

Welcome to Two Roads Retail Specialists!

WELCOME TO THE COMPANY

We are delighted that you have joined our team and look forward to working together with you.

Two Roads Retail Specialists is a retail company that provides human resource and operational solutions to our partners at retail level and, as such, our employees are our most valued asset. In fact, we attribute our success as a company in significant part to our ability to recruit, hire, and maintain a happy and productive work force. We hope that during your employment with Two Roads Retail Specialists you will become a productive and successful member of our team.

This employee handbook describes the policies and procedures that govern the employment relationship between Two Roads Retail Specialists and its employees. The policies stated in this handbook are subject to change at any time at the sole discretion of Two Roads Retail Specialists. This handbook supersedes any prior handbooks or written policies of Two Roads Retail Specialists that are inconsistent with its provisions. You may receive updated information concerning changes in policy from time to time, and those updates should be kept with your copy of the handbook. If you have any questions about any of the provisions in the handbook, please ask your Manager or a member of Senior Management.

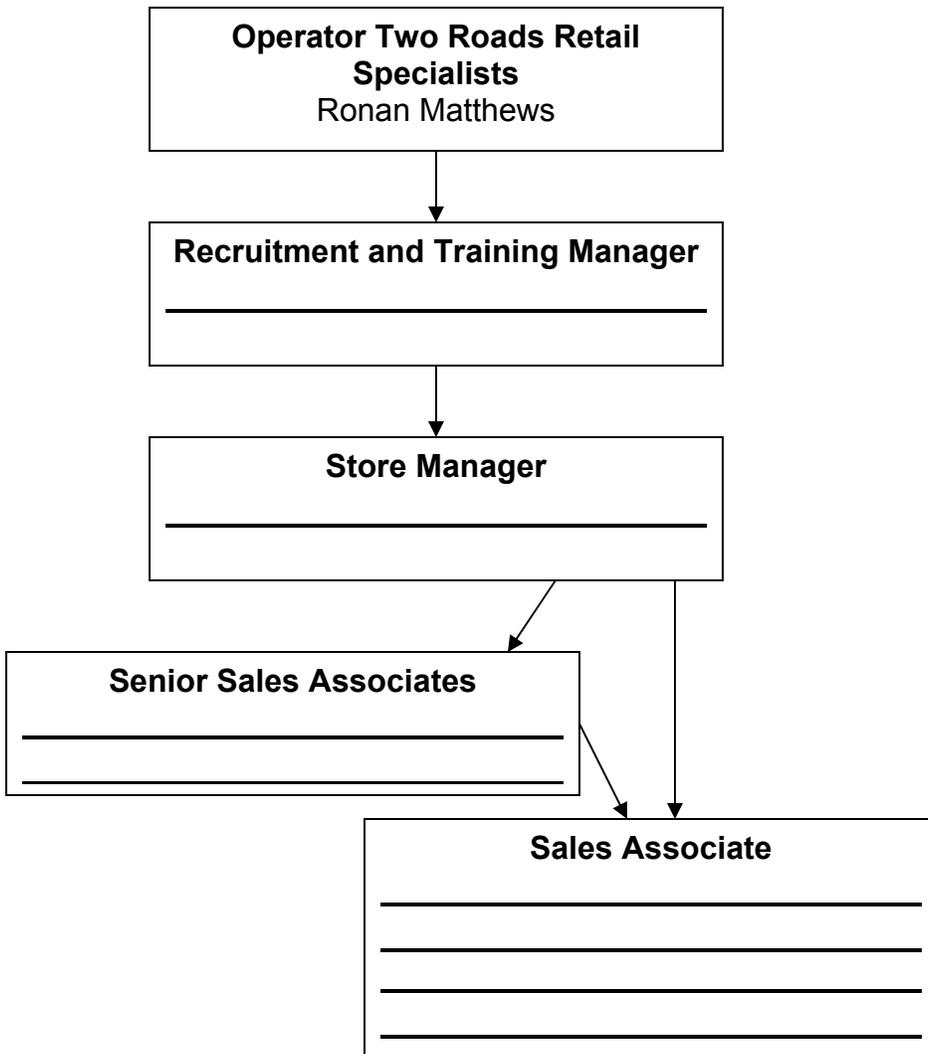
MISSION STATEMENT

Our mission is to be the best in the eyes of both our customers and our partners by providing exceptional customer service and revenue generation through our highly skilled, trained and professional workforce.

