

# EMPLOYEE HANDBOOK

## SHRS Employee Handbook



Corporate Office

SHRS Group  
96 Edge Boulevard  
Concord, Ontario  
Canada, L4K 4V4  
Voice: (416) 798-7199  
(Voice mail after 5:00 p.m.)  
Fax: (905) 669-7498  
1-866-726-4427  
Canada and USA

Atlantic Office

SHRS Group  
18 Blue Road  
Bedford, Nova Scotia  
Canada, B4B 1H1  
Voice: (902) 832-1950  
(Voice mail after 5:00 p.m.)  
Fax: (902) 832-9331  
(1-866-726-4427)  
Canada and USA

Quebec Office

Groupe SHRS  
10, Bardier  
Saint-Léonard, (Québec)  
H1P 1E1 Canada  
Téléphone : (514) 322-2220  
(Boîte vocale après 17 h)  
Télécopieur : (514) 322-  
2212  
1-866-Panigas  
(1 866 726-4427)  
(Canada et É.-U.)

Massachusetts Office

SHRS International Inc.  
318 Bear Hill Road  
Unit #2A  
Waltham, Massachusetts  
USA 02451  
Voice: (781) 290-0070  
(Voice mail after 5:00 p.m.)  
Fax: (781) 290-0087  
(1-866-726-4427)  
Canada and USA

**Important:**

If SHRS employees have questions about any of the policies or information contained in the Employee Handbook, they should contact their manager or Human Resources.

## President's Message

SHRS Group has earned a reputation of employing people with integrity and craftsmanship. We believe that how we conduct business is as important as what we do. Our culture fosters teamwork and cooperation. We champion respect for all individuals and honour a diverse workforce. SHRS has a long history of promoting honesty and fairness. Great people help make an exceptional and successful company.

SHRS is a company built on the quality of our people and the excellence of our products and services.

SHRS offers a comprehensive compensation package that includes a competitive starting salary, annual wage reviews and performance bonuses.

In addition to our compensation package, we continually develop our own people to higher levels of responsibility and accountability. As well as the opportunity to work and develop in their department, our employees are provided with the prospect of making career changes within the company. It's all about what our employees want to do and where they want to go.

SHRS looks for employees who:

- Are highly skilled and knowledgeable
- Exceed customers' expectations the first time and every time
- Recognize opportunities and act on them
- Demonstrate entrepreneurial spirit with a professional attitude and presentation
- Are motivated and dedicated to quality and service
- Are business minded and proactive, with a vision
- Work independently and as a team member
- Multitask, problem solve, are detail-oriented and well organized
- Communicate effectively in English and French, verbal and written
- Are bottom-line focused and customer-driven
- Are able to manage projects and bring them in under-budget and on time
- Have experience in the construction, design build, fixturing, millwork manufacturing and signage industries
- Are computer literate and web-enabled

We emphasize that outstanding people is the key to SHRS's success. Through the efforts of our employees, SHRS has become a leader in the industry. To ensure continued success, we feel it is important that all employees understand the corporate policies and procedures and SHRS's expectations of all employees. We encourage all employees to use their Employee Handbook as a valuable resource for understanding the company. If employees have any questions, they should not hesitate to ask their manager for further explanation or clarification.

SHRS's Employee Handbook cannot anticipate every circumstance or question about a policy. As SHRS continues to grow, the need may arise and we reserve the right to revise, supplement or rescind any policy or portion of the handbook, from time to time, as we deem appropriate, in our sole and absolute discretion. Employees will, of course, be notified of such changes to the handbook as they may occur.

The future of SHRS and our employees depends on the dedication, expertise and hard work of the Panigas Group Team. Together the efficiency of all employees will produce the necessary profits to ensure SHRS continues to expand and maintain a healthy position in the industry. We know all employees will work together to contribute to SHRS's successful future.

Welcome to the Panigas Group!

*Lou Panigas*

President, Panigas Group of Companies

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## 1. Purpose and Scope

The Employee Handbook is intended to provide employees easy access to essential information, policies and procedures in effect within SHRS Group. The following benefits are anticipated: agreement and understanding of SHRS's expectations of their employees, sound and clearly understood delegation of authority, consistency of interpretation and process and ease of training new employees. All policies and procedures are administered consistently throughout SHRS, regardless of position or geographical location, with the exception where provincial legislation varies.

This document provides general guidance information on policies and procedures as they pertain to all employees. Sometimes, due to local circumstances, procedures may differ slightly from province to province.

This handbook does not constitute an express or implied contract and its provisions are not intended to be contractually binding. All employees have the right to end their employment with SHRS at any time for any reason and SHRS reserves this same right.

Human Resources, with the approval of the President, reserve the right to change or revise the policy manual when deemed necessary. All employees are provided with timely notice of all changes.

It is the responsibility of all employees to familiarize themselves with SHRS's policies and procedures. Being unaware or ignorant of a policy or procedure is not accepted as a valid reason for violating the policy or procedure. If employees require assistance in understanding a policy or procedure, they should speak to their respective managers. All employees must sign an Employee Acknowledgment Form to verify receipt of the Employee Handbook and acknowledge their obligation to read, understand and comply with the provisions contained in it.

## 2. Employee Acknowledgement Form

The Employee Handbook is designed to help employees find answers to some of the basic questions regarding their employment at SHRS. Employees are instructed to take the Handbook home, spend some time reading it and address any questions to their manager or to Human Resources.

The policies set forth in this manual are “guidelines” for uniformly administering employee relations throughout SHRS.

Once the employees have read the Employee Handbook, they are asked to sign below, copy the page for their records and return it to Human Resources.

MY SIGNATURE BELOW INDICATES THAT I HAVE RECEIVED A COPY OF THE EMPLOYEE HANDBOOK, AND THAT I ACCEPT FULL RESPONSIBILITY FOR FAMILIARIZING MYSELF WITH THE POLICES AND REGULATIONS IT CONTAINS. I AGREE TO ABIDE BY THE POLICIES AND PROCEDURES IN THE EMPLOYEE HANDBOOK.

---

Employee's Name (please print – first last)

Employee's Signature

Date (mm/dd/yyyy)

---

Manager's Name (please print – first last)

Manager's Signature

Date (mm/dd/yyyy)

### 3. History of Panigas Group

SHRS was founded over 35 years ago. Since then, SHRS continues to grow steadily under his philosophy - building trust through performance. .

SHRS is “under one roof” and their customers work with the same Project Manager from start to finish. That is one of the reasons they are able to maintain the integrity of their customers’ design concepts.

SHRS builds trust through performance. SHRS concentrates on developing and maintaining trusting relationships with their clients - because that helps everyone achieve the best performance levels.

Whose trust has SHRS earned so far?

The people at Loblaws, Home Depot, Movenpick, Club Monaco, LCBO, and The Bay, not to mention recent customers in Europe, the Middle East, Bermuda and the USA.

Relationships are an integral part of doing business. SHRS develops special relationships with their customers, allowing them to be proactive in meeting all the customers’ needs and objectives - including their financial needs and objectives.

SHRS’s emphasis on strong management skills, combined with modern financial controls, means that SHRS is ready to serve the client.

SHRS’s team leaders are Project Managers with exceptional skills in cost tracking, scheduling and managing the project (pictured). They deploy a unique blend of sub-trades - teams who understand the concept of uncompromised customer service. Some of the people in those teams have been with SHRS since they started, over 35 years ago. They have all become part of the company’s culture - a culture that has developed methods and systems based on common sense and simplicity.

SHRS employees are experts. No job is too small or too challenging for SHRS’s untiring team of perfectionists. SHRS’s creative department provides full service - from conceptual design to finished product on state-of-the-art equipment.

### 4. Corporate

The goal of SHRS is to create a friendly, safe and inviting place to work for all of their employees. In doing so, SHRS offers a comprehensive benefits plan and pay schedule based on comparative work environments, ensures a harassment-free work place, adheres closely to provincial Labour Laws and listens to their employees. Continuous review and monitoring of the policies, procedures and Labour Law amendments ensures all employees that SHRS remains current with the changing workplace.

#### **4.1. Corporate Communication**

SHRS believes it is essential to communicate regularly and effectively with the employees to ensure everyone is well informed of SHRS business and any changes affecting the employees and their working environment. Communication may be through newsletters, e-mails, posted announcements, meetings or other media.

#### **4.2. Corporate Logo**

Employees are not permitted to alter the corporate logo for any reason without the written permission of the President. The President must approve the usage of the SHRS logo by all SHRS employees and third parties. Copies of the SHRS logo files are available in the Policies and Procedures directory.

#### **4.3. Employee Handbook**

All employees are provided with a copy of the Employee Handbook at the commencement of their employment. The handbook gives employees an overview of the key current SHRS Policies and Procedures and advises them of SHRS's expectations. Employees are also advised of any changes prior to implementation.

Where there is a discrepancy between the Employee Handbook and the Policy, the Policy takes precedence. If the discrepancy is between a SHRS Policy and labour legislation, legislation takes precedence.

#### **Development, Maintenance and Communication**

Human Resources, in conjunction with other departments, is responsible for writing the Employee Handbook and SHRS's Policies and Procedures. Human Resources are ultimately responsible for distributing, communicating and maintaining the Employee Handbook and the Policies and Procedures Manual.

The President approves all policies and procedures and any revisions prior to their implementation.

In keeping with the company's strategic mission and business goals, SHRS established a Policies and Procedures Review Committee to write, review, revise and approve all policies, procedures, manuals and best practices. Human Resources is a member of the Policies and Procedures Review Committee.

For further details, employees should refer to the Policy Creation and Review Policy document or their manager.

#### **4.4. Organization Charts**

Human Resources is responsible for the creation and updating of SHRS's corporate organization charts. The organization charts consist of the position titles and the names of the employees in each position. The charts are made available to all employees, either in hard copy or on-line through Human

Resources. The organization charts are considered confidential and are for SHRS internal use only. Distribution outside of SHRS must have the written permission of Human Resources or the President. It is the responsibility of all employees to review the organization charts and advise Human Resources of any discrepancies.

The organization charts are created using the software Org Plus and may be viewed in the Policies and Procedures directory if the employee has access to Org Plus. Only Human Resources is authorized to modify the Organization Charts. All modification requests should be forwarded to Human Resources.

#### **4.5. Order of Communication Contact**

The employees' communication link with management is through their immediate manager. The duties of employees are the responsibility of their respective manager and all complaints, suggestions or job-related requests should be channeled through their manager. However, employees do have the freedom to contact any manager, Human Resources or the President at any time should they feel it would best serve the company and their personal requirements.

#### **4.6. Who to Contact**

The following list assists employees in identifying the appropriate contact.

<b>Contact</b>	<b>Reason</b>
Employee's manager	Any personal, professional or company related information requirements Moving furniture Supplies, department policies and procedures, filing documents
Reception (corporate office) Office Manager (regional offices)	Damaged or Lost Property Housecleaning, Maintenance and Courier Services Premise Security Access Parking Phone List, Phone System Vending Machines Washroom and Kitchen Supplies
Finance	Accounts Payable and Receivable
Information Technology Services	Technical issues and problems
GM Group	Information about the company
President	All media releases, Strategic Plan
Health and Safety	Your manager, OHS&E Representative/Committee and/or Human Resources
Building Security	Your manager, Senior Management, and/or Human Resources

Contact	Reason
Human Resources	Benefits (registration and handbook) – contact Canada Life for information on Claims Compensation, Job Descriptions Employee Development and Training Resources Policies and Procedures, HR Web Page Labour Law, Employment Issues Payroll, Time Keeping Performance Management Recruitment Vacation
Health and Safety Officer or Member of Health and Safety Committee	Issues related to Health and Safety both on the job and on SHRS premises On-site Health and Safety Regulations should be reported to the on-site representative.
Client Services	Your manager, Senior Management, and/or Human Resources
Canada Life	Covered benefits and claims Canada Life directly at 1-800-668-6669 Life and Health Benefits Claim forms are available on-line in the Policies and Procedures directory, at the Canada Life web page <a href="http://www.canadalife.com">www.canadalife.com</a> and through Human Resources.

