

OLG Volunteer Leave Program Policy (VLP)

POLICY #PC-02-02

FINAL

PURPOSE

This policy provides eligibility requirements and guiding principles of OLG's Volunteer Leave Program (VLP).

APPLICATION AND SCOPE

All full-time regular and full-time contract employees are eligible to participate in the Volunteer Leave Program. Third party or contingent workers are not eligible to participate.

POLICY STATEMENT

OLG's Volunteer Leave Program pays eligible employees up to one full day per year to give back to their communities by supporting registered charities and/or non-profit organizations. Volunteerism is defined as freely offering time and assistance to an organization or group.

GUIDING PRINCIPLES

OLG's Volunteer Leave Program (VLP) offers full-time regular and full-time contract employees paid time off to support and participate in local causes that are important to them while helping charitable / not-for-profit organizations make a difference in the communities they serve.

Employee volunteerism brings to life the OLG truth that 'We Care for Ontario' and aligns with OLG's Corporate Social Responsibility mandate to increase awareness about how OLG employees contribute to a better Ontario.

DEFINITIONS

Eligible Volunteer Organizations: Eligible organizations include those registered as charities with the Canada Revenue Agency or non-profit organizations whose purpose is to promote charitable, educational, or community objectives.

- a) **Registered Charities:** Registered charities include charitable organizations, public foundations, or private foundations that use their resources for charitable purposes. They generally fall into one or more of the following categories:
 - Relief of poverty (e.g., food banks and soup kitchens)
 - Advancement of educations (e.g., colleges, universities, and research institutions)
 - Other purposes that benefit the community (e.g., animal shelters, libraries, etc.)
- b) **Non-Profit Organizations:** Non-profit organizations are associations, clubs, or societies that are not registered charities but are operated exclusively for social welfare, civic improvement and/or any other purpose except profit. The organizations must have a written constitution and/or by-laws stating it is a non-profit and was formed to promote charitable, educational or community objectives.

Eligible Employees: Full-time regular, and Full-time contract employees.

REQUIREMENTS

1. Eligible employees will be paid up to one day of volunteer leave time (VLT) per year to support an eligible volunteer organization.
2. The time may be taken in hourly increments or more, up to the maximum of 7.25 hours of paid volunteer leave time for eligible employees, per calendar year.
3. Eligible employees must submit volunteer leave time requests through Workday. Volunteer leave time is to be taken during the employee's regular work day. They will be prompted to review and attest that the volunteer leave time request aligns with the Volunteer Leave Program Policy.
4. Approval of volunteer leave time is at the discretion of managers and is subject to workload and operational requirements.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Ensure that the volunteer experience complies with this Policy and with OLG's Code of Conduct.▪ Request a Volunteer Leave in Workday, identifying the organization/event name of the volunteer opportunity and attesting that the volunteer experience complies with this Policy.▪ Complete a post-volunteer survey, providing details about the volunteer experience.
People Managers	<ul style="list-style-type: none">▪ Approve requests for Volunteer Leave in Workday, subject to workload/operational requirements and in accordance with this Policy.
Volunteer Programs Manager	<ul style="list-style-type: none">▪ Respond to questions about volunteer opportunities as they arise.

RELATED POLICY INSTRUMENTS

- OLG Volunteer Leave Program (VLP) Guidelines
- OLG's Code of Business Conduct

POLICY OWNERS

Senior Vice President – Brand, Communications & Sustainability

Senior Vice President – People & Culture

POLICY APPROVAL

Approver	Date
Sara Warden, Director, Total Rewards	February 12, 2024

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
January 2024	People and Culture	<ul style="list-style-type: none">▪ Reviewed
September 2022	People and Culture	<ul style="list-style-type: none">▪ Updated format▪ Noted that 3rd party and contingent workers are not eligible to participate▪ Added requirement that VLT must be scheduled within the employee's regular work day

OLG Internal

OLG's Volunteer Leave Program (VLP) Guidelines

**Brand, Communications & Sustainability
People and Culture**

Introduction

OLG's Volunteer Leave Program (VLP) offers eligible employees paid time off to support and participate in local causes that are important to them while helping registered charities/not-for-profit organizations make a difference in the communities they serve. Employee volunteerism brings to life the OLG truth that 'We Care for Ontario' and aligns with OLG's Corporate Social Responsibility mandate to increase awareness about OLG employees contribute to a better Ontario.

Program Details

The Volunteer Leave Program supports OLG's Corporate Social Responsibility plan and aligns with OLG's Rewards and Wellness *Live Well, Work Well* Strategy.

The Volunteer Leave Program also aligns with OLG's Game ON strategic plan by:

- Contributing to a winning culture by engaging employees in volunteer opportunities that are meaningful to them.
- Becoming a destination for top talent by attracting and maintaining talent with paid time off for volunteering and giving back to communities.
- Demonstrating we are an exemplary community partner that cares about the people of Ontario.

Eligible employees will be paid up to one day of volunteer leave time (VLT) per year to support registered charities and/or non-profit organizations. The time may be taken in hourly increments or more, up to the maximum of 7.25 hours of paid volunteer leave time for eligible employees, per calendar year. Volunteer leave time is to be taken during the employee's regular work day.

Eligibility

- Full-time regular and full-time contract employees receive one (1) paid day of volunteer leave time per calendar year, which may be taken in hourly increments.
- Third-party / Contingent workers are **not** eligible to participate.
- Request must be submitted for manager approval via Workday prior to participation; name of organization/event is required.
- VLT is to be taken during the employee's regular work day.
- Employees must review and attest to the Volunteer Leave Program Policy.

Eligible Organizations

Eligible organizations include those registered as charities with the Canada Revenue Agency or non-profit organizations whose purpose is to promote charitable, educational, or community objectives.

REGISTERED CHARITIES

Registered charities include charitable organizations, public foundations, or private foundations that use their resources for charitable purposes. They generally fall into one or more of the following categories:

- Relief of poverty (e.g., food banks and soup kitchens)
- Advancement of educations (e.g., colleges, universities, and research institutions)
- Other purposes that benefit the community (e.g., animal shelters, libraries, etc.)

NON-PROFIT ORGANIZATIONS

Non-profit organizations are associations, clubs, or societies that are *not* registered charities but are operated exclusively for social welfare, civic improvement and/or any other purpose except profit. The organizations must have a written constitution and/or by-laws stating it is a non-profit and was formed to promote charitable, educational or community objectives.

Examples of eligible non-profit organizations include those that support the:

- Humane treatment of animals
- Conservation, public parks
- Festival organizations (e.g., parades and seasonal celebrations)
- Communities damaged by natural disaster
- Promotion of health and fitness

Ineligible organizations include those that:

- Discriminate based on creed, race, religion, sexual orientation
- Promote a political cause or candidate
- Are a religious or faith-based organization
- Are for-profit
- Are contentious in any way, may be deemed unacceptable to the community at large, violates any Canadian law, or is inconsistent with OLG's Code of Conduct
- Can be seen to promote the use of excessive alcohol, cannabis, tobacco, or illicit drugs
- Are an individual, personal, or family need
- Primarily direct aid or assistance to recipients outside Ontario
- Financially compensate volunteers (volunteer opportunity must be unpaid)

Resources

In addition to the eligible organizations described above, potential volunteer opportunities are also listed in the following links.

Sault Ste. Marie:

- <http://www.volunteeralgoma.ca/>

Greater Toronto Area:

- <https://www.volunteertoronto.ca/>

Approval Process

Eligible employees must submit volunteer leave time requests through Workday. In Workday, employees will be prompted to review and attest that the volunteer leave time request aligns with the Volunteer Leave Program Policy (VLP).

Approval of volunteer leave time is at the discretion of managers. Provided the volunteer experience falls within the policy's eligibility requirements, managers should be flexible in reviewing requests. Operational impacts should be considered and managed where possible.

Volunteer Feedback/Evaluation

Upon completion of the volunteer activity, employees are required to complete a post-volunteer survey by email. This survey is intended to collect high-level information about the volunteer opportunity for program tracking and evaluation purposes.

Participants may be invited to share additional details about their volunteer experience, which may be used for Corporate Social Responsibility communications purposes through internal and/or external OLG communications channels.

NOTE: Volunteer activities must align with OLG's Code of Conduct. OLG reserves the right to amend or terminate this program at any time without prior notice. OLG also reserves the right to rescind approval of a volunteer activity if it is determined that the program is being misused.

Guideline Owner

Barbara Davis – Volunteer Programs Manager, Community & Social Responsibility

Guideline Approval

Approver	Date
Barb Davis, Volunteer Programs Manager Sara Warden, Director, Total Rewards	February 12, 2024

On-Call/Call-In Pay Policy

POLICY #PC-02-06

FINAL

PURPOSE

The purpose of this policy is to provide clear criteria on the on-call and call-in eligibility requirements and method of compensation.

APPLICATION AND SCOPE

This policy applies to OLG regular full-time, part-time and contract employees in Grades 20 to 24. Employees in Grades 25 and above are not eligible to receive on-call or call-in pay.

Bargaining unit employees should refer to their specific collective agreement to determine their eligibility for on-call and/or call-in pay.

POLICY STATEMENT (& GUIDING PRINCIPLES)

OLG may require employees to be on-call and maintain their availability to work, if required, outside of their normal working hours. Additionally, employees who are on-call may be required to perform unplanned work, either remotely or by travelling to an OLG worksite, at a time that is outside of their normal working hours, to meet business demands or to respond to emergency situations.

OLG is committed to providing employees with appropriate compensation for on-call and/or call-in hours worked in accordance with this policy.

Employees should not expect on-call and/or call-in pay to be part of their regular work schedule or compensation.

DEFINITIONS

On-Call: Occurs when employees are appointed by their manager to be available (on stand-by) to work hours outside of their regular work schedule, including before or after hours or a day that the employee is not scheduled to work.

Call-In: Occurs when an employee is required to complete unplanned work at a time that is outside of their regular work schedule, either remotely or by travelling to an OLG worksite, to meet business demands or respond to an emergency situation.

Regular Work Hours: OLG's regular work hours are 7.25 hours daily. Work schedules may vary and are based on specific work days and shifts established by each department. This may include 10-hour or 12-hour rotational shifts.

OLG Worksite: A designated OLG office.

REQUIREMENTS

1. Eligibility

1.1 On-Call Pay

Full-time, part-time and contract employees in Grades 20 to 24 are eligible to receive on-call pay if they are assigned to be on-call during hours that are outside of their regular work schedule.

1.2 Call-In Pay

Full-time, part-time and contract employees in Grades 20 to 24 are eligible to receive call-in pay if they are required to perform unplanned work, either remotely or by travelling to an OLG worksite, during hours that are outside of their regular work schedule.

2. Pre-Authorization

- 2.1 Employees must be assigned by their manager to be on-call prior to the on-call period commencing. Having an OLG device does not result in an employee being on on-call status or make the employee eligible to receive on-call pay.
- 2.2 All on-call and/or call-in hours must be entered in Workday on the day the on-call and/or call-in time is worked. Additionally, a comment must be added in Workday explaining why on-call and/or call-in hours were required.
- 2.3 Approved on-call and/or call-in hours are to be paid out on the pay period in which they are worked. Employees are not permitted to bank on-call or call-in hours.

3. On-Call Expectations

- 3.1 While on-call, employees must remain ready and available to work and cannot engage in any activity that would impair judgement or prevent them from doing so. This includes being available to either work remotely or onsite.
- 3.2 While on-call, employees are required to respond to work communications within 15 minutes of first being contacted.
- 3.3 The list of employees on on-call will be reviewed on a regular basis by the Manager and the Human Resources Business Partner (HRBP) to confirm eligibility.

4. Calculations

4.1 On-Call:

- 4.1.1 Effective January 1, 2023, employees are eligible for payment of \$3.00 per hour while on-call.
- 4.1.2 Employees are not eligible to receive on-call pay during the same time period where they are receiving pay for regular hours worked. This includes being ineligible to receive on-call pay during an employee's meal break(s).
- 4.1.3 Employees are not eligible to receive on-call pay during the same day they are in receipt of any type of paid time off, including but not limited to vacation, MCO, short term sick, bereavement, personal, volunteer, and during any unpaid leave.
- 4.1.4 The on-call period ends when the call-in period begins or when the employee's regular work schedule commences.

4.2 Call-In:

- 4.2.1 Employees who must travel to an OLG worksite to perform the call-in work are eligible for payment of one and one half (1.5) times their regular hourly rate of pay for all hours worked, excluding travel time, with a minimum guarantee of four (4) hours of pay.
- 4.2.2 Call-in pay is calculated to the next highest 15 minutes.
- 4.2.3 Employees who can resolve the requests without physically attending to an OLG worksite to do so, will be paid one and one half (1.5) times their regular hourly rate of pay for the actual hours worked to correct the problem. In these cases, the employee is not eligible for the minimum guarantee of four (4) hours of pay.
- 4.2.4 If the employee is called into an OLG worksite, attends to the issue, returns home, and is called back for the same issue, and can remedy the issue without physically attending to an OLG worksite to complete the work, the employee will be paid one and one half (1.5) times their regular hourly rate of pay for all hours worked to correct the issue remotely. In these cases, the employee is not eligible for the minimum guarantee of four (4) hours of pay. Similarly, if the employee is required to return to an OLG worksite to complete the call-in work for the same issue, the employee is not eligible for another minimum guarantee of four (4) hours of pay; they would be paid one and one half (1.5) times their regular hourly rate for all hours worked to correct the same issue. However, if the employee needs to attend to an OLG worksite for a different issue, they will be eligible for another minimum guarantee of four (4) hours of pay.
- 4.2.5 Employees are not eligible to receive call-in pay during the same time period where they are receiving pay for regular hours worked. This includes being ineligible to receive call-in pay during an employee's meal break(s).
- 4.2.6 Employees are not eligible to receive call-in pay during the same day they are in receipt of any type of paid time off, including but not limited to vacation, MCO, short term sick, bereavement, personal, volunteer and during any period of unpaid time off. *(Extenuating circumstances may necessitate an employee to be called in during these times – exceptions will be reviewed on a case-by-case basis.)*
- 4.2.7 Employees receiving call-in pay cannot also claim on-call pay and/or overtime pay for the same time.
- 4.2.8 The call-in period ends at the earlier of the issue being resolved, or when the employee's regular work schedule begins.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none">▪ Ensure they are assigned by a manager to work on-call and/or call-in hours prior to working the time▪ Record on-call and/or call-in pay in Workday on the same day in which it is worked▪ Comply with the requirements set out above when on-call and/or called in
Managers	<ul style="list-style-type: none">▪ Ensure employee required to work on-call and/or call-in hours is appointed prior to working the time▪ Maintain records of any pre-approved on-call and/or call-in work for audit purposes▪ Carefully review the employee's Workday submission to validate

	<ul style="list-style-type: none"> the on-call/call-in time being claimed Manage costs related to on-call and call-in work and review eligibility and usage on a regular basis
People and Culture (HR Business Partners)	<ul style="list-style-type: none"> Ensure adherence to policy criteria noted above In partnership with the Manager, review on-call and call-in eligibility and usage on a regular basis

RELATED POLICIES

- Overtime Policy

POLICY OWNER

Sr Director Rewards, Wellness, HR Systems & Reporting

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	November 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
November 2022	People and Culture – Total Rewards	<ul style="list-style-type: none"> Updated format Updated salary grades Updated on-call hourly rate Added reference to work-related devices Removed banking provisions Updated Workday process Supersedes Call-in Pay and On-Call Policy #L-HRPP02-03

Overtime Policy

POLICY #PC-02-07

FINAL

PURPOSE

The purpose of this policy is to provide clear criteria on overtime eligibility requirements and method of compensation.

APPLICATION AND SCOPE

This policy applies to OLG regular full-time and part-time employees in Grades 20 to 21. Employees in Grades 22 to 24 who receive Management Compensation Option (MCO) credits may qualify to receive overtime pay per this policy under extenuating circumstances.

Bargaining unit employees should refer to their specific collective agreement to determine their eligibility for overtime pay.

POLICY STATEMENT (& GUIDING PRINCIPLES)

OLG may occasionally require employees to work beyond their normal working hours to meet business demands or to respond to unplanned circumstances. OLG is committed to providing employees with appropriate compensation for hours worked in excess of their normal daily scheduled hours in accordance with this policy.

Employees should not expect overtime to be part of their regular work schedule or compensation.

DEFINITIONS

Regular Rate of Pay: The base hourly rate paid to an employee. Regular Rate of Pay does not include overtime or any other amounts.

Regular Work Hours: OLG's regular work hours are 7.25 hours daily. Individual work schedules may vary and are based on specific work days and shifts established by each department. This may include 10-hour or 12-hour rotational shifts.

REQUIREMENTS

1. Eligibility for Overtime

- 1.1. Full-time and part-time employees in Grades 20 to 21 are eligible to receive overtime pay if they are required to work hours beyond their regular or scheduled daily work hours.
- 1.2. Full-time and part-time employees in Grades 22 to 24 will only be eligible for overtime pay under extenuating circumstances and only if placed on the Overtime Exception list (see Overtime Exception section below).
- 1.3. Employees in salary Grades 25 and above are not eligible to receive overtime pay. No exceptions will be granted.

2. Pre-Authorization

- 2.1. All overtime must be pre-approved by the employee's manager in advance of working the time. A request for overtime hours submitted via Workday will not be approved if not pre-authorized.
- 2.2. Requests for authorization must be made in writing (i.e., email) and **prior** to being worked. The request for overtime must provide rationale as to why the overtime is required.
- 2.3. Authorization must be retained by the approving manager for audit purposes.
- 2.4. All overtime hours must be entered in Workday on the day the overtime hours are worked. Additionally, a comment must be added in Workday explaining why overtime hours were required.
- 2.5. Approved overtime is paid out on the pay period in which it was worked. Employees are not permitted to bank overtime.

3. Calculation

- 3.1. Full-time employees are eligible for payment of one and one half (1.5) times the employee's regular rate of pay for every pre-approved hour worked in a work day in excess of the normal daily scheduled working hours.
- 3.2. Employees whose regular work schedule varies (i.e., 10 or 12-hour shifts) are paid at one and one half (1.5) times their regular rate of pay for all pre-approved hours worked beyond the regular scheduled shift (i.e., 10 or 12-hour shifts).
- 3.3. Overtime is calculated to the next highest 15 minutes.
- 3.4. Part-time employees with a schedule of less than 7.25 hours per shift will be paid at their regular rate of pay for any additional hours up to 7.25 hours. Hours worked in excess of 7.25 hours per shift will be paid at one and one half (1.5) times the employee's regular rate of pay.
- 3.5. Part-time employees who work an unscheduled shift during the pay period will receive their regular rate of pay for those additional shifts up to 72.50 hours per pay period.
- 3.6. Pyramiding is not permitted. Employees cannot receive overtime pay for the same period they are receiving on-call or call-in pay.
- 3.7. An employee is not considered to be working overtime merely because they have in their possession or are using a work-related device or material outside of their regularly scheduled work hours. Only overtime that is approved is considered overtime and eligible for pay pursuant to this policy. Employees may choose to have or utilize work-related devices or material outside of work hours but, in the absence of a manager's authorization, this will not constitute additional work or an entitlement to overtime.
- 3.8. Overtime will not be paid for travel to and from an employee's place of residence to their normal place of work.

4. Overtime Exceptions

- 4.1. Management may identify individuals, due to the service the position is required to perform, within job grades 22 to 24 to place on an overtime exception list for a period not exceeding six (6) months. Extensions of an additional six (6) month period may be allowed, with HR Business Partner (HRBP) approval.
- 4.2. Management will be required to provide justification and obtain pre-approval from their HRBP.

- 4.3. Employees on the approved overtime exception list will become eligible for overtime compensation based on the above criteria, and accrual of Management Compensation Option (MCO) days will be suspended while they are on the list.
- 4.4. The overtime exception list will be reviewed regularly to confirm eligibility. If overtime eligibility is discontinued, the employee will qualify to receive pro-rated Management Compensation Option (MCO) days for the remainder of the period no longer eligible for overtime.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none"> ▪ Promptly advise manager of situations where hours exceeding regular scheduled hours of work may be required and seek approval to work overtime prior to working the time ▪ Ensure pre-approval is requested in writing and approval is received prior to working the time ▪ Record overtime in Workday on the same day in which it is worked
Managers	<ul style="list-style-type: none"> ▪ Ensure employees get pre-approval for all overtime worked prior to working the time ▪ Maintain records of any pre-approvals for overtime work requested for audit purposes ▪ Ensure pre-approval is received from HRBP for any exceptions ▪ Ensure that work is managed for the avoidance of overtime, and bring workforce planning issues forward as soon as possible ▪ Manage costs related to overtime
People and Culture (HR Business Partners)	<ul style="list-style-type: none"> ▪ Ensure adherence to policy criteria noted above ▪ Ensure any exceptions are submitted in writing prior to employee working the time ▪ Maintain records of all approved exceptions for audit purposes ▪ Ensure that exceptions are applied consistently

RELATED POLICIES

- On-call and Call-In Policy
- Management Compensation Option (MCO) Policy

POLICY OWNER

Sr Director Rewards, Wellness, HR Systems & Reporting

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	November 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
November 2022	People and Culture – Total Rewards	<ul style="list-style-type: none">▪ Updated format▪ Updated salary grades▪ Added reference to work-related devices▪ Removed banking provisions▪ Updated Workday process▪ Supersedes Overtime Policy #L-HRPP03-02



OVERALL

1. How have OLG's paid time off policies changed?

OLG has refreshed many of our current paid time off policies and introduced two new policies: Personal Days and Volunteer Leave.

2. Where can we find the paid time off policies?

OLG's paid time off policies have been consolidated under the [Absence Program](#) section on InsideOLG's Policies and Procedures page (People and Culture tab). Together, the policies support four of the five pillars underpinning our *Live Well, Work Well* strategy: physical, emotional, social and workplace wellbeing.

3. What current paid time off policies have changed?

The following time off policies have changed: Vacation, Short-Term Sickness, Religious Observance and Citizenship Policy.

4. What time off policies are not changing?

No changes are planned to the Management Compensation Option (MCO) and Bereavement policies.

5. What are the new and refreshed time off policies?

The following chart highlights changes to the current time off policies and provides details on our new policies.

