

REASONS TO WORK FOR DOLLARAMA

OUR PEOPLE MAKE THE DIFFERENCE

At Dollarama (the "Company") our employees care about our customers and each other. Our store teams are among the most productive and efficient in the retail industry. We welcome individuals with unique experiences, backgrounds and abilities.

A STRONG COMPANY WITH A VISION FOR THE FUTURE

Dollarama's leadership is made up of driven, passionate, respectful and humble people. Under their guidance Dollarama continues to open more stores and hire more people across Canada. You can be proud to work for a retailer that provides value for millions of Canadians each day, that is growing and successful, and that has leaders who care about their people.

OPPORTUNITIES FOR ADVANCEMENT

We promote from within whenever we can. Your specific career path is your own and we provide a variety of opportunities to develop your skills as you advance. Dollarama is an exciting place to build a career and you are invited to discuss your career development with your Supervisor.

COMPREHENSIVE COMPENSATION

Dollarama's employees may choose to join our pension plan and profit from the Company matching employee contributions. In addition, our full-time employees participate in a comprehensive group benefits program, and all of our full-time employees with at least one year of service can receive a paid day off on their birthday.

GENERAL INFORMATION

Position Definitions

An **employee** is anyone who works for Dollarama. We have five specific positions in our stores: Associate, Assistant Team Leader (ATL), Team Leader (TL), Assistant Store Manager (ASM) and Store Manager (SM). Each store has one (1) SM, one (1) ASM, one (1) TL, two to three (2-3) ATLs, and multiple Associates, depending on size and volume. Whenever an ATL, TL, ASM or SM is in charge of the store, they are also known as the Manager on Duty (MOD). SMs report to either a District Manager (DM) or a Market Leader (ML), who in turn report to a Regional District Manager (RDM). DMs and MLs oversee multiple stores within a defined territory. RDMs oversee regions across the country.

Associates perform all general operations and merchandising duties required to successfully run a Dollarama store. These duties must be completed in a professional manner and include but are not limited to operating the cash register, ensuring the established merchandising practices are followed, assisting in the receiving of all merchandise, and ensuring that merchandise be displayed according to company standards. Our Associates also perform cleaning duties and store recovery duties at the end of their shifts. When working at the check-out, they are often the first and the last employees that our customers see when they come to our stores.

Assistant Team Leaders (ATL) are members of the Store Management Team and perform all of the tasks of Associates, as well as completing daily cash reconciliation, opening and closing the store, assigning task lists to Associates, and making recommendations for corrective action where required. In the absence of the SM, ASM, and TL, the ATL is the Manager on Duty (MOD) in the store, and as such assumes all the responsibilities of the Store Manager with regard to monitoring the work and managing the performance of the Associates.

The Team Leader (TL), Assistant Store Manager (ASM) and Store Manager (SM) complete the Store Management Team and perform all of the tasks of an Assistant Team Leader (ATL), in addition to issuing corrective action where necessary and participating in the recruitment and selection processes at the store. In addition the ASM and SM are responsible for scheduling staff and working with the head office and the District Manager or Market Leader on payroll, inventory and compliance issues.

Equal Employment Opportunity

It is the policy of Dollarama to make decisions on hiring, promotion, job assignment and training, rewards and other human resource management functions on the basis of qualifications, ability and performance. This ensures equality of treatment and opportunity for all employees and job applicants regardless of age, sex, religion, marital status, sexual orientation, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed or family status, or any other legally protected basis.

PAYROLL, SCHEDULING AND COMPENSATION

Employment Status

With the exception of Store Managers and Assistant Managers, all employees are hired on a part-time or seasonal basis regardless of how many hours they are scheduled to work each week. An employee achieves full-time status when they have worked a minimum of twenty-five (25) hours per week for a period of sixteen (16) consecutive weeks (with one (1) week grace period of working less than twenty-five (25) hours). Seasonal employees become part-time employees automatically after 6 months from their hire date. Full-time employees become part-time employees automatically after working less than twenty-five hours for four (4) consecutive weeks, excluding approved absences.

Probationary Period

The probationary period allows both employee and employer the opportunity to evaluate whether a foundation exists for long-term employment. All employees will serve a three (3) month probationary period with the Company. Employees that are not successful in completing their probationary period will receive only the payments required by provincial employment standards legislation.

Pay Frequency

Employees will receive their pay by direct deposit every two (2) weeks.

Work Schedule

Our stores are open seven (7) days a week at various hours. Retail employees in general are expected to work a variety of shifts, including evenings and weekends. We ask all of our full-time employees to provide us with open availability for scheduling purposes. If you have open availability, this will ensure that you get the most hours the store can provide based on staffing levels and hours assigned to the location.

All Store Management (ATL, TL, ASM, SM) are scheduled first because they are expected to be in the store to ensure adequate key coverage and supervision. Full-time Associates are scheduled next, and then we fill in any gaps in the schedule with available part-time and seasonal Associates. Weekly hours may fluctuate according to the season. At all times there must be a minimum of two (2) employees on shift in the store. At no time can any employee work "off the clock" that is, perform work while not being "scanned in" and paid.

Break and Meal Policy

Breaks are 15 minutes long and are paid by the Company. Meals are 30 minutes long (60 minutes in Newfoundland and Labrador) and are unpaid. Your Store Manager will be able to explain the break and meal schedule to you in greater detail.

Night Premium (for hourly paid employees only)

To be eligible for a night premium, you must be scheduled for and work a minimum of four (4) of the hours that fall between 9 p.m. and 6 a.m.

Overtime Pay (for hourly paid employees only)

Overtime is paid based on hours of work and according to pay regulations contained in existing provincial employment standards regulations.

Personal Status Changes

It is your responsibility to keep your personal records up-to-date. Notify your Store Manager promptly of any changes to your name, address, telephone number, banking information, or identity of person to notify in emergencies.

Jury Duty

From time to time, employees may be called to jury duty. Dollarama will provide an unpaid job protected leave of absence for those employees called to serve on jury duty, subject to proof being provided by the employee that they have been called to serve on certain dates. Should an employee wish to work during the period of time that they are serving on jury duty, the business will make efforts to schedule around court dates.

Bereavement Leave

All employees will be granted a leave of absence of:

- Five (5) days with pay in the event of the death of a spouse or common-law partner, child or stepchild.
- Three (3) days with pay in the event of the death of a parent/step-parent, brother/step-brother, sister/step-sister, grandparent/step-grandparent and grandchild/step-grandchild.
- One (1) day with pay for attending the funeral of a mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law or daughter-in-law.

Generally speaking, bereavement leave will begin immediately following a death and employees will not be paid for any days/shifts that they were not scheduled to work during the period of bereavement leave; however, one (1) day of the paid leave may be used at a later date to attend the funeral. Additional unpaid time off may be granted in excess of the provisions outlined above. Please speak with your Store Manager to arrange additional time off without pay.