If employees are unsure of which department/division, employee or external provider to contact, they should contact their manager or Human Resources.

## 5. Conditions of Employment

### 5.1. Allocation of SHRS Property

All SHRS employees must sign a Property Allocation Form when they are assigned SHRS property. By signing the form, employees agree that they have received the property in good condition and accept responsibility for the security of that property until the end of their employment, or until SHRS requests the property be returned, whichever comes first.

For details, employees should refer to the Allocation of Company Property Policy or their manager.

### 5.2. Code of Conduct and Non-competition Agreement

All SHRS employees must sign a Code of Conduct as a condition of employment. It acknowledges the goodwill and appropriate behaviour that SHRS expects of their employees.

This Agreement requires that all SHRS employees:

- Conduct their duties in a manner that preserves and enhances committed customer confidence and trust in the honesty, integrity and fairness of SHRS.

- Arrange their personal affairs in a manner that does not conflict with SHRS's business.
- Observe the spirit and letter of this agreement and make all reasonable efforts to ensure that their conduct is in compliance with Federal and Provincial Legislation.
- Safeguard the confidentiality of information relating to SHRS and their customers and use it in the prescribed manner for official business only.
- Refrain from using SHRS property or services directly or indirectly for any purposes unrelated to SHRS, without the prior agreement of appropriate supervisor or management. .
- Respect copyrights, patents and terms of licensing agreements.
- Protect and not abuse security codes and passwords for access to premises, equipment and information, including databases.
- Do not engage in behaviour that could offend other employees or deny other individuals their dignity, self-respect and peace of mind.

It is the responsibility of all employees to report to Human Resources, any actual or potential conflict affecting them within this Agreement, even if they derive no benefit.

Employees breaching any of these conditions are dealt with through the Corrective Action Policy, which may result in dismissal. The code outlines the expectations under the following categories.

### **Confidential Information**

Employees are not to use, for their own or any third party's gain, confidential information about the affairs of SHRS, their customers or other employees.

### **Supplier Contracts**

Employees, their immediate families and third parties are not to derive any direct or indirect benefit from any SHRS contracts, over which they have exerted influence.

### **Granting of Contracts to Suppliers**

All contracts must be transacted in a fair and equitable process, meeting all components of this agreement.

### **Outside Interests**

Employees must not engage in any private business activities or interests, which may conflict with their duties and responsibilities to SHRS.

### **Coercion**

Under no circumstances are employees allowed to approach fellow employees, with the intent of persuading them to participate in activities unrelated to the conducting of SHRS business, such as promoting or selling products or services.

**Privileged Information**

Employees must not knowingly take advantage of information obtained in the course of their official duties that is not generally available to the public, nor are they allowed to assist others in doing so.

**SHRS Items with Patent or Copyright Potential**

SHRS owns items created by employees in the course of their duties while employed at SHRS. Items created prior to SHRS and brought to SHRS are not included.

**Gifts and Hospitality**

Employees or members of their immediate family must not accept any gifts or hospitality of material value from any persons or organizations with any real, perceived or potential interest in SHRS's business or affairs.

Gifts such as cash or expensive items (i.e., greater than \$200) must always be refused and if refusal is impossible, they must be reported immediately to SHRS senior management or the President.

**Incidental Gifts or Hospitality**

Notwithstanding “Gifts and Hospitality”, incidental gifts or hospitality, which are traditionally offered at certain seasons or during business meetings, may be accepted under certain circumstances as outlined in the Code of Conduct.

**Improper Payments and Excessive Entertainment**

Employees must not provide, on behalf of SHRS, excessive entertainment, benefits or improper payments to other persons or organizations.

**Conduct at Corporate Functions and during Business Hours**

Employees, attending corporate functions or attending functions on behalf of SHRS, are expected to conduct themselves responsibly and professionally. Inappropriate behaviour is recorded in the personnel files of employees and may lead to corrective action.

**Personal Business**

SHRS communication tools are provided for the sole purpose of conducting SHRS business. Employees must not solicit personal business gains through the use of SHRS communication tools, nor are they allowed to coerce co-workers to participate in their business gains or membership.

**Soliciting Employees**

Employees must not solicit or “raid” other SHRS departments or companies to fill available postings.

**Company Property**

Employees are not permitted to use or remove SHRS property or supplies from the premises for personal use.



For details, employees should refer to the Code of Conduct and Non-Competition Agreement Form, the Code of Conduct and Non-Competition Agreement Policy or their manager.

### **5.3. Code of Ethics**

All employees are expected to respect and abide by the SHRS Code of Ethics, which states that, all employees:

- **Abide by the letter and spirit of all applicable laws and regulations** and act in such a manner that their activities shall reflect favorably upon SHRS.
- **Adhere to the highest ethical standards of conduct in all professional and business activities** and act in a manner that enhances SHRS's reputation as a vigorous and ethical contributor within the construction industry and the community.
- **Deal fairly and honestly with those who are affected by their actions** and treat them, as they would expect them to be treated, if the situation were reversed.
- **Undertake only those activities that shall withstand public scrutiny** and not pursue any course of action that involves a violation of the law or these principles.
- **Promote relationships based on mutual trust and respect** and provide an environment in which individuals may question a practice without fear of adverse consequences.
- **Provide fair and equitable treatment** when dealing with customers, suppliers and co-workers.

### **5.4. Employee Handbook Acknowledgement**

As a condition of employment, all SHRS employees must sign an acknowledgment that they have been provided with and read SHRS's Employee Handbook.

Employees are asked to acknowledge that they have received, read the material in their Employee Handbooks. If employees have any questions or concerns, they should contact their manager or Human Resources for clarification.

In addition, employees are advised where they can obtain a copy of the detailed policies, procedures and forms both on-line and in hard copy.

For details, employees should refer to the Employee Handbook Policy or their manager or Human Resources.

### **5.5. Information and System Security Agreement**

All SHRS employees must sign an Information and System Security Agreement as a condition of employment. Topics under this agreement include, but are not exclusive to the following:

**Hardware/Software**

SHRS employees are provided with a computer and system access for the purpose of conducting SHRS business. All computer problems are to be reported to the Information Technology Services (ITS) department for resolution.

**Virus**

Employees must take all precautions to prevent viruses from entering and affecting the SHRS system.

**E-mail**

While SHRS fully intends that the e-mail system be used primarily for SHRS business purposes, incidental and occasional personal use of electronic mail is permitted. Reading personal e-mails should not interfere with the conducting of timely SHRS business.

It should be known that all e-mails are the corporate property of SHRS and SHRS may, at any time deemed necessary, access employee e-mails.

Employees are expected to use good e-mail etiquette at all times. E-mail communications must not be inflammatory, harassing, inappropriate or disruptive as to reflect poorly on SHRS's reputation or image. Business e-mails should be responded to in a timely manner.

Chain and harassment e-mails are not an acceptable use of the e-mail system. If employees receive questionable e-mail messages, they should advise their manager and/or ITS.

**Data/files**

All data and files placed on the SHRS network and computers become the property of SHRS. To ensure all information is backed up, employees are asked to keep all files on the LAN. If employees have laptop computers, they must copy their files to the LAN on a regular basis to ensure SHRS has a backup of their files.

**Confidential Information**

Employees who print, copy or have access to confidential information should take all the precautions necessary to prevent unauthorized access and distribution.

**Security**

Employees should consider their dial-up access, logins and passwords confidential SHRS information. Therefore, they must not give out their login and passwords to anyone, nor allow any unauthorized personnel access to the SHRS systems. If employees do divulge their passwords, they are held responsible for unauthorized changes and transactions made by the intruder. Employees are held responsible for all transactions made under their account.

**Internet**

Appropriate use of the Internet at SHRS is part of SHRS's overall security policy and is based on preserving the integrity, confidentiality and availability of

information resources, while allowing employees to use the available technology to further SHRS's business objectives. SHRS has the right to monitor employee Internet activity.

Internet access is provided to employees for the sole purpose of conducting SHRS business. Inappropriate use of the Internet may include, but is not exclusive to: playing games, accessing pornography, hacking and downloading illegal software.

Employees using SHRS data inappropriately are dealt with through the Corrective Action Policy, which may result in loss of employment.

For further details, employees should refer to the Systems Security Agreement or their manager

### **5.6. Letter of Employment**

On or before the first day of employment, all employees must sign a Letter of Employment, which details their conditions of employment.

For more information, employees should refer to the Letter of Employment Offer Policy or their manager.

### **5.7. Health and Safety Agreement**

At the commencement of employment, Human Resources or their manager provides employees with a copy of the Health and Safety Agreement. Human Resources or their manager explains the content in detail to ensure all employees clearly understand the Agreement and the consequences of non-compliance. By signing the document, employees agree to adhere to all conditions contained in the Agreement.

For details, employees should refer to the Company Health and Safety Agreement Policy or their manager.

### **5.8. On-site Project Code of Conduct**

All SHRS employees or third parties, who represent SHRS on-site, must sign and adhere to the conditions of the SHRS On-site Project Code of Conduct Agreement. This Agreement outlines the acceptable behaviour expected of employees when representing SHRS at an on-site project. Failure to comply with the Agreement is dealt with through the Corrective Action policy, which may result in termination of employment.

For more information, employees should refer to the On-Site Code of Conduct Agreement or their manager.

#### **Site Start-Up Project Policy**

All Site Foremen and Site Superintendents must adhere to the Site Start-up Project Policy that explains the procedures and the appropriate behaviour expected of employees working on-site for the duration of the project.

For details, employees should refer to the Site Start-up Project Policy or their manager.

## **6. SHRS Expectations of Employees**

### **6.1. *Be Well-Informed***

Employees owe it to themselves to be well informed about their workplace. They also have a formal responsibility for knowing and meeting the standards of performance and conduct set by SHRS.

### **6.2. *Responsibility of Employees***

Employees of SHRS have certain obligations to fulfill in carrying out work assignments:

- Employees are expected to report to work on time. Being punctual is important for the orderly and productive completion of work. This includes returning from lunch periods and breaks at the proper time. Failure to adhere to time schedules could result in disciplinary action.
- Employees are expected to notify their immediate supervisors of absences. Frequent or unscheduled absences and repeated tardiness may result in disciplinary action. Employees, who are absent from work for three (3) or more consecutive workdays without calling to report the absence, may be dismissed from employment due to job abandonment.
- It is the responsibility of all employees to be familiar with the standards of work performance associated with their jobs.
- As representatives of SHRS, employees are expected to provide friendly and courteous service to clients, co-workers and the general public.
- SHRS time, funds, property and supplies are for SHRS business only. SHRS property should not be removed from the premises without prior approval of the immediate supervisor.
- Employees are expected to know and follow all work rules for personal and environmental health and safety. Please refer to the Occupational Health, Safety and Environment (OHS&E) Policy and Agreement.
- Employees are expected to obtain all required certification and licenses and keep them current.

## **7. Attendance and Leave of Absence**

Employees should discuss their requests with their manager and refer to the appropriate Leave or Absence policy. All requests should be made in writing stating the reasons.

Employees who require time off should contact their manager and complete the required forms. These are considered on an individual basis.