POLICY	CURRENT DETAILS (Effective until Dec 31, 2021)	CHANGES (Effective January 1, 2022)
Vacation	<ul style="list-style-type: none">Employee may carry forward up to one year's entitlement into the next calendar yearVacation carryover that exceeds one year's entitlement is paid to the employee	<ul style="list-style-type: none">Employee may carry forward up to two weeks' entitlement into the next calendar year. For 2022 only, you will be able to carry forward up to three weeks' entitlement into 2023. This transition year is intended to support those who have accumulated significant vacation credits in managing their time off.Vacation carryover that exceeds two weeks is forfeited without compensation (with the exception of 2022 to 2023 where three weeks' carryover is allowed and any carryover that exceeds three weeks is forfeited without compensation).Any permitted vacation carryover must be used by August 31 of the following year otherwise it is forfeited without compensation

Short-Term Sickness	<ul style="list-style-type: none"> • 15 days paid at 100% to be used for the employee's personal illness or injury • 115 days paid at 75%, to be used for the employee's personal illness or injury 	<ul style="list-style-type: none"> • 15 days paid at 100%, to be used for: <ul style="list-style-type: none"> ○ the employee's personal illness or injury ○ illness or injury of a family member, as defined by the Employment Standards Act. Examples include, among others, the employee's child, spouse, or parent. • 115 days paid at 75%, to be used for the employee's personal illness or injury (unchanged from current policy)
Personal Days	<ul style="list-style-type: none"> • Does not currently exist 	<ul style="list-style-type: none"> • Two paid days to use for appointments, Religious Observance or Citizenship Ceremony
Religious Observance	<ul style="list-style-type: none"> • Two paid days 	<ul style="list-style-type: none"> • No longer a stand-alone policy • Included as an eligible reason to use a Personal Day
Citizenship Day	<ul style="list-style-type: none"> • One paid day 	<ul style="list-style-type: none"> • No longer a stand-alone policy • Included as an eligible reason to use a Personal Day
Volunteer Leave	<ul style="list-style-type: none"> • Does not currently exist 	<ul style="list-style-type: none"> • One paid day to be used to volunteer at employee's choice of a registered charity or non-profit organization in Ontario, excluding religious and political affiliations

6. Why did the paid time off policies change?

Through engagement surveys and other sources, OLGers told us they have difficulty balancing their work and personal responsibilities effectively, making it challenging to achieve a healthy work/life balance. You also told us that you want more flexibility in how time off can be used. The policy changes and new policies promote a healthy, performance-driven workplace culture.

7. Who is impacted by the policy changes?

Please refer to each specific policy for information on who is impacted.

8. When are the new and refreshed policies effective?

The new and refreshed policies are effective January 1, 2022.

9. How are time off credits allocated for employees who are hired after January 1 of each year?

Time off credits are pro-rated for new employees based on their hire date. The only exceptions are Personal Days and Volunteer Leave Days (See Personal Days and Volunteer Leave section below for more information).

10. Is there a waiting period before new employees can start accessing their time off?

There is no formal waiting period before new employees can access time off, with some exceptions (e.g., Short-term Sickness). Employees should work with their manager to make arrangements; approval is at the manager's discretion.

11. How can we change our paid time off policies in light of Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act (2019)*?

[Bill 124](#) prohibits us from increasing the value of your total compensation over the three-year moderation period. The revision to our time off policies is allowed because we've repurposed existing forms of paid time off. For example, we have converted Citizenship Day and Religious Observance Days to two Personal Days and one Volunteer Leave Day; this makes the policies more inclusive and gives all eligible OLG employees more flexibility in paid time off without impacting costs.

VACATION

12. Why are we reducing the number of vacation credits that employees are allowed to carry forward into the next calendar year?

Time off means higher productivity when at work, greater employee engagement and retention, a healthier work/life balance and other personal health benefits. Despite this, each year many vacation days are left unused by OLG employees. Changes to the Vacation Policy will encourage OLGers to take time off, which is important to your overall wellbeing.

13. What is the maximum vacation I can carry forward from the calendar year 2021 to 2022?

For 2021, employees may carry over up to one year of their current vacation allocation into 2022. The new vacation policy takes effect January 1, 2022.

14. What is the maximum vacation I can carry forward from the calendar year 2022 to 2023?

To support employees who have a substantial amount of vacation credits, 2022 will be a transition year where up to three weeks' vacation (i.e., up to 15 days) may be carried over into 2023.

15. What is the maximum vacation I can carry forward from the calendar year 2023 to 2024 and onwards?

You may carry over up to two weeks' vacation (i.e., up to 10 days) into the next calendar year, beginning in 2023.

16. Once the changes are effective, what happens to vacation credits that exceed the carryover limit?

You will forfeit any vacation above the maximum two-week carryover (with the exception of vacation carryover from 2022 to 2023 where you may carry over up to three weeks' vacation and forfeit without compensation any carryover exceeding the three weeks). In other words, you will lose those vacation credits without compensation. The weeks of vacation that you carried over to the next calendar year must be used by August 31 of the new calendar year or you will lose those vacation days without compensation as well.

SHORT-TERM SICKNESS PLAN

17. Why has the Short-Term Sickness Plan (STSP) changed?

We need dedicated time off to care for ourselves as well as our loved ones. The current policy only permits us to use the first 15 days of paid leave at 100% towards our own illness or injury. The policy is now more flexible; it means we no longer have to rely exclusively on vacation days for time to care for other family members, as defined in the Personal Emergency Leave section of the Employment Standards Act. The STSP Policy provides the definition of family member; examples include a child, spouse, parent or any other relative who depends on us for care.

18. Can we carry forward STSP days into the following calendar year?

No. They reset each January 1.

19. Will I be asked to provide proof when I want to use my STSP to care for a loved one?

In most cases, employees will not be required to provide proof. Some exceptions may apply.

PERSONAL DAYS / CITIZENSHIP DAYS / RELIGIOUS OBSERVANCE DAYS

20. What is the purpose of the Personal Days policy?

This policy allows full-time employees to take two paid days (i.e., 14.5 hours) to attend to pre-planned appointments. Examples include taking your pet to the vet, taking your car in for service, attending a medical appointment, attending a citizenship ceremony, or observing a religious holiday, among others.

21. Will I be required to use a whole Personal Day if my activity requires less time than a full day?

Personal Days can be taken in hourly increments and spread out over multiple days.

22. Can unused Personal Days be carried over into the next calendar year?

No. Unused Personal Days expire on December 31 of the calendar year they are issued. They are not paid out upon termination of employment.

23. Will the Citizenship Day and Religious Observance Days continue in 2022?

Citizenship Day and Religious Observance Days will be replaced by the Personal Day Policy, a broader and more inclusive policy that gives all OLG employees more flexibility on paid time off.

24. How do I request a Personal Day off in Workday?

Beginning January 1, 2022 Personal Days will be listed as an option when requesting time off in Workday. This is consistent with how other time off requests work.

VOLUNTEER LEAVE DAY

25. What is the Volunteer Leave Day Policy?

The new Volunteer Leave Day Policy demonstrates that OLG is living its Truths when it comes to caring for Ontario. You can use this paid time to volunteer in your community and give back.

26. Where can I use the Volunteer Leave hours?

You can use this time to volunteer with a registered charity or non-profit organization in Ontario, excluding those with religious or political affiliations.

27. What is considered a “day” with respect to the Volunteer Leave Policy?

A “day” refers to OLG’s standard workday of 7.25 hours. The volunteer opportunity should be completed within the employee’s regular scheduled hours of work. For example, if you work a standard 8:45 a.m. to 5:00 p.m. shift, your volunteer hours should be completed within this timeframe.

28. Can I spread my volunteer hours over multiple days?

Yes. Volunteer Leave is offered in hourly increments to provide as many volunteer opportunities as possible.

29. Am I expected to report on my experience?

If you take a Volunteer Leave Day, you’ll be asked to share your experiences by completing a post-volunteer survey.

30. Can unused Volunteer Day hours be carried over into the next calendar year?

No. Unused Volunteer Day hours expire on December 31 each year. They are not paid out upon termination of employment.

31. How do I request a Volunteer Day in Workday?

Beginning January 1, 2022 Volunteer Day will be listed as an option when requesting time off in Workday. This is consistent with other requests for time off.

Personal Time Off Policy (Personal Days)

POLICY #PC-02-15

FINAL

PURPOSE

The purpose of this policy is to outline the criteria for using Personal Days.

APPLICATION AND SCOPE

This policy applies to all full-time, part-time and contract OLG employees.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) recognizes that employees may require time off, and the flexibility to use time off to address personal matters.

REQUIREMENTS

1. Eligibility

- 1.1. Regular, full-time employees receive two (2) paid Personal Days per calendar year, which may be taken in hourly increments. Time is not pro-rated for new hires.
- 1.2. Part-time and contract employees receive a maximum of two (2) unpaid Personal Days per calendar year which may be taken in hourly increments. Time is not pro-rated for new hires.

2. Coverage

- 2.1. Personal days can be used in cases where an employee needs to take time off work during their regular working day for reasons including but not limited to:
 - Personal or family medical, professional, or legal appointments
 - Home/car service appointments
 - Family responsibilities
 - Moving
 - Observance of religious holidays
 - Attendance at a citizenship ceremony

3. Unused Personal Days are forfeited at the end of each calendar year. Unused Personal Days are not banked, carried forward or paid out.
4. Personal Days are based on OLG's standard work hours of 7.25 hours. If an employee's regular work hours per day are greater than 7.25 hours (i.e., 10 hours per day), their Personal time off allotment for the calendar year is still equivalent to 14.5 hours.
5. Employees should provide adequate notice and obtain approval in advance of taking a Personal Day. In emergency situations where advanced notice is not possible, employees must contact their manager about their absence as soon as they are able to do so.
6. Requests for Personal Days must be submitted to the employee's manager via Workday.
7. The leave provided for in this Policy is in addition to applicable leave entitlements as prescribed by the Ontario Employment Standards Act, 2000 (ESA).

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Inform their manager as soon as possible if they need to take personal time off▪ Submit personal time off requests via Workday as soon as possible
Manager	<ul style="list-style-type: none">▪ Ensure requested time is reviewed for approval promptly▪ Ensure employees adhere to Policy
People and Culture	<ul style="list-style-type: none">▪ Administer the Policy as outlined above

RELATED POLICIES

- Statutory Leaves of Absence Policy
- Vacation Policy
- MCO Policy

RELATED LEGISLATION

- Ontario Employment Standards Act, 2000 (ESA)
- Ontario Human Rights Code

POLICY OWNER

Director, Total Rewards

POLICY APPROVAL

Approver	Date
Sara Warden, Director, Total Rewards	January 31, 2024

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
January 2024	People and Culture	<ul style="list-style-type: none">▪ Updated format▪ Expanded scope to include part-time and contract employees

Pregnancy and Parental Leave Policy

POLICY #PC-02-11

FINAL

APPLICATION AND SCOPE

This policy applies to OLG employees who meet the Ontario Employment Standards Act, 2000 (as amended) eligibility criteria for Pregnancy/Parental leave.

POLICY STATEMENT (& GUIDING PRINCIPLES)

The Ontario Lottery and Gaming Corporation (OLG) recognizes the importance of providing eligible employees with time off to care for a newborn child or adopted child and to accommodate leaves in cases of miscarriage or stillbirth and provides Pregnancy and Parental Leave to eligible employees in accordance with the requirements of the Ontario Employment Standards Act, 2000 (as amended).

REQUIREMENTS

1. Pregnancy Leave

- 1.1. In order to be eligible for a Pregnancy Leave, an employee must be employed for at least 13 weeks prior to the due date.
- 1.2. Eligible employees are entitled to an unpaid Pregnancy Leave of seventeen (17) weeks. Pregnancy Leave must begin no later than the day the baby is born.

2. Parental Leave

- 2.1. In order to be eligible for Parental Leave, an employee must be employed with OLG for at least 13 weeks before the start of the Parental Leave.
- 2.2. For employees who take a Pregnancy Leave, Parental Leave will generally begin immediately after the Pregnancy Leave ends and are entitled to up to sixty-one (61) weeks of unpaid Parental leave. All other new parents are entitled to take up to sixty-three (63) weeks of unpaid Parental leave. Parental Leave must begin no later than seventy-eight (78) weeks after the day the child is born or comes into the custody, care and control of the employee for the first time.

3. Miscarriage or Stillbirth

- 3.1. Leaves in cases of miscarriage or stillbirth will be provided in accordance with applicable legislation.

4. Notice

- 4.1. Employees are required to provide two (2) months' notice in writing prior to their anticipated start date of the Pregnancy and/or Parental Leave.
- 4.2. If an employee wishes to end their Pregnancy and/or Parental Leave early they are required to provide at least four (4) weeks' notice prior to the new end date.
- 4.3. These notice requirements may be waived as required by the Employment Standards Act, 2000 (as may be amended) and the Employment Insurance Act.

5. Benefits During Leave

- 5.1. Employees on Pregnancy and/or Parental leave are eligible to continue the following:
 - Employees will be entitled to vacation in accordance with OLG's Vacation Leave Policy.

- OLG paid group benefit coverage and OLG-paid employer contributions to the pension will continue for the duration of the leave subject to the employee continuing to pay the employee's contributions, if any, to maintain these benefits and pension.

6. Supplementary Benefit Plan Top-Up (SUB)

6.1. OLG provides a Supplementary Benefit Plan Top-Up to eligible employees as outlined below:

- To be eligible for the SUB, the employee a) must be a permanent full-time employee with twelve (12) months of continuous employment with OLG prior to the start of the Pregnancy and/or Parental Leave, b) on an approved Pregnancy and/or Parental Leave, c) be in receipt of Employment Insurance (EI) benefits and d) upon request, provide proof that they are receiving EI benefits.
- OLG will top up the employee's salary up to 93% of the employee's base salary for the EI waiting period.

7. Maternity Benefits

7.1. SUB Top-Up for up to 17 weeks equal to the difference between the EI benefit received and 93% of the employee's base salary.

8. Parental Benefits

8.1. When applying for EI Parental Benefits, an employee must select one to claim EI parental benefits: Standard (35 weeks max) or Extended (61 weeks max). OLG's SUB Top-Up is for a maximum of 10 weeks of Parental Leave regardless of the employee's election and equal to the difference between the estimated EI weekly benefit rate of 55% or EI maximum (whichever is greater) of the employee's average weekly insurable earnings and 93% of the employee's base salary.

8.2. For purposes of EI benefits, the employee cannot change between Standard and Extended once EI benefits have been paid on a claim however an employee can choose to reduce their leave time and return work early

9. Top-Up During Miscarriage or Stillbirth

9.1. An employee who meets the SUB Top-Up eligibility criteria, and qualifies for EI benefits, will qualify for the OLG SUB Top-Up according to the above provisions.

9.2. We strongly encourage employees to refer to [Service Canada](#) for more information, specifically for the criteria required to qualify for Employment Insurance benefits.

9.3. SUB Top-Up is repayable in full to OLG in the event that the employee does not return to employment with OLG and remain employed with OLG for a period of six (6) months following the Pregnancy and/or Parental Leave for which they received SUB Top Up.

OLG reserves the right to amend or cancel the SUB Top-Up program at any time without notice.

RELATED POLICY INSTRUMENTS

- Vacation Policy
- Pregnancy and Parental Leave Procedure
- [Employment Standards Act, 2000 \(as amended\)](#) ("ESA")
- [Employment Insurance Act](#)
- Request Form

POLICY OWNER

SVP, People & Culture

POLICY APPROVAL

Approver	Date

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
July 6, 2023	Policy Services	<ul style="list-style-type: none">▪ Updated template▪ Supersedes Pregnancy and Parental Leave Policy #L-HRPP 04-01

OLG Internal

Prevention of Violence in the Workplace Procedure

People and Culture

Purpose

Ontario Lottery and Gaming Corporation (OLG) is committed to providing a safe, healthy and supportive work environment free of workplace violence. Violence in the workplace is unacceptable in any form and from any source and each employee has an obligation to do their part to ensure the workplace is safe and healthy.

OLG will take all reasonable measures for the prevention of workplace violence and to identify and assess all potential sources of workplace violence that may arise based on the nature of the workplace, the type of work conducted in the workplace and the conditions of work, in order to eliminate or minimize such risks. Any act of workplace violence will not be tolerated and may result in discipline, up to and including termination of employment. This includes domestic violence that may adversely impact a worker in the workplace by exposing them to injury or harm in the workplace.

Employees have the right to a workplace free from violence. The purpose of this Procedure is to:

- Establish a framework for the prevention of workplace violence and effectively responses to issues of workplace violence in compliance with the Occupational Health and Safety Act (OHSA).
- Provide direction on compliance with statutory requirements for health and safety regarding workplace violence in compliance with OHSA.

Definitions

Workplace Violence as per the Occupational Health and Safety Act 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 physical injury to the 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

Examples of behaviour that might constitute workplace violence include but are not limited to:

- use of physical force against or by a worker that could cause physical injury, including but not limited to, physical acts such as punching, hitting, kicking, pushing, damaging property or throwing objects
- the attempted use of physical force against or by a worker that could have caused physical injury
- an action or statements (or series of actions or statements) reasonably believed to be a threat of physical harm or as a threat to safety or security in the workplace, e.g. shaking a fist in someone's face, throwing an item at someone
- verbally threatening a worker or leaving threatening notes or sending threatening emails to a workplace
- wielding a weapon at work

Worker: refers to any person covered under this Policy.

Workplace: the workplace is not confined to OLG's office and buildings. Protection against acts of workplace violence extends to incidents occurring at or away from OLG's offices and buildings, during or outside normal working hours. This includes a) any location and all facilities where the business of OLG is being carried out (i.e., meeting rooms, etc.); and b) other locations and situations, such as the telephone, in OLG vehicles, office parties, after hours social activities or other activities or other locations where the prohibited behaviour may have a subsequent impact on the work relationship, environment or performance. This may include electronic communications.

Requirements

1. Reporting and Investigation

- 1.1. Employees are to report all violence-related incidents or perceived threat of violence to management or Human Resources Business Partner immediately. OLG will make every effort to maintain confidentiality, some information may have to be shared in order to ensure the safety of others and prevent recurrence (e.g., contents of a police report).
- 1.2. Incidents of violence or alleged violence will be investigated by OLG in accordance with the Complaint Resolution and Investigation Policy.
- 1.3. The report of the incident should include the following information:
 - o Name(s) of the worker who allegedly experienced workplace violence and contact information:
 - Name of the individual who engaged in the alleged violent behaviour, position and contact information (if known)
 - Names of the witness(es) (if any) or other person(s) with relevant information to provide about the incident (if any) and contact information (if known)
 - Details of what happened including but not limited to: (a) date, frequency and location(s) of the alleged incident(s), (b) any supporting documents the worker who complains may have in their possession that are relevant to the complaint; (c) list of any documents a witness, another person or the individual accused of the behaviour may have in their possession that are relevant to the complaint.
- 1.4. Where an incident may involve a member of management, employees are encouraged to report such incidents to a Human Resources Business Partner.
- 1.5. The Manager and/or Human Resources Business Partner receiving the report will immediately investigate any complaints of actual, threatened or suspected violence and will take appropriate action which may include, depending on the circumstances:
 - Removal of the individual from OLG's premises.
 - Notification of law enforcement authorities.
 - If the threat is posed by an OLG employee, termination, suspension or other disciplinary action, or medical/psychiatric evaluation, as the Manager and/or Human Resources Business Partner deems appropriate.
- 1.6. No report of workplace violence or risks of violence may be the basis of reprisal against the reporting employee.
- 1.7. OLG reports all injuries to Workplace Safety and Insurance Board (WSIB) as required by the *Occupational Health and Safety Act* and *Workplace Safety and Insurance Act*.

2. Response Procedures

- 2.1. The Manager or Human Resources Business Partner documents all reports of workplace violence or early warning signs of a potentially threatening situation and the measures taken to address them.
- 2.2. Management reviews all incident reports, monitors trends and makes recommendations for prevention and enhancements to the workplace violence policy and procedures in consultant with the Joint Health and Safety Committee.
- 2.3. Management investigating the incident will inform all staff who might be affected about unsafe situations and inform the reporting employee with the outcome of the investigation to minimize potential similar incidents.

3. Emergency Response Measures

- 3.1. In the event that a violent behaviour is imminent or requires immediate intervention, employees involved (including witnesses) must immediately notify their manager, if possible, or another management representative.
- 3.2. Immediate security service intervention can be obtained by dialing the direct telephone extension for Corporate Security. Corporate Security should be contacted immediately when an act of violence has occurred in the workplace or when someone in the workplace is threatened with violence.
- 3.3. In the event that there is an immediate risk or imminent threat of violence, serious harm or life-threatening conduct, employees should report this immediately to 911 or local police.

4. Risk Assessment

- 4.1. OLG will conduct periodic risk assessments to identify the risk of workplace violence and to institute measures to control any identified risks to employee safety. This information will be provided to the JHSC.

5. History of Violence

- 5.1. OLG recognizes its obligation under OHSA to provide employees with information in certain circumstances, which could include personal information related to a risk of workplace violence from a person with a history of violent behaviour if:
 - An employee can be expected to encounter the violent person in the course of their work; and
 - The risk of workplace violence is likely to expose the employee to physical injury.
- 5.2. In considering whether to disclose information about a person with a history of violent behaviour, OLG will consider a number of factors, including but not limited to:
 - when the violent behaviour occurred
 - where the violent behaviour occurred (i.e. did it occur at OLG's worksite)
 - whether the person is an employee
 - if the violent behaviour was perpetrated against an employee
 - the circumstances surrounding the violent behaviour
 - if the violent behaviour was premeditated
 - if the violent behaviour is an isolated incident or a pattern of repeated behaviour.

- 5.3. OLG will decide: (1) if information will be disclosed; and (2) the extent of the information disclosed. OLG will not disclose more information than is reasonably necessary to protect an employee from violence in the workplace.

6. Domestic Violence

- 6.1. If OLG becomes aware, or ought reasonably to be aware, that domestic violence that would likely expose an employee to physical injury may occur in the workplace, OLG shall take every precaution reasonable in the circumstances for the protection of the employee.

7. Protection from Reprisals

- 7.1. An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, and regardless of the outcome of the investigation, will not be subject to any form of reprisal as a consequence of having taken such an action. If, however, it is found that the employee (complainant or witness) made a knowingly false complaint and/or brought forward a maliciously or in bad faith, appropriate measures will be applied. **Any action that may be considered reprisal may result in corrective and/or disciplinary action up to and including termination of employment.**

8. Violations

- 8.1. If it is determined that an OLG employee has been involved in workplace violence, disciplinary action will be taken. Such disciplinary action may involve counselling, a formal warning, or could result in immediate dismissal without further notice.
- 8.2. In cases where criminal proceedings are forthcoming, OLG will assist police, lawyers, insurance companies and courts to the extent required by law.

9. Confidentiality

- 9.1. All complaints will be investigated in a confidential manner to the extent possible and in accordance with this Policy and applicable law.
- 9.2. All reports and documentation of the investigation will be held in confidence, except where necessary to investigate the complaint and/or respond to any legal or administrative proceedings that may result from or relate to the complaint or otherwise required by applicable law.
- 9.3. No documentation is filed in the complainant's human resources file. However, if it is determined that a complainant made a false accusation, a written record will be included in the employee's human resources file to document the incident.
- 9.4. Where corrective action is taken, a permanent record of the results of the investigation will be placed in the respondent's human resources file.

10. Training

- 10.1. All employees will be provided with a copy of this Policy and will be provided with information and instruction on the requirements and expectations under this Policy.

11. Additional Support

- 11.1. If an employee needs further assistance, they may contact their Human Resources Business Partner, or the Employee Family Assistance Program.