Maternity/Parental/Paternity (Quebec only) Leave

Maternity, parental (and in Quebec paternity) leave will be granted based on existing provincial employment standards legislation. All maternity, parental (and in Quebec paternity) leaves are unpaid by the employer. An employee must apply to Employment Insurance for maternity or parental benefits. For the province of Quebec, the request (including for paternity leave) must be sent to the QPIP. Following receipt of the documents informing the Company of the leave of absence, a Record of Employment will be issued in the following pay period. Employees who decide to leave the Company while on a maternity, parental or paternity leave must provide four (4) weeks' written notice to their Store Manager.

Unpaid Leave of Absence

Unpaid leaves of absence are generally discouraged, but individual circumstances are considered in each case. In reviewing such a request, the reason for absence, length of service, level of performance and expected effect on workload are among the factors considered. Employees may be entitled to job protected leaves based on existing provincial employment standards legislation. These leaves are unpaid. Employees should provide their request for a leave of absence to their Store Manager, in writing, using the "Request for Unpaid Leave of Absence" form (available from your Store Manager), to specify the requested dates off, the reason for the request and any other information that is relevant to the request as far in advance of the requested leave as possible. The Store Manager and the District Manager or Market Leader have the right to ask for a relevant and objective evidence to support the need for a leave of absence.

BENEFITS AND PENSION

Group Insurance Plan

Dollarama offers a comprehensive, competitive group insurance plan (the "Plan") to all our full-time employees after their first 1,000 hours worked. Participation in the Plan is mandatory for eligible employees, however certain employees may be able to opt out of some or all of the Plan under specific circumstances. There are different options of coverage available in the Plan from basic health coverage, to coverage that includes dental benefits. The Company will share the cost of the Plan with you, typically at 50% of the total depending on which options of coverage you choose; therefore, you will only see a portion of the insurance cost deducted from your pay once enrolled.

If you are a full-time employee as defined under Employment Status, you will receive a "Benefits at a Glance" document and an enrolment form prior to your eligibility date.

Note 1: If you become eligible and do not return the enrolment form, you will automatically be registered into a default coverage and the coverage cost will be deducted from your pay.

Note 2: If you are absent for a period of time, you must still pay the cost of the premium for your coverage. If there is a balance due, it will be deducted from your pay upon your return. If you leave the Company, and there is still a balance due, the balance will automatically be taken from your last pay.

Pension Plan

Dollarama's pension program is a company matched Defined Contribution plan. Participation is optional. Dollarama will match employee contributions of 1%, 2%, 3%, 4%, or 5%, dollar for dollar. For example, if an employee chooses to have 5% of their admissible earnings from each pay period saved to the Company pension plan, Dollarama will contribute an additional 5% to the pension plan, for a total of 10% of the employee's admissible earnings.

Full-time and part-time employees become eligible to join the Company pension plan as of the 1st of January in each year, provided they have completed seven hundred (700) hours of service during the course of the previous year for the Company, or have accumulated insurable earnings of at least thirty-five percent (35%) of the maximum insurable earnings during the course of the previous year.

Once a year, during the month of January, the Payroll and Benefits department will send notifications of eligibility and a "Pension at a Glance" document to non-participating employees. At that time, the employees will have to decide whether or not to join the pension plan. The employee must return the notification of eligibility. If the employee indicates YES on the notification of eligibility, an enrolment form will be sent to the employee by mail. The Payroll and Benefits department will enroll the employee only upon receipt of a correctly completed enrolment form. If the employee decides to enroll in the pension plan, they must remain in the plan until such time as the employee retires or they leave the Company. Enrolment in the plan is not possible at any other time of the year, however once a year the employee can modify their contribution rate.

All questions regarding the Pension Plan and Group Insurance may be directed to 514-737-1006 ext. 1316 or 1-888-755-1006 ext. 1316.

Sick Pay (for hourly paid employees only)

Employees having more than one (1) year of continuous service as a full-time employee at the beginning of a reference year will receive one percent (1%) of their admissible earnings to compensate for days missed due to illness. The reference year that is used in the calculation of sick pay is the calendar year: January to December. For the first (1) year, the amount is calculated starting on the day the employee reaches one (1) year of continuous service as a full-time employee.

Example: the employee reaches one (1) year of continuous service September 8th , the portion of the 1% will be calculated starting September 8th until the end of December. For the following years, the calculation will be for the entire year. Payment of the sick pay amount will occur once each year, on the first pay period of each

year, regardless of whether the employee has actually missed any time due to illness. To be eligible to receive this payment the employee must be active at the time the payment is made. For employees who are on an approved Leave of Absence at that time, the amount will be paid upon their return. Sick pay cannot be used to cover periods of absence and will not be paid at any other time of year under any circumstance.

HOLIDAYS AND VACATIONS

Statutory Holidays

Eligible employees will be paid holiday pay in accordance with the employment standard laws of their province. Please note that as a retailer, we may operate some of our stores on certain public holidays. Employees should check with their Store Manager before making plans for public holidays. Employees may be asked to work on public holidays and can accept or decline without penalty.

Vacation

The reference year that is used in the calculation of vacation time and accrual of vacation pay is from the start of May of the previous year to the end of April of the current year. The length of the vacation is established based on the employee's years of service, and the amount of the paid vacation varies according to the admissible wages earned during the reference year.

Vacation entitlements and pay calculations vary from province to province. All employees will be provided with vacation time and vacation pay calculated in accordance with the employment standards legislation of their province, and where the Company's vacation provision exceeds provincial requirements, employees will receive the greater benefits.

All employees will be informed of their vacation entitlement prior to the vacation period. The Company has a vacation blackout period from October 15th to December 25th each year for all Associates and Store Management. Requests for vacation cannot be approved during the blackout period.

Birthday Holiday

Employees having more than one (1) year of continuous service will be entitled to a day paid on the employee's birthday. Eligible employees will receive an amount equal to the average of their regular hours (excluding overtime) for the days worked during the four (4) weeks prior to their birthday. The employee will receive this benefit whether or not the employee is scheduled to work on their birthday. If the employee does work on their birthday, the employee will be paid for the hours worked in addition to their birthday pay. To be eligible to receive this payment the employee must be active at the time of their birthday.

GUIDELINES FOR CONDUCT ON THE JOB

General Workplace Rules

- Employees must greet customers courteously (say "Hello!"), and always be polite with customers. If a problem arises that cannot be solved, the employee must call a Management Team Member so as to avoid any confrontation with the customer.
- Employees must always be polite with their co-workers and work in a professional manner at all times. Swearing will not be tolerated.
- It is forbidden to carry or use cell phones, iPods, headphones, or any other electronic entertainment device while working.