Subject to provincial labour laws, leaves of absence are considered in the following circumstances:

- Employees are employed for at least one (1) year,
- The attendance records and work performance of employees are satisfactory, and
- The workload in the employees' departments permits the absences without disrupting normal activity.

### **7.1. Absences or Tardiness**

Employees, who are unavoidably delayed or unable to come to work due to illness or some other reason, must contact their manager before their normal starting time. Employees should advise their manager of their illness or the reason for their absence or tardiness, as well as giving the estimated time of return to work.

At the time of calling in, managers may ask employees to provide information on outstanding projects so that they can determine what work requires attention during the absence. During the absences of employees, managers may (at their discretion) contact employees for additional assistance on outstanding projects.

### **7.2. Bereavement Leave**

Employees are eligible for a paid leave of absence when a death occurs in their immediate family.

Immediate family is defined to include:

- Spouse, including common-law spouse or same sex partner
- Child and grandchild
- Parent and grandparent, parents-in-law
- Sister, brother, including spouse/partner's sister or brother.

Employees are allowed to take one (1) week paid bereavement leave from the time of notification of the death of an immediate family member. Their manager must approve the leave and ensures that documentation shows and supports the absence. This leave is inclusive of any leave permitted by provincial labour legislation.

### **7.3. Residence Change**

Employees moving from one residence to another on a working day are eligible for one (1) day with pay, provided their manager is informed two (2) weeks in advance. Employees are entitled to a maximum of one (1) day in any 12-month period, after completing one (1) year of full-time employment.

### **7.4. Job Abandonment**

Employees, who fail to report to work or are absent for two (2) consecutive workdays without notifying their managers, are considered to have voluntarily terminated their employment. SHRS reviews each case on an individual basis.

### **7.5. Jury Duty or Court Attendance**

Employees, who are called for jury duty or are subpoenaed by the court as a witness, are entitled to receive time-off with pay in order to attend the court proceedings. They must provide evidence of the court's requirements

If jury duty exceeds two (2) weeks, employees must provide their manager and/or Human Resources with proof of the amount of per diem allowance they are receiving. For the first two weeks of jury duty, no deduction in salary is made; thereafter, their salary is reduced by the amount of the per diem allowance paid by the court.

Employees, who are summoned to court to answer any civil or criminal charges, must first use their accumulated lieu time, then vacation and when that expires, request time off without pay.

### **7.6. Marriage**

SHRS employees, who have completed one (1) year of service, are entitled to one (1) day of paid leave at the time of marriage.

### **7.7. Pregnancy and Parental Leave**

SHRS abides by the appropriate provincial legislation. For information about maternity benefits, contact the nearest Human Resources Development Canada – Employment Insurance General Inquires.

For additional information on pregnancy and parental leave, please refer to the following Canada Government web pages and select the appropriate province and search for pregnancy/parental leave.

<http://www.hrdc-drhc.gc.ca>

All employees, who become pregnant or become a parent and are regular employees of SHRS, are eligible for pregnancy and parental leave, regardless of length of service, subject to provincial legislation.

They must provide a minimum of two (2) weeks' written notice before their leave is planned to commence. The notice should contain the date the leave is to begin, a medical certificate with the approximate date of delivery, and the estimated date of return to work.

Employees must confirm with four (4) weeks' written notice whether they intend to return to work and their expected return date.

#### **While on Leave**

During pregnancy and/or parental leave, employees may continue to participate in all benefit plans including Basic Insurance, Extended Medical and Dental. SHRS continues to make contributions to these plans during the approved leave.

Vacation credits continue to accrue while employees are on leave. However, if they do not return to work, they are paid a % (percentage) of their earnings up to the last day of work.

Seniority continues to accrue during pregnancy/parental leave.

### **Status on Return from Leave**

On completion of pregnancy and/or parental leave, employees are reinstated to positions they recently held, if those positions still exist. If they do not exist, employees are placed in comparable positions. On reinstatement, employees are paid at the rate paid when their leave commenced or, if the salaries for the positions have increased, at the rate they would be earning if they had worked through the leave.

### **Performance Management**

Formal documented Performance Reviews must be completed before employees begin either pregnancy or parental leave. The time of the year determines whether this review is an Annual or Interim Review.

#### **7.8. *Military Leave Full-time and Reserves***

Employees are permitted to request time-off without pay to conduct and/or attend military service. All medical, dental and life insurance benefits cease while on military leave. If full-time leave is requested, their position may not be held open during the leave due to business reasons. Employees retain their seniority and if available, are offered equivalent positions upon return to SHRS.

#### **7.9. *Personal Illness***

Employees are not eligible for full pay during the period when illness or injury prevents them from attending scheduled work hours.

During short-term absences, the following applies:

- For single absences of three (3) or more consecutive days, a doctor's certificate is required as evidence of illness,
- Recurring medical problems, which necessitate occasional absences from work, require a doctor's certificate stating the reason for the time and frequency of absences,
- If there is an accumulation of six (6) or more sick days during a calendar year, employees are requested to provide a doctor's certificate or other forms of verification for any further illness within that same calendar year.

Managers and/or Human Resources monitor absences, request certificates or absentee evidence if they have not been received and discuss any items of concern with the employees, in consultation with their immediate supervisor or manager.

### **7.10. Religious Observances**

SHRS provides flexible options for employees to meet most of their religious observances – especially those which are daily or weekly observances. Employees may request time-off without pay, use vacation time or use available lieu time to observe these holidays. The request should be made no less than four (4) weeks in advance.

### **7.11. Suspension**

Employees, who are on Corrective Action, may be suspended for a period of time during the process of resolution.

### **7.12. Temporary Transfer**

Under special circumstances, management may approve employees being seconded by another SHRS company or division, for a specific period with benefits and continued salary.

### **7.13. Time to Vote**

SHRS provides employees with time off to vote as per provincial and federal legislation.

### **7.14. Time for Recreational, Personal and Other Special Reasons**

SHRS grants leave, for example, to participate in department, corporate or corporate-sponsored charity events and social activities.

## **8. Benefits**

### **8.1. Life, Extended Health and Life Insurance**

SHRS provides an extensive employee benefits package that covers both Life and Health coverage to all full time employees who have completed three (3) months of employment.

Complete details of the benefits are available in the Canada Life “Your Group Benefits” booklet, which may be obtained through Human Resources. If any discrepancy exists between the handbook and the master contract, the master contract governs.

At the commencement of employment, Human Resources register all employees for the benefits program. Employees may not opt out of the benefits program. SHRS reserves the right to modify the benefits program, as they deem appropriate.

Employees are reminded to keep their handbooks in safe and convenient places for easy access to the information they contain.



## Information

If employees have questions about their benefits, they should refer to their Canada Life “Your Group Benefits” booklet first. If further clarification is required, employees are directed to contact their Manager, Supervisor and Human Resources. Additional information about group benefits and claim forms, can be found at:

[http://www.canadalife.ca/en/life\\_health/grp/contente.nsf/employee](http://www.canadalife.ca/en/life_health/grp/contente.nsf/employee)

Finally, Canada Life may be contacted at 1-800-668-6669. Employees must quote their policy and certificate numbers when contacting Canada Life. SHRS’s policy number is 99851. The employees’ Social Insurance Numbers (SINs) are their certificate numbers.

### **8.2. Workers Compensation**

As required by law, all employees are covered by Worker’s Compensation Insurance (WSIB, CSST, WCB) for all on-the-job accidents. If employees are injured in any way, they must report the accident immediately to their supervisor/manager and the SHRS Health and Safety Officer. Appropriate accident reports must be completed and filed.

## **9. Company Property**

SHRS issues appropriate company property to all employees at the commencement of their employment or as position requirements change.

Employees should report all telephone and pager problems to reception or to their manager.

### **9.1. Pagers**

SHRS expects employees to be considerate of others by exercising good pager etiquette when in public areas or where others may be inconvenienced by the sound of ringing pagers.

### **9.2. Phones – Cell and Regular**

SHRS expects employees to be cost-conscious when using SHRS regular and corporate- issued cell phones.

For further details, employees should refer to the Phone Policy or their manager.

### **Business Long Distance Calls**

Employees are allowed to place long distance calls directly. SHRS reserves the right to review and investigate all long distance calls placed by SHRS employees.

## **Maintenance and Cleaning**

The office cleaners are instructed to clean the office phones each night. Any problems with the phone system should be reported to the receptionist or the office manager.

## **Personal Cell Phones**

SHRS asks that all personal cell phone calls on the job or on the shop floor be restricted to personal time (i.e. breaks, lunch hours and after work hours). Using cell phones while operating power or manual tools is prohibited due to safety concerns and quality assurance issues.

## **Personal Long Distance Calls**

- Employees are allowed to make personal long distance calls if they charge the calls to personal credit cards or to third party non-SHRS numbers.
- Personal long distance calls should not be made from SHRS telephones and charged to SHRS.
- In cases of emergency, employees are allowed to make personal long distance calls, but they must reimburse the cost of the calls according to department procedures.
- Calls to 1-900 numbers are prohibited and are a breach of the Code of Conduct.

## **Emergency Personal Calls in the Shop**

SHRS employees working in the shop are asked to have all incoming emergency calls directed to reception or to the office manager in regional offices. They convey the messages in a timely manner or take the necessary action on behalf of the employees as required.

Violation of the Phone Policy may result in disciplinary action, and in the case of excessive abuse, may be cause for termination.

## **Corporate Issued Cell Phones**

Cell phones issued to SHRS employees are for the sole purpose of conducting SHRS business.

All SHRS issued cell phones must be budgeted, justified and approved by management. Employees are asked to complete the Cell Phone Requisition form and have it approved by their manager prior to issuance. All cell phones are issued through the SHRS authorized service provider with SHRS approved features.

Employees are allowed up to 30 minutes of paid personal calls per month (excluding long distance calls). Payment for calls exceeding 30 minutes and all personal long distance calls are the responsibility of the employees.

SHRS expects their employees to accept responsibility for the care of their SHRS issued cell phones.

Employees must:

- Keep accurate records of all calls placed and received on their cell phones.
- Report immediately any loss of or damage to their cell phones.
- Return cell phones to SHRS when their positions no longer require usage.
- Pay for all personal long distance calls.
- Not place any inappropriate calls, including 1-900 numbers.
- Not breach SHRS confidentiality by allowing non-SHRS employees to use their SHRS cell phones or by divulging their access codes.
- Apply good common sense when driving and using cell phones.
- Be considerate of others when using cell phones in public.
- Use regular phones whenever possible in order to minimize cell phone expenses.
- Place confidential calls using regular phones.
- Abide by all Provincial and Federal legislation regarding cell phones, while acting as SHRS representatives on job sites or other premises.
- Adhere to all cell phone usage policies and regulations, on public and private premises, in the course of conducting SHRS business.
- Follow good cell phone etiquette as outlined in the Cell Phone Etiquette Guidelines document, which includes, but is not exclusive to: turning cell phones off or placing them on vibrate in public places, speaking in low tones so as not to inconvenience people around them and using cell phones while driving only when conditions are safe to do so.

### **Telephone Courtesy**

Employees are instructed to answer all calls in a friendly and courteous voice. Employees should provide callers with their name and department and ask how they can be of assistance. If employees cannot provide callers with immediate service, they must advise the callers when assistance will be provided. If employees are unable to provide service at the time promised, callers should be advised of the delay in service.

Employees are asked to be considerate of their co-workers and keep the volume of their conversations at a reasonable level.

SHRS asks that all employees use good phone etiquette when using regular phones. Some of the etiquette rules outlined in the Cell Phone Etiquette Guidelines can be applied to regular phone usage.

