td>Air Travel:</td>
<td>153</td>
</tr>
<tr>
<td>Personal/Business Travel:</td>
<td>155</td>
</tr>
<tr>
<td>Ground Travel:</td>
<td>156</td>
</tr>
<tr>
<td>Meals and Entertainment:</td>
<td>158</td>
</tr>
<tr>
<td>Expense Reporting &amp; Payment:</td>
<td>159</td>
</tr>
<tr>
<td>Miscellaneous Business Related Items:</td>
<td>160</td>
</tr>
<tr>
<td>APPENDIX &quot;B&quot;</td>
<td>163</td>
</tr>
<tr>
<td>Job Descriptions</td>
<td>164</td>
</tr>
</tbody>
</table>
NEW BEST PRACTICES: ..................................................................................................................179

Building Emergencies: ..................................................................................................................180
Natural Disasters and Other Emergencies: .......................................................................................181
Social Networking: ..........................................................................................................................181
Participation in Online Forums and "Blogs": ....................................................................................182
Video Surveillance Policy: ..................................................................................................................183
Climbing: ........................................................................................................................................184
Fall Arrest System: ............................................................................................................................184
Personal Protective Equipment (PPE): ..............................................................................................185
COMPANY HISTORY:

Elan Construction Limited is a multi-disciplinary general contractor with extensive experience in the construction of commercial and retail projects; manufacturing, industrial, institutional and warehousing facilities; recreational facilities; tenant improvements and design build projects. Elan has completed over a thousand projects since its inception, employs approximately 80 full-time staff and operates throughout Southern Alberta. Elan is also one of Canada’s leading pre-engineered building systems contractors and was designated a Career Builder by the Butler Manufacturing Company in 2003.

With a contract and a deposit from a client, Elan Construction Limited was founded in July of 1978 by David C. Poulsen. A design build contractor with a buildership agreement for Stran Buildings, the first project was a small maintenance building for Sunshine Village. At the time the Elan was focused on delivering design build turn key projects for light industrial and commercial clients. As the business grew in construction and financial abilities, Elan started to pursue projects as a General Contractor. Early entry in to this market was submitting qualified tenders for public tender calls. Soon Elan was successfully completing projects as the General Contractor for municipal, provincial, federal governments, institutional projects for school boards as well as remaining in the light industrial and commercial design build market.

In 1991, Elan Construction began to focus on the low rise commercial warehousing and retail market. The opportunity to work with private clients, be part of a small invited tender list was appealing. The business plan evolved to take advantage of the growing 'big box retail' market, Elan developed a team of construction professionals that could successfully complete large projects for retailers on a fast track schedule. Elan continues to pursue the traditional retail market and exploit Elan's warehouse experience to take a share of the growing commercial warehouse market.
OUR COMPANY VISION STATEMENT

Elan Construction Limited is committed to customer satisfaction and to servicing our clients building needs. We aim for excellence and we are proud of our reputation for constantly providing quality, innovative and cost effective solutions for our customers. As one of Canada’s leading general contractors, we are proud to be recognized for our on-time, on-budget, aggressive approach to challenging new projects. Elan Construction Limited has an industry certified safety program and we strive to remain among the industry leaders in terms of safety record and performance.

MANAGEMENT TEAM ELAN

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>David C. Poulsen</td>
<td>C.E.O.</td>
</tr>
<tr>
<td>Gregg Aicken</td>
<td>President</td>
</tr>
<tr>
<td>Todd Poulsen</td>
<td>Vice President</td>
</tr>
<tr>
<td>Trevor Poulsen</td>
<td>Vice President</td>
</tr>
<tr>
<td>Kim Auston</td>
<td>Office Manager</td>
</tr>
</tbody>
</table>

ORIENTATION PROGRAM:

During your first few days of employment, you will participate in an orientation program conducted by your Supervisor and various members of your department. The purpose of the orientation is to familiarize you with our Company so that you may begin your career with us ‘on the right foot’.

- During this program, you will receive important information regarding the performance requirements of your position, basic Company policies, your compensation and benefit programs, plus other information necessary to acquaint you with your job and Elan Construction Limited.
- You will also be asked to complete all necessary paperwork such as medical benefit plan enrollment forms, beneficiary designation forms and appropriate tax forms.
- Please use this orientation program to familiarize yourself with our Company, our policies and benefits and to meet other employees.
- We encourage you to ask any questions you may have during this program so that you will understand all the guidelines that affect and govern your employment relationship with us.
- Information on the orientation program may be obtained from the Office Manager.
EMPLOYEE / MANAGEMENT RELATIONS:

It is our sincere belief that the best and most rewarding Employee - Management System results from a direct relationship between Management and Employees. We prefer to communicate with employees directly because:

- No company is free from day-to-day problems, but we believe we have the appropriate policies and practices to help facilitate solutions to employee concerns.
- We believe that you, as an employee, have the individual right to speak for yourself.
- It takes all of us, working together, to make our Company a successful organization and best place to work.

Management Commitment

*We promise to listen to your concerns with respect and provide a supportive work environment. We accept responsibility to provide safe, favourable working conditions, competitive compensation and benefits, recognition and rewards and foster diversity in the workplace.*
DEFINITION OF EMPLOYMENT STATUS:

In order to ensure that all applicants, who meet the qualifications for employment, are treated fairly and consistently, we have developed the following definitions of Employee status.

EMPLOYEE:

Any person who receives remuneration from Elan Construction Limited or affiliated companies for services rendered on our behalf and under our direction.

**Categories:**

You are a Full-Time Employee if you:

- Work a standard number of hours each week.
- Maintain continuous regular employment status.
- Have successfully completed a probationary period.
- Are eligible to participate in our Company Benefit Plan.
- Accrue vacation time.
- Have paid sick time.

You are a Temporary Employee or Contract Employee if you are:

An employee who has worked..

- For a defined, specific period (such as the summer).
- To provide expertise on a project or undertaking that is considered short term in nature.
- For a specific purpose (to replace a sick employee or an employee on leave).

**AND**

- Can work a standard number of hours per week.
- Do not maintain continuous regular employment status.
- Are not required to complete a probationary period.
- Are not eligible to participate in the Company Benefit Plan.
- Accrue vacation pay.
- Do not have paid sick time.
You are a Probationary Employee if you:

- Can work a standard number of hours per week.
- Are working to maintain continuous regular employment status (full-time or part-time).
- Are required to complete a probationary period.
- Are not eligible to participate in our Company Benefit Plan until the probationary period is completed.
- Accrue vacation time.

The length of the **probationary period** (see page 76) is determined by the Company policy.

**OCCUPATIONAL DEFINITIONS:**

In order to ensure consistency and clarity at **Elan Construction Limited**, we will use the following definitions to describe specific groups of employees. Employees in the following groups may perform some or all of the following responsibilities:

**General Manager/President/CEO:** Has broad, overall responsibility for a business or organization. Manages through subordinate Supervisors but may have individuals reporting to him/her who are not managers. Has the power to hire/transfer/terminate employees. Is often responsible for the overall strategic planning and direction of the Company or organization and is ultimately responsible for Company performance. May report to a Board of Directors.

**Construction Managers:** Plan, organize, direct, control and evaluate the activities of a construction company or a construction department within a company, under the direction of a general manager or other senior manager. They develop and implement quality control programs and direct the purchase of building materials. They plan and prepare construction schedules and monitor progress against established schedules. They may also help in hiring and supervising subcontractors and other employees.

**Construction Estimators:** Analyze costs of and prepare estimates on civil engineering, architectural, structural, electrical and mechanical construction projects. They advise on tendering procedures, examine and analyze tenders, recommend tender awards and conduct negotiations. They also prepare cost and expenditure statements and forecasts at regular intervals for the duration of a project. They may liaise, consult and communicate with engineers, architects, owners, contractors and subcontractors, and prepare economic feasibility studies on changes and adjustments to cost estimates.

**Forepersons:** Report directly to a Department Supervisor or Supervisor. This position performs both physical labour and has Managerial responsibilities. This position is responsible to ensure that established policies and procedures are being followed and that there is adequate staff in each area, so that departmental responsibilities are met.
Job Site Employees: Report directly or indirectly to the Job Site Supervisor. These positions perform manual or non-manual tasks within the Job Site environment. These tasks are to be performed within the established guidelines and policies of the area.

Administrators: Report directly or indirectly to the Department Supervisor. Engages primarily in office or non-manual work directly related to the employer’s management policies or general business operations.

Journeyperson: A journeyperson is a person that holds a certificate of qualification from a recognized authority (usually a provincial apprenticeship branch) or has acquired the skills of the trade by working in it for a period of not less than six years.

Construction Worker: A construction worker is an individual employed on a construction site who is not otherwise classified as a journeyperson, skilled tradesperson, trainee, or apprentice.

Construction Trades Helper And Labourer: Assist skilled tradespersons and perform a variety of labouring activities at construction sites.
Notes:
In order to maintain the highest ethical standards in conducting business and in our relationships with both internal and external clients, we have established this Code of Business Conduct. It reaffirms our commitment to the highest standards of legal and ethical conduct in our business transactions and practices. Your commitment to this Code will ensure that our reputation in the industry will be maintained.
Elan Construction Limited is committed to maintaining a professional work environment of the highest quality and integrity by providing a Code of Business Conduct.

The Code of Business Conduct:

- The Code of Business Conduct applies to members of the Board of Directors and to all employees of the Company.
- It is the responsibility of all members of the Board of Directors and of all employees of the Company to conduct the business of the Company in such a manner as to inspire public confidence through fair and honourable dealings. All dealings with the public must be without any form of prejudice or favouritism.
- The Code of Business Conduct governs individuals acting in their capacity as Employees of the Company. As employees, you are expected to conduct yourselves with integrity and to avoid any act which could embarrass the Company.

Guidelines - Ethics:

- All employees of Elan Construction Limited or buying agents representing the Company are expected to abide by the following guidelines, as well as the general principles outlined in the Code of Business Conduct.
  - You shall consider first the interests of the Company in all transactions and carry out and believe in its established policies.
  - You shall not use your authority or office for personal gain.
  - You shall buy without prejudice, seeking to obtain the maximum value for each dollar of expenditure.
  - You shall subscribe to and work for honesty in buying and selling and refuse to take part in all forms of improper business practice.
  - You must comply with the letter of the laws of the domain in which you practice and with all contractual obligations.
Breach of the Business Code:

- Full compliance with this policy is expected of all employees. If you become aware of a contravention of the Code of Business Conduct, you must report the facts promptly to your Supervisor, or to a higher authority. All reports will be kept confidential, except to the extent necessary for appropriate review and action.

- Breaches of the Code will be dealt with promptly after an investigation has been undertaken. The investigation will include an opportunity for the employee who has allegedly breached a term of the Code to explain his or her position.

- In the event that, after an investigation, it has been determined that a breach of the Code exists, a decision will be made as to what appropriate discipline must be imposed and such discipline could include, but is not limited to, immediate termination.

- If you are concerned that some action that you are about to take may breach the Code, speak to your immediate Supervisor and obtain an opinion in writing as to whether such action would or would not constitute a breach.

- If you suspect that a breach of the Code exists, contact your immediate Supervisor and identify same.

- Be vigilant, act promptly and you will most probably avoid any possible conflict with the Code.

PRIVACY:

Elan Construction Limited recognizes that your right to privacy is an important issue. We understand your interest in maintaining your anonymity and protecting your private information while working or doing business with us. As a result, we manage your personal information with great care as reflected through this privacy policy. Employee Files

While we have always tried to ensure your personal information was protected, our privacy policy provides you with all of the safeguards as standardized in provincial privacy legislation.

SCOPE

Elan Construction Limited’s policy applies to personal information about our Employees or potential Employees and customers, which is collected, used or disclosed by us. It also applies to the management of personal information in any form whether oral, electronic or written.
GENERAL APPLICATION

The policy will apply to and protect all personal information collected, used or disclosed by Elan Construction Limited. Personal information that may fall under the policy includes but is not limited to:

   a) Name, address, telephone numbers, e-mail address
   b) Social Insurance Number, gender, date of birth, driver’s license number or other photo-identification
   c) Family members’ information for insurance purposes
   d) Medical information
   e) Emergency contact names, addresses and telephone numbers
   f) Pension information
   g) Banking information

This personal information may be collected when:

   ▶ A person is hired.
   ▶ A person signs a contract.
   ▶ A person does business with Elan Construction Limited.
   ▶ A person applies for employment (point ‘a’ only).

PRINCIPLES

There are ten principles which form the basis of our policy. These principles are interrelated and we shall adhere to them as a whole. Each principle must be read in conjunction with the accompanying commentary. As permitted by the Personal Information Protection and Electronic Documents Act, and its regulations, the commentary in our policy may be tailored to reflect personal information issues specific to our Company and our industry.

To better understand our policy, we have set out some basic definitions to use when reading and interpreting the principles below:

Collection - the act of gathering, acquiring, recording, or obtaining personal information from any source, including third parties, by any means.
**Consent** - voluntary agreement with the collection, use and disclosure of personal information for defined purposes. Consent can be either express or implied and can be provided directly by the individual or by an authorized representative. Express consent can be given orally, electronically or in writing, but is always unequivocal and does not require any inference on the part of Elan Construction Limited. Implied consent is consent that can reasonably be inferred from an individual's action or inaction.

**Disclosure** - making personal information available to a third party.

**Personal Information** - information about an identifiable individual that is recorded in any form.

**Third Party** - an individual or organization outside Elan Construction Limited.

**Use** - the treatment, handling, and management of personal information by and within Elan Construction Limited.

---

**PRINCIPLE 1 - ACCOUNTABILITY**

Elan Construction Limited is responsible for personal information under its control. In response, we have designated our President as accountable for the Company's compliance with the following principles.

- Responsibility for ensuring compliance with the provisions of the Elan Construction Limited policy rests with the head of Payroll/Human Resources, who shall designate one or more persons to be accountable for compliance with the policy. Other individuals within our Company may be delegated to act on behalf of the designated person(s) or to take responsibility for the day-to-day collection and processing of personal information.

- We shall make known, upon request, the title of the person or persons designated to oversee our compliance with this policy.

- We are responsible for personal information in our possession or control. We shall use appropriate means to provide a comparable level of protection while information is being processed by a third party (see Principle 7).

- We shall implement policies and practices to give effect to these principles, including:
  - implementing procedures to protect personal information and to oversee our compliance with our policy; and
  - establishing procedures to receive and respond to inquiries or complaints;
PRINCIPLE 2 - PURPOSES FOR COLLECTION OF PERSONAL INFORMATION

Elan Construction Limited collects personal information only for the following purposes:

- To establish and maintain responsible employment relations with Employees
- To meet legal and regulatory requirements.
- Unless required by law, we shall not use or disclose personal information that has been collected without first obtaining your consent, preferably in writing.

PRINCIPLE 3 - OBTAINING CONSENT FOR COLLECTION, USE OR DISCLOSURE OF PERSONAL INFORMATION

The knowledge and consent of an employee is required for the collection, use, or disclosure of personal information, except where inappropriate.

NOTE: In certain circumstances personal information can be collected, used, or disclosed without the knowledge and consent of the individual. For example, legal, medical, or security reasons may make it impossible or impractical to seek consent. Seeking consent may be impossible or inappropriate when the individual is seriously ill, or under other circumstances.

- In obtaining consent, we shall use reasonable efforts to ensure that you are advised of the purposes for which personal information collected will be used or disclosed. Purposes shall be stated in a manner that can be reasonably understood by you.
- Generally, we shall seek consent to use and disclose personal information at the same time we collect the information. However, we may seek consent to use and disclose personal information after it has been collected, but before it is used or disclosed for a new purpose.

PRINCIPLE 4 - LIMITING COLLECTION OF PERSONAL INFORMATION

Elan Construction Limited shall limit the collection of personal information to that which is necessary for the purposes. We shall collect personal information by fair and lawful means.
PRINCIPLE 5 - LIMITING USE, DISCLOSURE, AND RETENTION OF PERSONAL INFORMATION

Elan Construction Limited shall not use or disclose personal information for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Elan Construction Limited may disclose your personal information to:

- A company or individual employed by our Company to perform functions on its behalf, such as data processing;
- An agent or third party retained by our Company in connection with our administration or the provision of products or services;
- A third party or parties, where you consent to such disclosure or disclosure is required by law or emergency.
- Government.

Only Elan Construction Limited employees whose duties reasonably so require, are granted access to your personal information.

We shall keep personal information only as long as it remains necessary or relevant for the identified purposes or as required by law.

Personal information that is no longer necessary or relevant for the identified purposes or required to be retained by law shall be destroyed, erased or made anonymous. In any event, we shall maintain reasonable and systematic controls, schedules and practices for such information, its retention and destruction.

PRINCIPLE 6 - ACCURACY OF PERSONAL INFORMATION

Personal information shall be as accurate, complete, and up-to-date as is necessary for the purposes for which it is to be used.

Personal information used by our Company shall be sufficiently accurate, complete, and up-to-date to minimize the possibility that inappropriate information may be used.

We shall update personal information about employees and/or customers as and when necessary to fulfill the identified purposes or upon notification by the individual.
**PRINCIPLE 7 - SECURITY SAFEGUARDS**

*Elan Construction Limited* shall protect personal information by security safeguards appropriate to the sensitivity of the information.

We shall protect personal information against such risks as loss or theft, unauthorized access, disclosure, copying, use, modification or destruction, through appropriate security measures. We shall protect the information regardless of the format in which it is held.

We shall protect personal information it discloses to third parties by contractual agreements stipulating the confidentiality of the information and the purposes for which it is to be used.

All of our employees with access to personal information shall be required, as a condition of employment, to contractually respect the confidentiality of personal information.

**PRINCIPLE 8 - OPENNESS CONCERNING POLICIES AND PRACTICES**

*Elan Construction Limited* shall make readily available to you specific information about our policies and practices relating to the management of personal information.

We shall make information about our policies and practices easy to understand, including:

- The name and title of the person or persons accountable for our compliance with the policy and to whom inquiries or complaints can be forwarded;
- The means of gaining access to personal information held by us; and
- A description of the type of personal information held by our Company.

We shall make information available to help you exercise choices regarding the use of your personal information and the privacy-enhancing services available from our Company.
PRINCIPLE 9 - EMPLOYEE ACCESS TO PERSONAL INFORMATION

Elan Construction Limited shall inform you of the existence, use, and disclosure of your personal information upon request and shall give you access to that information. You will be able to challenge the accuracy and completeness of the information and have it amended as appropriate.

NOTE: In certain situations, we may not be able to provide access to all of the personal information about an employee. Exceptions may include information that is prohibitively costly to provide, information that contains references to other individuals, information that cannot be disclosed for legal, security or litigation privilege. We will provide the reasons for denying access upon request.

Upon request, we will allow you a reasonable opportunity to review the personal information in your file. Personal information will be provided in understandable form within a reasonable time and at a minimal or no cost to you.

We will promptly correct or complete any personal information found to be inaccurate or incomplete. Any unresolved differences as to accuracy or completeness shall be noted in your file. Where appropriate, we shall transmit to third parties having access to the personal information in question any amended information or the existence of any unresolved differences.

PRINCIPLE 10 - CHALLENGING COMPLIANCE

You will be able to address a challenge concerning compliance with the preceding principles to the designated person or persons accountable for our compliance with the policy.

We shall maintain procedures for addressing and responding to all inquiries or complaints from its employees about our handling of personal information.

We shall inform our employees about the existence of these procedures as well as the availability of complaint procedures.

The person or persons accountable for compliance with our policy may seek external advice where appropriate before providing a final response to individual complaints.

We shall investigate all complaints concerning compliance with the policy. If a complaint is found to be justified, we shall take appropriate measures to resolve the complaint including, if necessary, amending our policies and procedures.

Alberta’s Freedom of Information and Protection of Privacy Act enables organizations to disclose an individual's personal information without consent to public bodies that are authorized by legislation to collect such information.
CONFIDENTIAL INFORMATION:

Elan Construction Limited is committed to the protection of resources that are unique to our Company. Keeping such information from our competitors is part of the reason for our success. This includes both business and personal employee information.

- We will hold all employee information in the strictest confidence and information resources will be restricted to authorized employees only.
- We protect proprietary information by restricting visitor access to certain designated Company areas. These areas will only be available to those who have business there.
- As an employee, you cannot disclose, or allow to be disclosed, any information that is vital to the Company’s operation or competitiveness. We ask that you not discuss confidential information in public areas and to be vigilant in your document management procedures to prevent inadvertent disclosure. Safeguards are established to ensure the integrity and protection of Company information. Confidential information includes some of our most valuable assets, such as:
  - Trade secrets
  - Pricing policies
  - Business plans and outlooks
  - Brand formulations
  - Non-public financial results
  - New product developments or plans
  - Customer lists
  - Author or consultant contracts
  - Subscription lists
  - Software or computer programs
  - Merger, acquisition or divestiture plans
  - Personnel acquisition plans or major management changes
  - Personal and/or confidential details about customers
  - Human resources details, including personal details, pay and benefits information
- If you become aware of any disclosure of sensitive information, report it immediately to your Supervisor.
CONFLICT OF INTEREST:

Elan Construction Limited employees are expected to be independent with respect to their actions, decisions and judgments respecting all Company business. In this regard, you are expected to have no relationship, no activities and no personal financial interests that might possibly impair or affect your judgment or influence your decisions concerning Elan Construction Limited business.

- We respect your right to manage your personal affairs and investments and we have no wish to intrude on your personal life but we do expect you to place the Company's interest in any business transaction ahead of any personal interest or gain when the opportunity to do so arises.
- Company information concerning financial matters, plans, changes in products, prospects, business ventures are to be treated as confidential and are not to be disclosed to anyone other than Company employees who need to have the information to carry out their responsibilities.
- You are expected to obey all applicable laws relating to such matters as bribes, secret commissions and political contributions.
- These policies and procedures apply to the activities of your spouse, children and parents of Elan Construction Limited employees.

Examples of Conflict of Interest that may arise:

- You (or someone in a close relationship with you) own more than 1% of a competitor's, customer's or supplier's stock.
- You (or someone in a close relationship with you) receive improper personal benefits as a result of your position with Elan Construction Limited.
- You work at an outside job, or serve as an officer, director or consultant to another company that interferes with your ability to do your job.
- You participate in a business transaction or opportunity to your personal advantage based on information or relationships developed or discovered in your employment.
- You have a spouse, partner or family member that is in a direct reporting relationship with you.

Dealing with Relatives or Friends on Company Business:

- We do not prohibit transactions with family members or friends provided that such transactions do not convey a direct or indirect benefit at the expense of our Company.
- If you have financial, family or personal interest in a vendor, customer or competitor, you are expected to disclose such interest to Management and to abstain from any decision-making in that portion of the Company's business.
- If you believe that you may have a conflict in the fulfilling of your employment duties, you should bring the matter to the immediate attention of Management.
OUTSIDE BUSINESS ACTIVITIES AND OTHER INTERESTS:

Employees are expected to commit their full time and attention to the business and affairs of Elan Construction Limited.

- You may not accept or maintain employment or make or maintain business interests in entities who:
  - Compete with us; or
  - Provide or seek to provide services to us; or
  - Do business or seek to do business with us.

Exceptions to this rule are:

- You may invest in publicly traded securities of any company where there is no conflict of interest.

- If you have another job and it adversely affects your employment or performance at Elan Construction Limited, your employment with our Company may be terminated.

CORPORATE ASSETS AND PROPERTY:

It is our firm belief that you should adhere to the guidelines regarding corporate assets and property to ensure that business is conducted in an ethical manner.

- Company assets are intended for business and not personal use. We all have a responsibility to protect and safeguard Company assets from loss, theft, misuse and waste. These assets include, but are not limited to:
  - Office supplies/books
  - Computers and software licenses
  - Fax machines and telephones
  - Business plans
  - Supplier and distributor lists and information
  - Company proprietary information
  - Technology
  - Customer and vendor lists and proprietary information
  - Physical property

- The Elan Construction Limited name, our various brand names and other forms of intellectual property.
You are prohibited from making any use of Company assets (including funds) to make gifts, or provide benefits or any other things of value including bribes, kickbacks, secret commissions or any other illegal payments to:
- Any person or entity with which we do business, or with whom we seek to do business;
- Any person or entity from which we obtain, or are considering obtaining services; or
- Any person or entity to which we provide, or seek to provide, services.

The Company name, assets and goodwill must not be used to your personal advantage.

Employees have a responsibility to protect our Company's property and revenue. You are personally accountable for Company funds or property over which you have control.

If you believe that you may have a conflict in the fulfilling of your employment duties, you should bring the matter to the immediate attention of your Supervisor.

Misappropriation of Company assets is a breach of your duty to our Company and may be an act of fraud. Taking Company property from our facilities without permission is an act of theft. You may be subject to progressive discipline up to and including termination.

**IMPROPER USES OF COMPANY INFORMATION:**

We expect all employees to act with discretion and integrity when dealing with confidential information.

- Business, commercial or competitive information coming to your attention in connection with your duties to **Elan Construction Limited** is provided for the use of the Company and..
  - Must be kept confidential;
  - Will not be disclosed to any third parties; and
  - Will not be used for any purpose or in any manner for the personal gains of any employee who obtains or receives the information.

*For example: to the extent that we are planning to acquire property, Company employees aware of these plans are prohibited from purchasing property in the vicinity of the target area.*

- Similarly, if we are considering making an investment in an entity, you are prohibited from using or releasing this information to others who may benefit from the knowledge.
GIFTS - GIVING AND RECEIVING:

In order to ensure that business is conducted in a professional and ethical manner, **Elan Construction Limited** has established guidelines surrounding the receiving and giving of gifts.

- You may not accept any money, gifts or benefits or other things of value from:
  - Any person or entity with whom we do business, or with whom we seek to do business;
  - Any person or entity from whom we obtain, or are considering obtaining services; or
  - Any person or entity to whom we provide, or seek to provide, services.

- These policies extend, for example, to prohibit employees from receiving loans at preferred rates if we have business dealings with the lender, receiving commissions, royalties or shares in profits from any person or entity other than **Elan Construction Limited**. (This policy also extends to prohibit kickbacks or any form of illegal or improper payment of any kind.)

- In dealing with suppliers, you must not accept free or preferred use of property or the payment of travel, living or entertainment expenses from the supplier to a member of your family. Exchange of reciprocal courtesies of approximately equal nominal value between you and your business colleague is not prohibited, for example, home dinner invitations.

- It is not improper to accept a gift package of moderate cost which is made up of a supplier’s, or customer's own product or is clearly a piece of their advertising such as calendars, golf balls, etc. which bear the imprint of their company’s name.

- A gift of substantial value or unrelated to the supplier’s, or customer’s product is not proper and must be declined.

- If a gift is received which cannot be accepted, it is to be returned with a friendly letter of explanation that our Company policy does not permit such acceptance.

- Be mindful that, in some countries, returning or refusing a gift would be offensive. If this occurs, you should accept the gift on behalf of the Company and consult with a Supervisor about how the gift should be treated.

- Advance approval from the President is required before you may give a gift of any kind to a customer, supplier or vendor representative.

- You are expected to exercise reasonable judgement in determining whether any situation falls within the exception. In the case of doubt, you are expected to make the appropriate disclosure.
INDUSTRY FUNCTIONS:

Elan Construction Limited recognizes that attendance at Company related functions is an integral part of conducting business and allows for the development of strong relationships with vendors, buyers and other Industry associates. However, to preserve integrity and fairness, we have established guidelines regarding the awarding of door prizes and other such gifts.

- In the event that there is an industry function which we have chosen to sponsor and/or attend, Management will assume the responsibility of selecting who will represent the Company for the event and the nature of the sponsorship of the event.
- Any "gifts, prizes, etc." won or obtained during such a function will be the property of Elan Construction Limited.
- When attending industry special functions, employees are reminded that they are representing the Company and should conduct themselves accordingly.

COMPUTER SOFTWARE POLICY:

Elan Construction Limited is firmly committed to ensuring that our computer resources are purchased, maintained and protected while complying with all required legislation.

The increasing threats of copyright infringement, computer viruses and the risk of legal action as a result of using illegal software have made this policy a priority. We pledge to only install software that has a valid registered licence and is pre-approved for installation on the employee's computer by the Company's IT Department.

Procedure:

Our IT Department will undertake the following procedures:

- We will only copy original software for back-up use and will only make the stipulated number of copies as described by the license agreement or by written permission obtained from the software manufacturer.
- We will purchase, when required, the multi-site licenses and LAN software.
- Public Domain software which may be copied and distributed without violation of copyright must be put through an anti virus check before it is copied onto our hard disk or to the LAN.
- Shareware software which may be copied and distributed without violation of copyright must be put through an anti virus check before it is copied onto our hard disk or to the LAN.
- Each copy of the shareware software must be registered with the author or manufacturer and the registration fee must be paid for each copy in use.
We will review software residing on the LAN on a regular basis and delete all unauthorized software without notification to users. Management will take appropriate disciplinary action when notified of the illegal use of software.

We will properly register with the vendor within 10 business days all software purchased.

We will store all original diskettes/CD ROMs off-site.

We will document and file all warranty registrations and serial numbers.

We will not permit the duplication of any documents, manuals, instruction booklets, user guides, etc. that may accompany the software diskette(s)/CD ROM(s).

Any Company employee using the above documents may not duplicate them for any reason.

Loss or theft of any software product or documentation must be reported to our IT Department immediately to minimize the risk of liability.

Our IT Department will report the loss to the manufacturer with the appropriate serial number(s).

YOU MAY NOT alter or modify the original programs. Any defects or problems associated with an operational copy will be reported immediately to the manufacturer.

Home use of software will only be permitted if the license agreement stipulates that other copies are legal if the program is used on only one (1) machine at a time.

Immediately, upon cessation of employment for any reason, all information belonging to the Company, whether stored electronically or in document format, must be returned to the Company.

**Personal Computer (PC) Software Policy:**

The Company does not allow the use of unauthorized software on Company used personal computer equipment or to copy software licensed to the Company for personal use. The use of unauthorized software is an infringement of copyright the federal *Copyright Act* and may constitute a criminal offence under certain circumstances.

In addition to exposing yourself and the Company to penalties, the use of unauthorized software increases the risk of introducing viruses to our systems.

Because of these issues, if you are found using any unauthorized software on Company equipment or copying software licensed to the Company for personal use, you will be subject to substantial disciplinary action, up to and including termination.
**Laptop Software Policy:**

- **Elan Construction Limited** is responsible for installing only Company hardware or software on employee-owned laptops. We are not responsible for installing or maintaining your personal hardware or software and we discourage the use of such hardware or software on employee-owned laptops.