- Employees are not permitted to drink, eat or chew gum while at their workstation during operating hours.
- It is strictly forbidden to smoke or use e-cigarettes inside the store (including the backstore, staff room, and washrooms) at any time. Smoking outside the store is prohibited unless it is a designated smoking area by law. Exiting the store by the receiving door to smoke is prohibited.
- Sales must be rung in accurately and completely as per Dollarama's standard operating procedures before starting a new transaction.
- All registers and cash drawers must be locked when not being used during store business hours.
- Employees are required to "scan in" and "scan out" as specified on the posted schedule unless authorized by a Management Team Member to "scan" early or late. All employees are required to scan in at the start of their shift, scan out for lunch and back in after lunch and out at the end of the day.
- Employees must complete the tasks and duties assigned to them by their MOD and/or District Manager or Market Leader.
- When doing daily on-hand counts, employees must accurately count the items as detailed in the on-handing procedures.
- Employees must stay in the store during their scheduled shift (except for lunch/ dinner/ breaks/ emergency).
- The store's phone and fax are strictly for business use only and may not be used for personal purposes. Personal calls are only permitted in case of emergencies.
- Employees must take the time allocated for lunch, dinner and breaks in accordance with the break schedule created by Store Management.
- Access to the office and backstore is for employees and authorized staff only. No friends or relatives are permitted at any time. Any visitors such as suppliers or vendors must present a photo ID to a member of the Store Management Team and explain the purpose of their visit before they are authorized to access the office or backstore, and must be accompanied by an employee.
- It is forbidden to allow friends and relatives to wait inside the store, or inside the store's vestibule, during closing procedures or when the store is closed to customers.
- It is strictly forbidden to use the receiving doors for reasons other than receiving items or taking out the garbage. Unless they are a designated emergency exit, the receiving doors must be closed at all times when not in use. Employees must use the store's front door to enter or exit the store at all times.
- Employees must keep personal objects locked in the lockers provided. At the end of their shift, all employees must empty their lockers and leave them unlocked for other employees to use. Dollarama is not responsible for lost or stolen objects.
- Management may inspect, at any time, the content of an employee's locker. This must be done with the employee present at the time of the inspection. If necessary, Management may cut the lock or bar access to the locker.
- It is forbidden to keep any personal objects with you at the cash counter area, on the sales floor, or in the backroom while you are working.

- All employees, including Store Management, must have their parcels, plastic, carry and shopping bags, backpacks, purses, lunchboxes, aprons (collectively "Bags") inspected by a Management Team Member before leaving the store at any time. It is the responsibility of each employee on duty to have his or her personal Bags Inspected before leaving the store. If only one member of the Management Team is on duty, this person must have their Bags checked by another employee on duty.
- All emergency doors are to be kept free of garbage and freight at all times; they must never be blocked.
- All damaged merchandise or items with open packaging that cannot be repaired must be written off before being destroyed and then discarded in clear garbage bags. This merchandise cannot be taken home, consumed by any employee, or given to any outside organization.
- All employees are to conduct themselves with integrity at all times. Integrity includes honesty, fairness, discretion, good judgment and accountability in all activities.
- When employees are at work they are expected to perform work assignments willingly, and take on new tasks or request work direction on their own initiative. Abuse of time during assigned working hours is not permitted. Personal activities are expected to be conducted on personal time, preferably off the Company premises.
- Employees must report injuries to the MOD immediately, and fill out an incident report.
- Horseplay and engaging in practical jokes are not permitted.

Major Workplace Rule Violations

- Theft of time, product or cash, and/or theft of a co-worker's property.
- Refusal or failure to carry out Manager's instructions, which are part of the normal operation of the Company. This behaviour is considered insubordination.
- Time and attendance fraud such as tampering with the time of another employee's attendance in or out or trying to receive pay for time not worked.
- Abusive or threatening language or disrespectful conduct toward Managers, fellow employees, or customers.
- Defacing or marking Company property, material or posted notices. Deliberately ruining or defacing a co-worker's property.
- Assault of any kind, including fighting or inflicting bodily harm under any condition or circumstances.
- Bringing firearms or weapons of any kind onto Company property.
- A violation of any provision of the Company's policy on the Prevention of Harassment, Discrimination and Violence.
- Intentionally falsifying records or documents related to work, sickness or absence.
- Sharing password information or making use of another person's password.
- Falsely making claims of injury or illness.

- Giving false reasons for obtaining a leave of absence.
- Being absent from work for two (2) or more consecutive working days without prior notice, and without providing a reason satisfactory to the Company.
- Any deliberate act that might endanger the safety or lives of others.
- Reporting for work or performing work while the ability to safely perform required duties is impaired because of the use of alcohol and/or of a prescription or non-prescription drug.
- Trafficking in drugs or any illicit substances on Company premises.
- Dishonesty in dealings with customers or co-workers, or any irrevocable breach of trust between the employee and the Company.

Corrective Action for Violation of Workplace Rules

Violation of the rules, policies and procedures of Dollarama will result in corrective action. The Company may employ a number of methods to correct undesirable behaviour, depending on the circumstances, including coaching, training, verbal warnings, written warnings, final warnings and, in the most serious of cases including violation of major workplace rules, termination of employment for just cause. Each case of undesirable behaviour will be investigated and reviewed in order to determine the appropriate level of corrective action to be used. Paid suspensions may also be used during investigations and they should not be perceived as disciplinary or corrective action.

Poor Job Performance

Poor job performance is the inability or unwillingness to meet the acceptable performance requirements of the job after a reasonable period of time. Continued poor performance can also lead to corrective action, as noted above.

Performance Feedback

We encourage Store Management Teams to provide regular feedback on performance, both positive and constructive, to each employee at Dollarama. It is a key responsibility of the Store Manager to ensure that performance standards are clearly defined and maintained by every employee at the store. Either the Store Manager or the employee can request or arrange for a discussion on performance. These discussions are used as the basis for counselling, training, performance improvement and job advancement.

POLICIES AND PROCEDURES

DRESS CODE

As representatives of Dollarama we all have a responsibility to be at our best and look our best. Recognizing that our business revolves around dealing with the public, we expect all employees to maintain a high level of personal hygiene. It is a condition of employment to comply with Dollarama's dress code. The MOD must dress in a "business" or "business casual" manner, and does not have to wear a company smock or apron but is bound by all other conditions of the dress code.

Dress Code Basics

- Personal care such as regular bathing, changing of clothing and use of deodorant must be practiced.
- Breath mints are recommended after smoking or coffee breaks.