## Telephone Usage

Much of SHRS's business is conducted over the telephone, and the lines should not be occupied with personal phone calls. Employees are allowed to receive and make personal telephone calls in cases of real emergency. SHRS realizes that there may be times when personal calls must be made or received during business hours. Such calls must be kept to a minimum and should not interfere with the work of the employees. Personal calls that require more time should be made during breaks. Employees may be asked to make up the time if long calls are made or taken during business hours.

## Voice Mail

Employees should not hide behind their voice mail. Every effort should be made to return calls within three (3) hours of receipt or sooner. Employees are asked to keep their voice mail greetings current, which should include their name, department, date and message.

If SHRS employees are going to be out of the office for a longer period of time, their messages must indicate the dates when they will be away, the expected date of return and the alternative staff the callers may speak to in their absence.

### 9.3. *Printers and Photocopiers*

#### Maintenance and Cleaning

It is not the responsibility of SHRS employees to perform maintenance or cleaning of equipment. Employees should contact ITS for cleaning and repairs to all printers. Employees should contact reception for photocopier cleaning and maintenance.

#### Replacement of Paper

Employees are responsible for replacement of paper in photocopiers and printers and the clearing of paper jams. If toner is required or if employees cannot clear paper jams, they should contact ITS for printer jams and reception for photocopier jams. Employees should check the supply room or contact reception if they require paper.

### 9.4. *Supplies/Furniture/Equipment*

SHRS ensures that all employees have the supplies/furniture/equipment they need to do their job. If employees require anything other than the items provided, they should contact their manager.

### 9.5. *Work Area*

#### Confidential Information

Employees must lock away all confidential information prior to leaving the office.

## **Decorations**

Employees are allowed to decorate their workplace with personal belongings, but all decorations must be non-offensive to co-workers and must not interfere with employees performing their jobs.

## **Laptops**

Employees must not leave their laptops unattended in public areas and are required to lock up their laptops during non-business hours.

## **Safety**

Employees are responsible for maintaining order and cleanliness in their work areas. Due to safety and fire regulations, paper must not be piled up on the floor, nor should it obstruct aisles, common work areas and escape routes.

## **Supplies and Equipment**

At the commencement of employment and throughout the employment period, employees are allocated equipment required for their jobs. Employees are required to sign for all allocated SHRS equipment to verify receipt.

Employees are assigned workstations with the necessary office supplies required to complete their tasks. SHRS expects all employees to care for and appropriately maintain equipment assigned to them. If damage or loss occurs due to negligence, SHRS may ask employees to replace the equipment at their own expense.

When employees leave SHRS, SHRS expects all equipment be returned in reasonable condition prior to the last day of employment. Employees are asked to sign that the equipment has been returned.

Unauthorized removal of property from the premises, or its conversion to personal use, is considered cause for suspension and/or dismissal and is dealt with through the Corrective Action Policy.

## **Shared Equipment**

While working in the office, it is important that employees remember to maintain shared equipment and to notify their manager promptly when problems occur.

# **10. Compensation**

## **10.1. Deductions**

SHRS makes deductions as legislated by law and union and any employee-authorized deductions, such as charitable donations. If there are any changes to the deductions, Payroll advises the employees.

## **10.2. Expenses**

If employees incur approved business expenses while on the job, they must:

- Complete an expense report.
- Attach original receipts.
- Have their manager sign for approval of payment.
- Forward the approved expense reports and receipts to Accounts Payable.

Employees are asked to submit management-approved expense reports to Accounts Payable no later than five (5) days after the end of the month.

Employees should keep copies of expense submissions in case they need to follow-up on payments.

## **10.3. Pay Periods**

Employees are paid based on their letter of employment. Employees should contact Payroll if they have any questions about their pay. Employees, who are required to submit timesheets, must have their approved timesheets submitted to Payroll no later than 9:00 a.m. each Monday. Timesheets not submitted on time are not paid until the next pay period.

## **10.4. Pay Stub**

Employees are provided with a pay stub for each pay period detailing their pay and deductions. If employees have any questions about their pay stub, they should contact Payroll.

## **10.5. Salary Adjustments**

All salary adjustments require the approval of the manager of the position and the concurrence of Human Resources.

Salary adjustments occur for various reasons such as market changes, merit, performance, promotion, reclassification, demotion and acting pay.

## **10.6. Salary Administration**

SHRS administers their pay plan to achieve the following objectives:

- Attract and retain competent people,
- Accurately reflect the relationship between different position levels,
- Stay competitive with the salaries paid at other companies for positions requiring similar skills, effort, responsibility and working conditions,
- Demonstrate fairness and consistency in granting performance increases to individual employees.

## **10.7. Salary Ranges**

Every position has a salary range based on its position grade and level. The salary range has a minimum, mid-point and maximum annual salary amount.

It is SHRS's policy that:

- Every approved position at SHRS is supported by an accurate current position description and placed in a position grade and level.
- Those who occupy approved positions and those who manage them understand the contents of the job description.
- Salary levels attached to positions reflect the differences in position requirements, are related to salaries in the marketplace, are sustainable according to SHRS's resources and respect all legislation, including minimum wage.
- All employees' salaries are within the salary level for the position they occupy and their salary progression relates to performance.

## **11. Communication**

### **11.1. Concerns and Issues**

Employees having concerns regarding work-related issues should discuss them with their manager. It is recommended this discussion be held within three to five (3 – 5) days after the incident/concern or in a timely manner. At any time, employees may speak directly with Human Resources.

### **11.2. Employee Feedback**

Employees are welcome to provide workplace feedback to management or Human Resources at any time during their employment.

### **11.3. Media Releases**

All media releases are reviewed and approved by the President. All requests for information about the company are referred to GM Group.

### **11.4. Open-Door Policy**

SHRS management practices an open-door policy for all employees. Employees are encouraged to discuss any problems with their manager. If employees are not comfortable with that arrangement, they may approach any other member of the SHRS management team in confidence.

### **11.5. Promotional Materials**

All promotional materials are reviewed and approved by the President.

The President decides how, when and to whom all promotional materials are distributed.

Employees should refer all vendors requesting promotional information to the President.

### **11.6. Photography**

#### **Corporate**

The president must review and approved all photographs for corporate use.

The President decides how, when and to whom all photographs are distributed.

Employees should refer all vendors requesting photographs information to the President.

### **Personal**

Employees may take pictures of in the office but must receive permission of the employees in the picture prior to taking the picture

No employee may take pictures of any neither confidential areas nor documents for distribution outside the company.

Employees may not use cell phone camera in private areas such as the washroom or stairwells.

## **12. Employment**

### **12.1. Employee Personnel Information**

All personal information collected and recorded about employees by Human Resources and SHRS is considered confidential and is not released without the permission of the employees. The information is only used for the sole purpose it was collected. Employees may access their personnel files at any time by contacting Human Resources.

### **12.2. Equal Opportunity Employment and Workplace Diversity**

SHRS is an equal opportunity employer practicing and supporting workplace diversity, while complying with all applicable laws prohibiting discrimination in employment.

### **12.3. Job Descriptions**

All positions at SHRS have a current job description on file at all times. Each manager, in conjunction with the employees and Human Resources, develops a job description for each position that is approved by the President and Human Resources.

Job descriptions are available to all employees on-line in the Policies and Procedures directory. A job description is updated and forwarded to Human Resources when the responsibilities of a job change.

The job description is also used to establish the skills and knowledge required for a job, as well as job classification and salary range determination.

For details, employees should refer to the Job Description Policy or their manager.



#### **12.4. Job Posting**

All jobs are posted internally by e-mail and on the SHRS Human Resources web page. Other media and web job posting facilities may be used with the approval of the hiring manager. Current employees are encouraged to apply for internal job postings if they are interested in the positions and are qualified to perform them. If employees require further information on a job, they can refer to the job description, contact the appropriate manager or call Human Resources.

The names of internal applicants are kept confidential until a final offer is made and accepted. At this time, employees are responsible for advising their current manager that they have accepted another position.

All unsuccessful internal applicants are provided with a follow-up meeting to discuss how they can prepare to be the successful applicant, should the position become available again.

#### **12.5. Change of Employee Personal Information**

Employees must advise Human Resources immediately of changes in name, address, marital status, dependents, or of any change in personal exceptions requiring a new TD-1 form. This information is vital in keeping personnel files, payroll and other records up-to-date.

#### **12.6. Orientation**

Employees are SHRS's greatest resource and their largest investment. Therefore, SHRS believes that a structured orientation is a sound business strategy. A comprehensive, consistent orientation program for all new employees creates an immediate positive impression, motivates them to become productive contributors, and provides them with the necessary information and tools to be successful in their new position.

The orientation commences on the first day of hire and continues throughout the probationary period of employment.

There are two (2) parts to the orientation process. First, Human Resources in the corporate office or the General Manager in regional offices or their designate provides the new hires with an orientation which includes the following, but is not exclusive to:

- Corporate policies and procedures.
- SHRS history and strategic plan.
- Benefits.
- Vacation.
- Resources and services.
- Department/division organization structure.
- Corporate structure.

Second, the department manager orients the employees with the:

- Department policies and procedures.
- Job description and responsibilities.
- Introduction to co-workers and key contacts.
- Department functions and projects.

In addition, the manager sets the employees' goals and outlines the performance review process during the probationary period. The manager also assigns a buddy (fellow employee in the same department) to provide them with a tour of the organization, introduce the new hires to key contacts and discuss any policies or rules the employees must follow in these areas (i.e., visitors to the shop or job site).

For further details, employees should refer to the Orientation Policy or their manager.

### **12.7. Performance Reviews**

Performance reviews are the process of summarizing, assessing and developing the work performances of employees. SHRS provides performance evaluations in a timely, supportive and respectful manner.

Performance reviews are conducted by the managers who are responsible for thorough, impartial and timely performance reviews with employees who report directly to them.

Performance reviews are a function of "rating" employees on the basis of their performance (based on facts, not opinions) and the length of time in the position in relation to performance requirements. The performance of one employee is not compared with or "ranked" against that of another.

It is SHRS's policy to conduct performance reviews with employees on a regular scheduled basis as a means of fostering employee development and motivating employees to reach their potential. The objectives of the performance review are:

- To motivate and guide employees toward greater self-development and improved performance by discussing significant strengths and areas needing improvement in a positive, constructive manner.
- To provide a uniform means for supervisors to make salary and wage determinations based on their assessment of employee performance in relation to performance requirements.
- To provide a means for evaluating employee suitability for continuation of employment.
- To identify training resource needs.
- To provide a record of employee progress.

The review process is broken down into two (2) phases: Goal Setting at the commencement of the fiscal year and Final Review at year-end.

SHRS's goal is to create and maintain a working and learning environment that is positive, supportive and productive for all employees. To this end, SHRS sets

SMART goals and develops training programs for all employees that feed into the corporate strategic plan.

### **SMART Goals**

Employees and their managers jointly discuss and agree on three (3) corporate and three (3) personal SMART goals that employees will successfully accomplish during the review period. The SMART goals are determined based on SHRS's Strategic Plan. All SMART goals must feed into SHRS's Strategic Plan in order for SHRS to be successful.

SMART goals are defined as:

- S - specific
- M - measurable
- A - achievable
- R - realistic
- T - timely

### **Development Plans**

The performance management process provides an opportunity for employees and managers to discuss the employees' performance, develop goals and jointly create a plan for achieving the agreed-upon goals. Development plans should contribute to organizational goals and the professional growth of the employees. The planning process must also involve consideration of the emerging SHRS environment.

