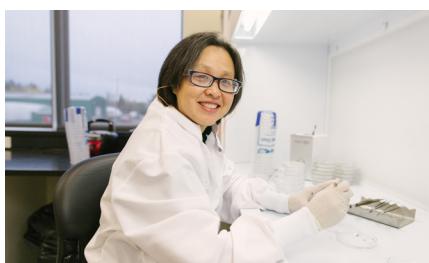




# Employee Handbook



August 2017

## Corporate Services

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J.D. IRVING, LIMITED  
FINANCE



J.D. IRVING, LIMITED  
INFORMATION TECHNOLOGY DIVISION



J.D. IRVING, LIMITED  
IRVING BUSINESS SERVICES

## Construction and Equipment

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ATLANTIC QUALITY &  
TECHNICAL SERVICES LTD



an IRVING Building Product

## Forestry and Forest Products

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IRVING FOREST PRODUCTS



IRVING FOREST SERVICES



IRVING PAPER LIMITED



IRVING PULP & PAPER, LIMITED



LAKE UTOPIA PAPER



IRVING WOODLANDS, LLC



J.D. IRVING, LIMITED  
WOODLANDS DIVISION



J.D. IRVING, LIMITED  
SAWMILL DIVISION

## Consumer Products

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IRVING TISSUE COMPANY



THE GOOD STUFF



## Retail and Distribution

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Let's Build Something™



## Shipbuilding and Industrial Fabrication

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Irving Shipbuilding Inc.



Halifax Shipyard



Shelburne Ship Repair



Woodside Industries

## Transportation and Logistics

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The policies, procedures, and standard practices described in this Employee Handbook apply to all **J.D. Irving Group of Companies** (referred to as **JDI**) employees. The handbook provides you with secure access to JDI policies, procedures, and standard practices from anywhere at any time.

## HERE'S HOW TO GET STARTED

<b>Go to</b>	<b>MyHRHome.jdirving.com</b> (This address is accessible online regardless of your physical location or device.)
<b>Sign in</b>	1. If you have a work email address, sign in using your computer network username and password. 2. If you do not have a work email address, sign in with your HCM ID Number leading with an A (A123456). Your temporary password will be your HCM ID Number + Date of Birth (A123456mmdyyyy).

## NEED SUPPORT?

<b>For Username ID Human Resources Shared Services (HRSS)</b>	<b>1-855-JDI HRSS (534-4777) 1-506-632-4777 <a href="mailto:hrss@jdirving.com">hrss@jdirving.com</a></b>
<b>For Passwords Information Technology Division (ITD)</b>	<b>1-866-531-7447 1-506-632-6411 <a href="mailto:itdcsc@jdirving.com">itdcsc@jdirving.com</a></b>

# HUMAN RESOURCES SHARED SERVICES

Toll Free: 1-855-JDI-HRSS (1-855-534-4777)

Email: [HRSS@jdirving.com](mailto:HRSS@jdirving.com)

Fax: 1-506-635-3964

## How can HRSS help?

Contact Human Resources Shared Services/Client Services regarding topics such as:

- Payroll earnings/deductions inquiries.
- Leave information (sick, maternity, paternity, family, etc.).
- Benefit orientation/enrollment.
- Banking/address changes.
- Change to family or marital status.
- Retirement savings information.
- Information about your benefits eligibility.

Contact your Manager or Supervisor regarding topics such as:

- Vacation scheduling.
- Time entry into various systems.
- Improper pay/pay rates or hours paid.

Contact your Site Human Resources Representative regarding topics such as:

- Tuition aid.
- Employment verifications.
- Leave information (sick, maternity, paternity, family, FMLA, etc.).
- JDI Wellness Programs.

\*Please continue to contact your Site Human Resources Professional for any questions not related to payroll and benefits.

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# WELCOME TO JDI!

We would like to take this opportunity to welcome you to the JDI Group of Companies. We value our employment relationship with you and look forward to you having a long and mutually beneficial career with us.

Our Companies have a long history of being an employer of choice and providing secure employment, competitive wages and benefits, and opportunities for personal development, all within successful and respectful workplaces.

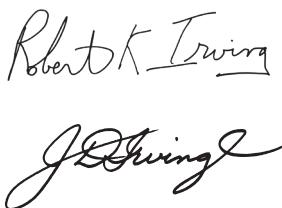
We believe in the importance of employees being engaged in all aspects of their workplace, where they are able to communicate directly with their peers, Supervisors, and Managers in all manners of daily dealings. Direct lines of communication are critical to our continued success in meeting the competitive challenges that face all of our Companies.

The following Employee Handbook is a guide to acquainting you with applicable policies and procedures, employee benefits, and your rights and responsibilities as an employee of a Company within the JDI group.