- Hair and facial hair must be clean and well groomed.
- All clothing and shoes must be clean and in good condition with NO holes, rips or frays.
- No pins, badges or stickers are permitted.
- No sunglasses. No headwear (caps, scarves) except for religious reasons.
- No facial piercings except for studs.
- All tattoos with graphic content that may be considered violent, sexist, racist or otherwise offensive must be covered. Tattoos on the face are not permitted.

Smocks / Aprons

- A Company supplied smock or apron must be worn at all times. The only exception is the MOD .
- Smocks and aprons are the property of Dollarama and must be kept clean and well maintained.

Shirts

- Only short-sleeved or long-sleeved shirts may be worn.
- All shirts must cover to the top of the employee's shorts/pants.
- All shirts must have no visible logos (other than Dollarama).
- No sleeveless shirts, tank tops, halter/tube tops or any other shirts that expose an employee's mid-section may be worn.

Shorts / Pants

- Only solid-coloured shorts/pants/tights/leggings/yoga pants/capris may be worn; jeans or khakis are preferred.
- All shorts must be no shorter than two (2) inches above the knee.
- All tights/leggings and yoga pants must be worn with a shirt that covers at least down to the mid-thigh.
- No sweat pants, pyjama pants or biking shorts may be worn.

Footwear

- All employees must wear shoes at all times.
- All shoes must have a flat anti-slip sole, with a closed toe and heel.
- Where mandated, safety shoes or safety over shoes must be worn for certain tasks. See applicable safe-work procedures.
- No croc-style or other open sandals, flip-flops, mules or shoes that do not cover the complete foot may be worn.

CUSTOMER SERVICE POLICY

Our Associates in the store are often the first and last point of contact for Dollarama's customers. It is important that our Associates make a good impression on our customers by being friendly, saying hello and providing helpful service when requested.

When customer service issues arise, we prefer to resolve them at store level whenever possible. As a result, we rely on our Associates and Management Team in the store to solve most problems during daily activity.

In order to avoid customer complaints, it is critical that all of the employees in the store treat customers politely and respectfully. In the event that an Associate can see that a customer service interaction is escalating, they are to call for their MOD to speak to the customer.

Customer Service Number

When asked, or if an issue cannot be solved at store level, provide the customer service telephone number to customers. It is 1-888-755-1006 ext.1000.

Our customer service representatives are dedicated to addressing unresolved customer comments and concerns. The customer service representatives will respond to our customers' written complaints and telephone calls as quickly as possible. Every complaint will be reviewed and a response will be sent to the customer.

PRODUCT REPORTING PROCEDURE

If a customer comes to a store to report an injury or a serious issue with a product (for example: overheating, melting, fire hazard, choking hazard, sharp edges or any other issue which could lead to an injury) you must immediately advise the Manager on Duty and fill out an Incident Report with a description of the issue and the product (including the article and/or UPC number). If the customer allows you to keep the product, it must be sent by mail to the Head Office to the attention of the Legal Department. If the product is too large to fit in the weekly mailing envelope then the item must be given to the District Manager or Market Leader on their next visit. This is required because Dollarama has an obligation to report certain events involving products in accordance with the *Canada Consumer Product Safety Act*.

EMPLOYEE PURCHASES

Employees are only allowed to make purchases at the beginning or end of their shift except for items purchased for immediate consumption on breaks (drinks, snacks). Merchandise intended for consumption during break time must be paid for before being consumed. The employee is responsible to ensure that the receipt for those items is kept with the item at all times, and that the employee who rang the purchase through has signed the product's bar code. Store Management Team Members and District Managers or Market Leaders may ask for proof of purchase at any time. Where only one Store Management Team Member is working, and he or she wants to make a purchase, another employee must ring the order through and the employee that rings the order through must sign the product's bar code.

The selected merchandise must be taken from the store through the front entrance, immediately following the purchase and after a bag check. No merchandise can be put on hold, kept or hidden (in the sales area or in the employee's locker or elsewhere) for purchase by an employee at a later time. Employees are not permitted to check-out purchases for a relative, a spouse, a friend or themselves.

SOCIAL MEDIA POLICY

Employees are not to reference or post about Dollarama in their professional capacity, or on behalf of Dollarama, at any time. Dollarama strives to maintain a positive image in the community, and has adopted this policy to ensure that our employees are aware of their responsibility to maintain a positive image as a representative of our organization. Dollarama employees that maintain personal social media pages (e.g. Facebook, LinkedIn, Blogs, Twitter, Instagram etc.) are expected to comply with the guidelines set out within this policy.

Our employees continue to act as representatives of this organization outside of regular business hours, and should conduct themselves in a manner that is appropriate.

Scope

The Social Media Policy applies to all employees at all times and without exception.

General Guidelines

When using social media on or off Dollarama premises, in a manner that relates to, affects or has a potential effect on Dollarama's reputation, business interests, employees, products, services, or brands, employees are expected to adhere to this Social Media Policy, the Employee Handbook, the Code of Business Conduct and all other Company policies and guidelines, including but not limited to Dollarama's Discrimination and Harassment, Privacy, and Confidentiality Policies. Employees should avoid conduct in social media that would be unacceptable in the workplace.

COMMUNICATION POLICY

With the exception of Police, Firefighters and Ambulance, with whom you should always cooperate, our policy is to generally not answer questions about the business from ANYONE who is not known to be a Dollarama employee or representative. These enquiries must be addressed at the corporate level.

Should anyone who is not known by you to be a Dollarama employee or representative approach you with any

questions about Dollarama or with any special requests, including:

- Requests from anyone including lawyers, insurance companies or government inspectors (other than Ministry of Labour Safety or Employment Standards inspectors with valid identification) for access to the store, or to the employees or employee files;
- Requests from anyone including media for interviews, information or pictures;
- Requests to shoot video images inside the store; and/or
- Requests for fundraising or donations.

You must inform your MOD immediately and he or she will then follow the directions of the complete Communication Policy posted in the store office.

PARKING

Due to space restrictions and the need to provide parking for our customers, certain areas have been designated for employee parking. Parking in an unauthorized area is not permitted. Please speak with your Store Manager if you are unsure of where the employee parking area is located.

TELEPHONE CALLS

The Company realizes that occasionally it is necessary for employees to make or receive personal telephone calls during business hours. Our telephone system, however, is designed to accommodate customer, supplier and office calls, which are essential to the successful operation of our business. Employees are to limit the number of personal calls made or received and to limit the length of the call to sixty (60) seconds - time enough to receive or leave a brief message. Personal long distance calls are to be charged directly to the employee's home telephone number. Personal cell phone use is not permitted on Company time unless the employee is on a break, and cell phones are not to be carried on the store sales floor at any time.