- **Elan Construction Limited** is not responsible for damage to hardware or software caused by employees or third parties who install non-approved hardware or software on their laptops.

**OTHER FIDUCIARY RESPONSIBILITIES:**

**RECORDS AND REPORTING:**

**Elan Construction Limited** has a corporate responsibility to ensure that all assets, debts and business of the Company are accurately and promptly recorded and reported.

- Unrecorded, undisclosed or 'off the books' funds or assets must not be kept for any purpose.
- Complete, accurate and timely communications with the Board of Directors, corporate officers, internal and external auditors, Company bankers and all matters relevant to them are essential.
- All books, records, and accounts (including time sheets, sales reports, invoices, bills and expense reports) must be complete, accurate, up-to-date and reliable.
- You must never falsify any document or distort facts.
- You should not pay for anything using **Elan Construction Limited** funds if you have not received prior approval from your Supervisor.
- Financial records that reflect our activities and transactions should be maintained in accordance with Canadian Generally Accepted Accounting Principles (GAAP) and in compliance with applicable Canadian laws and regulations.
POLITICS AND GOVERNMENT:

In order to preserve corporate integrity, guidelines have been established with regards to any political contributions, whether by Elan Construction Limited or our employees.

- We strongly support and respect your right to participate in political activities. No one may require you to contribute to, support or oppose any political group or candidate.
- We shall make only those contributions to political parties, candidates or campaigns which are permitted by law, accurately recorded and approved by Executive Officers authorized to do so.
- You will not be reimbursed for personal political contributions and compensation will not be adjusted to reflect political contributions made.
- We encourage you to carry out your responsibilities as citizens, but any such activity or contributions should be as individuals and not as representatives of our Company.
- If you plan to campaign for, or serve in, public office, you must speak to the Office Manager to avoid conflicts of interest by excusing yourself from any political matters involving our Company.

ACCOUNTING, AUDITING OR DISCLOSURE CONCERNS

Elan Construction Limited has a responsibility to submit good faith questions and concerns regarding questionable accounting, auditing or disclosure matters or controls and has established procedures to that effect.

- Established procedures for the receipt, retention and treatment of complaints will be followed at all times.
- Any concerns you may have regarding questionable accounting, auditing matters or disclosure controls may be submitted anonymously and will be, in all cases, treated with confidentiality.
- Examples of the above include:
  - Fraud or deliberate errors in the preparation, maintenance, evaluation, review or audit of any financial statement or financial record of Elan Construction Limited.
  - Deficiencies in, or non-compliance with, Elan Construction Limited’s internal accounting controls.
  - Misrepresentation or false statements to or by a senior officer or accountant regarding a matter contained in the financial records, financial reports or audit reports of Elan Construction Limited.
  - Deviations from full and fair reporting of our financial condition.
You should report the following if you discover (or have bad faith suspicions about):

- Questionable payments to vendors, agents or consultants whose backgrounds have not been adequately investigated in accordance with Elan Construction Limited policies.
- Billings made higher or lower than normal prices for products or services at a customer’s request.
- Payments made for any reason other than as described in a contract or other documentation.
- Payments made through intermediaries that deviate from ordinary business transactions.

You may not fraudulently influence, coerce, manipulate or mislead any independent public or certified accountant who is auditing our financial statements.

**DOCUMENT AND RECORD RETENTION AND DISPOSITION:**

Elan Construction Limited will comply with all applicable legislation in the area of record retention.

Our information and records are valuable corporate assets and must be managed with due diligence. We will comply with all applicable legal and regulatory requirements. Our employees must manage records and information in a manner that ensures:

- Consistently organized filing, storage and retrieval of recorded information
- Record maintenance in whatever media satisfies legal, fiscal, regulatory and operational requirements
- Protection of Company records (including backups)
- Needed documentation in the event of litigation
- Proper and timely disposal of records no longer of value

If your department has a specific retention schedule that identifies by title each category of records it maintains, you should become familiar with it. A retention schedule outlines by record category:

- A description of records retained
- How long records are to be retained as active within departmental files
- When active files are to be transferred to appropriate records storage facilities
- How long inactive records are to be retained.
- When and how the records are to be disposed
DO NOT DESTROY DOCUMENTS OR E-MAILS IF YOU LEARN OF LITIGATION OR INVESTIGATIONS!!

If you are informed about pending or threatened litigation or governmental investigation, you may not destroy any records (including e-mails) unless you have been authorized to do so by legal counsel. It may be a criminal offense and will be subject to termination of employment. You may also face criminal or civil prosecution, with possible fines and/or prison terms.

For more information on this policy, please contact the Office Manager.

FAIR COMPETITION AND ANTITRUST:

Elan Construction Limited will compete and deal fairly with our customers, suppliers and competitors and will use caution to avoid violating antitrust and competition laws.

- Many antitrust or competition laws prohibit making agreements or sharing information with competitors or customers to limit competition. The information could include:
  - Pricing
  - Products and services
  - Business practices
  - Territories
  - Bids for new business
  - Distribution channels
  - Customer lists
- As a general rule, you should avoid discussing these matters with competitors.
- You will not unfairly criticize a competitor’s products or services.
- You will only make honest and factual claims about our products, services and business that can be substantiated.
- You will not seek to obtain information about our competitors through unlawful or unethical means.

CONTRACTUAL AUTHORIZATION:

Elan Construction Limited reminds employees that you must not sign a contract or agreement on our behalf unless you are authorized to do so.

- Contractual agreements govern our business relationships.
- These contractual agreements can be complicated and must be reviewed and approved by the proper authority.
PROTECTING INTELLECTUAL PROPERTY AND USE OF COPYRIGHTED MATERIALS:

**Elan Construction Limited** recognizes the importance of ensuring that all intellectual property is protected and that the rights of other companies must be protected as well.

- Any intellectual property that you create in the performance of your job responsibilities belongs to our Company and should always be adequately protected.
- You are required to execute applications, assignments or other instruments upon our request for applications for, and the attainment of, patents or to otherwise protect our interests.
- Any unauthorized use of our copyrights, patents, trademarks, service marks or other intellectual property must be reported to your Supervisor immediately.
- Always get written permission before using a third party's copyrights, patents, trademarks, service marks or other intellectual property.
- Do not make copies of copyrighted material (including software) unless permission (in writing) has been obtained by the owner.
- Ensure that copyright notices are on all **Elan Construction Limited** materials, information, products, services and other documents or products intended for public distribution or circulation.

SILENT WITNESS POLICY (WHISTLEBLOWER):

A silent witness as defined by this policy is an employee of **Elan Construction Limited** who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this Policy.

- The silent witness is not responsible for investigating the activity or for determining fault or corrective measures; appropriate Management officials are charged with these responsibilities.
- Examples of illegal or dishonest activities are:
  - violations of federal, provincial or local laws;
  - theft;
  - billing for services not performed or for goods not delivered; and
  - other fraudulent financial reporting.
- If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity, the employee is to contact his/her immediate Supervisor or the Office Manager. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.
Silent Witness protections are provided in two important areas – confidentiality and against retaliation.

Insofar as possible, the confidentiality of the silent witness will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense.

The Company will not retaliate against a silent witness. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any silent witness who believes he/she is being retaliated against must contact the Office Manager immediately.

The right of a silent witness for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

All reports of illegal and dishonest activities will be promptly submitted to the Vice President who is responsible for investigating and coordinating corrective action.

DISCLOSURE:

Elan Construction Limited trusts that you will act with integrity, honesty and in accordance with all policies.

- If you are aware or become aware of any breach or possible breach of these policies, you are expected to promptly and fully disclose the particulars of same to the appropriate officials (an Executive of our Company).
There is no place for discrimination in our workplace. Our Company policies and procedures reflect our respect and appreciation for the diversity of our workforce and the community we serve. There will be no tolerance for behaviour that goes against these policies.
RESPECTFUL WORKPLACE POLICY:

Elan Construction Limited prides itself on conducting business in a non-discriminatory manner.

- We guarantee that every person has the right to be treated without discrimination on the job or while applying for a position.
- This non-discriminatory policy applies to employment advertising, recruitment and selection, promotion, training, transfer, compensation, disciplinary action and termination.

PAY EQUITY:

Elan Construction Limited prides itself on an equitable system of remuneration for its employees.

- Pay equity is equal pay for work of equal or comparable value.
- Our Company respects and supports all Pay Equity legislation, as specified in the statutes of the province our employees are working in.
- Pay Equity involves comparing jobs usually done by women with different jobs usually done by men. If a female job class is equal or comparable in value to a male job class, it must be paid on the same scale.

EQUAL EMPLOYMENT OPPORTUNITY:

Elan Construction Limited prides itself on hiring and development practices that are non-discriminatory, job-related and applied equally via measurable, objective criteria.

- We present ourselves as an Equal Employment Opportunity Employer. We ensure there is equal employment opportunity for all our employees and applicants for employment without regard to race, disability or any other prohibited ground under the governing human rights legislation.
- We hire, train, promote and compensate our employees based on their ability to do the job as well as their dependability and potential for advancement without regard to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, religion, sex, sexual orientation, age, record of offences for which a pardon has been granted, marital status, family status or disability.
IMMIGRATION LAW COMPLIANCE:

Elan Construction Limited will abide by all applicable immigration legislation when making hiring decisions and prides itself on a non-discriminatory approach.

- We will employ Canadian citizens and those who are authorized to work in Canada and do not discriminate on the basis of citizenship or national origin.
- You may raise questions or complaints about immigration law compliance without fear of reprisal.

EMPLOYMENT REFERENCE CHECKS:

In order to protect Elan Construction Limited and our employees, reference and/or other checks are required for all potential new employees prior to being hired.

- To ensure that individuals who join us are well qualified and have a strong potential to be productive and successful, it is standard policy to check the employment references of all applicants who are being considered for a position with Elan Construction Limited. Reference guidelines are as follows:
  - At least three (3) professional references
  - No character references will be accepted. References are limited to persons who are able to provide information related to the applicant's:
    - work experience;
    - educational qualifications;
    - training; and
    - on the job performance.
  - No references that may inadvertently provide information on a protected freedom (i.e. a priest, rabbi or imam may indicate religion of applicant)
  - At least two (2) reference must be a former/current Manager
- Depending on the nature of the position, other checks may be required (e.g. criminal background check, verification of education credentials, credit check, etc.).
- Any references and/or other checks will only be requested after a conditional offer of employment has been made and, if required, written consent will be obtained from the applicant.
- The Company will absorb the costs of all reference checks.
- The collection, use and disclosure of an employee's personal information by the Company will be protected by and dealt with in accordance with governing federal and/or provincial privacy legislation.
- Failure to provide required information may result in exclusion of the individual from further consideration for employment.
FORMER EMPLOYEES:

Elan Construction Limited recognizes that, due to advancement opportunities elsewhere, employees may choose to leave the Company. We also recognize that some who choose to leave may wish to return at some point in the future. The following guidelines have been established for those former employees who express interest in returning to our Company.

- A re-hire waives all rights accruing from prior services except as prescribed by law under the relevant employment legislation.
- It is our policy not to hire former employees who have been discharged for "willful misconduct" or "just cause" or who were discharged for having had an employment record that was unsatisfactory.

EMPLOYMENT OF FAMILY MEMBERS AND RELATIVES:

In order to maintain corporate integrity, we have established the following guidelines in order to address the issue of employment of relatives.

- For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with an employee is similar to that of persons who are related by blood or marriage.
- We do not have a policy against hiring relatives or family members; however, one stipulation has been established to ensure fair treatment of all our employees:
  - While we will consider applications for employment from relatives, relatives hired or transferred into positions where they directly or indirectly supervise, or are supervised by, another family member or within any other workflow pattern that could pose a threat to internal confidentiality and/or security, and must be fully disclosed to Management.
- If the relative relationship is established after employment, the individuals concerned will decide who is to be transferred or reassigned. If that decision is not made within 30 calendar days, Management will decide.
- You are required to notify the Office Manager within two (2) weeks of the existence of this condition to determine reassignment. Failure of disclosure is just cause for termination.
- In other cases where a conflict or the potential for conflict arises, even if there is no reporting relationship involved, the parties may be separated by reassignment.
WRONGFUL HIRING:

**Elan Construction Limited** will not engage in any recruitment activities that interfere with an applicant's relationship with their current employer and which may be construed as 'wrongful hiring.'

- We will not offer unreasonable inducements to any applicant.
- We will not interfere, in any way, with an applicant's current employer.
- We will only contact an applicant at their current workplace if the applicant gives consent, preferably in writing.

EMPLOYEE MEDICAL EXAMINATIONS:

To ensure that our employees in designated job categories are able to perform their duties safely, **Elan Construction Limited** may require a medical examination before a potential employee is hired, if the position requires a medical as a mandatory requirement of the position.

- After a conditional offer of employment has been made for a designated job category, a medical examination may be requested, at our expense, by a health care practitioner of our choice.
- Assignment to the designated job category is conditional upon satisfactory completion of the examination.
- Information on your medical condition or history will be kept separate from other employee information and maintained confidentially.
- Access to this information will be limited to those who have a legitimate need to know and only if you consent to the disclosure of your confidential medical information in writing.
- We will abide by all required legislation under governing human rights legislation with regards to our duty to reasonably accommodate.

DRUG AND ALCOHOL TESTING:

To ensure that our employees in designated job categories (e.g. drivers) are able to perform their duties safely **Elan Construction Limited** may require alcohol and/or drug testing before a potential employee is hired.

- After a conditional offer of assignment to the designated job category has been made for a designated job category, drug and/or alcohol testing may be requested, at our expense, by a health care practitioner of our choice.
- Employment may be conditional upon satisfactory completion of the testing in such situations.
The results of this testing will be kept separate from other employee information and maintained confidentially.

Access to this information will be limited to those who have a legitimate need to know and only if you consent to the disclosure of your test results in writing.

We also reserve the right to test employees periodically. Such testing will be limited to: (a) tests which are capable of measuring actual impairment; (b) as part of a return to work rehabilitation program; or (c) where there is reasonable cause to suspect impairment on the job in a safety-sensitive position, where such testing is not prohibited under governing legislation.

ABILITY AND APTITUDE TESTING:

Elan Construction Limited believes that recruitment activities for particular positions, especially those that require advanced technical skills, may include the completion of validated tests.

Only validated tests will be used for designated positions. These tests will fulfill the criteria for content validation (the test is representative of the position), criterion (the test is predictive of success in the position) and construct (the test demonstrates the degree to which individuals have the characteristics to be successful in the position).

All results will be kept confidential.

Hiring decisions will not be based on test results alone.

APPLICANT INFORMATION INTEGRITY:

Elan Construction Limited trusts that all applicants will complete employment applications accurately and to the best of their ability. Deliberate falsification of any information presented during the hiring process will not be tolerated.

We rely upon the accuracy of information contained in the employment application as well as the accuracy of other data presented throughout the hiring process and employment.

Any deliberate misrepresentations, falsification or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the individual has been hired, termination of employment for cause.
OFFER OF EMPLOYMENT:

We believe that all successful candidates benefit from knowing the terms of their employment when they join the Elan Construction Limited team.

- You will receive a finalized offer of employment by way of an employment letter.
- For designated security sensitive positions, you will also sign a Non-Competitive Agreement/Confidentiality Agreement.
- The employment letter will contain:
  - Start date (and end date if contract)
  - Title
  - Salary
  - Office/Job Site location, hours of work
  - Vacation entitlement and other benefits (i.e. Company car)
  - Reporting relationship
  - Probationary period
- All employment letters will be signed by the President or Vice President.

PROMOTIONS:

Elan Construction Limited believes in the strength of our people and, whenever possible, will "promote from within." Internal candidates will be given first consideration when openings occur.

- A promotion means giving broader service and commitment to our Company by increasing the level and scope of the individual's contribution.
- Selection is on the basis of skills, ability, past performance and, when all other factors are considered equal, seniority.
- If suitable internal candidates are not identified, we will look to outside sources and may conduct an external search concurrently.
LAY-OFF AND RECALL:

At Elan Construction Limited, we will give our employees as much notice of a lay-off as business conditions allow and in compliance with governing employment legislation.

- Any layoffs, whether temporary or otherwise, will be conducted in a manner that is fair, reasonable and in accordance with the applicable employment standards legislation, having regard to such factors as length of service, individual skills, performance, and the needs of the department and the overall organization.
- Under the Alberta Employment Standards Code, a temporary lay-off cannot be more than 59 days in duration. On the 60th consecutive day of a temporary lay-off, the employee’s employment terminates and, in most cases, the employer must pay the employee termination pay. During the 59-day period, an employer may recall the employee with one week’s written notice.

MODIFIED DUTY:

The medical community advises that the rehabilitation of an employee after an injury or disability may, in many instances, be improved if the employee can return to modified duties. As well, in accordance with our Fair Employment Practices, we will not discriminate on the basis of handicap.

Where an employee is injured or disabled, to assist in the rehabilitation process, Elan Construction Limited will attempt to find compatible modified duties for such employees.

In the attempt to find suitable modified work, the following procedures will apply:

- Your physician must provide a written description of the applicable restrictions on returning to work.
  - At our discretion, we may provide the treating physician with a description of the position and/or a physical demands analysis.
  - In addition, your physician may prefer to contact the Safety Manager to discuss the modified duty by telephone.
- Upon receipt of your physician’s report, if you are able to perform the essential duties of your job, the Designated Department will consult with your Supervisor about modifying the pre-injury job or about the availability of appropriate modified duties.
- If you are assigned to modified duties and aggravate the injury or disability from which you are recovering, it is your responsibility to notify and discuss your concerns with your Supervisor.
- Your Supervisor will consult with a Disability Consultant in these cases. If an agreement cannot be reached, your physician will be contacted to discuss the suitability of the duties.
If appropriate modified duties cannot be found, you will be placed on Workers’ Compensation Benefits as determined by the applicable regulations and Company policies.

If, as a result of injury or disability, you are unable to perform your normal duties and have not sought medical attention for the problem or have obtained a report from your physician, you should advise your Supervisor of the problem. The Supervisor may try to find you modified duties after you obtain a medical report.

If no modified work is available, you will be requested to go home on personal leave as determined by the Company Policy on Attendance.

In no case will an employee on modified duties be assigned to work which would displace another full time employee, unless the affected employee agrees to it in writing.

An employee on modified duties may displace a temporary employee, if the work is suitable.

Since it is difficult to foresee all possible situations, the right is reserved to deviate from these procedures where obvious inequities would occur.

**EARLY AND SAFE RETURN TO WORK (ESRTW):**

*Elan Construction Limited* has established an Early and Safe Return to Work (ESRTW) program which will be applied to all employees on benefits due to a workplace related illness or injury and, whenever feasible, for employees on sick leave due to a non-workplace related illness or injury.

**Goals**

1. Foster and enhance the physical and psychological recovery process for the injured employee
2. Reduce medical, disability and lost time costs
3. Reduce indirect accident costs
4. Minimize the chance of re-injury
5. Encourage cooperation between employees and Management
6. Establish a more stable workforce
7. Enhance the injured employee's sense of confidence and well-being

**Definitions:**

**Suitable work:** Post-injury work that is safe, productive and consistent with an employee's functional abilities, and that, when possible, restores the employee's pre-injury earnings.

**Productive work:** Work that an employee has, or is able to acquire, the necessary skills to perform, and whose tasks provide an objective benefit to the employer's business.
Why Have an Early and Safe Return to Work Program?

After accident prevention, an Early and Safe Return to Work program is a Manager’s best tool to control benefit costs and reduce losses. The key word is EARLY. Your response at the time you learn of the illness or injury has a profound impact on the outcome of most cases. ESRTW actions should start as soon as possible, however, because specific illnesses or injuries may need differing amounts of time for healing, the time limits on ESRTW should also be flexible and based on the medical judgment of the treating physician.

Facts You Should Know About ESRTW

- Enhances both psychological and physical recovery.
- Injured employees off work longer than six (6) months have only a fifty percent chance of ever returning to their job; if time lost exceeds one (1) year, their chances decrease to less than ten percent.
- Compensable injuries can take up to four times longer for recovery; they may cost five (5) times more than non-compensable injuries.
- Enables the employee to continue a productive life.
- Reduces costs of replacing the employee, overtime costs, retraining costs, loss of production and related costs and improves workplace morale.
- Reduces medical costs. The injured employee heals more rapidly, shortening the time medical treatment is needed.
- Reduces award costs. The potential for an employee to become totally and permanently disabled is greatly decreased.
- Reduces legal costs. Employees are less likely to feel their rights have been violated causing them to engage a lawyer.
- Cost reductions will have a direct impact on the benefit premium rate for the next three (3) years.

Accommodation:

- It may become apparent, while attempting to identify and secure suitable work, that accommodation may be required.
- Elan Construction Limited will comply with all relevant legislation in determining solutions that will make the accommodation process a success.

Who is Responsible?

Responsibilities are assigned to you (the injured employee), your immediate Supervisor and Elan Construction Limited.

You Will:

- Report any injury right away to your Supervisor
- Complete all needed paperwork as soon as possible
- Follow Elan Construction Limited rules and practices
- Maintain contact with Elan Construction Limited
Provide regular updates on health condition, treatment and medical status to our designee (e.g. Supervisor, Office Manager, etc.) at least weekly

Return to modified duties which are within medical restrictions (if any) as set by your physician, as part of a rehabilitation program

Provide information on functional abilities when requested

Identify potential work opportunities

Identify potential accommodation strategies

Report any difficulties in the ESRTW process to your Supervisor

Your Supervisor Will:

- Conduct an investigation and correct any hazard
- Complete all needed paperwork as soon as possible
- If you will be seeking medical attention, submit all supplementary paperwork to be completed by the physician and returned to Elan Construction Limited as soon as possible
- Inform you of Elan Construction Limited work rules and practices
- Maintain contact with you and the Office Manager for any work restrictions
- When feasible or appropriate, find or develop modified work for you, within restrictions
- Monitor recovery through incoming medical work restrictions and need for modified duty
- Identify and offer modified duty assignment
- Identify and discuss possible accommodation solutions

Elan Construction Limited Will:

- Process claims and forms and submit to the benefit provider for processing and initiating benefits
- Inform you and your Supervisor of your rights and responsibilities under the governing provincial regulations
- Maintain documentation and data on claims and trends
- Maintain contact with you, the benefit provider and your physician for any work restrictions
Elan Construction Limited believes that our success comes through the fair and ethical treatment of our employees. We encourage open communication and that includes consistent guidelines for employees who feel that their rights and their dignity have been compromised. We will adhere to our responsibility to maintain a positive working environment.
EMPLOYEE RIGHTS:

Every employee has a right to freedom from harassment or violence in the workplace by Elan Construction Limited or agents (suppliers, customers, contract workers, etc.) of Elan Construction Limited or by another employee on the grounds of race, ethnic or national origin, religion, colour, language, creed, sex, sexual orientation, age, social condition, political convictions, record of offences for which a pardon has been granted or which is not connected with your employment, civil status, handicap or any other prohibited ground under the governing provincial legislation.

Elan Construction Limited respects the rights of each of our employees and will comply with all legislation designed to protect employee rights and freedom.

VIOLENCE AND HARASSMENT IN THE WORKPLACE:

At Elan Construction Limited, nothing is more important to us than the physical and mental health, safety, security, dignity, self-respect and well-being of our employees, managers, contractors, and that of our customers and other visitors, including vendors, suppliers and members of the general public. Employees and other internal and external stakeholders have a right to work and conduct their business at Elan Construction Limited without fear of violence or anything that would disrupt our safe and respectful workplace and place of business.

Violence, intimidation, harassment and bullying in any form will not be tolerated on Elan Construction Limited premises, at any Company event or while conducting Company business, for any reason whatsoever. We acknowledge our responsibility to support and assist persons subject to violence and harassment and that appropriate action will be taken, whether such conduct is perpetrated by an employee, management, contractor, customer or a member of the public.

Unless otherwise noted, in this Policy, references to “employees” also include such individuals as Vice Presidents, executives, contractors, agency employees, and in some cases could also potentially include consultants.
WORKPLACE VIOLENCE:

Workplace violence is defined in the Occupational Health & Safety Act as the threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. Elan Construction Limited recognizes that there is a potential for workplace violence to occur. We also acknowledge that physical and emotional harm can often arise out of such acts of violence. No forms of violence will be tolerated in the workplace, either on the part of employees, management, contractors, customers, suppliers or visitors. Every effort will be made by the Company to identify possible sources of violence and to implement procedures which eliminate or minimize the risks created by such situations.

- Any acts of violence or threats of violence in the workplace are unacceptable and will give rise to disciplinary sanctions, up to and including termination of employment. The Company is committed to the prevention of workplace violence and to responding appropriately if workplace violence does occur. All management, employees and contractors are responsible for creating and maintaining a safe work environment free from violence, threats and intimidation.

Workplace violence includes, but is not limited to, the following types of conduct:

- Actual and attempted acts of physical violence, including actions such as hitting, punching, slapping or kicking.
- Threats of physical violence or intimidation.
- Sexual assault.
- Other acts of physical aggression, such as the deliberate destruction of or damage to property, especially where such actions are meant to intimidate one or more individuals.

- Employees who are victims of violent incidents in the workplace are advised to consult a physician for treatment and/or referral for counselling.

We will not discriminate or retaliate against an employee because he or she has been, or is, perceived to be a victim of workplace violence.

This Workplace Violence Policy will be reviewed on an annual basis, or more frequently where necessary.
WORKPLACE HARASSMENT:

The Alberta Human Rights Commission defines harassment as “when a person is subjected to unwelcome verbal or physical conduct. While Elan Construction Limited’s Workplace Harassment Policy is not meant to stop free speech or to interfere with everyday social relations, harassment can be distinguished from normal, mutually acceptable socializing in that it is offensive, insulting, intimidating, hurtful and malicious. It creates an uncomfortable work environment and has no place in employment relationships at our Company.

Guiding Principles:

- What one person finds offensive, others may not. Generally, harassment is considered to have taken place if the person knew, or ought to have known, that the behaviour is unwelcome.
- For the purpose of this Policy, retaliation against someone for invoking this Policy, for participating and cooperating in any investigation under this Policy, or for associating with a person who invoked this Policy, will be treated as a form of workplace harassment in itself.
- Our Policy applies to all our employees, including Management and contractors, and extends to all Elan Construction Limited activities, including lunches and social gatherings (whether on-site or off-site).
- It is both your responsibility and ours to keep each other informed of matters that infringe upon these rights. These matters must be brought to the attention of your Supervisor.
- While harassment is usually based on an ongoing pattern of abuse, in some instances a single incident can be sufficiently serious to constitute harassment.
- In the interests of being respectful and sensitive towards victims of workplace harassment, confidentiality will be maintained wherever possible. Exceptions will only be made where disclosure is necessary for the purposes of conducting a proper investigation or taking appropriate disciplinary measures, or where required by law or the principles of natural justice.
RACIAL OR ETHNIC HARASSMENT

Racial or ethnic harassment is not condoned by Elan Construction Limited. It is defined as any conduct or comment which causes humiliation or embarrassment to an employee because of their racial or ethnic background, their colour, or place of birth, citizenship or ancestry.

Examples of conduct which may be racial or ethnic harassment include:

- Unwelcome remarks, jokes or innuendos about a person's racial or ethnic origin, colour, place of birth, citizenship or ancestry.
- Displaying racist or derogatory pictures or other offensive material.
- Insulting gestures or practical jokes based on racial or ethnic grounds which create awkwardness or embarrassment.
- Refusing to speak to or work with someone or treating someone differently because of their ethnic or racial background.

SEXUAL HARASSMENT:

It is the intent of Elan Construction Limited to provide our employees with a work environment free from sexual harassment. All employees have the responsibility to conduct themselves accordingly.

- Like other forms of harassment in the workplace, sexual harassment is against the law. It is also against the policy of Elan Construction Limited which is to encourage respect and courtesy for your co-workers. Also, such conduct has the purpose or effect of unreasonably interfering with work performance or creating an intimidating, hostile and/or offensive working environment.

Examples of what could be interpreted as sexual harassment:

- Gender-related comments about an individual's physical attributes, mannerisms or characteristics.
- Unwelcome physical contact such as patting, touching, pinching, petting, etc.
- Suggestive or offensive remarks.
- Unwelcome propositions of physical intimacy.
- Gender-related verbal abuse, threats or taunting.
- Leering. (A side glance expressive of malignity, amorousness or some unworthy feeling)
- Bragging about sexual prowess.
- Demands for dates or sexual favours.
- Offensive jokes or comments of a sexual nature about employees.
- Display of sexually offensive pictures.
Unwelcome questions or discussions about sexual activities.
Sexual assault.
Unwelcome language related to gender.

**PSYCHOLOGICAL HARASSMENT:**

It is the intent of Elan Construction Limited to provide our employees with a work environment free from psychological harassment. All employees have the responsibility to conduct themselves accordingly.

**Definition of Psychological Harassment:**

Psychological harassment is ‘vexatious behaviour’ that manifests itself in the form of conduct, verbal comments, actions or gestures characterized by the following four criteria:

- They are repetitive
- They are hostile or unwanted
- They affect a person's dignity or psychological integrity and
- They result in a harmful work environment

**Definition of 'Vexatious Behaviour'**

- It is humiliating or abusive behaviour that lowers a person's self-esteem or causes him/her torment.
- It is also behaviour that exceeds what the person considers to be appropriate and reasonable in the performance of his/her work.

**A Few Common Ways in Which Psychological Harassment is Expressed**

- Making rude, degrading or offensive remarks
- Making gestures that seek to intimidate, engaging in reprisals
- Discrediting the person; spreading rumours, ridiculing him/her, humiliating him/her, calling into question their convictions or their private life, shouting abuse, sexually harassing him/her or harassing that person based on any ground prohibited by human rights legislation, including race, colour, sex, pregnancy, sexual orientation, civil status, age, religion, political convictions, language, ethnic or national origin, social condition or handicap
- Belittling the person; forcing him/her to perform tasks that are belittling or below his/her skills, simulating professional misconduct
- Preventing the person from expressing himself/herself; yelling at him/her, threatening him/her, constantly interrupting him/her, prohibiting him/her from speaking to others
- Isolating the person; no longer talking to him/her at all, denying his/her presence, distancing him/her from others
- Destabilizing the person; making fun of his/her convictions, his/her tastes and his/her political choices

**Our Commitment**

- **Elan Construction Limited** will promote respectful interpersonal communication
- Our Supervisors will manage their staff fairly
- Our Supervisors will take quick and appropriate action to manage conflicts and will not allow any situation to deteriorate
- Our Supervisors will clearly define the responsibilities and tasks of each employee
- Our procedure for reporting incidents of psychological harassment will mirror that for any other form of harassment. All incidents will be managed with confidentiality and impartiality.
- Specialized resources may be utilized to put a stop to a psychological harassment situation and to prevent other such situations from arising.