Please take the time to review its contents. If you have any questions, please contact your Supervisor, Manager, or site Human Resources Professional.

We trust you will enjoy a rewarding career at the JDI Group of Companies.

Yours truly,



Robert K. Irving  
James K. Irving  
James D. Irving



Robert K. Irving, Co-CEO; James K. Irving, Chairman; James D. Irving, Co-CEO

# HISTORY

## ABOUT JDI

Service, quality, and innovation since 1882.

The seeds of our entrepreneurial diversity were first sown by Company founder James Dergavel Irving (J.D. Irving) – the son of enterprising immigrants from Dumphries, Scotland. The original Company holdings included: a sawmill, gristmill, carding mill, a general store, lumber business, and three farms. J.D. was an innovator and a dedicated investor in new methods, equipment to improve productivity and service – a tradition that we carry on today. Kenneth Colin (K.C.) Irving, born in 1899, inherited his father's entrepreneurial spirit and keen interest in business. K.C. was a driven and dynamic builder of enterprises who "liked to see the wheels turn". Under his leadership, the business realized significant growth and diversification in the transportation, shipbuilding, construction, and retail sectors.

In 1957, James K. (J.K.) Irving (K.C.'s eldest son) pioneered the Company's reforestation and tree improvement programs and expanded our forest products' business. Since 1957, the Company has planted almost 1 billion trees – a national record in Canada. Trees, being nature's air filters, absorb carbon dioxide to combat global warming. Today, continual reforestation is sustaining jobs and the value-added operations that J.K. and his sons have grown over the years.

Like the generations before them, J.K. and his sons, Robert and Jim, are builders. They believe that good products, superior service, continuous improvement, and the front-line efforts of dedicated, skilled employees are the most important ingredients to success.



## JDI TODAY

JDI has operations in Canada and the United States. We are a team of approximately 15,000 dedicated employees, with business units in:

- Agriculture
- Construction & Equipment
- Consumer Products
- Corporate Services
- Energy
- Food
- Forestry & Forestry Products
- Retail & Distribution
- Shipbuilding & Industrial Fabrication
- Transportation & Logistics

Since our inception over 135 years ago, our employees continue to build JDI into a diverse group of performance-driven enterprises. It is through our dedicated team, using the best practices to make the best products and services, that enable us to better serve our customers – at home and around the globe.

Our growth is driven by a set of consistent fundamental values through the years:

- Uncompromising quality in making our products and committed service to our valued customers;
- An unwavering focus on continuous improvement and innovation in our diverse businesses; and
- A responsibility to make a positive difference in our communities, where we are proud to live and work, as well as to the sustainability of our environment.



With the help of an innovative team, the diverse Companies of JDI continue to grow and evolve, providing quality products and services that span industries and customers worldwide.

While much has changed since JDI's inception, our Company's basic formula has not. We believe in investing and building our business with the skills of great employees, producing excellent products, providing superior service to valued customers – and then reinvesting again.

In the communities where we live and work, the people of JDI are internationally recognized for environmental performance, innovation in technology, education, and community service.

# SAFETY

## SAFETY STATEMENT

Safety is a fundamental value at JDI. Our safety vision includes an injury-free work environment as a result of having zero accidents.

We believe that all incidents and injuries are preventable. We all have a personal responsibility for our safety and the safety of others, both on and off the job. There is no business objective that is so important that it will be pursued at the sacrifice of safety. Safe conduct of operations is a condition of employment at JDI.

To achieve our safety vision of zero incidents, we have adopted the following safety policy:

- All employees/contractors are responsible for ensuring a safe workplace.
- Safety procedures are not to be compromised to achieve other goals.
- The Company will adhere to accepted principles of safe facilities, and safe equipment design and construction.
- Operations and maintenance activities will be carried out in accordance with established safety practices, rules, and regulations.
- Substance abuse involving alcohol and/or drugs will not be tolerated.
- Off the job safety awareness for employees and their families is strongly encouraged.



For specific safety guidelines (where applicable) for your business, please refer to Section 2.0 Division/ Business Information and Policies. A job is well done only if it is done safely!