SMOKE FREE ENVIRONMENT

Dollarama prohibits employees and customers from smoking and from using electronic cigarettes inside our stores. Customers violating this policy should be asked immediately and politely to refrain from using a cigarette or e-cigarette while in our store.

For security reasons, no one is allowed to exit the store through the receiving area in order to smoke or to use an e-cigarette. If you smoke, ensure that you ask your Store Manager where the designated outdoor smoking area is for your location.

Smoking areas must be far enough away from the front doors of the store so that customers and employees do not have to enter the store through the designated smoking area.

PASSWORDS

Authorized numbers and passwords are issued for the purposes of protecting the assets of the Company and its Shareholders, as well as to comply with legislation and protect employees' integrity. It is the expectation of the Company that our employees treat these numbers confidentially at all times and that they not share them or reveal them to anyone else at any time for any purpose.

INVENTORY

A comprehensive inventory taking of all goods and material is conducted at least once a year. All employees are required to assist with the taking of inventory as a condition of employment.

TIME AND ATTENDANCE

Dollarama has an automated biometric time and attendance system called Kronos. All employees are required to use the system to finger-scan in and finger-scan out for each shift and for lunch periods. This system provides for the accurate tracking of hours worked and allows for the matching of hours worked to a predetermined schedule.

PUNCTUALITY

Employees are responsible for being at work on time, and are encouraged to show up at least 5-10 minutes prior to their shift start time to put their belongings away and prepare for their shift. Employees must scan in at the time that their shift is scheduled to begin and at that time, they should be in uniform and ready to work.

ABSENTEEISM

When an employee is going to be absent for any reason, they must call the store and speak with their Store Manager or the MOD as early as possible and not later than one (1) hour prior to the start of an opening shift, and three (3) hours prior to the start of any other shift. It is the employee's responsibility to maintain contact with Dollarama. Employees failing to report to work for three (3) consecutively scheduled shifts and failing to call the MOD in advance will be deemed to have resigned from their employment with Dollarama.

Similarly, employees who do not return to work, or do not provide a reasonable explanation for such failure to attend, on the day following the last day of an approved leave of absence (including medical leave, maternity/paternal/parental leave, or any other unpaid leave of absence) will be considered on an unapproved leave of absence and may have their employment status terminated.

Medical evidence/clearance to return to work may be required for illness-related absences that last longer than three (3) consecutively scheduled shifts. In addition, where employees are frequently absent, or request accommodation for any disability or condition, medical evidence may be requested to substantiate the absence, ensure that the employee is receiving appropriate care, or to clarify what accommodation may be required. The Company will cover the cost of obtaining medical notes and reports when the Company has requested them.

LEAVING THE STORE

You will require permission from your MOD to leave your store during working hours unless it is in the performance of your regular duties. It is expected that doctor/dental visits or any other appointment will be scheduled during off-hours or with consideration to minimizing disruption to work. Written requests for time off must be received prior the schedule being created for the following week.

RESIGNATION OF EMPLOYMENT

Employees who choose to resign their position with Dollarama are requested to provide at least two (2) weeks' notice in writing.

EMPLOYMENT REFERENCE REQUESTS

Employees must not provide employment reference information or recommendations for any current or former employee, verbally, in writing, through social media or otherwise. Dollarama maintains a "verification only" policy regarding employment information and this process is managed by the Human Resources Department.

CONFLICT OF INTEREST: FAMILY MEMBERS WORKING IN THE SAME STORE

In an effort to avoid conflicts of interest or the appearance of a conflict of interest that may adversely affect store morale, the Company prohibits spouses and other family members from working in a manager/subordinate reporting relationship in the same store. If such a situation arises due to promotion, transfer, etc., Dollarama reserves the right to decide which party will transfer to another position or location. Employees involved in romantic relationships shall not be perceived as presenting a conflict of interest, provided that there is neither a direct or indirect managerial/subordinate relationship between the employees, or a conflict of interest, real or perceived, created as a result of the relationship.

If a personal relationship develops within the workplace and affects the working environment, Dollarama reserves

CODE OF BUSINESS CONDUCT

Dollarama must be made aware of all conflicts of interest in order to take the appropriate action. Employees are *obligated* to immediately report any conflict of interest or potential conflict of interest to their immediate supervisor, District Manager, Market Leader, Regional Manager, or Human Resources.

OFF-DUTY CONDUCT

It is the Company's position that the activities of employees during the hours that they are not at work are their own business. At times, however, these activities negatively impact the Company.

Dollarama's values and rules of ethics and conduct count among the reasons why our customers, our investors, our vendors and all of our various business partners place their trust in us. As employees of Dollarama, we cannot allow our conduct and/or comments, whether we are on duty or off duty, to breach that trust. The Company will take whatever corrective action it deems necessary to protect its valuable reputation in the marketplace. If you believe that your activities or the activities of another person may place the reputation or the good name of Dollarama in jeopardy, or may prevent you or another employee from being able to effectively carry out your/their duties for Dollarama, please contact your Store Manager, District Manager or Market Leader to discuss the issue immediately.

NO SOLICITATION

It is the policy of Dollarama to prohibit solicitation of all kinds and distribution of any material on its premises by non-employees. This includes soliciting funds or signatures, conducting membership drives, posting or distributing literature or gifts, offering to sell or to purchase merchandise or services, or engaging in any other solicitation, distribution, or similar activity on Company premises. If any such activity is observed, you should politely and professionally instruct the person soliciting and/or distributing material to stop, and you must immediately report the activity to the Store Manager.

Employees are prohibited from soliciting or distributing material during work time or in work areas. The Company maintains bulletin boards for communicating with employees and to post notices required by law. Unauthorized posting on bulletin boards or any other Company property is prohibited.

ACCESSING TOOLS, EQUIPMENT AND/OR MATERIALS

Work tools are provided for store use only and are not to be loaned or borrowed for personal use. Any store product used in the course of work must be authorized by the MOD.

PUBLIC USE OF STORE WASHROOMS

Due to the size of our stores, it is a legal requirement that we provide the public with access to our washrooms when requested and when safe to do so. An employee must always escort the customer to the washroom when the washroom is in the back of the store, wait for the customer to come out of the washroom and then accompany the customer back to the retail floor. At no time must a customer be left alone in the store's back room.

LOSS PREVENTION

Loss prevention is a complicated issue that affects all aspects of our organization and affects the way we interact with our customers. Additionally, dealing with loss issues may create a safety hazard. It is of the utmost importance that you do not place yourself or your co-workers in jeopardy when dealing with a suspected shoplifter, as some shoplifters may be violent.