**What Should I Do?**

- Talk about the problem you are experiencing with someone that you are close to, a person that you trust. Do not remain isolated.
- Express very clearly to the person who is the source of the unwanted behaviour your wish to see such behaviour cease immediately
- Bring the matter to the attention of your Supervisor or the Office Manager

**Management Rights and the Normal Conditions of Employment**

- Psychological harassment must not be confused with the normal exercise of the employer’s management rights, in particular the right to assign tasks and the right to reprimand or impose disciplinary sanctions.
- Insofar as the employer does not exercise these rights in an abusive or discriminatory manner, the actions do not constitute psychological harassment.
WHAT TO DO IN CASES OF VIOLENCE OR HARASSMENT:

At Elan Construction Limited, we are committed to providing a workplace free from violence and harassment in which everyone can expect to be treated with dignity and respect. Workplace violence and harassment will not be tolerated for any reason; they are serious matters which will give rise to disciplinary sanctions, up to and including termination of employment. This includes violence and harassment both at and away from the actual work site, as long as there is some connection with the work relationship. Instances of workplace violence and harassment include those which occur during business travel, at off-site conferences and training, in the cafeteria and at work-related social gatherings, etc.

In this Policy, “complainant” normally refers to the person who is the victim of the alleged violence or harassment, but can also refer to another individual who files a complaint on behalf of the victim, such as a witness or the victim’s supervisor, manager or colleague. “Respondent” refers to the person who has allegedly committed acts of violence or harassment. The process described below applies to complaints of either violence or harassment, except where otherwise indicated.

All claims of workplace violence and harassment will be dealt with fairly, promptly and confidentially.

ROLES AND RESPONSIBILITIES:

We all have a role to play in preventing workplace violence and harassment and in dealing with such allegations when they do occur. Some of the specific roles and responsibilities of the relevant stakeholders are detailed below.

Employees and Contractors:

- To treat everyone in the workplace with dignity and in a manner that is respectful and free of violence, threats, intimidation and harassment.
- To make changes to their own behaviour where they become aware that there is potential for such behaviour to harm, intimidate, threaten or cause offence to others.
- To refuse to accept violent or harassing behaviour from others, regardless of whether that behaviour is perpetrated by one’s manager or co-workers, or by a customer, supplier or member of the public.
- To intervene and/or report instances of inappropriate behaviour on the part of others which could amount to workplace violence or harassment.
- To be supportive of others who are victims of workplace violence or harassment.
- To cooperate fully with any and all workplace violence and harassment investigations.
Supervisors and Managers:
- To maintain a workplace free from violence and harassment.
- To take allegations of violence or harassment seriously and follow-up appropriately.
- To maintain confidentiality wherever possible.
- To be familiar with the requirements of the Violence and Harassment in the Workplace Policy and all of the relevant sub-policies.
- To be aware of the signs of workplace violence and harassment and be prepared to intervene when appropriate.
- To refer victims or perpetrators of violence or harassment to appropriate resources where applicable.
- To set a good example and maintain a high standard of conduct in all dealings with others.

Complainants/Victims of Violence or Harassment:
- In cases of harassment, to clearly inform the harasser that his or her behaviour is unacceptable and that it must stop immediately. In cases of violence or in other cases where the complainant is not comfortable informing the respondent personally, this may be done by a manager or member of the Human Resources Department to whom the incident is reported.
- To preserve evidence and document dates, times and the names of any witnesses, as well as any attempts to resolve the situation.
- To cooperate fully with any and all workplace violence or harassment investigations.

Respondents/Employees Accused of Violence or Harassment:
- To cooperate fully with any and all workplace violence or harassment investigations.
- To preserve evidence related to instances of alleged violence or harassment, documenting dates, times and the names of any witnesses - especially that which would help prove that any alleged incidents did not occur, or that such events did not constitute violence or harassment.

Human Resources:
- To educate employees about workplace violence, harassment and domestic violence.
- To assist managers and employees in investigating allegations of workplace violence and harassment.
- To inform employees and Supervisors of their rights and responsibilities and of their right to obtain legal advice and/or representation from a qualified lawyer independent from the Company.
- To mediate workplace disputes involving workplace harassment, where appropriate, to facilitate the finding of a mutually acceptable solution.
- To assist employees in filing complaints of workplace violence and harassment.
- To provide referrals and information about assistance that may be available.
Investigators:

- To carry out fair and impartial investigations into allegations of workplace violence and harassment. An investigator is a specially trained person who is appointed to investigate a formal complaint of workplace violence or harassment. An investigator would normally be a member of Human Resources or a neutral third party.

Joint Health and Safety Committee / Health and Safety Representative:

- To be informed where incidents of workplace violence occur which result in personal injury. Wherever possible, the identities of the individuals concerned will be protected.
- To participate in an investigation where there is a work refusal as a result of workplace violence.
- To obtain the results of workplace violence risk assessments.
- To provide recommendations in relation to policies, procedures and programs with regard to the prevention of workplace violence and harassment.
- To respond to employee concerns related to workplace harassment or bullying.

SERIOUS OR LIFE THREATENING ILLNESSES:

It is Elan Construction Limited’s policy to maintain a safe and healthy environment for all employees. An employee with a serious or life threatening illness (including AIDS, HIV) is expected to continue to work if they are medically able to perform to our standards and they do not create a danger to their own health or to the health and safety of their co-workers.

- Elan Construction Limited treats all medical information as confidential and assures confidentiality.
- You are under no obligation to discuss information unless the condition is infectious or it affects your job performance. If this is the case, the Company expects anyone having a serious or life threatening illness which will directly affect their job performance to report it to the Office Manager as soon as possible.

*Once disclosed Elan Construction Limited will, in every reasonable manner, support and facilitate the efforts of our employee to continue working and will establish with that employee:*

- Acceptable performance levels (based on job performance, attendance and job responsibility) that will be agreed upon by both parties.
- Regular reviews will be held to ensure these agreed-upon levels are maintained.
- If there is any deterioration below these levels and/or the employee is putting him/herself or any co-workers in danger, then the employee will be eligible to apply for long-term disability benefits.
No employee will have their job security jeopardized solely because of their illness.

Any employee, who refuses to work with, harasses or discriminates against a co-worker who has a serious or life threatening illness will be counseled and educated on the subject. If the employee persists in the refusal, harassment and/or discrimination, that employee will be subject to disciplinary action as in the case of any other performance problem.

**INFECTIOUS ILLNESSES:**

Infectious illnesses pose a risk to business, employees in the workplace, their families and the general public. Individual employees may become ill from time to time from common infectious agents, which circulate in our communities. Generally, these are self-limited illnesses with little or no implications for co-workers or the business at large. There are, however, scenarios with wider implications – e.g. SARS, pandemic influenza (H1N1), etc. for Elan Construction Limited, and its collective workforce.

*Infectious Illnesses are defined as illnesses, which may be severe, possibly life threatening, and can be communicated via air, water, environmental surfaces, vector (e.g. mosquitoes) or direct person-to-person contact. These infectious illnesses may threaten to affect a significant portion of the workforce from community exposure (e.g. influenza outbreak) and may be of concern for their potential to spread rapidly in the workplace.*

Preventing the spread of infectious illness at all times is important to our workplace. This policy applies to all persons working for Elan Construction Limited and is designed to minimize and mitigate these adverse effects. An early, consultative, and coordinated response will be required to sustain employee wellness and business continuity.

We have the option to appoint a group of Elan Construction Limited representatives to monitor any and all emerging threatening infectious illnesses and will consult with infectious disease experts and/or the Medical Officer of Health, as required, to gauge the degree of threat posed in each situation. Guidelines established by government agencies or other sources will be followed (i.e. quarantine protocol, evacuation, etc.)

If there is deemed to be a significant threat, the Committee will convene as soon as possible to formulate an appropriate response. The Committee will advise senior management and communicate with employees.

Employees in essential roles will be identified and plans for business continuity (i.e. work from home) will be communicated.

Employees are encouraged to control the spread of infection through regular hand-washing.
An employee who feels ill while at work should advise his/her Supervisor and then go home.

All employees are encouraged to remain at home if they are ill, and to advise their Supervisor immediately so that preventative measures can be taken within their department.

Employees are encouraged to return to work once their physician indicates they are well. A signed physician's statement to that effect is required.

Violation of this policy may lead to disciplinary action, up to and including termination.

All individuals/representatives on the Committee will be provided training in regard to the above policy and necessary procedures. The Committee will meet quarterly to review and evaluate the policy and/or other potential issues.

New employees will be trained during employee orientation.

**ALCOHOL AND SUBSTANCE ABUSE:**

It is Elan Construction Limited’s desire to provide a drug-free and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

Violations of the following policy may lead to disciplinary action, up to and including immediate termination of employment for cause. Such violations may also have legal consequences.

**While on the premises of Elan Construction Limited and while conducting business related activities off the premises of Elan Construction Limited, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs.** Exception: If an employee is participating in a Company function or if an employee is conducting business in a social environment that is serving alcohol (see "Company Related Business and the Consumption of Alcohol:" below).

The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Any employee reporting for work and found to be under the influence of alcohol, illegal drugs or other controlled substances will be asked to leave the premises but, in view of their condition, will be provided transportation in order that they arrive home safely.
Assistance Program:

- Employees with questions or concerns about substance dependency or abuse are encouraged to discuss these matters with their Vice President or the Office Manager to receive assistance or referrals to appropriate resources in the community.
- Employees with drug or alcohol problems that have not resulted in, and are not the immediate subject of, disciplinary action may request approval to take unpaid time off to participate in a rehabilitation or treatment program.

**A leave may be granted . . .**

- If the employee agrees to abstain from use of the problem substance;
- Abides by all Company policies, rules, and prohibitions relating to conduct in the workplace; and
- If granting the leave will not cause the Company any undue hardship.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their Vice President or the Office Manager without fear of reprisal.

Company Related Business and the Consumption of Alcohol:

- The Company recommends that you have a designated driver if you have consumed alcohol at any Company-sponsored event or while you are conducting Company business at any time and/or place (i.e. business lunch with client, etc.).
- If you are unable to have a designated driver, the Company insists that you make alternate arrangements when leaving the facility and those arrangements will be paid for by the Company.

(You must make your own arrangements and submit a receipt to Accounting.)

*Note:* The applicable governing *Human Rights Code* includes alcohol and drug dependencies within the definition of physical and mental disabilities covered by the *Act.*
SMOKING POLICY:

**Elan Construction Limited** is required by law under the Alberta *Tobacco Reduction Act* to prohibit smoking in an enclosed workplace and to comply with all Municipal Guidelines and By-Laws. Your health is important to us!

- In accordance with provincial legislation, smoking is permitted outside in designated areas only. All other areas are smoke-free.
- Smoking is not permitted in Company owned, rented or leased premises or vehicles.
- Employees may have a cigarette in designated areas outside the building without offending anyone, while they are on lunch or a scheduled break, as long as they are in a designated area.
- Employees are asked that their cigarettes are properly extinguished and disposed of in the containers provided.
- Employees are asked not to leave their cigarette waste on the walkways, grass or gardens surrounding the building.

RIGHT TO REFUSE UNSAFE WORK:

The right to refuse unsafe work is a legal right of every worker. **Elan Construction Limited** is committed to this right and to ensuring a safe workplace for us all.

- If you have any health and safety concerns, bring them to the attention of your Supervisor immediately.
- If you believe your health and safety may be endangered by the physical condition of the workplace or by any equipment or machine you are to use or operate, you have the right to refuse this unsafe work. You must immediately report the refusal and your reasons to your Supervisor and/or a member of the Joint Health and Safety Committee.
- Management will be informed of the situation and your Supervisor and the Joint Health and Safety Committee will investigate the concern with you.
- If, after the investigation, you still have reason to believe that you could be in danger, you may be assigned to other reasonable work and a Ministry of Labour official will be contacted to assist in further investigation.
- No reprisals will be taken against any employee who acts in compliance with or seeks enforcement under the provisions of the governing health and safety legislation.
Total compensation is not just about the wages you earn while you work at Elan Construction Limited. In order to be an employer of choice, we are pleased to offer our employees a number of additional benefits and services. These are of significant value and reflect our commitment to be competitive in our total compensation strategy.
TRAINING - EMPLOYEE RESPONSIBILITIES:

Employees are hired because of their abilities, their previous work experience and their personal qualities and are expected to use these attributes in making a solid contribution to the effectiveness of their department/unit.

- **Elan Construction Limited** expects our employees to give their best effort every day and assume responsibility for their own development through internal or external courses. Concentrating on work and preparing yourself for any future position in which you may be interested will help ensure your personal success and that of the Company.

TRAINING:

We succeed at **Elan Construction Limited** because we adhere to high standards. The foundation for success is based on having organized and well-trained employees.

- A training program is provided for all new employees, most of which will be "on the job" training. You will be assigned to a Supervisor at the start of your training program who will help you become familiar with our Company, customers and our other employees.
- Long-term employees may be offered additional upgrading and retraining if circumstances warrant it.
- As an employee, you are responsible for planning your own career growth. We encourage you to acquire the skills needed to qualify for any future position in which you may be interested.

Seminars, Conferences, Workshops, etc.:

- From time to time, **Elan Construction Limited** could request that you undertake special training necessary in the course of your job functions. All seminars, conferences, workshops, etc. will be subject to the approval of your Supervisor.
- Financial assistance for seminars, conferences, workshops, etc. will be granted on a 100% payment basis at time of registration.

CROSS TRAINING / JOB ROTATION:

**Elan Construction Limited** employees working in particular areas (e.g. Administration) may be required to rotate jobs or will be cross-trained in other duties which are in addition to their normal job function.

This provides our employees with alternative work experience and provides us with well trained and versatile employees who are able to fill in during peak times or when another employee is sick or on vacation.
EDUCATIONAL ASSISTANCE POLICY:

Elan Construction Limited encourages both full time and regular part time employees to increase their knowledge and upgrade their job effectiveness by continuing their education. Our program provides financial assistance to employees who undertake and successfully complete self-study courses.

Excluded:
- Full time studies.

Eligibility:
- You must have worked for, and be in good standing with, the Company for at least 6 months prior to the start date of the course.
- All courses must be pre-approved, in writing, by your Supervisor (at their absolute discretion).
- Evidence is required that the course has been successfully completed. Receipts of all expenses must be submitted.

Elan Construction Limited Will Pay:

a) 100% of costs for courses which have a direct application to your job or career development. This includes language courses.

b) 50% of costs for courses which have a limited job application but some element of job or career development.

c) The Company does not pay for general interest programs unrelated to your current job or career development.

Payment Will Cover:

- Course fees, registration fees and text books.
- Notebooks, pens etc. are your responsibility.
- Any other related expenses (transportation, mileage allowance, meals, hotel accommodations, etc.) must be pre-authorized before they are made, usually when the course has been authorized.

Administration:

- You must submit a request for assistance to your Supervisor to undertake a course of study. (A "Request for Assistance Form" is available from the Office Manager) This request must be accompanied by a description of the course objectives and content, all related costs and the duration and times of study.
The Supervisor will review the objectives of the course with you and either approve or not approve the course.

- If approved, the Supervisor will submit the request to the Office Manager for approval.
- If not approved, the Supervisor will provide the Office Manager with a copy of the request and the circumstances for refusal.

Upon approval by the Supervisor, the request will be submitted to the Office Manager and payment(s) will be arranged.

Note: Approval may depend upon the number of requests being made within a Department. Requests may then be accepted on a first come, first served basis.

**Payment:**

- The Company will reimburse you 100% of the cost of an approved course, including text book(s), etc. upon successful completion of the course.
- The request for reimbursement will be by way of a standard "Expense Claim Form" which will be submitted to the Supervisor along with the request for assistance.

**Exceptions:**

- An employee who resigns from the Company prior to completion of an approved course will not be reimbursed. Payment advances may be deducted from the final pay.
- If the employee fails to attend the course or fails to complete the course satisfactorily, all payment advances will be deducted from their future pay.

**Canada Revenue Agency:**

Generally, CRA regulations do not consider reimbursement of tuition fees, etc. paid by the Company as a taxable benefit if the training is business-related.

- The reimbursement amount will not be included as part of your total income on your T4 statement. It must be clear that, in this case, you are not eligible to claim either the Education Amount deduction or the applicable Non-Refundable Tax Credit because of this.
- If there is a tax implication for any course, you will be advised before you apply.
PROFESSIONAL DUES AND SUBSCRIPTIONS:

Elan Construction Limited will pay for basic professional and membership dues where such associations are related to your work.

- Magazine subscriptions are paid for by you, unless the magazine is of benefit to the rest of the Company.
- All dues and subscriptions must be authorized by your Supervisor.
- Professional Dues and subscriptions currently paid for by our Company include: APEGGA, ASET and CSCE

Please be advised that this reimbursement may be considered a taxable benefit according to CRA guidelines. For more information, please speak to Payroll.

AWARDS PROGRAM:

Elan Construction Limited wishes to recognize all our dedicated employees, especially those who are the top performers. Along with Company sponsored parties and other social events, we have many awards that we give to recognize you. We hope that they are of value to you and demonstrate our appreciation for your continued commitment.

- The Company offers a Christmas bonus to employees.
- The Company also offers Event Tickets (hockey, concerts, etc) for employees.
- We also offer bonuses based on overall effort, performance and profitability.

REFERRAL BONUS PROGRAM:

Elan Construction Limited encourages you to refer anyone you believe is qualified for a posted position.

- Submit that person's resume to the Office Manager with your name noted on it as the referral source.
- If the person you refer is hired, we will pay a bonus of:
  - $500 for Carpenters, Cladders, Ironworkers or Construction Labourers.
  - $1000 for Project Managers and Superintendents.
- These bonuses will be paid only if a fee is not payable to a placement firm or other recruitment source.
- The referral bonus will be paid after the new employee successfully completes his/her probationary period.
- Employees with responsibilities for employment do not qualify for the bonus if the referred person is hired into their own department.
- Referral bonuses are not paid to members of Human Resources.
- All employees, including part-time and temporary, are eligible for the bonus except where noted above.
COMPANY ENDORSED FUNDRAISING AND CHARITIES:

**Elan Construction Limited** and our employees have worked hard to be responsible and caring citizens of the community by sponsoring and/or organizing fundraising events for local charities.

- Organizations that have benefited from our help include: YMCA Strong Kids Campaign, Alberta Children's Hospital, Dragonboat in Support of Breast Cancer Research, Salvation Army-Mustard Seeds, and local Food Drives.
- We welcome all new employees to pitch in to help in our efforts.

COMPANY ACTIVITIES & PARTIES:

Throughout the year, **Elan Construction Limited** may organize and give financial support to various social activities and events for the enjoyment and relaxation of our employees.

- Employees are required to adhere to the same standard of conduct at all company sponsored functions and other events as would be expected of them at work.
- It is highly recommended that you have a designated driver if you have consumed any alcohol at any of these events.
  - If you are unable to have a designated driver, we insist that you make reasonable and/or cost-effective alternate arrangements when leaving the facility and they will be paid for by the Company (you must make your own arrangements and submit a receipt to Accounting).

*Events that may be held include:*

**Holiday Party:**

A Company Holiday Party for employees will take place at a time and location to be announced each year. Food and beverages will be provided and your spouse/guest is welcome.

- *Please note the holiday party is invite only.*

**Kids' Holiday Party:**

A Kids’ Holiday Party for all employees will take place at a time and location to be announced each year. Food and beverages will be provided and your immediate families (spouse/guest and children) are welcome.

**Company Picnic / BBQ:**

A Company Picnic/BBQ for all employees will take place at a time and location to be announced each year. Food and beverages will be provided.
COMPANY SPONSORED TEAMS:

Elan Construction Limited encourages you to get involved in extra curricular team activities.

- In the past our Company has financially sponsored Full-time Employees' Teams or those of their immediate family members.
- If a group of employees is interested in forming a team, contact the Vice President.
- The Company reserves the right to limit the number of teams being sponsored.

EMPLOYMENT BENEFITS:

The benefits that Elan Construction Limited is pleased to offer its employees amount to a considerable number of dollars each year in addition to the wages you earn. Some of these benefits are required by law while others have been initiated by the Company.

Following is a listing of all the benefits available to our employees. Further information on some of these benefits (e.g. health and insurance benefits) is outlined in the Benefits Manuals which can be obtained from your Supervisor or the Office Manager.
HEALTH BENEFITS:

* Coverage for the family available
  Additional Life Insurance*
  Accidental Death & Dismemberment
  Health Care/Hospitalization*
  Dental Care*
  Disability Leave
  Life Insurance
  Long Term Disability
  Loss of Sight Insurance*
  Short Term Disability
  Supplemental Life Insurance*
  Supplemental Medical Insurance*

COMPANY BENEFITS:

  Canada Pension Plan Contributions
  Canada Savings Bond
  (Payroll Deduction Option)
  Drug & Alcohol Rehabilitation Programs
  Education Assistance Plan
  Employment Insurance Contributions
  Free Parking
  Pension Plan
  Retirement Savings Plan
  Suggestion System
  Training, Paid For
  Workers Compensation Board

TIME OFF BENEFITS:

  Breaks
  Educational Leave
  Holidays
  Jury Duty Time
  Witness Time
  Maternity Leave
  Parental Leave
  Personal Leave
  Personal Time Off
  Sick Time Off
  Time Off For Funerals
  Time Off To Vote
  Vacation Time

MISCELLANEOUS BENEFITS:

  Free Hot Beverages Available
  Cold Drinks
  Drinking Water
  Lunch Room(s)
  Lunch Room Appliances
  (e.g. Fridge, Microwave, etc.)
  First Aid Stations
  Outdoor Eating Area
  Various Company Social Functions
Clear and concise communication is vital to the continued success of Elan Construction Limited. We encourage you to voice your opinions, empower yourselves to suggest alternative solutions and look for innovative ways to ensure our continued success.
EMPLOYEE COMMUNICATIONS:

As a member of our team, we value your opinion and your ideas. We have set up a comprehensive communications system for you.

- The person to whom you report to is the person to contact if you have any questions, complaints, problems or suggestions.
- It is important that you take advantage of the open communications practice to keep Management informed on all subjects of interest and value to Elan Construction Limited.
- The ability to maintain good communications is an important qualification for our employees and especially for our Supervisors.

MEETINGS:

We believe communication is important to keep you informed about what is happening in the Company.

Informal Meetings:

- "Informal Meetings" are small informal discussions and/or meetings held occasionally between employees and Management.
- We use these sessions to discuss ideas, suggestions or problems.
- All informal meetings are held on an as-needed basis.

BULLETIN BOARDS:

Elan Construction Limited uses bulletin boards to communicate important information such as policy changes, promotions, safety notices, other Company memos, as well as social information.

- Bulletin boards are located in the lunchroom.
- You are responsible for reading the information that is posted.
- You may post your own information on these boards.
- All postings must adhere to the following guidelines:
  - Posting must not obscure Company information.
  - Posting need not be authorized by a Supervisor before being posted.
  - Posting must be removed on the removal date that has been assigned (usually one week) unless an extension has been granted.
Elan Construction Limited prints a newsletter called "E.Q." Periodically.

- There are many interesting features, some of which include:
  - Articles written by employees and Management.
  - Reports on Company events.
  - Success stories.
  - New product introductions, etc.

You are encouraged to submit ideas and articles directly to the Vice President.

MEDIA, PUBLIC AND GOVERNMENTAL INQUIRIES:

In order to present a consistent message to our audience and to ensure compliance with all related legislation, only designated individuals will be responsible for public information.

- If you receive a request for information from outside the Company, you must forward it to the appropriate department if you are not authorized to speak on our behalf.
- Before publishing, making a speech or giving an interview in your capacity as an Elan Construction Limited employee or executive, you should obtain approval from the Vice President.

VOICE-MAIL:

Elan Construction Limited employees may use the voicemail technology provided for your business and personal matters. We ask this privilege not be abused.

- Customers, co-employees, Management, etc. require answers to their voicemail requests. In order for the voicemail system to work efficiently, the following guidelines must be followed:
  - During regular business hours all calls should be answered by a live voice. Phone coverage should be within your department, with reception as a backup. Callers will be given the option of leaving a voicemail message.
  - Outside regular business hours, the call will be answered by your voicemail.
  - All calls should be answered immediately if the person is at their workstation and is not in a meeting or on another line.
  - All voicemail messages must be acknowledged at the employee's earliest opportunity.
No voicemail message should be left unanswered for the following day.

If you will be out of the office for greater than a full business day, you must change your voicemail greeting by using an alternate greeting to note your absence and tell the caller how to get assistance during your absence. Your greeting should be changed to your standard greeting upon your return to the office.

**CELLULAR PHONE POLICY:**

**Elan Construction Limited** recognizes the convenience and usefulness of cellular phones as vital business tools. However, care and caution must be exercised in order to prevent disturbances to your fellow employees and maintaining health and safety at all times, particularly while driving. At all times, any legislation/regulations restricting the use of cellular phones (e.g. while driving, running a machine or while inside a hospital) MUST be respected and adhered to.

**COMPANY ISSUED CELLULAR PHONES**

- Cellular phones issued by the Company are to be used for business purposes only.
- Cellular phones should be turned off or forwarded to an appropriate landline when attending meetings or Company functions.
- You are responsible for the upkeep and condition of your Company cellular phone.
- The Company has the right to request a full reimbursement for any personal use of a Company provided cellular phone.

*Company cellular phones are provided to Project Managers, Superintendents and Foremen*

**USE OF CELLULAR PHONES WHILE DRIVING:**

The use of cellular phones and other electronic devices while driving is distracting to drivers and hazardous to other employees, passengers and the general public. This policy is meant to ensure you operate Company vehicles and private vehicles safely while on work time and when conducting business.

- You must adhere to all governing legislation regarding the use of cellular phones and electronic devices while driving. In particular, employees are cautioned that using talking on a cellular phone, and text messaging while driving are offences in most Canadian jurisdictions. It is also illegal to use a PDA, hand-held GPS, MP3 player or similar device that does not have a hands-free function. or text messaging while driving is now an offence in most Canadian jurisdictions. In some jurisdictions, it is illegal to program a GPS device while driving, even if it is built into your vehicle. Similar legislation also exists in several U.S. states and overseas. Therefore, you must not use hand-held electronic devices while driving if such conduct is prohibited by law.
While most jurisdictions specifically allow drivers to use hands-free devices such as a Bluetooth headset, several studies have shown that it is the act of driving while dialing or talking on the phone which is distracting, not the use of a hand-held device per se. In light of these findings, it is advisable to wait until you reach your destination before checking messages or returning calls.

Should you need to make or receive a business call, send an e-mail or text message, program a GPS, or use any other portable electronic device while driving, you should locate a lawfully designated area to park and make the call. You may also use a hands-free device where permitted by law and if absolutely necessary, for example to contact emergency services.

No telephone call or message is more important than your safety. Be smart and safe!

*Violation of this Policy will be subject to progressive discipline up to and including termination of employment.*

**E-MAIL:**

- Employees may use the E-mail facilities that are provided for your business and personal matters.
- Employees should be aware that there is no reasonable expectation to privacy in use of e-mail or the Internet while in the workplace. The Company reserves the right to randomly monitor the system.
- If you feel you have a public announcement or would like to utilize the electronic mail system for something other than business material, contact your Supervisor for his/her consideration of the request.
- Remember that each person you send an electronic mail message to must read that message, therefore, in order to minimize the frustrations of dealing with mail that is not necessary, please address your message only to those people to whom the information will be of interest or needed to perform their job.
- When you are replying to mail messages, consider whether everyone to whom the message is addressed needs to know your response.
- Review your mail box daily for messages. Delete any messages and files that are no longer required from the system.

**Do:**
- Utilize the application
- Request information
- Provide information
- Send internal memorandums
- Set up meetings
- Exchange files
- Review your mail box daily to retrieve messages
- Archive messages and files which are no longer necessary
- Send mail only to those who require it

**Do Not:**
- Solicit money or goods for charity
- Use the Broadcast function, unless authorized
- Send mail to people who don't need to receive it
- Advertise personal items for sale
- Send negative or disciplinary messages
PORTABLE ELECTRONICS POLICY:

With the increasing popularity and availability of portable electronic devices (Blackberry™, PDA’s, and MP3 players), **Elan Construction Limited** feels it is necessary to establish guidelines on their use to minimize any negative impact on coworkers and daily business operations. Please note that the issuing of this policy is, in no way, an endorsement of any of these devices.

**Procedure**

- All portable electronic devices should not be left in your vehicle unless they are out of sight (e.g. in the trunk or in the glove box).
- All portable electronic devices should be set to ‘Silent’ mode while attending meetings unless there is a compelling business reason not to.
- If any Company-issued portable electronic device is lost, stolen or damaged, contact the Office Manager immediately.
- Where possible, all portable electronic devices must be password-protected/locked. It is highly recommended that you change your password on a regular basis.
- You may not operate an MP3 player during working hours. This does not apply to lunches and breaks.

*Portable electronic devices may be provided by the Company to Project Managers and Superintendents.*

INTERNET ACCESS POLICY:

**Elan Construction Limited** recognizes the convenience and usefulness of the Internet as an integral information source. However, care and caution must be exercised in order to prevent disturbances to your fellow employees. At all times, any legislation/regulations restricting the use of the Internet (e.g. prohibited sites) MUST be respected and adhered to.

The Company maintains a website on the Internet at the following URL:

http://www.elanconstruction.com

- Any connection between the Company and the Internet presents the opportunity for unauthorized access to our internal information systems. It is extremely important that such a connection is secure, controlled and monitored.
Sensitive and/or Confidential Information:

- Do not transmit sensitive information without taking reasonable measures to protect its confidentiality and integrity (e.g., encryption). This is because communications, including e-mail and file transfers, transmitted over internal and external networks are not private. Recipients can redistribute messages without the sender’s knowledge. In addition, information can be obtained by intercepting the communication line.
- Violation of this policy will subject an employee to discipline up to and including termination.
- Contractual or any other agreements must not be entered into or executed over the Internet or any other on-line medium without proper encryption procedures and the authorization of the IT Head.

Approved Uses:

- Internet access may be used for Company business activities or for the purpose of the following Management approved activities unless such activities violate any other provision of our Internet policy:
  - Research
  - Individual Professional Development
  - Education
  - Community and Economic Development
  - Charitable Activities
  - Public Service
  - Local, Provincial or National Government Affairs
  - Online personal banking transactions, etc.