***“Two roads diverged in a wood, and I-
I took the one less travelled by,
And that has made all the difference.”
Robert Frost, 1916***

NOTES

Overview of Company Structure



Job Descriptions

SALES ASSOCIATE

Customer Care

You must provide a professional, courteous, friendly and helpful service to our customers at all times.

Health And Safety

It is your duty to take care of your own safety, health and welfare and that of any other person who may be affected by your activities.

Housekeeping

Good housekeeping is a major priority in our business.

Point Of Sale Operation

You must always ensure all policies are followed when operating the POS system and other systems in the store. You must also remember to provide a professional, friendly and helpful service to all of our customers.

Security

It is the responsibility of all sales associates to be vigilant and attentive towards the protection of the business assets. However, it is also our policy that no sales associate put themselves at risk of physical danger in the protection of the business assets. Always inform your Manager if you observe suspicious behaviour.

Communication

Good communication is extremely important for the operation of our business. It is vital that all sales associates maintain clear channels of communication between their colleagues.

SENIOR SALES ASSOCIATE

Customer Care

You must provide a professional, courteous, friendly and helpful service to our customers at all times.

Health And Safety

It is your duty to take care of your own safety, health and welfare and that of any other person who may be affected by your activities.

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Supervisory

This position will assist in the overall operation of the store when the Manager is on duty and will assume the managerial responsibility for the store when the Manager is not on duty including training, motivating and supervising other sales associates. As well, this position will act to promote and maintain excellent customer service and ensure proper visual presentation and store cleanliness guidelines are adhered to.

MANAGER

The Manager is responsible for the day-to-day management of the store in accordance with the overall goals and mission of Two Roads Retail Services.

Overview Of Major Responsibilities

The main focus of the Manager's job is to improve the commercial performance of the store by increasing its sales and maximizing profitability. Achieving performance objectives will require action in the following areas: store operations; human resources; customer care; information technology; and administration with major parts of the job on a day-to-day basis include managing staff, finding new ways to improve sales, and meeting customer demand.

Typical Work Activities

- Managing and motivating a team to increase sales and ensure efficiency;
- Managing stock levels and making key decisions about stock control;
- Analyzing sales figures and forecasting future sales volumes to maximize profits;
- Using information technology to record sales figures and for data analysis and forward planning;
- Dealing with staffing issues: interviewing potential staff; conducting appraisals and performance reviews; and providing or organizing training and development;
- Ensuring standards for quality, customer service and health and safety are met;
- Responding to customer complaints and comments;
- Updating Senior Management on business performance, new initiatives and other pertinent issues;
- Talking to colleagues and customers, and identifying or resolving urgent issues; and,
- Dealing with sales, as and when required.

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HUMAN RESOURCES POLICY

EMPLOYMENT

All staff will be informed of, and given, a written statement of their terms and conditions when joining the company. Your continued employment is subject to a three month probationary period and receipt of satisfactory employment references.

EQUAL OPPORTUNITIES

Two Roads Retail Specialists is an equal opportunities employer and does not discriminate in employment, training or promotion practices on grounds of race, colour, ancestry, place of origin, religion, marital or family status, sex, sexual orientation, disability, or age.

TRAINING

Two Roads Retail Specialists is committed to ensuring that our customers are served by a skilled, well-trained, professional workforce. To that end, we believe that learning is a shared responsibility of employees and Managers at all levels.

Employees are responsible for acquiring and maintaining the knowledge, skills and competencies related to their level and functions, and for developing and pursuing learning plans that are aligned with business priorities. Managers at all levels are responsible for ensuring the timely completion of training that supports the employee and the overall priorities of the business.

DISCIPLINE

It is the policy of Two Roads Retail Specialists to apply appropriate disciplinary measures for breaches of Company policies and procedures and failure, after training, to achieve performance standards.