### **New Hires**

The objective of SHRS is to set goals at the commencement of the employees' employment, provide ongoing feedback during the probationary periods and conduct performance reviews at the end of the probationary periods.

### **Communication**

Throughout the performance periods, employees and manager maintain open communication, creating an atmosphere that allows a candid approach to discussions of performance.

To ensure employees are successful, the managers and employees make every effort to immediately resolve all performance issues. All communication is used to reinforce good performance or to improve performance.

### **Performance Indicators**

Employees discuss the performance indicators with their manager. By doing so, they have a complete and clear understanding of what SHRS's performance expectations are for achieving the goals.

Based on the discussion, employees know exactly what needs to be done and how it has to be done. Performance indicators include quality, teamwork and customer service measures.

### Measurements

All goals are measurable and achievable.

### Year-end Performance Rating

It is important for employees and managers to remember that the year-end reviews and ratings are not based only on successfully completing the goals, but also how the goals were completed. Reviews are based on one (1) full year of performance.

The following list of (but not exclusive to) demonstrated behaviours play an important part in the evaluation process.

- Adaptability,
- Appearance,
- Attendance & punctuality,
- Communication,
- Cooperation,
- Cost-consciousness,
- Creativity,
- Dependability,
- Following instructions,
- Following SHRS policies and procedures,
- Initiative,
- Interaction with co-workers and customers,
- Job knowledge,
- Judgment,
- Leadership,
- Organizational influence,
- Performance under pressure,
- Planning and organizing,
- Problem solving,
- Quality of work,
- Safety and Environment,
- Teamwork.

Employee performance for each criterion is rated independently of other criteria according to the following definitions of performance levels:

Rating	Description
Exceptional (9-10)	Performance is consistently at the very highest level and far exceeds requirements (the supervisor must include explanatory comments).

Rating	Description
Very Good (8)	Performance is regularly at a high level and significantly exceeds requirements.
Good (7)	Performance is at an acceptable level and meets or exceeds requirements.
Satisfactory (4-6)	Performance is at a minimally acceptable level and marginally meets requirements.
Fair (2-3)	Performance is at an unacceptable and below requirements in most of the goals (the supervisor must include explanatory comments).
Unsatisfactory (below 2)	Performance is at an unacceptable level and below requirements in all goals (the supervisor must include explanatory comments). A rating of below 2 may result in the termination of employment.

### **Salary Adjustments**

Performances that do not meet expectations result in no salary adjustment. Corrective action may be implemented to improve employee performance.

### **Employees Not Meeting Expectations**

Employees not meeting expectations on one or more of their goals work with their manager to develop a plan and/or program to improve performance.

For further details, employees should refer to the Performance Management Policy or their manager.

## **12.8. Training and Development**

SHRS supports their employees' personal and professional development as it relates to the jobs and their success at SHRS. After the employees' goals are set each year, their manager evaluates the employees' skills and knowledge to determine if training is required. When training is necessary, the employees and managers, in conjunction with Human Resources, determine the training plans.

SHRS provides development that is directly related to the employee's job for full time employees. Under certain circumstances, training may be provided to new hires.

Employees, who are considering internal job changes or applying for promotions, should discuss their career plans with their management to determine if SHRS is willing to support the training plans. Employees are encouraged to meet with their managers to discuss their development requirements. Employees may also discuss their requirements with Human Resources, who can assist in locating training or education providers. The final decision and payment approval resides with management.

Employees receiving training are responsible for transferring their new skills to their jobs and sharing gained knowledge with other SHRS employees. Employees may be asked to conduct training sessions, presentations or assemble summaries

for management and other SHRS employees. All materials received from training sessions paid by SHRS must be relinquished to SHRS.

### **12.9. Probationary Period**

All new hires must complete a probationary period, including those who are internal new hires in a position. The probationary period is defined in the offer letter. At the commencement of employment, managers meet with their new employees to establish expected performance goals and objectives during the probationary period. At the completion of the probationary period, managers and employees meet to discuss the employees' performance results. At that time, the new hires or SHRS may elect to continue or end the employees' employment.

During the probationary period, the employees or SHRS are entitled to end the employment agreement at any time without cause.

Managers can extend the probationary period beyond the specified timeframe if the employees' performance does not meet expectations.

### **12.10. Recruitment**

SHRS's policy is to recruit and retain the brightest and best talent in the industry by hiring the right person for the right job.

SHRS has developed a formal process that all managers follow when filling a vacant or new position. The steps include:

#### **Job Description**

A current and approved job description is forwarded to Human Resources, prior to the job being posted.

#### **Job Posting**

Human Resources posts all full-time and part-time positions internally on the Human Resources web page, by e-mail and in other approved job posting media such as newspapers or job posting web pages.

#### **Applying to a Job Posting**

It is SHRS's policy to "grow their own". Before considering external candidates, current SHRS employees, in good standing, receive preferred status for internal job postings.

Internal applicants, who have completed 12 months with SHRS and meet all the job criteria and qualifications, are considered for an interview.

To apply for a posted job, employees must complete the Application for Employment form and submit a current resume through the Human Resources web page. <http://www.pleaseapply.to/panigas/>

## **Pre-selection**

Internal applicants meeting the requirements for available positions must be interviewed prior to external candidates.

All internal applications are kept confidential until candidates are deemed finalists for internal job postings. Employees are then contacted by Human Resources and provided with the opportunity to personally notify their manager about their status as a finalist for an internal position. After permission is obtained from employees, the hiring manager contacts the current manager for a reference.

## **Interviewing/Testing**

Candidates may be asked to attend multiple interviews, develop and conduct presentations or demonstrate their skills and knowledge to assist managers in the decision-making process.

All persons conducting interviews are asked to keep complete and accurate notes of the interview, which are eventually placed in the candidates' personnel files.

Human Resources may conduct skill testing when a valid test exists. All test results are kept in the employees' personnel files.

## **Reference Checks**

Human Resources checks employment and educational references provided by the employees. A minimum of three (3) references is contacted.

## **Offer/Letter of Employment**

Human Resources or the hiring manager contacts the successful applicant and presents a verbal job offer and a formal, written job offer, which must be accepted by the successful applicant before commencing employment.

# **13. Health and Safety**

## **13.1. *Anti-Harassment***

SHRS provides a workplace that supports practices and policies recognizing the dignity and equality of rights and opportunities of all employees. SHRS employees are provided with a work environment free of physical, verbal or written harassment.

SHRS management does everything in their power to enforce, support and uphold this policy, as well as lead by example. Inappropriate behaviour, as defined by SHRS's definition of harassment, results in disciplinary action, which may lead to termination of employment.

### **13.2. Evacuation and Safety Plan**

The evacuation and safety plan is a guide of procedures to be followed in case of fire or other emergencies.

1. Upon discovery of fire, smoke or suspicion of either, dial 911 and report the location, nature and extent of the fire or emergency.
2. Once an announcement is made, managers order evacuation of their assigned areas. No one is to remain in the building, except designated personnel.
3. Staff members should:
  - Remain calm,
  - Collect purses, wallets and small valuables,
  - Push chairs in for clear passage,
  - Wait for instructions from their manager,
  - Walk, do not run, to the designated exit.
4. Managers must:
  - Evacuate all personnel in their assigned groups by designated fire exits,
  - Know alternate exit routes for their assigned groups and check attendance at the designated meeting location,
  - Determine that no one is in lavatories, storerooms or other auxiliary rooms.
5. All staff must remain outside the building until the emergency is over.
6. The Superintendent or Foreman directs the evacuation at on-site locations.

### **13.3. Medical Supplies**

All sites must maintain a fully equipped First Aid Kit. SHRS does not keep any medications such as aspirin or cold remedies on the premises.

### **13.4. Occupational Health, Safety and Environmental Assurance**

As a condition of employment, all employees must sign the SHRS OHS&E Policy at the commencement of their employment.

SHRS abides by all the OHS&E legislation. At all times, the employees are required to conduct themselves responsibly with respect to the OHS&E Workplace policy. Management ensures that all applicable legal requirements relative to OHS&E are met or exceeded.

Management/Human Resources assembles a Health and Safety Committee that is comprised of two (2) management and two (2) non-management employees at each office. They meet formally on a quarterly basis and conduct regular inspections of the workplace. If any violations exist, they are recorded and the applicable managers are notified and advised of appropriate resolutions. The



minutes of each meeting, recording all problems and resolutions, are then posted in a publicly designated area.

SHRS is committed to the protection of their employees and other people in the workplace. SHRS ensures that: equipment is properly maintained, practices and policies incorporating sound health and safety considerations are strictly adhered to, and employees are provided appropriate OSH&E training.

SHRS's extensive list of safety policies ensures a safe work environment. There are forms that must be completed prior, during and at the end of a job. Employees are required to familiarize themselves with these policies and the appropriate forms.

Being unaware or ignorant of a policy is not an acceptable excuse for failure to abide by a policy.

The safety information in these policies does not take precedence over the Occupational Health and Safety and Environmental Acts. Employees should become familiar with all related OHS&E legislation.

It is the responsibility of all employees to report accidents and potential violations immediately to the OHS&E Committee and Human Resources.

For further details, please refer to the OHS&E Policy and the Canada Labour Code Occupational Health and Safety and Environmental guides.

### **13.5. Smoking**

SHRS provides a smoke-free work environment.

### **13.6. Substance and Alcohol Abuse**

SHRS operates on a zero tolerance policy regarding alcohol and illegal substance abuse. Each situation is dealt with on an individual basis. Violation of the policy results in disciplinary action and may result in termination of employment.

SHRS strives to provide their employees with a safe and healthy work environment free from alcohol abuse and illegal drug consumption. To this end, SHRS sets forth the following rules:

- Employees are prohibited from consuming alcoholic beverages or taking illegal drugs on SHRS's premises.
- Employees must not report to work under the influence of drugs or alcohol.

SHRS asks that all staff refrain from consuming alcohol and partaking in drugs so as not to: adversely affect their job performance, impair their professional conduct, hinder their decisions regarding workplace safety or impede their working relationships with co-workers and the public. Intoxication is not an acceptable excuse for inappropriate behaviour.

### **13.7. Hazardous Materials in the Workplace**

Some positions require employees to work with chemicals or other hazardous materials. Employees must take every precaution to ensure they do not cause harm to themselves and their co-workers. MDS binders must be made accessible to employees.

### **13.8. Violence in the Workplace**

SHRS is committed to preventing workplace violence and to maintaining a safe and hazard-free work environment. SHRS has adopted the following guidelines to deal with intimidation, harassment or other threats of (or actual) violence that may occur on their premises during business hours.

- All employees, including temporary employees, must be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay" or other conduct that may be dangerous to others.
- All threats of (or actual) violence, both direct and indirect, should be reported immediately to supervisors, management or Human Resources. This includes threats by employees, customers, vendors, solicitors or members of the public.
- All suspicious individuals or activities, such as unauthorized strangers on the premises, should be reported to a supervisor or manager as soon as possible.

SHRS also encourages employees to bring their disputes or differences with other employees to the attention of their manager.

Inappropriate behaviour is dealt with promptly through the Corrective Action Policy.

## **14. Premises**

### **14.1. Access**

SHRS arranges for the employees' building or worksite access on their first day of employment. If employees require keys to their desks or other storage, they should contact their manager, site superintendent or foreman.

### **14.2. Bulletin Boards**

SHRS provides bulletin boards for the posting of SHRS announcements. Employees are also allowed to post personal announcements, such as fundraisers or items for sale, but they must remove all announcements in a timely manner. SHRS reserves the right to remove posted materials from bulletin boards.