The following rules and procedures must apply:

a) Workstations having access to the Internet must use the Company authorized access method. All access methods must be authorized and approved by the IT Head.

b) Any use of Internet services beyond electronic mail must have Management approval.

c) All downloads to computers must:
   - Be for Management-approved business activities,
   - Comply with all copyright and licensing agreements, and
   - Be scanned for computer viruses or other malicious code prior to use.

d) Any information about products or projects, such as information related to advertising, promotions, technical assistance, research interests or medical communications distributed through the Internet, etc. must adhere to the same approvals as for print and other forms of communications.
Personal Use:

We do not prohibit our employees from accessing the Internet for personal reasons; however, the following rules and procedures must apply:

- Internet access for personal use should be outside your working hours or while on lunch.
- Resources (time, disk space, paper, etc.) associated with personal communication must be negligible. In particular, such use must not interfere with your work responsibilities and required business communications.

Never:

- Forward any e-mail chain letters.
- Send or arrange to receive personal mail enclosures/attachments greater than 2MB.
- Send sensitive information by e-mail over the Internet.
- Download and/or receive files from the Internet without performing a virus scan.
- Use for any purposes which may violate any applicable laws or regulations.
- Use for personal profit or benefit.

To All Users:

The Company's Internet service may not be used to connect, transmit, download or upload any graphics, data, audio or video clips which are related to sex, exploitation of minors, illegal drugs, criminal skills and/or activities, hate speech, on-line gambling and job search activities.

Note:

a) All electronic mail, bulletin board messages, files, as well as any other data stored on or transmitted by Company equipment are the property of the Company.

b) You should be aware that there is no reasonable expectation to privacy in use of e-mail or the Internet while in the workplace. The Company reserves the right to randomly monitor the system.

c) You are specifically advised that you should have no expectation of privacy for any Internet use via our Company's facilities, whether business or personal.

Many jurisdictions have enacted legislation that requires any person who has reasonable and probable grounds to believe that a representation or material is child pornography to report the matter to the police. Elan Construction Limited expects all employees to report incidents of child pornography to the proper authorities.
SUGGESTION SYSTEM:

While doing your work, you may come up with a better way of doing things or a different procedure. We welcome your suggestions as they are important to our collective future and success.

Suggestions can be e-mailed to the Supervisor.

OPEN DOOR POLICY:

An "Open Door Policy" is maintained in our Company which means that we value your input and want to know your concerns in order to deal with them effectively.

- It is our position to encourage you to discuss problems, concerns and decisions, etc. with your Supervisor.
- Confidentiality is expected to be maintained in all matters.

IF PROBLEMS ARISE:

It is our purpose to provide an effective and acceptable means for you to bring problems and complaints concerning your well-being at work to the attention of Management.

- You are entitled to a fair and prompt resolution of all complaints without fear of reprisal or embarrassment.
- While the majority of employee problems are resolved through informal and honest discussions with an immediate Supervisor, there may be times when this may be inadequate or impossible. When this happens, the Complaint Procedure may be used.
- Complaints should be filed as soon as possible after the incident occurs.

Procedure:

a) Discuss the issue with your Supervisor unless the issue involves your Supervisor.

b) If the issue involves your Supervisor, take the issue to your Supervisor's Manager, or to the Office Manager.

- At this stage, the issue need not be documented unless either the employee or the person to whom the Complaint is reported, requests that the Complaint be in writing.

- If after using the procedure above, you cannot get satisfactory resolution in a timely manner, take the Complaint to either:
  - Your Vice President, or
  - The President
At this stage, the Complaint must be documented by the Complainant.

- If, after using the procedure above, you cannot get satisfactory resolution, send a copy of the complaint to the President, who will have the situation further investigated and considered by the Executive Management Committee for resolution.

- Employees making Complaints may ask a co-worker, his/her Supervisor or another Manager to be present during any discussions of the Complaint.

- When a Complaint is documented, a copy of the documentation must be provided to the Supervisor concerned (if chosen by the Complainant) and the Office Manager.

- Complaints must be addressed immediately by the Supervisor to whom they are made, or by the Office Manager, and resolution is expected within three (3) working days. However, if the issue requires, a longer and mutually agreed time frame may be necessary.

- The person to whom the Complaint is made is obliged to provide feedback on the resolution of the Complaint in a timely manner to the complainant (within three (3) working days of the Complaint, unless otherwise agreed).

- When a Complaint is referred to the Executive Management Committee, an adequate amount of time will be required to investigate and resolve issues.

- This policy applies to all employees, including Supervisors, with the exception of members of the Executive Management Committee.
Section 7
EMPLOYEE RELATED POLICIES

IN THIS SECTION
Probationary Period: ................................................................. 76
Termination of Employment: ....................................................... 77
Termination • Guidelines are as Follows: ................................. 79
Wages and Pay: .......................................................................... 81
Rest Periods: ............................................................................... 82
Time Sheets: ................................................................................ 83
Position (Job) Description: ......................................................... 83
Salary Reviews: ........................................................................... 83
Advancement: ............................................................................. 84
Vacation Plan: ............................................................................ 84
Statutory Holidays: ................................................................. 87
Dress Policy: ............................................................................ 89
Personal Hygiene: ..................................................................... 90
Sick Days: .................................................................................. 91
Request to Leave Work Early: ................................................. 91
Absenteeism Policy: ................................................................. 92
Leave(s) of Absence: ............................................................... 94

Our commitment to our employees is demonstrated through the consistent application of policies and procedures. Our intention is to provide a working environment where our employees know they will be treated fairly and with respect.
PROBATIONARY PERIOD:

All new hires must undergo a probationary period. If Elan Construction Limited, in its sole discretion, determines the probationary employee is not suitable, then the employment relationship will be terminated, with no notice or compensation in lieu of notice.

- The probationary period for our new employees normally lasts for 90 days from the date of hire.
- During this time, we evaluate your qualifications, skills and "fit" within our Company. This also gives you the opportunity to decide if Elan Construction Limited is a place you feel comfortable and would like to work.
- The given time frame of 90 days does not constitute an obligation on our part to retain you until the end of the probationary period. This period involves special orientation activities plus closer and more frequent performance evaluations than those given to regular employees.
- During this time the Company or you may terminate the working relationship without advance notice, except as prescribed by governing legislation.

- Prior to the end of the probationary period, a probationary review will be conducted to determine the employee's suitability for regular employment. At the end of the probationary period, we may extend the evaluation period for an additional allotment of time for performance reasons, or where we require additional time to assess an employee's suitability for regular employment.
- Upon satisfactory completion of the probationary period, you will officially achieve regular full-time or part-time employee status and as such, will be eligible for most of our benefits (exceptions would be benefits that have a specific waiting period).
- If the probationary period is longer than 90 days, the new employee will begin to receive Company benefits after the first 90 days of probation.
- Upon conclusion of the probationary period, you may take vacation time. At that time, you will then be expected to meet and maintain the standards for job performance and behaviour expected of all regular employees.
- Employees terminated after the completion of the "Probationary Period" will be given notice or pay as specified in the applicable governing legislation.

Probationary Period / New Position:

- Each employee filling a new position will serve up to a 3 month trial period depending upon the job in question.
- A performance review will be conducted at the end of the trial period.
- Unsuccessful candidates will be offered a position equal to their previous job classification.
- For existing employees who are in a trial period for a new position, there will be no interruption in their benefit coverage or seniority with the Company.
TERMINATION OF EMPLOYMENT:

It is the policy of Elan Construction Limited to provide the period of notice of termination or, at its discretion, compensation in lieu thereof, as required by governing employment standards legislation.

- Termination of employment with Elan Construction Limited will be the result of the following:
  - Resignation -- Voluntary or requested
  - Discharge -- With cause or without cause
  - Retirement
  - Death

Please note that Elan Construction Limited will never terminate you for bringing up a violation of employment law or for reporting any discriminatory and/or illegal action.

Transactions to Follow Termination:

- **Record of Employment:**
  
  Your Record of Employment will be available with your last pay if sufficient time has been made available. If not, we will mail you this document within the normally acceptable time period.

- **Insurance and Pension Benefits:**
  
  Upon resignation, retirement or upon termination with cause, these benefits will be cancelled on your last day worked or at the end of the month in which termination occurs, or as prescribed by law, whichever occurs first.

- **Termination Notice:**
  
  A letter outlining the terms of termination will be prepared and a copy will be retained in your employee file.

- **References:**
  
  In order to prevent the publication of negative information (written or oral), it is the policy of Elan Construction Limited not to provide references about departing or former employees. If we are contacted for a reference, the information provided to prospective employers will therefore be limited to the position held by the former employee, the length of employment with the Company and the individual's hire and termination dates. Any information provided is conditional upon the receipt of the signed, written and dated consent of the individual concerned, either from that person directly or from the prospective employer.
If requested, the Company will provide former employees with a standard letter confirming employment which includes the individual's title, length of employment, salary and scope of job responsibilities, etc. Any exceptions to the above policy must be approved by the President, prior to release.

- **Return of Property:**
  
  You are responsible for all property, materials or written information issued to you or in your possession or control (i.e. keys, security cards, credit cards, phone cards, computers/laptops, etc.).

  You must return all **Elan Construction Limited** property immediately upon request or upon termination of employment.

  Where permitted by applicable laws, we may withhold from your final pay, the cost of any items that are not returned.

  **Elan Construction Limited** may take all action deemed appropriate to recover or protect our property.

- **Termination Allowance:**

  Termination allowance, if any, requires prior approval by the Supervisor and the amount determined must be paid to the employee in question as a one time settlement at the time of termination.

  The settlement amount may be directed in a manner most suited to the individual (i.e. to an R.R.S.P.).

- **Vacation Allowance:**

  The calculation will be subject to the following:

  - Earnings will include overtime payments and statutory notice payment, but not severance payments or any other payments not related directly to salary.

  - Temporary employees are to be paid 4% (6% for employees with greater than five (5) years of service) of their total earnings up to the time of termination.

- **Exit Interviews:**

  When leaving the Company, you may be asked to participate in an exit interview where we would ask that you be as open and candid as possible.

  - We like to ensure that your reason for leaving is not the result of a misunderstanding or a situation that could have been avoided.

  - Your responses will be kept confidential and access will be limited to the Office Manager and only for the purpose of tracking turnover and determining any trends that require Management action.
TERMINATION • GUIDELINES ARE AS FOLLOWS:

To ensure that all employees are treated with dignity at this difficult time, the following guidelines have been established.

- **Resignation:**
  All outstanding wages, vacation and overtime entitlement will be paid.

- **Termination - With Cause:**
  Wages owed to date of termination, outstanding vacation and overtime entitlement will be paid.

- **Termination - Without Cause:**
  If an employee's employment with the Company is to be terminated without cause and without any advance notice, a written notice of termination will be given and payment will be made for the number of weeks to which the employee is entitled, based on the employee's service at the time of termination in accordance with governing employment standards legislation. In addition to the above, the normal vacation and overtime entitlements would be paid.

- **Leave(s) of Absence:**
  Employees who do not return to work within five (5) working days of completing a period of approved leave of absence will be considered to have resigned their employment.

---

TERMINATION ENTITLEMENT:

- Under the Alberta *Employment Standards Code*, employees are entitled to reasonable notice after three (3) consecutive months of employment.

- An employee may be eligible for compensation, written working notice, or a combination of the two as follows:

<table>
<thead>
<tr>
<th>PERIOD OF EMPLOYMENT</th>
<th>WRITTEN NOTICE REQUIREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>After three (3) months but less than two (2) years</td>
<td>one (1) week</td>
</tr>
<tr>
<td>After two (2) years but less than four (4) years</td>
<td>two (2) weeks</td>
</tr>
<tr>
<td>After four (4) years but less than six (6) years</td>
<td>Four (4) weeks</td>
</tr>
<tr>
<td>After six (6) years but less than eight (8) years</td>
<td>Five (5) weeks</td>
</tr>
<tr>
<td>After eight (8) years but less than ten (10) years</td>
<td>Six (6) weeks</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>Eight (8) weeks</td>
</tr>
</tbody>
</table>

*The above are only statutory minimum notice periods and an employee may be entitled to common law reasonable notice as well.*
SEVERANCE PAY AND TERMINATION PAY:

It is the policy of Elan Construction Limited to abide by the rules and guidelines set out in the governing employment legislation of the province the employee is based in.

IN VOLUNTARY TERMINATION:

It is the policy of Elan Construction Limited to give all employees a completely fair opportunity to fulfill the requirement of their position and to terminate employment only when there is no alternative course of action.

- The decision to terminate employment may be made only after the following action has been taken except in extreme cases where the employee will be dismissed immediately.
  - A verbal warning has been given, all areas of concern have been discussed as well as ways to improve and a timeline established.
  - A written warning from Senior Management, approved by the Office Manager, which details an action plan for performance or behaviour, has been presented. The action plan should be time-specific, objective and will be signed by the employee as an acknowledgement of the same.
  - A corrective period has been implemented that provides the employee with adequate opportunity to correct previously unacceptable performance or behaviour. This will be agreed to, in writing, in the written warning.
  - All alternative courses of action will be considered (retraining, transfer, demotion, etc.).
  - The decision to terminate employment and the terms of the severance arrangement will be approved by the Office Manager. Senior Management will be advised of this decision.

RESIGNATION:

- An individual wishing to terminate their employment is required to submit a written, signed resignation letter to their immediate Supervisor.
- The resignation letter should state the effective date the employment will cease.
- The Company requests that all employees provide at least two (2) weeks notice prior to the date that employment will cease.
- The Company may request that the employee remain for a longer period of time (depending upon the situation).
A resigning employee's Supervisor may accept the notice as offered and request that the employee work throughout the notice period. Alternatively, under certain circumstances we may elect to pay you for all or part of your notice period and not require you to report to work during that time (in particular, this applies where an employee is leaving us in order to join a direct competitor).

All resigning employees are asked to participate in an Exit Interview.

**RETIREMENT:**

If you intend to retire, **Elan Construction Limited** requests that you discuss such matters with the Supervisor no later than one (1) year before the intended date. This will allow the Company time to plan for the vacancy.

- Under the *Alberta Human Rights, Citizenship and Multiculturalism Act* employers may impose mandatory retirement restrictions through exemptions.
- Following retirement, the Company may, in its sole discretion, offer you a 12 month contract, which may be renewed.
- You would be hired as a temporary or contract employee and a 12-month contractual agreement would be negotiated and agreed upon.
- You would be entitled to vacation pay at 4% (or 6% for employees with five years of uninterrupted service or longer) and statutory holidays only.
- After you retire, all supplementary health care benefits and all life insurance will be terminated.

**Pre-Retirement Policy:**

- The Department Supervisor should be made aware of the impending retirement.
- Pre-retirement counseling may be provided.

**WAGES AND PAY:**

- You will be paid every other Wednesday by automatic bank deposit. Your pay will be deposited into your bank account on the Thursday of that pay period. A pay stub noting the hours worked, deductions and deposit amount will be available on this day.
- Pay covers the previous two (2) week period ending on the preceding Sunday.
- If payday falls on a holiday, you will be paid on the preceding workday.
- New employees will be advised of their starting rate at time of hire.

**Hourly Paid Employees:**

- You will be paid for hours worked. You will not be paid for absences unless eligible for pay as outlined in other sections of this policy (Bereavement, Jury Duty, Statutory Holidays, Time Off to Vote, etc.)
**PAY DEDUCTIONS AND SET-OFFS:**

Statutory deductions for federal and provincial taxes, Canada Pension Plan and Employment Insurance, all required by law, are deducted from your earnings.

- These deductions may change, from time to time, as they are impacted by changes in the amount you earn and by legislation. Any such changes will be communicated to you in a timely manner.
- The Company offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their pay cheque to cover the costs of participation in these programs:
  - Optional Life Insurance
  - Voluntary Accident Insurance
  - Dental Coverage
  - Group RRSP
- Pay setoffs are pay deductions taken by the Company, usually to help pay off a debt or obligation to Elan Construction Limited or others as directed by law (e.g., garnishee, Family Support). Any deduction made by Elan Construction Limited will be conducted in a lawful manner and in accordance with governing legislation.
- If you have questions concerning why deductions were made from your pay or how they were calculated, your Supervisor can assist in having your questions answered.

**PAY ADVANCES:**

- We normally do not facilitate "Pay Advances." If you require an advance, you may approach your Supervisor who will arrange a meeting with Vice President to determine if the circumstances seem to be justified.

**WAGE GARNISHMENT & CHEQUE CASHING:**

- "Wage Garnishment" will be explained to you before any funds are deducted from your pay.
- We do not cash personal or business cheques at Elan Construction Limited.

**REST PERIODS:**

- The Alberta Employment Standards Code requires one (1) day of rest in every workweek, two (2) consecutive days in a period of two (2) consecutive workweeks, and so on up to four (4) consecutive workweeks.
- The maximum number of consecutive days worked may not exceed twenty-four (24), at which point employees must receive four (4) consecutive days off.
TIME SHEETS:

Each Department is required to produce a time sheet every pay period for their Hourly employees.

- Time sheets are necessary in order to have a record of employment and overtime and to provide documentation for government reporting requirements.
- It is your responsibility to sign your time records to certify the accuracy of all time recorded. The Office Manager will review and then initial the time record before submitting it for payroll processing.

**Alteration of time sheets, altering another person’s time sheets, causing someone to alter your time sheets, having someone else sign in for you and vice versa is cause for termination.**

POSITION (JOB) DESCRIPTION:

It is the policy of **Elan Construction Limited** to have a position (job) description for each employee category.

- The purpose of position (job) descriptions is to increase employee and Management understanding of the responsibilities to be performed by the employee in each position.
- Valid standards and objectives can be established for the job and meaningful performance appraisals and professional development sessions can be conducted based on the position description.
- These position descriptions will be reviewed periodically by each department to ensure that they remain accurate.

SALARY REVIEWS:

We offer a consistent review program, with increases based on merit. Salary increases are determined by dependability, reliability and job performance.

- At **Elan Construction Limited**, seniority is not the deciding factor on success. **Your personal performance and how you perform with the team is what we measure.** We also take into account your experience, skill, knowledge and job responsibility.
- All employees will have their salaries reviewed at least once every Spring.
- Salary adjustments are based on Company performance, performance of the individual, length of service and value of work performed.
ADVANCEMENT:

By demonstrating desire and ability, you may be considered for advancement, as opportunities arise, to positions of more responsibility.

VACATION PLAN:

At Elan Construction Limited, we encourage you to take your vacation time every year. The following vacation plan is designed to provide you with the opportunity for adequate rest and relaxation.

All Employees:

- Your vacation time is based on the length of continuous service with the Company.
- Both active and non-active employment is included for the purposes of determining vacation entitlement. Your entitlement to vacation accrues so long as the employment relationship continues. Time spent on maternity leave, emergency leave, an approved leave of absence, a temporary lay-off, sick leave, or any other period of inactive employment of less than two (2) months, will be credited to you in calculating your vacation time entitlement.
- Your vacation pay is based on the wages earned in the current year.
- The vacation year is defined to be the 12-month period between January 1st and December 31st for all employees.
- Selection of vacation time will be made on a seniority basis within each department. We reserve the right to limit the number of employees who can be off at any one time.
- You must obtain vacation request approval from your Supervisor before you commit to any travel arrangements or other commitments.
- Vacations should normally be taken in no less than one (1) week periods. However, you may request permission, in writing, from your Supervisor to take vacation time in days rather than weeks. If your Supervisor approves of this request, the approval should also be put in writing.
- Employees entitled to more than two (2) weeks vacation should not take more than two (2) weeks at a time except as specifically approved by their Supervisor.
- If a statutory holiday occurs during your vacation, you may take an extra day off at the time of your vacation or at a later date as agreed to by your Supervisor.
- Vacation should be taken as time off work. Pay in lieu of vacation is not permitted.
Salaried Employees:

- During the standard probationary period for new employees, vacation entitlement accrues but may not be taken until you have completed your probationary period unless otherwise approved, in advance, by your Supervisor.
- All Salaried employees are paid their regular pay during their vacation time.

Hourly Employees:

- You will be paid vacation pay as required by the applicable provincial legislation, based on your earnings. This will be paid annually on or before December 31, when you request it, the day before your vacation time commences (whichever occurs first) or when you leave Elan Construction Limited.

Vacation Plan for All Employees:

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Vacation Entitlement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year of employment</td>
<td>pro-rated amount based on months of service (see note below)</td>
</tr>
<tr>
<td>Completion of 1 year but less than 5 years</td>
<td>10 days calculated at 4% of vacationable earnings</td>
</tr>
<tr>
<td>Completion of 5 years but less than 15 years</td>
<td>15 days calculated at 6% of vacationable earnings</td>
</tr>
<tr>
<td>Completion of 15 years and more</td>
<td>20 days calculated at 8% of vacationable earnings</td>
</tr>
</tbody>
</table>

The above are based on full years of employment.

They do not include ..

- Money paid on behalf of employees to benefit plans
- Expenses

Note: Employee Anniversary Dates are used in the first year of employment to determine pro-rated vacation time and pay based on the number of completed months of service.
VACATION SCHEDULES:

- **Elan Construction Limited** uses a Vacation Schedule in an attempt to accommodate all vacation requests.
- Employees are expected to submit their requested vacation time at least four (4) weeks in advance.
- The Company will post the Vacation Schedule on or before February 15th of each year.
- The vacation schedule is available in the Office Manager's office. Any inquiries should be directed to the Office Manager.

VACATION DEFERRAL:

- Vacations earned in a year should be taken within that year.
- Under special circumstances with permission from your Supervisor, vacation time may be deferred up to a maximum of 365 days into the following vacation year.
- Any unused vacation time from the previous year will be carried over to the following year with prior Management approval.

VACATION PAY ADVANCES:

- Advances must be authorized by the Vice President.
- If you plan to be away on vacation during the week of pay day, you may request that an advance pay be included with the one preceding your vacation. You must notify the Office Manager at least 2 weeks in advance in order to process this advance pay. Please note that no manual cheque will be made for an advance pay if sufficient notice has not been given. Therefore; if you wish to receive vacation pay in advance of your vacation, you should discuss the matter with your immediate Supervisor and have the approval put in writing.
STATUTORY HOLIDAYS:

The following days are considered official holidays under the Employment Standards Code, and the Company may be closed on these days:

Alberta

<table>
<thead>
<tr>
<th>HOLIDAY</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Year’s Day</td>
<td>January 1</td>
</tr>
<tr>
<td>Family Day</td>
<td>3rd Monday in February</td>
</tr>
<tr>
<td>Good Friday</td>
<td>Friday before Easter Sunday</td>
</tr>
<tr>
<td>Victoria Day</td>
<td>Monday closest to May 24</td>
</tr>
<tr>
<td>Canada Day</td>
<td>July 1</td>
</tr>
<tr>
<td>Labour Day</td>
<td>1st Monday in September</td>
</tr>
<tr>
<td>Thanksgiving</td>
<td>2nd Monday in October</td>
</tr>
<tr>
<td>Remembrance Day</td>
<td>November 11</td>
</tr>
<tr>
<td>Christmas Day</td>
<td>December 25</td>
</tr>
</tbody>
</table>

Plus:

The following are not considered Statutory Holidays under the Employment Standards Code for which the Company may be closed:

1) Alberta Heritage Day (1st Monday in August)
2) Boxing Day (December 26)

- The office closes early before Christmas and is generally closed until after New Year’s Day.
Full-time and Part-time Employees:

- To qualify for pay on these holidays, you must have worked the full regular scheduled day preceding and following the holiday (unavoidable lateness on the qualifying days shall not disentitle the employee).
- A physician's certificate indicating ill health for either of the qualifying days will provide justification for payment.
- You must also have served the probationary period; if applicable under governing provincial employment legislation, to qualify for paid holidays.
- If the holiday falls within your vacation period, you shall be entitled to and may choose an extra day's vacation with pay.
- Statutory holiday pay will not be paid during a leave of absence.
- Statutory holiday pay will not be paid when you are being paid under our sickness and accident policy.
- At the discretion of our Management, a holiday may be observed on a day other than as proclaimed. A notice will be posted and/or handed out ahead of time.

RELIGIOUS ACCOMMODATION:

At Elan Construction Limited, we will accommodate your specific religious beliefs by allowing you to take time off work to observe religious holidays, prayer time, etc. when required to do so by your faith.

- Absence from work will be allowed unless your attendance on the day(s) in question is vital and essential to the continuing operation of the Company, and would constitute an undue hardship, as decided by Senior Management.
- You must notify your Office Manager at least ten (10) days in advance of your intention to be absent from work due to your need to celebrate a specific religious holiday or period of religious celebration.
- You will, at all times, be given the option of either using part of your accrued vacation days(s) or to make up your absence through overtime, as governed by employment standards legislation, or through work schedule changes, as mutually agreed upon by both yourself and Management.

STATUTORY HOLIDAY PAY:

Elan Construction Limited will abide by all applicable provincial legislation with regards to payment of holiday pay.

- Employees who are off work on a Statutory Holiday and would normally be working will receive straight time for the regular work hours as scheduled for that day.
- The regular rates of wages of an employee whose hours of work differ from day to day or who is paid on a basis other than time, shall be paid the average of the employee's daily earnings exclusive of overtime for the days worked in the 9 week period - or, if less, the employee's period of employment - immediately preceding a public holiday.
DRESS POLICY:

It is our desire to create a work environment that is both professional and comfortable and abides by health and safety regulations. While recognizing that employees have their own personal taste and style, Elan Construction Limited recommends that you use common sense in choosing your work attire and remember that you are in a place of business.

Office:

- Your personal attire should be neat and clean and should always reflect a professional image that is conducive to an office environment.
- Examples of inappropriate attire that are deemed unacceptable in the workplace include (but are not limited to): facial jewellery of any kind (e.g. nose rings) unless worn for a bona fide religious purpose, tight leggings, sports wear, fleece, sneakers, thong-type sandals, cut offs, casual or short shorts, tank tops, muscle shirts, halter tops, sweat pants, pants made of spandex type fabric, torn clothing or clothing with holes, etc.
- We recognize that some positions may be excluded from this policy due to the nature of the job. These positions would be exempt only with Management’s approval.
- Supervisors will enforce adherence to this policy by first of all guiding staff towards appropriate dress choices. If your grooming and dress are deemed inappropriate, you may be asked to go home and change into the appropriate attire. If this occurs, you will be expected to make up the lost time.

Job Site:

- Job Site employees may dress casually and comfortably in accordance with their job function.
- The Company will provide you with any protective clothing and personal protective safety equipment, if such equipment is required to safely perform your job. Protective clothing and equipment may include, but is not limited to:
  - Industrial (special) gloves
  - Safety glasses
  - Face masks
  - Hard hats
  - Hearing protectors
  - Vests

You should speak to your Supervisor to obtain these items on a permanent or temporary loan. All items must be returned to the Company on or before the termination of your employment.
**Lost Equipment or Clothing:**

The Company will provide you with any protective clothing and personal protective safety equipment, if such equipment is required to safely perform your job.

- You will sign for all personal equipment and clothing when they are issued.
- You must return all Company property upon leaving or you will be charged for the missing items on your final pay where allowable by law.

**PERSONAL HYGIENE:**

All employees are required to maintain the highest standards related to personal hygiene including bathing and use of deodorant, clean hands and nails, with hair cut in acceptable styles. You must be clean and well-groomed at all times.

- Jewellery and cosmetics are permitted in office areas when worn in good taste and in moderation. Accessories should be standard items deemed to be acceptable by majority standards.
- Strong scents within the work area may cause irritation or allergic reactions in fellow employees. Scents may include perfumes/colognes, air fresheners and even flowers. You should show consideration to each other by:
  - Limiting the use of strong perfumes etc. in the workplace
  - Eating foods in the lunchrooms
- For safety reasons, long hair must be kept tied back in a ponytail when working in the Job Site area.
- For safety and hygienic reasons, hair nets must be worn in the Job Site area if it is required by the client.
**SICK DAYS:**

The Alberta Employment Standards Code does not legislate paid sick day provisions for employees. All sick leave provisions are at the discretion of Elan Construction Limited.

**Salaried Employees:**

- If you are a salaried employee, you are allocated two (2) paid sick days per year, after you have successfully completed your probationary period of employment.
- You may use your sick days, or part of a sick day, for scheduled appointments (i.e. Doctor, Dentist, etc.); however, any part of a day is considered ½-day minimum.
  - If you take any part of a day to attend to a sick person in your family, this will be considered 1/2 day minimum.
- All sick time will be monitored on an ongoing basis. Your Supervisor will address high incidence of sick leave on an individual basis, if a concern exists.
- The Company has the right to deduct further pay for sick days beyond the two (2) days.

**Hourly Paid Employees:**

- If you are an hourly paid employee, you are not paid for sick days. Hours are paid for hours worked.
- You may be able to make up time for sick days or time taken for appointments. Speak to your Supervisor to determine if this option is available.

**REQUEST TO LEAVE WORK EARLY:**

On occasion, you may need to request to leave work early due to illness, for appointments which could not be made at any other time and for other emergencies.

- You should make a request to leave early to your Supervisor at least two (2) full working days in advance, where possible.
- Each request will be dealt with on an individual basis. Based on workload, scheduling, etc., permission may or may not be granted.
- If you request to leave early for non-emergency purposes, you must discuss your request with your Supervisor and receive permission prior to leaving.
- You may be required to make up the lost time in advance, or within the following week.
- If you are unable to make up the lost time, or choose not to do so, for payroll purposes, you will be paid only for the time you worked on the day you leave early.
**ABSENTEEISM POLICY:**

Regular and consistent attendance is critical to the success of our business. The absenteeism policy defined below will be consistently applied to all employees and will be fairly enforced. No exceptions will be made unless agreed to by the Supervisor and documented to the employee with a copy placed in the employee's file.

- Human Rights legislation requires an employer to accommodate an employee for non-culpable absenteeism due to illness and as such, the use of verbal or written warnings would not be appropriate. Please see definitions below:
  - *Culpable absenteeism:* implies fault on the employee. It includes an absence without leave, abuse of granted leave of absence, and problems such as lateness, leaving early, or overstaying breaks.
  - *Non-culpable absenteeism:* indicates a failure to attend work for circumstances beyond the employee's control. Typically, non-culpable absenteeism relates to an illness, whether chronic or a variety of separate illnesses causing either one long absence or frequent short-term absences.

- You are expected to be at your work area ready to start at your scheduled starting time.
- If you are ill and cannot come into work that day, you should call your Supervisor at least 30 minutes prior to your scheduled start time.
- Always speak with your immediate Supervisor. If they are unavailable, speak with a more senior Supervisor in your department. Do not leave a message with the Receptionist or on your Supervisor’s voice mail.
- If you are too ill or unable to call in yourself, have someone else call in for you and leave a message with your Supervisor.
- Absences, due to illness or injury, of two (2) working days or more must be documented by a physician’s note; if requested by your Supervisor, confirming:
  - Date of examination;
  - That you are unable to attend work for medical reasons (Please ensure your physician does not write in a diagnosis); and
  - The estimated recovery time before you may return to work.