COMMUNICATION

Our aim is to establish a working environment which fosters open communication and encourages sales associates to contribute suggestions for the improvement of sales and customer service standards. All staff have the right to discuss any grievances they may have with their immediate supervisor and to have these fairly considered and responded to.

TERMS AND CONDITIONS OF EMPLOYMENT

PROBATIONARY PERIOD

Your employment will be subject to a three month probationary period ending at the three month anniversary of the commencement of your employment, after which, upon a satisfactory performance evaluation, you will become a permanent employee. However, during the probationary period, your performance will be reviewed and your employment may be terminated without cost or penalty to Two Roads Retail Specialists immediately upon notice in the event your performance is deemed to be unsatisfactory for any reason.

FLEXIBILITY

As an employee of Two Roads Retail Specialists you will be required to be flexible and be prepared to undertake other work from time to time. Such work can be outside the area of your normal duties.

INVENTORY

All staff, when requested, must participate in store inventory.

WAGES

Your starting rate of pay will be confirmed before joining the Company. Wages are paid bi-weekly, on Fridays, in arrears for the week ending on the previous Saturday. Wages are paid by direct deposit to your financial institution and are subject to the following deductions:

- CPP (if over 18);
- Employment Insurance; and,
- Income tax (Federal and Provincial)

You will receive a separate pay slip each payday that itemizes the following:

- The employer's name and address;
- The hours worked by the employee;
- The employee's wage rate, whether hourly, salary, commission or other incentive basis;
- The employee's overtime rate(s);
- The hours worked at the overtime rate(s);
- Any money, allowance or other payment the employee is entitled to;
- The amount and purpose of each deduction; and,
- The employee's gross and net wages.

If a wage statement would be the same as that in previous pay period, another one will not be given until a change occurs.

BENEFITS

If you are eligible for benefits your Manager will provide you with the details.

HOURS OF WORK

The hours you work will be recorded by you on the Payroll Sign In/Sign Out sheet. Your wages will be calculated based on the hours recorded on the Sign In/Sign Out sheet. Your Manager will advise you of your starting, finishing and break times.

OVERTIME

Overtime is generally on a voluntary basis. However, you will be expected to cooperate with Management requests for overtime working during peak trading times. Overtime is paid at a rate of one and a half your base rate and is paid after 8 consecutive hours in one day or, after 40 hours during a week unless an averaging agreement has been made between you and Two Roads Retail Specialists.

CONFIDENTIALITY

You will be required to sign a confidentiality agreement upon the commencement of your employment.

In consideration of employment with Two Roads Retail Services Incorporated, I do hereby acknowledge the facts set out below and agree to be bound as follows:

- It is understood that during the regular course of my employment I may be privy to information considered confidential and to be the property of Two Roads Retail Services Inc. and partners. This may include, but is not limited to, the following: product data, sales data, expenses, human resources issues, email, licenses, salary or wage information;
- I will not during my tenure with the company, and for a period of three (3) years after my employment is terminated, whether by me or by my employer, disclose such information to any entity or individual, nor shall I use such information to my own ends and gain, whether for myself, or any other entity or individual;
- Immediately upon cessation of my employment with the company I will return any and all company documents which I may possess. I will not delete any information on the company owned computer. In addition, I declare that I will not retain copies of any such documents on my own computer or on paper; and
- The company may suspend, discipline or terminate my employment should I act in a manner not consistent with and violating any of the abovementioned. In addition, the company shall hold the right to initiate proceedings against me for injunctive relief.

PROTECTION OF PERSONAL INFORMATION

The Protection of Personal Information Act (2003) applies to all of us who control and use personal information. Wherever possible you should ensure that any personal information you are using is not passed on to anyone other than those directly involved with your duties. Direct any requests for personal information to the Privacy Officer.

WORKING STANDARDS

BREAKS AND REST PERIODS

Your Manager of Senior Sales Associate will advise you when you can take your breaks.

In adherence with the Employment Standards Act, Two Roads Retail Specialists grants the following rest breaks.