Tips to prevent shoplifting:

- Shoplifters do not like to be noticed or observed and one of the most effective things we can do to deter theft is to make eye contact, be friendly and say "HELLO!" when anyone enters our store.
- Be visible in areas where shoplifting is most likely to occur. Know your store, walk the high theft/risk aisles when going on break, to the washroom, to the warehouse, and change your routine from time to time.
- Offer lingering or nervous-looking customers assistance; typically shoplifters will avoid eye contact or conversation, and may continuously look back over their shoulder, watching staff rather than looking at products.
- Offer customers a cart or a basket when you see them shopping with their own bags/purses.

When shoplifting is suspected, it is crucial that employees:

- Never directly accuse anyone of stealing.
- Politely ask the person if that is everything for today or if they have any other products that they need to pay for.
- Don't ask a security guard to intercept or chase a shoplifter, they are on-site as a deterrent but do not have the authority to detain anyone or make arrests.
- Don't put up pictures or names of presumed shoplifters.
- Never try to physically stop a shoplifter. Doing so is a risk to your safety and to the safety of others. Instead, remember as many details as you can about the individual, their direction of travel and their vehicle license plate. Complete a "Voluntary Statement" (available from your MOD) after notifying the MOD of the incident.
- When you see repeat offenders, advise your Store Manager so that he or she can review with the DM or ML.

WORKPLACE SAFETY

Safety Commitment

The Management Team at Dollarama is committed to the health, safety and well being of its employees. Protection of employees from injury or occupational disease is one of the Company's key objectives and we continue to make every effort to provide a safe, healthy work environment. All Managers and workers must also be dedicated to this objective of reducing risk of injury.

Dollarama, as employer, is ultimately responsible for employee health and safety and every reasonable precaution will be taken for the protection of employees.

Managers will be held accountable for the health and safety of employees under their supervision. Managers are responsible to ensure that machinery and equipment are safe and that employees work in compliance with established safe work practices and procedures. Employees must receive adequate training in their specific work tasks to protect their health and safety.

Every employee must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by the Company.

All of Dollarama Associates and Management have three (3) basic rights when it comes to Health and Safety:

- The right to know if any hazards exist, and to be trained in safe work procedures;
- The right to participate, by being able to bring any dangerous situations to the attention of Management; and
- The right to refuse unsafe work.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety by all employees at all levels must continue to form an integral part of this organization.

Safety and You

Your duty is to work safely at all times. If you do not, you not only endanger yourself but your co-workers as well. BE PREPARED for emergencies; know where the first aid kit, fire extinguisher, telephone and emergency exits are located. REPORT any unsafe conditions in your store to your Manager immediately. Safety is everyone's responsibility.

Refer to your store's Health and Safety Manual for complete rules, regulations, and safe-work procedures.

Alcohol and Drug Policy

Regardless of when or where they are used, alcohol and drugs can impair a person's ability to work safely. Our Company is committed to ensuring our stores and our employees and customers are not put at risk because of alcohol and drug use. Everyone who works for and with our Company is expected to understand the risks of alcohol and drug use to workplace safety, and to be able to identify and respond to those risks in compliance with this policy. Employees are expected to comply directly with this policy and any supporting Company programs.

As such, while on Company property, an employee is strictly prohibited to use, consume, possess, distribute, sell or transfer:

- Alcohol;
- Drugs other than those permitted by this policy as described below; AND/OR
- Drug paraphernalia.

This work rule permits the possession or use of prescription and non-prescription drugs under the following conditions:

- Any prescription drug in the employee's possession or used by the employee is prescribed specifically to the employee;
- The employee is using the prescription or non-prescription drug for its intended purpose and in the manner directed by the employee's physician or pharmacist or the manufacturer of the drug;
- The use of the prescription or non-prescription drug does not adversely affect the employee's ability to safely perform his or her duties; AND
- The employee has notified his or her supervisor or manager before starting work of any potentially unsafe side effects associated with the use of the prescription or non-prescription drug.

Return to Work Policy

Dollarama is committed to assisting employees who have been injured on the job to return to work in a timely and safe manner.

The Company will fulfill this commitment by contacting the employee as soon as possible after the injury and offering employment that is consistent with the employee's functional abilities. Job options will be identified and offered using the guidelines contained in provincial workplace safety legislation.

All members of the organization, including management and employees, are responsible for actively participating and cooperating in the return to work process when required. This involves maintaining communication when the injury occurs, and maintaining communication throughout the duration of the return to work process. Where necessary, the Company will seek input and advice from other parties involved in the return to work process including provincial Workplace Health and Safety representatives and external health care providers.

Any personal information received or collected that can lead to the identification of an injured employee will be held in the strictest confidence. Information of a personal nature will be released only if required by law or with the approval of the employee who will specify the nature of the information to be released and to whom it can be released.

Modified Work Program

It is Dollarama's policy to provide suitable modified duties or hours to an employee who is unable to perform their normal duties as a consequence of injury, illness or diminished capacity. From time to time, Dollarama may consult or may require the employee to consult with a third party medical practitioner to clarify accommodation needs or an employee's restrictions. All employees are expected to participate in the accommodation process, and employees are required to make their accommodation needs clearly known.

General Safety Rules

The well being of co-workers depends on the conduct of each individual and their adherence to safety rules. It is, therefore, the intent of Dollarama to enforce these safety rules.

1. You must work in a safe manner that does not endanger yourself or others, follow safety procedures and wear any required protective equipment.
2. Keep your work area in a clean and orderly condition with all the necessary equipment and material neatly arranged. Do not allow boxes or other packaging to accumulate on the floor in the aisle or in the back room. Place all food and drink garbage in the proper container.
3. Keep common areas clean, such as lunchrooms, washrooms and back rooms.
4. Report every injury to the MOD, no matter how slight or insignificant the injury may seem.
5. If in doubt about the safe operation of a piece of equipment, request assistance from the MOD.
6. Report any unsafe condition to the MOD immediately.
7. Horseplay is forbidden. Do not disturb or interfere in any way with an employee when they are performing their job.
8. Running through the store is prohibited unless safety is at risk.
9. All required safety guards must be in place and operational before operating any machine or equipment.
10. When piling material or stock, keep piles straight and sturdy, and all bunkers neat and tidy.
11. Employees must always use ladders to reach stock that is above their head. Climbing shelves or racks is strictly prohibited. Boxes must never be dropped to the floor from height.
12. Aisles, walking areas and stairways must be kept free from obstructions and trip hazards.
13. Employees pushing material on carts/trolleys must be able to see over the material.
14. Ladders must be returned to the back room or placed on in-store ladder brackets where available after use.
15. If you are called away from your stocking, fold your ladder and leave it leaning against the shelf until you return. Do not leave ladders lying flat in the aisles or leave them open.
16. Spills, such as oil, water, coffee, etc. must be cleaned up immediately. If you suspect that a hazardous material has been spilled, check with your MOD or a health and safety committee member for clean-up instructions.
17. No smoking is permitted anywhere in the store, including the office, lunchroom, bathroom and warehouse.
18. Never remove a tag labeled "Caution", "Danger", "Lockout" etc. from any piece of equipment without authorization to do so.
19. Emergency Exits must be properly identified and never blocked.