**THE SAFE WAY IS THE ONLY WAY!**

# EMPLOYEE RELATIONS AND COMMUNICATION

## JDI VALUES

Customer Focus	<ul style="list-style-type: none"><li>• Satisfy the customer every minute, every hour, every day.</li></ul>
Continuous Improvement & Innovation	<ul style="list-style-type: none"><li>• We always raise our standards and strive to improve efficiency and reduce costs.</li><li>• We listen, learn, and pursue new ways to progress and develop.</li></ul>
Fast & Flexible	<ul style="list-style-type: none"><li>• We maintain the highest level of energy, urgency, and responsiveness.</li></ul>
Health, Safety & Environment	<ul style="list-style-type: none"><li>• We operate the highest standards to ensure the protection of employees, the public, and the environment.</li></ul>
Integrity	<ul style="list-style-type: none"><li>• We operate in an honest and ethical manner at all times.</li></ul>
People and Teamwork	<ul style="list-style-type: none"><li>• The key to our success.</li><li>• We work together with fairness and respect.</li></ul>
Quality Products & Service	<ul style="list-style-type: none"><li>• We meet or exceed our internal and external customers' expectations.</li></ul>
Results Driven	<ul style="list-style-type: none"><li>• We plan and achieve goals and reward performance.</li></ul>

## OPEN DOOR POLICY

JDI is committed to providing our employees with a positive work environment and promoting open and clear communication. Our Open Door Policy allows employees to voice any suggestion, concern, or problem to any member of the management team.

The Open Door Policy was developed out of respect for all employees. It should be used as a means to communicate in an open and truthful way to improve the organization through the exchange of ideas and solutions as well as to convey and resolve dissatisfaction. As part of the policy, employees are free to bring up any matter without fear of any reprisals to their job or standing within the Company.

To use the Open Door Policy effectively, employees are advised to follow these guidelines:

- While the Open Door Policy supports contacting anyone in management, employees should be aware of the established reporting structure and first consider approaching their immediate Supervisor or second level Supervisor to discuss their suggestion, concern, or problem.
- If employees are not comfortable with the above option, are unable to get an appropriate response, or a second opinion is desired, the matter can be brought to the attention of any member of management or Human Resources.
- As part of the Open Door Policy, employees are asked to recognize that the response may not always solve the matter to their satisfaction; nonetheless, the matter will be taken into consideration and addressed or responded to, without consequence to the employee. Employees have a responsibility to raise their issues for resolution. Managers have a responsibility to respond in a timely manner. All suggestions will be considered and a determination will be made regarding their feasibility.

Go to [\*\*Complaint Resolution Process\*\*](#) in this handbook for filing a formal complaint.

# SAFE AND RESPECTFUL WORKPLACE POLICY

JDI is an equal opportunity employer that is committed to diversity, treating its employees, employment applicants, suppliers, and customers with dignity and respect, without discrimination on the basis of sex, race, colour, religion, national origin, ancestry, place of origin, age, mental or physical disability, marital or family status, sexual orientation, social condition, political belief, affiliation or activity, or any other prohibited ground of discrimination under applicable human rights legislation.

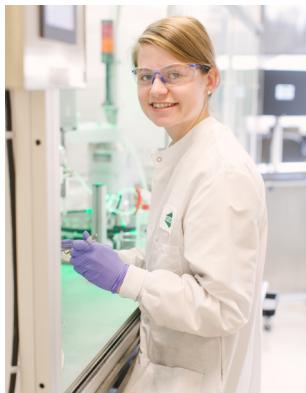
The Company is also committed to providing its employees, employment applicants, suppliers, and customers with a working environment free from workplace violence; personal, psychological, and sexual harassment.

If you believe you are/have been subjected to any form of discrimination, workplace violence; personal, psychological, or sexual harassment at work, it is your responsibility to take the following steps:

1. Advise the offender that the behaviour is unacceptable and unwelcome and must stop immediately. If you feel uncomfortable doing this, please proceed directly to the next step; and
2. If the behaviour continues, advise your Supervisor and/or the Human Resources Department.

The complaint will be dealt with promptly and in confidence.

Go to [Safe and Respectful Workplace Policy](#) online for full policy details.



## EMPLOYEE ENGAGEMENT SURVEY

On an annual basis, the Company conducts an Employee Engagement Survey with all employees. This confidential survey gives every employee an opportunity to provide open and honest feedback regarding their experiences at JDI that support a better understanding of how employees feel about working at JDI. Through the survey we can see the Company from our people's perspective and understand what we do well and where we need to improve.

To ensure complete confidentiality of the survey, it is administered by an external, independent HR consulting firm. Normally, the survey contains the same questions as the previous year. Each year we look forward to seeing how we have progressed against our leadership behaviours and values.

We will use your honest and open feedback to make JDI a better, more effective, and productive place to work with a strong vision for the future. When the annual survey process is complete, we will share the overall findings with employees.

We thank you in advance for your participation in this important communication tool and your ongoing support in making JDI the best it can be. Employees' opinions are greatly valued and, we are listening!

## PERFORMANCE DEVELOPMENT

Performance Development is an ongoing dialogue between an employee and their Manager/Supervisor that links expectations, ongoing feedback and coaching, performance discussions, and follow-up. This includes both formal performance meetings as well as opportunities throughout the year for less formal verbal performance feedback.

Performance discussions allow employees and Supervisors to establish performance expectations and goals for the future and to review previously communicated performance expectations and development plans. Performance discussions can also focus on areas such as safety performance, job skills and knowledge, productivity, teamwork, work habits, and overall performance, as applied to your position.

Each employee is directly responsible for their job performance. Your Supervisor's role is to support you and help you continually improve your performance. This joint accountability ensures that we are individually and collectively having a positive impact on the performance of the business.

# COMPLAINT RESOLUTION PROCESS

People working together sometimes have honest differences about policy interpretation/ changes, business objectives, employee discipline, or other issues. Most incidents resolve themselves naturally, but should a situation persist that you believe is detrimental to you or JDI, there is a formal procedure for employees to follow to present their position directly to management without fear of reprisal, recrimination, or penalty. It is the responsibility of your Manager to see that all employee questions, concerns, or problems are responded to as quickly as possible and without prejudice. Management normally responds to complaints within five (5) business days or earlier, depending on the complexity of the issue.

Steps:

1. Your Supervisor normally is best qualified to address any questions or concerns you may have. A discussion with your immediate Supervisor should normally be your first step. If you do not believe a discussion with your Supervisor is appropriate, you may proceed to Step 2.
2. If your concern is not addressed to your satisfaction in Step 1, you can take your concern to the next level of management. Advising your immediate Supervisor that you are doing so is preferred. The next level of management will, in most cases, contact your immediate Supervisor to gain additional insight/clarification regarding the problem.
3. If your concern is not addressed to your satisfaction in Step 2, your HR Professional, on your behalf, will prepare a balanced written summary of the issues and present it to the General Manager or Vice President of your division, as the case may be. The decision at this level will be final and binding.

Please note that the Complaint Resolution Process does not circumvent our zero tolerance for workplace violence, discrimination, fraud, or personal, psychological, or sexual harassment. Go to

[Safe and Respectful Workplace Policy](#) online for full policy details.

At any point throughout this process, you should feel comfortable contacting your Human Resource Leader, who will act as a facilitator in helping you come to a resolution of your concern. There will be no retaliation against any employee for taking part in the Complaint Resolution Process.

## CORRECTIVE ACTION AND DISCIPLINARY PROCESS

Employees are expected to meet business standards for work performance, punctuality, attendance, and conduct, and to follow policies and procedures. If performance problems arise, the Disciplinary Process provides a framework for Supervisors and employees to solve them.

The Disciplinary Process gives the employee reasonable opportunity to correct a problem. A warning period allows an employee to show sustained and sufficient improvement in performance. The steps typically involved in the Disciplinary Process are:

- Verbal warning
- Written warning
- Final written warning or suspension,  
and
- Termination

In some circumstances, a Supervisor may use a Performance Improvement Plan. Employees are given the opportunity to improve performance through the Disciplinary Process. Depending on the severity of the circumstances, any or all of the steps can be bypassed and certain performance and/or behaviour issues such as but not limited to theft, violence, or safety violations may result in immediate termination of employment.

The employee's Supervisor may consult their HR Professional for advice during the discipline process. An employee's Supervisor will provide a copy of any written warnings to the HR Leader to include in the employee's personnel file.

For employees covered under a collective agreement, the corrective action and disciplinary process in your collective agreement will supersede this process.

Please note that JDI has zero tolerance for workplace violence, discrimination, fraud or personal, psychological, or sexual harassment.

Go to [\*\*Safe and Respectful Workplace Policy\*\*](#) online for full policy details.

# BENEFITS AND RETIREMENT PLANS

## HEALTH, DRUG, AND DENTAL

JDI believes our employees are our greatest asset and we are committed to providing competitive Benefit Programs to retain and attract great people. The Benefit Package provides employees with access to a high-quality, comprehensive, flexible benefits plan, enabling employees to customize their health, drug, and dental benefits to your changing individual and family needs.

The Health, Drug, and Dental plan represents a significant part of our employee's total compensation and helps you maintain overall health by providing financial assistance for many medical, hospital, and dental services.

For more information about the Company's Health, Drug, and Dental plan please contact Human Resources Shared Services (HRSS) 1-855-JDI HRSS (534-4777) or 1-506-632-4777 or [hrss@jdirving.com](mailto:hrss@jdirving.com). You will be asked to provide your name and employee identification number and you will be directed to the benefit provider that applies to you.

## LIFE, DISABILITY, AND ACCIDENT

Group Life, disability, and accident insurance is designed to provide security and protection in case you are faced with an unexpected life event. There are also optional coverages available to you and your family members for Life and Accident insurance at your discretion.

For more information about the Company's Life, Disability, and Accident plans please contact Human Resources Shared Services (HRSS) 1-855-JDI HRSS (534-4777) or 1-506-632-4777 or [hrss@jdirving.com](mailto:hrss@jdirving.com). You will be asked to provide your name and employee identification number and you will be directed to the benefit provider that applies to you.

## RETIREMENT SAVINGS PLAN

Saving for your retirement is one of the most important things you can do for you and your family. While you are working you can live off the money that you earn, but when you retire it is important to know where your money will come from and how you will pay your bills. Government pension plans may not provide enough income for you to rely on in retirement.

To help achieve financial security during your retirement years, JDI has established a Group Registered Retirement Savings Plan (GRSP) for Canadian employees and a 401(k) Plan for U.S. employees. Under these plans, commonly known as defined contribution plans, you can save money toward your retirement on a tax-deferred basis – that is, you do not pay federal or provincial/state income taxes on your savings or their investment earnings until you withdraw the money at retirement. The government defines the maximum amount each person may contribute to their RRSP or 401k on an annual basis.

For more information about your Retirement Savings Plan please contact Human Resources Shared Services (HRSS) 1-855-JDI HRSS (534-4777) or 1-506-632-4777 or [hrss@jdirving.com](mailto:hrss@jdirving.com). You will be asked to provide your name and employee identification number and you will be directed to the external administrator of your plan.

## VACATION POLICY

As an employee of JDI you are eligible for paid vacation benefits. These benefits may vary depending on the type of business, hours of work, and length of service. For more details about the vacation policy that applies to your business, please contact your Human Resources Representative.

# **HEALTH AND WELLNESS**

## **WELLNESS**

JDI is committed to the development and implementation of comprehensive workplace health, wellness, disability management, drug and alcohol programs which assist employees and their families in making lifestyle changes which reduce their health risks and enhance their individual productivity and well-being. Workplace wellness describes a “way of doing business,” which includes effective communication, fairness, dynamic leadership, healthy corporate culture, and employee/family policies.

Workplace wellness helps to establish a standard of excellence in the workforce and gives our Company a competitive edge in the global marketplace.

For more information please visit Health Services online for more details.

## **EMPLOYEE AND FAMILY ASSISTANCE PROGRAM**

Our Employee and Family Assistance Program (EFAP) offers a comprehensive range of work-life services for Canadian and U.S. employees that can help employees proactively deal with issues such as parenting and child care, elder care, finances, legal issues, health and wellness, and more.

Sometimes JDI employees – and Managers – need support to proactively deal with a personal or work-related concern. This is where your Employee and Family Assistance Program (EFAP) can help. Your EFAP is part of your Company's benefits package and includes access to free, confidential counselling services. This short-term model of counselling may take place over the phone or face-to-face. All an employee, their spouse, partner, or dependent child needs to do is call the provider. They'll then be referred to one of our provider's highly skilled affiliates (an experienced therapist with a minimum masters level degree in counselling). The affiliate counsellor will meet with the client to assess what is required in order to assist him/her in resolving the issue(s).

Short-term counselling is usually focused on the present and involves a fixed or pre-determined process. Components of short-term counselling are:

- Foreseeable steps for the counselling process (beginning, middle, and end).
- Identifiable and discrete goals.
- Clearly defined issues. Short-term counselling may also deal with a current crisis resolution.

Examples include:

- Work-related issues
- Anger management
- Stress management
- General health/disability issues
- Dealing with separation/divorce
- Dealing with addicted spouse/family member
- Self-esteem issues
- Communication issues
- Parenting issues
- Midlife concerns
- Sexual orientation

For more information on the Employee and Family Assistance Program contact Human Resources.

## RETURN TO WORK PROGRAM

A Return to Work Program that actively promotes a safe and timely return to work for all employees who have been unable to work because of sickness or injury is based upon the principles of early intervention. Transitional work duties and/or temporary modified work opportunities are provided when appropriate, to ensure our employees experience a safe and healthy reintegration into the workplace.

JDI Health Services is not only able to offer wellness initiatives and selected health clinic services but provides through our Divisional Disability Management team key services to assist our employees, employers, and third party insurance carriers with expedited management of the Companies' disability claims. The ownership of this management approach belongs to every key player involved in the process. The employee, the medical community, the employer, as well as the third party carriers, all have an integral role to play in the successful outcome of an employee's timely return to the workplace.

For more information please contact your assigned Disability Manager.

## SMOKING CESSATION PROGRAM

The purpose of the Smoking Cessation Program is to improve the general health of employees by facilitating programs to encourage them to quit smoking. The Company will provide educational material and financial assistance.

All employees and their spouses, when they become eligible for health care benefit coverage within JDI, may participate in the program.

Please note that it is the employee's/spouse's responsibility to discuss any aids for smoking cessation with their doctor.

For more information on this program please contact the Wellness Coordinator for your business or go to the [JDI Wellness Bank Program](#) online for more details.

## FITNESS REIMBURSEMENT

The purpose of the Fitness Reimbursement Program is to assist in improving the general health of employees and their families by facilitating programs to maintain or improve their level of physical activity. It is recommended that individuals consult with their family physician before engaging in any fitness program, especially if they have not been regularly physically active.

The qualifying programs and activities under the Fitness Reimbursement Program include:

1. Gym / Health Club Memberships (minimum three (3) month membership).
2. Fitness classes such as yoga, pilates, aerobics, zumba, etc. If you are unsure if a class you are interested in qualifies please check with your site Wellness Champion or Human Resources Representative. Note: adult/children recreational sports do not qualify under this program. Programs subsidized by JDI such as fitness classes and gym day passes do not qualify for reimbursement.

Employees and their spouses/domestic partners/dependants who are enrolled in (or eligible for) Company health benefit plans are eligible for reimbursement.

If a spouse or domestic partner is an employee with another Company within JDI and a family reimbursement is being requested, there is only a one-time payment per calendar year.

To gain the health benefit of any of these programs it is important to attend minimum of 80% of classes.

For more information on the program, please go to [JDI Wellness Bank Program](#) online for more details.

## WEIGHT MANAGEMENT PROGRAM

The purpose of the Weight Management Program is to assist in improving the general health of employees and their families and to encourage those interested in managing their weight.

The following qualifying programs provide education on healthy, sustainable weight loss, good nutrition, and lifestyle modification.

1. **Weight Watchers** – both at work and in the community. For more information please go to [weightwatchers.ca](http://weightwatchers.ca) (Canadian employees) or [weightwatchers.ca](http://weightwatchers.ca) (U.S. employees).
2. **Registered Dieticians** – Our Employee and Family Assistance Program (EFAP) offers dietician phone consults free of charge. Please contact our provider for details.

Employees and their spouses or domestic partners/dependents who are enrolled in (or eligible for) Company health benefit plans are eligible for reimbursement. If a spouse or domestic partner is an employee with another Company within JDI and a family reimbursement is being requested, there is only a one-time payment of up to \$450 per calendar year.

For more information on the program, please go to [JDI Wellness Bank Program](#) online for more details.





## EMPLOYEE DEVELOPMENT AND ADVANCEMENT

### TRAINING AND DEVELOPMENT

The JDI Group of Companies is committed to ensuring that our professionals have the necessary training, designations, and certifications related to their roles and responsibilities. JDI has therefore set out a process related to employees expressing interest in enrolling in any training and development programs that will help fulfill their current and potential future responsibilities with the organization.

For information regarding training and development opportunities, please contact your immediate Supervisor/Manager who will, in conjunction with Senior Management, review and approve training and development opportunities and financial support (if applicable).

# ATTENDANCE AND LEAVES OF ABSENCE

## ATTENDANCE

We consider attendance to be a basic measure of employee engagement.

We have a continuous operation with complex equipment and customer obligations. As a result, attendance is essential for us to create "An Exceptional Customer Experience". If you are absent or late, essential activities will not occur, an opportunity for communication with outgoing team members will be missed, and an additional load will be placed on other members of your team.

If you are to be absent, advance notice must be provided to your immediate Supervisor. If it is impossible for you to contact your Supervisor, then the Supervisor on shift should be notified personally prior to the start of your regular shift so that suitable alternate arrangements can be made.

Excessive tardiness and absenteeism may be subject to the Corrective Action and Disciplinary Process. The Company's basic policy is to trust its employees. In general, the Company will not require employees who are ill to produce medical certificates in order to justify their absence. There are two (2) cases where the requirement for medical certification is, however, automatic:

1. Where required by the group insurance plan in order to qualify for a benefit; and
2. When you will be absent due to medical reasons for three (3) days or more. In this case, the medical certificate should be provided to your Human Resources Representative so the Company can ensure you are under optimal medical care, and so they can ensure an employee who is returning to work following a longer absence is truly fit to return.

Employees who are absent for three (3) consecutive working days without proper notification will be considered to have resigned from their position due to job abandonment and their name will be automatically removed from the employee list.

In extraordinary circumstances, it may not be possible to advise your Supervisor of an event or illness. These cases will be considered individually and in some instances the employee may be reinstated.

## LEAVES OF ABSENCE

The Employment Standards Act (Canadian employees) or Family & Medical Leave Act (U.S. employees) permit leaves of absence for a variety of reasons including compassionate care and childcare leave.

### Canada

Employment Standards in Canada are provincially regulated and vary from province to province. You can apply for leave benefits through the provincial government. For more information on what benefits apply to you, visit your local provincial public service centre (e.g. Service New Brunswick), look up your provincial Employment Standards Act online, or contact your Human Resources Representative to identify the types of leave and the terms of leave of absence available in your jurisdiction. For federally regulated Companies, the Canada Labour Code will apply.

### U.S.

The Family & Medical Leave Act (FMLA) in the United States entitles eligible employees to take unpaid, job-protected leave for specified family and medical reasons. FMLA applies to all Companies with fifty (50) or more employees and is regulated by the U.S. Department of Labour. For more information on what benefits apply to you, go to [www.wagehour.dol.gov](http://www.wagehour.dol.gov) or call 1-866-487-9243.



# **SEPARATION FROM EMPLOYMENT**

## **TERMINATION OF EMPLOYMENT**

If you are going to leave the Company, we ask that you submit your resignation in writing to your Supervisor or Manager at least two (2) weeks before it is to become effective. This will allow satisfactory reassignment of job functions and minimal disruption to work schedules; however more notice would be appreciated when possible.

Your resignation should include the exact date of your last working day, and your forwarding address. We would request that you include your reason for leaving so we can improve the Company where required.

If you are a contributor of the Group RRSP or 401(k) Plan, you will need to contact the Plan Administrator for options available at departure. For further information, contact Human Resources Shared Services (HRSS) at 1-855-534-4777 or 1-506-632-4777 or [hrss@jdirving.com](mailto:hrss@jdirving.com).

Upon termination of employment, all benefits cease immediately. Insurance coverage for Accidental Death and Dismemberment, Health Insurance, Supplementary Hospital, and Dental will also cease on the last day of employment. Any advance payments collected will be refunded.

When you leave, your Record of Employment for Insurance purposes will be provided upon request. This should be kept as a record of employment dates and earnings. Prior to release of any final amount of salary entitlement, all Company property must be returned including, but not limited to, Company equipment, access cards, keys, documentation/material, and arrangements should be made for payment of any outstanding advances, receivables, training funding payback, etc.



The following items must be addressed by Supervisors before separation papers and final pay is prepared:

1. Letter of resignation or termination with specific dates included.
2. Forwarding address for employee for any future correspondence.
3. Return any Company assets on loan.

Any questions or concerns regarding this matter should be directed to your Human Resources Representative.

# HUMAN RESOURCES POLICIES

## CODE OF BUSINESS CONDUCT

The JDI group of Companies has a solid reputation for ethical business conduct. All employees have a role to play in helping ensure that our reputation is maintained and enhanced in all business dealings.

To clarify these important responsibilities, the Code of Business Conduct was issued to outline the standard of conduct expected of a JDI Company employee.

As an employee, you must identify and respond appropriately to ethical issues that arise in the course of your activities with the Company. Of equal importance, you have a duty to advise and assist the Company when you become aware of improper employee, supplier, or customer conduct.

As a JDI employee, you must act with honesty and integrity in all matters, and use common sense and good judgment in all of your decisions. When in doubt, or if you require clarification about any of the matters covered in the Code, please ask for guidance from the JDI Law Department by contacting the Department through the JDI Switchboard (506-632-7777).

The Code of Conduct is not intended to include all of the rules, policies, and regulations which apply in every situation. You are encouraged to consult other Company policies that cover specific subjects in greater detail.

Go to [\*\*Code of Business Conduct\*\*](#) online for more details. For U.S. employees, go to [www.whistleblower.org/legislation](http://www.whistleblower.org/legislation).

## CELL PHONE POLICY

JDI is committed to ensuring the safety of all of its operations with respect to its employees, customers, and the communities in which it conducts business. The improper use of a cell phone/electronic handheld device while operating/driving a vehicle is considered to be an activity that distracts from the due care and attention required to operate a vehicle in a safe manner. This policy provides direction for proper cell phone/handheld device use while operating a vehicle in the course of Company business. The cell phone use policy applies to all employees and contractors engaged in Company business. For clarification on issues relating to this policy, contact your local Human Resources Representative, your Safety Officer, or the Corporate Director. The policy is subject to ongoing review and evaluation and may be amended from time to time. Violation of this policy will be grounds for disciplinary action, up to and including dismissal.

To minimize the risk of unsafe activities and injury to employees or other persons due to the potential distraction caused by the use of a cell phone or other handheld electronic device while operating a motor vehicle, the Company has adopted the following standards applicable to the driver of the vehicle:

- a. No text or email message may be created, sent, or read;
- b. Telephone discussions may only occur while the cellular phone is on hands free.

It is the responsibility of every driver/operator of a vehicle to ensure the safe operation of a motor vehicle while conducting business on behalf of the Company. Any individual who fails to comply with this policy will be subject to discipline up to and including dismissal.

**Note:** It is illegal to use a handheld cellular telephone or engage in text messaging while driving in many provinces and states. As a matter of practice, employees must pull off the road to a safe location.

## DRUGS AND ALCOHOL

JKI has a responsibility to all employees to provide a safe workplace and a responsibility to the public to ensure that their safety and trust in the Company is protected. Therefore, the Company will not condone the following behaviour by employees:

- Possession of alcohol on Company property;
- The use of illicit drugs;
- The abuse of legal drugs or alcohol;
- The sale, offering, purchase, transfer, use, or possession of illicit drugs or drugs obtained illegally;
- Being under the influence of drugs or alcohol while at work, that is to say, from the time that they leave their home and are representing the Company, until the time they return home and are 'off work';
- Off the job drug and alcohol use that affects future work performance.

Any employee who practices or condones any of the above-mentioned acts will subject themselves to disciplinary action up to and including termination.

The Company will assist employees who recognize and want help for drug and alcohol abuse through our employee and family assistance program.

Several of our operations are federally regulated and compliance with federal regulations is expected of all employees working for these operations.

## PERSONAL HYGIENE AND APPEARANCE

All employees are expected to present themselves in a professional manner at work and all employees are required to wear Company issued clothing when applicable.

Employees are expected to meet the following standards or guidelines with respect to personal grooming and hygiene upkeep:

- Consistent bathing and oral hygiene;
- Clean, well-groomed hair; including beards, moustaches, goatees, and sideburns ;
- Clothing or attire must not interfere with the safe operation of duties or equipment.

## SCENT SENSITIVITY AWARENESS

JDI has a no-scent encouragement program. It encourages people to be aware of others who may suffer allergies or sensitivities to fragrances found in perfumes, hair sprays, deodorants, creams, and many other personal grooming products.

We are committed to a safe and healthy environment for all employees and visitors, and we recognize the health concerns faced by individuals who experience sensitivity to various fragrances.

All employees are encouraged to:

- Use low-scent or non-scent products such as perfumes, aftershaves, hair spray, cleaning supplies, and other such products when on Company property.
- Be respectful of fellow employees' allergies or sensitivities.

## SOCIAL MEDIA POLICY

The purpose of the Social Media Policy is to support the JDI business strategy by developing, managing, and implementing continuously improving social media tools and processes that enhance our customer experience, improve communications, generate leads, and facilitate growth.

The division Vice President will provide overall approval of the Social Media plan and review and approve all videos or the start-up of new segments (Twitter/Facebook/LinkedIn/etc.) prior to implementation or any discussion outside the division. In addition, the division Vice President will assure that the Social Media activity is connected to an overall Corporate Communication strategy and to the specific Company's Sales and Marketing and/or Human Resource Plan.

Go to [Social Media Policy](#) online for more details.



## TRAVEL AND EXPENSES

JDI has established a policy with respect to employee expenses incurred in the course of travel on Company business. Certain exceptions may be necessary due to unusual circumstances but they will require the approval of the division Vice President or General Manager. Employees who are authorized to travel on Company business will be reimbursed for reasonable expenditures incurred for transportation, accommodations, meals, and other defined expenses.

The expense of traveling between a residence and the normal place of work is not reimbursable.

The Company has established an online reservation tool for making travel arrangements (the “Online Travel Tool”). The Online Travel Tool is managed and used by each division’s travel arranger, allowing them to make travel arrangements quickly and without calling the travel agents.

The Company has a Travel and Expense Policy that provides detailed information on responsibilities and eligible reimbursements while travelling on Company business. Go to [Travel Policy](#) online for more details.

# INFORMATION TECHNOLOGY

## INFORMATION TECHNOLOGY POLICY

The JDI Information Technology Policy is designed to minimize risk to Company operations, to ensure compliance with legislative requirements, and to protect the Company's image. It ensures that all Information Technology strategies, security policies, and solutions comply with JDI standards, security controls, general business strategies, and architectural principles.

The policy applies to all JDI Companies and users (employees, contractors, vendors, and other parties). As a condition of employment, all employees are required to review the Information Technology Policy, and ensure they comply with the policy (by ongoing review) throughout their employment.

If you have any questions about this policy please contact the ITD Customer Support Centre (506-632-6411). For the full Information Technology Policy, please go to [Information Technology Policy](#) online for more details.



Please go to  
**MyHRHome.jdirving.com**  
for any policy updates.





[jdirving.com](http://jdirving.com)