Hours worked	Break Paid or Unpaid
Up to 4 hours	No break
4-5 hours	15 minute break Paid
Over 5 hours to 7.5 hours	2 x 15 minute breaks 15 minutes Paid, 15 minutes Unpaid
Over 7.5 hours	15 minute break Paid AND 30 minute break Unpaid

Breaks will not be scheduled back to back unless requested and will not be scheduled at the end of a working day.

HOURS FREE FROM WORK

An employee will have 8 consecutive hours free from work between each shift they work. An employee will have at least 32 consecutive hours free from work each week. If the employee is required to work during this time the employee will be paid one and a half times their wage for the time worked during the 32 hour period they would have been entitled to be free from work.

ANNUAL VACATION

Vacation time is normally granted in one, two or three week periods unless with the agreement of your Manager. The holiday period normally begins on a Sunday. All holidays must be taken outside of peak trading periods and therefore, no holidays will be granted during the month of August or December.

You will be entitled to two weeks vacation **after** completion of your first year of employment with vacation time increasing to three weeks after completing five years of employment. Time off for vacation is usually not given during the first year of employment, except with special permission from Senior Management. Time off for vacation **must** be taken as neither an employer nor an employee may waive the statutory entitlement to annual vacation. Vacation time cannot be carried over from one year to the next, except by written agreement.

VACATION PAY

Annual vacation under the Employment Standards Act consists of time off and earned vacation pay. Vacation pay is based on attendance and must be earned before it is granted. Employees are entitled to collect vacation pay after completing 5 calendar days of employment, regardless of the number of hours worked during that period.

Vacation pay is calculated as 4% of your total wages earned in the first year. The pay for vacations in subsequent years is based on 4% of the total wages in the previous year. After completion of 5

years of employment, you are entitled to 6% vacation pay based on total wages from the 5th year of employment.

BOOKING VACATION TIME

You must agree the dates of your proposed holidays with your Manager before you make any bookings. Vacation time that is booked without prior consent may not be accommodated.

Vacation requests are to be made in writing at least one month prior to the proposed vacation. The written request must be given to your Manager or a member of senior management. While every attempt will be made to accommodate vacations, time off will be granted on a first come, first served basis.

STATUTORY HOLIDAYS

These are as follows:

New Year's Day	January 1 st
Good Friday	The Friday before Easter Sunday.
Victoria Day	The first Monday before May 25 th
Canada Day	July 1st
BC Day	The first Monday in August
Labour Day	The first Monday in September
Thanksgiving Day	The second Monday in October
Remembrance Day	November 11 th
Christmas Day	December 25th

PAYMENT FOR STATUTORY HOLIDAYS

Eligibility for Statutory Holiday Pay

In order to be eligible for payment for a statutory holiday you must be employed by Two Roads Retail Specialists for at least 30 calendar days prior to the holiday.

If you perform work on a statutory holiday but have not been employed for at least 30 calendar days, you will be compensated in the same manner as any other working day. If a statutory holiday falls on your day off and you have not completed 30 days of employment, you will not be entitled to receive any statutory holiday pay for the day.

If an employee has been employed at least 30 calendar days then one of two conditions must be met before the employee is entitled to statutory holiday pay:

- has worked or earned wages on at least 15 of the 30 calendar days preceding the statutory holiday; or
- has worked or earned wages under an Agreement to Average Hours of Work

Calculation of Statutory Holiday Pay

An employee who is given a day off on a statutory holiday, has a regular day off, or is given a substitute day off instead of the statutory holiday, must be paid an amount equal to at least an average day's pay determined by the formula :

$$\text{Amount paid} \div \text{Days worked}$$

Amount paid is the total amount paid or payable to the employee for work that is done within the 30 days preceding the statutory holiday, including vacation pay but excluding overtime.

Days worked is the number of days the employee worked during the 30 days preceding the statutory holiday.

Statutory holiday falls during an annual vacation

If a statutory holiday which an employee is entitled to falls during a period of vacation, their vacation time or pay will not be reduced as a result of the statutory holiday. If the employee is eligible for the statutory holiday as outlined above, the employee would be entitled to an average day's pay.

Staff Regulations

As you carry out your daily duties there are a number of policies and regulations that you need to be familiar with in order that we can run our stores in a professional and efficient manner. Everyone should endeavour to maintain a friendly working environment by behaving in a courteous and polite manner. If you do not understand any aspects of the following regulations ask your Manager for further explanation. Failure to observe any of them in full or in part may result in disciplinary action up to and including termination.