Roles and Responsibilities

Role	Responsibilities
OLG	<ul style="list-style-type: none"> ▪ Take reasonable preventative measures to protect employees and others in OLG workplaces from workplace violence. ▪ Ensure that workplace violence risk assessments are completed and reported. ▪ Provide training, with information and instruction on the prevention of workplace violence and ensure that all employees are trained on this Policy. ▪ Provide response measures and facilitate medical attention and support for those involved directly or indirectly. ▪ Review the Policy, related procedures with regards to workplace violence and the risk assessment annually and revise the Policy as necessary. ▪ Revise the Policy where deficiencies are identified. ▪ To post this Policy in a conspicuous place in the workplace.
Management	<ul style="list-style-type: none"> ▪ Read and understand this Policy. ▪ Create and maintain a violence-free workplace. ▪ Educate employees about workplace violence. ▪ Enforce policy and procedures and monitor employee compliance. ▪ Assess the risk of violence, minimize those risks where possible and inform any affected employee(s) and management of such risk or potential risk. ▪ Take allegations of violence seriously and respond appropriately. Where incidents cannot be addressed at the managerial level, managers are also responsible for ensuring that complaints are properly escalated to ensure an appropriate resolution. ▪ Report and document all such incidents immediately and provide appropriate documentation to Human Resources. This may involve assisting employees in filing complaints. ▪ Ensure that reasonable precautions are taken in the circumstances for the protection of the employee in the event of domestic violence entering the workplace. ▪ Facilitate medical attention for employee(s) as required. ▪ Maintain confidentiality in accordance with this Policy. ▪ Ensure that reasonable precautions are taken in the circumstances for the protection of the employee in the event of domestic violence entering the workplace.
People & Culture	<ul style="list-style-type: none"> ▪ Provide all employees with information and instruction on the contents of the Policy and program. ▪ Provide advice and guidance to address and resolve concerns, complaints and/or allegations. ▪ Investigate and handle all complaints or incidents of workplace violence in a fair, respectful and timely manner.

	<ul style="list-style-type: none"> Initiate the annual review of the policy, program and procedures in consultation with the Joint Health and Safety Committee. Coordinate the risk assessment of workplace violence as often as is necessary, for the continued protection of employees.
Joint Health and Safety Committee	<ul style="list-style-type: none"> Review the risk assessment results and provide recommendations to management to reduce or eliminate the risk of violence. Review all reports regarding workplace violence as appropriate pertaining to incidents of workplace violence that result in personal injury or threat of personal injury, property damage or law enforcement involvement. Participate in the investigation of serious/critical injuries. Recommend corrective measures for the improvement of the health and safety of employees. Participate in the review of the policy and procedures for continuous improvement. Provide input and recommendations to OLG Management for the improvement of the health and safety of employees. Respond to employee concerns related to workplace violence and communicate these to management.
Employees	<ul style="list-style-type: none"> Maintain a safe work environment. Act towards others in a respectful and professional manner at all times. Not engage in or ignore violent, threatening, intimidating or other disruptive behaviour. Refuse to accept violent behaviour from others, regardless of whether the behaviour is perpetuated by a manager, co-worker, supplier, guest or customer. Report promptly to their manager (or an appropriate alternative for example Human Resources Business Partner, another manager etc.) any incident where the employee is subjected to, witnesses, or has knowledge of workplace violence, or has reason to believe that workplace violence may occur. Co-operate with investigators, police or other authorities, as required during an investigation.
Corporate Security or Emergency Response at 911	<ul style="list-style-type: none"> Should be contacted when immediate assistance is required to deal with a situation involving workplace violence. Corporate Security may be required to notify local law enforcement as required (e.g., Police) if the complaints have criminal implications.

Related Policy Documents

- Prevention of Workplace Violence Policy

Procedure Owner

SVP, People and Culture

Procedure Approval

Approver	Date

Prevention of Workplace Violence Policy

POLICY #PC-02-21

FINAL

APPLICATION & SCOPE

This Policy applies to all OLG work sites and OLG work related activities.

This Policy applies to all employees, consultants, and contract staff during the course of their employment and employment related activities. It also applies to our visitors and guests as well as those who OLG employees work with.

POLICY STATEMENT

Ontario Lottery and Gaming Corporation (OLG) is committed to providing a safe, healthy and supportive work environment free of workplace violence. Violence in the workplace is unacceptable in any form and from any source and each employee has an obligation to do their part to ensure the workplace is safe and healthy.

OLG will take all reasonable measures for the prevention of workplace violence and to identify and assess all potential sources of workplace violence that may arise based on the nature of the workplace, the type of work conducted in the workplace and the conditions of work, in order to eliminate or minimize such risks.

Workplace Violence as per the Occupational Health and Safety Act 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 physical injury to the 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.

REQUIREMENTS

1. All reasonable measures are taken to support the objective of a safe and violence-free workplace from any source, including incidents of violence that would likely expose an employee to physical injury while at work, including domestic violence that is known to OLG.
2. Incidents and complaints of workplace violence will be promptly and thoroughly investigated and appropriate corrective and/or disciplinary steps will be taken to address confirmed incidents of workplace violence.
3. Employees at all levels are responsible for complying with this Policy and for preventing workplace violence and reporting acts or suspected acts of violence in the workplace. All individuals covered under this Policy are personally accountable and responsible for enforcing this Policy and are expected to make every effort to prevent violent behaviour and to intervene immediately if they observe a problem or if a problem is reported to them. Individuals are not expected to involve themselves in dangerous or unsafe situations. Intervention can include reporting such incidents to a supervisor or manager.
4. Risk assessments are conducted as required and identified risks will be addressed promptly and thoroughly.
5. Retaliation against any employee for bringing forward a complaint under this Policy in good faith is strictly prohibited.
6. Employees will receive training on this Policy and Program, and as required, on the measures put in place to minimize the risks of workplace violence.
7. The Policy and Program will be implemented consistently and maintained and updated as required.

RELATED PROGRAM

The Prevention of Workplace Violence Procedure made in support of this Policy outlines how OLG implements this policy and includes the following information:

- Duties and responsibilities of management and non-management employees in support of the Policy and Program
- Measures and procedures to control the risks identified in the workplace violence assessment
- Emergency response measures, including procedures for summoning immediate assistance
- Reporting and investigation procedures
- Measures and protocols on the duty to provide information related to a risk of workplace violence
- Information and instruction on this Policy and Procedure

RELATED POLICY DOCUMENTS

- Prevention of Workplace Violence Procedures

RELATED LAW

- Occupational Health and Safety Act, R.S.O. 1990, c. O.1

POLICY OWNER

SVP, People & Culture

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	March 15, 2021
Board of Directors	November 25, 2020

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
May 17, 2024	Policy Services	<ul style="list-style-type: none">▪ Updated template▪ Supersedes Prevention of Workplace Violence Policy #OHS-GNSF-008

Professional Development Policy

POLICY #PC-03-01

FINAL (Interim Changes effective April 1, 2022)

PURPOSE

The purpose of the Professional Development Policy is to provide clear criteria of what employee training and development fees qualify for reimbursement to enable consistent approval and reimbursement across all business departments and units. Amounts for reimbursement are eligible per fiscal year.

APPLICATION AND SCOPE

This policy applies to OLG full-time and part-time employees. Contract employees are not eligible.

POLICY STATEMENT (& GUIDING PRINCIPLES)

The Ontario Lottery and Gaming Corporation (OLG) recognizes the importance of investing in the training and development of its employees as a means of supporting career growth, high performance and increasing engagement. OLG supports training and development of its employees with levels of financial support to develop the knowledge, skills, and abilities to enhance their contributions to meet OLG strategic priorities.

REQUIREMENTS

1. Training and development opportunities must relate to a) the employee's job functions, b) the employee's professional development or c) industry related.
2. The following requirements set out the responsibility and accountability for training and development requests at OLG:
 - a. A Professional Development Pre-Approval form is required to be completed and approved by the employee's manager. The learning activities must be aligned with an employee's professional development objectives. All terms and conditions of reimbursement are outlined on the pre-approval form.
 - b. OLG internal courses and development opportunities must be considered prior to external tuition and courses being approved. Consult your HR Business Partner for support.
 - c. The proposed training must be an effective and economical means of developing the required knowledge, skills, and abilities.
 - d. In order to qualify for reimbursement, an employee must be pre- approved prior to enrollment and, subject to statutory requirements as applicable, must be actively at work at the time of the approval and of the learning.
 - e. OLG reserves the right to cancel pre-approved professional development activities without notice due to business reasons and/or due to the cessation of the employee's employment.
 - f. Related expenses and travel costs are processed in accordance with OLG's travel, Meal and Hospitality Expense policy. Conference travel costs are considered

- separately from the conference fee.
- g. Education Programs: Tuition fees will be reimbursed once an employee has successfully completed the course (provide passing grade with receipts). Employees are expected to take these courses outside of normal working hours. Tuition fee reimbursement includes required reading materials.
3. Requests for training and development, after April 1, 2022, require the following level of approval on an *interim basis*:

Type of Request	Full-Time Employees	Part-Time Employees	Required Approval
External Tuition & Educational Programs and Conferences	\$1,000 or less	\$500 or less	Director or Senior Director
	Between \$1,000 and \$5,000	Between \$500 and \$2,500	SVP or above
	Greater than \$5,000	Greater than \$2500	SVP or above & SVP People & Culture
Memberships	Requires Approval by Director / Senior Director		

4. **MBA/EMBA Programs:** OLG, on a case-by-case basis with management sole discretion, may approve reimbursement under this Policy for participation in an MBA/EMBA program for employees in a senior leadership position.

The following requirements set out the responsibility and accountability for MBA/EMBA Program requests at OLG:

- a. A Business Case must be prepared which identifies the academic institution, duration of the program, cost, and a rationale of how the education will add value to OLG.
- b. Related expenses and travel costs must be identified and included in the Business Case and must comply with OLG's travel, Meal and Hospitality Expense policy.
- c. SVP People & Culture must review the request once EC Committee Member has approved.
- d. Final approval is required by the People, Culture and Compensation Committee (PCC Committee).
- e. If an employee's employment ceases with OLG prior to the completion of the program or within twenty-four (24) months following the date of completion of the program, the employee will be required to refund to OLG all amounts paid by OLG in respect of the MBA/EMBA program pursuant to this policy.
- f. Employees who have completed or are currently participating in OLG's Accelerate Program are not eligible for MBA/EMBA support. An employee becomes eligible following twelve (12) months of the date of program completion.
- g. Terms and conditions set out in this policy apply to requests for MBA/EMBA program unless expressly indicated above.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none"> ▪ Look for learning opportunities in everyday activities ▪ Identify goals and activities for development ▪ Discuss professional development activities with manager to finalize and obtain approval ▪ Self-enrollment once pre-approval has been granted
Managers	<ul style="list-style-type: none"> ▪ Encourage employees to pursue professional development activities that align and support professional development objectives ▪ Ensure equitable access for all employees to training and development activities, based on individual employee and business needs and in accordance with the requirements set out in this Policy ▪ Maintain all relevant documents for audit purposes ▪ Ensure sufficient budget funds are available to cover the associated training costs
Directors and Executive Committee Member	<ul style="list-style-type: none"> ▪ Provide the resources and environment that supports training and development of employees ▪ Set training and development budgets for business units ▪ Review and provide approval in accordance with policy
Human Resources	<ul style="list-style-type: none"> ▪ Act as an advisor and support to Manager in planning employee development as required. ▪ Provide guidance to leaders and employees in interpreting and adhering to this Policy ▪ Provide consultation to the business to ensure fairness, equity and consistency of Policy application

Any exceptions to this policy require the approval of the Senior Vice President, People & Culture.

RELATED POLICY INSTRUMENTS

- Travel, Meal and Hospitality Expenses Policy
- Professional Development Pre-Approval Form
- MBA/EMBA Business Case Template

POLICY OWNER

Senior Vice President, People & Culture

POLICY APPROVAL

Approver	Date
Senior Vice President, People & Culture	March 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
March 2022	P&C Policy Services	Provide interim changes Update policy template – Supersedes Professional Development Policy #CP-03-15-001



PROFESSIONAL DEVELOPMENT PRE-APPROVAL FORM (Interim effective April 1, 2022)

EMPLOYEE INFORMATION

Employee Name: _____ Employee ID: _____ Employee Status: ☐ Full-time
☐ Part-time

I am requesting approval for:

☐ Educational program (e.g. trade, certificate, diploma or degree at accredited academic institution)

Program Name: _____

Number of Courses in Program: _____

Number of Courses Completed: _____

☐ External course (e.g., department training, forum, podcast, seminar, webinar, workshop)

☐ Conference

☐ Membership

☐ Group Training (10 or more participants – attach list)

Describe the business rationale for attendance or membership:

Institution/Vendor Name	Course/Membership Name	Start Date	End Date	Reimbursement (Inclusive of Taxes)
1.				
2.				
Miscellaneous Training Expenses (e.g., course text books, exam fees)				
				Total

I hereby apply for training/conference/membership pre-approval and certify that the information given is true and complete to the best of my knowledge. I understand that not following the Professional Development policy may result in my application not being approved. I provide my consent to OLG to collect, use, retain and disclose my personal, employment and academic information for the purpose of verification, determining eligibility, complicity with OLG business requirements and management as it relates to this application or as permitted or required by law.

If an employee voluntarily terminates their employment with OLG within twelve (12) months following the date of the completion of the professional development, and the amount reimbursed to the employee by OLG for the professional development was equal to or more of \$5,000, the employee agrees to refund OLG the costs of the professional development in full.

Employee Signature: _____

Date: _____



PROFESSIONAL DEVELOPMENT PRE-APPROVAL FORM (Interim effective April 1, 2022)

Director / Sr. Director Approval

For reimbursements less than \$1,000 for Full-time or \$500 for Part-time

Check the factors(s) below that contributed to the decision:

- | | | |
|--|---|--|
| <input type="checkbox"/> Budget | <input type="checkbox"/> OLG courses/on-the-job training considered first | <input type="checkbox"/> Cost-effective |
| <input type="checkbox"/> Job, career or industry related | <input type="checkbox"/> Business and strategy alignment | <input type="checkbox"/> Other (Explain) |

Describe the business rationale:

Decision on the request: ☐ Approved ☐ Not Approved

Name: _____

Signature: _____

Title: _____

Date: _____

Executive Committee Member (SVP or above)

For reimbursements greater than \$1,000 for Full time and \$500 for Part-time and for all Group Training (10 or more participants)

Decision on the request: ☐ Approved ☐ Not Approved

Name: _____

Signature: _____

Title: _____

Date: _____

SVP People & Culture

For reimbursements greater than \$5,000 for Full-time or \$2,500 for Part-time

Decision on the request: ☐ Approved ☐ Not Approved

Name: _____

Signature: _____

Title: _____

Date: _____

NOTE: Original documentation Must be retained by managers for audit purposes. Attach copies for Accounts Payable.



PROFESSIONAL DEVELOPMENT PRE-APPROVAL FORM (Interim effective April 1, 2022)

Reimbursement and Signature Reference (per fiscal year)

External Tuition & Educational Programs and Conferences Cost	Full Time Employees	Part Time Employees	Required Approval
	\$1,000 or less	\$500 or less	Director / Senior Director
	Between \$1,000 and \$5,000	Between \$500 and \$2,500	SVP
	Greater than \$5,000	Greater than \$2500	SVP & SVP People & Culture

Memberships	Required Approval
	Director / Senior Director

Group Training	Full Time Employees	Part Time Employees	Required Approval
	Less than 10 participants		Director / Senior Director
	10 or more Participants		SVP



PROFESSIONAL DEVELOPMENT PRE-APPROVAL FORM (Interim effective April 1, 2022)

Reimbursement Process



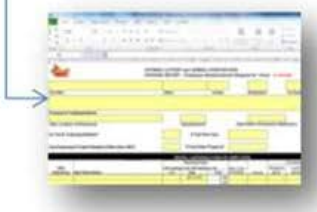
- Employee completes section 1 of the Professional Development Pre-Approval Form.
- Manager considers request for approval and completes section 2 of the form.

Account & Project Codes			
	Account	Dept ID	Project
External Course	630340	Your Dept ID	11226
Education Program	630340	Your Dept ID	11225
Miscellaneous Training Expense	630340	Your Dept ID	11227
Conference	630306	Your Dept ID	11276
Membership - Individual	630306	Your Dept ID	11275
Membership - Corporate	620400	Your Dept ID	N/A
Training-External Facilitator	630340	Your Dept ID	11224

If approved



or



For External Training, Conferences & Memberships

- Employee completes a Cheque Requisition form payable to the Vendor and attaches Training, Conferences & Memberships Pre-Approval form & back-up (e.g., brochure with fees). Refer to account & project codes.
- Employees in departments with a corporate credit card can process payment with same attachments as above.
- Manager with cost centre signing authority signs and tracks spend by employee.
- Employee registers for training, conference or membership.

For Education Tuition Reimbursement

- Employee registers, pays tuition and keeps all original receipts.
- At course end, Employee completes a Miscellaneous Expense Reimbursement Form, attaching Training, Conferences & Memberships Pre-Approval form, proof of passing grade and original receipt. Refer to account & project codes.
- Manager signs Form signs and tracks spend by employee.
- Employee submits to Accounts Payable.

Public and Paid Holidays Policy

POLICY #PC-02-08

FINAL

PURPOSE

The purpose of this policy is to identify the Public and Paid Holidays that OLG recognizes, and the payment eligibility requirements for employees required to work on these holidays.

APPLICATION AND SCOPE

This policy applies to all full-time, part-time and contract OLG employees.

Bargaining unit employees should refer to their specific collective agreement to determine their eligibility for Public/Paid Holiday Pay.

POLICY STATEMENT (& GUIDING PRINCIPLES)

OLG may occasionally require employees to work on a Public or Paid Holiday to meet business demands. OLG is committed to providing employees with appropriate compensation for working on these identified holidays.

DEFINITIONS

Regular Rate of Pay: The base hourly rate paid to an employee. Regular Rate of Pay does not include overtime or any other amounts.

Regular Work Hours: OLG's regular work hours are 7.25 hours daily. Individual work schedules may vary and are based on specific work days and shifts established by each department. This may include 10-hour or 12-hour rotational shifts.

Public Holiday: OLG recognizes the following nine (9) holidays (referred to as "Public Holiday" for this policy):

1. New Year's Day
2. Family Day
3. Good Friday
4. Victoria Day
5. Canada Day
6. Labour Day
7. Thanksgiving Day
8. Christmas Day
9. Boxing Day

Paid Holiday: In addition to the Public Holidays noted above, OLG also recognizes the following Paid Holidays:

1. Easter Monday
2. Civic Holiday
3. Remembrance Day

Public/Paid Holiday Pay: Calculated by taking the total hours worked in the previous four (4) weeks before the work week with the Public or Paid Holiday, divided by the number of days worked in the same period. The calculation excludes unpaid time off and overtime hours but includes all paid leaves such as vacation.

REQUIREMENTS

1. Notice of Holidays

- 1.1 A list of the days on which the Public and Paid holidays noted above will be observed will be posted on InsideOLG prior to the beginning of each calendar year.
- 1.2 In departments where the regular work schedule is Monday through Friday, and the holiday falls on a Saturday or Sunday, the holiday will normally be observed on the following Monday.

2. Pre-Authorization

All time worked on a Public or Paid holiday must be pre-approved by the employee's manager in advance of working the time.

3. Payment Eligibility Criteria

- 3.1 Employees in Grade 20 and 21 who work on a Public or Paid holiday will be paid at two (2) times their regular rate of pay for all hours worked in addition to receiving Public/Paid Holiday Pay.
- 3.2 Employees in Grade 22 and above who work on a Public or Paid holiday will receive their regular rate of pay for hours worked and will be granted a substitute day off. (Whenever possible, the substitute date off should be scheduled within the same pay period, or no later than 3 months after the holiday).
- 3.3 Employees in Grade 22, 23 and 24 **only** who are on the overtime exception list or on-call and called-in, will be eligible to receive payment for time worked on a Public or Paid holiday at two (2) times their regular rate of pay for all hours worked, in addition to receiving Public/Paid Holiday Pay.
- 3.4 Scheduled shifts that begin prior to but carry over into a Public or Paid holiday will be paid at the employee's regular rate of pay for all hours worked prior to midnight and at two (2) times their Regular Rate of Pay for all hours worked after midnight.
- 3.5 If the Public or Paid holiday occurs during an employee's unpaid leave of absence, an employee is not eligible to receive Public/Paid holiday pay.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none">▪ Ensure pre-approval is received prior to working the Public or Paid Holiday
Managers	<ul style="list-style-type: none">▪ Ensure employees get pre-approval for working on a Public or Paid Holiday prior to working the time▪ Maintain records of any pre-approvals for audit purposes▪ Ensure employees in Grade 22 and above who work a Public or Paid Holiday receive a substitute day off, scheduled no later than 3 months after the Public/Paid holiday

People and Culture	<ul style="list-style-type: none"> ▪ Ensure adherence to policy criteria noted above ▪ Provide an annual list of the days on which the Public and Paid Holidays will be observed at the beginning of the calendar year
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RELATED POLICY INSTRUMENTS

- Overtime Policy
- On-Call/Call-In Policy

POLICY OWNER

Sr Director Rewards, Wellness, HR Systems & Reporting

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	November 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
November 2022	People and Culture	<ul style="list-style-type: none"> ▪ Updated format ▪ Updated Grade levels ▪ Removed banking provision ▪ Supersedes Public & Paid Holidays Policy #L-HRPP04-15

Recruitment & Selection Policy

POLICY #PC-03-02

FINAL

PURPOSE

This policy provides guiding principles and practices for the recruitment and selection of qualified internal and external talent at OLG.

APPLICATION

This policy applies to all OLG employees.

POLICY STATEMENT (& GUIDING PRINCIPLES)

Finding the right people, for the right roles, at the right time is critical for OLG to achieve its strategic objectives. We are committed to and focused on acquiring diverse talent who will contribute to our winning culture, live by OLG's Five Truths and effectively drive organizational performance.

Our process is designed with the following guiding principles:

- OLG strives to have and maintain a diverse and inclusive workforce and takes intentional steps in the hiring process to ensure applicants of varied backgrounds and cultures are considered equally for roles that are being filled
- OLG supports the growth and development of current OLGers and considers opportunities for promotion or lateral transfers from within, where possible
- People and Culture provide expertise in talent acquisition and will support and collaborate with hiring managers who have ultimate ownership over hiring talent for their teams
- All involved in the hiring process will take all necessary steps to be aware of and prevent conflict of interest and bias in the hiring process
- Hiring practices comply with legal requirements under applicable legislation including the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA)

REQUIREMENTS

Recruitment Process

Identified vacancies can be filled permanently or temporarily. Temporary positions filled internally are secondments and those filled externally are contract hires. The hiring manager, in collaboration with People & Culture, will determine the best approach and method for filling the vacant position. (Whether permanent or temporary)

Methods for recruitment include:

1. **Posting a Job Competition** – jobs are posted internally and/or externally. Jobs are typically posted internally for 1 week and externally for 2 weeks. Applicants who apply outside of the posting period have no guarantee of being considered in the hire process.
2. **Waiver of Competition** – a competition may be waived to appoint a particular candidate internal or external to OLG. Hiring Managers will provide business rationale for waiving a competition and require approval from their division leader and HR Business Partner. Factors for waiving a competition may include (but not limited to) short duration of position, performance of an individual who has held the position, organization restructuring, modified work programs, previous unsuccessful recruitment, limited external market conditions.

3. **Third-Party Recruitment Firms** – there are times when a third-party recruitment firm may be retained to assist in filling a vacancy. This method could be considered if standard search methods have been unsuccessful. Approved firms from OLG’s procurement process for Third-Party Recruitment are required to be used. Budget for use of these firms is held within People & Culture and requires approval from the SVP People & Culture prior to going to a search firm.