### **14.3. Housekeeping**

Employees should make every effort to keep their workspace and all public areas clean and safe.

#### **14.4. Kitchen**

In some SHRS premises and work sites, kitchen/eating facilities are provided for the employees' use. All employees are asked to accept responsibility for their own mess and clean up after themselves.

All foods are to be removed from the refrigerator in a timely manner. The refrigerators are cleaned on a regular basis. Any spoiled food left in the refrigerator during a cleaning is placed in the garbage.

Foods left in the refrigerator are the property of the person who purchased them; therefore, employees are asked consume only foods that they have purchased.

#### **14.5. Meeting Rooms**

SHRS provides facilities for internal and external meetings. Employees are required to book meeting rooms through reception. Every effort should be made to keep meetings on schedule and to leave the room tidy and clean for the next meeting.

Employees are asked to remove any leftover food or waste material from meeting rooms upon completion of their meetings.

#### **14.6. Office Cleaning**

SHRS has office cleaners to clean the office. Floors, windows, desks, cabinets, chairs, phones and computers are cleaned regularly throughout the year. Employees are notified if they need to clear windows, desks and floors of work or personal items for periodic major cleanings.

Each evening, the cleaners make every effort to clean the tops of desks and cabinets, as well as the floor space around desks. Office cleaners are not authorized to move papers, computers or other materials left on desks or on the floor.

At all times, employees are asked to leave their work area clear of confidential and personal materials. Employees accept responsibility for any personal items lost or stolen on SHRS premises.

#### **14.7. On SHRS Premise During Non-business Hours**

Employees are allowed to enter SHRS premises during non-business hours, but are responsible for turning off the alarm when they enter the premises and turning it back on when they leave. Prior to departure, employees must ensure there is no one else in the building, all entrances and exits are securely locked and lights are turned out. They must then activate the alarm. Failing to do so may result in false alarms, security fines or risk of criminal activity.

#### **14.8. Washrooms**

The cleaning staff cleans the washrooms nightly, but employees are expected to make every effort to keep the facilities tidy. Employees are asked to remember

that SHRS guests also use these facilities and the condition of the washroom premises are a reflection of SHRS.

Employees should advise the office manager or reception when washroom supplies or equipment repair is required.

#### **14.9. Visitors**

At all SHRS offices and site projects, visitors must report directly to reception or the appropriate site foreman. Reception or the site foreman then contacts the employees to escort their guests to the appropriate meeting location. At the conclusion of the meeting, employees escort their guests back to reception or the site foreman.

To provide for the safety and security of employees and the facilities at SHRS, employees are required to notify management and reception when they are expecting visitors on the premises. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances. Employee must advise their visitor that they are bound by all Health and Safety policies in place at SHRS.

All visitors must report to reception. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

Panigas discourages employees from bringing their children on premise during work hours unless they are participating in a supervised activity. Under no circumstances are children to be on premise without supervision. SHRS cannot assume any responsibility for injuries sustained by children while on campus.

If an unauthorized individual is observed on SHRS premises employees are required to immediately notify their supervisor or, if necessary, direct the individual to reception.

## **15. Technology**

### **15.1. Corporate Web Site Security**

For details, employees should refer to the Web Page Policy or their manager.

All information collected through the SHRS Web page including applicant information is only used for the sole purpose for which it was collected. SHRS employees are forbidden from selling information to a third party for any reason. Information is only distributed to a third party if obligated by court order.

Persons who submit information through the SHRS Web page may request, at any time, to have their information removed, verified or updated. All requests must be made in writing or by e-mail to verify authenticity of the request.

### **15.2. Computer Cleaning**

Periodically, SHRS arranges for a thorough cleaning of computers. On these occasions, employees are notified so they can remove any items they have on or around their computer.

In general, employees are responsible for keeping their computers in good condition.

### **15.3. Corporate Web page**

SHRS's corporate web page is [www.panigas.com](http://www.panigas.com). Employees are encouraged to promote the web page for business and employment reasons.

Employees are not to register the web page on any other URL for advertising purposes, without the permission of the President.

Only Human Resources is authorized to post SHRS jobs on the SHRS web site or other URLs. If employees identify a suitable URL to post jobs, they should advise Human Resources who will determine if the URL is appropriate.

SHRS allows the corporate web page to be linked to other URLs, but SHRS is not responsible for the quality or liable for the content provided on that URL.

### **15.4. E-Mail Etiquette**

For details, employees should refer to E-Mail Etiquette (Do's and Don'ts) Guidelines or their manager.

When using the SHRS e-mail system, employees must adhere to acceptable e-mail etiquette, which includes but is not exclusive to the following:

- Know the audience for whom the message is intended.
- Proofread and re-read an e-mail before sending it.
- Keep messages brief and to-the-point.
- Format messages for easy reading.
- Use appropriate business style and language when communicating formally.
- Be wary of the use of informal language. Language taken out-of-context can be injurious to individuals or SHRS. Rule of thumb: if the sender is unwilling to have the message appear on the evening news, it should not be sent.
- Do not over-distribute a message; only post it when it is relevant.
- Respect the privacy of others and do not be fooled by the illusion of privacy.
- Cite appropriate text and references in responding to a particular event, topic or issue.
- Each message should include a signature to identify the sender.
- Separate opinion from non-opinion.

- Respect copyright and license agreements
- Label a message that is meant to be humorous as such.
- Do not mark a message URGENT unless it really is.
- Senders should “sleep on a message” that they are uncertain about sending.
- Avoid use of all CAPS. In Internet-eze, this is considered shouting.
- Senders should be careful what they say about themselves and others.
- Check mail daily and routinely delete unnecessary messages.
- Be aware of the problems associated with sending attachments.
- Unauthorized use of UserID to send or receive messages is improper.
- Unauthorized alteration of e-mail (e.g. alteration by non-author) is inappropriate.
- SHRS e-mail systems should not be used to: send chain letters, distribute copies in violation of copyright, forward or distribute messages not of legitimate SHRS business, distribute messages viewed as obscenity or harassment, distribute messages which promote religious, political, or other personal positions or agendas not associated with their positions as SHRS employees

### **15.5. Internet Usage**

Only those employees requiring the Internet to conduct SHRS business are provided with access. The Information Security Awareness Agreement, which all employees must sign as a condition of employment, governs the usage of the Internet.

Employees should not use the Internet for personal reasons during business hours.

For further details, employees should refer to the Internet Access and Use Policy or their manager.

## **16. Transfers and Separation from Employment**

Employees are free to resign from their positions, at any time, for any reason they deem appropriate. Likewise, SHRS has the right to terminate employees for just cause or for reasons associated with downsizing and restructuring.

### **16.1. Resignation**

#### **Letter of Resignation**

SHRS employees resign by submitting resignation letters to their manager and Human Resources, two (2) weeks for non-management and four (4) weeks for management, prior to the effective date of resignation. In some situations, SHRS reserves the right to ask the employees to leave on the day they submit their resignations and pay them for the notice periods.

## **Vacation Entitlement**

At the effective date of resignation, employees are paid for all unused accrued annual leave. If the employees have used all annual leave due to them prior to their resignation, all hours used in excess of those earned, are deducted from their final paycheck at the rate of salary paid at the time of resignation.

## **Record of Employment**

SHRS issues a Record of Employment (ROE) to all employees within five (5) days of their last day of employment.

## **Benefits**

SHRS advises the benefits carrier of employee resignations, which results in the termination of benefits on their last day of employment. Employees should submit all outstanding dental and medical claims incurred while employed at SHRS as instructed in the Canada Life “Know your Benefits” handbook. Employees may also convert their life insurance, without evidence of insurability, by notifying the benefits carrier of their intent within 31 days of their last date of employment.

### **16.2. *Letters of Reference/Confirmation of Employment***

It is SHRS’s policy not to provide letters of reference at the time of resignation. Employees are encouraged to contact Human Resources when references are required by potential employers.

When SHRS receives requests for information from other persons or companies about employees, either during employment or after they have left, it is SHRS’s policy to confirm employment by providing the following information:

- Dates of employment,
- Last position held,
- Confirmation of salary.

In general, SHRS’s policy is not to furnish any other information about work performance or employment, unless the employees specifically direct SHRS to do so, by providing written authorization prior to the request being received by SHRS.

### **16.3. *Termination***

SHRS has the right to terminate employees at any time for just cause. Reasons for termination may include, but are not limited to: job performance, restructuring, work availability or other reasons.

## **17. Transportation and Travel Expenses**

### **17.1. Company Travel**

All reservations required for business travel and entertainment must be made through SHRS's corporate travel agency.

SHRS views travel and entertainment providers as suppliers. Accordingly, SHRS invites comments from employees regarding "excellence in service". In this way, employee satisfaction or dissatisfaction is duly noted and plays a role in vendor rating and consideration.

When travel is required, employees are paid for the time they are traveling during regular working hours.

### **17.2. Entertainment**

In some situations, client entertainment is allowed while traveling on SHRS business. Employees should refer to the Travel Policy and receive pre-authorization from their manager before carrying out the entertainment.

### **17.3. Travel Advances**

Employees must request travel advances from and have them approved by their manager.

### **17.4. Travel Expenses**

SHRS reimburses employees for all reasonable and necessary business expenses while traveling on authorized SHRS business. Employees are required to submit their travel expenses on the appropriate form, with the original invoices, immediately after the expenses are incurred.

Employees are asked to submit management-approved Expense Reports, with original receipts attached, to Accounts Payable, no later than five (5) days after the end of the month of travel.

For further details, employees should refer to the Travel Policy or their manager.

## **18. Work Policies and Regulations**

### **18.1. Business Cards**

Employees should discuss their requirements with and have them approved by their manager.

### **18.2. Children on the Job**

Children should not be brought to the job, with the exception of SHRS's participation in such programs as "Bring A Kid to Work" day. All children brought to the SHRS workplace are bound by the same conditions and restrictions as other visitors.



### **18.3. Clean Desk Policy**

SHRS asks all employees to abide by a clean-desk policy, which requires employees to keep their work areas clean and safe. Before employees leave the office, they should ensure their work area is left neat, orderly and secure.

### **18.4. Corrective Action**

SHRS 's Corrective Action Policy and Procedures guide all employees through the principles of progressive discipline.

All corrective action is conducted within the scope of Provincial and Federal labour laws. Managers are responsible for informing their employees of the rules and regulations to be followed, the standards of conduct to be met, and the job performance to be achieved. Employees are expected to fully acquaint themselves with the rules, procedures and standards of conduct and performance for their department or division. Employees not assuming the responsibilities set out by these rules, procedures and standards are subject to the corrective action process.

#### **Grounds for Corrective Action and/or Termination**

SHRS employees are subject to disciplinary action or termination under the Corrective Action Policy and Procedures document, when adequate cause is established.

Acts that may result in disciplinary action or termination include, but are not limited to:

- Violation of the SHRS Confidentiality, Intellectual Property Code of Conduct and Non-Competition Agreement,
- Incompetence,
- Misconduct,
- Acts of dishonesty,
- Using SHRS property without proper authority,
- Threats of violence,
- Neglect of assigned responsibilities,
- Insubordination,
- Absenteeism,
- Inability to work with others where required,
- Lack of skills necessary to complete job assignments,
- Failure to abide by SHRS's rules, regulations, policies and procedures,
- Failure to abide by government laws and statutes.

Behaviours of business irresponsibility, breach of trust and conduct lacking personal or professional integrity, which seriously undermines the employees'

ability to function at SHRS, could result in corrective action, including immediate termination without notice.