SIGN IN/SIGN OUT SHEET

You must sign in when you are ready to start work as your wages are calculated by reference to your sign in/sign out sheet. An individual may not record attendance for another employee.

Should you wish to leave your normal place of work during working hours (i.e. to use the washroom or you are feeling ill) you must first seek the permission of the Manager on duty or member of Senior Management.

The store cannot be closed for any reason during trading hours without the expressed permission of a member of Senior Management.

SMOKING

Smoking is permitted only in the designated areas and when you are on an official break.

Chewing gum is not permitted, however mints are considered acceptable while on duty.

BEHAVIOUR

Horseplay or any behaviour which could lead to injury or damage to property is strictly forbidden. Betting and playing games of chance, consumption of alcohol, the possession, distribution or consumption of illegal substances are all strictly forbidden.

Private trading in any commodity is not permitted on company premises. Collection or distribution of literature is not permitted during working hours.

E-MAIL/INTERNET

E-mail is the communication tool most utilized in our stores to help efficiently send information regarding daily operations and special events. It is therefore important that the following guidelines are followed with regards to its use.

- E-mail must be checked by the Manager or Senior Sales Associate opening the store prior to store opening. All items that require attention must be dealt with immediately.
- Following this, e-mail must be checked every hour to ensure that all communication from senior management is being received at store level.

All computer, internet and e-mail use shall:

- Be courteous and follow accepted standards of etiquette;
- Protect the privacy and confidentiality of others; and,
- Be used strictly for the purposes, goals and mission of Two Roads Retail Specialists.

The following list, although not exhaustive, is not considered acceptable use of computer, internet and e-mail:

- Knowingly disseminating harassing, abusive, malicious, sexually explicit, threatening or illegal information, including jokes and cartoons;
- Using the property or resources of Two Roads Retail Specialists or its partners for purposes unrelated to the company's business activities;
- Downloading or using the software, material or intellectual property of others in violation of software licenses, copyright and trademark laws; and,
- Downloading or using any software or using software not approved for use by Two Roads Retail Specialists or its partners.

Violations of this policy may result in disciplinary action, up to and including termination.

TELEPHONE CALLS

You are not permitted to make or receive personal telephone calls except in the case of emergency.

Telephone calls must be answered promptly *"Good morning, good afternoon (name of company and location) this is (employee name) speaking. How may I help you?"*

MOBILE PHONES

Sales Associates are not permitted to carry/use personal mobile phones during working hours, irrespective of whether they are turned on or off. Personal mobile phones may only be used during official breaks.

Managers or Senior Sales Associates (in the Manager's absence) may carry a mobile phone for emergencies.

CUSTOMER CARE

Your primary duty and responsibility as a Two Roads Retail Specialist employee is to give courteous and helpful service to all customers at all times. There is no duty more important than this. Courteous behaviour is using accepted and appropriate manners, as interpreted from the customer's perspective, to exceed the expectations of the customer.

Essential elements of courteous behaviour are:

- Willingness to discover opportunities to exceed the customer's expectations;
- Sincerity;
- A friendly smile;
- A neat appearance;
- Proper use of language;
- Exceptional listening skills;
- A relaxed and natural tone of voice;
- Appropriate eye contact;
- Clear communication at the customer's comprehension level;
- Knowledge about the product; and,
- Courtesy among employees.

PERSONAL APPEARANCE AND UNIFORMS

Your personal appearance is of the utmost importance. Look your best to meet your customers. A high standard of appearance and personal hygiene will give you confidence and influence the customers in their impression of you and your store.

UNIFORMS

You will be required to wear dark pants or khakis and closed dark shoes. Your Manager will review the specific requirements with you. You must wear the uniform or clothing specified and ensure it is clean, pressed and in good repair at all times.

Name Tags

While on duty you must wear your name tag at all times as instructed by your Manager. Responsibility for looking after the name tag is yours.