Internal Temporary Fill Options

1. **Secondment** – positions filled internally for a fixed duration of time (typically 3-18 months) are considered secondments. The seconded employee will receive an offer letter outlining the terms & conditions of the secondment. At the end of the secondment the employee will return to their home role and previous terms and compensation, inclusive of any merit increases that were awarded during the secondment period.
2. **Acting Pay** – aspects of a role may need to be completed on a temporary basis while the role is in the recruitment process. Acting Pay may be provided to an employee who is appointed to take on the responsibility of the vacant position for a short period. In situations where Acting Pay is provided, the employee will continue performing most aspects of their home position, in addition to responsibilities of the acting position.

Selection & Evaluation Process

The process for selecting and evaluating an applicant for a position is outlined below:

1. **Resume Review** – Resumes for applicants are reviewed against the requirements outlined in the job posting. Experience, education and skills identified in a posting demonstrate the ideal level required to perform a role proficiently. There are varied backgrounds and balance of skills and education that can make a candidate qualified for a role.
2. **Phone Screen** – Phone screens are used to learn and confirm additional information about an applicant, to help determine if they should advance in the recruitment process.
3. **Interviews** – Interviews are typically conducted in pairs; with the hiring manager and another individual who works with the role being filled. The purpose of conducting interviews in pairs is to mitigate any bias. Interviews are typically 1 hour and there may be more than one stage of interviews. Additional rounds of interviews may be with different stakeholders / partners for the role.
4. **Skills Assessment** – Skills assessments may form part of the selection and evaluation process. They are an opportunity to see skills in action with an assessment or presentation. This could be done prior to an interview or during the interview stage.
5. **Offers and Conditions of Employment** – Once a candidate is determined to be the successful candidate, they move to the offer stage. Conditions to an offer of employment may apply such as employment references, background screening or AGCO registration as well as other conditions of employment as per OLG policy. All new hires have either a background check or an AGCO registration requirement as described below:
 - **Background Screening** – all employees who do not require an AGCO registration will clear background screening through a designated Third Party.
 - **AGCO Registration** – roles that are identified as requiring an AGCO registration will require a candidate to attain and maintain the AGCO registration while in this role or future roles that require AGCO licensing. AGCO registrations are renewed annually and are the responsibility of the applicant to renew and maintain as required.

Conflict of Interest and Bias

Steps must be taken within the recruitment process to prevent conflicts of interest as defined in OLG's Conflict of Interest Rules and Code of Business Conduct. Employees engaging in the hiring process are required to review the OLG's Conflict of Interest Rules to understand their obligations. If there is a potential conflict of interest, perceived or actual, with anyone involved in the hiring process; i.e. the hiring manager, Talent Acquisition or a Human Resources Business Partner, it is expected that the conflicted parties declare the conflict and exclude themselves from being involved in or influencing the recruitment process or outcome. Alternate parties can be involved to support a bias-free recruitment process.

If you are uncertain as to whether there is a conflict in the hire process or concern related to bias, please contact your HR Business Partner.

Accessibility

OLG is committed to creating a hiring experience that allows candidates the opportunity to present their best self. We invite applicants to share with the hiring manager or the Talent Acquisition team their preferences on the interview process that will allow them to be best represented such as whether any accommodations are needed.

OLG's hiring practices are in accordance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act. Applicants that require accommodation or support in applying to OLG or throughout the hiring process can reach out to our Talent Acquisition team at careers@olg.ca for assistance.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none">▪ To be open and transparent throughout the hiring process▪ Communicate preferences and needs▪ Discuss with your hiring manager internal positions you are being interviewed for (best practice)
Hiring Managers	<ul style="list-style-type: none">▪ Take ownership of the hiring process in partnership with People & Culture▪ Professionally represent OLG with a timely, professional recruitment process▪ Take steps to understand and prevent bias in the hiring process
Talent Acquisition Team	<ul style="list-style-type: none">▪ Provide expertise on hiring as well as guidance and support to hiring managers for the hiring process to ensure that as a team we are hiring the right talent for the role▪ Professionally represent OLG with a timely and professional hiring process
HR Business Partners	<ul style="list-style-type: none">▪ Provide guidance and support to hiring managers through the hiring process as required

RELATED POLICY INSTRUMENTS

- Code of Business Conduct
- Respectful Workplace Policy
- Conflict of Interest Rules

Hiring Manager Tools

- Roles and Responsibilities Guide
- Salary Administration Guidelines

POLICY OWNER

Director, Talent Acquisition & Employee Programs

POLICY APPROVAL

Approver	Date
SVP, People & Culture	October 26, 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
October 2022	People & Culture	<ul style="list-style-type: none">▪ Supersedes the following: Competition Process, Method of Search, Applying to Vacant Positions, Interview Process, Waiving a Competition, Contract Staff, Temporary Staff, Employee Status, Service Dates

Respectful Workplace – Human Rights and Anti-harassment/Discrimination Policy

POLICY #PC-02-19

FINAL

PURPOSE

Employees have the right to a workplace free from discrimination and harassment (including sexual harassment) in accordance with the Ontario Human Rights Code and the Occupational Health and Safety Act (OHSA).

The purpose of this Policy is to establish programs and procedures to minimize and prevent workplace discrimination and harassment; to foster the safety and security of OLG's employees and other third parties in the workplace; and to ensure that all OLG's employees are aware of, and consistently comply with, the Respectful Workplace Policy, programs and procedures at all times.

APPLICATION AND SCOPE

This Policy applies to all OLG employees, consultants, and contract staff. Visitors, guests and other third parties that OLG engages with are required to adhere to the rules set out in this Policy.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) is committed to ensuring an inclusive, diverse and accessible workplace that is free from discrimination and harassment and where all employees are treated with respect and dignity. Workplace harassment and discrimination will not be tolerated in the workplace.

OLG is committed to taking every reasonable step to:

- Cultivate and sustain an inclusive and supportive work culture
- Prevent workplace discrimination and harassment and promote awareness of employee responsibilities
- Identify and eliminate complaints of workplace discrimination and harassment in a timely manner

GUIDING PRINCIPLES

Every employee has the right to work in a respectful workplace free of discrimination and harassment (including sexual harassment).

Discrimination or harassment may result from one incident or a series of incidents. It may be directed at specific individuals or groups.

Differences of opinion and disagreement between employees that do not engage any prohibited grounds and are professional and respectful do not constitute workplace harassment. Further, reasonable actions taken by OLG, including a manager or supervisor acting on behalf of OLG, which relate to the management and direction of employees and the workplace does not constitute workplace harassment.

DEFINITIONS

Discrimination: includes, but is not limited to, differential treatment based on a prohibited ground as set out in the Ontario Human Rights Code.

These prohibited grounds are: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

Workplace harassment: engaging in a course of vexatious comments or conduct against an employee in a workplace that is known, or ought reasonably to be known to be unwelcome and includes workplace sexual harassment as defined below.

Workplace sexual harassment: a form of workplace harassment and means

- (a) Engaging in a course of vexatious comments or conduct against an employee 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
- (b) 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 employee and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Employee: any person covered under this Policy.

Workplace: any place where OLG business or work-related activities are conducted during or outside normal working hours. It includes but is not limited to: the physical work premises; work-related social functions and business events; work-related travel; over the phone, via email, other electronic communications; in OLG vehicle and elsewhere if the employee is there as a result of work-related responsibilities.

REQUIREMENTS

1. All employees must comply with this Policy and all supporting policies, procedures, and programs regarding workplace discrimination and harassment at all times.
2. All employees must act responsibly and professionally at all times and in accordance with the requirements of this Policy. This includes not using offensive or unprofessional language or engaging in conduct that results in or may result in workplace discrimination or harassment.
3. All employees who experience, witness, or otherwise become aware of workplace discrimination or harassment (including bullying or reprisal) must take appropriate steps to minimize, prevent and otherwise deal with the workplace discrimination and harassment in accordance with this Policy. **This includes reporting all incidents** of workplace discrimination and harassment in accordance with the Complaint Resolution and Investigation Procedure.
4. All employees must attend any training or information sessions provided by OLG to minimize and prevent workplace discrimination and harassment and/or otherwise review the contents of this Policy and all supporting policies, procedures, and programs regarding workplace discrimination and harassment.
5. All complaints of discrimination and harassment will be treated seriously and handled on a confidential basis in accordance with this Policy and applicable law.

6. Responses to discrimination and harassment:

- Are provided in a timely manner
- Correct identified problems
- Restore a positive and productive work environment
- Prevent future violations of this Policy
- Hold accountable those who fail to abide by this Policy

7. Policy enforcement adheres to the principles of procedural fairness and progressive discipline. Disciplinary decisions are consistent, fair and consider mitigating circumstances.

8. Confidentiality

- 8.1. All complaints of discrimination or harassment will be investigated in a confidential manner to the extent possible and in accordance with this Policy and applicable law.
- 8.2. During and following the resolution of alleged policy violations, all information will remain confidential, except where such information must be shared for the purposes of an investigation, discipline and/or where required by law.
- 8.3. Complainants, respondents, and witnesses are expected to cooperate fully in the investigation process. Parties to a complaint will have access to statement they have made and information they have provided.
- 8.4. Complainants and respondents will have access to sufficient information about the allegations and responses of other parties and witnesses to allow effective participation in the process.
- 8.5. There will be no reference to a complaint under this Policy in an employee's human resource file unless disciplinary action was taken against the employee.

9. Policy Violations

9.1. Engaging in discrimination or harassment of any kind, as defined above, is a violation of Policy. Examples of discriminatory or harassing behaviour and practices include but are not limited to the following:

- Discrimination or harassment in any aspect of employment, which may include, but is not limited to, recruitment, selection, promotion, learning and development, performance management, redeployment, layoff, pay and benefits, termination, job assignment, and granting leaves of absence
- Interfering with an individual's work performance
- Adversely affecting an individual's employment relationship
- Denying an individual dignity and respect
- Unwelcome sexual advances (verbal, written or physical)
- Requests for sexual favours
- Sexual and sexist jokes or racial, homophobic, sexist or ethnic slurs
- Unwelcome remarks, jokes, taunts, or suggestions about a person's body, a person's physical or mental disabilities, attire or any other physical or other attributes that are captured by a prohibited ground of discrimination
- Unnecessary and unwelcome physical contact such as patting, touching, pinching or hitting
- Patronizing or condescending behaviour
- Displays of degrading, offensive or derogatory material such as graffiti or pictures
- Hate activity
- Creating, contributing to, or condoning a poisoned work environment

9.2 Allegations of discrimination or harassment that are made in bad faith, including bringing forward allegations that are known to be untrue, will also be considered a violation of this

Policy and may result in corrective and/or disciplinary action up to and including the termination of employment.

10. Protection from Reprisals

10.1. An employee who brings forward a complaint or participates as a witness in an investigation, in good faith and without malice, and regardless of the outcome of the investigation, will not be subject to any form of reprisal as a consequence of having taken such an action. If, however, it is found that the employee (complainant or witness) made a knowingly false complaint and/or brought forward a maliciously or in bad faith complaint, appropriate measures will be applied. **Any action that may be considered reprisal may result in corrective and/or disciplinary action up to and including termination of employment.**

11. Training

11.1. All employees will be provided with a copy of this Policy and will be provided with information and instruction on the requirements and expectations under this Policy.

12. Complaint Resolution and Investigations Procedure

12.1. The Complaint Resolution and Investigations Procedure guide outlines how OLG implements this Policy and includes the following information:

- Reporting and investigation procedures, including alternate reporting procedures
- Confidentiality and disclosure procedures with respect to information about an incident or complaint, including identifying information about individuals involved
- Procedures for informing a complainant and respondent of the results of an investigation and of any corrective action taken or to be taken
- Information and instruction on this Policy and Program

13. Non-compliance

As noted above, non-compliance with this Policy may result in corrective and/or disciplinary action up to and including termination of employment.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
OLG	<ul style="list-style-type: none">▪ Providing leadership in fostering and sustaining an inclusive, diverse, accessible and respectful workplace free from discrimination and harassment (including sexual harassment) through compliance with the Code, the OHSA and its regulations, other relevant legislation, this Policy and other policies, programs and procedures.▪ Integrating discrimination and harassment prevention responsibilities in performance criteria for managers and employees and holding accountable managers and others responsible for implementing this Policy.▪ Resolving complaints by conducting a confidential, fair, reliable and timely investigation that is appropriate in the circumstances in accordance with the requirements of the Policy and applicable law.▪ Prohibit any retaliation or reprisals against any employee for bringing a complaint forward under this Policy in good faith.▪ Providing training, with information and instruction on the Policy and supporting programs and procedures.

Employees	<ul style="list-style-type: none"> ▪ Complying with obligations under the Code, the OHSA and regulations, other relevant legislation, this Policy and other policies, programs and procedures that support an inclusive, respectful workplace free from discrimination, harassment and sexual harassment. ▪ Acting towards others in a respectful and professional manner at all times. ▪ Intervening and/or reporting instances of inappropriate behaviour that could amount to discrimination and/or harassment. ▪ Participating in education and awareness programs related to this Policy. ▪ Taking action to resolve potential issues of unwelcome conduct or actions perceived to be harassing or discriminatory, where an employee is comfortable taking such action. ▪ Refusing to accept discriminating or harassing behaviour and promptly reporting to their manager/supervisor (or an appropriate alternative, for example, People and Culture, another manager, etc.) any incident where the employee is subjected to, witnesses, or has knowledge of discrimination, harassment and sexual harassment. ▪ Cooperating fully with any and all investigations. This includes cooperating with investigators, police or other authorities, as may be required during the course of an investigation. ▪ Exercising rights under this Policy in good faith and not engaging in any acts of retaliation or reprisal against individuals exercising their rights under this Policy in good faith.
Management	<ul style="list-style-type: none"> ▪ Reading and understanding this Policy. ▪ Complying with obligations under the Code, the OHSA and regulations, other relevant legislation, this Policy and other policies, programs and procedures that support an inclusive, respectful workplace free from discrimination, harassment and sexual harassment. ▪ Educating employees about harassment and discrimination. ▪ Demonstrating, and as appropriate, clarifying the type of workplace behaviour expected under this Policy. ▪ Participating in mandatory education and/or training as outlined in this Policy. ▪ Ensuring employees receive the appropriate training. ▪ Monitoring and maintaining awareness of potential discrimination, or harassment issues in the workplace and taking proactive steps to prevent and address these issues. ▪ Taking appropriate action to respond to and resolve complaints within a timely manner. Where complaints cannot be resolved at the managerial level, managers are also responsible for ensuring that complaints are properly escalated to ensure an appropriate resolution. ▪ Assist employees in filing complaints and refer employees to appropriate resources, where applicable. ▪ Maintain confidentiality in accordance with this Policy.

	<ul style="list-style-type: none"> ▪ Declaring any potential conflict of interest in relation to an alleged violation of this Policy when they may be perceived to be either condoning or directly involved with an alleged violation.
People and Culture	<ul style="list-style-type: none"> ▪ Providing all employees with information and instruction on the contents of this Policy and program. ▪ Providing advice and guidance to address and resolve concerns, complaints and/or allegations. ▪ Investigating and handling complaints or incidents of Discrimination or Workplace harassment (including sexual harassment) in a fair, respectful and timely manner. ▪ Maintain a record of all complaints, including the date received, Division, Department and HRBP assigned as investigator. If using an external investigator, include their name/company.
Joint Health and Safety Committee	<ul style="list-style-type: none"> ▪ Participating in the review of the Policy and related procedures as required by law. ▪ Participating in work refusal matters that result from allegations of sexual harassment as required by law. ▪ Providing input and recommendations to OLG Management for the improvement of the health and safety of employees.

RELATED POLICY INSTRUMENTS

- Complaint Resolution and Investigation Procedure

RELATED LAW

- Occupational Health and Safety Act, R.S.O. 1990, c.0.1
- Human Rights Code, R.S.O. 1990, c. H.19

POLICY OWNER

SVP, People and Culture

POLICY APPROVAL

Approver	Date
SVP, People & Culture	March 15, 2021
Board of Directors	November 25, 2020

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
February 2023	People & Culture and Policy Services	<ul style="list-style-type: none"> ▪ Updated template ▪ Added requirement for P&C to maintain a record of all complaints received ▪ Supersedes Respectful Workplace – Human Rights and Anti-Harassment/Discrimination Policy #CP-03-04-001



Respectful Workplace Policy & Prevention of Workplace Violence Policy Questions and Answers March 2021

RESPECTFUL WORKPLACE – HUMAN RIGHTS AND ANTI-HARASSMENT DISCRIMINATION POLICY

1. What is the purpose of the Respectful Workplace – Human Rights and Anti-Harassment/Discrimination Policy?

Employees have the right to a workplace free from discrimination and harassment in accordance with the Ontario Human Rights Code and the Occupational Health and Safety Act (OHSA).

The purpose of this policy is to: establish programs and procedures for the prevention of workplace discrimination and harassment; foster the safety and security of OLG's employees and other third parties in the workplace, and; to ensure that all OLG employees are aware of the policy, programs and procedures at all times and that the requirements set out in the policy, programs and procedures are applied consistently and fairly.

2. Who is required to adhere to this policy?

The policy applies to all OLG employees, consultants and contract staff. Visitors, guests and other third parties that OLG engages with are also required to adhere to the rules set out in this policy.

3. What is a Respectful Workplace?

OLG defines a “respectful workplace” as one that is inclusive, diverse and accessible, and free from discrimination and harassment. A respectful workplace is one where all employees are treated with respect and dignity at all times.

4. How do you define “micro-aggressions”, “bias” and “unconscious bias”?

The following are the generally accepted definitions for these terms, as defined by the Canadian Centre for Diversity and Inclusion (CCDI):

- **Micro-aggressions:** Brief, sometimes subtle everyday comments that either consciously or unconsciously disparage others based on their personal characteristics or perceived group membership and have an impact on workplace culture.
 - An example is when a co-worker says to a person of colour, “you are so articulate!”, this suggests the co-worker assumed the person in question would be less articulate — and are surprised to find out they aren’t.
- **Bias:** Prejudice in favour of or against one thing, person, or group compared with another, usually in a way considered to be unfair.
- **Unconscious Bias:** An implicit association or attitude about race, gender, sexual orientation or other differences that operates beyond our control and awareness, informs our perception of a person or social group and can influence our decision-making and behaviour toward the target of the bias.

5. What are examples of discriminatory or harassing behaviour?

Discrimination is when you are being treated differently based on a prohibited ground set out in the Ontario Human Rights Code and when that differential treatment is contrary to the Code. **Harassment** is a form of discrimination under the Code. Prohibited grounds are race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability. Harassment can also arise based on conduct that is not based on a prohibited ground of discrimination under the Code. Typically, **harassment** at work involves several incidents or a course of inappropriate conduct. Harassment can also arise based on a single egregious incident.

Examples of harassing, including sexual harassment, and discriminatory conduct include the following:

- Slurs or derogatory remarks based on a person’s race, colour, gender or other prohibited ground
- Making threats
- Spreading false information about an individual
- Inappropriate jokes
- Name calling
- Teasing
- Isolating, excluding or ignoring others
- Condescending, demeaning and other patronizing behaviour
- Unwelcome touching of a sexual nature
- Withholding employment opportunities, including assignment to a particular project or promotion, based on a prohibited ground of discrimination
- Yelling and screaming
- Using profane and other inappropriate language

6. How do we distinguish workplace discrimination or harassment from other behaviours?

Workplace discrimination or harassment **does not include reasonable action taken by management, including in the following:**

- Managing an employee’s performance

- Making and implementing management decisions
- Conflict between colleagues or disagreements, or misunderstandings between colleagues and managers that are managed professionally and respectfully
- Changes to employment, including job location, work duties, and reporting lines
- Disciplinary and corrective action
- Investigating misconduct or participating in an investigation

7. What is considered a poisoned work environment?

The Ontario Human Rights Commission describes a poisoned environment as “a form of discrimination and can arise from even a single incident. It may be created by the comments or actions of any person, regardless of his or her status. The comments or conduct do not have to be directed at a particular individual.”

8. What is the role of the Oversight Committee?

The role of the Oversight Committee is to assess and determine if an investigation will be conducted by an internal or external investigator and to take all other steps to ensure that an investigation is conducted in an appropriate manner given the particular circumstances of a matter.

Committee membership is comprised of the Senior Vice President, People and Culture; Senior Vice President, Risk and Audit; Vice President, Legal Services and Litigation, and Senior Director, HR Business Partnering.

The Committee enacts its mandate by ensuring:

- Investigations are completed in a timely manner (having regard to the scope of the complaint and nature of the investigation)
- Investigations are conducted in a thorough, fair, balanced, and impartial manner
- In the event that an external investigator is appointed, ensuring that the investigator has the appropriate independence and qualifications and where appropriate, retaining an investigator with specialization (For example, retaining an investigator who specializes in investigating racial discrimination complaints if the complaint involves race-based claims.).

9. What factors are considered in determining whether the investigation will be conducted internally or by an external investigator?

Factors taken into consideration in determining whether an external investigator is required could include the identity of the parties involved, the nature of the allegation(s), the complexity of the issues, to name a few. There may be other factors that arise in a particular case that may also be relevant to determining how an investigation will be conducted. Not all complaints will be assigned to an external investigator. If an external investigator is not required, the investigation will be conducted by the assigned Human Resources Business Partner or the appropriate internal assignment will be made.

10. What is considered a “complex” issue for referral to an external investigator?

One of several factors the Oversight Committee will consider when determining whether an external investigator will be appointed is the complexity of the allegations raised in a complaint, or other issues which may reasonably be expected to arise during the course of reviewing the complaint and which may require external expertise and assistance.

11. What disciplinary or corrective measures may be considered when there is a breach of the Policy?

Disciplinary or corrective action is action taken by OLG in response to a contravention of the OLG policy. OLG takes this responsibility seriously and disciplinary or corrective action is determined in a fair and consistent manner after thorough review and consideration. Corrective measures may include:

- education
- training
- monitoring
- reassignment
- corrective counselling
- leave without pay
- demotion
- impact on eligibility for variable pay
- disciplinary action up to and including the termination of employment

12. How can I, as an employee, contribute to a Respectful Workplace?

To support a Respectful Workplace, employees are required to:

- Act towards others in the workplace in a respectful and professional manner at all times
- Intervene and report instances of inappropriate behaviour where you believe that behaviour could amount to discrimination, harassment or bullying
- Participate in education and awareness programs related to the Respectful Workplace Policy
- Take action to resolve potential issues if appropriate
- Refuse to accept discriminating or harassing behaviour and promptly report to their manager/supervisor (or an appropriate alternative for example People & Culture, another manager etc.) any incident where the employee is subjected to, witnesses, or has knowledge of discrimination, harassment and sexual harassment
- Cooperate fully with any and all investigations. This includes cooperating with investigators, police or other authorities, as may be required during the course of an investigation
- Exercise rights under this Policy in good faith and not engage in any acts of retaliation or reprisal against individuals exercising their rights under this Policy in good faith

In addition, managers must immediately report any incidents of workplace discrimination and harassment, including sexual harassment, which they experience or witness or are reported to them.

13. What are examples of reprisal?

A reprisal is an action or threat that is intended as retaliation for bringing a claim under the Respectful Workplace Policy or participating in any complaint brought forward under the policy. Examples of reprisal can include but are not limited to demotion, negative performance appraisals, salary reduction, a change in job role or duties, or slandering someone's reputation with false claims or intentionally isolating. It could also include more subtle acts, including negative body language.