Attendance is monitored regularly by Management and the Office Manager. An employee who has an unsatisfactory attendance record will be contacted by his/her Supervisor to discuss the situation. Depending upon the circumstances of your absences, excessive absenteeism of a culpable nature may give rise to disciplinary action up to and including termination of employment.

Excessive non-culpable or innocent absenteeism can also ultimately result in termination of employment. However, employees with absenteeism issues beyond their control will be dealt with through coaching, counselling and accommodation of disabilities where applicable, as opposed to using the disciplinary procedure.
All terminations under this policy must be reviewed and authorized by the Office Manager and the Supervisor prior to implementation.

AN EMPLOYEE WHO IS ABSENT FOR THREE (3) CONSECUTIVE WORKING DAYS without notifying the Company is deemed to have abandoned their position and have resigned their employment with the Company.

**PUNCTUALITY:**

To be successful, you are expected to be at work, on time, each day. Habitual tardiness and absenteeism will be reviewed by your Supervisor for prompt correction or remedy.

**All Employees:**

- If a pattern of lateness develops, your Supervisor will discuss the situation with you. You will be subject to discipline and possible termination as outlined under "Performance Management" in this Handbook.
- Continual lateness will result in termination of employment.
- Written records of attendance, absenteeism and tardiness are maintained in our employee files.

**UNREPORTED ABSENCE:**

- An unreported absence occurs when an employee has not shown up to work and does not report their absence to their Supervisor.
- Examples of an employee unable to work could be:
  - Automobile accident and did not show up, or
  - Traffic foul-up.
- These incidents must be reported to your Supervisor at the first opportunity.
- Incidents of unreported absence which are not reported may be deemed "wilful misconduct."
- Reasons for absences or lateness which are reported after-the-fact will be reviewed by the Supervisor.
- If the reason for the unreported absence is not acceptable, the employee may be disciplined. The employee may not be paid for the period of unreported absence or lateness.
LEAVE(S) OF ABSENCE:

EMployment Insurance (E.I.) - Maternity, Parental & Sickness Benefits:

The Department of Human Resources and Skills Development Canada (HRSDC) is responsible for administering Employment Insurance Benefits in Canada. As a result, the following policy may change from time to time due to changes in criteria implemented by HRSDC.

- Employment Insurance Benefits are available to eligible employees as per the following:
  - Maternity Benefits - biological mothers
  - Parental Benefits - biological and adoptive parents
  - Sickness Benefits - people whose illness prevents them from working.
- To be eligible for the above E.I. benefits an employee must meet the following requirements:
  - Must apply for benefits;
  - Must have paid into the E.I. account; and
  - Must have worked the required number of hours
- Women are entitled to Employment Insurance benefits if they are pregnant, have recently given birth, are adopting a child or are caring for their newborn baby. Their partner may also be entitled to parental benefits.
- A maximum of 15 weeks of maternity benefits are payable only to the biological mother in a period immediately surrounding the birth of the child. To be eligible, the employee will need 600 hours of insured work in the last 52 weeks.
- A maximum of 35 weeks of parental benefits are payable to both biological and adoptive parents. Both the employee and their partner (if sharing parental benefits) will each need 600 hours of insured work in the last 52 weeks to be eligible.
- The rate and duration of benefits will not be different in the case of a multiple birth or the adoption of more than one child.
- Biological mothers may apply for parental benefits at the same time they apply for maternity benefits.
- A combination of maternity (biological mothers only), parental and sickness benefits can be received up to a combined maximum of 50 weeks in a 52 week benefit period.
Maternity Benefits:
- Benefits can begin to be collected up to eight weeks before the scheduled date of birth or can start the week of the actual birth. Biological mothers will receive fifteen (15) weeks of maternity benefits following the two-week waiting period. These benefits can be collected within 17 weeks of the actual week of confinement or week of expected confinement - whichever is later.
- If you work while on maternity benefits, your earnings will be deducted dollar for dollar from your benefits.

Parental Benefits:
- Parental benefits can be collected for up to 35 weeks by biological or adoptive parents or their partners while they are caring for a newborn or adopted child.
- Parental benefits can be claimed by one parent or shared between the two partners. If shared, only one waiting period needs to be served by one parent per birth or adoption.
- For biological parents and their partners, benefits are payable from the child’s birth date and are only available within the 52 weeks following the child’s birth.
- For adoptive parents and their partners, benefits are payable from the date the child is placed with them and are only available within the 52 weeks from the date the child is placed.
- If you work while on parental benefits, there are different conditions placed on wages earned. Generally, there is no claw back of benefits below a certain dollar amount earned. For more information, please contact the Human Resources Department or visit www.hrsdc.gc.ca.

Sickness Benefits:
- Sickness benefits apply to situations where an employee is sick, injured or in quarantine. Benefits are paid for up to 15 weeks.
- An employee can receive sickness benefits in addition to maternity or parental benefits, but cannot receive more than 50 weeks of combined maternity, parental and sickness benefits in one benefit period.
- A medical certificate must be provided stating how long the illness/injury is expected to last.
- If you work while on sickness benefits, your earnings will be deducted dollar for dollar from your benefits.
**LEGISLATED LEAVE(S) OF ABSENCE:**

Leave(s) of Absence are designed so that you may request time away from work and still have a job waiting for you when you return.

- At **Elan Construction Limited**, we will abide by all governing legislation with regards to all leaves of absence.
- If you do not return to work within three (3) working days of completing a period of approved leave of absence, you will be considered to have resigned your employment.
- In the province of Alberta, the following legislated leaves of absence are job-protected:
  - Maternity Leave
  - Parental Leave
  - Declared Emergency Leave
  - Reservists Leave
  - Time Off to Vote
MATERNITY LEAVE:

Leave of absence for maternity will be in accordance with the terms established by The Ministry of Labour and Citizen’s Services – Employment Standards Branch, which is responsible for administering Employment Standards regarding maternity and parental leave in Alberta. Leave commencing earlier than the start date in your province requires a doctor’s certificate.

- Maternity leave is leave without pay. Biological mothers are entitled to 15 consecutive weeks maternity leave and, if eligible, may apply for Employment Insurance benefits, administered by The Department of Human Resources and Skills Development Canada (HRSDC).
- Maternity leave can start any time during the twelve (12) weeks immediately before the estimated due date. However, six (6) weeks of the fifteen (15) weeks must be taken immediately after the baby is born, unless an agreement for a shorter time is reached between the employee and Elan Construction Limited.
- Leaves commencing earlier than the start date in your province requires a doctor’s certificate.
- Under these terms, you are required to submit a written notice and a doctor's certificate, with an estimate of your delivery date, to your Vice President at least six (6) weeks prior to the proposed date you expect your leave to commence.
- The Company would appreciate that you inform us in writing much earlier in order that we may plan for your absence.
- If you intend to return to work, you should inform your Vice President in writing at least four (4) weeks prior to the anticipated date of return.
- The employee must have worked for a period of 52 consecutive weeks immediately preceding the estimated date of delivery to be eligible for maternity leave.
- During your last week at work you will receive a "Record of Employment" certificate which must be submitted to Employment Insurance.
- The Company will continue to make its contributions to the employee's benefit plan while the employee is on leave unless the employee gives the employer written notice that she does not want to continue to make the employee contributions (if any) to the plans. You may also request your accrued vacation pay at this time.
PARENTAL / ADOPTION LEAVE:

- Parental leave will be in accordance with the terms established by the laws of your province. An employee (mother or father) intending to take parental leave is entitled to a leave of absence (see chart below) following the birth of a child or when the child first comes into the custody and care of the parent.
- Parental leave is unpaid, job-protected leave. You are entitled to 37 weeks parental leave and, if eligible, may apply for Employment Insurance benefits.
- Adoptive parents can take parental leave regardless of the age of the adopted child.
- The Company will continue to make its contributions to the employee's benefit plan while the employee is on parental leave unless the individual gives the employer written notice that he or she does not want to continue to make the employee contributions (if any) to the plans.
- The employee must have worked for a period of 52 consecutive weeks immediately preceding the estimated date of delivery or adoption to be eligible for parental leave.
- You must give your Supervisor at least 6 weeks written notice of the date the leave is to begin.
- The Company would appreciate that you inform us in writing much earlier in order that we may plan for your absence.
- Failure to report to work promptly at the expiration of the approved leave period will be deemed to be voluntary resignation by the employee.
- An employee may end Parental Leave early by giving written notice to the employer at least four (4) weeks before the day on which he or she wishes to end the Leave. Subsequent to this, the employee may then change his or her mind and wish to end the Leave on a different date.
- The employee may change the date the Leave will end to an earlier date so long as he or she gives at least four (4) weeks written notice before the new earlier date. Further, the employee may change the date to a later date provided he or she gives at least four (4) weeks written notice prior to the original return date.
- Where an employee does not provide enough notice, an employer that does not accept the new return date must communicate this refusal at the time of the request or shortly thereafter.
- **Elan Construction Limited** is not required to grant parental leave to more than one parent at a time if both parents of a child work for the Company.
MATERNITY AND PARENTAL LEAVES • TO DO LIST

Women are entitled to Employment Insurance benefits if they are pregnant, have recently given birth, are adopting a child or are caring for their newborn baby. Their partner may also be entitled to parental benefits. The following "to do" list will help when you are applying for maternity or parental leaves:

- Confirm that you are covered by your provincial employment standards legislation.
- If you have worked continuously for Elan Construction Limited for the required amount of time, you should:
  - Obtain a medical certificate from a physician that certifies the pregnancy and the expected date of birth, or get proof of adoption in those jurisdictions where it is applicable.
  - Notify Elan Construction Limited, in writing, as to the time you expect to take your leave. Please specify both the dates you expect to leave and to return.
  - Some benefits require that you make a contribution in order for them to be active. Speak to your Office Manager to ensure you have arranged to keep your coverage for those benefits that you wish to remain active.
  - Get your "Record of Employment" in order that you may apply for Employment Insurance Benefits.
  - For prompt payment of Employment Insurance, you should contact the nearest Service Canada office at least ten (10) weeks prior to the expected date of your child’s birth, so the necessary application forms can be obtained. These forms are also available online for convenience.
  - Apply for your Employment Insurance Benefits as soon as your leave begins. There is a waiting period of two (2) weeks to process your claim.

DECLARED EMERGENCY LEAVE:

Declared Emergency Leave is an unpaid, job-protected leave in Alberta under the Public Health Act.

- You are entitled to take a leave for as long you are not performing the duties of your position because of a declared emergency or such other reasons as prescribed such as if you are required to be away from work because you are complying with an order (including a quarantine order) issued under the Act during a declared public health emergency (e.g. flu pandemic), or because you are sick with the flu or caring for a family member who is sick with the flu.
- You must inform your Supervisor as soon as possible that you will be taking an emergency leave of absence. If you have to begin an emergency leave before you can notify your Supervisor, then you must contact him/her as soon as possible after starting the leave.
RESERVISTS LEAVE:

Under the Alberta *Employment Standards Code*, Reservist Leave is a job-protected, unpaid leave for military reservists serving on certain domestic operations, such as search and rescue operations or national disasters such as flood relief or ice storms, as well as for international deployments, activities prescribed by future legislation, and annual training of up to 20 days per calendar year.

- Employees must normally have completed at least 26 consecutive weeks of employment with Elan Construction Limited, or other minimum period of employment, as prescribed by future legislation.
- Employees must provide their employer with Elan Construction Limited, or other minimum period of employment, as prescribed by future legislation.
- Employees must provide their employer with at least four (4) weeks’ written notice prior to the beginning of the leave. This notice must be in writing and include the departure and return dates, if known.
- Employees on Reservist Leave must provide notice of when they intend to return to work. An employee on a leave lasting longer than four (4) weeks must provide four (4) weeks’ notice of his or her return to work, while an employee on leave of four (4) weeks or less must provide notice of his or her return to work as soon as possible.
- Elan Construction Limited may request evidence from your commanding officer confirming that you are a member of the Reserves, that you are required for service, and where possible, the start and end dates for the period of service.
- Your participation in pension and benefit plans would cease for the duration of the leave. Seniority and length of service credits would continue to accumulate during the leave.
- In the case of emergency operations, employees must notify the employer in writing as soon as possible after being called upon by the military to participate in the operation.
TIME OFF TO VOTE:

**Elan Construction Limited** encourages all eligible employees to participate in the election of government leaders at all levels and will help coordinate schedules so that all those who wish to vote will have time.

- The *Canada Elections Act* requires that anyone eligible to vote in a federal election must have three (3) consecutive hours to vote. If necessary, you will be granted sufficient time off work, at full pay, to make up the three (3) consecutive hours. Provincial and municipal elections may vary, depending on location.
  - If you require time off to vote, you must inform your Supervisor, in writing, five (5) days before the election day so that the necessary time off can be scheduled at the beginning or end of the working day.
  - The Company will pay you up to a maximum of three (3) hours at regular pay. Time taken does not need to be made up.

For example, if an employee lives in an electoral district in which the hours for voting are 9:30 a.m. to 9:30 p.m., and the employee’s hours of work are 11:00 a.m. to 7:00 p.m., the employee’s hours of work will not allow three (3) consecutive hours for voting. **Elan Construction Limited** might allow the employee to arrive late (at 12:30 p.m.), to leave early (at 6:30 p.m.), or provide the employee three (3) hours off at some other point during the workday in order to allow the employee the opportunity to exercise the right to vote.

As another example, if the employee lives in an electoral district in which voting hours are from 8:30 a.m. to 8:30 p.m., and the employee’s hours of work are between 9:00 a.m. and 5:00 p.m., **Elan Construction Limited** is not required to provide the employee time off for the purpose of voting, because the employee will already have available three and a half consecutive hours for voting (from 5:00 p.m. to 8:30 p.m.).

- At the provincial level, the Alberta *Election Act* requires that eligible voters are provided with three (3) consecutive hours to vote in a provincial election during polling hours. Under the *Election Act*, an employer has the right to grant time off to vote at a time which is convenient for the employer. Similar provisions exist with regard to municipal elections under the Municipal *Elections Act*. 
LEAVES OF ABSENCE QUICK REFERENCE:

<table>
<thead>
<tr>
<th>Province</th>
<th>Type</th>
<th>Qualifying Period</th>
<th>Length of Leave</th>
<th>Extension(s) Required</th>
<th>Notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>Maternity</td>
<td>12 mths</td>
<td>15 wks</td>
<td>Not Specified</td>
<td>6 wks</td>
</tr>
<tr>
<td></td>
<td>Parental/Adoption</td>
<td>12 mths</td>
<td>37 wks (1)</td>
<td>As Required</td>
<td>4 wks ASAP</td>
</tr>
<tr>
<td></td>
<td>Reservists Leave</td>
<td>26 wks</td>
<td></td>
<td>As Required</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Declared Emergency Leave</td>
<td>Not Specified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Footnotes:

(1) 35 weeks if Maternity Leave taken.

COMPANY LEAVES OF ABSENCE:

Sometimes unexpected events keep you from attending work as you normally would. In these circumstances, you may be eligible for emergency time off. These Leave(s) of Absence are designed so that employees who are having problems, may request time away from work and still have a job waiting for them when they return. The leaves of absence referred to in this section are privileges and not rights.

Conditions:

- The count down of days granted for these leaves of absence starts on the day on which the event occurs and extends to include the number of days stated. These days are consecutive. If a weekend or Statutory Holiday occurs within the period, they will be included in the stated number of days.

ADOPTION OF AN EMPLOYEE’S CHILD:

- You will be granted two (2) days with pay (whether the adoption occurs during a working day or not).
BIRTH OF AN EMPLOYEE'S CHILD:

Men: You will be granted two (2) days with pay which may be taken on the
days of your choice (the day of the birth, the day of the Christening, or the day the
child's mother leaves the hospital). Fathers may also be entitled to take part or all
of the parental leave benefits offered through Employment Insurance.

Women: If you are absent for reasons of pregnancy, you are not paid by Elan
Construction Limited, but you are eligible for Employment Insurance. Elan
Construction Limited will adhere to the applicable laws on this subject.

In addition, during the leave of absence, you will receive all social benefits
recognized by Elan Construction Limited; however, your share of the cost of
these benefits will be deducted from your first pay, upon your return to work. If
you do not return to work, you must repay the Company the required benefit
premium.

BEREAVEMENT:

- You will be allowed up to three (3) working days off with pay for the
  purpose of attending the funeral of one of the following immediate family
  members:

<table>
<thead>
<tr>
<th>Spouse (including same sex)</th>
<th>Brother/Sister</th>
<th>Mother/Father-in-law (current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent/Step Parent</td>
<td>Grandchild</td>
<td>Grandparent</td>
</tr>
<tr>
<td>Child/Step Child</td>
<td>Ward/Guardian</td>
<td></td>
</tr>
</tbody>
</table>

- You will be allowed one (1) working day off with pay for the purpose of
  attending the funeral of:

<table>
<thead>
<tr>
<th>Son/Daughter-in-law</th>
<th>Sister/Brother-in-law</th>
</tr>
</thead>
</table>

- If you wish to attend the funeral of other relatives or friends, you may, with the
  approval of your Supervisor, take up to one (1) full day without pay (e.g. use a
  Personal Day).

Note: Bereavement pay will not be paid in addition to another type of allowable
pay for the same day(s), such as holiday pay, vacation pay or other days that you
would not normally have performed work for the Company.
CITIZENSHIP LEAVE:
- Up to **one (1) day off with pay** will be granted if you are absent from work in order to attend your own swearing-in ceremony as a new Canadian citizen.
- To be eligible, you must have successfully completed your probationary period.

EDUCATIONAL LEAVE:
**Elan Construction Limited** provides educational leaves of absence without pay to eligible employees who wish to take time off from work duties to pursue course work that is applicable to their job duties.
- Only full time employees are eligible to request educational leave as described in this policy.
- Requests will be evaluated based on a number of factors, including your work record, anticipated work load requirements and staffing considerations during the proposed period of absence.
- Group health benefits will be provided by **Elan Construction Limited** until the end of the month in which the approved educational leave begins. At that time, you will become responsible for the full costs of these benefits if you wish coverage to continue, subject to the terms, conditions, and limitations of the benefits carrier.
- When you return from educational leave, benefits will again be provided by the Company according to the applicable plans.
- Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon your return to active employment.
- When an educational leave ends, every reasonable effort will be made to return you to the same position, if it is available, or to a similar available position for which you are qualified; however, the Company cannot guarantee reinstatement in all cases.
- Failure to report to work promptly at the expiration of the approved leave period (without appropriate notification) will be deemed a voluntary resignation, and your employment will be terminated.

*Eligible employees, who have completed 90 calendar days of service, may request educational leave for a period of up to nine (9) months every five (5) years.*
JURY DUTY:

Elan Construction Limited encourages employees to fulfill their civic responsibilities by serving jury duty when required.

- To be eligible for remuneration from Elan Construction Limited, you must have successfully completed your probationary period. All employees are entitled to take job-protected leave when called upon to exercise their responsibilities as jurors. However, to be eligible for remuneration from the Company, you must have successfully completed your probationary period.
- On the condition that all monies paid to you by the Court will be signed over to the Company, you will receive payment equivalent to your regular daily rate.
- You must show the jury duty summons to your Supervisor as soon as possible so that Management may make arrangements to accommodate your absence.
- You are expected to report for work whenever the court schedule permits.
- Either you or the Company may request an excuse from jury duty if, in Elan Construction Limited’s judgment, your absence would create serious operational difficulties.
- Elan Construction Limited will continue to provide health insurance benefits for the full term of your absence while on Jury duty. Vacation, sick leave, and holiday benefits will continue to accrue during jury duty leave.

WITNESS DUTY:

Elan Construction Limited encourages employees to appear in court for witness duty when subpoenaed to do so.

- If you have completed a minimum of 90 calendar days of service and are a Regular Full-time Employee, you may request up to eight (8) hours of paid witness duty leave over any one (1) year period.
- If you have been subpoenaed or otherwise requested to testify as a witness by Elan Construction Limited, you will receive paid time off for the entire period of witness duty.
- You will be granted a maximum of eight (8) hours, with pay, to appear in court as a witness at the request of a party other than Elan Construction Limited.
- You may use any remaining paid leave benefits (such as vacation leave) to receive compensation for any period of witness duty absence that would otherwise be unpaid.
- You must show the subpoena to your Supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate your absence.
- You are expected to report for work whenever the court schedule permits.
MEDICAL LEAVE:

Through our benefits provider, Elan Construction Limited provides paid medical leaves of absence (short-term and long-term disability) to eligible employees who are temporarily unable to work due to a serious health condition or disability.

- For the purposes of this policy, serious health conditions/disabilities include:
  - In-patient care in a hospital, hospice, or residential medical care facility;
  - Continuing treatment by a physician; and
  - Temporary disabilities associated with pregnancy, childbirth, and related medical conditions.

- All employees are eligible to request medical leave as described in this policy.
- You should make requests for medical leave to your Supervisor at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.
- A physician's statement must be submitted, verifying the need for medical leave and its beginning and expected ending dates. You should promptly report any changes in this information to the Company.
- If you are returning from medical leave, you must submit a physician's verification of your fitness to return to work.
- Under the Short-Term Disability plan, you would normally granted leave for the period of the disability, up to a maximum of 26 weeks within any 12-month period. Any combination of medical leave and family leave may not exceed this maximum limit.
- If the initial period of approved absence proves insufficient, consideration will be given to a request, in writing, for an extension.
- You may be required to first use any accrued paid leave time before taking unpaid medical leave. Individual situations should be discussed with the Office Manager.
- If you sustain a work-related injury, you are eligible for a medical leave of absence for the period of disability in accordance with all applicable laws covering occupational disabilities,
- While on medical leave, you will remain on the group benefit plan. Any employee contributions (i.e. cost-sharing of premiums) will be collected from your first pay upon your return to work. Continued coverage will be subject to the terms, conditions and limitations of the benefit carrier.
- You may request that your accrued vacation pay be included with your final pay.
- A "Record of Employment" will be issued along with your final pay.
- All accruals will be suspended during the leave and will resume upon your return to active employment.
FAMILY MEDICAL LEAVE:

Elan Construction Limited provides family leaves of absence without pay to all employees who wish to take time off from work duties to fulfill family obligations.

- Family medical leave is unpaid leave of up to eight (8) weeks in a 26-week period.
- Job-protected compassionate care leave is not required under the Alberta Employment Standards Code; however, the employer may make arrangements to accommodate their employee’s need with respect to compassionate care. Any compassionate care arrangement should be in writing.
- Family medical leave may be taken to provide care or support to a specified family member for whom a qualified health practitioner has issued a certificate indicating that the family member has a serious medical condition and there is a significant risk of death occurring within a period of 26 weeks.
- Although two or more employees may qualify for the leave, the eight (8) weeks of leave must be shared among the employees (this only applies when it involves the same family member).
- Under the Employment Insurance Act, 6 weeks of Employment Insurance Benefits called "compassionate care benefits" may be paid to EI eligible employees who have to be away from work temporarily to provide care to a family member who has a serious medical condition with a significant risk of death within 26 weeks and who requires care or support from one or more family members.
  - All eligible employees can access Employment Insurance benefits for compassionate care regardless of job protection.
- The specified family members for whom a family medical leave may be taken are:
  - the employee’s spouse (including same-sex spouse)
  - a parent, step-parent or foster parent of the employee or the employee's spouse
  - a child, step-child or foster child of the employee or the employee's spouse
  - a current or former foster child of the employee
  - a brother, step-brother, sister, or step-sister of the employee
  - a grandparent or step-grandparent of the employee or of the employee’s spouse
  - a grandchild or step-grandchild of the employee or of the employee’s spouse
  - a son-in-law or daughter-in-law of the employee or of the employee’s spouse
  - the spouse of the employee’s current or former foster child, current or former guardian, grandchild, uncle, aunt, nephew or niece
the current or former guardian of the employee
the current or former ward of the employee or the employee’s spouse
an aunt, uncle, niece, or nephew of the employee or the employee’s spouse
any person who considers the employee to be (or who the employee considers to be) like a close relative

While on family medical leave, you will remain on the group benefit plan. Any employee contributions (i.e. cost-sharing of premiums) will be collected from your first pay upon your return to work. Continued coverage will be subject to the terms, conditions and limitations of the benefit carrier.

All benefit accruals will be suspended during the leave and will resume upon your return to active employment.

So that your return to work can be properly scheduled, you are required to provide the Company with at least two weeks’ advance written notice of the date you intend to return to work from the family leave.

When a family medical leave ends, you will be reinstated to the same position, if it is available, or to an equivalent position for which you are qualified.

Failure to report to work promptly at the expiration of the approved leave period (without appropriate notification) will be deemed a voluntary resignation and your employment will be terminated.

PERSONAL LEAVE:

Beyond leaves that are required by law, the Company provides personal leaves of absence without pay to all eligible employees who wish to take time off from work duties to fulfill personal obligations.

As soon as you become aware of the need for a personal leave of absence, you should request a leave from your Supervisor.

Personal leave may be granted for a period of up to 30 calendar days every five (5) years.

If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 30 calendar days.

With your Supervisor’s approval, you may take any available sick leave or vacation leave as part of the approved period of leave.

Requests for personal leave will be evaluated based on a number of factors, including your work record, anticipated work load requirements and staffing considerations during the proposed period of absence.

Group health benefits will be provided by Elan Construction Limited until the end of the month in which the approved personal leave begins. At that time, you will become responsible for the full costs of these benefits if you wish coverage to continue, subject to the terms, conditions, and limitations of the benefits carrier.

When you return from a personal leave, benefits will again be provided by the Company according to the applicable plans.
Benefit accruals, such as vacation pay, sick leave, or holiday benefits, will be suspended during the leave and will resume upon your return to active employment.

When a personal leave ends, every reasonable effort will be made to return you to the same position, if it is available, or to a position of equivalent pay for which you are qualified; however, the Company cannot guarantee reinstatement in all cases.

A letter of intent to return to work must be signed and approved by the Supervisor before the leave may begin.

Failure to report to work promptly at the expiration of the approved leave period (without appropriate notification) will be deemed a voluntary resignation, and your employment will be terminated.

**WEDDING DAY:**

- You may take **one (1) day off with pay**, on the day of your wedding if the wedding occurs during a working day.
- For the wedding of your child, brother, sister, father, mother, or for the wedding of your spouse's or partner's sibling, child, father or mother, you may take **one (1) day without pay**, on the date of the wedding, provided the wedding is on a working day.
Notes:
As an organization, we strive to provide a workplace in which people feel comfortable and productive. The following policies deal with general issues relating to your employment.
PARKING:

Elan Construction Limited is pleased to offer the convenience of on-site parking for all employees.

- Free Parking is provided for all employees in the employee parking lot on a first come, first served basis.
- Vehicles that are left in the parking lot for an extended amount of time will be towed at the owner’s expense. This includes bicycles and motorbikes.
- Please lock your car every day. Elan Construction Limited is not responsible for any loss or damage to your vehicle or its contents while it is parked on Company property.

SEVERE WEATHER: (EMERGENCY CLOSINGS)

At times, emergencies such as severe weather, fires, power failures, or other "natural disasters," may disrupt Company operations. In extreme cases, these circumstances may require the closing of a work facility.

- Elan Construction Limited expects everyone to make reasonable efforts to report to work in inclement weather conditions.
- If weather or traveling conditions delay or prevent your reporting to work, you should notify your Supervisor as soon as possible.
- If you are unable to report for work at all due to weather or traveling conditions, you will be expected to make up the time or use a day of accrued vacation time. If you are unable to make up the time or have no accrued vacation time, you must take a day of unpaid leave, unless the Company is officially closed.
- If the Company is officially closed, employees may receive paid leave at the Company’s discretion.
- If you schedule a personal day or vacation day that coincides with an "Emergency Closing" of the office, you will not receive an additional day off in compensation.
- If weather conditions make it necessary to close earlier than the regularly scheduled time, Management will notify all employees that they may leave. You will be paid for the balance of the day. Unless you are so notified, you are expected to remain at work.
TELEPHONES:

The Elan Construction Limited phone system is a valuable business communication network. Due to the heavy load of business calls on our phone system, you are urged to ask friends and family not to phone during business hours, except in case of an emergency.

- Please only make personal calls during breaks, before or after work and/or during mealtime.
- Personal cellular phones should be turned off while at work.
- From time to time, calls may be recorded and/or monitored for quality control and training purposes. Such calls will only be recorded or monitored where the consent of the employees concerned has been obtained and where customers have been informed that their conversations may be monitored and/or recorded for quality control and training purposes.
- Your Supervisor may address the situation if he or she feels that your phone usage is excessive, based on your role.

Answering the Phones:

- In providing good customer service, all calls should be responded to within three rings.
- The proper procedure for answering an outside line or any line at the switchboard or after 5 p.m. is
  a. Good Morning or Good Afternoon
  b. Elan Construction Limited
  c. State your name
  d. May I help you?
- The proper procedure for answering an inside line is optional.
- If the person is not available, be sure to leave a message in that person's voice-mail box or leave a message on their desk.

Personal Long Distance Calls:

- You may not use the Company phones to make any personal long distance phone calls (excluding emergency calls).
- Long distance calls must be made "Collect" to the person receiving the call or charged to your personal credit card or calling card.
- We ask that these calls be brief and that this policy not be abused.
FAXES:

The Elan Construction Limited fax system is a valuable business communication network that is not to be used for personal use.

- Do not use and do not give out the Company's fax number for personal use.
- Do not use the Company's fax equipment for personal use.

MAIL:

The Elan Construction Limited mail system is a valuable business communication network that is not to be used for personal use.

- Do not use the Company's address to receive personal mail.

PERSONAL USE OF OFFICE SUPPLIES AND EQUIPMENT:

The Company understands that from time to time, you may need to use Company equipment for personal use; however, care should be taken not to abuse our systems or resources and any personal use should be limited.

- This includes using the Internet for personal research during lunch/breaks.

SOLICITATIONS, CAMPAIGNING, CANVASSING, ETC:

In order to maintain a professional working environment, Elan Construction Limited has established the following guidelines regarding soliciting, campaigning, canvassing and distributions.

- Solicitations for funds, memberships or individual commitment to outside groups or the distribution of literature for any purpose is prohibited and is cause for disciplinary action.
- Elan Construction Limited does not permit employees to solicit other employees for any purpose during working time. This also includes breaks or meal times.
- Under no circumstances is the posting or distribution of political literature permitted in the building or around Company premises.
- Outside distributors or vendors who are promoting products and services that are not related to Company business are prohibited from soliciting at Elan Construction Limited during working time.
- Incidents of any of the foregoing should be reported to Management immediately.
Exceptions:

- Solicitations for outside charities are not permitted, unless *Elan Construction Limited* wishes to support a specific community fund. Any employee contributions are entirely voluntary.