Hairstyles

Hairstyles must be kept neat, clean and well groomed at all times. Male staff members must be clean shaven unless they have a full beard or a medical condition does not allow for shaving every day. A medical certificate may be requested to validate the skin condition. Should you arrive to work unshaven, you may be requested to leave work until such time as you adhere to the company policy. This time away from work will be unpaid.

Footwear

Closed dark shoes are permitted and must be maintained in a clean and safe condition at all times

SCHEDULING

Employee schedules will be posted two weeks in advance for each employee to view. It is the responsibility of the employee to check their schedule. If a change is made to a posted schedule that affects the next shift an employee is to work the Manager will contact that employee.

All requests for schedule changes must be approved by the Manager.

If an employee would like to request a specific day off, they must put their name in the Days Off Request book indicating which day it is they would like off. Requests for days off are on a first come first served basis and must not affect the day to day operation of the business.

PUNCTUALITY

In order to run our stores and to maintain a high standard of customer service it is important that you report for duty at the time indicated on the schedule. If you are responsible for opening the store it is *vital* the store open on time. Be mindful of the time it will take you to get to work including modes of transportation to get to work and other factors that may cause you to be unable to report to work on time. If you expect you will be late for work, it is your responsibility to contact your Manager or member of Senior Management immediately to inform them.

The store cannot be closed for any reason during trading hours without the expressed permission of a member of Senior Management.

Your time keeping will be monitored as part of your overall performance and poor timekeeping could result in disciplinary action.

ABSENCE/LEAVE

If you are unable to attend work you must notify your Manager by phoning in **at least one hour before you are to start work**. It is not considered acceptable notification to text message, leave a message or contact another employee. If you cannot make contact with your store Manager, please contact a member of senior management.

An employee who does not follow the guidelines for calling in sick may be subject to disciplinary action.

SICK LEAVE

The company does not provide sick pay. Employment Insurance (EI) provides Sickness Benefits to individuals who are unable to work because of sickness, injury, or quarantine.

PREGNANCY LEAVE

A pregnant employee requesting Pregnancy leave is entitled to up to 17 weeks of unpaid leave. The leave will begin no earlier than 11 weeks before expected birth date and no later than the actual birth date and, will end no earlier than 6 weeks after birth and no later than 17 weeks after the birth.

An employee who requests Pregnancy leave after the birth of a child or the termination of the pregnancy is entitled to up to 6 consecutive weeks of unpaid leave beginning on the date of birth or the termination of the pregnancy.

An additional 6 weeks of leave may be granted if an employee is unable to return to work for reasons related to the birth or termination of the pregnancy.

Requests for Pregnancy leave must be in writing to the Manager at least 4 weeks before the employee intends to begin the leave and must be accompanied by a medical certificate indicating the expected date of birth or the date of the termination of the pregnancy. If additional leave is sought, the written request must be accompanied by a medical certificate outlining the reasons for requesting the additional leave.

PARENTAL LEAVE

An employee who requests Parental leave is entitled to:

- For a birth mother who takes pregnancy leave – an additional 35 consecutive weeks of unpaid leave immediately following the pregnancy leave;
- For a birth mother who does not take pregnancy leave- up to 37 consecutive weeks of unpaid leave within the first year of the child's birth;
- For a birth father- up to 37 weeks of unpaid leave beginning after the child's birth and within 52 weeks after the event;
- For an adopting parent- up to 37 weeks of unpaid leave beginning within 52 weeks after the child is placed with the parent.

An employee is entitled to additional 5 consecutive weeks of leave commencing immediately after the end of the leave described above if the child has a physical, psychological or emotional condition that requires an additional period of parental care.

Requests for Parental leave must be in writing to the Manager at least 4 weeks before the employee intends to begin the leave and must be accompanied by a medical certificate indicating your eligibility for the leave.

FAMILY RESPONSIBILITY LEAVE

An employee is entitled to up to 5 days of unpaid leave during each year of employment to meet the responsibilities associated with the care, health or education of a child in their care OR the care or health of any member of that employee's *immediate* family.

Immediate family is defined as the spouse, child, parent, guardian, sibling, grandchild or grandparent of the employee and any person who lives with an employee as a member of the employee's family.