PREVENTION OF WORKPLACE VIOLENCE POLICY

14. What is the purpose of the Prevention of Workplace Violence Policy and Procedure?

Employees have the right to a workplace free from violence.

The purpose of this policy is to establish a framework for the prevention of workplace violence, and to identify and assess all potential sources of workplace violence that may arise based on the nature of the workplace, the type of work conducted in the workplace, and the conditions of work, in order to eliminate or minimize such risks.

The purpose of the procedure is to:

- Establish a framework for the prevention of workplace violence and effectively respond to issues of workplace violence in compliance with the Occupational Health and Safety Act (OHSA).
- Provide direction on compliance with statutory requirements for health and safety regarding workplace violence in compliance with OHSA.

15. Who is required to adhere to this policy?

The policy applies at all OLG work sites and OLG work-related activities, to all OLG employees, consultants and contract staff. Visitors, guests and other third parties that OLG engages with are also required to adhere to the rules set out in the policy.

16. What is workplace violence?

Workplace Violence per the Occupational Health and Safety Act (OHSA), 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 physical injury to the 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

17. How can I, as an employee, contribute to the prevention of violence in the workplace?

To prevent violence in the workplace, employees are responsible for:

- Maintaining a safe work environment
- Acting towards others in a respectful and professional manner at all times
- Not engaging in or ignoring violent, threatening, intimidating or other disruptive behaviour
- Refusing to accept violent behaviour from others, regardless of whether the behaviour is perpetuated by a manager, co-worker, supplier, guest or customer
- Reporting promptly to their manager (or an appropriate alternative for example a Human Resources Business Partner, another manager etc.) any incident where the employee is subjected to, witnesses, or has knowledge of workplace violence, or has reason to believe that workplace violence may occur
- Co-operating as required during an investigation

18. How does OLG conduct workplace risk assessments?

The Prevention of Violence Policy and Procedure states that risk assessments are conducted as required. Risk assessments focus on the nature of the workplace, i.e., the physical environment and security measures that are in place. They are conducted by our health and safety team in collaboration with our corporate security team. A risk assessment questionnaire is used to identify specific risks that may exist within the workplace.

Any questions about these or other OLG policies may be directed to your [HR Business Partner.](#)



Respect in the Workplace Training Sessions

Follow-up: Employee Questions

June 2021

The following questions were submitted by employees during the recent Respect in the Workplace training sessions.

1. Who does the [Respectful Workplace Policy](#) apply to?

OLG's Respectful Workplace Policy applies to all OLG employees, consultants, and contract staff. Visitors, guests and other third parties that OLG engages with are required to adhere to the rules and principles set out in the policy. If you feel that you have been treated in a way that contravenes our policy, we encourage you to bring it to the attention of your manager or HR Business Partner.

2. How will OLG ensure that employees who submit a harassment claim to People and Culture (P&C) are protected and that their situations are not worsened?

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation, is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel they have been subject to any form of reprisal should come forward immediately.

3. What happens if I experience reprisal after filing a harassment claim in good faith?

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel like they have been subject to any form of reprisal should come forward immediately.

4. What is my responsibility if I know of an employee in another department/division who has experienced or is experiencing harassment?

All employees who experience, witness, or otherwise become aware of workplace discrimination or harassment (including bullying or reprisal) must take appropriate steps to minimize, prevent, and otherwise deal with the workplace discrimination and harassment in accordance with the [Respectful Workplace Policy](#). This includes reporting all incidents of

workplace discrimination and harassment in accordance with the Complaint Resolution and Investigation Procedure.

5. What happens after an external party completes its investigation report?

Following the completion of an external party's investigation report, the HR Business Partner and/or the manager will review options and recommend an appropriate course of action taking into consideration all relevant factors, including the nature of the conduct. The HR Business Partner will inform the complainant and respondent (if an employee of OLG), in writing of the outcome of the investigation (summary of findings) and advise whether corrective action has been taken or will be taken as a result of the investigation. The details of any resulting corrective action being taken is not disclosed to any party to the investigation. The results of the investigation will not be disclosed further unless such disclosure is deemed necessary or otherwise required by law.

6. How can an employee address offensive and inappropriate comments made by a senior leader that resulted in poor team morale?

This incident should be shared with your HR Business Partner.

7. How will OLG manage employees who make numerous baseless harassment claims?

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

If it is determined that an employee (complainant or witness) knowingly made a false complaint and/or brought forward a complaint maliciously or in bad faith, appropriate corrective and disciplinary action will be taken.

8. How does the [Respectful Workplace Policy](#) protect employees who fear that making a claim of harassment may limit their chances for future career growth opportunities?

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel they have been subject to any form of reprisal should come forward immediately.

9. What steps does P&C take to identify and source talent for areas of the business that may be under-represented?

OLG's talent acquisition process ensures that proper skills and requirements for the roles are satisfied. To source required skillsets from under-represented populations, the Talent Acquisition process conducts the following:

- Running job postings through a gender decoder
- Posting on various Diversity & Inclusion job boards
- Sourcing skilled under-represented candidates via LinkedIn

As a part of OLG's [Equity Diversity and Inclusion \(ED&I\) Strategy](#), further mechanisms to source diverse candidates will be identified and implemented.

10. What steps does OLG take to ensure hiring and promotions are completed without discrimination or bias?

OLG is committed to ensuring its talent acquisition process is non-discriminatory and bias-free. Building a diverse talent pool by identifying and addressing potential bias and systemic barriers is a pillar to OLG's ED&I Strategy. Through the talent acquisition process, it is the ongoing goal of OLG to create a workforce at all levels that reflects the diversity of the province. We recognize that diversity at all levels is important to build a culture of innovation and excellence that will enable us to meet the needs of all the people of Ontario.

11. How can we as an organization help Canadian immigrants and individuals from different cultural backgrounds adapt to our workplace?

The Ontario Lottery and Gaming Corporation (OLG) is committed to ensuring an inclusive, diverse, and accessible workplace that is free from discrimination and harassment and where all employees are treated with respect and dignity.

To support OLG's diverse workforce, employees are required to abide by the [Respectful Workplace Policy](#) and work in alignment with the principles identified in the ED&I Strategy. Employees also have the opportunity to participate in several employee resource groups (ERGs), including the cultural diversity network group. Information on how to get involved with our ERGs is available on [InsideOLG](#). It is also included in our onboarding package for new employees.

12. How does P&C validate that performance reviews are completed fairly by managers?

OLG's performance review process includes a self-review, manager review and calibration. The calibration process helps to ensure that ratings are applied consistently and fairly enterprise wide. P&C involvement also ensures that employee ratings are based solely on performance and overall contributions to OLG during the previous fiscal year.

13. Is P&C considering implementing 360-degree performance reviews?

OLG continuously reviews its performance management program to look for opportunities that are consistent with best practices and that will improve and enhance how performance is evaluated. We recently transitioned performance management to a new platform, Workday, and will monitor progress while continuing to have conversations about whether integrating a 360-degree element will support our objectives.

14. How would OLG handle an "equal pay for equal work" concern?

OLG complies with legal requirements with respect to compensation. OLG's ability to adjust salaries is limited as we are subject to a moderation period under the *Protecting a Sustainable Public Sector for Future Generations Act* as well as the *Broader Public Sector Executive Compensation Act* which applies to executive compensation. A review of internal compensation policies is currently underway within these legislative constraints.

15. Who can I contact with questions specific to the content of the Respect in the Workplace training?

Employees are encouraged to speak to their manager or HR Business Partner on matters covered in the Respect in the Workplace training.

16. What would you say to employees who view the training content as being great in theory but are reluctant to step forward because they have witnessed a colleague leave the organization after submitting a harassment claim?

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith, will not be subject to any form of reprisal as a consequence of having taken such an action, regardless of the outcome of the investigation.

A complainant, participant, or witness who experiences real and/or perceived reprisal for participating in an investigation is encouraged to advise their manager and/or HR Business Partner. OLG does not tolerate reprisal in any form. Employees who feel they have been subject to any form of reprisal should come forward immediately.

17. Will a recorded version of this training be available?

A recorded version of the [employee](#) and [people leader](#) training will be available in Workday for employee access.

18. Will OLG be providing further unconscious bias training?

P&C's Fiscal 2021-22 Training Catalogue, which will be released this fall, offers courses to assist employees in identifying their own personal biases and mechanisms on how to recognize them during decision-making processes. All people managers are required to take "Inclusive Leadership" and "Unconscious Bias" training as a part of the Management Experience Program.

Short Term Sickness Plan Policy

POLICY #PC-02-16

FINAL

PURPOSE

The purpose of the Short Term Sickness Plan (STSP) policy is to set out the eligibility requirements for qualifying for STSP as well as identifying the benefits available to employees during a period of short term sickness as defined in this policy.

APPLICATION AND SCOPE

This policy applies to regular full-time employees only.

POLICY STATEMENT

The health and wellbeing of our employees is of critical importance to the company. As such, the Ontario Lottery and Gaming Corporation's (OLG) Short Term Sickness Plan (STSP) policy supports eligible employees with income replacement (known as sick leave pay) during supported short-term absences from work due to illness or non-occupational injury as defined below.

Additionally, the policy also recognizes that from time to time, an employee may be called upon to care for an ill family member and provides the flexibility to use paid STSP time for that purpose.

DEFINITIONS

Family Member: For purposes of this policy, a “family member” is defined as an employee's:

- Spouse
- Parent, step-parent or foster parent of the employee or the employee's spouse
- Child, step-child or foster child of the employee or the employee's spouse
- Grandparent, step-grandparent, grandchild, or step-grandchild of the employee or of the employee's spouse
- Spouse of a child of the employee
- Employee's brother or sister
- Relative of the employee who is dependent on the employee for care or assistance

Exceptions beyond this definition of a designated family member may be considered on a rare and exceptional basis.

REQUIREMENTS

1. Eligibility

- 1.1 New regular full-time employees qualify for STSP benefits after completing twenty (20) consecutive regular working days or shifts of full-time employment (regular duties and hours).
- 1.2 The qualifying period of twenty (20) consecutive days/shifts is reset when an employee is absent due to illness or injury for any length of time. For greater clarity, the days worked

before and after such an absence shall not be considered consecutive. The qualifying period of twenty (20) consecutive days/shifts will start over, upon the employee's return to work.

- 1.3 For purposes of the consecutive days requirement under this policy, these do not include paid leaves, such as Vacation, MCO or Personal Days; however, days worked before or after such absences are considered to be consecutive. For example, if an employee takes a vacation day before completing the 20 consecutive days/shifts to qualify for STSP, the vacation day would not be counted as one of the 20 required days, but the count would resume upon the employee's return to work.
- 1.4 Bereavement Leave and Public/Paid Holidays are included in calculating the 20 consecutive days/shifts.
- 1.5 Employees moving from part-time or contract to regular full-time status must complete 20 consecutive working days/shifts of regular duties and full-time hours to qualify for STSP.
- 1.6 Employees returning from Long Term Disability leave whether on modified duties/hours or full duties/hours must complete 20 consecutive working days/shifts of regular duties and full-time hours to qualify for STSP.

2. Coverage

- 2.1 Once conditions of the qualifying period are met, full-time employees who are unable to work because they are ill or injured (non-occupational) are entitled to the following each calendar year:
 - 100% of base salary for the first 10 working days/shifts (72.5 hours) of absence; and
 - Following the first 10 days in the calendar year, 75% of base salary for any absence thereafter and up to 120 working days/shifts (870 hours) of absence.
- 2.2 Base salary does not include overtime pay, payments in lieu of benefits or any other payment that is not part of the employee's regular annual base salary.
- 2.3 STSP credits are based on OLG's standard hours of work (7.25 hours per day). If an employee's work hours are anything other than 7.25 hours per day, their STSP entitlement is the same as above. For clarity, if the employee takes a sick day, their sick hours will be reduced according to their scheduled hours of work.
- 2.4 Employees are permitted to use up the 10 100% paid working days/shifts of absence for either their own illness or non-occupational injury or the illness of that of a family member, as outlined under the Definitions section, and as aligned to the Employment Standards Act of Ontario, Personal Emergency Leave definition of family member.

3. Use of Accumulated Credits

- 3.1 After the first 10 days/shifts of absence are used, the employee has the option to "top up" the 75% STSP benefit to 100% of their base salary by using accumulated Vacation and MCO time that has been earned to date.
- 3.2 Unsupported absences due to illness or injury will be subject to repayment. If that occurs, the employee will be placed on an unpaid leave of absence. Refer to the Unpaid Leave of Absence policy for more information about this type of leave.

4. Plan Reinstatement at the Beginning of the Calendar Year

- 4.1 After meeting the initial qualifying period, the employee's annual STSP entitlement is automatically reinstated at the beginning of each calendar year except under the following circumstances:
- If an employee's illness or injury continues from one calendar year into the next calendar year, STSP credits will not be reinstated until the employee has returned to work for 20 consecutive working days/shifts of full-time employment. Vacation, MCO, and/or Personal Days cannot be used to cover the absence for the purpose of re-qualifying for the following year's STSP entitlement.
 - If an employee has exhausted their entire STSP benefit during a calendar year, STSP credits will not be reinstated the next calendar year until the employee has returned to work completing 20 consecutive working days/shifts of full-time employment following the date their STSP credits were exhausted.
 - Employees whose illness or injury continues from one year into the next calendar year will continue to use the remainder of the preceding year's STSP credits until those are exhausted. Any subsequent absence due to illness or non-occupational injury, that occurs before the employee qualifies for the next calendar year's entitlement, is charged to the previous year's plan where STSP credits remain.
- 4.2 Unused STSP credits are not carried over into the following year, except as noted above and are not banked.

5. Group Benefits Coverage

- 5.1 OLG will maintain benefit coverage for employees receiving payments under the STSP. Employees will continue to pay their share of any group benefit premiums as per our plan. Pension contributions continue as though the employee was at work and in receipt of regular pay. Pension contributions are calculated on regular base salary.

6. Exhausted STSP Credits

- 6.1 A sick leave extending beyond an employee's STSP benefit period will be treated as an unpaid leave of absence. Refer to the Unpaid Leave of Absence policy for information on this type of leave.
- 6.2 If the employee is deemed to be totally disabled for a period longer than six (6) consecutive months, the employee may be eligible for Long Term Disability (LTD) under OLG's group benefits plan. The Rewards and Wellness department representative will provide the employee with the necessary forms to apply for LTD benefits prior to the STSP benefits expiry date.

7. Documentation and Notification Required

- 7.1 An employee must inform their Department Manager of an absence. Managers are then responsible for notifying their HRBP or the Rewards and Wellness Department, should an absence continue past five (5) consecutive days.
- 7.2 Absences greater than five (5) days in duration will require documentation to be submitted in accordance with the Disability Management Program.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none">▪ Adhere to the principles and requirements of this policy and submit requests to use STSP in good faith.▪ Enter STSP requests in Workday accurately when the time is taken.▪ Cooperate with requests for medical evidence required to support the absence and any gradual return to work plans supported by medical evidence.
Managers	<ul style="list-style-type: none">▪ Ensure STSP requests are entered by the employee in Workday accurately and approved promptly.▪ Work cooperatively with People and Culture on gradual return to work plans for employees.
People and Culture	<ul style="list-style-type: none">▪ Administer the policy as described herein.▪ Ensure employees understand the policy and are provided with accurate information and responses to questions related to this policy.

RELATED POLICY INSTRUMENTS

- Disability Management Program
- Unpaid Leave of Absence Policy
- Long-Term Disability Policy

POLICY OWNER

Sr Director Rewards, Wellness, HR Systems & Reporting

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	November 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
November 2022	People and Culture	<ul style="list-style-type: none">▪ Updated format▪ Increased number of sick days paid at 100% from 6 to 10; ended temporary COVID-19 STSP policy▪ Adjusted # of sick days paid at 75%▪ Supersedes Short Term Sickness Plan policy Jan 1, 2022

Smoke and Vape-Free Workplace Policy

POLICY #PC-02-20

FINAL

PURPOSE

The purpose of this policy is to protect employees from exposure to second-hand smoke in the workplace and to ensure a safe, healthy, comfortable and productive working environment for all employees. OLG has a legal responsibility to comply with the *Smoke-Free Ontario Act* and to ensure all employees are compliant.

APPLICATION AND SCOPE

This policy applies to all OLG employees, visitors, contractors, clients, customers, volunteers, or other members of the public. The ban on smoking and/or vaping in an enclosed workplace is in effect at all times, even after hours, when people are not working or when other members of the public are not present.

POLICY STATEMENT

OLG is committed to providing a safe and healthy workplace and to promoting the health and well-being of its employees. As such, OLG prohibits smoking and vaping inside the workplace, in company vehicles and all other enclosed workplace related areas in accordance with the *Smoke-Free Ontario Act*.

DEFINITIONS

Smoking: the act of lighting, smoking, or carrying a lighted or smoldering cigar, cigarette or pipe of any kind

Vaping: refers to the use of electronic nicotine delivery systems or electronic smoking devices such as e-cigarettes, e-pipes, e-hookahs, and e-cigars

Enclosed workplace: means the inside of any place, building or structure or vehicle or conveyance or part of them, that is covered by a roof and that employees work in or frequent during the course of their employment at the time.

Company vehicle: refers to a leased or OLG-owned vehicle that OLG provides to employees, based on business criteria

REQUIREMENTS

- Under the *Smoke-Free Ontario Act*, the following areas must be smoke-free at all times:
 - The inside portions of any building including offices, washrooms, lobbies, elevators, stairwells, kitchens/break rooms, hallways, boardrooms, shipping areas etc.
 - All vehicles used by employees to conduct work (i.e., company vehicles, delivery/shipping vehicles, shuttles, etc.) regardless of who is in the vehicle
 - Any entrances or loading docks covered by a roof or overhang
 - Any parking structures covered by a roof
- During work breaks, smoking and vaping is permitted outside only in an area designated as a 'Smoking Area'.
- 'No Smoking' signs will be posted at all entrances, exits, washrooms and other appropriate locations as per the *Smoke-Free Ontario Act*.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">Comply with the Policy and applicable laws relating to smoking and vaping in the workplace
Manager	<ul style="list-style-type: none">Ensure all employees comply with the Policy
People and Culture	<ul style="list-style-type: none">Review and update the Policy as required

RELATED POLICY INSTRUMENTS

- Smoke-Free Ontario Act, 2017
- Occupational Health and Safety Act (Ontario)
- Non-smoker's Health Act (Canada)
- Municipal By-laws
- Corporate Vehicles Policy

POLICY OWNER

Workplace Wellness Manager

POLICY APPROVAL

Approver	Date
Senior Director - Rewards, Wellness, HR Systems & Reporting	March 20, 2023

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
March 2023	People and Culture - Wellness	<ul style="list-style-type: none">Updated formatExpanded scope to include 'vaping' in accordance with Smoke-Free Ontario ActSupersedes Smoking in the Workplace Policy #HRPP07-08

Social Events Policy

POLICY # PC-03-04

FINAL

PURPOSE

The purpose of this policy is to set clear expectations for employees attending social events in connection with their OLG employment.

APPLICATION AND SCOPE

This policy applies to all OLG employees, consultants, and contract staff.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) recognizes that employees may participate in OLG sponsored events, or approved events in connection with their OLG employment. During these events, employees are required to conduct themselves in accordance with the Code of Business Conduct.

REQUIREMENTS

1. All OLG employees are required to conduct themselves responsibly and professionally while participating in OLG sponsored or approved events in accordance with the OLG Code of Business Conduct and other applicable OLG policies.
2. Employees who participate in an OLG sponsored or approved event must refrain from:
 - Engaging in any activity that may render them impaired
 - Operating a motor vehicle while impaired
 - Engaging in any conduct that is a violation of OLG's harassment or violence policies
 - Engaging in behaviour that could prejudice or negatively reflect upon OLG and its reputation and/or be adverse to OLG's interests
3. Employees who have reason to believe and/or who become aware of, or witness behaviour in violation of this Policy, are required to immediately advise a manager or Human Resources representative without fear of reprisal or retaliation.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Conduct themselves in a responsible and professional manner when participating in OLG sponsored or approved events▪ Advise management or HR if they become aware of, or witness behaviour in violation of this Policy
Manager	<ul style="list-style-type: none">▪ Ensure employees are aware of expectations regarding their behaviour at any OLG-sponsored or approved events▪ Promptly investigate and address any reports of employee behaviour in violation of this Policy

RELATED POLICY INSTRUMENTS

- Substance Use Policy
- Respectful Workplace – Human Rights and Anti-Harassment/Discrimination Policy
- Prevention of Workplace Violence Policy
- OLG Code of Business Conduct

POLICY OWNER

Senior Vice President, People and Culture

POLICY APPROVAL

Approver	Date
Jennifer Edgar, Director Talent Acquisition & Employee Programs	October 21, 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
October 2022	People and Culture	Updated format, supersedes Social Events Policy #HRPP-02-16

Substance Use Policy

POLICY # PC-02-04

FINAL

PURPOSE

The purpose of this policy is to state OLG's expectations that all employees report fit for work, and to summarize OLG's commitment to assist and accommodate employees who seek supportive rehabilitation for substance use and/or abuse.

APPLICATION AND SCOPE

This policy applies to all OLG employees, consultants and contract staff. Visitors and OLG contractors who attend our premises and/or provide services to OLG are also required to meet the expectations of conduct set out in the OLG Substance Use Policy.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) values and is committed to providing a safe, healthy and productive workplace for all employees and to ensuring the integrity of our operations. OLG does not tolerate impairment at work and expects employees to report to work fit for work and that employees and visitors respect the importance of safety in the workplace. An employee who is not fit to work will not be permitted to remain at work.

GUIDING PRINCIPLES

OLG is committed to:

- Providing a safe, healthy and productive workplace
- Providing awareness and support of this Policy to assist employees and management to identify impairment and/or to recognize warning signs that may indicate that they or another employee may not be fit for work and respond appropriately
- Providing support and accommodation for employees in accordance with the requirements of the Ontario Human Rights Code
- Respecting the dignity and privacy of individuals and place a priority on accommodation of employees who have a substance dependency/addiction in accordance with the Ontario Human Rights Code
- Providing an Employee Assistance Program
- Ensuring compliance with the Occupational Health and Safety Act

DEFINITIONS

Substance: For purpose of the Substance Use Policy, a “**substance**” includes alcohol, illegal drugs and any other intoxicant (including legal substances), which has or may have the effect of intoxicating its user and/or altering an employee's ability to perform assigned duties. This includes but is not limited to, opiates, cannabis, and over the counter or prescription medication whether legally obtained or otherwise, including medical cannabis.

Fit for Work: Free from the influence of any substance as defined above, that would hinder job performance and/or compromise the safety of the employee or others.

Impairment (from substance use): When an employee's judgement, alertness, perception, motor coordination or emotional state is negatively impacted, an employee is considered to be impaired and not fit for work. Appearance of impairment may vary based on the individual, and substance consumed, but may include odor of alcohol or drugs, glassy or red eyes, unsteady gait, slurring and/or poor coordination.