EMPLOYER COMMITMENT

Code of Conduct

Dollarama employees are expected to abide by the Code of Conduct and Ethics (the "Code"). The objective of the Code is to provide guidelines for maintaining the integrity, reputation, honesty, objectivity and impartiality of Dollarama. This policy addresses various types of business conduct including, but not limited to:

- Conflicts of interest;

- Protection and proper use of Dollarama's corporate assets and opportunities;
- Fair dealing with Dollarama's security holders, customers, employees, competitors, suppliers and other business partners;
- Compliance with laws, rules and regulation; and
- Reporting of any illegal or unethical behaviour.

The rights and dignity of all employees must be respected. All employees are expected to behave professionally in their interactions with each other and their customers, and to work effectively as part of a team. Dollarama is committed to this standard and will take whatever action is required to ensure that it is upheld. The full Code of Conduct is available on the Company website : www.Dollarama.com/corporate-governance/. If you do not have access to the internet, you can ask your Store Manager to get a copy of the code for you.

Open Door Policy

Dollarama maintains an "Open Door" policy and encourages all employees to bring forward to Management any concerns or recommendations (verbally or in writing) dealing with working conditions and/or management practices, including but not limited to any concerns related to harassment, discrimination and violence. The Company will act immediately to resolve problems in a fair and proactive manner.

Any disputes, controversies or suggestions should be first handled between the employee and his/her Store Manager. In circumstances where the employee is not comfortable in approaching his/her Store Manager, the employee should approach their District Manager or Market Leader. Telephone numbers and email addresses for your District Manager or Market Leader, Regional Manager, as well as the Human Resources team are posted in every store, as is our confidential support line telephone number 1-855-836-7569.

Reporting Dishonesty

It is an obligation of Dollarama employees to report internal theft or any other dishonest acts. Reports can be made through our confidential reporting line at 1-866-955-5677. Where requested, the identity of the person making the report will not be revealed except as required to investigate the matter, or as required by law. Any such report made in bad faith or with malice will result in prompt and appropriate disciplinary action. Any employee who retaliates against another for reporting a violation or suspected violation will be subject to disciplinary action, up to and including termination of employment for just cause.

HARASSMENT, DISCRIMINATION, VIOLENCE AND ACCESSIBILITY POLICY

Dollarama is committed to providing a work environment free of all forms of harassment, discrimination and threats of violence in compliance with current legislation, and will make every reasonable effort to ensure that employees and customers are not subjected to any forms of harassment, discrimination, bullying or threats of violence. The Company will take necessary corrective action, as it deems appropriate, against any person who subjects any employee or customer to such a threat. We also strive to provide consistent customer service standards for all clients, regardless of race, creed, age, gender, or disability. We will act in accordance with all applicable legislation governing the provision of customer service.

The workplace includes all locations where business or social activities of the corporation are conducted.

The Company has created a policy statement that is posted in every store to communicate this commitment to all of our employees. All of our employees are expected to abide by this policy and respect one another's right to work in a workplace that is safe and free of any bullying, violent or harassing behaviour.

In the case where any store location has experienced workplace violence, the store employees will be offered the appropriate support, including but not limited to Post Traumatic Counselling services as required.

Workplace Harassment is defined as:

- Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome. "Vexatious" is defined as an act or comment by a person that annoys, embarrasses or otherwise aggravates another person.

Workplace Sexual Harassment is defined as:

- Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome; or
- Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Note: Reasonable action taken by an employer or supervisor relating to the performance, management and direction of workers or the workplace is not workplace harassment.

Workplace Bullying is defined as:

- Any inappropriate conduct or comment by a person towards a worker in a workplace that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but excludes reasonable actions taken by an employer or supervisor in the management and direction of the workplace.
- Examples of conduct or comment that might constitute bullying or harassment include verbal aggression or insults, calling someone derogatory names, vandalizing personal belongings and spreading malicious rumours.

Workplace Violence is defined as:

- The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- An attempt to exercise physical force against a worker, in a workplace, that could cause injury to a worker ; or
- A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker. In addition, the Company will whenever possible take steps to protect a worker while at work, from any threat of physical injury from a customer interaction or any threat of physical injury that may occur due to a threat of domestic violence. This threat may occur to the individual being targeted by domestic violence or a co-worker who is exposed to the threat at work.

Workplace Discrimination is defined as:

- Any action based on or related to a prohibited ground of discrimination as set out in provincial legislation including: race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, age, or conviction for a criminal or summary conviction offence that is unrelated to employment.

Disability is defined as:

- Where a person has or has had, or is believed to have or have had,
 - (a) Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impairment, deafness or hearing impairment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
 - (b) A condition of mental impairment or a developmental disability;
 - (c) A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
 - (d) A mental disorder; and/or
 - (e) An injury or disability for which benefits were claimed or received under the insurance plan established under applicable workplace safety legislation.

Assessment

The Senior Management Team along with members of the joint health and safety committee has assessed the potential of threats of violence, harassment, discrimination and domestic violence. Parts of their duties are to assess the vulnerability to workplace violence at our establishment and reach agreement on preventative actions to be taken. They are responsible for auditing our overall workplace program.

Important Points to Remember

- All employees have the right to work in a workplace that is free of any form of harassment or threat of physical violence.
- All employees are expected to conduct themselves in a professional manner while at work. This includes their interactions with their supervisor, co-workers and customers.
- If a person with a disability is accompanied by a guide dog or other service animal, we shall ensure that the person is permitted to enter the store with the animal and to keep the animal with him or her unless the animal is otherwise excluded by law from the premises.
- Where guide dogs or service animals are not clearly identified, a staff member may request that the owner produce a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.
- If a guide dog or service animal is excluded by law from the premises, we shall explain to the customer why exclusion is necessary, and ensure that other measures are available to enable the person with a disability to obtain, use or benefit from our goods or services.
- If a person with a disability is accompanied by a support person, we shall ensure that both persons are permitted to enter the store together and that the person with a disability is not prevented from having access to the support person while on the premises.
- We may require a person with a disability to be accompanied by a support person when in the store, but only if a support person is necessary to protect the health or safety of the person with a disability or the health or safety of others on the premises.

Notice of Temporary Disruptions

The Company will provide as much advance notice as possible regarding any planned or unplanned disruption in the facilities or services usually used by people with disabilities. The notice of the disruption will include information about the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any, that are available. Notice of disruptions in service will be posted in writing at all entrances and at the point of disruption.