COMPASSIONATE CARE LEAVE

An employee is entitled to up to 8 weeks of unpaid leave to provide care to a family member if a medical practitioner issues a certificate stating that the family member has a serious medical condition with a significant risk of death within 26 weeks.

The employee must provide a copy of the certificate as soon as practicable.

BEREAVEMENT LEAVE

An employee is entitled to up to 3 days of unpaid leave on the death of a member of their *immediate family*.

Immediate family is defined as the spouse, child, parent, guardian, sibling, grandchild or grandparent of the employee and any person who lives with an employee as a member of the employee's family.

Health and Safety

EMPLOYEE RESPONSIBILITIES

As employees of Two Roads Retail Specialists you have obligations under the Worker's Compensation Act and the Occupational Health and Safety Regulations which are outlined below. Should you have any queries regarding these obligations, ask for clarification from your Manager.

- Workers have general responsibilities for their own health and safety and that of other workers;
- Workers have to cooperate with the joint committee or worker health and safety representative WorkSafeBC prevention officers, and any other person carrying out occupational health and safety duties;
- Learn and follow safe work procedures;
- Be alert to hazards, and report hazards or problems to the supervisor or employer;
- Perform work in a safe manner. Do not engage in horseplay or work while impaired by alcohol, drugs, or other causes;
- Refuse to do work that they have reasonable cause to believe would create an undue hazard to the health and safety of any other person; and,
- Immediately report an unsafe situation to their supervisor or employer.

HARASSMENT AND BULLYING

The Company is committed to ensuring that the workplace environment for all employees is free of all forms of harassment and bullying. Harassment and bullying will not be tolerated.

What is harassment?

Harassment is a form of discrimination and occurs when a person or group is subjected (often repeatedly) to unwelcome comments or behaviour that is insulting or demeaning, or is otherwise offensive. Harassment is harmful because it attacks the dignity and self respect of the victim. It is against the law to harass a person because of their race, colour, ancestry, place of origin, religion, marital or family status, sex, sexual orientation, disability, or age. Harassment does not have to be intentional to be against the law.

Examples of harassment include:

- Unwelcome sexual suggestions or requests;
- Unwelcome touching or physical contact;
- Staring at or making unwelcome comments about someone's body;
- Jokes based on gender, sexual orientation, or racial stereotypes;
- Comments that make fun of or belittle or insult people because of their sex, pregnancy, race, or physical or mental disability;
- Racist, sexist, or anti-gay publications or graffiti displayed in the workplace; and
- Any unwelcome behaviour, such as starting rumours in the workplace, that is engaged in, in whole or in part, because of a person's race, sexual orientation, or other similar personal characteristic.

What is bullying?

Bullying in the workplace is repeated less favourable treatment of a person by another or others which may be considered unreasonable and inappropriate workplace practice. This behaviour takes place at the place of work and/or in the course of employment and which could reasonably be regarded as undermining the individual's right to dignity at work. Workplace bullying is behaviour that can intimidate, offend, degrade or humiliate an employee. Bullying may be direct or indirect, and verbal, physical or otherwise.

DISCIPLINARY PROCEDURES

The management at Two Roads Retail Specialists believe that the vast majority of employees will have acceptable standards of performance and behaviour. It is necessary, however, to have a disciplinary procedure for those employees who, after training, fail to reach acceptable standards of performance or fail to comply with company policies and procedures.

Therefore, the objectives of our disciplinary procedures are:

- To help individuals whose performance, attitude or conduct falls below company standards to achieve the necessary improvements;
- To ensure that all employees are treated in a fair and uniform manner and that disciplinary action is taken only where appropriate;
- To support compliance with all Company policies and procedures; and,
- Disciplinary measures will be taken only as a last resort and are not a replacement for routine performance appraisal, training or on-the-job supervision and coaching.

Principles of the disciplinary procedures

- Management will establish all relevant facts before taking any form of disciplinary action;
- The company recognizes the right of individuals to be accompanied by a fellow employee of his/her choice in any disciplinary meetings;
- The company acknowledges the right of employees to appeal against any disciplinary decision which they consider to be unjust;
- Appropriate time scales will be allowed to achieve required improvements;
- Warnings will normally relate to the same or similar misconduct; and,
- Warnings will notify employees of the next step in the procedure should they fail to make the necessary improvements.