REQUIREMENTS

1. Employees are required to report to work fit to work and free from the effects of and/or limitation because of the use of any substance. An employee who is not fit to work will not be permitted to remain at work.
2. The following is strictly prohibited while working, including during a paid or unpaid break:
 - Consumption of alcohol, illegal drugs, cannabis and other substances that may impair an employee's fitness to work and/or puts the safety of the employee or others at risk
 - Possession or distribution of any substance in the workplace that is prohibited by provincial and/or federal law
3. Employees are expected to:
 - Use medication as prescribed and/or in accordance with the medication's directions for use.
 - Request accommodation in cases where the use of medication may impair the employee's ability to be fit to be at work safely and to perform their job duties, including operating a vehicle if applicable. Employees are not permitted to use any medication (including medical cannabis) while working that may render them impaired. OLG will assess each accommodation request in accordance with the Accommodation in the Workplace Policy.
 - Seek support and assistance through OLG's accommodation procedures if they are suffering from substance dependency.
4. Employees are required to advise a manager or People and Culture representative immediately, without fear of reprisal, if they become aware of, and/or have reason to believe that they have witnessed behaviour from another employee that is in violation of this Policy. This includes having concerns about whether another employee is fit for work or feeling unsafe at work themselves.
5. **Non-Compliance:**

Non-compliance with this Policy may result in corrective and/or disciplinary action up to and including termination of employment.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Report fit for work to perform their work in a safe, professional and competent manner in accordance with established performance standards and free from the effects of and/or limitation because of the use of any substance▪ Request accommodation in cases where the use of medication may impair their ability to be fit to be at work safely and to perform their job duties, including operating a vehicle if applicable▪ Seek support and assistance through OLG's accommodation procedures if they are suffering from substance dependency▪ Immediately advise management if they become aware of, and/or have reason to believe, that they have witnessed behaviour in violation of this Policy
Management	<ul style="list-style-type: none">▪ Identify and address impairment in the workplace and take steps to eliminate any related safety risks▪ Ensure compliance with the Occupational Health and Safety Act and Regulations, and the Ontario Human Rights Code▪ Communicate with employees about the need to maintain a safe and healthy work environment
People and Culture	<ul style="list-style-type: none">▪ Provide awareness and support of this Policy to assist employees and management to identify impairment and/or recognize warning signs▪ Provide support and accommodation for employees in accordance with the requirements of the Ontario Human Rights Code

RELATED POLICIES

- Accommodation in the Workplace Policy
- Social Events Policy
- Health and Safety Policy
- OLG's Code of Business Conduct

POLICY OWNER

Director, Total Rewards – Rewards and Wellness

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	October 2018

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
December 2023	People and Culture	<ul style="list-style-type: none">▪ Annual review - no changes needed
November 2022	People and Culture	<ul style="list-style-type: none">▪ Updated format▪ Added definitions▪ Supersedes Substance Use Policy #HRPP02-04

Unpaid Leave of Absence Policy

POLICY #PC-02-18

FINAL

PURPOSE

The purpose of this policy is to outline the eligibility criteria for OLG employees to take an unpaid leave of absence and the impacts to various benefits.

APPLICATION AND SCOPE

This policy applies to OLG full-time and part-time employees only.

Bargaining unit employees should refer to their specific collective agreement to determine their eligibility for an unpaid leave of absence.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) recognizes that employees may require a leave from work for reasons not provided for in the Ontario Employment Standards Act, 2000 (ESA).

REQUIREMENTS

1. Eligibility

- 1.1 In order for a full-time employee to be eligible for an unpaid leave of absence under this policy, the employee must have exhausted:
 - a) All available paid leaves (i.e., accrued vacation, MCO days, etc.); and
 - b) All applicable statutory leaves
- 1.2 Each request is considered on a case-by-case basis, taking into account business and operational considerations, including but not limited to, departmental needs and the duration of the leave requested.
- 1.3 OLG will make best efforts to approve requests made under this policy. However, OLG cannot guarantee that requests will be approved and reserves the right to decline an unpaid leave request under this policy in its sole discretion. Approval is required by the employee's manager and People and Culture.
- 1.4 Where possible, employee should submit their request for an unpaid leave of absence at least four (4) weeks prior to the requested start date of the leave. All requests must be in writing to be considered.

2. Limitations

- 2.1 An Unpaid Leave of Absence is not provided to permit an employee to work for another employer or engage in other business activities.
- 2.2 An Unpaid Leave of Absence is not provided as a substitute for, or to extend an approved statutory leave of absence.
- 2.3 The maximum duration of an Unpaid Leave of Absence is six (6) consecutive months. An unpaid leave of absence granted under this Policy must be taken in one consecutive period only.

3. Effects on Benefits

3.1 Unpaid Leaves of Absences - Less than 30 Days (i.e., less than a full calendar month)

- 3.1.1 OLG will maintain benefit coverage as if the employee were still at work, provided the employee maintains his/her share of any applicable monthly premiums.
- 3.1.2 Employees will continue to accumulate vacation and MCO (if applicable) credits for the leave period.
- 3.1.3 Pension contributions (if applicable) will be calculated based on the employee's bi-weekly salary.
- 3.1.4 Public/paid holidays will be paid in accordance with the provisions outlined in the Public/Paid Holiday policy.

3.2 Unpaid Leaves of Absences Greater than 30 Days

- 3.2.1 **Group Insurance Benefits:** During an approved leave without pay, employees have the option of maintaining their benefit coverage subject to the terms and conditions of the respective plans. For every full month of absence during the unpaid leave, employees are required to pay both the employee and employer share of premiums.
- 3.2.2 **Vacation Credits:** Employees are not eligible to earn vacation credits for any whole calendar month of absence subject to any applicable minimum statutory requirements.
- 3.2.3 **Pension:** Employees have the option of paying the applicable pension contributions (both employee and employer contributions) to maintain their pension, directly to the Ontario Pension Board.

Employees who decide **not** to maintain pension contributions during any leave period have the option to buy back the non-contributory service within twenty-four (24) months from the date they return to work, or the leave period ends. This is subject to the rules set out by the Ontario Pension Board and subject to change.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Submit written request for an unpaid personal leave of absence at least four (4) weeks prior to the requested start date of your leave, where possible.▪ Understand your options for benefit and pension continuation.
Manager	<ul style="list-style-type: none">▪ Review requests for unpaid leave of absence, on a case-by-case basis, considering business and operational needs.▪ Engage HRBP upon receipt of employee's request for an unpaid leave of absence.
People and Culture (HR Business Partners)	<ul style="list-style-type: none">▪ Ensure adherence to policy criteria noted above.▪ In partnership with the Manager, review and approve requests for unpaid leaves of absence.

RELATED POLICIES

- Vacation Policy
- Statutory Leaves Policy
- MCO Policy
- Short-term Sickness Plan (STSP) Policy
- Public and Paid Holidays Policy
- OLG Code of Business Conduct

RELATED LEGISLATION

- Ontario Employment Standards Act, 2000

POLICY OWNER

Senior Director, Rewards, Wellness, HR Systems and Reporting

POLICY APPROVAL

Approver	Date
Senior Director, Rewards, Wellness, HR Systems and Reporting	December 9, 2022
SVP, People & Culture	September 2018

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
December 2022	People and Culture	<ul style="list-style-type: none">▪ Expanded scope to include part-time employees▪ Updated format▪ Supersedes Unpaid Personal Leave of Absence Policy #HRPP04-14

Vacation Policy

POLICY #PC-02-05

FINAL

PURPOSE

The purpose of the Vacation Policy is to outline the annual vacation entitlements provided by OLG to eligible employees.

APPLICATION AND SCOPE

This policy applies to OLG regular full-time, part-time and contract employees.

Bargaining unit employees should refer to their specific collective agreement to determine their vacation eligibility and entitlements.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) promotes a healthy workplace that supports work/life balance and encourages all employees to use their annual vacation entitlement to rest and recharge.

REQUIREMENTS

1. Full Time Regular and Contract Employees

- 1.1. The vacation year is based on a calendar year beginning January 1st to December 31st.
- 1.2. Full Time Regular and Contract Employees are entitled to vacation credits, which are provided as paid vacation time.
- 1.3. Vacation credits are based on job grade and years of continuous service with OLG. Employees reaching the next level of entitlement are provided the additional credits on January 1st of that year.
- 1.4. Vacation credits are as follows:

Regular Full-time & Full-time Contract Employees Grade 20-22:		
Years of Service	Total Days	Total Hours
0 to 7 years	15 days	108.75 hours
8 to 14 years	20 days	145 hours
15 to 25 years	25 days	181.25 hours
26 + years	30 days	217.50 hours

Regular Full-time & Full-time Contract Employees Grade 23 and Above:		
Years of Service	Vacation Days	Total Hours
0 to 14 years	20 days	145 hours
15 to 25 years	25 days	181.25 hours
26+ years	30 days	217.50 hours

- 1.5. Employees must be actively employed to receive vacation credits. Credits will therefore be prorated for periods of inactive or cessation of employment, as required by the Employment Standards Act.
- 1.6. If an employee transfers from full-time or contract to part-time status, all accrued vacation will be paid out to the employee at the time of the change in status.

2. Vacation Scheduling

- 2.1. Employees are required to use their vacation credits within the calendar year during which those credits are earned, subject to the Carry Over rules outlined below.
- 2.2. Employees must take at least the minimum vacation days required under the Employment Standards Act (ESA) in each calendar year (Statutory minimum for employees with less than 5 years of service is 2 weeks; statutory minimum for 5 years of service or more is 3 weeks).
- 2.3. Managers will schedule vacation for employees who do not schedule the minimum annual vacation required to be taken for themselves in a reasonable amount of time to fulfill their statutory minimums.
- 2.4. Vacation time may be taken in hourly increments or as full days and can be taken before it is earned, up to the employee's maximum entitlement for the current year and subject to the approval of a manager. If an employee is terminated while having taken more vacation days than accrued, the employee will be required to pay back the value of the unearned vacation time that was taken as an advance and in that case pay owing will be deducted from wages owing to the extent possible.

3. Vacation Carry Over: Transition Year – 2022

- 3.1. Employees are allowed to carry over up to three weeks (15 days) of vacation credits into the following calendar year (2023).
- 3.2. Carryover must be used by August 31, 2023 otherwise credits will be forfeited without compensation.
- 3.3. Any vacation credits in excess of the three-week (15 days) carryover are forfeited at the end of December 2022. At no time will employees be required to forfeit minimum vacation entitlements as set out and in accordance with the ESA.

4. Vacation Carry Over: 2023 and Beyond

- 4.1. Employees are allowed to carry over up to two weeks (10 days) of vacation credits into the following calendar year.
- 4.2. Carryover must be used by August 31 of the following calendar year otherwise credits will be forfeited without compensation.
- 4.3. Any vacation credits in excess of the two-week (10 days) carryover are forfeited at the end of December of the current calendar year. At no time will employees be required to forfeit minimum vacation entitlements as set out and in accordance with the ESA.

5. Cessation of Employment

- 5.1. Upon cessation of employment, any unused accrued vacation credits will be paid out on the employee's final pay subject to any repayment obligation.
- 5.2. Vacation credits taken in excess of pro-rated entitlement at the time of the cessation of employment will be recovered from the employee's final pay.

6. Part-time Employees

- 6.1. Part-time employees receive vacation pay, calculated on total bi-weekly earnings and paid each pay period.

6.2. Part-time employees may take calendar weeks of unpaid vacation time as noted below.

6.3. Vacation pay for part-time employees is calculated as follows:

Part-Time Employees		
Years of Service	Vacation Percentage	Total Unpaid Weeks
0 to 7 years	6%	3 weeks
8 to 14 years	8%	4 weeks
15 to 25 years	10%	5 weeks
26 + years	12%	6 weeks

7. Student Employees

7.1. Students receive 6% vacation pay calculated on the total bi-weekly earnings and paid each pay period.

7.2. Students may take calendar weeks of unpaid vacation time in accordance with the ESA

8. Personal Banks (Discontinued as of 2019)

8.1. Personal Banks were discontinued in 2019 and frozen at the salary as of December 31, 2019. No additional time off can be added to a Personal Bank.

8.2. Employees who have banked time in their Personal Banks can request payment of that time during active employment with approval from the Senior Vice-President of People and Culture. Upon cessation of employment any remaining banked time in Personal Banks will be automatically paid out at the salary as of December 31, 2019.

8.3. Alternatively, Personal Banks can be used as time off. Any personal bank taken as time off is paid using the salary as of December 31, 2019. Any Personal Banks time will not count in the carry-forward vacation total as described above in the Vacation Carry-Forward section.

9. Exceptions

Any exceptions to this policy require the approval of the Senior Vice President, People and Culture.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none">▪ Submit vacation requests via Workday – Absence Worklet. Manager approval is required prior to the start date of the leave.▪ Adhere to the policy as outlined above and ensure that credits are used in the year they are earned.▪ Manage their vacation credits appropriately throughout the year.
Manager	<ul style="list-style-type: none">▪ Ensure requested time is reviewed for approval promptly.▪ Ensure employees adhere to policy and time is used within the calendar year in which it was earned.▪ Schedule statutory minimums vacation time for employees who do not book vacation within a reasonable time.
People and Culture	<ul style="list-style-type: none">▪ Administer the policy as outlined above.

POLICY OWNER

Kristen Warden, Sr Director Rewards, Wellness, HR Systems & Reporting

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	January 1, 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
March 31, 2023	People and Culture	<ul style="list-style-type: none">▪ Updated minimum vacation as per ESA
November 4, 2022	People and Culture	<ul style="list-style-type: none">▪ Noted that time was frozen at the salary as of December 31, 2019 for the discontinued Personal Banks▪ Updated template▪ Supersedes Vacation Policy Jan 1, 2022

Accommodation in the Workplace Policy

POLICY #PC-02-22

FINAL

PURPOSE

The purpose of this policy is to:

- provide guidelines for workplace accommodation so that all employees are dealt with fairly, equitably and consistently, while adhering to legislative requirements with respect to the Ontario Human Rights Code (“Code”) and the Workplace Safety and Insurance Act and;
- serve to outline the internal complaint process/mechanism and procedures for employees to bring complaints/issues of discrimination to the attention of management for resolution where appropriate, consistent with the Ontario Human Rights Code (OHRC).

APPLICATION & SCOPE

This policy applies to all full-time, part-time and contract employees of OLG.

POLICY STATEMENT

It is the policy of OLG to make every reasonable effort to accommodate an employee, to the point of undue hardship, where an employee identifies a need for temporary or permanent accommodation in accordance with the Ontario Human Rights Code because he or she is unable to perform his/her essential job duties.

Although the most common ground for accommodation requests is disability, requests made for accommodation under any of the other protected grounds of the Ontario Human Rights Code (the Code) are possible and should be approached using the process described herein.

OLG recognizes the dignity and worth of every person by treating employees fairly, equitably and consistently. Every effort will be made such that the impact of accommodation will not discriminate against another group protected by the Code.

DEFINITIONS

Disability or Handicap as defined in the *Ontario Human Rights Code* (Section 10.1.), means:

- 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, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or on a wheelchair or other remedial appliance or device,
- a condition of mental impairment or a developmental disability,
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
- a mental disorder, or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997 (“handicap”) “Disability” does not include a minor or common medical condition such as the cold, flu or minor backache that arises from the stresses, pains and inconveniences of everyday life.
- “Disability” may be temporary, short-term, long-term or permanent.

Employment Accommodation: an individualized process by which the employer removes barriers in the workplace that keep an employee from participating equally in all aspects of employment because of a prohibited ground of discrimination under the Human Rights Code (i.e. age, sex, disability) and must be done in consultation with the individual requiring the accommodation and tailored to meet the current and known needs; this may mean taking measures to enable an employee to either perform his or her job, on a modified basis, or perform another job of value to the employer, however does not mean lowering standards or creating jobs which do not have productive value for the employer. **Examples of**

Employment Accommodation:

- Workstation redesign
- Job redesign
- Policy or practice adjustments
- Technical aides or assistive devices
- Human support
- Building modifications

Prohibited Grounds: Under the Ontario Human Rights Code, every person has the right to equal treatment with respect to employment on the basis of race, ancestry, place or origin, colour, ethnic origin, citizenship, creed (religion), sex, sexual orientation, age, record of offences, marital status, family status, same sex partnership status or disability.

Essential Duties: fundamental job duties or requirements of a position. Essential duties are such that they cannot be eliminated or substantially modified without changing the nature of the position. To determine the essential duties of a position, consideration should be given to:

- How often each duty is undertaken
- Proportion of time spent on each duty
- Impact of removing a duty
- Description of current position, and
- Normal productivity expected in the position

Alternate work (Temporary Accommodation): a form of modified work and is an assignment for an employee who is fit to return to work in some capacity, but due to medical restrictions, is unable to perform the essential duties of his/her regular job for a defined period of time; alternate work is also referred to as temporary accommodation.

Temporary accommodation may be an appropriate accommodation to assist an employee where the nature of the disability and its limitations are temporary or episodic, in a return-to-work context or in a situation where a disability renders an employee temporarily unable to perform the pre-disability job.

Permanent Accommodation: considered when an employee's condition is permanent or considered long term. Permanent accommodation may take the form of restricting an employee from a particular duty or task, hour restrictions or may require alternate placement if the employee cannot perform the essential duties of their job. Permanent Accommodation may take place if all of the following conditions are met:

- The employee cannot perform the essential duties of their own position even with modifications
- A vacancy is available
- Employee is capable of physically performing the essential duties of an alternate job
- Employee is qualified to perform an alternate job

REQUIREMENTS

When responding to an employee's request for accommodation, it is important to determine whether the employee's condition/circumstance and its effect on his/her ability to meet the essential duty requirements of his/her employment, results in a right to be accommodated in the workplace.

1. Employee Requests Accommodation

- 1.1. Employees are responsible for promptly advising their Manager/Supervisor of any circumstance, interfering with their ability to attend work or perform regular duties. Failure of the employee to provide timely notification and adequate information may affect OLG's ability to respond promptly to the request.
- 1.2. Although the primary responsibility for initiating a request for accommodation rests with the employee; there may be some cases where the initiation for accommodation will come from the Manager/Supervisor, Human Resources, The Workplace Safety & Insurance Board or some other source.
- 1.3. Employees are required to provide all information requested (medical or otherwise) that is required by the employer to assess the issues relevant to pursuing accommodation initiatives.
- 1.4. The person requesting accommodation must communicate his or her needs in sufficient detail and cooperate in consultations to enable the person responsible for accommodation to respond to the request.
- 1.5. Employees must also continue to respond promptly to any inquiries, written or otherwise, relevant to identifying, assessing, implementing or altering any relevant accommodation initiative.

2. Determine Extent of Disability (if applicable)

- 2.1. OLG may utilize our Disability Management service provider to determine if a disability under the Human rights code exists. In order to make this determination the Disability Management provider will require objective medical evidence to validate the prognosis, the nature and extent of limitations as well as the expected duration of the accommodation.
- 2.2. All information will be maintained as strictly confidential. While awaiting medical validation, the employee's restrictions/limitations will be accommodated on a temporary basis whenever possible. Once the request for accommodation has been medically validated, the department and employee should immediately begin to identify, assess and document ways the employee can be accommodated.

3. Order of Accommodation

- 3.1. Generally, the hierarchy of job accommodation will include the following when determining appropriate accommodation (Appendix A)
 - Employee's own job with modification/modified work
 - Temporary alternate work/temporary accommodation (within their own department and with the same job grade)
 - Temporary alternate work/temporary accommodation (within their own department with a different job grade)
 - Temporary alternate work/temporary accommodation (outside of their department with the same job grade)
 - Permanent alternate work/permanent accommodation (outside or within their own department with the same job grade)

- Permanent alternate work/permanent accommodation (outside or within their own department with a lower job grade)
- Permanent alternate work/permanent accommodation in a reduced job status (i.e. full time to part time)

3.2. Human Resources should be involved in any cases that may require permanent accommodation in an alternate position for which the employee may be qualified.

3.3. In cases of permanent accommodation to an alternate position, the employee's pay and benefits are based on compensation within the alternate position's job grade and range.

3.4. Alternate OLG locations will also be considered when attempting to accommodate an employee. This review can generally be limited to a review of available positions as employers are not required to 'create' a new position to meet the duty to accommodate.

3.5. If no accommodation can be provided, and there is no reasonable prospect of the employee returning to work, the employee's employment status with OLG will be reviewed and termination considered, subject to any collective agreement, WSIB legislation, *Employment Standards Act 2000* and/or common law obligations regarding severance and notice.

4. Confidentiality

4.1. The employee seeking accommodation has a right to privacy. As such, medical information is always considered confidential. The Disability Management service provider may review medical documentation and provide OLG with the following information as needed to respond to an accommodation request. This may include, but is not limited to:

- The prognosis for a full or partial recovery
- The employee's fitness to return to work
- The employee's fitness to perform specific components of the pre-injury job
- The likely duration of any physical or mental restrictions or limitations following the employee's return to work

4.2. The employer and/or Disability Management service provider has a right to, and a need for, information that can help determine appropriate accommodation measures.

5. Documentation

5.1. All efforts to accommodate an employee must be recorded. Documentation should include, but is not limited to:

- The request for accommodation;
- Corresponding information received through the Disability Management service provider;
- All accommodation options considered and if rejected, the reason for rejection; and
- Any/all expert advice obtained to assist in the accommodation process.

5.2. All offers of accommodation must be in writing. If an employee rejects an offer of accommodation that meets their need, the 'refusal' should also be documented.

6. Complaint Procedure

6.1. Where an employee at any step of this policy believes that the Employer has discriminated against him/her because of disability in contravention of the Ontario Human Rights Code ("OHRC") and brings this complaint forward to a Supervisor, Manager or human resource representative, the Manager, with the support of a human resource representative, if required, will meet with the complainant to explain the process and options available.

6.2. During this initial meeting, the *complainant* will be advised that:

- OLG will take complaints of discrimination seriously and emphasize the Corporation's commitment to resolving employee concerns as quickly as possible.
- The complainant will be informed of his/her right to file a complaint with the Ontario Human Rights Commission.
- While OLG makes every effort to maintain confidentiality, some information may have to be shared in order to seek a resolution.
- As the *complainant*, he/she is protected against retaliation or reprisal for raising concerns.
- The informal and formal resolution options available will be discussed.

7. Investigation Process

Resolution Option – Informal

7.1. Complainant Intervention: If the complainant feels comfortable, he/she should discuss with the respondent why he/she feels the decision(s) are discriminatory.

7.2. The *complainant* may prefer to have a third party, normally the human resource representative, speak to the *respondent*. If the *respondent* is the human resource representative, the complainant may request another representative, normally a human resource representative from an alternate workplace.

7.3. During the discussion with the respondent, the complainant or complainant's representative will:

- Discuss the complainant's concerns and try to find a resolution
- Explain that resolving the situation at this level may avoid a more formal resolution process
- Review OLG's Accommodation in the Workplace Policy with the individual
- Discuss next steps
- Thank the individual for his/her co-operation

Mediation

7.4. Mediation involves a neutral third party (i.e., Human Resource Representative) facilitating communication between the complainant and respondent to assist them in resolving the conflict to the satisfaction of both parties.

7.5. The mediation meeting will be documented and kept in the employee's *occupational nonoccupational file*. The facilitator will follow up with the complainant in a timely manner to ensure a resolution has been achieved and/or to determine appropriate next steps to address concerns and such follow up will be documented.