Employees may be terminated immediately for conduct, which includes but is not exclusive to, theft or being under the influence of alcohol or non-prescription drugs while on the job.

For further details, employees should refer to the Corrective Action Policy and Procedures or their manager.

### **18.5. Customer Service**

SHRS employees are always expected to provide clients with service that exceeds expectations.

SHRS may conduct customer satisfaction surveys to ensure quality service is being delivered. Employees should report any customer-related problems to their manager and attempt to resolve them immediately or within an acceptable period of time. Problems that cannot be resolved in a timely manner by employees or their direct manager should be escalated as soon as possible.

SHRS encourages employees to identify and prevent potential customer problems and to be prepared should they occur. A proactive approach to Customer Service is a positive approach to servicing the customer.

### **18.6. Dress Code**

SHRS provides a business-casual dress code in the office and employees are expected to use good judgment when choosing their attire for the workplace. Employees working in the shop or on the job site must dress according to OHS&E Safety regulations.

Employees are instructed to use sound judgment and good taste when meeting with clients.

### **18.7. Eating at Desk or Work Area**

Employees are allowed to eat at their desks or in their work areas, but they must take every precaution to prevent damage to computers, furniture, files, documents, and SHRS client merchandise (such as signs or furniture). In certain areas, eating on the job is limited to a designated space or not allowed due to the nature of the work being conducted there.

### **18.8. Fraud and Theft**

Fraud and theft are unacceptable behaviours and will result in immediate termination, without notice.

### **18.9. Identification at Hiring**

For the purpose of identification, employees must provide Human Resources with a copy of either their Social Insurance Number and birth certificate or Canadian

citizenship. Human Resources may take pictures of employees for the automated Payroll and Human Resources Information System and personnel file.

#### **18.10. Mail Redirect**

All mail addressed to employees at any SHRS address is the property of SHRS. Employees are not allowed to redirect mail to other addresses if they leave the company.

#### **18.11. Personal Property**

Employees are welcome to bring personal property to the office, but do so at their own risk.

#### **18.12. Personal Space**

SHRS respects that some employees may have medical concerns around certain scents such as flowers, perfumes, etc. and therefore asks all employees to be considerate of their co-workers.

#### **18.13. Purchasing Policy**

Ideally, all purchases should be budgeted and approved. Items not budgeted for require the approval of Senior Management prior to the purchase.

#### **18.14. Site Start-Up Project**

All Site Foremen and Site Superintendents must adhere to the On-Site Startup Project policy detailing the procedures and expectations of employees for the duration of client projects. Some items included in this policy, but are not exclusive to:

- Respect for clients property, employees and policies
- Illegal or unethical removal of used materials belonging to clients
- Use of client facilities
- Workplace safety and cleanliness
- Visitor policy
- Obtaining appropriate paper work and certifications prior to commencing project
- Verifying worker certification cards
- Conducting required orientation and training sessions
- Equipment safety checks
- Establish and maintaining procedures for treatment of hazardous materials
- Dress code and parking

#### **18.15. Social Activities**

Throughout the year, SHRS organizes company social activities for the employees. These events are communicated through e-mails outlining dates and

details. Employees are reminded that inappropriate behaviour during SHRS functions is not acceptable and may result in corrective action.

SHRS may request employees to volunteer their assistance during certain social activities. SHRS thanks all volunteers in advance for their help and cooperation.

#### **18.16. Translation**

To ensure consistency, all materials necessitating translation must be done through SHRS approved translation services.

#### **18.17. Vending Machines**

Employees must not abuse vending machines provided for their convenience by SHRS. All repair requirements; damage or loss of monies should be reported to reception or to the office manager for appropriate resolution.

### **19. Work Schedule**

Lunch should be coordinated to ensure no department is left unmanned or short-staffed during any time period when customer service is required.

When leaving the premises, employees are asked to advise reception, your manager or the onsite Foreman of their departure and expected time of return.

### **20. Vacation and Statutory Holidays**

#### **20.1. Vacation**

##### **Eligibility**

Employees begin to accumulate annual vacation entitlement from their date of hire. Employees earn vacation during the regular calendar year, extending from January 1 to December 31. The vacation entitlement, which employees earn during this reference period, is advanced to them and must be taken during the current year.

If the start date of employees is prior to July 1<sup>st</sup>, the year they joined constitutes the first calendar year for the purpose of calculating vacation entitlement. If the starting date of employees is after June 30<sup>th</sup>, the following year of employment constitutes the first calendar year of service for the purpose of calculating vacation entitlement.

Annual vacation is taken within the calendar year it is earned and is scheduled on a department basis, taking into consideration SHRS's operational requirements, employee seniority and preferences.

For further details, employees should refer to the Vacation Policy or their manager.

Vacation Entitlement for Salaried and Hourly Employees	
Year.	Vacation Entitlement
1st year	<ul style="list-style-type: none"> <li>• 1 day per month of work to a total of 10 days.</li> </ul>
2nd to 4th years	<ul style="list-style-type: none"> <li>• 4% of annual salary</li> </ul>
5th to 9th years	<ul style="list-style-type: none"> <li>• 6% of annual salary</li> </ul>
10th year to 24th years	<ul style="list-style-type: none"> <li>• 8% of annual salary</li> </ul>
25th plus	<ul style="list-style-type: none"> <li>• 10% of annual salary (maximum)</li> </ul>

Example only: First year vacation entitlement calculation:

**An employee who started on September 15<sup>th</sup>:**

September 15th	Vacation Entitlement
September 15 <sup>th</sup> to October 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• 1 day</li> </ul>
October 15 <sup>th</sup> to November 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• 1 day</li> </ul>
November 15 <sup>th</sup> to December 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• 1 day</li> </ul>
Total	<ul style="list-style-type: none"> <li>• 3 days</li> </ul>

### Union Holiday Schedule

The vacation entitlement of union employees is as stated in their union contract.

### Vacation Carryover

Employees are permitted to carryover one year's entitlement, subject to the approval of their manager. All carryover vacation must be taken prior to the end of the fiscal year (February 1<sup>st</sup>).

All carryover vacation is subject to the approval of management and is based on SHRS's Vacation Carryover Policy. Employees must complete the Vacation Carryover Form and submit it to management for approval prior to the end of the calendar year (December 31<sup>st</sup>) in order to avoid the vacation entitlement being deleted from the payroll finance system.

Vacation Entitlement for Salaried and Hourly Employees	
Year.	Carry Over Vacation Payout
1st year	<ul style="list-style-type: none"> <li>• 1 day per month of work to a total of 10 days.</li> </ul>
2nd to 4th years	<ul style="list-style-type: none"> <li>• 4% of annual salary</li> </ul>
5th to 9th years	<ul style="list-style-type: none"> <li>• 6% of annual salary</li> </ul>
10th year to 24th years	<ul style="list-style-type: none"> <li>• 8% of annual salary</li> </ul>
25th plus	<ul style="list-style-type: none"> <li>• 10% of annual salary (maximum)</li> </ul>

For details, employees should refer to the Vacation Policy or their manager.

### **Vacation Credit for Past Service**

Employees working a minimum of two (2)- to four (4)-month co-op terms prior to joining SHRS on a permanent basis, receive credit towards vacation entitlement. The manager and Human Resources determine the amount of vacation credit, based on the total amount of time worked prior to joining SHRS on a full-time basis.

### **Separation of Employment**

Employees, whose employment ends mid-year, are entitled to a pro-rated portion of their vacation based on the months of service in that calendar year. If employees take vacation they are not entitled to, they are required to reimburse SHRS for the days owed. If employees have vacation entitlement not taken, SHRS pays out the days as compensation based on a % of their salaries.

#### **20.2. Statutory Holidays**

It is SHRS's policy to observe holidays that conform to provincial and federal legislation and competitive practices, as well as local business practices.

In order to provide quality service to members and clients, employees may be required to work on statutory holidays and, if eligible, will be paid according to provincial legislation.

## **21. SHRS Forms and Policies Location**

All SHRS polices, procedures, guidelines and forms are available online and in print at each SHRS premise.

To ensure consistency of procedures, all employees are asked to use the standard forms provided when conducting SHRS business.

## 22. Glossary of Terms

### Active Service

The period of employment during which employees are on the payroll in a pay status (i.e. not on an unpaid leave of absence or removed from SHRS's payroll).

### Applicant

An individual who has completed an application for employment.

### Application

A form obtained from Human Resources for completion by individuals wishing to be considered for employment at SHRS.

### Alliance

A business relationship between a supplier and a customer, or among two or more suppliers, usually involving joint product development or joint marketing efforts.

### Authorization to Recruit Form

A form used to initiate the recruitment process, which ensures the position is properly approved, classified and budgeted.

### Background check

The verification of a candidate's job history with previous employers.

### Base Pay

The rate or salary paid for work performed. This excludes shift differential, longevity and hazard duty pay.

### Base Rate of Pay

Fixed amount paid for services, which does not include any other forms of compensation (i.e. shift differentials, etc.).

### Benefits

Refers to the Health, Dental and Life insurance benefits provided at SHRS.

### Benchmark Role

A role that is utilized as an internal reference within a pay band. A benchmark is chosen because it meets one of the three following criteria: an "anchor" role for Support Services (a long-standing role), an easily identifiable role in the marketplace, or a representative of all functional areas and organizational levels

### Browser

A software application used to search information posted on the Web. Netscape and Microsoft Internet Explorer are the most popular packages.

### Candidate

An applicant whose skills, education and abilities meet the requirements of a particular job vacancy and who has been proffered a contingent job offer.

### Certification

A formal recognition for completing a course of study or program.

### Change In Family Status

Life events that allow an employee to change their level of coverage under various benefit plans. These events include: marriage, birth or adoption of a child, divorce or legal separation, termination or commencement of employment of employee's spouse or a change in employee's or spouse's employment status.

**Classification**

A category to which a position is assigned based on similarity in duties and responsibilities, market place, internal equity and job evaluation program.

**Conditions of Employment**

Expectations set out by SHRS to which an employee agrees at the commencement of employment.

**Code of Conduct**

A condition of employment to which an employee agrees before commencing employment.

**Corrective Action**

A process that SHRS follows when inappropriate conduct or performance is identified. It may result in coaching, training or probation, but if these actions are unsuccessful, could lead to employment termination.

**Confidential Information**

Information obtained through the course of employment regarding employees, customers/clients or other information of a proprietary nature.

**Court Appearance**

An appearance mandated by subpoena for an individual to appear in court.

**Competency**

Any motive, attitude, skill, knowledge, behaviour or other personal characteristic that is essential to perform the job, or differentiates average from superior performance.

**Co-op**

Work experience program, where an individual is participating in an educational experience or performing

services for a school, without receiving compensation.

**Customer/Client**

SHRS's reason for being in business. A company, organization, enterprise or person for whom SHRS employees provide the best quality products and services. The reason employees receive their compensation each week!

**Dependent Child/Children**

"Child" means: the employee's natural child, step child, adopted child, child who has been placed with employee for adoption, child for whom employee has been appointed legal guardian or foster child. In all cases, child/children must be dependent upon the employee for their main support. Refer to the Canada Life "Know Your Benefits Handbook"

**Employees**

Defined to include any persons who work for or supply services to SHRS for wages, receive training in the employer's business or work at home for an employer.

**Employer**

Includes all persons having control or direction of, or responsibility for, the employment of persons in any business, trade, profession, occupation, project, work, undertaking or activity. Where any such activity is carried on by any combination of persons, firms, corporations or associations, one of whom is an employer, the entire combination shall be treated as one employer.