Steps of the Procedure

Step One

If you fail to meet the company requirements in any aspect of your general conduct, attitude or work performance you will be counselled by your Manager.

The date and subject matter of the counselling interview will be noted on your record.

Step Two

Formal verbal warning

If you do not show the necessary improvements as a result of step one you will be given a formal verbal warning. The date and subject matter of this warning will be noted on your record.

Step Three

First Written warning

If you do not show the necessary improvements a result of step two, you will be issued with a first written warning. This warning will confirm the specific aspects of your conduct, attitude and performance, which fail to meet company standards and will include an appropriate time scale to allow for the necessary improvements.

Step Four

Final Written warning

If you do not show the necessary improvements as a result of step three you will be issued with a final written warning. This warning will again confirm the specific aspects of your conduct, attitude or performance, which fails to meet company standards, and you will be given a final opportunity to make the necessary improvements. The warning will also state that failure to make the necessary improvements within a specific time scale will result in your termination from the Company's employment.

Step Five

Termination

Failure to make the necessary improvements as specified in the final written warning will normally result in termination. You will be given notice or pay in lieu of notice.

TERMINATION FOR JUST CAUSE

Termination for just cause is also called immediate dismissal and is considered by Two Roads Retail Specialists to be the most serious matter faced in employee relations. As such, grounds for dismissal must be clearly defined, and be consistent with prevailing provincial legislation. In these cases dismissal is *immediate* and **without** notice or pay in lieu of notice.

Reasons for immediate dismissal may include, but are not limited to, the following:

- Willful disregard of any policy and procedure set forth by Two Roads Retail Specialists;
- Violating agreements made as a condition of employment;
- Breach of trust;
- Breach of Confidentiality including:
 - Wages/Payroll information;
 - Customer information;
 - Personal staff information; and,
 - Store sales and or transactions.
- Falsifying information to obtain employment; additional pay or compensation in any form;
- The use of drugs or alcohol before your working shift or during your working shift;
- Dishonesty, fraud or embezzlement;
- Theft of property or equipment of Two Roads Retail Specialists or any of their partners, or the personal property of a fellow sales associate or customer;
- Willful damage of Two Roads Retail Specialists' or any of their partners' property or equipment;
- Willful neglect of duties including leaving the store unattended without permission; and,
- Physical or verbal harassment or discrimination of another employee or customer.
- This is not an exhaustive list.

GRIEVANCE PROCEDURE

It is recognized that grievances can occur in any working environment and that it is in the mutual interest of the company and its employees to have a formal procedure whereby any such grievance can be settled at the lowest possible level, promptly and amicably. In order to achieve this you will find, set out below, the procedure that must be followed if a grievance occurs.

- If you have a grievance concerning any aspect of your work or employment you should arrange to discuss it with your Manager. If your Manager is not in a position to discuss your grievance with you when you raise it he/she will agree a suitable time with you (ideally on the same or next day). Your Manager will reply to you within two working days.
- If your grievance is not resolved between yourself and your Manager, you may request a meeting with a member of senior management. This meeting will take place as soon as a member of senior management is available to visit your store and will be within five working days from the time you request the meeting. Senior management will reply to you within five working days following the meeting.

RESIGNATION/TERMINATION

If you have been employed for 3 consecutive months or more, and you wish to leave your employment, you should submit at least one week's notice in writing to your Manager.

COMPANY NOTICE

You are entitled to receive a minimum period of notice on termination of employment in accordance with the Employment Standards Act as follows:

Length of Service	Minimum Notice
3 months – 12 months	One Week
1 year – 3 years	Two Weeks
3 years or more	Three weeks PLUS one week's wages for each additional year up to a max of 8 week's wages

NOTES

ACCEPTANCE OF STAFF HANDBOOK

I acknowledge receipt of the Staff handbook. I have read it; I understand it and I accept the conditions therein as part of my Terms and Conditions of employment with Two Roads Retail Specialists.

Signed: _____

Store: _____

Witness (*member of management*): _____

Date: _____