In the Event of a Robbery

Employees must:

- Stay calm;
- Cooperate with the robber;
- Hand over the money or other goods demanded by the robber;
- Immediately dial 911 and give a description and escape route of the robber after they have left;
- Fill out an incident report; and
- Contact their District Manager or Market Leader.

Dealing With Angry or Difficult Employees, Customers and/or Visitors

| DOs | DON'Ts |
|---|--|
| ✓ DO keep your voice calm and low | ✗ DO NOT point, wave your arms or cross your arms |
| ✓ DO keep body language positive, arms at your sides, and avoid sudden movements | ✗ DO NOT shout |
| ✓ DO position yourself at a right angle rather than directly in front of the person | ✗ DO NOT block the exit or doorway - allow the other person a clear path out of the room/building |
| ✓ DO listen carefully and tell them you're trying to help resolve the problem | ✗ DO NOT confront a shoplifter or suspected shoplifter |
| ✓ DO call for help if the situation is escalating | ✗ DO NOT fight or chase an angry or violent person. Walk or run away to get help immediately if the other person gets physical. |
| ✓ DO complete an incident report and contact your DM or ML immediately after an incident | |

It is essential that any form of violence or threat of violence initiated by a current or former employee of the Company and directed at another employee, a customer/vendor/contractor or other member of the public while on the premises and during working hours be reported in a timely manner to the appropriate individuals. Specifically, such incidents are to be reported, as soon as practically possible, to the District Manager or Market Leader or in the absence of the District Manager or Market Leader, the Regional District Manager and to appropriate external authorities if deemed necessary by the District Manager or Market Leader involved.

- Similarly, any violent, intimidating or threatening behaviour initiated by a customer/vendor/visitor or other non-employee and directed at an employee must be reported as soon as practically possible to the District Manager or Market Leader and appropriate external authorities where deemed necessary.
- Violent behaviour as described above will be dealt with on a case-by-case basis and may include progressive disciplinary measures up to and including termination and/or criminal prosecution. Factors that will be considered when determining corrective action will include:
 - Impact of incident on the complainant;
 - Nature of the incident; and/or
 - Degree of aggressiveness and physical contact

Role of On-site Security

Where security guards are patrolling the store, their role is prevention of loss. In order to fulfill this role, security guards support employees whenever they are intimidated by a customer or visitor and they deter shoplifting and mischief against Dollarama's property. A guard may also support employees by asking an aggressive customer/visitor to leave the store and by calling police if the situation escalates.

Outside the Store

District Managers or Market Leaders will review any site safety concerns with respect to the exterior of a store with their Store Manager and Regional District Manager. Since employees are not allowed to be in the store alone, they must leave the store together at closing.

Complaints & Feedback

Steps to be taken

Step 1: Any employee who has reasonable grounds to believe he or she has suffered a personal injustice, hardship and/or any form of discrimination, harassment or threat of violence (the "Complainant"):

- a) Should not ignore the harassment, discrimination or violence and should make clearly known his or her disapproval and/or uneasiness to the offender, in a clear, concise manner;
- b) Ask the person to stop their behaviour. They may not realize that they are being offensive. If the person refuses to cooperate, remind him/her that such behaviour is against this policy. In cases where the Complainant is not comfortable having this discussion with the offender, the Complainant may skip this step and ask for assistance from their Store Manager, District Manager or Market Leader, or our employee hotline at 1-855-836-7569;
- c) The Complainant should keep detailed written notes detailing what happened and what, if anything, the offending person did or said. The Complainant should be able to provide pertinent data, such as times, places and names of witnesses; and
- d) In the event of an imminent threat of physical violence, summon help immediately and if appropriate call for police assistance by calling 911.

Step 2: An incident or a complaint of workplace harassment should be reported as soon as possible after experiencing or witnessing an incident. This allows the incident to be investigated in a timely manner.

Report a workplace harassment incident or complaint to your Store Manager or District Manager or Market Leader. Contact information for your District Manager or Market Leader is posted in your store. If your Store Manager or District Manager or Market Leader is the person engaging in the workplace harassment, contact the employee hotline at 1-855-836-7569. Human Resources must be notified of the workplace harassment incident or complaint so that they can ensure an investigation is conducted that is appropriate in the circumstances. The investigator of the complaint will be someone that is not under the direct control of the alleged harasser.

The Investigator will:

- Collect pertinent information. This step will include interviewing the Complainant, the alleged harasser and any witnesses;
- Summarize findings;
- Upon reviewing the information, recommend what action is to be taken; and
- Provide, in writing, the results of the investigation and any corrective actions taken to the complainant(s) and the alleged harasser(s).

If there is evidence of harassment, violence or bullying behaviour, corrective action will be taken up to and including termination of employment. Records of complaints, including contents of meetings, interviews, results of investigations and any other material relevant to the claim will be collected and stored in a confidential manner.

Resolution

If it is determined that it is necessary to impose corrective action on an employee, the range of action may include such measures as a formal apology, training, referral to appropriate counseling or disciplinary measures. Such disciplinary measures may include:

- a) Oral reprimand (noted in the employee's file).
- b) Written reprimand (copy placed in employee's file).
- c) Dismissal.

Confidentiality

The Company will not disclose a complainant's or alleged harasser's name or any circumstances about a complaint, to anyone, except where necessary to investigate the complaint, take disciplinary action, or where required by law. Managers involved in a complaint are reminded to keep all information confidential, except in the above circumstances.

Retaliation

Anyone who retaliates in any way against a person who has complained of harassment in good faith, given evidence in a harassment investigation, or been found guilty of harassment, will be considered to have committed harassment and be penalized accordingly. The possible penalties are the same as those previously noted.

Customer Feedback

The Company will provide customers with the opportunity to provide feedback on the customer service provided to them. The feedback process will permit customers to provide their feedback in person, by telephone, in writing, or by sending an email. All customers will receive acknowledgment of their feedback, and their feedback will be forwarded to the appropriate person for further investigation and resolution where applicable.

Training

The Company will ensure that all employees, volunteers and others who deal with the public or other third parties on their behalf, and all those who are involved in the development and approvals of customer service policies, practices and procedures, receive training about the provision of goods or services to persons with disabilities. The training will be provided to each person as soon as practicable after he or she commences employment with the Company.

A record of the training will be kept in the employee's file at store level. The training will include a review of: (i) this program and the associated policy statement; (ii) applicable provincial legislation; (iii) assistive devices; (iv) how to interact and communicate with persons with disabilities, including those that require the assistance of a support person or service animal; and (v) how to assist customers with disabilities within our stores.

Copies of this program and the associated policy statement are available upon request. This program will be reviewed annually.

Please complete the "Employee Acknowledgement" form on the following page, remove it along the dotted line and submit it to your Store Manager.