Items for Sale:

- You may use the bulletin board(s) in the cafeteria to offer personal items for sale (e.g. a car or sofa) in accordance with the Company’s policy regarding *Bulletin Boards* (see "Bulletin Boards" on page 66).
- You may not sell any items belonging to someone else or produced by a profit-making organization (such as Tupperware, Avon or Partylite, etc.).
- You may sell merchandise for a not-for-profit organization (e.g. Girl Guide Cookies), as long as you do not pressure your fellow employees to purchase.

GAMBLING:

Gambling on Company premises is strictly prohibited.

- Non-compliance with this policy will be subject to disciplinary action up to, and including, termination of employment.

REIMBURSEMENT OF EXPENSES:

*Elan Construction Limited* will pay for all reasonable expenses incurred by employees while doing business for the Company.

- *Elan Construction Limited* does not pay any personal expenses.
- When incurring business expenses you are expected to:
  - Exercise good judgment with respect to all expenses.
  - Spend the Company’s money carefully and judiciously
  - Check for accuracy of the bills and other documents before paying or accepting them.
- All expenses must be pre-authorized by your Supervisor and receipts are required before any expenses will be reimbursed.
BUSINESS TRAVEL EXPENSE:

**Elan Construction Limited** will reimburse employees for reasonable business travel expenses incurred while on assignments away from the normal work location.

- All business travel must be approved in advance by your immediate Supervisor.
- Once your travel plans have been approved, you should make all travel arrangements through the Company’s designated travel agency.
- When approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by **Elan Construction Limited**.
- You are expected to limit expenses to reasonable amounts.
- If you are involved in an accident while traveling on business, you must promptly report the incident to your immediate Supervisor.
- Vehicles owned, leased, or rented by **Elan Construction Limited** may not be used for personal use without prior approval.
- When travel is completed, you should submit completed travel expense reports within 30 days. Reports should be accompanied by receipts for all individual expenses and approved by their Supervisor.
- Contact your Supervisor for guidance and assistance on procedures related to travel arrangements, expense reports, reimbursement for specific expenses, or any other business travel issues.
- Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred, can be grounds for disciplinary action, up to and including termination of employment.

BLOOD DONATION POLICY:

**Elan Construction Limited** fully supports the work of the Canadian Blood Services.

- If you are called by the Canadian Blood Services to donate blood, you will be allowed time off, with pay, to do so.
- If you wish to give blood but are not contacted specifically by the Canadian Blood Services, it is expected that you do this on your own time.
- You are expected to return to work after completion.

*Payment will be made at the regular rate for the time required during normal hours of work if and only if you are called by the Canadian Blood Services in the case of an emergency.*
PRESS RELEASE POLICY:

In order to have a consistent point of contact with the media, Elan Construction Limited has established the following guidelines:

- The Company does not authorize any employee to release information to the press and/or broadcast media.
- All requests for information must be passed on to the President.

EXPRESSION OF SYMPATHY POLICY:

Elan Construction Limited wishes to offer support to those employees who have suffered a loss.

- The Company will send an expression of sympathy to the affected employee or to the employee's immediate family.
- If you wish to make an additional donation or contribution, the Company will recognize and assist these efforts (bulletin boards, memos, etc.) in this collection but will not be responsible for the collection.

OFFICE MAINTENANCE AND SUPPLY:

Each of us is expected to keep our own work areas organized and to clean up after ourselves when using the staff facilities, washrooms and meeting rooms. From time to time, however, we need to call on someone to help with specific maintenance needs.

- For maintenance to coffee makers, water coolers, refrigerators and for kitchen supplies (paper towels, sweeteners, cream, etc.), contact the Receptionist.
- For maintenance to photocopiers, furniture and other business equipment, contact the Office Manager.
- To inquire about heat, air conditioning, electrical, cleaning and other building services, contact the Office Manager.

Supply Cabinets:

- You may take supplies as required.
- If you deplete an item or feel that it should be restocked, notify the Receptionist.
**HOUSEKEEPING:**

**Elan Construction Limited** asks all employees to do their part in keeping our workplace clean and healthy.

**JOB SITE:**

- Good housekeeping is very important. A clean and tidy Job Site is a better and safer place to work and is essential to the quality of our products.
- The cleanliness of the Job Site is directly affected by your daily efforts to keep your work area clean and tidy.
- Good housekeeping is one of the basic rules of accident prevention. Only you can keep your Job Site safe and clean by good housekeeping.

**OFFICE:**

- You should try to keep your work area neat and tidy with all paperwork off the desk at night.
- Ledgers, invoice copies, computer print-outs, etc. must be filed in their designated area each night.
- All confidential reports must be filed in locked cabinets and may be used only by authorized employees.
- Food should not be consumed at desks except for hot/cold beverages. Meals should not be eaten in work areas.

**LUNCHROOM(S):**

- The tidy upkeep of the lunchroom is the responsibility of each person that uses this room.
- All employees should use the Lunchroom to consume food. Food should not be consumed in the Reception and Board Room area(s).
- Lunch periods are to be staggered among employees to ensure that all departments are properly attended.
- The lunchroom(s) are located in each field office.
- A refrigerator and microwave are available for you to use if you choose to bring your own food. All employees are asked to remove unused items in a timely manner.
- Free coffee is available to all employees.
- Juice and water are also available in the fridge for all employees.
**WASHROOMS:**

*Elan Construction Limited* asks all employees to do their part in keeping the washrooms tidy and healthy.

- Washrooms must be kept tidy and clean at all times.

**RECYCLING: REDUCE! REUSE! RECYCLE!**

*Elan Construction Limited* supports environmental awareness by encouraging recycling and waste management in its business practices and operating procedures. The simple act of placing a piece of paper, can, or bottle in a recycling container is the first step in reducing demand on the earth's limited resources. Success of this program depends on active participation by all of us. Employees are encouraged to make a commitment to recycle and be a part of this solution.

- This support includes a commitment to the purchase, use and disposal of products and materials in a manner that will best utilize natural resources and minimize any negative impact on the earth's environment.
- Special recycling receptacles have been set up to promote the separation and collection of the following recyclable materials at *Elan Construction Limited*:
  - Computer paper
  - White high grade or bond paper
  - Ledger paper
  - Mixed or coloured paper
  - Newspaper
  - Plastics
  - Glass
  - Aluminum
  - Brown paper bags
  - Corrugated cardboard

*Elan Construction Limited* encourages reducing and, when possible, eliminating the use of disposable products. Source reduction decreases the consumption of valuable resources through such workplace practices as:

- Communication through computer networks with e-mail rather than posting memos for all employees
- Two-sided photocopying
- Computerized business forms
- Routing slips for reports
- Minimum packaging
- Eliminating fax cover sheets
- Reusing paper clips, folders, and binders
- Reusing packaging material
- Reusing wooden pallets
- Turning off lights when not in use whenever possible
If you are responsible for purchasing materials for your department or area, you are encouraged to purchase products for the workplace that contain recycled or easily recyclable materials. Buying recycled products supports recycling and increases the markets for recyclable materials.

By recycling, Elan Construction Limited is helping to solve trash disposal and control problems facing all of us today.

If you have any questions or new ideas and suggestions for the recycling program, please contact the Office Manager.
Personal safety is an important issue for all employees to consider. Common sense and good judgment should be used at all times.
COMPANY SECURITY:

The security of Elan Construction Limited employees and Company/employee property is of vital importance. All employees share responsibility to ensure that proper security is maintained.

- Any breach of security should be reported promptly to your Supervisor and the Office Manager.
- No unauthorized people are allowed in the Server Room.
- No unauthorized people are to be admitted through any doors leading to the non-public areas of the Company.
- All confidential reports must be filed in locked cabinets and may be used only by authorized employees.
- No files, documents, papers or computer stored data of any kind may be taken off the premises without verbal and/or written authorization from your Supervisor.
- No Company and/or customer files, documents, papers or computer stored data of any kind may be reproduced or transmitted in any form or by any means, electronic or mechanical, including recording, photocopying or information storage and retrieval systems, for any purpose without the verbal and/or written authorization of your Supervisor.
- All non-public doors must be locked.

Entrance and Exit Policy:

- All employees must advise reception when they leave the site, where they will be and when they will be returning.

Visitors:

- Visitors are allowed in the non-public areas only with permission from the office or when accompanied by an authorized person.
- All visitors are required to report to the field office and will be escorted within the job site by an authorized employee.
- Any visitors will be provided with required safety equipment (e.g. Hard hat, vest, etc.) for access to areas where applicable.

Entry at Unauthorized Time:

- All Job Site employees must have approval from their Supervisor before entering the job site if it is not their regular shift.

Restricted Areas:

- Admission to the Server Room is restricted to Management.
- Any other visitor must be specifically approved by the President or his authorized person in charge.
FIREARMS • EXPLOSIVES • WEAPONS:

The possession or carrying of firearms, explosives and/or weapons, including but not limited to guns, starting pistols, flare pistols, and any pocket or hunting knife(s) is strictly prohibited on Company property.

- If you are found to be in possession of any of the above on Company property (inclusive of inside a car parked on Company property), you will be immediately terminated for cause.

EMPLOYEE FILES:

- It is important that Elan Construction Limited keep accurate employee files for your benefit and to comply with government regulations.
- The collection, use and disclosure of an employee's personal information by the Company will be protected by and dealt with in accordance with the Personal Information Protection Act (PIPA) or the Personal Information Protection and Electronic Documents Act (PIPEDA) as applicable by Federal and Provincial Legislation.
- Please keep your confidential files up to date by notifying the Office Manager of all changes concerning the following:
  - Address and telephone number
  - Person to be notified in case of emergency
  - Legal name
  - Marital status
  - Number of dependants for income tax exemptions
  - Beneficiary (i.e. insurance)
  - Education and/or degrees
  - Known drug allergies or illnesses (for emergency situations)
- You are permitted to examine your personal file. If you wish to do so you may set up an appointment with the Office Manager. Documents obtained through an agreement of confidentiality, such as letters of reference may be excluded from examination by employees.
- You may not remove any documents from the file for photocopying or for any other purpose. If you wish to have a copy of a document, speak to the Office Manager.
- If you wish to correct any information recorded in your file, you should complete the appropriate form (e.g. for pension, insurance) and forward it to the Office Manager. The Office Manager will inform you of any action taken.
- Outside organizations such as banks, retail stores, and finance companies may, upon your request and written authorization, receive appropriate information from your employee file.
- Elan Construction Limited is required to retain employment records for at least three (3) years from the date the record is made.
Your employee file may consist of:

a) Your employment application, resume, letter of acceptance, etc.
b) Your wage, salary and work history.
c) Personal information - hire date, birth date, information for pay deductions, address, home phone number, etc.
d) Names of people to contact in case of an accident or illness while at work.
e) Awards, commendations, and disciplinary history.
f) Attendance records.
g) Benefit information.
h) Performance evaluations.
i) Work incident reports or warnings. Notices (warnings, etc.) are not removed from your file during the duration of your employment with our Company.

Alberta’s Freedom of Information and Protection of Privacy Act enables organizations to disclose an individual’s personal information without consent to public bodies that are authorized by legislation to collect such information.

RECORDS RETENTION/RECORDS MANAGEMENT:

Elan Construction Limited documents are an important asset. It is important that all e-mails, proposals, customer information files, employee files, etc. be maintained in secure, up-to-date files. The following guidelines should be noted:

- Regularly review your e-mail and paper documents. Purge duplicates and out-of-date copies.
- Create a filing system (both paper and electronic) to ensure easy access to important documents. Filing may be by date, project etc.
- Ensure that personal electronic folders are backed up regularly to prevent the loss of key information. Speak to the Technology team to find out more.
A primary goal of Elan Construction Limited is to conduct all operations as safely and efficiently as possible. To meet this goal, we are assigning the responsibility, authority, and accountability for safety to the Management and other personnel within their areas of operations. Everyone associated with our projects has the responsibility of performing their work in a safe and efficient manner and to report immediately unsafe conditions and acts to their Supervisor for correction.

*For further information, please consult the Elan Construction Limited’s Health & Safety Manual.*
GENERAL HEALTH AND SAFETY PHILOSOPHY STATEMENT:

It is our goal to have a safe and accident free workplace with the co-operation of all employees.

- We will provide information, instruction and supervision through orientation, training sessions and on the job instructions with the intent to inform, educate and protect our employees from all health and safety hazards in the workplace.
- We will strive to eliminate all foreseeable hazards in the workplace.
- We will give support and assistance to our Joint Work Site Health and Safety Committee at all times.
- We will provide the proper safety equipment and materials to all employees and train all employees in the proper use of such equipment.
- We will respect our employees’ right to know about any potential hazards to which they may be exposed.
- We will respect our employees’ right to refuse work that they believe is dangerous to either their own health and safety, or to that of others.
- We will respect the right to stop work by a “certified” member of our Joint Work Site Health and Safety Committee.
- We will respect and encourage our employees to be part of the process of identifying and resolving workplace health and safety concerns.
- We encourage all employees to report all health and safety hazards immediately.
- No penalties, suspensions or disciplinary action will be taken over legitimate health and safety concerns of our employees in our workplace.
STAFF RESPONSIBILITY FOR HEALTH & SAFETY:

Senior Management:
Senior Management is responsible for:

- Overall responsibility for policy and planning.
- Review of control information.
- Responsibility / Authority delegation.
- Active support.
- Hold Supervisors (deemed as "competent persons" as defined under the Occupational Health and Safety Act) accountable.

Competent Persons: Must be qualified, have thorough knowledge, training and experience to organize the work and its performance; be familiar with the Act and the regulations that apply to the work being performed in the workplace; and know about any actual or potential danger to health and safety in the workplace.

Supervisors:
Supervisors are responsible for:

- Training.
- Supervision to ensure correct working procedures.
- Informing employees of health & safety rules and personal protective equipment.
- Communication of hazards and control procedures.
- Employee consultation.
- Information feedback to Joint Work Site Health & Safety Committee.
- Co-operation with Joint Work Site Health & Safety committee members.
- Holding accountable those Managers, Supervisors and employees reporting to them.

All Employees:
All employees are responsible for:

- Reporting of hazardous conditions or any unsafe work procedures.
- Reporting of all accidents.
- Compliance with Company rules and procedures.
- Compliance with all procedures and requirements of the Alberta Occupational Health and Safety Act.
- Reporting injuries to their immediate Supervisors, no matter how minor.
- Using and operating machinery, etc. only as authorized.
- Co-operation with Health and Safety committee members.
- Wearing personal protective equipment as required.
- Being responsible for the condition of all personal safety equipment issued in the course of their work.
- Keeping the working area in a clean and orderly fashion. This responsibility extends to the lunchrooms, washrooms, parking areas and common worksites.
- Inspecting their work area and equipment on a daily basis, prior to starting work or when requested.

**Joint Work Site Health & Safety Committee:**

The Health and Safety Committee is responsible for:

- Making recommendations on Health and Safety issues. (The Alberta *Occupational Health & Safety Act* does not require that all workplaces establish a Joint Work Site Health and Safety Committee. Joint Work Site Health and Safety Committees are only mandatory for those employers and work sites required by Ministerial Order to have a committee. For all other work sites, the establishment of a committee is voluntary.)
- Posting names of Committee Representatives on the bulletin boards and encouraging employees to discuss any potentially hazardous or dangerous situations with them.

**DUTIES OF THE JOINT WORK SITE HEALTH & SAFETY COMMITTEE:**

The Alberta *Human Resources and Employment, Workplace Health and Safety* (WHS), monitors compliance with the *Occupational Health & Safety Act* and associated regulations.

The duties of the Joint Work Site Health and Safety Committee are as follows:

- The committee must inspect the workplace regularly as required under WCB regulations. Other employees, as well as the Company must give the Committee any information and assistance needed to carry out these inspections.
- If Elan Construction Limited intends to do testing of any kind, in or about the workplace and related to occupational health and safety, the Committee has the right to be consulted before the testing takes place. The Committee may also be present at the beginning of such testing.
- The Committee has the power to make recommendations to Elan Construction Limited on ways to improve workplace health and safety. The Company must respond, in writing, to any written recommendations within 21 days.
The Joint Work Site Health and Safety Committee must be present at the investigation of work refusal. If an employee is killed or critically injured on the job, the Committee has the obligation to inspect the scene of the accident and any machine, equipment, substance, etc. that may be connected with the accident.

The Joint Work Site Health and Safety Committee is entitled to request the annual summary of information from the WCB about compensation claims related to the workplace of the Company. This information includes:

- Number of fatalities
- Number of lost-time injuries
- Number of work days lost
- Number of injuries requiring medical aid but did not involve lost work days
- Incidence of occupational illnesses
- Number of occupational injuries

The Committee may from time to time come across confidential information. The Joint Work Site Health and Safety Committee may not:

- Disclose any information about any workplace test or inquiries conducted under the Act or regulations.
- Reveal the name of any person from whom information is received.
- Disclose any secret or trade information, etc.
- Disclose the results of any medical examinations or test of employees in a way that identify the individual(s).

CONTRACT EMPLOYEE'S RESPONSIBILITY:

Each contract employee will be expected to take an active role in our Health and Safety Program and take on the same responsibilities of "All Employees."

- Each contract employee (i.e. student or casual worker), will be given an orientation prior to commencing work and will be given the same safety information as a regular new hire.
MANAGEMENT SUPPORT:

Our Management Team supports our Health and Safety Committee and has instructed our Committee to:

- Identify and assess potential unsafe conditions in our workplace.
- Make recommendations to Management for the improvement of the health and safety of all employees.
- Review and make recommendations to Management regarding the ongoing maintenance and monitoring procedures of all health and safety issues in the workplace.
- Assist with hazard identification and control reports, inspection reports and incident investigation reports and, where appropriate, make recommendations.
- Physically meet and then inspect the workplace at regular intervals as required under the governing provincial regulations.

EMPLOYEE INJURY:

- ALL ACCIDENTS; however minor, which occur on the job, MUST be reported to your Supervisor immediately.

  If we don't know of your accident, we cannot file a report on your behalf and if your accident is serious enough to require medical benefits, you may lose out on your opportunity to obtain any benefits that would normally be due to you.

  Even a minor cut or scratch can become infected, therefore; we must stress the need to report every accident.

- Elan Construction Limited will provide to the injured employee(s) who are in need of it, transportation to a hospital, a physician or the employee's home.
- Alternative Work: Depending on the nature of an injury, the Company will determine if alternative work can be made available on a temporary basis to prevent the employee from "lost time".
- Elan Construction Limited provides protection against job-sustained injuries or loss of work through Insurance Programs with the cost of these payments being paid entirely by the Company. All medical, hospital and surgical expense for job-sustained injuries are covered under this insurance.
- When an injury (whether an employee or not) results in critical injury or death, Elan Construction Limited must immediately notify an Inspector at the nearest Ministry of Labour office, the Joint Work Site Health & Safety Committee via telephone or fax. Further, within 48 hours the Company must notify a Director of Ministry of Labour in writing providing the circumstances of the occurrence and any information that may be relevant.
ERGONOMIC-RELATED INJURIES:

At Elan Construction Limited we support good ergonomic work habits and equipment. Statistics show that poor posture, repetitive strain and awkward movement can, over time, lead to musculoskeletal injury and pain. If you believe your work station or the physical demands of your job are causing undue strain, please report this immediately to your Supervisor.

WORKERS COMPENSATION BOARD:

Alberta Human Resources and Employment, Workplace Health and Safety (WHS), monitors compliance with the Occupational Health & Safety Act and associated regulations.

- To provide compensation to employees who sustain personal injury by an accident arising out of and in the course of their employment or who are disabled by specified industrial diseases.
- The cost of this compensation is borne by the Company, which pays an assessment to a government fund.
- Compensation and medical aid to injured employees are paid by the Alberta Workers Compensation Board out of this fund.
- The number of persons employed and the seriousness and frequency of accidents in the Company determines the amount of the Company's assessment.

Summary of Workers Compensation Board:

- Any injury; however slight, is to be reported to your Supervisor or the First Aid Supervisor immediately. Payments from the Workers Compensation Board may be jeopardized unless an injury is reported properly.
- When an injury requires a doctor’s care, secure from the Company’s First Aid Supervisor a form and give it to your doctor for completion.
- If an employee thinks that they will be off work for one working day due to an industrial accident, they should make certain that the First Aid Supervisor completes "Employer’s Report of Injury or Occupational Disease".
- When an employee returns to work, they should notify the First Aid Supervisor immediately so that an "Employer's Subsequent Statement", may be completed.
- Manager of the night shifts must report all accidents to the First Aid Supervisor. The Manager must also notify the First Aid Supervisor of the date and time when such an employee returns to work.
- An employee on Compensation being treated by a doctor may not transfer their case to another doctor without the approval of the Workplace Safety & Insurance Board.
Compensation is allowed when a disability extends beyond a one working day waiting period. When a disability extends beyond the waiting period, compensation is payable from the commencement of the disability.

Compensation is not paid when an accident is attributed solely to the serious and wilful misconduct of the employee and does not result in death or serious disablement.

Prompt submission of reports will avoid delay in receiving compensation.

Approval for payment of a claim is entirely the decision of the Workers Compensation Board.

Detailed information on Workers Compensation Board may be obtained from your Human Resources Department.

WORKPLACE HAZARDOUS MATERIALS (WHMIS):

WHMIS was designed to advise all employees in Canada of the nature of the products with which they are working.

<table>
<thead>
<tr>
<th>WHMIS Symbols</th>
<th>Management is committed to comply with all WHMIS legislation and will:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class A</td>
<td>Label containers storing hazardous products or controlled products;</td>
</tr>
<tr>
<td>Compressed Gas</td>
<td>Provide and have on hand up-to-date Material Safety Data Sheets. (MSDS)</td>
</tr>
<tr>
<td></td>
<td><strong>MSDS</strong> - A document provided by the supplier of hazardous materials which contains descriptive and precautionary information about the material.</td>
</tr>
<tr>
<td></td>
<td>Provide WHMIS training to all new employees who will be working with hazardous materials and to ensure that all employees that are working with controlled products are notified of all updates and/or changes.</td>
</tr>
<tr>
<td>Class B</td>
<td><strong>WHMIS is a system that:</strong></td>
</tr>
<tr>
<td>Flammables &amp;</td>
<td>Provides you with information about hazardous materials (chemicals)</td>
</tr>
<tr>
<td>Combustible</td>
<td>Ensures you that all information is consistent throughout Canada.</td>
</tr>
<tr>
<td>Material</td>
<td></td>
</tr>
</tbody>
</table>
### Class C
**Oxidizing Materials**

**What you should know:**
- If you are working with controlled product(s), you should know the hazardous symbols and what they mean.
- All products containing hazardous materials must have a Material Safety Data Sheet which gives details about the ingredients in the materials, the potential hazards of the product and the treatment if the product is abused or misused.
- At the present time, our Company uses products that require a MSDS Sheet.

### Class E
**Corrosives**

- Our Material Safety Data Sheets are kept on the safety bulletin board.
- Do not use any products with a hazardous symbol unless you are familiar with the Material Safety Data Sheet.
- **Never mix products together which contain hazardous symbols on their label.**
- Report to your Supervisor immediately if you find a product with a label that has been removed, defaced or has become unreadable.

### Class F
**Dangerously Reactive Material**

- D1 Immediate & Toxic Effects
- D2 Other Toxic Effects
- D3 Biohazardous Infectious Material
MATERIAL SAFETY DATA SHEETS - UPDATES:

Under WHMIS regulations, any controlled substance must have an accompanying Material Safety Data Sheet (MSDS) that is no more than three (3) years old.

- **Elan Construction Limited** audits its MSDS file annually to ensure full compliance with this regulation.
- If new, significant information becomes available before the three (3) years has elapsed, the Company will update the product label and MSDS at that time.
- If there is no new information on the ingredients by the end of the three-year period, the Company will review the MSDS and the label for accuracy, revise it where necessary and revise the preparation date on the MSDS.
- This Policy does not apply to substances not controlled under WHMIS.

FIRST AID:

The Company provides several first aid stations (boxes) that can accommodate minor ailments and injuries that may occur while on the job. Our several stations are located at each Job Site and one (1) in the office. It is your responsibility to become familiar with these locations.

- A list of employees, certified in First Aid/CPR, is posted on the Health and Safety bulletin board located in each field office.
- The Company encourages employees to take part in recognized First Aid Courses (St. John Ambulance or C.P.R. training) and in some cases will help offset the cost of training for such courses.

FIRE SAFETY:

**Elan Construction Limited** firmly believes that fire prevention is the responsibility of ALL EMPLOYEES. The following guidelines should be reviewed carefully and followed in the event of a fire emergency.

- All employees are required to be familiar with "fire procedures" and safety regulations. These procedures are also posted on the bulletin boards around the building.
- Basic procedures in case of fire will be explained to all new employees by their Supervisors.
  - Fire extinguishers have been installed throughout our facilities.
  - If you notice signs of fire, sound the alarm and get assistance immediately.
- Warn people in the immediate area and look for anyone in danger.
If the fire alarm is activated, stay calm, evaluate the situation, go to your work
station and/or evacuate the building immediately, if required.

- Close all doors as you leave.
- Remove high heeled shoes.
- Assist anyone having difficulties exiting the building.
- Proceed to ground level and exit the building.
- If your clothing catches fire, don't run .. STOP, DROP and ROLL.
- In heavy smoke, take short breaths through your nose, stay low, and crawl if
  necessary. Do not stop. There is less smoke at floor level.
- Remember to keep all exits clear at all times.
- Practice Drills are part of the Emergency Plan.

**HANDLING EQUIPMENT (OFFICE AND OTHER MACHINERY):**

- All employees working with equipment are expected to follow the instructions
given to them by their Supervisors and to wear any safety devices necessary.
- Never operate equipment of any kind unless you have been trained and are
  authorized to do so.
- Before cleaning or servicing any electrical equipment or machines, you must
disconnect it from the power source. Shut down and lock out.

**SAFETY GUIDELINES:**

- Few rules are more important than those established to ensure safety. The goal
  of these guidelines is the well being of all employees. Safety ranks equally with
  quality, production, sales and costs.
- Safety rules exist for the essential purpose of guarding and protecting
  employees from possible physical harm, loss of time and reduced earnings.
- The Company agrees to maintain proper standards of safety, health, sanitation
  and working conditions in the workplace and the employees shall co-operate in
  the observance of all safety and health rules.
- "Safety Rules" are for your protection and you must abide by them at all times.
  Failure to do so will result in disciplinary actions which may vary from a verbal
  warning to immediate termination for cause.
- Employees are encouraged to report any health or safety concerns to their
  Joint Health & Safety Committee Representative.
- The following rules are in addition to the obligations imposed by governing
  occupational health and safety legislation.
SAFETY RULES:

- Hard hats and safety boots shall be worn on the job by construction personnel.
- Clothing shall be appropriate to duties being performed.
- Safety glasses, goggles or face shields shall be worn when concrete breaking, metal chipping, welding, grinding and for other operations where eye protection is required.
- Possession or use on the construction site of alcoholic beverages or unauthorized drugs, or being under the influence of alcohol or drugs when arriving on-site, is strictly forbidden.
- Horseplay, fighting, running, inappropriate behaviour are strictly forbidden.
- Riding on equipment is prohibited. No person shall ride any hook, hoist or other material handling equipment which is used strictly for handling material and not specifically designed to carry riders.
- Smoking is permitted only in designated areas.
- Hand tools shall not be used for any purpose other than that intended. All damaged parts shall be promptly repaired or replaced.
- Power tools shall be operated with guards furnished by the manufacturer "in place".
- All electrical hand tools shall be grounded or double insulated.
- Explosive/powder actuated tools shall be used only by persons who have been instructed and trained in their safe use.
- Compressed gas cylinders shall be secured in an upright position.
- Welding and burning operations shall be carried out only by authorized personnel with appropriate individual protective equipment.
- Accidents, injuries or 'near misses' regardless of their nature, shall be promptly reported to job superintendents.
- Company vehicles driven by Elan personnel only with valid driver's license.
OFFICE ENVIRONMENT SAFETY RULES:

The following is a general listing of some of the important office environment safety rules of the Company. An employee should not consider this list to be an all-inclusive listing of all of the safety rules and procedures; and is in addition to the general safety rules previously listed, of the Company.

- Any incident involving personal injury or damage to material, equipment or structure must be reported to a Supervisor immediately.
- Running, horseplay, scuffling, or fighting on Company property will not be tolerated.
- No employee shall report to work under the influence of intoxicants, narcotics or alcohol, nor shall any employee report to work in possession of any such substance or any harmful or dangerous weapons.
- Main aisles, emergency exits and areas surrounding fire extinguishers will be kept free of all obstacles.
- Be aware of the location of fire extinguishers and know how to use them.
- Each employee is expected to maintain a clean and workable area in compliance with Company housekeeping standards.
- File and desk drawers are not to be left open when unattended.
- Do not open more than one (1) drawer at a time.
- Do not keep heavy objects on top of tall filing cabinets.
- Avoid overfilling cabinets to prevent paper cuts and staple cuts.
- No cords are to be strung across the floor between desks.
- Spills and tracked-in snow or rain are to be cleaned up.
- Carpets and rugs are to be secure.
- Chairs and equipment are to be put into their proper place.
- Do not carry loads that obstruct vision.
- Visitors should be made aware of and instructed to comply with safety rules.
MANUAL LIFTING:

- Use your best judgment and common sense when lifting, lowering or moving objects.
- When lifting, lowering or moving objects, you must do so in a safe manner. Protect your back. Keep back straight (not vertical), bend knees and lift, lower, push or pull with your legs.
- Get assistance if the object weighs more than 30 kg (66 lbs.). If you feel uncomfortable or unable to lift an object, seek the assistance from a second employee (even if the object weighs less than 30 kg (66 lbs.).
- When an object weighs more than 30 kg (66 lbs.) and must be moved:
  - Seek the assistance of a second employee;
  - Use a suitable lifting device such as a tow motor or pallet truck;
  - In the case of chemicals, make sure you are aware of the contents (MSDS) and split the contents into container(s) not to exceed 30 kg (66 lbs.)
Our success depends on employee performance. Your Supervisor will set out performance expectations and will give you regular feedback about how you're doing. In cases where an employee's performance is unacceptable, a process of progressive discipline will be followed. All facts are carefully reviewed and you are given a full opportunity to explain your conduct before any decision is made.
PROGRESSIVE DISCIPLINE:

Progressive discipline is a process for dealing with job-related behaviour that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists.