Resolution Option – Formal

7.6. Where an employee alleges the Employer has discriminated against him/her because of disability in contravention of the Ontario Human Rights Code ("OHRC") the employee shall file a formal complaint with the Employer.

7.7. A formal complaint investigation will determine whether the allegation constitutes workplace discrimination and, if so, the appropriate action that should be taken.

7.8. A trained Human Resources Representative will conduct the investigation using the techniques and processes outlined in OLG's *Advisor and Investigator Manual*. The Investigator is responsible for providing recommendations for resolution.

7.9. The appropriate Executive Director, Human Resources has the discretion to retain a qualified external consultant to conduct the mediation or investigation where the issues are complex, where there is potential conflict of interest or where there are ongoing issues. A list of approved investigators will

be made available to the appropriate Executive Director, Human Resources.

7.10. Meeting with Complainant

The Investigator will meet with the Complainant and:

- Explain and provide a letter confirming the role of the investigator, a statement of confidentiality, the investigation process and protection from retaliation/reprisals.
- Outline the investigation timelines; investigations must be completed as expeditiously as possible without compromising the investigation.
- Interview the complainant.
- Validate the interview with the complainant.
- Request the names of any witness(es) who may have information that would be useful to the Investigation.
- Take interview notes, review the notes with the complainant and ask the complainant to initial notes confirming the information is accurate.

7.11. Meeting with Respondent

The Investigator will meet with the Respondent and:

- Interview the respondent(s), providing the particulars of the allegations
- Request the names of any witness(es) who may have information that would be useful to the investigation.
- Take interview notes and ask the respondent to initial the notes.

7.12. Meeting with Witnesses

The Investigator will meet with Witnesses and:

- Explain and provide a letter confirming the role of the investigator, a statement of confidentiality, the investigation process and protection from retaliation/reprisals.
- Interview each witness separately
- Take interview notes and ask witness to initial notes confirming information is correct.

7.13. Consider any Available Evidence

Evidence may include, but is not limited to, letters, emails, documents and other information.

7.14. Documentation and Investigation Report

- Witness statements and other relevant information will be formally documented and placed in a separate file with the investigation report. The statements and documentation will not be released except as required by law.
- At the completion of the investigation, the Investigator will prepare a written report that includes the allegations, the respondents position, witness and documentary findings, conclusions and discussion about policy violation(s). as well as the analysis process, the legal framework taken into consideration, a factual review and any findings of fact regarding discrimination as well as any other relevant issues.
- The investigation report will be provided to the appropriate Manager, Human Resources who will review the recommendations and determine which recommendations if any, will be implemented to correct any existing problems and/or prevent similar problems from occurring in the future. In the event of a conflict, the investigation report will be provided to an alternate Human Resources Manager, who will review and make recommendations to correct any existing problems and/or prevent similar problems from occurring in the future.
- Final decisions regarding the disposition of a complaint will be made by the appropriate Human Resource Manager and Executive Director, Human Resources and will be communicated in writing to the complainant and respondent.

- The Investigator will keep the investigation report in a confidential investigation file, separate from the complainant or respondent's personnel file, and will only release it if required by law.

7.15. Refusal to Intervene or Investigate

OLG has discretion to refuse to intervene or investigate or may discontinue an investigation where: an adequate remedy already exists; the complaint is frivolous, vexatious or not made in good faith; another complaint avenue has been pursued (such as a grievance); or having regard to all the circumstances further investigation of the matter is unnecessary.

7.16. Independent Review Committee

A review committee will be established to oversee, monitor, and evaluate this process.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITY
Employee	<ul style="list-style-type: none"> ▪ Notify the Manager/Supervisor as soon as possible of any accommodation need that relates to his/her ability to perform job duties or participate fully in the workplace ▪ Cooperate with requests for information about capabilities and limitations; by providing clear and sufficient information to support the requested employment accommodation ▪ Fully participate in OLG's Disability Management program, if the requested accommodation is due to a disability ▪ Work collaboratively with the Manager/Supervisor/HR to develop an employment accommodation ▪ Advise the Manager/Supervisor promptly of any changes to his/her status, or of any difficulties with the accommodation. ▪ Perform the essential duties of the assigned position within the range of his/her abilities ▪ Support the employment accommodation of other employees, including accepting changes in duties, when necessary, to accommodate a co-worker's needs ▪ Treat with dignity and respect other employees who require accommodation
Department Manager/Supervisor	<ul style="list-style-type: none"> ▪ Work with, and involve all other parties as required (i.e. Employee, HR, Union (where applicable) Abilities Management Specialist, Health and Safety Officers, Ergonomic Specialist) to implement appropriate accommodation ▪ Identify the essential duties of the position ▪ Communicate promptly and in a timely fashion with the employee, upon becoming aware of the need and/or solution to the accommodation request, or forward onto the next level of authority for approval ▪ Be fair and equitable to the employee and their coworkers ▪ Maintain the integrity of the OLG principles and process for accommodation, and take all reasonable steps to prevent accidents in the workplace ▪ Document and report on the accommodation
Human Resources	<ul style="list-style-type: none"> ▪ Ensure that employees are being treated equitably and fairly ▪ Provide advice and coaching to Managers and Supervisors

	<p>about this policy and its implementation; relevant legislation and collective agreements; and related benefits and entitlements, including STSP, LTIP, and WSIB entitlements</p> <ul style="list-style-type: none"> ▪ Seek advice from subject matter experts, when necessary ▪ As necessary, consult with the Labour Relations department on any situation where a proposed accommodation solution would be inconsistent with the collective agreement provisions and/or on the rights of other represented employees ▪ Treat all documentation that is received as confidential ▪ Assist the Manager/Supervisor in assessing the employee's skills and abilities against the essential duties of the job ▪ Assist with the identification of potential alternative positions or options ▪ Support the accommodation on an ongoing basis ▪ Educate all parties on their continued role in the accommodation ▪ Track accommodation and maintain accurate records ▪ Liaise with external providers to assist in returning disabled employees to work
Human Resources – Wellness, Abilities and Safety	<ul style="list-style-type: none"> ▪ Provide assistance and consultation to HR Services when required ▪ Ensure compliance with all applicable legislation ▪ Provide reporting on effectiveness of the process ▪ Monitor effectiveness of tools provided to educate on process ▪ Make revisions to the program as deemed necessary
OLG's Disability Management Service Provider	<ul style="list-style-type: none"> ▪ Evaluate the medical documentation provided by the employee's treating practitioner in relation to the request for accommodation due to a disability ▪ Provide the employee's medical restrictions to OLG, and when required, any other information this is necessary to respond to the employee's request for accommodation

RELATED POLICY DOCUMENTS

- Short-Term Sickness Plan Policy
- Respectful Workplace – Human Rights and Anti-Harassment/Discrimination Policy
- [Ontario Human Rights Code](#)
- [Workplace Safety and Insurance Act](#)
- [Policy and Guidelines on Disability and the Duty to Accommodate \(Ontario Human Rights Commission\)](#)

FORMS

- Appendix A - Checklist-Employment Accommodation for Persons with Disabilities
- Appendix B- Examples of Accommodations (Temporary and Permanent)

POLICY OWNER

Senior Vice President, People and Culture

POLICY APPROVAL

Approver	Date
Rick Campbell, Senior VP, Human Resources	July 21, 2009

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
May 17, 2024	Policy Services	<ul style="list-style-type: none">▪ Updated template▪ Supersedes L-HRPP06-01 Accommodation in the Workplace Policy

Bereavement Leave Policy

POLICY #PC-02-13

FINAL

PURPOSE

The purpose of this policy is to outline the leave entitlements that OLG provides to eligible employees who require time away from work to acknowledge the death of an employee's family member, friends or other relatives.

APPLICATION AND SCOPE

This policy applies to OLG full-time, part-time and contract employees.

Bargaining unit employees should refer to their specific collective agreement to determine their eligibility for bereavement leave.

POLICY STATEMENT (& GUIDING PRINCIPLES)

The Ontario Lottery and Gaming Corporation (OLG) recognizes the importance of providing employees time away from work to acknowledge the death of an employee's family member, friends, or other relatives.

DEFINITIONS

Family Member: For purposes of this Policy, 'family member' is defined as:

- The employee's spouse;
- A parent, step-parent or foster parent of the employee or the employee's spouse;
- A child, step-child or foster child of the employee or the employee's spouse;
- A grandparent, step-grandparent, grandchild or step-grandchild of the employee or of the employee's spouse;
- The brother, step-brother, brother in-law, step-brother-in-law, sister, step-sister, sister in-law or step-sister-in-law of the employee or the employee's spouse;
- The spouse of a child of the employee or of the employee's spouse; or
- A relative of the employee who was dependent on the employee for care or assistance.

REQUIREMENTS

1. OLG employees may take up to four (4) paid working days off for the death of a 'family member' as defined above.
2. In the case of a death of an individual who does not meet the definition of 'family member' (e.g., friend, other relative), employees may take one (1) paid working day off.
3. An employee may take up to two (2) additional unpaid days of leave if travel is required.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Inform your Manager as soon as possible if you need to take bereavement leave▪ Submit bereavement leave requests via Workday – Absence Worklet as soon as possible
Manager	<ul style="list-style-type: none">▪ Ensure requested time is reviewed for approval promptly▪ Ensure employees adhere to policy
People and Culture	<ul style="list-style-type: none">▪ Administer the policy as outlined above

RELATED POLICY INSTRUMENTS

- Unpaid Leave of Absence Policy

POLICY OWNER

Senior Director, Rewards, Wellness, HR Systems and Reporting

POLICY APPROVAL

Approver	Date
SVP, People and Culture	April 2019

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
February 2023	People and Culture	<ul style="list-style-type: none">▪ Updated format▪ Supersedes Bereavement Leave Policy #HRPP04-03

OLG Internal

Complaint Resolution and Investigation Procedure

People and Culture

Introduction

OLG recognizes the importance for resolving workplace complaints, including complaints of workplace harassment and discrimination, in a fair, timely and confidential manner and of ensuring that procedures for doing so are clear and consistently applied.

Purpose

The purpose of the Complaint Resolution and Investigation Procedure is to support our Respectful Workplace Policy and provide a clear and consistent process for the receipt, filing, investigation and resolution of workplace complaints, or incidents of workplace discrimination and harassment, (including sexual harassment) in a fair, timely and confidential manner as set out in this procedure and in accordance with applicable law.

This procedure applies to all complaints under the Respectful Workplace Policy.

Definitions

Complainant: the person making the complaint

Respondent: the person against whom the complaint is made

Oversight Committee: The Committee membership is comprised of the Senior Vice President, People and Culture; Senior Vice President, Risk and Audit; Senior Vice President, Governance Legal and Compliance; Vice President, HR Partnering and Talent Development.

The Committee enacts its mandate by ensuring:

- Investigations are completed in a timely manner (having regard to the scope of the complaint and the nature of the investigation).
- Investigations are conducted in a thorough, fair, balanced and impartial manner.
- In the event that an external investigator is appointed, that the investigator has the appropriate independence and qualifications and where appropriate, retaining an investigator with specialization (For example, retaining an investigator who specializes in investigating racial discrimination complaints if the complaint involves race-based claims).

Requirements

Confidentiality

We recognize it is difficult to come forward. Therefore, all complaints concerning workplace discrimination or harassment, including sexual harassment, as well as the names and other identifying information of the individuals involved, will be treated as confidential to the greatest extent reasonably and practically possible, except where disclosure is necessary to investigate the complaint, to protect other workers, to take corrective action, and /or as is otherwise required by law.

This means that communication of an ongoing investigation and the results of that investigation will not be widely communicated by those involved in the investigation, including the investigators or OLG management, to other employees or third parties. While complaints are always taken seriously, it is essential that confidentiality is respected.

Filing a Complaint/Incident

Every employee has the right to make a complaint if they experience, witness, or otherwise become aware of workplace discrimination, harassment, including sexual harassment, committed by, or against, another

employee. This includes discrimination or harassment by an employee against another employee and/or against any third party and conversely, by any third party against any employee.

To support OLG's Respectful Workplace Policy, employees are strongly encouraged to report incidents of workplace discrimination and harassment, including sexual harassment, as soon as possible after experiencing, witnessing or otherwise becoming aware of that incident.

Employees may make a complaint under this procedure to their direct manager, another member of management with whom the employee feels comfortable discussing the matter, or a Human Resources Business Partner.

Managers must immediately report any incidents of workplace discrimination and harassment, including sexual harassment, which they experience or witness or are reported to them.

Filing a Complaint

To assist with the investigation and resolution of the matter, the report should include the following information:

- The name of the employee filing the complaint
- If an employee is making the complaint on behalf of another employee(s), the name of the complainant(s)
- Name(s) of the individual(s) who are alleged to have engaged in the conduct that forms the basis of the complaint (i.e., the respondent(s))
- Name(s) of the witness(es), if any, or other individual(s) who may have information regarding the incident and the contact information for these individual(s), if known
- Date and location of the alleged incident(s)
- Details of the incident(s) that gave rise to the complaint including date(s), frequency (if applicable) and location(s) of the incident
- Resolution sought
- The reporter may be asked to provide additional information at the time of filing the report

Workplace Complaint Resolution: Processes

Every effort will be made to resolve complaints in an efficient and timely manner having regard to the nature of the incident(s). There are various options to address complaints, including informal and formal approaches. People and Culture is responsible for assessing the complaint and determining the appropriate investigative and resolution process.

Informal approaches can advance resolution and prevent escalation when concerns are raised promptly.

An employee who believes that they have experienced workplace discrimination or harassment, is encouraged, if they feel they can safely do so, to make good faith efforts to attempt to resolve the situation known to the other person. The employee is encouraged to explain to the person who is harassing or discriminating against them that the conduct is unwelcome or offensive. If an employee feels that addressing the person responsible could lead to an escalation of the harassment or discrimination, or is not appropriate, the employee may pursue other resolution options as outlined in the Procedure.

This is not an appropriate action where an employee feels unsafe or uncomfortable or where the individual alleged to be engaging in discriminatory or harassing behaviour is the employee's direct supervisor/manager.

If there is a complaint, or management/HR otherwise becomes aware of an alleged incident of workplace discrimination or harassment, OLG will conduct an investigation that is appropriate in the circumstances. This will generally include obtaining evidence from the complainant, respondent, and any witnesses who might have evidence related to the incident.

Informal Review Process

The informal review process is a structured interaction involving the parties (including OLG) to address and resolve concerns as quickly as possible, in a fair, constructive and respectful manner. Not all complaints can be resolved in this manner.

The informal review process seeks to resolve complaints without the need for a formal investigation or assessment of the merits of the complaint (for example, by facilitating communication between the people involved).

The rules regarding Confidentiality and Protection from Reprisal apply even if an informal process is used.

The Human Resources Business Partner (HRBP) will keep records of the complaint, including any detailed notes and will be stored and held in the strictest confidence. No documentation is filed in the complainant's Human Resources file.

Where parties are unable to resolve complaints through the informal resolution process, a formal investigation may be required as outlined in the Procedure. At any time, the Human Resources Business Partner may determine, in consultation with Vice President, HR Partnering and Talent Development to suspend the informal process and commence a formal investigation.

Formal Investigation Process

The formal resolution process will apply in circumstances where the informal resolution process has not resulted in a resolution for the parties or where the matter is such that a formal investigation is required. The Vice President, HR Partnering and Talent Development will assign carriage of a complaint investigation.

Appointing an Investigator

The Oversight Committee for the Respectful Workplace Policy, program and procedures, will assess and determine if the formal investigation will be conducted by an internal or external investigator and will take all other steps to ensure that an investigation is conducted in an appropriate manner given the particular circumstance of a matter. If an external investigator is not required, the investigation will be conducted by the assigned Human Resources Business Partner, or the appropriate internal assignment will be made.

Factors taken into consideration in determining whether an external investigator is required will include, without limitation, identify of the parties involved, the nature of the allegation, the complexity of the issues and issues regarding conflict. Not all complaints will be assigned to an external investigator.

Any investigation involving a member of OLG's Board of Directors or Executive Leadership Team (ELT) will be conducted by an external investigator.

The role of the investigator is the following:

- Ensure the investigation is kept confidential (within the requirements of the Policy and applicable law) and identifying information is not disclosed unless necessary to conduct the investigation. The Investigator will remind the parties of this confidentiality obligation at the beginning of the investigation.
- Interview the employee who allegedly experienced the workplace harassment and the respondent(s), if the respondent is an employee of OLG. Reasonable efforts will be made to interview the respondent(s) if they are not an employee of OLG or no longer an OLG employee.
- Determine and interview relevant witness(es) employed by OLG who may be identified by either the employee who allegedly experienced the workplace harassment, the alleged respondent(s)

or as necessary to conduct a thorough investigation. Reasonable efforts will be made to interview any relevant witnesses who are not employed by OLG if there are any identified.

- Request and review all relevant documents.
- Document all statements during the interviews with employee(s), respondent(s) and any witnesses.
- Seek and obtain legal advice as appropriate throughout the investigation relating to any matter.
- Prepare a report summarizing the steps taken during the investigation, the findings of fact and conclusion about whether workplace harassment or discrimination is found or not.

Resolution

Following the outcome of an investigation process, the Human Resources Business Partner and/or the manager will review options and recommend an appropriate course of action that will take into consideration all relevant factors, including the nature of the conduct.

Action(s), as reasonable in the circumstances and determined by the VP, HR Business Partnering and Talent Development, and for complex issues in consultation with the Oversight Committee and/or the Senior Vice President People and Culture, may include:

- Education
- Training
- Monitoring
- Reassignment
- Corrective counselling
- Leave without pay
- Demotion
- Impact on eligibility for variable pay
- Disciplinary action, up to and including the termination of employment

Investigation Conclusion

The Human Resources Business Partner will inform the complainant and respondent (if an employee of OLG), in writing of the outcome of the investigation (summary of findings) and advise if corrective action has been taken or that will be taken as a result of the investigation. The details of any resulting corrective action being taken is not disclosed to any party to the investigation.

The results of the investigation will not be disclosed further unless such disclosure is deemed necessary or otherwise required by law.

Protection from Reprisals

An employee who brings forward a complaint or participates as a witness in an investigation, in good faith and without malice, and regardless of the outcome of the investigation, will not be subject to any form of reprisal as a consequence of having taken such an action. If, however, it is found that the employee (complainant or witness) made a knowingly false complaint and/or brought forward a maliciously or in bad faith complaint, appropriate measures will be applied.

Record Keeping

All reports and documentation produced under this Procedure relating to a complaint will be stored and held in confidence. No documentation is filed in the complainant's Human Resources file. However, if it is determined that a complainant made a false accusation, a written record will be included in the complainant's Human Resources file to document the incident.

People and Culture will maintain a record/log of all complaints received including the date received, Division, Department and the HR Business Partner assigned as investigator. If an external investigator is assigned, the name/company of the external investigator will also be noted in the record.

Roles and Responsibilities

Role	Responsibility
Employee	<ul style="list-style-type: none"> Report incidents of workplace discrimination and harassment, including sexual harassment, as soon as possible after experiencing, witnessing or otherwise becoming aware of that incident
Manager	<ul style="list-style-type: none"> Immediately report any incidents of workplace discrimination and harassment, including sexual harassment, which they experience or witness or are reported to them Take appropriate action to respond to and resolve complaints within a timely manner. Where complaints cannot be resolved at the managerial level, managers are also responsible for ensuring that complaints are properly escalated to ensure an appropriate resolution. Assist employees in filing complaints and refer employees to appropriate resources, where applicable Maintain confidentiality in accordance with the Respectful Workplace Policy and the Procedure
Human Resources Business Partner	<ul style="list-style-type: none"> Provide advice and guidance to address and resolve concerns, complaints and/or allegations Investigate and handle complaints and/or incidents of Discrimination or Workplace harassment (including sexual harassment) in a fair, respectful and timely manner Inform the complainant and respondent (if an employee of OLG), in writing of the outcome of the investigation (summary of findings) and advise if corrective action has been taken or that will be taken as a result of the investigation.
Oversight Committee of the Respectful Workplace Policy	<ul style="list-style-type: none"> Assess and determine if the investigation will be conducted by an internal or external investigator Ensure all investigations are completed in a timely manner If an external investigator is appointed, ensure that the investigator has the appropriate independence and qualifications
Investigator	<ul style="list-style-type: none"> Ensure the investigation is kept confidential (within the requirements of the Policy and applicable law) Interview the employee who allegedly experienced the workplace harassment, the respondent(s), and any relevant witness(es) Request and review all relevant documents Document all statements during the interviews with employee(s), respondent(s) and any witnesses Seek and obtain legal advice as appropriate throughout the investigation relating to any matter Prepare the investigation summary report

Related Policy Instruments

- Respectful Workplace – Human Rights and Anti-Harassment/Discrimination Policy
- Disclosure of Wrongdoing Policy
- OLG Code of Business Conduct

General Information

Employees who have questions or concerns relating to the Respectful Workplace Policy and/or the Complaint Resolution and Investigation Procedure can contact a Human Resources Business Partner for:

- Confidential consultation and advice
- Information on the Policy and Procedures
- Assistance with pursuing informal measures of resolution
- Guidance through the complaint process if they wish to put a complaint forward, and
- Referral to other resources

Employees who wish to bring forward a complaint can also file a report through Integrity Matters.

Reports can be submitted to ClearView in one of the following ways:

- Internet: www.clearviewconnects.com
- Telephone: 1-866-637-4523
- Mail: ClearView, P.O. Box 11017, Toronto, ON M1E 1N0

Procedure Owner

VP HR Partnering & Talent Development
Sr Director Rewards, Wellness, HR Systems & Reporting

Procedure Approval

Approver	Date
Senior Vice President, People and Culture	March 23, 2023

Health and Safety Policy

POLICY #PC-02-01

FINAL

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) is committed to providing and maintaining a safe and healthy work environment for all employees and visitors. We continually focus on the goal of an accident-free workplace through effective supervision, education, and training. We encourage all employees to work together to achieve this goal.

APPLICATION AND SCOPE

This policy applies to all OLG employees, consultants, and contract staff at all OLG work sites, events, client sites while in the course of employment. Visitors who attend an OLG worksite premise are equally required to adhere to this policy.

OLG employees found to be non-compliant with the policy may be subject to disciplinary actions, up to and including termination.

GUIDING PRINCIPLES

The Ontario Health and Safety Act (OHSA) and Regulations outline the minimum health and safety requirements, and the rights and duties of all parties in the workplace. OLG's health and safety standards, and corresponding policies/programs meet and often exceed regulatory requirements.

OLG commits to:

- be transparent with all OLG employees in addressing health & safety concerns.
- involve the Joint Health and Safety Committee in any significant activity with health and safety implications and as required by the Occupational Health and Safety Act.
- allocate appropriate resources (financial and/or people) as necessary, to ensure that the principles of the policy are met and furthered.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Executive Leadership Team	<ul style="list-style-type: none">▪ To create and promote a health and safety focused culture within the workplace.▪ To ensure that all established health and safety policies are administered and enforced at all times.
People Leaders	<ul style="list-style-type: none">▪ To understand their specific 'supervisor' duties and responsibilities as outlined in the Occupational Health and Safety Act and during OLG's Manager onboarding.▪ To adhere to the principles of the policy and relevant health and safety legislation and to ensure compliance within those areas of the workplace under their direct control.▪ To investigate all health and safety hazards of which they become aware of and take appropriate, timely action to mitigate risk.