**Employment**

Includes all work permitted and approved by the employer or actually done regardless of an express contractual term limiting hours of work



or making extra work conditional on the employer's authorization. Employment includes time spent in readiness for work or on break at the place of employment, but not time spent eating, sleeping or in pursuit of the employee's private affairs. A period of employment shall be deemed to be continuous unless it is interrupted for more than 13 consecutive weeks.

### **Employment Agreement/Offer**

Written form or letter explaining the terms and conditions of employment with SHRS.

### **Floater Days**

Refers to paid days off, in addition to statutory days and vacation days. SHRS reserves the right to assign dates to these floater days. Floater days cannot be accumulated and carried forward to the next year and they cannot be paid out, if not taken.

### **Fiscal Year**

SHRS's budgetary cycle from February 1<sup>st</sup> through January 30<sup>th</sup> of the following calendar year.

### **Flex Time**

Work schedules that permit flexible starting and quitting times, within limits set by management. Core hours are set within the day, during which time everyone must be present.

### **Full Time Regular**

Employees scheduled to work 40 hours or more per week in an approved position expected to continue.

### **Garnishment**

SHRS's rights and obligations to deduct a specified amount of funds from the wages of an employee to pay

a debt to a third party, as ordered by the court.

### **Health, Safety and Environmental Assurance Manual**

The guidelines that must be followed to ensure a safe and hazard-free workplace. It also includes guidelines to ensure the safety and protection of the environment. Copies of the manuals are placed with the general managers, Human Resources and OHS&E Specialists at all work sites and every workplace location.

### **Home Page**

The main page of a Web site and the first screen that a visitor sees displayed when connecting to that site.

[www.panigas.com](http://www.panigas.com)

### **Host**

The computer server or company that provides a platform or a "home" for an application.

### **HTML**

Stands for Hypertext Mark-up Language. The authoring language of the Internet, which is used to create Web pages.

### **Hyperlinks**

Embedded "hot spots" in Web pages that allows users to jump from one document to another anywhere on the Internet.

### **Hiring Range**

The minimum to the midpoints of salary ranges for job classifications.

### **Information Security Agreement**

A condition of employment, to which employees must agree and adhere, during their employment with SHRS. The Information Security Agreement is

part of the Code of Conduct and System Security Policies.

**Internet**

The global network of computers, routers and cable connections that enable the world's computers to connect to each other.

**Immediate Family**

Includes parents, spouse, child, brother or sister (including half- or step-sibling), grandparent, grandchild, stepparent, stepchild, father- or mother-in-law, aunt, uncle, niece or nephew.

**Intranet**

A private internal network that offers access to selected business data through tools made popular by the Internet (such as browsers and hypertext).

**ISP**

Internet Service Provider. A company that offers Web access or other services such as Web site design, hosting and security.

**Job Evaluation**

The methodology used to consistently analyze jobs and determine the relative internal ranking of all jobs on the basis of value and contribution to the organization.

**Job postings**

Positions described on SHRS's Web site. They are supported by a section of the site that promotes the benefits of working for the company in compelling terms, and invites interested prospects to submit their resumes directly. Jobs are also posted on the internal network or intranet.

**Job Family**

Similar job classifications are grouped into "families" where they are assigned levels, strata bands and salary ranges.

**Jury Duty**

A civic responsibility. A summons issued by the court for persons to be present on a certain date for consideration in a jury selection, or to testify in a court proceeding.

**Job Vacancy**

Job openings for which Human Resources has received an approval to recruit.

**LAN**

Local-area network. Workstations and computers that are connected in a specific work area in the same general location.

**Leave of Absence**

An authorized period of time away from work without loss of employment rights, that may be paid or unpaid, depending on the circumstances.

**Links**

See Hyperlinks.

**Logo**

The graphical symbol that represents SHRS. (left top of page)

**Manager**

The direct report of the employee, who provides guidance, coaching, direction, performance and compensation management.

**Maximum**

The highest amount of compensation a job is worth in the market place and to the company. Employees are not hired and paid above the maximum point.

**Midpoint**

Represents the market average. This is the amount paid to persons, who are fully qualified to perform the duties of their job.

**Minimum**

The minimum worth of a classification. This represents the amount paid to persons, who are minimally qualified or represent an entry level for a job.

**Minimum Qualifications**

The minimum skills and/or education required by applicants to qualify for positions.

**Off-Site**

Business services provided for clients at the client premises.

**On-Site**

Vendored or outsourced services provided to clients at the client site.

**Orientation**

Mandatory training conducted on the first day of employment, wherein new employees are introduced to SHRS, and health, safety, environmental requirements, benefits and other general work-related business matters are explained to them.

**Outplacement/Transition Service**

A service to guide terminated employees to satisfactory new positions or careers through the provision of short- or long-term counselling and support services. It may be conducted on a group or individual basis and most often paid for by the terminating employer.

**Outsourcing**

Use of outside business service vendors (and their supervised

personnel), either at the client's premises or off-site at the vendor's location. Functions performed or run by departments previously staffed and supervised by the client directly.

**PDP**

Personal Development Planning focuses on career planning and job/role development.

**Performance Bonus**

Annual bonus paid to employees based on their performance over the previous fiscal year and on goals agreed-upon in advance.

**Performance Management**

The coaching, feedback, development and reward cycle based on employee performance, using agreed-upon goals and objectives.

**SHRS**

Refers to SHRS.

**SHRS Web Page [www.panigas.com](http://www.panigas.com)**

The web page address where SHRS promotes their business and lists internal job postings. Also, where applicants can apply for employment.

**Place**

The act of placing a job applicant in a permanent position. Should not be used when referring to assigning temporary workers

**Principles of Service**

A program that reinforces the importance of service standards that SHRS acknowledges is vital to serving ALL customers. Standards include: profitability, professionalism, partnering, teamwork, improvement, satisfaction and exceeding expectations.

**Probationary Period**

A pre-defined trial time, which is considered an initial evaluation period for both SHRS and the employee. This is the final stage of the employment process.

**Reasonable Access**

The ability to view, copy and retrieve records, documents and information by employees with a need-to-know or as deemed appropriate by SHRS management or by court-issued subpoena.

**Recruiting**

The process of locating and screening candidates for an employer as part of a job search assignment. Also used to describe overall general efforts to bring in temporary employees.

**Recruitment**

The process by which employers search for candidates that meet particular client and job specifications. The entire recruitment process, up to the actual interview, can be performed on line at [www.panigas.com](http://www.panigas.com)

**Regular Part-time**

Employees scheduled to work from 20 to 29 hours per week in positions expected to continue.

**Regular Part-Time Work**

Refers to part-time employment that includes the same rights and prorated benefits available to regular full-time employees of an organization. (See also: Part-Time Work.)

**Regular Work**

This term is replacing "permanent work" as a way of describing direct, ongoing, full-time and non-contingent,

two-party employment relationships between employers and employees.

**Salary**

Fixed compensation paid regularly for work performed.

**Salary Range**

Established compensation boundaries for job classifications. Wage range is composed of start point, which is 80% of mid-point, and a merit maximum point, which is 120% of mid-point.

**Salary Referral**

The amount of payment paid for hiring an internally referred applicant.

**Search Engines**

Communication with executive search firms for specialized search engine positions. SHRS can post employment ads on career-oriented Web sites such as Monster.com, Careerbuilder.com, Hotjobs.com, Careermosaic.com, Careerpath.com, etc.

**Senior Management (BSG & GMS)**

Those employees at the senior level, who determine the strategic plan of SHRS and authorize decisions that impact the employees and company's business direction.

**Server**

A network node that provides services to client PCs. For example, file access, print spooling or remote execution.

**Sourcing**

The process of developing lists of potential candidates for specific recruiting assignments.

**Statutory Holidays**

Paid days off governed by the provincial and federal governments.

The number of statutory holidays may vary in each province.

**Subpoena**

Document commanding a person to appear to give testimony or produce documents in a lawsuit or other proceeding.

**Summons**

Document issued by a court to begin a lawsuit.

**Temporary Help**

The furnishing of employees to meet the short-term and/or project needs of another employer.

**Temporary**

Any employee, excluding SHRS employees, hired on a temporary basis, in a position not to exceed nine (9) months.

**Training and Development**

Refers to courses employees may need to attend in order to be successful in their current job or for career development. Improves skill, knowledge, competency and capability.

**Virtual "Job Fairs"**

Where candidates can learn more about the businesses of participating companies and the opportunities they offer. Direct communication with candidates can be conducted via e-mail through the website or Internet.

**URL**

Universal Resource Locator. The standard way to write the address of a specific site or piece of information on the World Wide Web.

**Vacation**

Paid time-off granted to employees and determined by years of employment service.

**Voluntary Demotion**

A downgrade or transfer to a lower classified position that is initiated by the employee.

**Volunteer**

Individual volunteering or participating in an educational experience or performing services for a school without receiving compensation. Also, a community service assignment.

**Wage**

Payment for work performed.

**WAN**

Wide Area Network. A geographically dispersed network that connects two (2) or more LANs.

**World Wide Web: www.**

The vast network of information and resources that is most widely used to communicate and trade via the Internet.

**Years of Service**

Length of time employed by SHRS





Contact	Reason
Employee's manager	Any personal, professional or company related information requirements Moving furniture Supplies, department policies and procedures, filing documents
Reception (corporate office) Office Manager (regional offices)	Damaged or Lost Property Housecleaning, Maintenance and Courier Services Premise Security Access Parking Phone List, Phone System Vending Machines Washroom and Kitchen Supplies
Finance	Accounts Payable and Receivable
Information Technology Services	Technical issues and problems
GM Group	Information about the company
President	All media releases, Strategic Plan
Health and Safety	Your manager, OHS&E Representative/Committee and/or Human Resources
Building Security	Your manager, Senior Management, and/or Human Resources
Human Resources	Benefits (registration and handbook) – contact Canada Life for information on Claims Compensation, Job Descriptions, Employee Development and Training Resources Policies and Procedures, HR Web Page Labour Law, Employment Issues, Payroll, Time Keeping, Performance Management Recruitment, Vacation
Health and Safety Officer or Member of Health and Safety Committee	Issues related to Health and Safety both on the job and on SHRS premises On-site Health and Safety Regulations should be reported to the on-site representative.
Client Services	Your manager, Senior Management, and/or Human Resources
Canada Life	Covered benefits and claims Canada Life directly at 1-800-668-6669 Life and Health Benefits Claim forms are available on-line in the Policies and Procedures directory, at the Canada Life web page <a href="http://www.canadalife.com">www.canadalife.com</a> and through Human Resources.

Corporate Office  
SHRS Group  
96 Edge Boulevard  
Concord, Ontario  
Canada, L4K 4V4

Atlantic Office  
SHRS Group  
187 Blue Road  
Bedford, Nova Scotia  
Canada, B4B 1H1

Quebec Office  
Groupe SHRS  
10, Bardier  
Saint-Léonard, (Québec)  
H1P 1E1 Canada  
Téléphone : (514) 322-  
2220

Massachusetts Office  
SHRS International Inc.  
31 Bear Hill Road  
Waltham, Massachusetts  
USA 02451





Corporate Office  
SHRS Group  
96 Edge Boulevard  
Concord, Ontario  
Canada, L4K 4V4

Atlantic Office  
SHRS Group  
187 Blue Road  
Bedford, Nova Scotia  
Canada, B4B 1H1

Quebec Office  
Groupe SHRS  
10, Bardier  
Saint-Léonard, (Québec)  
H1P 1E1 Canada  
Téléphone : (514) 322-  
2220

Massachusetts Office  
SHRS International Inc.  
31 Bear Hill Road  
Waltham, Massachusetts  
USA 02451