Elan Construction Limited will follow a pattern of progressive discipline for any infraction against the Company, Management, or other employees.

This will consist of a 4 step process:

1. **Verbal Counselling Session** - This meeting is designed for you and your Supervisor to discuss the incident, the reasons for its occurrence and explore possible solutions.

2. **Written Warning Report** - Provides a summary of the incident, a review of any verbal counseling meetings, an action plan with timelines and next steps.

3. **Second Written Warning Report** - Provides a follow-up to the initial written warning, with strict action plan, timelines and further consequences.

4. **Termination** - Managers are required to work closely with the Office Manager when planning any terminations.

Employees are cautioned that a very serious breach of discipline amounting to gross misconduct will result in immediate termination of employment (without notice or warning), or some other disciplinary action other than that outlined above. Gross misconduct includes, but is not limited to, the following:

- Extremely insubordinate or insolent behaviour
- Theft
- Fraud
- Violence
- Harassment
- Conduct which would have the effect of bringing **Elan Construction Limited** into disrepute
WHEN INVOLVING SAFETY VIOLATIONS:

At Elan Construction Limited, nothing is more important to us than the continued health, safety and wellbeing of our employees, contractors, customers and visitors. For this reason, we take health and safety concerns very seriously. Specifically, serious contraventions of our Health and Safety Policy, as well as any horseplay or careless, reckless, insubordinate or dangerous conduct which has the potential to endanger the health and safety of yourself or others will not be tolerated. Therefore, serious health and safety infractions may justify disciplinary sanctions which go beyond the initial levels in the Progressive Discipline Scale, possibly up to and including termination of employment.

Such discipline will be at the discretion of Management, based on discussions with the Office Manager regarding the incident. Where we feel this type of discipline is warranted, all facts will be carefully reviewed and you will be given a full opportunity to explain your conduct before any decision is reached. All discipline levels followed will be documented and a copy will be kept in your employee file.

DOCUMENTED DISCIPLINE REPORTS:

It is important that the employee who receives a warning, but who improves thereafter, not be constantly in fear of further disciplinary action based on antiquated reports. As a result, the following guidelines should be followed:

- Although a written warning which is more than a year old shall remain a part of your permanent employee record, no written warning which is a year old shall be used as a basis for future disciplinary action, except written warnings which are issued for poor attendance and safety violations.
- It is important to remember that the purpose of issuing "written warnings" is not to precipitate your discharge, but to:
  - Inform you that you are not meeting the required standards of employment,
  - Formally recommend procedures that must be followed and
  - Formally relate the consequences to you if these recommendations are not followed.
SUPPLEMENTARY UNACCEPTABLE PERFORMANCE / DISCIPLINE

The following list is not and cannot be comprehensive. This does not preclude the principle that both the employer and the employee can terminate the employment relationship at any time, with notice (legal restrictions excluded). Elan Construction Limited representatives may also use their own discretion when faced with employee misconduct, and are; therefore, not limited to the items and steps as set forth below.

The following are examples of such infractions which cannot be permitted:

1) Immoral, disorderly (horseplay) or indecent conduct, including use of abusive, profane or threatening language. (Step 1)

2) Wilful disregard for Company safety or property. (Step 1)

3) Malicious or careless destruction of Company property including writing on or defacing of walls or partitions. (Step 1)

4) Soliciting for cause, or collection of funds of any kind, during business hours on Company premises. (Step 1)

5) Surly (arrogant) or belligerent (fighting) attitude. (Step 1)

6) Failure to maintain a neat and clean appearance, departure from accepted conventional modes of dress or personal grooming, wearing improper or unsafe clothing. (Step 1)

7) Excessive absence or tardiness. (Step 1)

8) Not completing required paperwork and reports by the requested deadline. (Step 1)

9) Washing or preparing to leave before the end of your shift. (Step 1)

10) Failure to practice quality manufacturing procedures. (Step 1)

11) Parking in unauthorized areas. (Step 1)

12) Smoking in unauthorized areas. (Step 1)

13) Making unauthorized promises to customers that places the Company in a compromising position. (Step 1)

14) Interfering or assisting employees in other departments to the detriment of your own work without authorization from your Supervisor or upper Management. (Step 1)

15) Failure to observe or follow safety procedures. Failure to wear required safety equipment. (Step 1 and 2)

16) Tampering with any safety device. (Step 1 and 2)

17) Leaving your work area or the work place at unauthorized times without permission. (Step 1 and 2)

18) Engaging in behaviour designed to create discord and lack of harmony, or fully restricting work output or encouraging others to do the same. (Step 1 and 2)
19) Spreading rumours, making anti-Company remarks or displaying an anti-Company attitude. (Step 1 and 2)

20) Insubordination towards members of Management. (Step 1 and 2)

21) Lying about sick leave, misrepresentation on application, falsifying reasons for leave of absence. (Step 1 and 2)

22) Unauthorized use of Company equipment or property. Using equipment for personal use or profit. (Step 1 and 2)

23) Unauthorized removal of equipment or documents from the premises. (Step 1 and maybe 3)

24) Alteration of time sheets, records or documents: altering another person's time records or causing someone to alter your own records. (Step 1 and/or 4)

25) Any employee reporting for work or found to be under the influence of alcohol, drugs or other controlled substances will be asked to desist from doing their work immediately. (Step 1 and 2)

26) Copying software from the Company computer system for any use. (Step 2)

27) Installing software into the Company computer system. (Step 2)

28) Purposely, installing infected (viruses) software into the Company computer system(s). (Step 4)

29) Any employee found holding, selling or consuming drugs or under the influence of drugs on Company premises will be reported to the authorities. (Step 4)

30) Any employee who repeatedly reports to work under the influence of drugs or alcohol. (Step 4)

31) Any employee engaging in any illegal acts and/or acts of violence or making threats of violence toward anyone:
   - Fighting, (Step 4)
   - Holding and/or using and/or threatening to use a weapon(s) of any kind, (Step 4)
   - Negligent damage of property. (Step 4)

32) Any employee engaging in acts of theft or sabotage. (Step 4)

33) All employees, who knowingly delay production, produce waste, conceal defects and/or in general, are a detriment to the Company, will be dismissed - IMMEDIATELY.
Notes:
<table>
<thead>
<tr>
<th>Index</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>ABILITY AND APTITUDE TESTING: 36&lt;br&gt;ABSENTEEISM POLICY: 92&lt;br&gt;ACCOUNTING, AUDITING OR DISCLOSURE CONCERNS: 26&lt;br&gt;ACKNOWLEDGEMENT: III&lt;br&gt;ADOPTION OF AN EMPLOYEE'S CHILD: 102&lt;br&gt;ADVANCEMENT: 84&lt;br&gt;AIR TRAVEL: 153&lt;br&gt;ALCOHOL AND SUBSTANCE ABUSE: 54&lt;br&gt;APPENDIX: 163&lt;br&gt;APPENDIX: 151&lt;br&gt;APPLICANT INFORMATION INTEGRITY: 36&lt;br&gt;AWARDS PROGRAM: 61</td>
</tr>
<tr>
<td>B</td>
<td>BEREAVEMENT: 103&lt;br&gt;BIRTH OF AN EMPLOYEE'S CHILD: 103&lt;br&gt;BLOOD DONATION POLICY: 116&lt;br&gt;BUILDING EMERGENCIES: 180&lt;br&gt;BULLETIN BOARDS: 115&lt;br&gt;BULLETIN BOARDS: 66&lt;br&gt;BUSINESS TRAVEL EXPENSE: 116&lt;br&gt;BUSINESS TRAVEL POLICY BOOKLET: 152</td>
</tr>
<tr>
<td>Index</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>PAY ADVANCES: • 82</td>
<td></td>
</tr>
<tr>
<td>PAY DEDUCTIONS AND SET-OFFS: • 82</td>
<td></td>
</tr>
<tr>
<td>PAY EQUITY: • 32</td>
<td></td>
</tr>
<tr>
<td>PERFORMANCE MANAGEMENT • 139</td>
<td></td>
</tr>
<tr>
<td>PERSONAL HYGIENE: • 90</td>
<td></td>
</tr>
<tr>
<td>PERSONAL LEAVE: • 108</td>
<td></td>
</tr>
<tr>
<td>PERSONAL PROTECTIVE EQUIPMENT (PPE): • 185</td>
<td></td>
</tr>
<tr>
<td>PERSONAL USE OF OFFICE SUPPLIES AND EQUIPMENT: • 114</td>
<td></td>
</tr>
<tr>
<td>PERSONAL/BUSINESS TRAVEL: • 155</td>
<td></td>
</tr>
<tr>
<td>POLITICS AND GOVERNMENT: • 26</td>
<td></td>
</tr>
<tr>
<td>PORTABLE ELECTRONICS POLICY: • 70</td>
<td></td>
</tr>
<tr>
<td>POSITION (JOB) DESCRIPTION: • 83</td>
<td></td>
</tr>
<tr>
<td>PREFACE • I</td>
<td></td>
</tr>
<tr>
<td>PRESS RELEASE POLICY: • 117</td>
<td></td>
</tr>
<tr>
<td>PRIVACY: • 11</td>
<td></td>
</tr>
<tr>
<td>PROBATIONARY PERIOD: • 6</td>
<td></td>
</tr>
<tr>
<td>PROBATIONARY PERIOD: • 76</td>
<td></td>
</tr>
<tr>
<td>PROFESSIONAL DUES AND SUBSCRIPTIONS: • 61</td>
<td></td>
</tr>
<tr>
<td>PROGRESSIVE DISCIPLINE: • 140</td>
<td></td>
</tr>
<tr>
<td>PROMOTIONS: • 37</td>
<td></td>
</tr>
<tr>
<td>PROTECTING INTELLECTUAL PROPERTY AND USE OF COPYRIGHTED MATERIALS:</td>
<td>• 29</td>
</tr>
<tr>
<td>PSYCHOLOGICAL HARASSMENT: • 48</td>
<td></td>
</tr>
<tr>
<td>PUNCTUALITY: • 93</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>RACIAL OR ETHNIC HARASSMENT • 47</td>
<td></td>
</tr>
<tr>
<td>RECORDS AND REPORTING: • 25</td>
<td></td>
</tr>
<tr>
<td>RECORDS RETENTION/RECORDS MANAGEMENT: • 124</td>
<td></td>
</tr>
<tr>
<td>RECYCLING</td>
<td></td>
</tr>
<tr>
<td>REDUCE! REUSE! RECYCLE! • 119</td>
<td></td>
</tr>
<tr>
<td>REFERRAL BONUS PROGRAM: • 61</td>
<td></td>
</tr>
<tr>
<td>REIMBURSEMENT OF EXPENSES: • 115</td>
<td></td>
</tr>
<tr>
<td>RELIGIOUS ACCOMMODATION: • 88</td>
<td></td>
</tr>
<tr>
<td>REQUEST TO LEAVE WORK EARLY: • 91</td>
<td></td>
</tr>
<tr>
<td>RESERVISTS LEAVE: • 100</td>
<td></td>
</tr>
<tr>
<td>RESIGNATION: • 80</td>
<td></td>
</tr>
<tr>
<td>RESPECTFUL WORKPLACE POLICY: • 32</td>
<td></td>
</tr>
<tr>
<td>REST PERIODS: • 82</td>
<td></td>
</tr>
<tr>
<td>RETIREMENT: • 81</td>
<td></td>
</tr>
<tr>
<td>RIGHT TO REFUSE UNSAFE WORK: • 56</td>
<td></td>
</tr>
<tr>
<td>ROLES AND RESPONSIBILITIES: • 50</td>
<td></td>
</tr>
<tr>
<td>S</td>
<td></td>
</tr>
<tr>
<td>SAFETY GUIDELINES: • 135</td>
<td></td>
</tr>
<tr>
<td>SAFETY RULES: • 136</td>
<td></td>
</tr>
<tr>
<td>SALARY REVIEWS: • 83</td>
<td></td>
</tr>
<tr>
<td>SECURITY: • 121</td>
<td></td>
</tr>
<tr>
<td>SERIOUS OR LIFE THREATENING ILLNESSES: • 52</td>
<td></td>
</tr>
<tr>
<td>SEVERANCE PAY AND TERMINATION PAY: • 80</td>
<td></td>
</tr>
<tr>
<td>SEVERE WEATHER (EMERGENCY CLOSINGS) • 112</td>
<td></td>
</tr>
<tr>
<td>SEXUAL HARASSMENT: • 47</td>
<td></td>
</tr>
<tr>
<td>SICK DAYS: • 91</td>
<td></td>
</tr>
<tr>
<td>SILENT WITNESS POLICY (WHISTLEBLOWER): • 29</td>
<td></td>
</tr>
<tr>
<td>SMOKING POLICY: • 56</td>
<td></td>
</tr>
<tr>
<td>SOCIAL NETWORKING: • 181</td>
<td></td>
</tr>
<tr>
<td>SOLICITATIONS, CAMPAIGNING, CANVASSING, ETC: • 114</td>
<td></td>
</tr>
<tr>
<td>STAFF RESPONSIBILITY FOR HEALTH &amp; SAFETY: • 127</td>
<td></td>
</tr>
<tr>
<td>STATUTORY HOLIDAY PAY: • 88</td>
<td></td>
</tr>
<tr>
<td>STATUTORY HOLIDAYS: • 87</td>
<td></td>
</tr>
<tr>
<td>SUGGESTION SYSTEM: • 73</td>
<td></td>
</tr>
<tr>
<td>SUPPLEMENTARY UNACCEPTABLE PERFORMANCE / DISCIPLINE • 142</td>
<td></td>
</tr>
<tr>
<td>T</td>
<td></td>
</tr>
<tr>
<td>TELEPHONES: • 113</td>
<td></td>
</tr>
<tr>
<td>TERMINATION • GUIDELINES ARE AS FOLLOWS: • 79</td>
<td></td>
</tr>
<tr>
<td>TERMINATION ENTITLEMENT: • 79</td>
<td></td>
</tr>
<tr>
<td>TERMINATION OF EMPLOYMENT: • 77</td>
<td></td>
</tr>
<tr>
<td>THE CODE OF BUSINESS CONDUCT • 9</td>
<td></td>
</tr>
<tr>
<td>THE CODE OF BUSINESS CONDUCT: • 10</td>
<td></td>
</tr>
<tr>
<td>TIME OFF BENEFITS: • 64</td>
<td></td>
</tr>
<tr>
<td>TIME OFF TO VOTE: • 101</td>
<td></td>
</tr>
<tr>
<td>TIME SHEETS: • 83</td>
<td></td>
</tr>
<tr>
<td>TRAINING - EMPLOYEE RESPONSIBILITIES: • 58</td>
<td></td>
</tr>
<tr>
<td>TRAINING: • 58</td>
<td></td>
</tr>
<tr>
<td>U</td>
<td></td>
</tr>
<tr>
<td>UNREPORTED ABSENCE: • 93</td>
<td></td>
</tr>
<tr>
<td>USE OF CELLULAR PHONES WHILE DRIVING: • 68</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td></td>
</tr>
<tr>
<td>VACATION DEFERRAL: • 86</td>
<td></td>
</tr>
<tr>
<td>VACATION PAY ADVANCES: • 86</td>
<td></td>
</tr>
<tr>
<td>VACATION PLAN: • 84</td>
<td></td>
</tr>
<tr>
<td>VACATION SCHEDULES: • 86</td>
<td></td>
</tr>
</tbody>
</table>
VIDEO SURVEILLANCE POLICY: • 183
VIOLENCE AND HARASSMENT IN THE WORKPLACE: • 44
VOICE-MAIL: • 67

W

WAGE GARNISHMENT & CHEQUE CASHING: • 82
WAGES AND PAY: • 81
WASHROOMS: • 119
WEDDING DAY: • 109
WHAT TO DO IN CASES OF VIOLENCE OR HARASSMENT: • 50
WHEN INVOLVING SAFETY VIOLATIONS: • 141
WITNESS DUTY: • 105
WORKERS COMPENSATION BOARD: • 131
WORKPLACE HARASSMENT: • 46
WORKPLACE HAZARDOUS MATERIALS (WHMIS): • 132
WORKPLACE VIOLENCE: • 45
WRONGFUL HIRING: • 35
DISCLOSURE FORM

☐ I have listed below any present or anticipated financial, outside employment or other activities and any additional information that might constitute a conflict of interest or a violation of the Company’s Code of Business Conduct.

☐ At this time, I have nothing to disclose.

I understand that if any changes should occur, I will immediately complete a new Disclosure Form.

________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________

Name (please print):

______________________________

Signature:* 

______________________________

Date:

________________________________________________________________

* By signing this disclosure form, I also confirm that I have read, understood and agree to comply with the terms of our Company’s Code of Business Conduct that is outlined in our Employee Handbook.
Enclosed please find an assortment of Sample Policies for your review as requested. If you would like to use any of the enclosed policies, please return with your Working Copy to be included in your next copy.
Elan Construction Limited's travel policy is designed to ensure that Company business travel is managed in a cost effective manner while taking into account the convenience of the employee.

- The following guidelines are provided to guide the employees with respect to appropriate expenses while travelling on Company business. It is expected that all personnel apply these guidelines.
- It is anticipated that the person travelling on Company business will experience situations which are not covered herein. These situations will be dealt with accordingly on their own merit. All employees however, are expected to apply good judgement at all times with respect to travel expenses.
- It is the desire of Elan Construction Limited's to be fair with its employees and any problems will be handled with that view.
- In general, expenditures are authorized for, and employees will only be reimbursed for, actual and reasonable business expenses incurred. Appropriately documented expense reports must be completed by the employee and properly approved by the direct supervisor prior to reimbursement.
- Reimbursement will cover expenses for travel, lodging, meals, business entertainment and other business related activities.
- Travel reservations (air and rail tickets, car rental(s) and hotel reservations) should be made through the "Travel Co-ordinator" who will book through the travel agency designated. A "travel request" form is to be used for this purpose.
- Reservations made by Elan Construction Limited's employees for other than Company business must be settled directly with the agency by the employee. Elan Construction Limited assumes no responsibility for employee's personal transactions with the agency.
IN GENERAL:

- When travelling on Company business, employees should plan to use the most effective and efficient method of travel.
- **Elan Construction Limited**'s will accommodate the special needs of employees who are required to travel on Company business, e.g. appropriate additional expenses for employees requiring special accommodation.
- All business trips must be approved in advance with the proper authorities (by having a travel request form initialed).
- When employees do not use return trip tickets, they must return the unused portion to the travel agency (via the Travel Co-ordinator) as soon as possible for credit.
- Cancellation or changes of reservations or travel arrangements must be made promptly.
- In case of loss of air or rail tickets, travel agency must be informed immediately.
- Employees are expected to limit expenses to reasonable amounts. Personal hotel and meal expenses should not normally exceed **$120.00** per day.
- Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

AIR TRAVEL:

All air travel arrangements for employees are to be made through **Elan Construction Limited** authorized corporate travel agent to ensure that **Elan Construction Limited** receives the volume discounts it has negotiated.

- Because significant savings can be realized by making reservations in advance, all employees are requested that wherever possible, travel plans be made at least 14 days prior to departure. Only in emergencies should reservations be made less than 3 days prior to departure.
- From time to time, our travel agency will negotiate specific arrangements with certain airlines and all personnel may be required to utilize these carriers where practicable.

Approvals:

- All business travel requires prior approval of the employee's direct Supervisor.

Air Travel - Other:

**Frequent Flyer Programmes:**

- Employees can choose to enroll in various airline programmes. Travellers should not specify particular airlines to travel since it should be the objective to Utilize the airline providing the least expensive available fare.
Alterations to travel plans to accumulate additional points or the use of preferred airlines, which result in a higher cost to the company, are not permitted.

**Refunds - Unused Tickets:**

All unused tickets or portions thereof, must be returned to the travel agency as soon as possible in order to receive credit.

**Insurance:**

The cost of insurance other than that provided by *Elan Construction Limited* may not be reimbursed. Information on insurance provided by *Elan Construction Limited* is available from the Office Manager.

**Airport Transportation:**

When travelling to and from airports, a taxi or bus should be utilized. Where the cost is not significantly higher, the use of a limousine may be justified.

Those employees who operate Company provided vehicles will utilize these vehicles for transportation to and from the airport when estimated parking charges are less than other modes of transportation.

Where more than one employee is travelling, car pooling should be organized.

**Extending Trips:**

If an employee wishes to extend his/her trip for personal reasons, and by doing so is able to obtain a discount fare, the Company will pay only the actual air travel cost for that employee. The Company will also cover the reasonable cost of meals and hotel accommodation for the employee for up to two additional days during the extended stay, provided a net saving is achieved. The cost to the Company will be the lesser of:

- The cost of the airfare which would have been applicable using the arrival/departure dates indicated by the business need; or
- The actual cost of the discounted fare, plus reasonable cost of meals and hotel accommodation for up to two additional days.

*Note: Any other cost savings arising as a consequence of the extension of the trip will accrue to the Company.*

**Air Travel / Expense Reporting:**

Reimbursement - In order to be reimbursed for airline tickets, attach original passenger portion of the ticket coupon to an expense report.
PERSONAL/BUSINESS TRAVEL:

When personal travel is combined with business travel, the employee will be reimbursed for only the business portion of the trip at the lowest available fare.

Accommodations:

- A single room with a private bath in a good quality business class hotel is the corporate standard. When making lodging reservations, employees should request the most economical rate available. The use of a "five star" or luxury accommodation requires the approval of the President or CFO.
- Through its travel agency, Elan Construction Limited maintains a corporate rate structure with a number of hotels throughout the world. Employees should utilize these hotels where possible.
- The use of preferred hotels to accumulate additional "airline points", which result in a higher cost to the Company, are not permitted.

Lodging Reservations / Cancellations:

- Reservations and cancellations of all lodging worldwide should be made through our corporate travel agency.
- Cancellations of reservations should be made prior to the designated times specified on the traveller itinerary. "No show" charges are the responsibility of the employee.

Lodging Expense Reporting:

- Employees should pay for hotels on check-out and claim on their expense reports.
- In order to obtain reimbursement for lodging bills, each employee must complete an expense report, and submit it along with the original lodging receipts to the employee's immediate supervisor for approval.
- Once the employee has received approval, the expense report should be forwarded to Accounts Payable for processing.

Telephone and Fax:

- Expenses incurred on behalf of Elan Construction Limited are permissible and reimbursed. Employees travelling on business trips may telephone their home at reasonable intervals at Company expense.
- When calling from overseas, use your calling card. Where possible, call the "Canada Direct" service which is a no-charge service that puts you through directly to a Canadian operator.
GROUND TRAVEL:

Automobile / Vehicle Rental:

It is Elan Construction Limited's intention that rental cars be used only when conducting Company business and when less expensive transportation is not available.

When renting a car, a mid-size should be used. When several employees are visiting the same location and a car rental is the lowest cost method, only one car may be rented for each four people making the trip.

Rental Insurance:

- Rent under the name of Elan Construction Limited.
- If someone other than the renter drives the car, ensure that the insurance covers that driver.
- Employees must be aware of the terms and conditions when they rent a vehicle as failure to comply may allow the lessor to escape their obligations or deprive the Company of insurance or other protection.

Domestic: (Canada & U.S.)

- Car rental(s) under 30 days do not require insurance coverage. All insurance should be declined. Elan Construction Limited has car rental protection under our Corporate Blanket Automobile Fleet Insurance policy. Car rental(s) that go beyond 30 days do require special coverage, therefore, please notify the Office Manager.

International:

- Elan Construction Limited does not have a policy in force. Therefore, when renting a vehicle outside North America, both Collision Damage Waiver (CDW) and liability insurance should be purchased. All other insurance should be declined unless there are special circumstances that warrant further coverage.

In Case of Accident:

- Elan Construction Limited has Comprehensive General Liability coverage in the amount of $2,000,000. The limit of liability and damage to the leased car is $50,000 and subject to that there is a $1,000 deductible.

North America only:

- All accidents are to be reported to the car agency and local authorities, as required, as soon as possible. The car agency is to be instructed to call our Insurance Brokers, at 1-888-PLS-CALL. A copy of the accident report should be attached to the expense report.
Car Rental (Other):

Gasoline Refill:
- To avoid costly gasoline surcharges, every effort should be made to fill up the gas tank before returning the car to the rental agency.

Promotional Rates:
- When picking up the car, check with the counter attendant to ensure that the lowest rate has been offered.

Visual Check:
- Before signing the rental contract, conduct a visual walk around and note any scratches, dents or other noticeable marks on the rental car. Make sure that these imperfections are noted on the contract. This will prevent fraudulent claims from the rental agency.

Car Rental / Expense Reporting:

Reservations / Payment:
- All car rental reservations should be placed with the corporate travel agency.

Reimbursement:
- Employees should pay for car rentals on check-out and claim on their expense report.
- Reimbursement for car rental should be for the amount actually paid.
- If the rented car is used for both business and personal use, Elan Construction Limited may charge the employee, on a pro-rated basis, for personal use if the cost to the company is higher than the business use charges.
- Always note the cost of the rental on the expense report. Include your credit card / rental receipt with your claim. Charges for gasoline are reimbursed.

Use of Employee Owned Automobile for Company Business:
- All mileage travelled in an employee's personal automobile when conducting business will be reimbursed on a 30 cents per kilometre basis. Rate will be updated periodically.
- All mileage travelled in an employer leased vehicle when conducting business will be reasonably reimbursed for the cost of fuel, currently 12 cents per kilometre.
- The employee must have a current valid driver's license and carry insurance on the vehicle that meets the minimum requirements of the respective province.

Reimbursement of Mileage:
- Applies only to individuals conducting business outside the organization and does not include any reimbursement for travel to or from work, during or after regular business hours.
MEALS AND ENTERTAINMENT:

Meals and Entertainment:
- The reasonable cost of meals, beverage consumption or entertainment, when providing for a specific business purpose, are reimbursed. Entertainment might include social, athletic, and cultural events.

Entertainment of Guests:
- Entertainment of guests should be limited to the cost of meals and beverages furnished in a hotel dining room or restaurant. Entertainment of a different variety, i.e. golf, tennis, athletic events, theatre productions, etc., require the approval of the employee's Supervisor.
- Any employee hosting a business lunch, dinner, or other event should limit the participants attending to only those who can be expected to contribute to the accomplishment of the business purpose.

Entertaining Fellow Employees:
- Normally the cost of entertaining fellow employees is not reimbursed except in special circumstances. Such circumstances would include employee promotion or evaluation, sensitivity of matters to be discussed and time limitations to work day.

Home Entertainment:
- Entertainment of fellow employees is normally considered personal and not reimbursed. Upon approval of the employee's supervisor, an employee may entertain business guests in one's home if it serves a specific business purpose.

Meals and Entertainment / Expense Reporting:
- All meals and entertainment expenses must have credit card receipt attached to the expense report.

NOTE: THE Company DOES NOT CONDONE DRINKING AND DRIVING!
EXPENSE REPORTING & PAYMENT:

Travel Advance:
- Travel advances may be procured through the Accounting Department. To guarantee funds, a minimum of 4 days notice must be given when requesting advances. No permanent advances will be issued.

Expense Report:
- When requesting reimbursement of business expenses, the standard expense report should be used. When reporting business expenses, the following information should be provided:
  - State time period of the trip in the appropriate area on the form.
  - Give description, or reason for trip in the "Notes" section on the form.
  - Note if the costs are to be charged to a specific project or Company.
  - Expenses charged to transportation: air, taxi, rental, hotel, meals, entertainment, miscellaneous and GST are to be recorded in Canadian dollars only. The foreign currency used for these expenses is to be recorded in the column assigned "foreign currency".
  - Record cash advances in the appropriate space provided on the form and return cash to the Office Manager along with the cash advance Memorandum. A copy of the Cheque Authorization for Advances form along with a copy of the cash advance Memorandum must accompany the expense report.

  **Note:** The Accounting Department will provide the exchange rate for any foreign advances. This rate must be used to expense the advance on the report.

  - All currency columns must be totaled and must balance to the overall report total.

Reimbursement:
- All expense reports must be approved by the employee's direct supervisor or in the case of Vice-Presidents, approval is required by the President or CFO.
- It is the Supervisor's responsibility to ensure compliance with Elan Construction Limited policy. By approving the expense report, the supervisor is verifying compliance, not just authorizing payment.
- The Accounting Department will review all employee expense reports and may not reimburse an employee for expenditures which are not in compliance with this policy.
Frequent Flyer Programmes:

Following is information related to this topic as available from Canada Revenue Agency.

- Canada Revenue Agency advised that where the employer administers the program on behalf of their employees and allows the employees to take advantage of the benefits through personal-use travel, then the employer has a responsibility to report the fair market value of the benefit taken as a taxable benefit.

- In these circumstances, the employer receives the frequent flyer statement directly and therefore has a record of all transactions that have taken place.

- At Elan Construction Limited, we have decided not to administer the program on behalf of our employees.

- An employee may join a frequent flyer program on their own and the employee does not have to report the program to the Company.

- The employer pays for the employee's business travel tickets. However, the employee is able to obtain the personal benefits of the points used on business travel, simply by providing the ticket agent with their respective frequent flyer card at time of check-in.

- In these cases, no taxable benefit would be reported by the employer, as they do not knowingly have a record of the transactions that have taken place.

- The responsibility to report the benefit as taxable income lies with the employee when he or she files their T1 income tax return for the taxation year in which the points were used for personal-use travel.

MISCELLANEOUS BUSINESS RELATED ITEMS:

Telephone and Fax:

- Expenses incurred on behalf of Elan Construction Limited are permissible and reimbursed. Employees travelling on business trips may telephone their home at reasonable intervals at Company expense.

- When calling from overseas, use your calling card. Call the "Canada Direct" service which is a no-charge service that puts you through directly to a Canadian operator.

Laundry and Valet Services:

- Laundry and valet service provided at the hotel is allowable for reimbursement.

Tolls / Parking:

- Receipts should accompany the expense report.

Taxi and Limousine Fares:

- Receipts should accompany the expense report.
Travel with Spouse:
- In cases where a spouse's presence on a trip has a direct business purpose, the Company will pay for the spouse's travel expenses providing:
  - Spouse travel is approved, in advance, by the department's Vice President.
  - Spouse air travel billings and expense reports are properly accounted for in detail and approved by the appropriate Vice President.
  - Personal, non-business related expenses must be broken out of billings and payment made by the employee.

Non-Reimbursed Expenses:
- Certain expenses, while doing business, are not reimbursed.
- An example would be, motor vehicle violations.
Notes:
APPENDIX “B”

IN THIS SECTION

Job Descriptions ........................................................................................................ 164
FOREMAN

Reports to: Superintendent

Overview: Foreman provides leadership, schedules, coordinates, supervises and ensures the safety and productivity of crews and subcontractors at the worksite who install/assemble components of the project. As a key participant in the relationship Elan and subcontractors, the foreman is the front line manager, and has a further role as a management representative and client relations.