	<ul style="list-style-type: none"> ▪ To provide information and training to employees to protect their health and safety. ▪ To routinely monitor the health and safety performance of their employees. ▪ To cooperate with all workplace parties, such as Health and Safety Committee members, to prevent accidents and provide a healthy and safe workplace. ▪ To lead by example by always performing work in a healthy and safe manner.
Rewards & Wellness, People & Culture	<ul style="list-style-type: none"> ▪ To have a clear understanding of the Ontario Occupational Health and Safety Act and Regulations and other legislation in order to provide interpretation and support to Senior Management and the Joint Health and Safety Committees. ▪ To ensure Joint Health and Safety Committees (JHSC) are established as prescribed by law. ▪ To act as a liaison between Senior Management and Joint Health and Safety Committees. ▪ To review OLG's Health and Safety Policy annually to ensure it continues to reflect best practices and meet legislative requirements. ▪ To assist the Joint Health and Safety Committee(s) and management in incident investigations, analysis and preparation of incident reports and summaries.
Employees	<ul style="list-style-type: none"> ▪ To adhere to the principles of this policy and follow all safety procedures. ▪ To use the correct tools, equipment, and/or safety and personal protective equipment for the job. ▪ To report to their managers/supervisors any actual or potential hazard, near miss, injury, illness, or other workplace health and safety concerns. ▪ To participate in related education and training. ▪ To cooperate with members of the Joint Health and Safety Committee. ▪ Employees have the right to: <ul style="list-style-type: none"> ○ be informed about actual or potential unsafe conditions or hazardous material in the workplace. ○ participate in workplace health and safety activities. ○ refuse unsafe work in accordance with legal requirements.
Joint Health and Safety Committee	<ul style="list-style-type: none"> ▪ To identify and evaluate potential hazards through monthly inspections. ▪ To make recommendations to management of corrective action and improvements of health and safety programs, measures and procedures.

RELATED POLICY INSTRUMENTS

- [Ontario Occupational Health and Safety Act, R.S.O. 1990, c.O.1](#)

POLICY OWNER

Senior Vice President, People and Culture

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	July 15, 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
July 15, 2022	Policy Services & People and Culture	▪ Supersedes Policy #CP-03-01-001
September 22, 2023	Policy Services & People and Culture	▪ Annual Review - no updates necessary

Hybrid Work Policy

POLICY #PC-03-03

FINAL

PURPOSE

The purpose of this policy is to set clear expectations for employees regarding hybrid work arrangements.

APPLICATION AND SCOPE

This policy applies to all OLG employees except those whose job functions require them to be onsite full time and those OLG employees who have designated field roles. It outlines standards for establishing, managing, and monitoring hybrid work arrangements in alignment with the model followed by the Ontario Public Service.

POLICY STATEMENT

OLG's Hybrid Work Policy supports a fun, inclusive, performance-driven culture that is a destination for top talent. OLG values work arrangements that includes the flexibility and benefits of remote work with those of working together onsite to successfully meet operational requirements and organizational goals.

GUIDING PRINCIPLES

- Onsite work activities and engagement should strengthen collaboration, innovation, productivity, and connection.
- Remote work activities should support productivity and work life balance.
- Hybrid work and flexibility should enable high performing teams and a healthy organization.
- Hybrid work arrangements are based on a culture of respect, opportunity, transparency and trust between People Leaders and individual contributors.
- People Leaders are expected to manage their team's hybrid work arrangements.
- All employees should be treated in an equitable manner, whether onsite or remote, and regardless of work location (e.g., transparent communication, provision of development opportunities and stretch assignments, etc.).

DEFINITIONS

Hybrid Work: A flexible work arrangement that includes a blend of in-office work and remote work each week.

OLG Primary Work Location: The OLG site that is assigned to an employee.

Onsite: An OLG office. Onsite days include work conducted in the field (e.g., stakeholder, partner, or service provider sites, in-person training, etc.).

Remote Workspace: A workspace (e.g., home office) in Ontario other than Onsite.

REQUIREMENTS

1.0 Onsite Requirement

- 1.1. Employees on hybrid work arrangements are required to be Onsite a minimum of 3 days per week, which is subject to change.

2.0 Availability

- 2.1. Employees are required to work the regular daily and weekly hours for their position regardless of work location.

- 2.2. Employees may adjust their start and end time if their position allows, subject to operational requirements in agreement with their People Leader.
- 2.3. Regardless of work location, employees are expected to be available during their regular scheduled working hours.
- 2.4. Eligible employees are expected to come into their OLG Primary Work Location within 24 hours' notice for work requirements and at the discretion of their People Leader.

3.0 Health & Safety

- 3.1. Remote Workspaces must be a safe working environment that is appropriate and suitable for the employee's work to be conducted as defined in applicable health and safety policies.

4.0 Assets and Supplies

- 4.1. OLG will provide certain IT equipment (e.g., laptops, monitors and docking stations) for Remote Workspaces.
- 4.2. All OLG assets removed from Onsite locations for the purposes of hybrid work must be tracked according to the applicable process (e.g., Asset Management) and due care must be taken to return items upon exit or when required in a timely manner and in good working condition.
- 4.3. Office supplies (e.g., pens, paper) will be available at Onsite locations for employees to use either Onsite or at an employee's Remote Workspace as needed.

5.0 Expenses

- 5.1. All expenses related to Remote Workspaces and commuting costs to the employee's OLG Primary Work Location are the employee's responsibility. OLG does not reimburse or provide any monetary allowance for home office expenses incurred by the employee.

6.0 Privacy, Confidentiality and Records Management

- 6.1. Employees must maintain secure network connection while working at a Remote Workspace.
- 6.2. Employees must always, ensure that OLG corporate confidential information (including personal information to the extent necessary) be accessed, used, and retained in a secure manner and location as per OLG's Protection of Privacy Policy and Enterprise Documents and Records Management policies and procedures.

7.0 Exceptions to On-site Requirements

7.1. Work Arrangement Exceptions:

- 7.1.1. Exceptions to work arrangements that differ from the 3 day weekly Onsite minimum requirement will be considered and approved on a case-by-case basis taking into account factors including but not limited to:
 - a) An employee's pre-existing and approved work arrangement (this does not include direction provided during the pandemic to work from home).
 - b) Labour conditions for certain skills (highly specialized, high demand) may make it difficult to acquire and retain talent within a reasonable distance to an OLG office location to meet the weekly Onsite requirements, and the difficulty of the search requires a hire outside of a reasonable commute.
- 7.1.2. Requests for exceptions will be carefully considered in terms of the nature of the role, operational impact, consistency, and team cohesiveness.

7.1.3. In the event of an exception, efforts should still be made to come to the office on a regular cadence, for specific purposes (e.g., team building) and for other conditions which may be imposed.

7.1.4. All work arrangement exceptions must be agreed to by the People Leader and approved by the Division Leader in consultation with People and Culture.

7.1.5. All work arrangement exceptions must be entered and approved in Workday.

7.1.6. All approved exceptions will be reviewed at a minimum annually, and/or as necessary if adjustments are needed to support operational and enterprise goals, or if an employee changes role.

7.1.7. Employees are required to advise their People Leader if there is a change in personal circumstances that would warrant a review of the approved work arrangement exception.

7.2. Temporary Exceptions to On-site Requirements

7.2.1. Temporary exception - extraordinary circumstances that are expected to be short term in duration (1 – 6 months). Temporary exceptions must include a start and end date for the exception and be entered and approved in Workday by their People Leader.

7.3. Ad Hoc Weekly Exceptions

7.3.1. Employees should discuss with their People Leader if they are unable to meet Onsite requirements in a workweek (e.g., due to illness, vacation, etc.).

8.0 Non-compliance

8.1. Employees and People Leaders will be required to attest that they are meeting requirements as agreed to by their People Leader.

8.2. Non-compliance with this Policy is subject to corrective and/or disciplinary action.

9.0 Accommodation

9.1. OLG complies with the requirements pursuant to the Ontario Human Rights Code. Requests for accommodation made pursuant to the Code will be processed pursuant to OLG's regular practice. Employees should speak with their People Leader if an accommodation is required.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Discuss with their People Leader their hybrid work schedule▪ Ensure their work location (e.g., Onsite or Remote) is known to their People Leader and team members▪ Promptly advise their People Leader of any Ad Hoc Weekly exception▪ Attest in Workday that they are following the Policy▪ Ensure any Work Arrangement Exception and/or Temporary Exception is entered into Workday▪ Be solely responsible for filing taxes and ensuring that they meet eligibility requirements imposed by Canadian Revenue Agency, including all necessary record keeping requirements▪ Relocate to a suitable alternate location in the event that they are unable to work from their Remote Workspace

People Leader	<ul style="list-style-type: none"> ▪ Establish hybrid work arrangements for employees based on this Policy ▪ Demonstrate hybrid work behaviours and practices that enable teams to successfully adopt a hybrid model that suits their function (e.g., plan activities onsite) ▪ Discuss and review with employee requests for exceptions following the criteria in this Policy, and support the Division Leaders in processing such requests ▪ Ensure employees are aware of their obligation to comply with OLG policies and procedures ▪ Monitor and address non-compliance to this Policy ▪ Attest that they and their teams are complying with the Policy ▪ Engage their HR Business Partner upon receipt of any employee's request for accommodation under the Human Rights Code ▪ Be accessible to employees, communicate regularly and adjust arrangements as required
Division Leader	<ul style="list-style-type: none"> ▪ Set expectations, provide clear guidance, and model hybrid work arrangements for the division ▪ Monitor effectiveness of work arrangements and adjust as required ▪ Review Exception Requests in collaboration with P&C and approve exceptions to the Policy
People & Culture Division	<ul style="list-style-type: none"> ▪ Set Policy and provide guidance to the organization ▪ Work with People Leaders and Divisional Leaders to review requests for exceptions for consistency ▪ Support employees for any requests related to accommodation

RELATED POLICY INSTRUMENTS

- Hybrid Work Guide
- Remote Workspace Health and Safety Considerations
- Accommodation in the Workplace Policy
- Protection of Privacy Policy
- Enterprise Document and Records Management Policy
- Code of Business Conduct
- Acceptable Use of IT Resources Policy

POLICY OWNER

Senior Vice President, People & Culture

POLICY APPROVAL

Approver	Date
Esther Zdolec, SVP People & Culture	August 30, 2023

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
September 2023	People & Culture	<ul style="list-style-type: none"> ▪ Updated requirement to be onsite 3 days/week ▪ Updated criteria for Work Arrangement exceptions ▪ Added Ad Hoc weekly exceptions

Inclement Weather Policy

POLICY #PC-02-17

FINAL

PURPOSE

The purpose of this policy is to provide clear direction to employees on how to proceed should there be inclement weather on a day they are to work from an OLG worksite.

APPLICATION AND SCOPE

This policy applies to all OLG employees.

Bargaining unit employees should refer to their specific collective agreement to determine expectations regarding inclement weather.

POLICY STATEMENT (& GUIDING PRINCIPLES)

OLG encourages each employee to exercise their best judgement with regard to travel conditions and other safety concerns if there is inclement weather on a day when the employee is expected to attend an OLG worksite, as per OLG's Hybrid Work Policy.

DEFINITIONS

Inclement Weather: Severe or harsh environmental conditions which disrupt transportation services, wholly or partially, and which may make an employee's usual travel to work unsafe. These conditions can include snowstorms, ice storms, tornados, flooding or any unforeseen act of nature.

Commuting Impediments:

- **Road Closures:** Refers to the full or partial closure of major highways or streets where there is not a viable alternate route to travel to an OLG worksite.
- **Interruptions to Transportation Services:** Includes but is not limited to full or partial cancellation and significant delays to public transportation services that adversely affect an employee's ability to get to and from work.

OLG Worksite: a designated OLG office.

REQUIREMENTS

1. Expectations During Inclement Weather

- 1.1. Employees will make a good-faith effort to report to their OLG worksite on time. This includes, but is not limited to, allowing sufficient travel time, and using alternate routes or alternate methods of transportation.
- 1.2. Should it not be possible or safe for the employee to travel due to inclement weather, employees must notify their manager prior to the start of their regularly scheduled shift if they are unable to attend an OLG worksite.
- 1.3. In the case of 1.2, employees who have the ability to work remotely will be expected to do so. Employees who do not have the ability to work remotely will have the following options:

- a. Use available leave credits, including vacation, MCO and personal time hours. Employees are not permitted to use Short-term Sickness credits to cover their absence.
- b. Take the day as an unpaid vacation day.

1.4. Employees who are late for work as a result of inclement weather or commuting impediments will not be penalized, by payment or through performance management. Employees are asked to contact their manager as soon as possible to advise of their approximate arrival time.

2. Calculation

- 2.1. Employees who work remotely during inclement weather or who work from an OLG worksite will be paid for the hours they work at their regular rate of pay.
- 2.2. Employees who cannot work remotely or cannot safely travel to an OLG worksite, and who elect to use paid vacation, MCO or personal hours to cover their absence, will be paid for their regular hours of work and have the corresponding paid time off credit deducted.
- 2.3. Employees who cannot work remotely or travel safely to an OLG worksite, and who elect to use an unpaid vacation day will not be paid for the day.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employees	<ul style="list-style-type: none"> ▪ Ensure Manager is notified prior to the start of their regularly scheduled shift if they are not able to travel safely to an OLG worksite ▪ If required, record a paid day off or unpaid time accurately in Workday on the same day as the absence
Managers	<ul style="list-style-type: none"> ▪ Ensure employees understand their expectations with respect to inclement weather ▪ Carefully review the employee's Workday submission to validate
People and Culture (HR Business Partners)	<ul style="list-style-type: none"> ▪ Ensure adherence to policy criteria noted above

RELATED POLICY INSTRUMENTS

- OLG's Hybrid Work Policy

POLICY OWNER

Sr Director Rewards, Wellness, HR Systems & Reporting

POLICY APPROVAL

Approver	Date
Senior Vice President, People and Culture	November 2022

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
November 2022	People and Culture – Total Rewards	<ul style="list-style-type: none">▪ Reflected hybrid work model▪ Supersedes Inclement Weather & Commuting Impediments Policy #L-HRPP03-10

Jury Duty Leave Policy

POLICY #PC-02-10

FINAL

PURPOSE

The purpose of the Jury Duty Policy is to provide clear criteria on paid and unpaid leaves of absence for employees who are summoned for jury service.

APPLICATION AND SCOPE

This policy applies to OLG full-time, part-time and contract employees.

POLICY STATEMENT

The Ontario Lottery and Gaming Corporation (OLG) provides employees who are summoned for jury service with a leave of absence from work in order to meet their civic responsibilities to the judicial process.

REQUIREMENTS

1. An employee who is summoned for jury service must provide their manager with a copy of the summons and to report the expected duration of the absence. In the event that an employee is selected for a jury, the employee is required to provide any further documentation that may be available to confirm the duration of the absence.
2. Full and part time employees who are entitled to a leave under this Policy may be entitled to their regular base pay for a period of up to six (6) months for the duration of the jury duty. Any compensation received by the employee (excluding parking and meal allowances) by law for the jury service must be submitted to OLG (HRBP) for the same 6-month period.
3. Contract employees are eligible for unpaid leave for the duration of the jury duty.
4. An employee granted a leave under this Policy shall promptly notify their Manager once their jury service has ceased for purposes of arranging a return to work.
5. An employee who is summoned to be a witness in a legal proceeding and/or who is required to attend court as a plaintiff or defendant in a personal matter, is required to use vacation day(s) or submit a request for an unpaid leave in accordance with OLG's Unpaid Leave of Absence Policy or OLG's Personal Time Off Policy.
6. The Policy is drafted in accordance with the requirements set out in the Juries Act (Ontario) and all other applicable legislation unless otherwise indicated above.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Provide a copy of the summons to their manager and advise of the expected duration of the absence.▪ Provide any further available documentation to confirm the duration of the absence.▪ Promptly notify their manager once their jury service has ceased.▪ Submit any compensation received by law for the jury service to OLG.▪ Submit jury duty request via Workday – Absence Worklet as soon as possible.
Manager	<ul style="list-style-type: none">▪ Ensure requested time is reviewed for approval promptly.▪ Ensure employees adhere to policy.▪ Forward supporting documentation to People and Culture.
People and Culture	<ul style="list-style-type: none">▪ Administer the policy as outlined above.

RELATED POLICIES

- Vacation Policy
- Unpaid Leave of Absence Policy
- Personal Time Off Policy

POLICY OWNER

Senior Director, Rewards, Wellness, HR Systems and Reporting

POLICY APPROVAL

Approver	Date
SVP, People and Culture	January 2019

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
January 2023	People and Culture	<ul style="list-style-type: none">▪ Updated format▪ Supersedes Jury Duty Policy #L-HRPP04-13



Live Well, Work Well Questions & Answers December 2021

1. What is *Live Well, Work Well*?

Live Well, Work Well is OLG's new wellbeing strategy. As OLGers, we all share a need to be well at home in order to be well at work. *Live Well, Work Well* provides the framework for helping us achieve a healthy and balanced life.

2. Why are we introducing this strategy?

Through engagement surveys and other sources, you've told us it's been challenging to balance your work and personal responsibilities effectively in a remote work environment and have asked for support in striking a healthy work/life balance. *Live Well, Work Well* is our response to this feedback. In helping you reach your wellness objectives, the strategy positions us to achieve our corporate goals and deliver on our promise to contribute to a better Ontario.

3. What is the framework for *Live Well, Work Well*?

The strategy is supported by five pillars, each with specific areas of focus as follows:

Our Program <i>Live Well. Work Well. At OLG</i>					
Our Pillars	Physical Wellbeing	Emotional Wellbeing	Financial Wellbeing	Social Wellbeing	Workplace Wellbeing
Areas of Focus	<ul style="list-style-type: none">Physical activityNutritionSleep	<ul style="list-style-type: none">Stress management and resiliencyMental health	<ul style="list-style-type: none">Saving and budgetingPromotion of Pension Plan (stages of life)Understanding your compensation	<ul style="list-style-type: none">Building meaningful connections and fostering healthy relationshipsImportance of self-care	<ul style="list-style-type: none">Learning and development opportunitiesMentoringHealth and Safety

4. How are we bringing *Live Well, Work Well* to life?

The strategy takes a holistic approach to promoting wellness, and imbeds health and wellness principles into our policies, practices and program. In the coming weeks and months, we will share details on specific initiatives to support each of the five pillars.

5. Who benefits from the *Live Well, Work Well* strategy?

All OLGers benefit from the strategy. We'll be launching a broad range of initiatives under each pillar.

Management Compensation Option (MCO) Policy

POLICY #PC-02-09

FINAL

PURPOSE

The purpose of the MCO Policy is to outline the eligibility criteria for MCO days for employees who are not eligible for overtime pay under OLG's Overtime Policy.

APPLICATION AND SCOPE

This policy applies to OLG regular full-time and contract employees in salary Grades 22 and above. Part-time employees are not eligible.

POLICY STATEMENT (& GUIDING PRINCIPLES)

The Ontario Lottery and Gaming Corporation's (OLG) Management Compensation Option (MCO) Policy provides time off to employees who are not eligible for hourly overtime pay. These days reflect the reality that some positions often require working hours beyond the 36.25 hour workweek.

REQUIREMENTS

1. Regular full time and contract employees in job grades 22 and above are eligible for five (5) days (36.25 hours based on OLG's standard daily hours of work of 7.25) of leave with pay per calendar year (January 1 to December 31) unless they have been approved for the overtime exception list.
Note: The overtime exception list recognizes unusual circumstances where an employee typically not eligible for overtime (based on their job grade level) would receive overtime for a limited period of time.
2. Employees in job grades 22 and above who are on the overtime exception list are ineligible for MCO days while on the exception list.
3. MCO credits are prorated based on the employee's start date with OLG and/or eligibility date.
4. MCO credits are prorated for every full month of any unpaid leaves of absence (excluding approved statutory leaves).
5. Unused MCO credits are forfeited at the end of each calendar year; OLG will not payout any balances remaining at year end nor are unused MCO credits carried forward to a future calendar year, nor can they be banked.
6. All unused MCO days are forfeited when employment ends.
7. MCO days taken in excess of pro-rated entitlement at the time of the cessation of employment for any reason are deducted from the employee's final pay.

ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Employee	<ul style="list-style-type: none">▪ Submit MCO Leave requests in Workday and secure manager approval prior to the start date of the leave.▪ Adhere to the policy as outlined above and ensure that credits are used in the year they are earned.

Manager	<ul style="list-style-type: none"> ▪ Provide prompt review for approval for time off requests. ▪ Provide proper documentation with supporting rationale for employee overtime exceptions. ▪ Secure approval from People and Culture for overtime exceptions. ▪ Ensure eligible employees adhere to policy and time is used in the calendar year it is earned.
People and Culture	<ul style="list-style-type: none"> ▪ Administer the policy as outlined above. ▪ Approve requests to grant overtime exception.

RELATED POLICY INSTRUMENTS

- Overtime Policy

POLICY OWNER

Director, Total Rewards
People and Culture

POLICY APPROVAL

Approver	Date
Senior Vice President, People & Culture	December 2021

REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
July 6, 2023	Policy Services	<ul style="list-style-type: none"> ▪ Updated template ▪ Supersedes MCO Policy (version effective Dec 2021)



Business Case Template

MBA/EMBA Program

Name and Title

Executive Leader (name and title)

Department Name

Introduction (see sample below)

I have decided to make a significant commitment to my professional development. This proposal will outline my recommendations for how I wish to accomplish this commitment, including my request for corporate sponsorship.



Program Information	Name of the academic institute, program title and method of delivery
Summary	Introduce your business case for the MBA/EMBA by clearly stating your rationale for pursuing the program.
OLG Benefits	Explain or outline how this program will support your role and OLG achieve its strategic priorities.
Program Outline	Provide a program description, objectives and a general overview of the courses required.
Professional Development	Outline your own development goals through the pursuit of an MBA/EMBA and how it supports your career plans.
Timeline	Provide detail timelines of program completion (how many courses per year, expected completion date etc.)
Impact	Outline how you will meet the objectives of your role while completing your part-time studies.
Financial Support	Provide an outline of related expenses, identify any travel costs that may be required.
Supporting Documents	Include the program information from the academic institute, and any other relevant documents to support your request for MBA/EMBA.
Additional Information	Any other information that has not be captured above.

Requirements:

- *Employees who have completed or are currently participating on OLG's Accelerate Program are not eligible for MBA/EMBA support. An employee becomes eligible following twelve (12) months of the date of program completion.*
- *Human Resources must review the request once EC Committee Member Division Lead approval has been obtained. Final approval is required by the EC sub-committee.*
- *If an employee's employment ceases with OLG prior to the completion of the program or within twenty-four (24) months following the date of completion of the program, the employee will be required to refund to OLG all amounts paid by OLG in respect of the MBA/EMBA program pursuant to the Professional Development Policy.*



Executive Committee Member Review

Decision on the request: ☐ Approved ☐ Not Approved

Executive Committee Member
Name:

Executive Committee Signature:

Date:

EC Sub-Committee Review

Decision on the request: ☐ Approved ☐ Not Approved

Executive Committee Member
Name:

Executive Committee Signature:

Date:
