



# Employee Handbook



## TABLE OF CONTENTS

### Page

### Pages

#### Welcome

4-5

Introduction	[4]
Employee Agreement	[4]
Management Roles and Responsibilities	[5]
Use of this Handbook	[5]
Land Acknowledgement	[5]

#### Section One: Customer Service Expectations

6-14

Customer Service Excellence	[6]
Employee Nametag	[8]
Customer Refunds	[8]
Lost and Found	[9]
Exchange on US Funds	[9]
Credit Card Purchases	[9]
Cheque Policy	[9]
Accessibility Policy	[10]

#### Section Two: Conditions of Employment

15-27

Recruiting and Hiring	[15]
Employment Equity	[16]
Training, Mentoring, and Development	[16]
Performance Review	[17]
Communication	[17]
Hours of Work and Overtime Pay	[18]
Scheduling	[18]
Time Off Requests	[19]
Break Times	[19]
Sick Days	[20]
Pay Day	[20]
The Right to Disconnect	[20]
Mental Health Support	[21]
Workplace Violence and Harassment Policy	[22]
Preventing Discrimination Policy	[24]
Employee Appreciation and Recognition	[26]

#### Section Three: Employee Conduct

28-37

Performance Management	[28]
Confidentiality	[28]
Employee Privacy	[29]
Relationships in the Workplace	[29]
Moonlighting or Secondary Employment	[30]
Dress Code	[31]
Scent-free Workplace	[32]
Personal Hygiene	[32]
Personal Grooming	[32]



Cell Phone Use	[33]
Air Conditioning	[33]
Employee Parking	[33]
Drug and Alcohol Policy	[33]
Smoking Policy	[34]
Music in the Workplace	[34]
Employee Theft	[34]
Supply Ordering	[35]
Social Media	[35]
Conflict Resolution	[37]
Progressive Discipline Policy	[38]

## Section Four: Safety, Emergencies & Security

40-64

Health & Safety Commitment	[40]
Preventing Injuries	[41]
Health & Safety Training	[42]
Company Vehicles	[43]
Driver Training Policy	[45]
Maintenance Personnel Policy	[46]
Access To & Use of Company Tools	[48]
General Emergency Guidelines	[48]
Accident Policy	[50]
Customer Accident Response	[50]
Hazardous Substance Spill or Release Policy	[51]
WHMIS	[54]
Return To Work Policy	[58]
Security Systems	[60]
Technology Systems	[60]
General Computer Security & Use Policy	[61]
Systems Security Policy	[62]
Internet Acceptable Use Policy	[63]
Email Security Policy	[63]

## Appendix: Detailed Dress Code Requirements by Role

65-67

Customer Experience Associate	[65]
Tour Guide Crew	[65]
Island Personnel	[65]
Bus Driver	[65]
Motel Reception	[65]
Retail Sales (excluding Blue Heron Shop)	[65]
Blue Heron Clothing Shop Retail Sales	[66]
Housekeeping	[67]
Maintenance Personnel	[67]



## 2025 Welcome

Rick, Jack, Griffin and Ashley would like to welcome you to the Blue Heron Company for the 2025 season, our 56<sup>th</sup> year serving guests visiting Tobermory! The goal of the Blue Heron Company has always been to provide people with quality services and merchandise. The only way to guarantee that this happens is with great staff. Your friendliness, enthusiasm and service make our customers' visit the best possible. We thank you in advance for your efforts. This Employee Handbook sets out Blue Heron Company policies, standards and expectations for employee performance.

Here's to another great season!

## Introduction

A successful employee is courteous and friendly to the customers and fellow staff members in a workplace that is maintained in a businesslike and professional manner. Always greet customers in a friendly and helpful manner, and endeavour to keep busy. If you aren't sure how to stay busy and productive just ask your manager for guidance and direction. The Blue Heron Company values hard work and encourages initiative.

The Blue Heron Company carries out business in an array of settings, providing diverse services for visitors to the Saugeen Bruce Peninsula including guest accommodations, retail outlets, and scenic boat tours of the Fathom Five National Marine Park and beyond.

## Blue Heron Company Locations

### Retail

The Mariner Chart Shop	17 Bay Street, Tobermory, Ontario, N0H2R0
The Net Shed	24 Carlton Street, Tobermory, Ontario, N0H2R0
The Blue Heron Shop	32 Carlton Street, Tobermory, Ontario, N0H2R0

### Blue Heron Cruises

The Head Street Ticket Office & Call Center	20 Head Street, Tobermory, Ontario, N0H2R0
The Ticket Office	7425 Hwy 6, Tobermory, Ontario, N0H2R0
The Lighthouse Ticket Office	7456 Hwy 6, Tobermory, Ontario, N0H2R0
The Ticket Booth	Little Tub Harbour, Tobermory, Ontario, N0H2R0

### Accommodation

The Harbourside Motel	24 Carlton Street, Tobermory, Ontario, N0H2R0
Wireless Bay Cottages	112 Bay Street, Tobermory, Ontario, N0H2R0

## Employee Agreement

At the beginning of your employment, you are required to sign an Employment Agreement. By doing so, you are agreeing to your contract dates, wages, duties, and other important aspects of your employment with us. The agreement also states that you have read this Employee Handbook in full and that you understand and agree to all policies, procedures, and information contained within this document.



## Management Roles and Responsibilities

Below is the list of who should be your first point of contact. For contractual or Human Resources questions or issues the General Manager will assist.

### Management Team

General Manager:	Ashley Salen	generalmanager@blueheronco.com
Operations Manager:	Michelle LaFontaine	operations@blueheronco.com
Administrative Services:	Mindy Scott	information@blueheronco.com
Operations Administrator:	Valeriya Zhuravel	humanresources@blueheronco.com
Cruises Manager (Water-based ops):	Will Francis	blueheron.willfrancis@gmail.com
Team Relations Administrator:	Hazel Smith	blueheron.hazelsmith@gmail.com

## Use of this Handbook

This handbook is intended to be a helpful tool which provides comprehensive information and clearly outlines performance expectations.

If you have questions about the policies or procedures in this document, ask anyone on the management team for clarification.

The policies in this Handbook are subject to change at the discretion of the Blue Heron Company at any time. In the event of a change, a memo will be released and posted in all locations as well as on the employee Facebook page.

This Employee Handbook is divided into five sections and has a detailed Appendix at the end with specific dress code requirements by role.

- (1) Customer Service Expectations
- (2) Conditions of Employment
- (3) Employee Conduct
- (4) Company Resources
- (5) Accidents and Emergencies

## Land Acknowledgement

The Blue Heron Company wishes to acknowledge that we cruise on the waters and have land-based visitor services in the Territory of the Anishinabek Nation: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomie Nations. Further, the Blue Heron Company gives thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, known collectively as the Saugeen Ojibway Nation, as the traditional keepers of this land.



## Section One: Customer Service Expectations

### Customer Service Excellence

The Blue Heron Company is in the business of delivering quality experiences to all our customers, whether on a cruise, as an overnight guest, or as a shopper. Our goal is to ensure that all our customers receive quality service which exceeds their expectations.

Our staff is expected to deliver a consistently high standard of customer service with care and enthusiasm. We ask our staff to continually consider, “What more can I do to serve this customer well?”

Whenever you are on duty you are an ambassador of the Blue Heron Company; everything you do reflects on the company in the eyes of our customers, the general public, and community members. The following procedures should be consistently adopted:

All customers will be welcomed with a smile and a greeting along the following lines:

- “Welcome to Blue Heron Cruises, how may I help you?”
- “Welcome to the Chart Shop, I am happy to help if you need any assistance.”
- “Welcome aboard, let us know if you have any questions along the way.”

Even when not directly serving a customer, your job is to pay attention to customers, or potential customers, and attempt to anticipate what they may need. For example, if you are working in a ticket location and customers are looking at our signage and you don't have a line up, get up from your work space and join them at the information signs and ask if you can help. Similarly, if you are boat crew and on deck during a cruise, remain alert and professional, make it clear to passengers that you are “on duty” and available to answer both tour and safety questions. Approach customers and offer interesting details on aspects of their cruise.

Whenever time allows, we ask that you complete each interaction with, “Do you have any other questions?” or “Is there anything else I can help you with?” We do recognize that at peak times in a sales environment you may be under pressure to process transactions quickly in order to manage line-ups and to ensure customers arrive at boats on time. At times like these, it may not be feasible or appropriate to ask, “Do you have any other questions”, instead a simple “Thank you and enjoy your cruise” will suffice. Let the customer know that our knowledgeable crew on board the vessel will be able to help with their questions during the tour.

Providing directions, either to parking or the boat dock, is an extremely important aspect of service delivery. Please ensure you provide careful information including the street addresses to all four parking lots. For the in person customer be sure to provide a parking map and review it carefully with the customer. Ask the customer if they have understood the information provided and if necessary, politely and patiently go over it again. A little extra care with directions can prevent confusion and missed boats.

For all telephone bookings, ensure the customer is told to arrive in Tobermory a minimum of **ONE HOUR** prior to their sailing time. Regardless of how busy you may be, or how challenging a customer's needs might be, it is your responsibility to ensure that all information is provided in a patient, pleasant, friendly, and professional manner.

Always thank the customer for choosing Blue Heron Cruises, the Harbourside Motel, etc. as appropriate.

It is often possible to offer general tourist information about other attractions and amenities in the area and we encourage our staff to do so, as time permits. Sometimes when we are busy, such as when other customers are waiting



to be served, it is perfectly acceptable to refer the customer to our Tourist Information Office for more information. Alternatively, you can suggest they come back and see you when it will likely be less busy, perhaps on their return from Flowerpot Island or after the busy check-in time.

If asked for referrals to other businesses, employees of the Blue Heron Company must never speak in uncomplimentary terms about another business while on duty. If customers ask about a business you do not like, be non-committal and refer them to reviews on Tripadvisor or Google.

## **The Workplace Environment**

Ensuring a clean environment is one of the best ways to provide excellent service to our customers. Your personal work area should always be clean and neat, as well as the entire site where you are located.

If your work location offers customer washrooms, it is your responsibility, together with your co-workers, to ensure they are kept immaculately clean and well-supplied. Washrooms should be checked and cleaned hourly.

While we have maintenance staff who are responsible for most garbage collection, if you notice a bin is getting full, take the initiative to empty it or notify maintenance. If you notice garbage on the ground at any location, take the time to pick it up and dispose of it properly.

Be aware of your surroundings. Ask yourself, is the environment pleasant for our customers? For example, is the volume correctly set on the cruise PA system? Is the music at an appropriate volume in the stores? Is the heat or A/C on at the designated setting to ensure customers enjoy their break from the cold / hot day outside? Sitting all day in a ticket location, the A/C may seem too chilly to you, but the purpose of the A/C is to provide a pleasant experience to the customer. You may need to wear a sweater or jacket.

## **Customer Complaints**

Sometimes, no matter how hard we try, things go wrong or the customer's expectations are not met. When a customer complains, listen patiently, check in to ensure if you have accurately understood the concern and determine if there is anything you or a colleague can do in the moment to address the issue. For example, allow a customer in the boat line-up to move to the shade; help a customer find improved seating on the cruise, or if improved seating is not available point out options for superior standing views.

If the customer's concern is beyond your ability to resolve, such as a missed boat, or rowdy neighbours in the room next door, the Management Team is available to support both you and the customer.

When contacting a Manager to assist with a customer complaint, provide as much information to that Manager as possible in advance. Do what you can to ensure the customer waits in a comfortable place for the Manager to arrive.

If the customer cannot wait for the Manager to arrive, provide the Operation Manager's business card - available at each ticket location, the Harbourside Motel and Wireless Bay Cottages. Alternatively, you can take the customer's information and details of the complaint and provide the information to the Operation Manager or designate as soon as possible for follow-up.

When a customer is in the wrong, for example, he or she is too noisy, angry, vulgar, racist, or intoxicated, you may - in a professional and polite way - inform them that the behaviour is not acceptable. Ask the customer to lower their voice / refrain from shouting / speak politely. If they comply, continue to offer quality service. If the customer does not respond to your request:



- If you are working on a boat, always inform and seek support from the First Mate and Captain. If the customers need to be met on arrival back in Tobermory the Captain or First Mate will inform the appropriate land-based manager
- If you are working in a land-based role, immediately contact the Operation Manager or their designate

## Employee Name Tag

The Blue Heron Company places great importance on staff identifying themselves to customers. We believe this is friendly, professional, and respectful. You may identify yourself when greeting customers, "Hi, I'm Debbie, how can I help you today?" and in addition, you are expected at all times to wear the company issued name tag.

Name tags should be worn in such a way that it can be easily read by the customer, typically this is on the left chest opposite the company logo on your uniform shirt or jacket.

The cost of the company-issued name tag is \$15.00 and will be purchased from the Blue Heron Shop. Your name tag may be redeemed for a full refund at the end of the season.

Should a name tag be lost or destroyed during the season, a replacement name tag must be purchased.

## Customer Refunds

Customer refunds are permissible in certain circumstances.

### Retail Merchandise

All refunds are to be applied using the same method of payment as the original purchase. On the back of the refund receipt write an explanation as to why the item was refunded and then place it into the till. If a refund is given for an incorrect entry or incomplete transaction, please attach the receipt of the incorrect entry to the refund receipt. All refund slips must go to the office at the end of the day.

Refunds may be provided in the following circumstances:

- Within 7 days of purchase with receipts and original tags attached and in new, non-worn condition
- Within 30 days of a purchase with receipt if item is damaged or faulty, with manager approval

### Blue Heron Cruises

Cancellation notice is required 48 hours prior to the reservation date to receive a full refund with no questions asked. If a cancellation occurs after the deadline and their booked vessel is not full or sold out and you have enough time to resell the cancelled tickets, a refund is permitted. If you are unsure, please ask the Operation Manager or designate for help.

No refunds are provided for missed boats. A Manager may approve a rebooking for a later sailing time, if seats are available. Alternatively, in some exceptional circumstances a Store Credit may be issued. Only a Manager or designate can approve rebookings or store credits.

All cruises are weather dependent. A full refund is provided if for any reason the cruise is cancelled by the Blue Heron Company. All cruises are weather permitting.

If you are ever unsure or any issues arise, please refer to the Operation Manager or designate.





## **Harbourside Motel and Wireless Bay**

All reservations require cancellation notice no later than 48 hours prior to arrival. Failure to provide proper notice may result in the customers forfeiting the original deposit made. If a reservation is cancelled after the deadline, and the front desk associate knows that the room/cottage will be re-rented, the refund can be completed. Please refer to the Operation Manager or designate to make the final decision if you are unsure how to proceed.

## **Lost and Found**

From time to time guests leave items of value behind. The Blue Heron Company strives to assist guests and customers to retrieve their items as much as possible.

There is a centralized lost and found located in the shed by the Ferryview Laundry Room at the Harbourside Motel. All items found on the Blue Heron Company property are to be taken to this location, documented, and stored.

Any customer at any location looking for a lost item should be directed to Reception at the Harbourside Motel. Staff there will look to see if the item is in our care and if so will make necessary arrangements with the guests and Administrative Services for the goods to be shipped.

If a credit card, drivers license, health card, passport or wallet is found, please document the date, time and location that it is found and give it directly to a Manager to lock up until the owner is found.

## **Exchange on US Funds**

The Blue Heron Company provides a rate of exchange to customers who opt to pay for goods or services with US dollars. The current rate of exchange will be programmed into the ticket and retail Point of Sale System and will be automatically calculated.

## **Credit Card Purchases**

We accept Visa, MasterCard, AMEX, DiscoverCard, Visa Debit, Diners Club, MasterCard Debit at all retail, accommodation, ticket sale locations, and for online sales.

Visa Debit and MasterCard Debit cards are not accepted through our online systems.

The Harbourside Motel and Wireless Bay Cottages require a credit card for booking. Debit payment is not accepted. In exceptional circumstances, where a guest does not have a credit card, a deposit may be paid by e-transfer. Front Desk Associates are expected to adhere to established procedures in accepting e-transfer payments, as set out in the Front Desk Training Manual.

No credit card is to be manually entered.

Depending on the card, sometimes a signature is required. If a signature line is on the receipt, please ensure that one is obtained by the customer before the transaction is complete.

## **Cheque Policy**

Personal cheques are not accepted.



## Accessibility Policy

The Blue Heron Company seeks at all times to meet the requirements of the Accessibility Standards for Customer Service, Ontario Regulation 429/07 under the Accessibility for Ontarians with Disabilities Act, 2005 which applies to the provision of goods and services to the public or other third parties.

All goods and services provided to customers and members of the public at all Blue Heron locations shall follow the principles of dignity, independence, integration, and equal opportunity.

This directive applies to employees, volunteers, agents, and/or contractors who deal with the public or other third parties that act on behalf of the retail establishments of the Blue Heron Company, including when the provision of goods or services occurs off the premises of the retail establishments of the Blue Heron Company such as in: deliveries, catering events, central ordering centers and third-party marketing agencies.

### Definitions

*Assistive Device* – is a technical aid, communication device or other instrument that is used to maintain or improve the functional abilities of people with disabilities. Personal assistive devices are typically devices that guests bring with them such as a wheelchair, walker or a personal oxygen tank that might assist in hearing, seeing, communicating, moving, breathing, remembering and/or reading.

*Disability* – the term disability as defined by the Accessibility for Ontarians with Disabilities Act, 2005, and the Ontario Human Rights Code, refers to:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impairment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- a condition of mental impairment or a developmental disability;
- a learning disability, or 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.

*Guide Dog* – is a highly-trained working dog that has been trained at one of the facilities listed in Ontario Regulation 58 under the Blind Persons' Rights Act, to provide mobility, safety and increased independence for people who are blind.

*Service Animal* – as reflected in Ontario Regulation 429/07, an animal is a service animal for a person with a disability if:

- the animal is used by the person for reasons relating to his or her disability; or
- the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.
- if it is not clear that it is a service animal, you are permitted to request a letter noting so.

*Service Dog* – as reflected in Health Protection and Promotion Act, Ontario Regulation 562 a dog other than a guide dog for the blind is a service dog if:

- it is clear to an average person that the dog functions as a service dog for a person with a medical disability; or



- the person who requires the dog can provide on request a letter from a physician or nurse confirming that the person requires a service dog.

*Support Person* – as reflected in Ontario Regulation 429/07, a support person means, in relation to a person with a disability, another person who accompanies him or her to help with communication, mobility, personal care, medical needs or access to goods and services.

### Scope

In accordance with the Accessibility Standards for Customer Service, Ontario Regulation 429/07, this policy addresses the following:

- A. The Provision of Goods and Services to Persons with Disabilities
- B. The Use of Assistive Devices
- C. The Use of Guide Dogs, Service Animals and Service Dogs
- D. The Use of Support Persons
- E. Notice of Service Disruptions
- F. Customer Feedback
- G. Training
- H. Notice of Availability and Format of Required Documents

#### A. The Provision of Goods and Services to Persons with Disabilities

All Blue Heron Company retail establishments will make every reasonable effort to ensure that its policies, practices and procedures are consistent with the principles of dignity, independence, integration and equal opportunity by:

- ensuring that all guests receive the same value and quality;
- allowing guests with disabilities to do things in their own ways, at their own pace when accessing goods and services if this does not present a safety risk;
- using alternative methods when possible to ensure that guests with disabilities have access to the same services, in the same place and in a similar manner;
- considering individual needs when providing goods and services; and
- communicating in a manner that considers the guest's disability.

#### B. Assistive Devices

*Guest's own assistive device(s):* Persons with disabilities may use their own assistive devices as required when accessing goods or services provided by the Blue Heron Company.

In cases where the assistive device presents a safety concern or where accessibility might be an issue other measures will be used to ensure the access of goods and services.

For example, open flames and oxygen tanks cannot be near one another. Therefore, the accommodation of a guest with an oxygen tank may involve extinguishing candles and ensuring the guest is seated in a location that would be considered safe for both the guest and other patrons. Or, where elevators are not present and where an individual requires assistive devices for the purposes of mobility, tables that are easily accessible will be made available based on the availability of seats.

*Assistive devices provided by the Blue Heron Company:* The following assistive devices are available, on a first come first serve basis and upon request, to assist guests in accessing our goods and services:



- Walker
- Wheelchair

### C. Guide Dogs, Service Animals and Service Dogs

A guest with a disability that is accompanied by a guide dog or service dog will be allowed access to premises that are open to the public unless otherwise excluded by law. If you cannot easily identify that the animal is a service animal, you can ask the person to provide documentation from a regulated health professional. The documentation must confirm that the person needs the service animal for reasons relating to their disability.

*Exclusion Guidelines:* If a guide dog, service animal or service dog is excluded by law, the Blue Heron Company will offer alternative methods to enable the person with a disability to access goods and services, whenever possible (for example, securing the animal in a safe location and offering the guidance of an employee).

*Applicable Law:* The Health Protection and Promotion Act, Ontario Regulation 562 Section 60, normally does not allow animals in places where food is manufactured, prepared, processed, handled, served, displayed, stored, sold or offered for sale. It does allow guide dogs and service dogs to go into places where food is served, sold or offered for sale. However, other types of service animals are not included in this exception.

*Dog Owners' Liability Act, Ontario:* If there is a conflict between a provision of this Act or of a regulation under this or any other Act relating to banned breeds and a provision of a by-law passed by a municipality relating to these breeds, the provision that is more restrictive in relation to controls or bans on these breeds prevails.

*Recognizing a Guide Dog and/or Service Dog:* If it is not immediately apparent that the dog is a guide or service dog, the Blue Heron Company reserves the right to ask for verification from the guest.

Verification may include:

- a letter from a physician or nurse confirming that the person requires the animal for reasons related to the disability;
- a valid identification card signed by the Attorney General of Ontario; or,
- a certificate of training from a recognized guide dog or service animal training school.
- as of July 1<sup>st</sup>, 2016 – it is acceptable to request service animal paperwork to confirm that the animal is a registered service animal.

*Care and Control of the Animal:* The guest that is accompanied by a guide dog, service dog or service animal is responsible for maintaining care and control of the animal at all times.

*Allergies:* If a health and safety concern presents itself, for example in the form of a severe allergy to the animal, the Blue Heron Company will make all reasonable efforts to meet the needs of all individuals.

### D. Support Persons

If a guest with a disability is accompanied by a support person, the Blue Heron Company will ensure that both persons can enter the premises together and that the guest is not prevented from having access to the support person. In certain situations, a person with a disability may be accompanied by a support person for their health or safety. If it is a requirement of your organization – the support person must have admission waived.

In situations where confidential information might be discussed, consent will be obtained from the guest, prior to any conversation where confidential information might be discussed.



**Admission Fees:** Fares will be free of charge to the support person for admission to the Blue Heron Cruises. Guests will be informed of this by notice that will be posted on the Blue Heron Cruises premises and on their website.

### E. Notice of Disruptions in Service

Service disruptions may occur due to reasons that may or may not be within the control or knowledge of the Blue Heron Company. In the event of any temporary disruptions to facilities or services that guests with disabilities rely on to access or use Blue Heron's goods or services, reasonable efforts will be made to provide notice. In some circumstances such as in the situation of unplanned temporary disruptions, notice may not be possible.

**Notifications will include:** If a notification needs to be posted, the following information will be included unless it is not readily available or known:

- goods or services that are disrupted or unavailable
- reason for the disruption
- anticipated duration
- a description of alternative services or options

**Notification Options:** When disruptions occur, the Blue Heron Company will provide notice by:

- posting notices in conspicuous places including at the point of disruption, at the main entrance and at the nearest accessible entrance to the service disruption and/or on the Restaurant website;
- contacting guests with reservations;
- verbally notifying guests when they are making a reservation; or
- by any other method that may be reasonable under the circumstances.

### F. Feedback Process

The Blue Heron Company shall provide guests with the opportunity to provide feedback on the service provided to guests with disabilities. Information about the feedback process will be readily available to all guests and notice of the process will be made available by the website. Feedback forms along with alternate methods of providing feedback such as, verbally (in person or by telephone) or written (handwritten, deliver, website or email), will be available upon request.

**Submitting Feedback:** Guests, customers, or members of the public who wish to submit accessibility feedback to the Blue Heron Company should be provided with the following contact information.

519-596-2999 ext. 400  
24 Carlton Street, PO Box 130  
Tobermory, ON, N0H 2R0  
information@blueheronco.com

In addition, guests, customers, or members of the public who wish to provide feedback verbally or by completing an onsite customer feedback form can do so with any Blue Heron Company employee. These forms are in every location in the handbook. Anyone who submits formal feedback will receive acknowledgement of their feedback, along with information about any resulting actions that were taken based on the concerns or complaints that were submitted.

### **Employee Accessibility Training and Certification**

All employees and volunteers will be required to demonstrate a thorough understanding of AODA legislation and its implementation in the Blue Heron Company workplace.



Training will be provided to:

- a) all employees, volunteers and/or agents who deal with the public or other third parties that act on behalf of the Blue Heron Company, for example: delivery drivers, caterers, central ordering centers and third-party marketing agents; and,
- b) those who are involved in the development and approval of customer service policies, practices and procedures.

*Training Provisions:* As reflected in Ontario Regulation 429/07, regardless of the format, training will cover the following:

- A review of the purpose of the Accessibility for Ontarians with Disabilities Act, 2005.
- A review of the requirements of the Accessibility Standards for Customer Service, Ontario Regulation 429/07.
- Instructions on how to interact and communicate with people with various types of disabilities.
- Instructions on how to interact with people with disabilities who:
  - o use assistive devices;
  - o require the assistance of a guide dog, service dog or other service animal; or
  - o require the use of a support person (including the handling of admission fees).
- Instructions on how to use equipment or devices provided by Blue Heron Company which may help people with disabilities.
- Instructions on what to do if a person with a disability is having difficulty accessing our services.

*Training Schedule:* The Blue Heron Company will provide training as soon as practicable. Training will be provided to new employees, volunteers, agents and/or contractors who deal with the public or act on our behalf. This training is provided online and can be done at the leisure of any employee, but all modules need to be completed before the first day of work. Revised training will be provided in the event of changes to legislation, procedures and/or practices.

*Record of Training:* The Blue Heron Company will maintain a record of training and resultant certification for all employees.

### **Notice of Availability and Format of Documents**

The Blue Heron Company shall notify guests that the documents related to the Accessibility Standards for Customer Service are available upon request and in a format that considers the guest's disability. Available formats include; paper and electronic. Notification will be given by posting the information in a conspicuous place owned and operated by the Blue Heron Company, the website and/or any other reasonable method.

This policy and its related procedures will be reviewed as required in the event of legislative changes.

#### **Referenced Documents:**

- Accessibility for Ontarians with Disabilities Act, 2005
- Accessibility Standards for Customer Service, Ontario Regulation 429/07
- Blind Person's Rights Act, 1990
- Dog Owners' Liability Act, Ontario
- Health Protection and Promotion Act, Ontario Regulation 562
- Ontario Human Rights Code, 1990

### **Accessibility and Employment at the Blue Heron Company**

The Blue Heron Company welcomes and encourages applications from people with disabilities. Accommodations are available upon request for candidates taking part in the selection process.



## Section Two: Conditions of Employment

### Recruitment and Hiring

The Blue Heron Company hiring process aims to be fair, open, set out clear expectations, and offer a positive candidate experience. The success of the Blue Heron Company depends on having the right employees, properly trained and motivated, applying their skills and talents to all assigned responsibilities outlined in job descriptions.

Throughout the recruitment, selection and hiring process, applications and applicants' information will remain confidential.

To be eligible for employment, applicants must:

- meet the stated requirements for the position
- be willing to work in accordance with the Company's goals, objectives, policies, and procedures
- be legally entitled to work in Canada.

The Company will endeavour to recruit the most competent individuals to fill all positions.

#### Recruitment

Job advertisements shall include the following information:

- Job Title
- Essential requirements for education and experience
- Knowledge and skills required
- Compensation range
- Starting/ending date where applicable
- Hours of work
- Closing date of competition

#### Selection Process

The Managers responsible for hiring will receive and review all applications. Those candidates that meet the requirements will be contacted for an interview. It is the responsibility of each applicant to demonstrate that they meet the requirements of the position.

Invitations to the interview will be extended by email. Interviews will typically be conducted by the General Manager.

Applicants for Management positions will be interviewed by the General Manager and/or the Owners or representative of the Owners.

#### Offer of Employment

Successful candidates will receive a written letter of offer and an employment package including but not limited to this Employee Handbook and details of required certifications as appropriate to the position and duties (online links provided).

Two copies of the offer of employment will be provided. The potential employee will be requested to sign one and will be given the other for their personal records.



## Employment Equity

The Blue Heron Company is committed to principles of equity and diversity in the workplace and recognizes the value that diverse employees bring to the Company and the community.

The Blue Heron Company is also committed to excellence while ensuring fair and equitable employment processes for all. The Blue Heron Company recognizes the dignity and worth of every person and is committed to removing barriers to employment.

## Training, Mentoring, and Development including Cross-Training

### Training, Mentoring, and Development

The Blue Heron Company supports the ongoing development of our employees in order to enhance employee engagement in their roles and responsibilities as well as to foster commitment to the Blue Heron Company's goal of delivering excellence to all customers.

At time of hire or rehire you will need to be certified to a number of provincially legislated standards, including, but not limited to Accessibility for Ontarians (AODA) and Workplace Hazardous Materials Information System (WHMIS). Additional certifications such as Customer Service Excellence and Health and Safety Standards will be required prior to your start date. Online certification modules will be provided to each employee at time of hire.

In addition all new employees will receive additional training which will include:

- this Employee Handbook
- a detailed job description
- a site orientation
- on the job training and mentoring with experienced personnel during initial shifts
- "how to" manuals and task lists
- a training completion review with the designated manager or shift lead
- other means as deemed appropriate

### Cross-Training

For job enrichment and to ensure capacity to deliver excellent service at all times, the Blue Heron Company embraces cross-training. Where possible training and support will be provided to employees enabling them to perform in multiple jobs, roles, or positions. Cross-training will help to ensure that resources may be shared in times of need, and that our staff gain valuable job skills and knowledge in a variety of roles.

By learning how to perform a variety of duties at the Blue Heron Company employees will gain a stronger understanding of the importance of alternate positions, and the contributions they make. Similarly, if an employee is absent, or requires assistance with increased workload, the company will be better able to manage the various departments by temporarily placing alternate employees who are trained in the position.

This cross-training policy may result in employees working in positions not specifically noted in their employment agreement.





## Performance Review

The Blue Heron Company strives to ensure that employees are provided with accurate and appropriate feedback regarding their performance within the organization. By providing annual performance reviews the Blue Heron Company gains the opportunity to recognize and reward success, and provide staff with goals and objectives for the coming year.

All returning employees will be given the option to complete a performance review. This option will be offered at the beginning of their season. Performance reviews will be benchmarked against previously determined goals and objectives for the position.

All management staff will participate in quarterly reviews of their performance.

## Communication

Each employee is automatically added to the main communication and scheduling platform, 7Shifts, at time of hire. In addition, email addresses and phone numbers are obtained at time of hire. The Blue Heron Company communicates with employees in a number of ways.

### In Person

The Management team strives to be in regular communication on a day to day basis. Matters that might be discussed in person include the daily duties as well as training, support, coaching, and performance management.

### By Email

Email is typically the method of communication regarding contractual issues of your employment and housing.

### 7Shifts

7Shifts is the scheduling platform used by the Blue Heron Company. Employees receive their work schedules and regular schedule updates via 7Shifts. In addition, the Management team will send out daily announcements and communicate tasks and special events. Time off requests and scheduling related matters should be communicated using 7Shifts to the Operations Administration (see more below).

### Bulletin Board

There is a bulletin board in the office with important Health and Safety information. Details of special events are also posted here. Employees are welcome to use this board as well.

### Log Books

Daily log books are used in the stores, ticket locations, and at the motel reception. Daily entries about tasks and important product or customer information are recorded here. When on duty, please read past entries to ensure you are up-to-date and informed.

### Text Messages and Calls to the Administrative Services Phone / After Hours Emergency Phone

During work hours: 7am to 10pm, text or call the Administrative Services number for urgent matters: 226-568-1977

After hours emergencies: 10pm - 7am (call only) the After Hours Emergency number: 519-377-0454

### Employee Facebook page

We encourage all employees who are active on Facebook to join the employee page. To be added to the Facebook page, contact administrative services or the General Manager.



## Hours of Work and Overtime Pay

You are expected to be punctual for your shifts. If the schedule indicates that your shift begins at 9am, it is expected that you are at the location and working at 9am. Employees should arrive onsite approximately 10 minutes prior to the scheduled opening time and may clock in a maximum of up to 15 minutes prior to the start of their scheduled shift.

### Overtime Pay

An employer and an employee can agree **electronically or in writing** that the employee will work more than eight hours a day or their established regular workday – if it is longer than eight hours and more than 48 hours a week, using the “Excess Hours Agreement”.

As an employee of the Blue Heron Company, you are required to read the schedules as they are posted and report for scheduled shifts. If overtime hours are scheduled these will be paid on each pay at 1.5 times your regular rate of pay.

If you are scheduled for overtime hours and do not want these additional hours, please contact Operations Administration in a timely manner, via the scheduling platform, to have your hours reduced.

### Holiday Pay

To qualify for the public holiday pay employees must have worked the last regularly scheduled day before and the first regularly scheduled day after the holiday.

Employees of the Blue Heron Company are expected to work on public and or statutory holidays throughout their seasonal employment should it be required. If employees work on a statutory holiday, they will be paid 1.5 times your regular rate for the scheduled shift and may receive a different day off during the scheduled week to make up for the holiday.

Ontario has nine Public Holidays, as follows:

- New Year's Day (January 1)
- Family Day (third Monday in February)
- Good Friday (Friday before Easter Monday)
- Victoria Day (Monday before May 25)
- Canada Day (July 1)
- Labour Day (first Monday in September)
- Thanksgiving Day (second Monday in October)
- Christmas Day (December 25)
- Boxing Day (December 26)

Hours of work and overtime hours are a privilege, not a right and may be revoked for any behaviour that is deemed inappropriate or for anything that may require a verbal or written warning to be filed.

## Scheduling

Schedules are prepared by the Operations Administration or designate and reviewed by Operation Manager and the General Manager

The Operations Administration is the first point of contact for scheduling requests, time off, and any scheduling issues or concerns. For urgent concerns that must be addressed immediately anyone on the Management team can assist.

Communications via the 7Shifts app will be monitored daily and all communications responded to within 24 hours.

Schedules are published in two week segments, with the work week beginning on a Sunday. The Blue Heron Company makes every effort to post each schedule with a minimum of two weeks' notice and wherever possible up to a month or



6 weeks in advance.

The schedule posted is the best plan at time of posting. Your location and start times may be adjusted in accordance with business demands. You are expected to check for schedule updates on a regular basis. Updates may include change of role, change of location, and change of start or end time and may be made up to **24 hours** prior to your work day.

Once a schedule has been posted, you will not be assigned shifts on days where you were previously scheduled to be off without your written consent.

Staff are asked to refrain from devising shift switches informally. If you cannot work a given shift that you have been scheduled for, submit a request for time off via 7shifts.

If you see yourself scheduled in a new role for which you have not yet received any formal training, ensure that you arrive 10 minutes prior to the beginning of the shift and reach out to the Operations Manager or designate for details of your training plan.

Staff should review the “Notes” section associated with your shift as it appears in 7shifts. These Notes are intended to be helpful directions to make it clearer what is expected of you during a given shift. Bear in mind that on the given day, the Manager or shift lead may have additional and or different tasks for you in light of business demands.

## Time Off Requests

---

All necessary Time Off requests are to be submitted at the beginning of the season.

Time Off requests must be submitted via the 7shifts using the “Time Off” function. Requests will be accommodated whenever possible and on a first come first served basis.

It is expected that employees will limit their requests for time off during peak season to a maximum of 5 individual working days, unless otherwise agreed at the time of hire. Peak season is typically from the third Friday in June up to and including Labour Day Monday.

If you require assistance using the 7Shifts “Time Off” function, please ask the Operations Administration or another member of the management team for assistance.

Time Off requests with less than two weeks' notice can only be made in writing via the 7shifts Messaging function, to Val, and such requests should be strictly for emergency or urgent matters. The Company will endeavour to find someone to cover an emergency request and your willingness to work alternate days during the week when the time off is needed will increase the likelihood of the request being approved. Messages will be responded to within 24 hours or less.

## Break Times

---

While working, you are entitled to one 30-minute unpaid lunch break during your shift. For every 6 consecutive hours worked, a 30-minute lunch break will be deducted from your pay unless otherwise stated on your employment contract.

There is an exception to unpaid breaks for some roles where, due to business demands, employees are typically unable to step away from their duties on a scheduled basis, in which case they will be deducted only the lunch breaks that they were able to take.



You may have water while on shift so long as it is out of the sight of customers and it has a sealed lid when not in use. There is to be no gum chewing on shift. There is to be no food or beverages other than water while on shift in any location.

If time, staffing, and workload permits – staff may take a 15-minute paid break in the morning and afternoon. The break(s) will be paid breaks if the employee has worked the requisite 6 consecutive hours. These are not guaranteed or scheduled and employees must remain flexible.

## **Sick Days**

If you are sick and unable to attend for your scheduled shift, please call, text, or leave a voicemail on the Administrative Services phone at 226-568-1977 as soon as possible, and at least one hour prior to your scheduled shift start time to allow time to find a replacement. The phone is answered and text messages checked, daily from 7am-10pm during the peak season.

## **Pay Day**

Employees are paid bi-weekly on Fridays for the prior two week pay period (one week after the last pay period ended). The deposit will appear in the account by the end of the business day.

After accepting a position with the Blue Heron Company, you will be required to complete the TD1, TDON and Direct Deposit forms, along with all other company issued documents and return by the deadline provided. No pay will be processed until all forms are complete and returned.

The Blue Heron Company does not produce any pay early. If employment is terminated for any reason you will receive your last pay on the scheduled date that was in place when you left.

## **The Right to Disconnect**

Employee health and well-being are priorities while working and away from work. The Blue Heron Company is committed to increasing overall employee health and wellness and providing employees with a work-life balance.

### **Right to Disconnect When Not On the Job**

Employees have the right to disconnect from their job and any work-related tasks or communication outside of working hours without fear of reprisal.

The right to disconnect means you:

- can and should stop performing job duties and work related tasks when not on shift;
- are not required to take work home to complete outside of regular working hours unless otherwise specified;
- are not expected or required to respond to work-related communication outside of regular working hours, while on break, or during any paid or unpaid time off, outside of emergency situations;
- should take and use all scheduled breaks and time off entitlements for non-work related activities; and
- will not face repercussion or be penalized for not communicating or continuing to work outside of regular working hours.

Employees must also be respectful of others' right to disconnect and should not expect their co-workers to respond, communicate, or complete work when not working.



## Communication Outside of Work Hours

Employees may feel obligated to send or respond to messages when not working. The Blue Heron Company may on occasion send general communication to employees when they are not working, such as on an employee's day off or scheduled vacation, but will do their best to ensure that they are not sending communication that requires an immediate response. Employees are not expected to respond to any company communication when not at work, with the exception of unforeseen circumstances.

Employees must also respect others and avoid direct communication like sending emails, messages, or calling other employees or clients outside of their regularly scheduled working hours, during breaks, or during an employee's time off.

The Blue Heron Company understands that it may be necessary to send communication to a group of employees or forward important information to an employee who is not working. If employees do send communications to others who are not at work, they should not expect a response until the other employee returns. If the matter is urgent and requires an immediate response, employees must reach out to the Administrative Services phone 226-568-1977 (call or text from 7am - 10pm daily), or the After Hours Emergency Response phone 519-377-0454 (accepts calls only 10pm - 7am nightly).

Employees who do not reply to work related communications outside of normal working hours will not face negative effects on their employment.

Set communication boundaries by:

- setting clear expectations for response time;
- logging off for the day or set online status to away when not working
- scheduling breaks or time off in the calendar to avoid interruption
- avoid using work email for unrelated communications like personal correspondence

## Breaks and Time Off

Breaks are provided in accordance with employment standards and are intended to provide employees with time to recharge, and enable them to resume their regular work productively. Employees should take any scheduled or company-provided breaks during their shift. Employees should take time away from their work and refrain from responding or sending communication during breaks.

The Blue Heron Company understands the importance for its employees to have personal time off. Employees should not be reluctant to take time off, if and when required, by planning ahead and following the protocols outlined above for time off requests.

Employees who are not on duty should not be in any location visiting with those who are on duty.

## Mental Health Support

The Blue Heron Company recognizes that the workplace can play a significant role in supporting employees mental health, and understands that deterioration of mental health and wellness may be triggered by excess pressures at work or at home and result in lowered work performance and harm to one's physical and mental condition.

The Blue Heron Company will support mental health by:



- minimizing work-related sources of unhealthy stress and addressing internal factors that contribute to burn out
- regularly assessing workload, productivity, and expectations
- promoting work-life balance
- helping employees recognize the signs and symptoms of mental health issues
- having an open-door policy for communication and ensure employees are comfortable talking to their manager about mental health concerns
- treating mental health with the same level of importance as physical health and safety
- providing employees with the assistance and access to resources they need to support their mental health (such as employee assistance programs, accommodations, etc.) including training provided by the Blue Heron Company Ltd

## Workplace Violence and Harassment Policy

The Blue Heron Company is committed to building and preserving a safe, productive, and healthy working environment for its employees, free from violence and harassment and holds a zero tolerance stance. The company will take all reasonable measures to ensure job candidates, employees, managers, and clients are not subject to any form of violence or harassment. This commitment applies to all areas of business, including training, performance, assessment, and all other employment practices and working conditions.

Acts of violence or harassment against or by any employee will not be condoned or tolerated by the company. This policy outlines the Blue Heron Company's violence and harassment program, including how incidents of violence and harassment will be handled and investigated.

*Complainant:* A person who has made a complaint about another individual who they believe committed an act of violence or harassment against them.

*Respondent:* A person whom another individual has accused of committing an act of violence or harassment.

*Workplace Harassment:* Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or workplace sexual harassment.

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

*Workplace Violence:* 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 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.

The Blue Heron Company will provide all employees with appropriate training and information regarding the company's violence and harassment prevention practices and procedures. Employees are responsible for adhering to this policy and should report every incident of violence or harassment immediately to management. This includes any incidents that have been witnessed, experienced by, or reported to an employee.

For the purposes of this policy, workplace harassment or violence can occur:



- At the workplace;
- At employment-related social functions;
- In the course of work assignments outside the workplace;
- Over the telephone, if the conversation is work-related; or
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

Reasonable day-to-day actions by a manager that help manage, guide, or direct workers or the workplace and appropriate employee performance reviews, counselling, or discipline by a manager do not constitute harassment.

### **Workplace Violence and Harassment Program**

*Reporting Incidents of Workplace Violence and Harassment:* An employee who believes they have been subject to violence or harassment should submit a complaint to the Operations Manager or the General Manager. The complaint should be made as soon as possible following the incident and must include the following information:

- The date and time of the incident;
- The name of any persons involved in the incident;
- The name of any persons who witnessed the incident; and
- A thorough description of what occurred.

If the respondent is the employee's manager, or in a position of power, the complainant is welcome to file a complaint with the General Manager.

*Immediate Assistance Procedures:* The following measures and procedures should be followed when an incident of violence has occurred or is likely to occur and immediate assistance is required:

- Place an immediate call to emergency services by dialling 911.
- Contact the Operations Manager or designate immediately.

*Investigation Procedures:* Once a complaint has been received, the Blue Heron Company will complete a thorough investigation. The investigation may include:

- Informing the respondent of the complaint;
- Interviewing the complainant and any persons involved in the incident;
- Identifying and interviewing any witnesses; and
- Obtaining statements from all parties involved.

All the above information may be documented and used to determine whether an incident of violence or harassment occurred.

The company may take all measures to prevent any disclosure of the incident and the identities of the parties involved, unless the disclosure is necessary for the investigation, for taking corrective action or required by law.

### **Results of Investigation**

Once the investigation is complete, management will review and update prevention and remediation strategies with a "lessons learned" approach and provide any corrective actions to the parties involved, including but not limited to dismissal.

### **Disciplinary Measures**

If the company determines that an employee has been involved in an incident of violence or harassment towards another employee, immediate disciplinary action may be taken, up to and including immediate dismissal.



## **The Right to Refuse Unsafe Work**

Employees have the right to refuse work if they have a reason to believe that workplace violence is likely to endanger them. Upon refusing to work, the employee must report the circumstance of the refusal to the Operations Manager or designate.

## **Fraudulent or Malicious Complaints**

It is a violation of this policy for anyone to knowingly make a false complaint, or to provide false information about a complaint. Unfounded or frivolous allegations may cause both the respondent and the company significant damage. Any employee who knowingly makes a false allegation related to violence or harassment will be subject to immediate disciplinary action, up to and including immediate dismissal.

## **Recordkeeping**

The Blue Heron Company will ensure that appropriate records of complaints and investigations relating to incidents of violence and workplace harassment are kept, including:

- A copy of the complaint or details about the incident;
- Any records related to the investigation, including notes;
- A copy of the investigation report (if applicable);
- A summary of the investigation results, including the reports provided to the complainant and respondent; and
- A copy of any corrective action taken to address the complaint or incident.

## **Confidentiality**

The Blue Heron Company will not disclose the name of a complainant or a respondent or the circumstances related to the complaint to any person except where disclosure is necessary to investigate the complaint or take corrective action with respect to the complaint or required by law. The company will only disclose the minimum amount of personal information or details necessary for these purposes.

All records of harassment, and subsequent investigations, are considered confidential and will not be disclosed to anyone except to the extent required by law. The company will do everything reasonably possible to protect the privacy of any individuals involved and to ensure that complainants and respondents are treated fairly and respectfully.

## **Preventing Discrimination Policy**

The Blue Heron Company strives to prevent discrimination and protect its employees and customers from offensive and harmful behaviours. The company is committed to creating a safe and happy workplace for everyone.

Discrimination is any negative action or attitude directed toward someone because of protected characteristics, like race and gender. Other protected characteristics are:

- Age
- Religion
- Ethnicity / nationality
- Disability / medical history
- Marriage / civil partnership
- Pregnancy / maternity/ paternity
- Gender identity / sexual orientation

The Blue Heron Company explicitly prohibits offensive behaviour (e.g. derogatory comments towards colleagues of a specific gender or ethnicity, age, sexual orientation, religious affiliation, etc).





### Scope

This policy applies to all employees, contractors, visitors, customers, and members of the public on Blue Heron Company property.

### Discrimination and Harassment

The anti-discrimination and anti-harassment policies go hand-in-hand. Any kind of discrimination that creates a hostile and unpleasant environment for employees and customers will not be tolerated.

This is not an exhaustive list, but here are some instances that are considered to be discriminatory:

- disproportionately disqualifying male or female job candidates on purpose
- Managers bypassing team members with specific protected characteristics (e.g. race) for promotion without being able to formally prove (e.g. with documentation) the reasons other employees were selected instead
- Employees making sexist / racist / ageist comments, etc
- Employees sending emails or making social media posts disparaging someone's ethnic origin, sexual orientation, etc

Employees who harass their coworkers will go through the Company disciplinary process and may be reprimanded, demoted or terminated depending on the severity of the offence.

The Company recognizes that sometimes discrimination is unintentional, and arises from unconscious biases that may be difficult to identify and overcome. In a case where the Company concludes that an employee unconsciously discriminates, they will be supported through training and counselling, and the implementation of processes that mitigate biases. But, if this person shows unwillingness to change their behaviour, they may be demoted or their employment terminated.

The Company will not be lenient in cases of assault, sexual harassment or workplace violence, whether physical or psychological. Such behaviours will lead to immediate termination

### Actions to Prevent Discrimination

To ensure that the conduct and processes established by the Blue Heron Company are fair and lawful, the Company will :

- Use inclusive language in job ads
- Set formal job-related criteria to hire, promote and reward team members
- Offer compensation and benefits according to position, seniority, qualifications and performance, not protected characteristics
- Accommodate people with disabilities
- Require managers to keep detailed records of their decisions concerning their team members and job candidates

### Responding to Discrimination

If you are the victim of discriminatory behaviour (or if you suspect that others are being discriminated against), please talk to the Operations Manager or designate as soon as possible. Your Manager will note the details, ensure your claim is investigated, and the issue resolved in a comprehensive way. You have the right to be informed of the outcome of the investigation and the actions being taken.

Disciplinary steps for discriminatory behaviour depends on the severity of the offence. For example, inadvertently offending someone might warrant a reprimand. Conversely, willfully bypassing employees for promotion because of a protected characteristic will result in termination.



## Investigative Process

The General Manager may, for example, take some or all of the following steps:

- Look into similar claims about the same person or process to determine if discrimination is systemic
- Evaluate testimonies on social media that visitors, job candidates or former employees have made
- Conduct discreet interviews and gather information
- Never disclose who made a complaint or give out information that may help others identify that person (e.g. which department or role they work in)

All employees should strive to prevent and address discrimination. Be aware of your implicit biases and speak up whenever you or your colleagues are discriminated against. If you have ideas on how fairness and equality in the workplace could be improved, please do not hesitate to share these ideas., we are happy to hear them.

## Employee Appreciation and Recognition

The Blue Heron Company has a progressive remuneration policy as its primary mechanism of appreciation for excellence. In addition the company expresses its appreciation of employees in a variety of formal and informal ways.

### Merchandise Discounts

All employees are entitled to a 20% off discount on regular priced retail items in stock in store, excluding food products, Yeti brand merchandise, or gift certificates. Employee purchases do not have to be for the employee, gifts are also eligible for the 20% discount. Sale items are not to be discounted further. This discount is for in stock items only.

All staff purchases must be completed by a member of the Management and specific times may be posted for such purchases depending on business conditions.

Employees are welcome to put items aside for purchase at a later time. There is a designated location in each store for these items to be held. All items on hold should be purchased within 24 hours of the subsequent pay day or the next posted time. Items not purchased in a timely way will be placed back on the floor for sale at the discretion of the or their designate.

### Employee Boats Cruises

Employees may take complimentary cruises that are not sold out. Employees are encouraged to avail of this offer in the off-peak season when availability is likely.

In peak-season, and at other times deemed appropriate by the General Manager, staff will be required to pay in full at time of booking. A full refund will then be available ONLY if the trip is not sold out to paying customers.

All staff tickets, at all times, must be booked by a member of the Management team.

Complimentary cruises are at the discretion of the Owners and/or the General Manager.

### Guest Accommodation

Immediate family members of employees are eligible for a 20% discount on accommodation at the Harbourside Motel and Wireless Bay Cottages, with the exception of Friday and Saturday nights, and the Sunday night of holiday weekends. Pre-approval is required from the Operations Manager or General Manager prior to booking.



### **Gratuities (aka “Tips”)**

From time to time guests and customers express their particular appreciation for employee excellence through gratuities. The Blue Heron Company requires the following management of gratuities:

*Harbourside Motel* - All tips left in any unit or cottage are to be taken to the tip jar in the office. All monies received will be divided at the end of the scheduled cycle. The total amount will be divided evenly per shift with all staff. An additional 20% is added by the Blue Heron Company. Tips will be calculated and provided on “Tip Tuesday”. If housekeeping staff wish to add bottle return money to their tips, they must undertake this initiative independently outside of work hours and remove bottles on a daily basis.

*Boat Crew & Customer Excellence Associates* - Employees are asked to use their best judgement whether a tip is yours to keep or if it should be split between all crew/employees on shift at that time. If in doubt, the Blue Heron Company encourages a split. All employees can accept tips although they are not to be requested or expected.

*Bus Drivers* - Any tips received while on shift are yours to keep and do not need to be shared with other drivers. At the end of your shift, please ensure to empty your tip cup.

The Blue Heron Company will exchange US dollar gratuities for employees upon request. The rate of exchange will be consistent with the rate offered in our retail locations. Employees are also free to take the tip to the bank and have them provide the exchange rate at that moment but we will only offer our posted internal exchange rate.

We ask employees to refrain from “buying” bills at any Blue Heron point of sale with coin tips received. We are happy to direct staff to locations where their coin tips can be readily exchanged.

### **Recognition Events**

The Blue Heron Company will from time to time host employee appreciation events such as the annual staff BBQ, pizza days, potluck meals, and annual seasonal party.

### **Going the Extra Mile (aka GEM Awards)**

From time to time the management team will acknowledge moments of extraordinary contribution by individual staff in the form of a “GEM” award. These awards will be documented in the employees file and the details of the contribution shared on the Employee Facebook page and / or Photo Wall and / or employee newsletter.

Employees who notice a colleague “going the extra mile” are encouraged to share their knowledge with the Operation Manager and / or the General Manager.

### **Salary Review**

An employee’s rate of remuneration is reviewed annually, prior to rehire. From time to time, as business conditions permit, and performance warrants, an employee's rate of remuneration may be reviewed mid-season. Mid-season review will always be dependent on demonstrated excellence in day to day performance and commendation from the employee’s shift leads and the Operations Manager. Payment of any mid-season increase will be deferred until completion of the agreed upon contract unless otherwise agreed, and calculated from the date the increase was offered.



## Section Three: Employee Conduct

### Performance Management

The Blue Heron Company believes that its employees want to and will do a great job and with training and experience will be equipped with the necessary tools.

The Blue Heron Company will endeavour to keep employees well informed about performance expectations through clear and detailed job descriptions, initial and ongoing training, daily log books, announcements, and direct or department messages, as well as by daily interactions with the Management and Shift Leads. Employees are expected to follow verbal and written instructions as well as the content included in this Employee Handbook. Questions and feedback are welcome.

In the event that any performance concerns arise the company will work with the employee to allow ample opportunity for the employee to improve their performance. The initial steps the Company and its representatives may take could include, but not necessarily be limited to, repeat or additional training, one to one informal exploratory conversations coupled with guidance and directions, pairing with a more experienced team member, reassignment to other duties, and written instructions. All steps taken will be documented and included in the manager's daily reports and/or employee's personnel file.

The goal is to give the employee an opportunity to correct any performance issues and to achieve success for themselves and the Company. Our aim is to create a positive, thriving work environment and together harmoniously deliver excellent, efficient, and courteous services for our customers.

### Confidentiality

The Blue Heron Company acknowledges that employees may encounter confidential information in the course of carrying out their duties. Such confidential information may include but is not limited to, personal information regarding employees, patrons, financial or operational data etc.

Employees are required to use discretion and take all precautions to ensure that access to confidential information be restricted to authorized employees only. Sharing confidential operational information internally may undermine employee morale and performance and will not be tolerated.

Disseminating confidential information to individuals or organizations external to the Blue Heron Company may expose the company to harm and must be treated with the highest level of discretion. Disclosure of information to an outside third party may only be made by the Owners of the Blue Heron Company.

Only the Owners are authorized to communicate with the media or other outside sources, unless another agent is formally empowered to do so.

Any unauthorized release or carelessness in the handling of this confidential information is considered a breach of the duty to maintain confidentiality and could be grounds for immediate dismissal and/or possible liability in any legal action arising from such breach.

When employees are sharing confidential information with a Manager they should do so in the knowledge that any such disclosure may be shared with the Management team as a whole.



## Employee Privacy

The Blue Heron Company respects the privacy of its employees and is committed to protecting the personal information collected, used, and disclosed in the course of your employment relationship.

When entering into an employment relationship an employee accepts that the Company may collect, use, and disclose an employee's personal information for the purposes of managing and administering the employment relationship, including but not limited to:

- Verifying your identity and qualifications
- Determining your eligibility for employment
- Assessing your ability for a particular position or assignment
- Providing you with the necessary training and support
- Managing your performance and development
- Complying with legal and regulatory requirements:
  - personal information may be collected directly from the employee or from third parties, such as government agencies, educational institutions, or previous employers
  - only collect, use, and disclose your personal information for the purposes identified above, or for other purposes that are consented to by the employee
  - take reasonable steps to ensure that your personal information is accurate, complete, and up-to-date.
  - take reasonable steps to protect your personal information from unauthorized access, collection, use, disclosure, copying, modification, disposal, or destruction.
  - not disclose employee personal information to any third parties, except as required or permitted by law or as consented to by the employee
  - the employee has the right to access and correct personal information and to withdraw consent to the collection, use, and disclosure of personal information at any time, subject to legal and contractual restrictions

If you have any questions or concerns regarding this policy or if you would like to access or correct your personal information, please do not hesitate to contact us.

The Blue Heron Company is committed to protecting employee privacy and to handling personal information in a manner that is consistent with applicable privacy laws and regulations.

## Relationships in the Workplace

The Blue Heron Company strives to be a family-friendly workplace and is committed to maintaining an environment in which members of the team can work together. This policy provides guidelines for visitors in the workplace, family members working at the Blue Heron Company and relationships at work.

### Visiting the Workplace

Children, family members, associates, or friends are welcome for occasional brief visits in the workplace so long as they do not detract from the normal operations of the company. Please keep visiting time to a minimum and maintain your regular duties. Customers always come first. There should be no visitors in any location during opening or closing procedures.

### Family Members Working at the Blue Heron Company

As a large employer, the Blue Heron Company will from time to time have team members from the same family. Family member is defined as: spouse, domestic partner, daughter, son, parent, grandparent, grandchild, or sibling.



However, employment of family members in situations where one family member has direct influence over the other's conditions of employment (ie. salary, hours worked, shifts, etc.) is inappropriate. In some cases, a concern over conflict of interest may arise involving other close relatives such as aunts, uncles, cousins, or relatives by marriage. In any case, when employees are unsure about a potential conflict, they should immediately disclose the circumstances in writing to the General Manager.

### **Relationships at Work**

Employees are encouraged to socialize and develop professional relationships in the workplace provided that these relationships do not interfere with the work performance of either individual or the functioning of the workplace. Employees who engage in personal relationships (including romantic and sexual relationships) should be aware of their professional responsibilities and will be responsible for assuring that the relationship does not raise concerns about favoritism, bias, ethics, and/or conflict of interest. In cases of doubt, advice should be sought from the General Manager.

Romantic or sexual relationships between employees where one individual has influence or control over the other's conditions of employment are inappropriate. These relationships, even if consensual, may ultimately result in conflict or difficulties in the workplace. If such a relationship currently exists or develops, it must be disclosed.

The supervisor or employee who has influence or control over the other's conditions of employment has an obligation to immediately disclose the details of their relationship with another employee to the General Manager in writing. The other employee involved in the relationship is also encouraged to disclose the relationship in a timely way.

If a relationship is deemed to be inappropriate under these guidelines, the General Manager, after consultation with both parties, will take appropriate action. Actions taken may include, but are not limited to, an agreed upon transfer, a change in shift, a change in reporting structure, or discharge.

When relationships develop into situations that may be viewed as harassment or discrimination, employees should refer to the Workplace Violence and Harassment Policy. If any questions arise regarding potential harassment or discrimination, the employee should contact the General Manager immediately.

### **Blue Heron Company Responsibilities**

Just as the Blue Heron Company expects employees to comply with our policies, we have responsibilities that we are committed to fulfill. We will:

- enforce this policy equally to all employees including administration and management
- treat everyone equally and without discrimination when taking disciplinary action
- prohibit victimization, violence, or retaliation of any kind
- examine each case separately and consider all aspects and perspectives before making decisions

## **Moonlighting or Secondary Employment**

### **Intent**

The Blue Heron Company has adopted this policy to protect our business interests and to support employees' safety and productivity. This policy sets the expectations for moonlighting employees and determines limitations.

### **Guidelines**

This policy applies to full time employees. Full time, for the purposes of this policy, is 32 hours per week or more. The company generally allows outside employment where it causes no adverse effects to the employee's job performance at Blue Heron Company, the secondary work is performed outside of the employee's regularly scheduled working hours,



confidentiality is protected, and there is no conflict of interest. Prior to accepting secondary employment, employees are encouraged to seek additional hours at the company. Additional hours are not guaranteed but may be available, especially in Peak Season. Employees with additional employment must follow the guidelines outlined in this policy. The company will deal with an employee's secondary employment on a case-by-case basis. The aim will be to ensure optimal business operations and employee well-being.

### **Reporting**

Full time employees who wish to work any amount of time at a second job outside their regularly scheduled work hours at Blue Heron Company are required to discuss the matter with the Operations Manager and/or the General Manager before accepting the secondary job.

To ensure that there is no conflict of interest, the company may require the employee to complete an Additional Employment Disclosure Form and disclose information about the proposed secondary employment to allow for a review.

### **Fulfilling Primary Job Duties**

The scope of an employee's secondary work must not affect their job duties at Blue Heron Company. Employees should not complete any work for their secondary job during their scheduled hours working at Blue Heron Company, or at hours when they might reasonably be expected to have scheduled hours in the future.

Where the Blue Heron Company has reason to suspect that an employee is sacrificing attendance, work performance, or engagement at the company because of secondary employment, the company will enter into performance management conversations with the employee and take disciplinary action where appropriate. The company reserves the right to ask the employee to resign from the secondary employment.

### **Hours Free From Work**

Where an employee demonstrates signs that they have not secured ample rest between shifts or where there is a concern regarding productivity or health and safety, the company will investigate. If the company determines that a secondary job is affecting the employee's productivity or health and safety, the employee may face disciplinary action or will be required to take agreed upon measures to resolve the issues arising from the secondary employment.

## **Dress Code**

The Blue Heron Company places great importance on the professional appearance of all its employees. The company has a dress code to ensure consistency and professionalism in attire and to make employees easily recognizable to customers and guests. The Blue Heron Company requires all employees to be vigilant in adherence to the company's dress code. Employee appearance communicates an important message to our customers.

All employees must be clean and well-groomed. All clothes must be work-appropriate and project professionalism. All clothes must be clean and free of discernible rips, tears or holes. Jewelry, accessories, and makeup should be minimal and in good taste. If socks are showing while in uniform, they must be of neutral colour.

Employees who work in positions that could be reassigned onto the boats unexpectedly should always be prepared with proper footwear and attire.

**Employees must wear uniforms for work-related purposes only.** Employees are prohibited from wearing uniforms in places outside of work or in a manner that would damage the image or reputation of the company. Employees may be sent home to address uniform deficiencies and will potentially lose that day's work and pay. Alternatively the employee





may purchase the required uniform item(s) to address the deficiency. If you are unsure about expectations, please seek guidance at the outset of your employment from your management and administration team.

Uniforms may be purchased in the Blue Heron Shop, typically by appointment or during specific time periods.

## **Scent-Free Workplace**

The Blue Heron Company is a scent-free environment and prohibits the use of scented products at any time, as they may cause adverse physical effects that threaten the ongoing health and safety of our staff and visitors. We ask for everyone's cooperation in our efforts to accommodate employee health concerns, and minimize unnecessary workplace health and safety hazards.

Scented products that are prohibited include AXE (or similar) body sprays applied to clothing, as well as fragranced perfumes, colognes, and other strong fragranced products including essential oils.

**EXCLUSIONS:** Personal hygiene products such as deodorant/antiperspirant, hair products like shampoo/conditioner & gels/hold sprays, mouthwash and toothpaste, and sunscreen with mild fragrance, are exempt from the above and should be used by all staff.

## **Personal Hygiene**

Blue Heron Company employees are expected to meet hygiene requirements during regular business hours for the duration of their employment. Employees must comply with the following guidelines:

- Maintain personal cleanliness;
- Maintain oral hygiene (brushing of teeth);
- Use deodorant or antiperspirant to minimize body odours;
- Avoid the use of heavily scented perfumes, colognes, and lotions, as these can cause allergic reactions, migraines, and respiratory difficulty for others (customers or colleagues) who may be sensitive;
- Maintain clean and well groomed fingernails;
- Wash hands before and after eating and after every use of the restroom; and after smoking (if applicable)
- Cough or sneeze into the elbow and properly dispose of any tissues, sanitize hands as needed

## **Personal Grooming**

To ensure acceptable standards of personal grooming are met and that health and safety standards are maintained, employees must comply with the following guidelines:

- Clothing must be clean, washed daily, in good condition, and fit appropriately (as per company requirements);
- Employees must maintain neat and well-groomed hair (including, if applicable, sideburns, moustaches, and beards);
- Long hair must be pulled back or not in your face while customer facing and so as not to interfere with the safe operation of equipment and lines (job-dependent including: Maintenance, Boats and CEA);
- Tattoos or piercings perceived as offensive, hostile, or politically/religiously charged, must be covered and not visible to staff, customers, or visitors





## Cell Phone Use

Use of cell phones to make calls, send text messages, send emails, or chat in any form, while customers are present, or when there are duties to be attended to is strictly prohibited.

Exception: The use of cell phones may be required for the management and communication of daily tasks, or to use company specific applications such as 7Shifts, 7Punches or 7Tasks etc.

## Air Conditioning

Air conditioning is provided for customer and guest comfort. If you are in a location that has air conditioning, it needs to be on during peak season unless otherwise instructed. Please see below for temperature setting guidelines.

- Harbourside Motel and Head Office: 20°C
- Ticket Sales Location: 20°C
- Retail Location: 20°C

Instructions about temperature settings may vary depending on weather conditions. If this is the case, you will be notified by the Operations Manager or Shift Lead. Employees are encouraged to dress appropriately for the AC building settings. Keep in mind the purpose of the A/C is to provide a pleasant experience to the customer. Employees may need to wear a sweater or jacket to be comfortable working inside an air conditioned environment all day.

## Employee Parking

Free employee parking is available at several locations. In some instances you may have a 3 to 5 minute walk from your parking space to your place of duty. Be sure to plan accordingly.

- Harbourside Motel, along the stone garden wall. Please ensure you do not park in front of guest rooms or the dumpsters.
- 7419 Highway 6, opposite the Tourist Information Office and Community Centre. This is our largest staff parking lot and should always have capacity.
- 9 Carlton Street, 5 spots facing toward the "Ice House". Please ensure you do not park in Crows Nest customer parking.
- At the rear of 20 Head Street, behind the Call Centre, 3 to 5 spots.

Parking is not permitted at ticket locations at 7456 Hwy 6 and 7425 Highway 6. This parking is strictly for customer use. Similarly, please ensure you do not park by the Blue Heron Shop near the Harbour Master office.

There is a bike rack located at 24 Carlton Street for employees biking to work. It is recommended that all bikes are locked to the rack. The Blue Heron Company is not responsible for any theft or damage.

## Drug and Alcohol Policy

No employee shall be present at work while under the influence of alcohol or drugs. No employee will consume any alcohol or drug while on duty. Any employee found to be under the influence of intoxicants will be immediately removed from the workplace and sent home. Management will decide on further actions which may include termination. There is zero-tolerance for workplace intoxication.

Intoxication will be determined by the Operations Manager or Shift Lead on the observations of actions and symptoms such as, but not necessarily limited to, slurred speech, confused or disordered communication, physical impairment, smell of alcohol or other substances, and will be their best judgement at the moment. The aim is to ensure a safe



workplace for all workers and all customers. The occurrence will be formally documented as a workplace incident and recorded on the employee personnel file.

Although cannabis is provincially regulated, it is prohibited in this workplace. Exceptions to this pertain only to those which have a medicinal prescription and will be determined on a case by case basis depending on the position the employee has within the company. A prescription for medicinal cannabis does not correlate with an employee being able to consume cannabis during or immediately before work.

If your position within the Blue Heron Company is to operate a motor vehicle, vessel or power equipment, cannabis consumption is not permitted even if medically prescribed. If it is being used medically, please inform the Operation Manager and/or the General Manager immediately in order to be reassigned elsewhere within the company.

## Smoking Policy

The Smoke-Free Ontario Act bans smoking anywhere the public is ordinarily invited or permitted to access. Smoking is also banned inside of all enclosed areas, workplace vehicles, and shared public spaces. It is Ontario legislation that states no smoking is permitted within 9 meters of an entrance of company owned buildings. Consequently, the patio and breezeway of the Harbourside Motel are not suitable places for smoke breaks, nor is the Blue Heron Cruise dock and area between the Ticket booth and Beavertails, or the area behind Beavertails.

One suitable option is the picnic table on the Mariner side of the Harbourside Motel behind the recycling and garbage dumpsters.

Please ensure that you take the necessary steps to move to an appropriate location to take any smoke breaks and remove yourself from the public eye. If smoking in your own parked vehicle during breaks, be mindful of the resultant odor that may cling to clothes and hair and be bothersome for coworkers or the public.

All employees must wash hands prior to returning to work or serving any customers.

Butts need to be disposed of safely in the butt cans provided at multiple locations on site.

## Music in the Workplace

Music suitable for retail locations has been provided by management. Motel and Ticket locations can use a radio streaming service such as 101.7, 106.5, or 93.7. Only non-offensive options are permitted and will be at the discretion of the Operation Manager or Shift Lead.

Employees working in any front-line customer service role may not use headphones or wireless speakers of any kind. Maintenance staff and housekeepers are permitted to use one earbud.

## Employee Theft

The Blue Heron Company has zero-tolerance for employee theft. Police will be called in to investigate any occurrence of such incidents.



## Supply Ordering

All supplies including labels, bags, tags, tissue paper, linens, cleaning supplies, and tools, etc. must be formally requested. No supplies are to be purchased independently unless otherwise directed by the Operations Manager or Shift Lead.

To request goods, employees need to either:

- provide details of the item requested and rationale for its purchase to their Shift Lead who will place a formal internal purchase request with the Administrative Services team, if the purchase is deemed necessary
- add the items to the order board in the staff lunch room adjacent to the Management office, including your name, date of request, and specifics of item requested

In exceptional circumstances, if you are approved to independently purchase an item, the detailed receipts must be provided to the Administrative Services team.

## Social Media

The Blue Heron Company recognizes the positive potential that social media has in today's competitive world to generate visibility, maintain good customer relations and foster participation in the exchange of ideas. Similarly, the company is conscious that inappropriate use of social media can damage our reputation and standing.

The purpose of this policy is to provide employees with the tools and awareness needed to use social media appropriately. This policy also seeks to protect the privacy of every individual as well as the Company's private information. Finally, it contains information regarding the conditions of accessing and using social media, employee responsibilities vis-à-vis social media, and the sanctions related to misuse.

This policy applies to all employees and to all Blue Heron Company publications, including but not limited to, all publications and comments directly or indirectly involving the organization or any of its employees, regardless of platform (Facebook, Twitter, LinkedIn, Instagram, YouTube, blogs, etc.).

By "social media" the Company means any form of Internet site or Internet application or any mobile device (telephone, tablet, etc.) that allows interaction and the sharing of content. Social media includes but is not limited to:

- Networking social media (e.g., Facebook, Twitter, LinkedIn)
- Video/photograph-sharing sites (e.g., YouTube, Google+, Instagram, Snapchat)
- Blogs and discussion forums
- Online encyclopedias (e.g., Wikipedia)
- Any other Internet site that allows the use of online publication tools

Below are some guidelines concerning the conduct expected of employees when they publish, share and comment on social media content.

### Company Reputation

- Protect the reputation of the Blue Heron Company. It is essential not to publish anything that might damage the image and reputation of the Company or any of its employees.
- Refrain from presenting yourself as a spokesperson for the Company. The only persons authorized to use the official corporate accounts and speak on behalf of the Company are management or administrators.



- Use the first-person singular pronoun “I” when making personal comments or expressing an opinion so that the Company cannot be held liable. Always be transparent and explicitly state that these are your own personal comments and not the Company’s.

### Publication Content

The following guidelines apply to publications appearing on the company’s Web pages and mentioning the Company by name or concerning the Company and its activities, whether directly or indirectly.

- It is strictly forbidden to publish any content that is racist, offensive, defamatory or insulting.
- Do not publish negative comments about competitors. Rather, highlight Blue Heron’s strengths.
- When publishing or sharing content, make sure that it is accurate and give your sources.
- Be sure that you have the appropriate approvals and copyright permissions before publishing anything.
- Ask yourself the following questions before publishing on social media:
  - How will these comments be perceived by the public and our customers?
  - Does this information contradict the official position of the Blue Heron Company?
  - Could anyone use this information to damage Blue Heron’s brand or reputation?

If you have any doubts, do not publish. If you feel someone else will have any doubts, do not publish.

### Interactions with the Public

- Do not give out any business advice on social media unless you are authorized to do so. Instead, forward such requests to the person or department concerned.
- Refrain from engaging in online disputes with your audience. Do not use personal insults or obscene language.

### Reach of Social Media Publications

- You need to be aware that what you publish online stays online virtually forever.
- You should know that it is impossible to completely remove social media publications even if you delete them, because there is no way of knowing where else this content may have been republished.
- Your social media publications can be easily traced back to you during an online search even when they were published in a private forum.

### Confidential Information

- Do not share confidential information or information that is intended for internal use only, this includes names, contact information, or current location of any employees.
- Below is a non-exhaustive list of information that is considered confidential:
  - Financial performance



- Customer list
- Company processes
- Company strategies
- Non-public locations (offices, storage rooms, etc.)

## Conditions of Use

Employees are permitted to consult and use social media during work hours solely for work-related purposes. Employees are encouraged to engage with tourist related sites for Tobermory and answer visitors' questions about the area with responses that benefit Blue Heron Company Limited and its associates.

For example you are monitoring Tobermory Chat on Facebook and see someone post "looking for a great waterfront cottage that allows pets for a 3 night stay in July". We would encourage you to post a response to them such as "Wireless Bay Cottages may suit your needs. Check them out at [www.wirelessbaycottages.com](http://www.wirelessbaycottages.com)". Simple, helpful to the visitor and to our businesses and does not identify yourself as a spokesperson for the company.

Employees are permitted to consult and use social media for personal reasons solely during work breaks.

## Disciplinary Measures

If the Blue Heron Company has reasonable grounds to believe that an employee is not complying with this policy, it reserves the right to monitor and spot check that employee's use of social media.

In cases of improper use of social media, the Company can, if applicable, demand that the content be removed and that an apology published. The disciplinary measures taken will be commensurate with the nature and seriousness of the situation. These measures may range from a warning to dismissal in the case of a serious or repeated offence.

## Conflict Resolution

### Open Communication

The Blue Heron Company believes in clear and open communication, and encourages employees to talk directly with each other and their managers. If an issue or conflict does arise, it is recommended that the employee try to resolve the problem in good faith with those directly involved.

The employee may also choose to involve the Operations Manager. In such cases the Operations Managers first request will be to determine what initiative the employee has taken to problem-solve. The employee should also be aware that the matter may be shared with the broader management team, but not with other employees unless that forms part of an agreed action plan.

### Next Steps

Any disputes, controversies, or suggestions not resolved through open dialogue amongst coworkers, must first be handled between the employees and the Operations Manager, unless they are serious enough to warrant intervention by the next level member of the management team - the General Manager.



If the conflict is with the Operations Manager, and the issue has not been adequately resolved with a conversation, the employee and/or Manager have the ability to take the concern to the General Manager.

The Management team will act expediently if problems do occur and all individuals, whether staff or management, will be treated with fairness, respect, and consistency.

An employee who has not obtained a solution within five business days of the circumstances that gave rise to the situation has the right to bring the matter to the attention of the next level of management which will be the General Manager. At this level of review complaints must be in writing and include all relevant circumstances. The employee and / or Operations Manager will receive a written response and action plan in person and in writing.

If the employee and / or Operations Manager is not satisfied with the response, they have the right to request that the issue be forwarded to Ashley Salen, CEO, whose direction and decision will be final.

## **Progressive Discipline Policy**

The Blue Heron Company uses a process of progressive discipline to address persistent performance issues, unwanted conduct, and/or policy violations. Progressive discipline is a formal process that aims to reduce the need for termination of employment. The Blue Heron Company strives to work with employees regarding any issues in the workplace and in so doing will hold employees to a uniformly high standard of performance and conduct.

### **Progressive Discipline Process**

If an employee of Blue Heron Company violates company policy or exhibits reckless behaviour, the following system of progressive discipline will be used.

Progressive discipline steps may be taken to address poor attendance, inappropriate conduct, health and safety concerns, violation of policies set out in this Employee Handbook, or inadequate performance of duties.

Employees will be given multiple opportunities to correct the identified issue or concern, unless the issue or concern is severe, in which case progressive discipline can be accelerated to match the violation. Typically, progressive discipline proceeds through these steps:

1. Coaching (informal)
2. Verbal warning (formal)
3. First written warning (formal)
4. Final written warning with possible suspension (formal)
5. Termination

With each violation or apparent problem, the employee will be provided with a written document to alert them of the problem and, if applicable, provide a copy of the company policy being violated; advise them of the consequences for further infractions; and suggest a method for improvement.

Disciplinary steps will be taken in accordance with the seriousness of the problem at hand. As the situation dictates, based on the past performance of the employee and the seriousness of the violation, Blue Heron Company reserves the right to skip the four-step disciplinary process and move straight to termination when appropriate. All formal measures taken within the progressive discipline process will be documented and kept in the employee's personnel file.



The Progressive Discipline process will be led by the Operation Manager and/or the General Manager.

### **Informal Coaching**

Before giving a formal verbal warning, Blue Heron Company may provide employees with informal coaching. Informal coaching is a documented process that offers the employee an opportunity to correct an issue before starting the formal discipline process and receiving a verbal warning. Depending on the nature of the issue or concern, this step may be skipped. Informal coaching will be documented and added to the employee's work record.

### **Formal Warning**

A formal warning is issued in written form. All formal warnings will be kept on file for eight (8) months. If no further discipline occurs within the time period, the warning will become inactive. If further offences relating to the issue occur, the warning will be attached to the next set of progressive disciplinary actions. A formal warning may follow on from informal coaching or may be the starting place, depending on the nature of the issue or concern.

### **Termination of Employment**

The final stage of progressive discipline is termination of employment. Termination of employment with Blue Heron Company may occur following an employee committing multiple violations of company policy, after the logical steps for progressive disciplinary action have been taken, or immediately following a severe violation.

### **Appeals**

If an employee feels that they have been wrongfully accused, or disciplined, they may file a written appeal with the General Manager. Written appeals must contain:

- Details of the discipline;
- Events surrounding the discipline; and
- Why the employee feels the discipline is unwarranted or inappropriate.

The General Manager shall review and respond to all written appeals within five (5) business days.

The Blue Heron Company reserves the right to bypass the disciplinary steps and base the disciplinary action on the severity, frequency or combination of infractions when circumstances warrant immediate action.



## Section Four: Safety, Emergencies and Security

### Health & Safety Commitment

Blue Heron Company Limited recognizes that our people drive the business. As our most critical resource, employees will be safeguarded through training, provision of appropriate work surroundings, and procedures that foster protection of health and safety. All work conducted by Blue Heron Company Limited's employees will take into account the intent of this policy. No duty, no matter its perceived result, will be deemed more important than employee health and safety.

Blue Heron Company Limited is firmly committed to the safety of our employees. We will do everything possible to prevent workplace accidents, and we are committed to providing a safe working environment for all employees.

We value our employees not only as employees but also as human beings who are critical to the success of their family, the local community and Blue Heron Company Limited.

Employees are encouraged to report any unsafe work practices or safety hazards encountered on the job. All accidents and/or incidents (no matter how slight) are to be reported immediately to a member of the Management Team.

A key factor in implementing this policy will be the strict compliance to all applicable federal, provincial and local laws, and company policies and procedures. Failure to comply with these policies may result in disciplinary actions.

Respecting this, Blue Heron Company Limited will make every reasonable effort to provide a safe and healthful workplace that is free from any recognized or known potential hazards. Additionally, Blue Heron Company Limited subscribes to these principles:

- All accidents are preventable through implementation of effective safety and health control policies and programs.
- Safety and health controls are a major part of our work every day.
- Accident prevention is good business. It minimizes human suffering, promotes better working conditions for everyone, holds Blue Heron Company Limited in higher regard with customers and increases productivity. This is why we will comply with all safety and health regulations that apply to the course and scope of operations.
- Management is responsible for providing the safest possible workplace for employees. Consequently, the management team of Blue Heron Company Limited is committed to allocating and providing all of the resources needed to promote and effectively implement this safety policy.
- Employees are responsible for following safe work practices and company rules as well as for preventing accidents and injuries. Management will establish lines of communication to solicit and receive comments, information, suggestions and assistance from employees where safety and health are concerned.
- The Management Team of Blue Heron Company Limited will set an exemplary example with good attitudes and strong commitment to safety and health in the workplace. Toward this end, the management team will monitor company safety and health performance as well as work environment and conditions to ensure program objectives are achieved.
- Our safety program applies to all employees and people affected or associated in any way by the scope of this business. Everyone's goal must be to constantly improve safety awareness and to prevent accidents and injuries.

Everyone at Blue Heron Company Limited must be involved and committed to safety. This must be a team effort. Together, we can prevent accidents and injuries. Together, we can keep each other safe and healthy in the workplace.





## Preventing Injuries

### Purpose

The primary responsibility of the employees of Blue Heron Company Limited is to perform their duties in a safe manner in order to prevent injury to themselves and others.

As a condition of employment, employees **MUST** become familiar with, observe and obey Blue Heron Company Limited's rules and established policies for health, safety and preventing injuries while at work. Additionally, employees **MUST** learn the approved safe practices and procedures that apply to their work.

Before beginning special work or new assignments, an employee should review applicable and appropriate safety rules.

If an employee has any questions about how a task should be done safely, he or she is under instruction **NOT** to begin the task until a discussion has taken place with the Operations Manager. Together, they will determine the safest way to perform the job.

If, after discussing a safety situation with the Operations Manager an employee still has questions or concerns, he or she is required to contact the General Manager.

**NO EMPLOYEE IS EVER REQUIRED** to perform work that they believe is unsafe or likely to cause injury or a health risk.

### Conduct

"Horseplay," practical jokes, etc., are forbidden. Employees are required to work in an injury-free manner while displaying accepted levels of behaviour. Conduct that places the employee or others at risk, or which threatens or intimidates others, is forbidden.

### Housekeeping

Employees are responsible to keep work areas clean and safe. Cleanup should occur several times throughout the day, with trash and waste disposed of in approved containers, drips and spills wiped up immediately, and equipment and tools put away as work is completed.

The following areas must remain clear of obstructions:

- Aisles/exits
- Fire extinguishers and emergency equipment
- All electrical breakers, controls and switches

### Injury Reporting

All work-related injuries must be reported to a Manager immediately. After each medical appointment resulting from a work-related injury, the employee must contact the General Manager to discuss progress. The General Manager must be given any paperwork received at the appointment or hospital.

Blue Heron Company Limited may provide transitional return to work (light-duty) jobs for employees injured at work. Transitional work, if available, is meant to allow the injured or ill employee to heal under a doctor's care while the employee remains productive. Employees are required to return to work immediately upon release.



## Health & Safety Training

### Purpose

Blue Heron Company Limited is committed to providing safety and health related orientation and training for all employees at all levels of the company. The company will maintain and support a program to educate and familiarize employees with safety and health procedures, rules, and safe work practices. The training subjects and materials have been developed using industry best practices criteria and site-specific data.

The training may include, but not be limited to, the following:

- Company-specific accident and incident data
- Hazards associated with the work area
- Hazards associated with a specific job or task
- Operation of specific equipment
- Personal protective equipment
- Emergency procedures
- Employee accident reporting requirements
- Return to work program
- Any required OH&S training not included or addressed above

### Periodic Inspections

It is the policy of our company that workplaces are subject to periodic safety and health inspections to ensure implementation and execution of our policies and procedures as relates to employees, contractors and vendors.

All employees are responsible for cooperating during these inspections, and Managers are responsible for initiating corrective actions to improve items discovered during the walk-through inspection.

### Incident Reporting

- Any work-related injury or suspected injury must be reported immediately to your Operations Manager or the General Manager. An accident/injury report form must be completed. Failure to promptly report an injury may result in disciplinary action.
- After each practitioner appointment, the employee must report to their Operations Manager or the General Manager to review their progress.
- Blue Heron Company Limited may provide light-duty work for employees recovering from injury. Employees are required to return to light-duty work immediately upon release, if such work is available for their position.
- An accident investigation will be conducted to determine the root cause of the accident. The injured employee will be asked to participate in the investigation.



## Company Vehicles

The Blue Heron Company has provided company vehicles for use while conducting Blue Heron Company business.

A “New Driver Questionnaire” must be completed and submitted to the Blue Heron Company’s insurance provider for approval prior to any new driver commencing with training. Once approved, every new driver must complete the mandatory Blue Heron Company Driver Training Course, including 2 Road Tests. The training course and tests will be conducted prior to any new staff operating a company vehicle on their own.

Any person driving a company vehicle must possess a valid driver’s license and provide a copy to the Operations Manager or the General Manager before use of any vehicle. All drivers must be 25 years of age or older, have a valid G license in the province of Ontario, and be formally approved by the General Manager via the process outlined above.

When these requirements are met, a company-provided vehicle must always be used to carry out all required business while working on shift at the Blue Heron Company.

Any operator who has their driver’s license revoked or suspended shall notify the Blue Heron Company immediately. In this event, the operator will immediately cease any usage of Blue Heron Company vehicles.

Smoking is strictly prohibited in all Blue Heron Company vehicles.

If there are no vehicles available at the time one is required for a time sensitive matter, employees must speak directly to the Operation Manager or Shift Lead who will make a plan accordingly. In some circumstances, the employee may be approved to use their personal vehicle. In this case, the vehicle must be legally registered and deemed safe to operate, and the employee must hold current minimum automobile insurance.

If use of a personal vehicle is approved for use while on shift, the Blue Heron Company will provide payment in the form of fuel at a rate of one tank of fuel per 200 km driven for company business purposes. This will be tracked via a vehicle use log provided. Should you require a log, please ask the General Manager.

### Driver Safety

1. Do not operate a vehicle if you are fatigued or ill.
2. Do not operate a vehicle if you are taking medication for which the container label indicates that the medication may cause drowsiness or other negative side effects that would impact your ability to drive a vehicle safely.
3. Obey all traffic laws and signs at all times.
4. Do not exceed posted speed limits.
5. Do not make sudden lane changes except in emergency situations.
6. Do not follow other vehicles too closely.
7. Give yourself additional distance from other vehicles when it is raining, when someone is following you too closely or when you are driving faster than 72 kilometres per hour.
8. Do not drive the vehicle through, around or under any gate or barrier at a railway crossing while it is in motion to open or close.
9. Do not drive under an overhang without ascertaining proper clearance.
10. Do not jump from your vehicle; always maintain three points of contact.
11. Avoid sitting on your wallet when driving, as this can eventually result in back pain.



12. Do not park close to intersections or stop signs; your truck may block the view of oncoming traffic or pedestrians.
13. Never attempt to open rear or side doors of a trailer before first tapping the doors with tightly closed fist. A change from a hollow to a muffled sound could indicate that your load has shifted.
14. Never stand directly in front of a swing door when opening; always stand to the side. Always lock doors firmly in place to prevent them from swinging.
15. Always release load bars or other product restraining devices slowly.
16. Place heavier loads on the floor of the vehicle and not on shelves.
17. Do not try to stop falling products unless you can do so safely.
18. Secure the hand cart inside or on the vehicle before driving.

### **Vans and Small Delivery Trucks**

1. Do not permit customers to climb into your vehicle.
2. Do not permit employees to ride in the storage compartments of vehicles unless equipped with seat belts.
3. Always secure your load before leaving each customer location.
4. Do not attempt to back into a tight or awkward location unless you have a spotter.
5. Do not overexert yourself when retrieving items; always move material as close to the back of the vehicle as possible before attempting to lift them.
6. Do not stand directly in front of the vehicle door when opening it, as the load may have shifted.
7. Before driving away from the customer's location, always check behind and around your vehicle for possible obstructions.
8. Do not move your vehicle without first fastening your seat belt.

### **Fuelling**

Fueling of company vehicles is only to be completed by designated individuals on the management and maintenance team.

1. Turn the vehicle off before refuelling.
2. Do not smoke while refuelling a vehicle.
3. If you spill fuel on your hands, wash with soap and water.
4. Clean up small spills from around fuel tanks with paper towels or rags.
5. If a large fuel spill occurs, do not walk through it; follow the company's reporting and cleanup procedures.
6. Always stay near the truck when it is being refuelled.

### **Aggressive Drivers**

1. Do not retaliate or in any way engage the other driver if he or she is being aggressive.
2. Do not make eye contact.
3. Keep enough space between you and the vehicle in front of you.
4. Do not underestimate the other driver's potential for aggression.

### **Avoid Becoming an Aggressive Driver**

1. Be patient and courteous.
2. Allow extra time to get to your destination.
3. When possible, change your schedule to avoid congestion.



4. Give other drivers the benefit of the doubt—all drivers make mistakes.
5. Avoid conflict, even if you believe you're right.

## Pre-trip Inspection

Each operator is responsible for the safe operation of their vehicle.

Drivers must make a daily inspection of the following items:

1. Steering
2. Brakes
3. Mirrors and lights
4. Horn and backup alarm
5. Tires
6. Windshield wipers

## Driver Training Policy

### Scope

This policy applies to all Blue Heron Company Limited employees authorized to drive company vehicles, who have already completed the Blue Heron Company in-house Driver Training Course and who have completed the New Driver Application and have been successfully added to by the Company Insurance Policy.

### POLICY GUIDELINES

#### *Employee Responsibilities*

In order to transport a passenger, the driver *must*:

- Have worked at the company for at least 90 days
- Be accident-free for the last two years.
- Have received no more than two moving violations in the past three years.
- Receive written authorization from Blue Heron Company Limited to carry passengers.
- Enforce the passenger guidelines put forth in this policy.

While being transported, the passenger is expected to:

- Be at least 16 years of age.
- Follow all company safety guidelines.

Passengers are not allowed to:

- Drive the vehicle.

#### *Employer Responsibilities*

To ensure the health and safety of all drivers and passengers, the employer will:

- Review all requests for passenger authorization to assess any liability the driver, passenger or type of trip presents. In those situations where the company's risk may be too great, authorization may be denied.
- Enforce the above employee guidelines to ensure that passengers are not being unnecessarily exposed to hazards and that the business does not assume avoidable risks.
- Make sure all drivers are aware of the guidelines for transporting passengers in company vehicles.
- Manage all written authorization to ensure compliance with federal regulation.

Blue Heron Company Limited reserves the right to deny any employee from carrying passengers.



## Exceptions

There are a limited number of situations in which the terms of this policy do not apply. Written authorization to carry a passenger is not necessary when:

- Transporting employees or other persons authorized by Blue Heron Company Limited to drive company vehicles.
- Aid is being rendered in case of an accident or emergency.

During these situations, it is still expected that drivers take appropriate measures to ensure the safety of themselves and their passenger

## **Maintenance Personnel Policies**

1. No smoking or eating while performing work.
2. Before eating or drinking, wash your hands with soap and water.
3. Wear safety glasses when working.
4. When reaching in and around the engine or changing oil, apply barrier cream on your arms to prevent oil from penetrating your skin.
5. Use flexible tubing to vent exhaust fumes to the outdoors when running the engine while indoors or in a poorly ventilated area.

### **Grinders and Grinding Wheels**

1. Prior to installing a new grinding wheel, inspect the wheel for cracks or other visible damage by conducting a ring test. Tap the wheel gently with a plastic screwdriver handle to detect cracks that are not visible. If the wheel has a dead sound rather than a ring sound, do not use the wheel.
2. Do not use a grinding wheel that has chips, cracks or grooves.
3. Do not use the grinding wheel if it wobbles; tag it as "out of service."
4. Adjust the tongue guard so that it is no more than 0.6 centimetres from the grinding wheel.
5. Adjust the tool rest so that it is no more than 0.3 centimetres from the grinding wheel.
6. Do not use a bench grinder if it is not firmly anchored to the work bench or other secure platform.
7. Do not install a grinding wheel whose labelled RPM is lower than the rated speed of the grinder.
8. Stand to one side of the plane of a rotating grinding wheel during the first few seconds of operation.
9. Grind on the side of the wheel only when it is made for side grinding.
10. Turn the grinder off when you have finished working with it, and stand next to the machine until it has completely stopped turning.

### **Compressed Gas Cylinders – Storage and Handling**

1. Do not handle oxygen cylinders if your gloves are greasy or oily.
2. Store all cylinders in the upright position.
3. Place valve protection caps on gas cylinders that are in storage or not in use.
4. Do not lift cylinders by the valve protection cap.
5. Do not store compressed gas cylinders in areas where they can come in contact with chemicals labelled "Corrosive."
6. Do not place cylinders against electrical panels or live electrical cords where the cylinder can become part of the circuit.



7. Do not store oxygen cylinders near fuel gas cylinders such as propane or acetylene, or near combustible material such as oil or grease.
8. If a cylinder is leaking around a valve or a fuse plug, move it to an outside area away from where work is performed and tag it to indicate the defect.

### **Machine Safety**

1. Do not remove, alter or bypass any safety guards or devices when operating mechanical equipment such as mechanical power presses, press brakes, metal working lathes, radial arm saws, drills, horizontal mills, punch presses, or when bending or forming materials.
2. Replace guards before starting the machine and after making adjustments or repairs.
3. Do not try to stop a workpiece as it goes through any machine. If the machine becomes jammed, disconnect the power before clearing it.
4. Do not wear loose clothing, jewellery or ties in the machine shop.
5. Read and obey safety warnings posted on or near any machinery.
6. Long hair must be contained under a hat or hair net, regardless of gender.

### **Hand Tool Safety**

1. Do not continue to work if your safety glasses become fogged. Stop work and clean the glasses.
2. Tag worn, damaged or defective tools "Out of Service" and do not use them.
3. Do not use a tool if the handle surface has splinters, burrs, cracks or splits.
4. Do not use impact tools such as hammers, chisels, punches or steel stakes that have mushroomed heads.
5. When handing a tool to another person, direct sharp points and cutting edges away from yourself and the other person.
6. Do not carry sharp or pointed hand tools such as screwdrivers, scribes, chisels or files in your pocket unless the tool or your pocket is sheathed.
7. Do not perform "make-shift" repairs to tools.
8. Do not throw tools from one location to another or from one employee to another.
9. Transport hand tools only in tool boxes or tool belts. Do not carry tools in your hand or clothing when climbing.

### **Welding, Cutting and Brazing**

1. Obey all signs posted in the welding area.
2. Do not leave oily rags, paper such as blueprints or other combustible materials in the welding, cutting or brazing area.
3. Do not perform "hot work," such as welding, metal grinding or other spark producing operations, within 15 metres of containers labelled "Flammable" or "Combustible."
4. Use the red hose for gas fuel and the green hose for oxygen.
5. Do not use worn, burned or cracked hoses.
6. Do not use oil, grease or other lubricants on the regulator.
7. Clear hoses before attaching the torch.
8. Ignite torches with friction lighters only. Do not use a cigarette lighter.
9. Do not change electrodes with bare hands; use dry rubber gloves.
10. Bleed oxygen and fuel lines at the end of your shift.



11. Do not wear contact lenses when welding.
12. When welding, wear a welding helmet with filter plates and lenses, welding gloves, a long sleeve shirt, long pants, and an apron.
13. Wear clothing made of cotton, wool, or non-synthetic fibres. Wear long sleeve shirts, long pants, boots and gloves.
14. Use the welding screen to shield other employees from flying slag and intense light.
15. Before welding, place the floor fan behind you to keep welding fumes away from your face.
16. Do not use a torch on any container that is labelled "Flammable" or "Combustible."

## Access To and Use of Company Tools

The Tool Room, rear of the Lighthouse Ticket Office, and Green Shed contain tools and equipment purchased to ensure maintenance work can be performed in a timely way to a high standard. These spaces must be kept neat and organized.

If you have not used a tool before, check with the Operations Manager or Shift Lead to arrange for training. Do not use any tool that you are not trained to use or that you do not feel confident using. Tools should be used with care and respect and always returned to the correct storage location.

Personal Protective Equipment must be used, such as hard hats, safety vests, eye protection, hearing protection, etc, must be used that are appropriate for the task being undertaken. Anyone who is completing heavy maintenance or construction duties must wear steel toed boots and a hard hat. An Employee PPE Contract must be signed with the Operation Manager or the General Manager and it shall be placed in the employee's file.

Tools are not for personal use. No tools are to be taken off the premises or used for non-work related tasks.

## General Emergency Guidelines

- Stay calm and think through your actions.
- Know the emergency numbers:
  - Fire/police/ambulance: **911**
  - Internal emergency number: **226-568-1977**
- Know where the exits are located.
- Do not hesitate to call or alert others if you believe that an emergency is occurring.
- First-aid supplies and emergency equipment are located in every company location and on every vessel, for use by those who are authorized and properly trained. Ensure that you have been trained on where to find first aid equipment in every location you work.

### Evacuation

- Employees will be notified of a fire alarm either by the fire alarm system or smoke detector.
- Upon becoming aware of a fire, employees should immediately evacuate. Do not delay evacuation to get personal belongings or to wait for co-workers. Also, all doors should be closed as the last person passes through.
- Management should be last to leave the area. Check the area to be sure that all personnel have evacuated.
- Any employee with difficulty in mobility, visual, hearing, or other conditions that may hinder them from becoming aware of an emergency or evacuation should request special assistance through notifying the management team.
- Upon exiting the building, all personnel should report to an agreed upon location for a headcount.





- If any employee is missing, an immediate report should be made to the management team or General Manager who will in turn report to the first available fire department officer.
- Employees should stay together in a group so that periodic updates on the situation can be issued.
- The order to reoccupy an area or building will be issued by the management team or General Manager.
- In the event of inclement weather, the management team or General Manager will make arrangements for all personnel to move to shelter.

### Fire Safety

- Alert individuals in the immediate hazard area.
  - Activate a fire alarm.
  - If you have been trained, you can use a fire extinguisher following these instructions:
    - P = Pull the safety pin
    - A = Aim the nozzle at the base of the fire
    - S = Squeeze the operating lever
    - S = Sweep side-to-side to cover the base of the fire
- \*When using a fire extinguisher, always stay between the fire and an exit; stay low and back away when the fire is extinguished.*
- \*Never feel that using a fire extinguisher is required. If the fire is too hot, too smoky or you are frightened, evacuate.*

### Medical Emergency

- Upon discovering a medical emergency, call 911.
- Notify the management team or General Manager and report the nature of the medical emergency and location.
- Stay with the person involved, being careful not to come in contact with any bodily fluids.
- Send an employee or two, as greeters, to the entrance to await the fire department. Sometimes two fire department units will arrive, so a second greeter, if available, should wait at the entrance to receive the second unit while the first greeter escorts the fire department personnel to the scene.
- Employees in the immediate vicinity of the emergency, but not directly involved, should leave the area unless they are asked to assist with the emergency by gathering first aid supplies or performing another related task, as assigned by the management team.
- The management team or General Manager will make any necessary notifications to family members of the person suffering the medical emergency.

### Severe Weather

- The management team or General Manager will monitor weather alerts. If a severe weather report is issued, they will immediately notify all staff.
- Employees will shut down all equipment and will be instructed where to go for safety. The management team or General Manager will take the weather radio with them to continuously monitor developments. When the severe weather warning is cancelled, the management team or General Manager will send runners to advise that it is safe to return to work areas. A general announcement will also be made.