Essential Responsibilities include the following. Other duties may be assigned.

- Ensures that all construction work performed is of the highest quality.
- Assists Superintendent in executing and maintaining construction schedule throughout the project from start to finish.
- Supervises employees, subcontractors and vendors to ensure both quality control and project compliance.
- Recommends employee hiring, promotion, discipline and termination.
- Assists the superintendent in the preparation of employee timecards.
- Coordinates all inspections with city officials, government agencies and private agencies as required.
- Resolves problems as they arise regarding plans or specifications, conflicts with the architect, engineer, clients and subcontractors and documentation of all corrections, changes and requests.
- Ensures that subcontractors are providing own clean up and debris boxes.
- Attends regularly scheduled safety training and procedure meetings.
- Performs safety management responsibilities, orientations, quarterly meetings, OH&S standards, Safety Program Components. This includes planning, communication, monitoring, enforcement and documentation.
- Maintains and posts OH&S and Company required safety literature.
- Documents and completes all deficiency list items in a timely manner.
- Attends project Start-Up and Close out meetings.
- Assists OH&S inspectors as per OH&S Inspection policy.
- Complies with Hazardous Materials procedures.
- Manages incidents and crisis as per the Crisis Incident Management Procedures.
- Tracks, maintains and secures company owned tools at all times.
- Orders all on-site material as required.
**Required Education/Experience:** To be eligible to perform this job, an individual must possess the following:

- Minimum of 5 years experience in the construction industry in a supervisory role.
- Working knowledge of all crafts (ability to read and understand specifications for all trades), and prior experience as foreman or journeyman.
- CPR and First Aid certified.
- Journeyman Carpenter or Certified Engineering Technologist preferred.

**Skills/Qualifications/Abilities:** To perform this job successfully, an individual must possess the following:

**Computer skills as follows:**

- Intermediate level in Microsoft Office Applications (Work, Excel and Outlook, Project).
- Intermediate to advanced level understanding digital images (how to open, view customize and print them).
- Strong organizational skills, flexibility and the ability to prioritize work assignments.
- Extreme attention to detail.
- Excellent written and oral communication skills.
- Ability to work outside year round in all types of weather conditions.
- Available to work extended hours as required by weather conditions or urgent circumstances.
- Ability to travel throughout construction sites during all phases of a project.
- Hearing and visual capabilities to safely handle the hazards encountered in the work environment.
- Ability to lift heavy objects as encountered in the work environment.
- Ability to raise, lower and climb various types of ladders.
- Motor vehicle driving record that is consistent with company and insurance carrier standards and policies.
- Provides personal transportation that is insured, legal and reliable to multiple and sometimes distant jobsites.
- Uses cellular and electronic mail communication tools effectively so as to continuously remain within communication range of other company managers.
- Leadership and motivational skills.

**Elan Standards:** The foundation of success is found in meeting the following Elan expectations:

- Availability to work for extended hours in order to meet deadlines.
- Handles oneself with professionalism during stressful situations.
- Maintains positive attitude and morale.
- Interacts effectively with all members of the company and all outside associates.
Completes responsibilities diligently.
Thinks the big picture and take into account long-term implications of one's actions.
Works independently, exercises discretion, applies common sense and makes competent decisions.
Complies with designated work schedule.
Uses company resources wisely.
Maintains neat, clean and organized work space.
Constantly analyzes for ways to improve individual and/or company performance. Attitude of safety first.
Work ethic of loyalty, integrity, pride perseverance, accountability, respect and teamwork.
Strong ambition to succeed.
Adheres to company policies and procedures.
Represents the company in a positive and professional manner.

**Work Environment:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

Construction site with constantly changing status of the building under construction, as well as the grounds depending on the phase of the project.

- Varying pieces of heavy equipment in use at varying times.
- Outside conditions depending on the weather.
- Different construction crews depending on phase completion
- Utilities in process of being installed
- Always a hard hat area.

**PROJECT COORDINATOR**

**Reports to: Project Manager**

**Overview:** Responsible for complete administrative support for assigned project manager(s), maintaining accurate and thorough company records, tracking RFI's and Submittals and production of construction documents.

**Essential Responsibilities** include the following. Other duties may be assigned.

- Processes subcontractor commitment documents and associated reports including, but not limited to Subcontract Agreements, Purchase Orders, and Change Orders with 48 hours from Project Manager and records in Timberline.
- Processes owner commitment documents including, but not limited to Contract and Change Orders within 48 hours of issuance from Project Manager.
- Produces professional written correspondence on own accord and as directed by Project Manager.
- Completes submittal process as per schedule and within pre-determined time frame (internal turn-around to be 48 hours).
Send out deficiency lists to all subcontractors.
Assists with all phases of the bidding process as needed, including preparing invitations to bid, sub call-outs, plan distribution and prepare bid recaps.
Coordinates bonding and insurance requirements.
Creates and maintains organized and current project files.
Provides Superintendents with updated subcontractor and project information.
Assists Project Manager with owner billings and project related accounting issues.
Prepares and records notice of completion and assists with project closeout documents within 30 days of project completion.
Organizes office files and plans for archiving upon completion of project.
Schedules project Start-Up and Close-Out Meetings upon direction of the President or Project Manager.
Attends weekly construction meeting, project start-up meetings and project close-out meetings.
Attends jobsite meetings and records meeting minutes as requested by Project Manager.
Checks email at least four times per day and responds to email within 24 hours.

**Required Education/Experience:** To be eligible to perform this job, an individual must possess the following:

- Minimum 2 years experience in similar administrative position preferably in the construction industry.
- Engineering technology or engineering degree graduate preferred.

**Skills/Qualifications/Abilities:** To perform this job successfully, an individual must possess the following:

Computer skills as follows:

- Intermediate to advanced level in Microsoft Office Applications (Work, Excel and Outlook).
- Beginning to intermediate level in Microsoft Project.
- Beginning level in Timberline.
- Beginning to intermediate level understanding of digital images (how to open, view, customize and print them).
- Strong knowledge of general office procedures and office machines.
- Strong organizational skills, flexibility, and the ability to prioritize work assignments.
- Extreme attention to detail.
- Excellent written and oral communication skills.
Elan Standards: The foundation of success is found in meeting the following Elan expectations:

- Attitude of safety first.
- Work ethic of loyalty, integrity, pride perseverance, accountability, respect and teamwork.
- Strong ambition to succeed.
- Adheres to company policies and procedures.
- Represents the company in a positive and professional manner.
- Availability to work for extended hours in order to meet deadlines.
- Handles oneself with professionalism during stressful situations.
- Maintains positive attitude and morale.
- Completes responsibilities diligently.
- Interacts effectively with all members of the company and all outside associates.
- Thinks the big picture and take into account long-term implications of one’s actions.
- Works independently, exercises discretion, applies common sense and makes competent decisions.
- Complies with designated work schedule.
- Uses company resources wisely.
- Maintains neat, clean and organized work space.
- Constantly analyzes for ways to improve individual and/or company performance.

PROJECT MANAGER

Reports to: President

Overview: Responsible for the successful management of all aspects of construction projects including estimating scheduling, budgeting, client and subcontractor relations, commitment documents, profitability and documentation.

Essential Responsibilities include the following. Other duties may be assigned.

- Ensures that all construction work performed is of the highest quality.
- Prepares estimates and budgets with detailed written scopes of work.
- Communicates with or manages communications with the customer. Attend or review attendance of others at project meetings. Communicate customer needs, changes and general thoughts to team members. Market the capabilities of Elan to the customer by showing our genuine concern for the timeliness, cost and quality of the customer’s project.
- Prepares owner commitment documents including contract (for execution by Vice President) and change orders.
- Proactively contacts or manage proactive contact with Subcontractors and Superintendent/Working Foreman to discuss project.
- Prepares subcontractor commitment documents including the following.
Subcontract Agreements, Purchase Orders - prior to subcontractor beginning work on project

Change Orders - prior to issuance of change order Project Manager is to ensure that subcontractor additional cost is warranted due to additional work authorized, change in scope of work and or owner or city request.

Ensures that costs exceeding budget are passed to owner via change order.
Generates appropriate owner correspondence, scheduling conflicts, weather delays, etc.

Negotiates all subcontracts including analysis of bids to ensure that the subcontractor quote is complete; providing detailed written scope of work and pre-qualification of subcontractors as required.

Manage or review timing, quantities and condition of owner provided materials in relation to project schedule.

Produces project schedule, trade co-ordination, monitors its progression with superintendents to ensure that the project is completed on schedule.
Tracks budget variances.

Obtains or arranges for all necessary permits and complies with all city and associated department requirements.

Supervises the activities of the project team to ensure compliance with company policies, safety standards and quality standards.

Reviews Superintendent’s Daily Reports.
Attends project Start-Up and Closeout meetings.
Prepares and completes all deficiency list issues.
Coordinates with superintendents.

Directs design professionals.
Reviews for accuracy and approves all invoices associated with project within 10 days of receipt from accounting. Invoices received on the 10th are due on the 20th, invoices received on the 20th are due on the 10th.
Reviews and approves employee time cards within 1 day of receipt.
Reviews job cost report, at least monthly, to insure accuracy of costs in appropriate cost codes. Notifies Management if costs are incorrect.
Prepares owner billings by the 30th of each month.
Provides on-site inspections to ensure quality standards and safety practices are performed.
Reviews and knows all plans and specifications to achieve the most cost effective project as possible.
Prepares Project Fee Projections in an accurate, thorough and timely manner.

Produces and submits the following documents accurately as per the designated timeframe:

As-Builts - Records updates weekly.
RFI’s & RFI Logs.
Change Order logs.
Mentor Project Coordinator if applicable.
- Monitors project general conditions to ensure they remain within budget.
- Provided assistance to Senior Project Managers on larger projects if necessary.
- Attends weekly construction meetings.
- Keeps President informed and updated on project performance.
- Compiles a Deficiency List. Completes or manages the completion of the deficiency list to the customer's satisfaction. Ensures that the customer signs off on the deficiency list at time of demobilization. Clean or manage the final cleanliness of the project site.
- Promotes new business leads and improves existing business relations with current clients.
- Prepares and submits close out documents including As-Built drawings and Operation and Maintenance Manuals, Certificate of Substantial Performance.
- Checks email at least 4 times per day and responds to email within 24 hours.

**Required Education/Experience:** To be eligible to perform this job, an individual must possess the following:

- Requires a minimum of 5 years experience in the construction industry with strong emphasis on conceptual hard estimating and management of commercial construction projects with experience closely corresponding to the responsibilities detailed above.
- Certified Engineering Technologist or Professional Engineer preferred.

**Skills/Qualifications/Abilities:** To perform this job successfully, an individual must possess the following:

- Ability to perform the essential responsibilities of Project Manager and Superintendent.

Computer skills as follows:

- Intermediate to Advanced level in Microsoft Office Applications (Work, Excel and Outlook).
- Advanced level in Microsoft Project.
- Beginning level in Timberline.
- Intermediate level understanding digital images (how to open, view customize and print them).
- Strong organizational skills, flexibility and the ability to prioritize work assignments.
- Extreme attention to detail.
- Excellent written and oral communication skills.
- Leadership and motivational skills.
- Available to work extended hours as required by project schedules, weather conditions or urgent circumstances.
- Able to travel throughout construction sites during all phases of a project and able to travel to jobsites which may be remote.
- Motor vehicle driving record that is consistent with company and insurance carrier standards and policies.
Elan Standards: The foundation of success is found in meeting the following Elan expectations:

- Highest degree of customer service.
- Attitude of Safety first.
- Work ethic of loyalty, integrity, pride perseverance, accountability, respect and teamwork.
- Strong ambition to succeed.
- Adheres to company policies and procedures.
- Represents the company in a positive and professional manner.
- Availability to work for extended hours in order to meet deadlines.
- Handles oneself with professionalism during stressful situations.
- Maintains positive attitude and morale.
- Interacts effectively with all members of the company and all outside associates.
- Completes responsibilities diligently.
- Thinks the big picture and take into account long-term implications of one’s actions.
- Works independently, exercises discretion, applies common sense and makes competent decisions.
- Complies with designated work schedule.
- Uses company resources wisely.
- Maintains neat, clean and organized work space.
- Constantly analyzes for ways to improve individual and/or company performance.

SAFETY MANAGER

Reports to: President

Overview: Responsible for the supervision and management of all aspects of Health and Safety Program.

Essential Responsibilities: include the following. Other duties may be assigned.

- Manage and administer safety and loss prevention activities on Elan project sites. This includes small projects, where we participate as a subcontractor, to major projects where we serve as the general contractor or construction manager, and our own facilities.
- Assists with the development, implementation and monitoring of the site-specific Project Safety Plan with the assistance of the project management team and the Superintendent.
- Responsible for defining and monitoring environmental, safety and loss prevention policies, practices and procedures for all construction activities.
- Provide safety training and development as required for all employees.
Maintain a high level of safety awareness and performance at company work sites.

Conduct weekly worksite safety inspections/audits.

Attend weekly safety meetings at various projects

Investigate all incidents, accidents and near misses.

Oversees compliance with all Occupational Health & Safety Act Regulations pertaining to company operations. Maintains awareness of amendments to the OH&S Act and makes recommendations for their implementation.

Accompany OH&S inspectors on inspections at company work sites, when possible.

Monitors and enforces safety adherence to company safety program by all employees as well as subcontractors.

Report to management on a quarterly basis statistics; safety issues; recommendations; performance of project managers and superintendents

Equipment Management

- Manage the service and maintenance of major equipment including aerial lifts, telehandlers, vehicles
- Manage tools and equipment inventory for site offices, transfer of equipment between site offices
- Manage rental of major equipment for projects
- Manage utility disconnects

Field Labour Management

- Interview and hire apprentice, journeyman and foreman
- Manage field labour working closely with project management team and the Superintendent
- Deficiency clean up on completed projects
- Manage apprenticeship for employees

**Required Education/Experience:** To be eligible to perform this job, an individual must possess the following:

- Minimum of 10 years experience in the construction industry.
- CPR and First Aid certified.
- ACSA Principles of Health and Safety Management; Auditor; Prime Contractor; WHMIS; CSTS; Leadership For Safety Excellence trained.

**Skills/Qualifications/Abilities:** To perform this job successfully, an individual must possess the following:

- Computer skills as follows:
  - Intermediate level in Microsoft Office Applications (Work, Excel and Outlook).
  - Intermediate to advanced level understanding digital images (how to open, view customize and print them).
- Strong organizational skills, flexibility and the ability to prioritize work assignments.
- Extreme attention to detail.
- Excellent written and oral communication skills.
- Ability to work outside year round in all types of weather conditions.
- Available to work extended hours as required by weather conditions or urgent circumstances.
- Ability to travel throughout construction sites during all phases of a project.
- Hearing and visual capabilities to safely handle the hazards encountered in the work environment.
- Ability to lift heavy objects as encountered in the work environment.
- Ability to raise, lower and climb various types of ladders.
- Motor vehicle driving record that is consistent with company and insurance carrier standards and policies.
- Uses cellular and electronic mail communication tools effectively so as to continuously remain within communication range of other company managers.
- Leadership and motivational skills.

**Elan Standards:** the foundation of success is found in meeting the following Elan expectations:

- Attitude of safety first.
- Work ethic of loyalty, integrity, pride perseverance, accountability, respect and teamwork.
- Strong ambition to succeed.
- Adheres to company policies and procedures.
- Represents the company in a positive and professional manner.
- Availability to work for extended hours in order to meet deadlines.
- Handles oneself with professionalism during stressful situations.
- Maintains positive attitude and morale.
- Interacts effectively with all members of the company and all outside associates.
- Completes responsibilities diligently.
- Thinks the big picture and take into account long-term implications of one's actions.
- Works independently, exercises discretion, applies common sense and makes competent decisions.
- Complies with designated work schedule.

Uses company resources wisely.

Maintains neat, clean and organized work space.

Constantly analyzes for ways to improve individual and/or company performance.
Work Environment: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

- Construction site with constantly changing status of the building under construction, as well as the grounds depending on the phase of the project.
- Varying pieces of heavy equipment in use at varying times.
- Outside conditions depending on the weather.
- Different construction crews depending on phase completion.
- Utilities in process of being installed.
- Always a hard hat area.

SUPERINTENDENT

Reports to: President

Overview: Responsible for the supervision and management of all aspects of assigned projects from mobilization through punch list and demobilization, including client relations and cost control of general conditions.

Essential Responsibilities include the following. Other duties may be assigned.

- Ensures that all construction work performed is of the highest quality.
- Assists Project Managers in formulating construction schedule and maintaining construction schedule throughout the project from start to finish.
- Supervises employees, subcontractors and vendors to ensure both quality control and project compliance.
- Recommends employee hiring, promotion, discipline and termination.
- Submits and approves employee timecards, submits to payroll at the start of each week.
- Schedules and directs all inspections with city officials, government agencies and private agencies as required.
- Resolves problems as they arise regarding plans or specifications, conflicts with the architect, engineer, clients and subcontractors and documentation of all corrections, changes and requests.
- Assists Project Manager with bidding, subcontract scope of work, pricing of owner and subcontractor change orders and verification of costs.
- Produces and submits the following documents accurately as per the designated timeframe:
  - Daily Reports - One copy submitted to Project Manager no later than 8:00 as Monday and one copy in Superintendent's file.
  - Incident Reports - Completed and submitted to Safety Manager within 24 hours of inquiry.
  - Safety Meeting Forms - Completed and submitted to Safety Manager each Monday.
  - Jobsite Photographs - Minimum two photos per day to be taken. Weekly photos submitted each Monday to Project Manager.
Ensures that subcontractors are providing own clean up and debris boxes.

Attends regularly scheduled safety training and procedure meetings.

Performs safety management responsibilities, orientations, quarterly meetings, OH&S standards, Safety Program Components. This includes planning, communication, monitoring, enforcement and documentation.

Maintains and posts OH&S and Company required safety literature.

Documents and completes all deficiency list items in a timely manner.

Attends project Start-Up and Close out meetings.

Assists OH&S inspectors as per OH&S Inspection policy.

Maintains "General Job Requirements" supplies in office trailer at all times.

Complies with Hazardous Materials procedures.

Manages incidents and crisis as per the Crisis Incident Management Procedures.

Prepares adequately, as per the Safety and Insurance Procedures, for Cranes and Helicopters onsite.

Checks email at least four times per day and responds to email within 24 hours.

Tracks, maintains and secures company owned tools at all times.

Conducts weekly on-site foreman meetings.

Maintains all general conditions costs.

Orders all on-site material as required.

Provided written backup to all subcontractors in regards to any damages, back charges, etc.

Prepares As-Built drawings for architectural and structural components.

**Required Education/Experience:** To be eligible to perform this job, an individual must possess the following:

- Minimum of 10 years experience in the construction industry in a supervisory role.
- Working knowledge of all crafts (ability to read and understand specifications for all trades), and prior experience as foreman or journeyman.
- CPR and First Aid certified.
- Journeyman Carpenter or Certified Engineering Technologist preferred.

**Skills/Qualifications/Abilities:** To perform this job successfully, an individual must possess the following:

- Computer skills as follows:
  - Intermediate level in Microsoft Office Applications (Work, Excel and Outlook, Project).
  - Intermediate to advanced level understanding digital images (how to open, view customize and print them).
Strong organizational skills, flexibility and the ability to prioritize work assignments.

Extreme attention to detail.

Excellent written and oral communication skills.

Ability to work outside year round in all types of weather conditions.

Available to work extended hours as required by weather conditions or urgent circumstances.

Ability to travel throughout construction sites during all phases of a project.

Hearing and visual capabilities to safely handle the hazards encountered in the work environment.

Ability to lift heavy objects as encountered in the work environment.

Ability to raise, lower and climb various types of ladders.

Motor vehicle driving record that is consistent with company and insurance carrier standards and policies.

Uses cellular and electronic mail communication tools effectively so as to continuously remain within communication range of other company managers.

Leadership and motivational skills.

**Elan Standards:** the foundation of success is found in meeting the following Elan expectations:

- Attitude of safety first.
- Work ethic of loyalty, integrity, pride perseverance, accountability, respect and teamwork.
- Strong ambition to succeed.
- Adheres to company policies and procedures.
- Represents the company in a positive and professional manner.
- Availability to work for extended hours in order to meet deadlines.
- Handles oneself with professionalism during stressful situations.
- Maintains positive attitude and morale.
- Interacts effectively with all members of the company and all outside associates.
- Completes responsibilities diligently.
- Thinks the big picture and take into account long-term implications of one's actions.
- Works independently, exercises discretion, applies common sense and makes competent decisions.
- Complies with designated work schedule.
- Uses company resources wisely.
- Maintains neat, clean and organized work space.
- Constantly analyses for ways to improve individual and/or company performance.
**Work Environment:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

- Construction site with constantly changing status of the building under construction, as well as the grounds depending on the phase of the project.
- Varying pieces of heavy equipment in use at varying times.
- Outside conditions depending on the weather.
- Different construction crews depending on phase completion
- Utilities in process of being installed
- Always a hard hat area.
Notes:
NEW BEST PRACTICES:

IN THIS SECTION

Building Emergencies: ................................................................. 180
Natural Disasters and Other Emergencies: ................................. 181
Social Networking: ........................................................................ 181
Participation in Online Forums and "Blogs": ................................. 182
Video Surveillance Policy: .............................................................. 183
Climbing: .................................................................................... 184
Fall Arrest System: ....................................................................... 184
Personal Protective Equipment (PPE): ....................................... 185

Enclosed please find an assortment of topics which have been added based on current trends in "Best Practice".

Please advise your Handbook Advisor if you wish to have any of the following topics added to the Elan Construction Limited Employee Handbook.
BUILDING EMERGENCIES:

In the event of a power failure/system shutdown, it may take a few hours before a professional assessment of the cause of shutdown is available and an estimate can be made as to when power will be restored. During this time, employees should continue to work. Based on the review of the situation, a general guideline would be:

- If the projected length of the shutdown is less than the number of remaining business hours, business will continue "as usual".
- If the projected length of the shutdown is equal to or greater than the remaining business hours, Management may decide to close the office and send employees home.

If this happens, the office closure will be communicated via e-mail, voicemail or verbally by the President. Supervisors will communicate with their own employees about the closure.

If the climate control system fails to operate, an employee who experiences any distress/health concerns should notify his/her Supervisor, or Office Manager or in his/her absence, a member of the Health and Safety Committee, of the nature of the distress and should be escorted from the floor or work area:

- To another Company floor or work area.
- To a building common area such as the lobby.
- To the exterior of the building.

He/she should remain there until the power is restored or the situation has been assessed.
NATURAL DISASTERS AND OTHER EMERGENCIES:

Unfortunately, from time to time emergency situations may arise in our communities that can have an impact on our workplace. Elan Construction Limited’s protocol is to ensure that we follow events closely, proactively communicate with our employees and make business decisions based on the well-being of our employees and the circumstances of each unique situation. The recent H1N1 outbreak and the SARS outbreak several years ago are good examples of these types of situations and our responses.

In each of these situations:

- The Office Manager will monitor the situation with media and appropriate agencies.
- We will follow guidelines established by government agencies or other sources (i.e., quarantine protocol, evacuation, etc.).
- Elan Construction Limited’s Management team will make proactive business decisions.
- The Office Manager and Management team will communicate (written and verbal) with employees as required.

SOCIAL NETWORKING:

Elan Construction Limited prohibits employees from accessing social networking sites using Company-owned electronic resources (i.e. PCs, laptops, PDAs, etc.).

These services may supply e-mail "spammers" with a source of e-mail addresses and offer an entirely new venue for sending out unsolicited advertisements. Furthermore, messaging systems are currently the "tool of choice" for penetrating otherwise protected networks with malicious code, such as a virus, worm, or other foreign code.

- Messaging systems bypass our network protection software.
- Use of these systems may also have an impact on employee productivity.
- The use of external Instant Message Systems, such as MSN Messenger, Yahoo Instant Messenger, Twitter, etc. is prohibited.
PARTICIPATION IN ONLINE FORUMS AND "BLOGS":

Employees should remember that any messages or information sent on facilities provided by the Company to one or more individuals via an electronic network - for example, web-based mailing lists, bulletin boards and online services - are statements identifiable and attributable to the Company.

- The Company recognizes that participation in some forums may be important to the performance of an employee's job. For instance, an employee may find the answer to a technical problem by consulting members of a news group devoted to the technical area in question.

- Employees should include the following disclaimer in all their postings to public forums: "The views, opinions, and judgments expressed in this message are solely those of the author. The message contents have not been reviewed or approved by Elan Construction Limited."

- Employees should note that even if disclaimers are used a connection with the Company exists and a statement could be imputed legally to the Company. Therefore, employees should not rely on disclaimers as a way of insulating the Company from the comments and opinions they contribute to forums. Instead, employees must limit their discussion to matters of fact and avoid expressing opinions while using the Company's systems or a Company-provided account. Communications must not reveal information about the Company’s processes, techniques or trade secrets, or divulge any other confidential information, and must not otherwise violate this or other policies of the Company.

- In a democracy such as Canada, citizens enjoy a certain amount of freedom of speech. Elan Construction Limited recognizes the right of employees to express their own opinions. Web logs ("blogs"), social networking sites and other forums (online and otherwise) provide individuals with a vehicle to express their thoughts and opinions on a wide variety of subjects. The Company understands that some employees will want to post information expressing their thoughts, opinions, beliefs and experiences on such forums. Employees are free to do so, on their own time, using their own resources; however certain types of inappropriate content can give rise to disciplinary action, up to and including, termination of employment.

- Inappropriate content that can lead to discipline includes, but is not limited to, the following types of material:
  - Disparaging, damaging or embarrassing comments about the Company, its products/services, employees, business dealings, customers, suppliers or the executive/management team.
  - Confidential or proprietary information related to the Company itself, or its employees, customers or suppliers. This includes trade secrets, customer lists or intellectual property such as patents, trademarks and copyrights.
  - Material related to any of Elan Construction Limited's employees or group of employees that is hateful, racist, vulgar, insulting or offensive, that results in the bullying or harassment of any of the Company’s employee(s), or otherwise contravenes applicable human rights legislation.
  - Material that is defamatory to the Company, or its employees, executive/management team, customers, competitors or suppliers.
Material related to the Company that contravenes legislation, such as the *Competition Act*, and legislation prohibiting insider trading or other offences related to the trading of securities.

Any content, in general, that has the effect of bringing the Company into disrepute, or that has the potential to damage *Elan Construction Limited*'s reputation.

**VIDEO SURVEILLANCE POLICY:**

*Elan Construction Limited* considers it imperative to establish and define the requirements and procedures for the installation and use of video surveillance. Video surveillance will only be used to address issues of significant concern with regards to safety and security. *Elan Construction Limited* will ensure that all video surveillance is in compliance with all required legislation.

**Procedure:**

- Any video surveillance activities must respect the right of an individual to a reasonable expectation of privacy as guaranteed in the *Canadian Charter of Rights and Freedoms*. Individuals also have specific rights under the *Privacy Act*.

- Any video surveillance activities will be for the protection and/or safety of *Elan Construction Limited* employees, customers, visitors, assets and property.

- Installation and use of all video surveillance equipment can only be authorized by *Please Advise*.

- If the alleged conduct is believed to be criminal, the police will be asked to investigate. Please note that this policy does not apply to the video surveillance activities of any law enforcement agency as part of a lawful investigation.

- Any video surveillance activities must respect the right of an individual to a reasonable expectation of privacy as guaranteed under the *Personal Information Protection Act (PIPA)* and other applicable legislation.

- There will be clearly visible signs posted indicating areas where video surveillance activities are in effect.

- No unauthorized employee will monitor any video surveillance activity.

- All records of video surveillance activities will be securely locked in accordance with industry best practices and in compliance with all required legislation.

- There will be no use of intentionally non-operational (fake) cameras.

- Video surveillance will not be used to monitor employee job-related performance but may be used to assist in workplace accident investigations.

- Authenticity and integrity of all video surveillance records will be protected.

- All video surveillance records will be overwritten/destroyed after a maximum of 30 days unless there is a compelling reason not to (i.e. criminal activity).

- Any video surveillance records and all information gathered in the course of the investigation are subject to *PIPA* and other applicable legislation.
CLIMBING:

- Use appropriate step stools or ladders to reach high places.
- Inspect the ladder for defects or damage prior to use.
- Keep the area at the base of the ladder clear.
- Make sure the spreader arms lock securely in the open position.
- Stand no higher than the second step from the top of a ladder.
- Never stand on the top step, the top, or the pail shelf of a step ladder.
- When climbing up or down a step ladder, always face the ladder and maintain 3-point contact.
- Never straddle the space between a step ladder and another point.
- Do not use an unopened step ladder as a straight or extension ladder.
- Do not stand on any object other than a ladder or step stool.
- Store ladders/step stools in their assigned location when not in use.
- Where applicable ensure compliance with the Occupational Health & Safety Act Fall Arrest System.

FALL ARREST SYSTEM:

A fall arrest system is required whenever an employee is exposed to a fall hazard of three (3) meters or more. A full body harness with shock absorber and lanyard is the only acceptable form of fall arrest system. A fall hazard is present if an employee is working from a suspended platform, suspended scaffold, boatswain's chair, entering a confined space, caisson inspection or working on an elevating work platform (manlift), or if an employee must remain on a rolling scaffold over 2.4 metres in height while it is being moved.

- An employee must wear a fall arrest system tied off to either a fixed support or a lifeline whenever the employee is:
  - 3 metres (10 feet) or more above the floor, or
  - above operating machinery, or
  - above water or another liquid
  - above hazardous substances or objects.
PERSONAL PROTECTIVE EQUIPMENT (PPE):

Elan Construction Limited is committed to providing our employees with the necessary personal protective equipment to perform their jobs safely. This includes disposable masks, gowns and gloves for infection control.

- All personal protective equipment will be inspected for damage prior to each use.
- All personal protective equipment is located Please Advise (e.g. in the Locker Room, in the Change Room, in the Safety Co-ordinators office, etc.).
- All equipment must be signed out on the tracking sheet.
- If you notice that supplies are running low, please contact Please Advise (e.g. your Supervisor, the Plant/Warehouse/Lab Manager, etc.).
- After use, all equipment must be disposed of appropriately and safely (please ask Please Advise (e.g. your Supervisor, etc.) if you are not sure).
- Proper hand washing is vital.
- Any questions may be directed to Please Advise (e.g. your Supervisor, the Safety Co-ordinator, etc.).