## Accident Policy

We have 911 services in Tobermory. Please know the proper address of the location you are working in. The addresses are listed on page 4 of this Employee Handbook and are posted at each location where customers are served.

**For injuries or incidents occurring on the Blue Heron dock, 17 Bay Street is the address that should be provided.**

If a member of the public injures themselves in one of our business locations, we have a responsibility to help that person in the best way possible. The steps you should take are as follows:

- Identify yourself as an employee of the company and ask what happened and if you can be of assistance.
- **Call 911** if requested or accepted by the person in question. If it is a severe injury, 911 should always be called.
- Offer contents of First Aid Kit to injured persons. Do not administer any first aid measures.
- Make the person comfortable – provide pillows, blankets etc.
- Notify the Operations Manager or designate or ask another employee on site to do so if you are not able to do so immediately.
- File an accident report (located in every employee handbook) and make notes detailing your actions. Submit this information to the Operations Manager or designate immediately. This report needs to be completed in full before the end of your shift. Every single incident requires a report to be filed whether serious or minor.
- Try to locate one or two witnesses and include their contact information, preferably not employees.
- Do not offer your opinions and refer all questions to the Operations Manager or designate.
- Never apologize as these situations are never your fault.

Be sure you are aware of the location of the First Aid kit in each work location. If you notice anything missing from the first aid kit in any location, please notify the Operations Manager.

Every accident involving customers, employees or the public must be documented and reported. Everything documented and reported will be investigated so that further direction or follow up action can be given.

## Customer Accident Response

### First and Foremost

- Respond immediately by going directly to the scene of the accident and try to reduce the discomfort of the customer / member of the public.
- Let the injured person decide whether they need an ambulance or medical treatment. If the injured person is unconscious or severely hurt, **call 911 immediately**.
- Notify the Operations Manager or designate as soon as possible or ask another employee to do so.
- Be courteous and helpful to the injured person.
- Ask if the injured person would like a phone to call someone or if you can make a call for them.
- If possible (depending on circumstances), take the customer to a more private area.

### Gather Information and Complete an Accident Report

- Gathering third party witness statements is a priority for employees involved in or responding to the incident.
- You must obtain names, addresses, and phone numbers of the people present who witnessed the incident.
- The Witness Statement and Incident Report documents are located on site in the Employee Handbook.
- Inspect the scene carefully and include detailed notes of what you see in the formal incident report.
- All employees who were present must also inspect the scene and document their findings.
- Take photos of the unaltered scene and call the Operations Manager or designate to assist.



- Ensure that only employees complete the incident report. Don't ask the injured person to sign the report and do not provide a copy to them.

### **Determining Liability**

Who or what is at fault is a complex determination and can only be finally assessed with the full facts. Employees can best assist when you:

#### Do's

- Carefully observe the customer and surroundings.
- Refrain from making any comments about what you observe.
- Obtain photos (not of the customer, only of the scene and only after the customer is gone)
- Provide clear and detailed statements as per incident reporting requirements.
- Clean up the area after the customer has left, and photos have been taken.

#### Don'ts

- Do not apologize for the accident/incident.
- Do not offer payment or refunds. If a refund for a missed boat is requested, notify the Operations Manager or designate to assist.
- Do not admit responsibility.
- Do not discuss the accident with anyone after the fact other than the Blue Heron Company Management.
- Do not argue the cause of the accident with anyone, including the injured person.
- Do not reprimand employees or coworkers at the scene of the accident. If, in your opinion, someone was at fault, it should be reported to the Operations Manager or designate to investigate further.

## **Hazardous Substance Spill or Release Policy**

### **Purpose**

This policy establishes how Blue Heron Company Limited will protect employees in the event of a hazardous substance spill or release. It will outline the emergency action plan as well as the roles employees are expected to take on. The policy is in place to keep Blue Heron Company Limited's staff safe, but also to prevent environmental contamination.

After reading this policy, employees will understand:

- How to identify a hazardous substance spill or release
- What immediate actions should be taken
- How an employee's actions fit within the larger scope of Blue Heron Company Limited's emergency response plan

### **Scope**

This policy applies to all Blue Heron Company Limited employees who may witness or accidentally cause a hazardous substance spill or release.

### **What Qualifies as an Emergency Spill?**

Not all spills are necessarily emergencies, even if they do involve hazardous substances. Incidental releases are spills that do not pose immediate or short-term safety or health hazards to employees in the vicinity or to those cleaning it up. However, the following will always constitute as emergency situations and require adherence to Blue Heron Company Limited's emergency response plan:

- High concentrations of toxic substances, whether because of a spill or leak
- Any situation involving hazardous substances that could cause injury or be life-threatening



- Environments that present imminent danger to life and health (IDLH situations)
- Accidents that result in an oxygen-deficient atmosphere
- Conditions that pose a fire or explosion hazard
- Any situation that requires evacuation of an area or that requires immediate attention because of the danger posed to employees in that area

### **What Qualifies as a Hazardous Substance?**

Each employee and contractor performing work for Blue Heron Company Limited is expected to know and understand what a hazardous substance is:

- A biological or other disease-causing agent
- Able to cause, or reasonably anticipated or expected to cause after release into the environment, death, disease, behavioural abnormalities, cancer, genetic mutation, physiological malfunctions or physiological deformations in people or their offspring upon exposure, ingestion, inhalation and/or assimilation
- Released by deposit, injection, dumping, spilling, leaking or placing near a site where the substance could feasibly enter the environment

### **How Hazardous Substances Will Be Identified**

Each employee and contractor performing work for Blue Heron Company Limited is expected to understand how to identify a hazardous substance, as well as:

- Use Blue Heron Company Limited's labelling system and Safety Data Sheets (SDS) to recognize a hazardous substance emergency
- Assess the potential outcomes associated with the hazardous substance emergency
- Have the ability to realize the need for additional resources and make appropriate notifications

### **First Responder Awareness Level**

Individuals who are likely to witness a hazardous substance release but whose only responsibility is to notify the proper authorities must demonstrate the following:

- Knowledge of hazardous substance risks, how they should be handled and the potential outcomes associated with the situation
- The ability to specifically identify the hazardous substances, if possible

### **First Responder Operations Level**

Individuals who have the responsibility of responding to hazardous substance releases for the purpose of protecting nearby people, property or environment from damage must demonstrate the following:

- Understanding and knowledge of all requirements of the First Responder Awareness Level
- Knowledge of Blue Heron Company Limited's emergency response plan and how to implement it
- Knowledge of hazard and risk assessment
- Knowledge of personal protective equipment (PPE) appropriate for the situation and how to use it
- Ability to classify, identify and verify known and unknown materials by using survey equipment
- Knowledge of basic control, containment and/or confinement operations
- Knowledge of basic chemical and toxicological terminology and behaviour



## **Hazardous Materials Specialist**

Members of the management or maintenance team, who respond to releases will contact a skilled Hazardous Materials Specialist who has:

- Understanding of the local, provincial and federal emergency response plans
- Ability to classify, identify and verify known and unknown materials using advanced survey equipment
- The ability to perform advanced control, containment and/or confinement operations with the resources and PPE available
- Ability to implement decontamination procedures
- Advanced knowledge of chemical, radiological and toxicological terminology and behaviour

## **On-scene Management**

Members of the management or maintenance team who assume control of the incident site in case of an emergency must demonstrate the following:

- Ability to implement Blue Heron Company Limited's emergency response plan
- Understanding of the hazards and risks associated with employees working in chemical protective clothing
- Understanding of the importance of decontamination procedures

## **Training**

- Training will be provided until each employee understands and is able to demonstrate the knowledge required for their position.
- Training shall be provided not only for employees, but also Blue Heron Company Limited's contractors who have the reasonable possibility of being present during a hazardous chemical release or spill.

## **Incidental Spills**

In the event a spill presents no immediate danger to the health and safety of employees or the environment:

- Inform those in the immediate area that a spill has occurred.
- If the chemical is flammable, eliminate any possible sources of ignition that may be in the area.
- If anyone has come into direct contact with the chemical, a trained first responder must be contacted to assess the individual.
- Determine what PPE is required to handle the hazardous material using the appropriate SDS.
- Follow the cleanup and control methods listed in the appropriate SDS.
- Make sure the area is completely decontaminated before work in that location resumes.
- Notify your Operations Manager or the General Manager of the incident.

## **Unknown Material Spills or Large spills**

If a spill is very large or if the exact makeup or effects of the spilled chemical are unknown:

- Immediately inform those in the area that a spill has occurred and that they must evacuate.
- If the chemical is flammable, or if you are unsure whether it is flammable, eliminate any possible sources of ignition that may be in the area.
- Leave any containers in the area to aid the first responder or management and maintenance team in identifying the spill.
- Close all doors to that area to keep the spill as contained as possible.
- Activate the building's fire alarm.



- Notify the Operation Manager so they may send the appropriate assistance.
- Do not attempt to clean up the spill yourself; wait until the first responders arrive to assess the situation.
- If the first responders determine that the severity of the spill goes beyond their containment abilities, they will contact a third party specialist.

### Spills Creating an Immediate Health Threat

In the event a spill creates an immediate health threat to employees, patrons, visitors or any other witnesses in the area:

- Evacuate the area immediately.
- Leave everything in place and close all doors on the way out to isolate the area.
- Activate the building's fire alarm.
- Once clear of the affected area, immediately notify the Operation Manager of the situation so they may send assistance.
- Wait in a safe area near the entrance to the building until the management and maintenance teams arrive so you can explain the details of the situation.

### Reporting

All members of the management team at Blue Heron Company Limited will be trained on and must comply with federal and provincial reporting standards for spills of hazardous substances.

### Employee Knowledge

Both Blue Heron Company Limited employees and hired contractors working with the reasonable possibility of being around a hazardous chemical release will be made aware of the Hazardous Substance Spill Emergency Response Plan and understand each of its parts, which include vital information on:

- Pre-emergency planning, including recognition and prevention
- Personnel roles, lines of authority, training and communication standards
- Safe distances and places of refuge in case of emergency
- Site security and control standards
- Evacuation routes and procedures
- Decontamination procedures
- Emergency medical treatment and first-aid procedures
- Emergency alerting and response procedures

## WHMIS

### Hazard Communication

- All Blue Heron Company Limited employees have a right to know what chemicals they work with, what the hazards are and how to handle them safely.
- Safety Data Sheets (SDS) are documents provided by the supplier of a chemical that detail the chemical contents, associated hazards and general safe-handling guidelines. At Blue Heron Company Limited, the SDS collection is located inside the head office and shore based Employee Handbook binders in every location. Employees are free to utilize the SDS as needed.
- General rules for handling chemicals in an office environment are:
  - Read all label warnings and instructions.
  - Follow instructions for quantity.



- Minimize contact with chemicals. Use double-layer cloths or gloves to protect your skin, and keep your face clear of the area to reduce inhalation.
- Always wash your hands after handling chemicals.
- If a chemical enters your eye(s) immediately hold open the injured eye(s) and rinse with clean, cool water for 15 minutes. Then be sure to report the injury immediately.
- Any questions or concerns regarding chemicals should be reported to your manager and the General Manager.
- All chemical containers must be labelled in order to identify contents and hazards. Most labels use numbers to rank the hazard level in three important areas:
  - **FIRE** – for flammable materials
  - **HEALTH** – for any health risks posed by the material to handlers
  - **REACTIVITY** – for materials that may be dangerously unstableAfter each hazard (Fire, Health, and Reactivity), a number from 1 to 4 will be assigned. The number reflects the degree (or amount) of hazard:
  - 1 = Minimal
  - 2 = Slight
  - 3 = Moderate
  - 4 = Serious

### Blood-borne Pathogens

- Blood and other bodily fluids can carry pathogens, which are capable of spreading diseases to others. This includes HIV—which leads to AIDS—and hepatitis.
- Because we cannot tell by looking at a person if they are infected with a pathogenic disease, we must take precautions following an illness or injury when bodily fluids are released.
- In the event of a person losing bodily fluids, avoid the area and warn others to do the same.
- In the event that you find spilled bodily fluids, a syringe or other medically contaminated materials, do not attempt to clean it up by yourself. Call management immediately for instructions.

### Personal Protective Equipment (PPE)

Inspect PPE prior to each use. Do not use damaged PPE. You are required to maintain and keep PPE clean.

- Safety glasses – must be worn at all times in designated areas
- Hard hats – must be worn at all times in designated areas.
- Gloves – must be worn at all times when handling sharp or rough stock, welding or while performing other jobs that could cause hand injuries. Synthetic gloves must be worn when handling chemicals.
- Respirators – only employees trained and authorized to use respirators are allowed to do so.
- Hearing protection – required in areas where noise exposure is more than 90dBA (85dBA if you have already experienced hearing loss).

### Lockout/Tagout

Prior to working on any machinery when guards are removed, every energy source (electrical, hydraulic, chemical, mechanical, etc.) must be deactivated, stored energy dissipated, and the control locked in the “off” (safe) position.

Never remove or tamper with a lockout performed by another employee or contractor. A lockout could consist of a lock applied to a control such as a switch, breaker or valve. A tag containing words such as “DANGER—DO NOT OPERATE” may



also be used for lockout. If you see the lock, the tag or both applied to an energy control device, it means, “Keep your hands off.”

### **Confined Space**

Only trained and authorized employees are permitted to enter confined spaces. If you believe that your job requires confined space entry, contact your manager prior to undertaking the work. Confined spaces are not meant for human occupancy, areas that have limited means of entry and exit, and have electrical, chemical, thermal, atmospheric or entrapment hazards.

### **Respiratory Protection**

- Do not perform an operation requiring a respirator unless you have been approved to use a respirator, fitted and trained in the company's respiratory protection program.
- Inspect respirators for cracked or worn parts before and after each use and after cleaning.
- Do not work in an area that requires the use of respiratory equipment if you fail to obtain a tight seal between the respirator and your face.
- Do not wear a respirator if facial hair prevents a tight seal between the respirator and your face.
- Clean and sanitize respiratory equipment according to the manufacturer's recommendations after each use.
- Store respiratory equipment in a clean and sanitary location.

### **Fire Prevention**

- Smoking is only allowed in designated exterior smoking areas.
- No candles or open flames are allowed within the office facility.
- Only space heaters provided by the company are approved for use within the facility. Employees using space heaters are responsible to turn the heater off when leaving their desk for extended periods of time (lunch, end of the workday, etc.).
- No flammable chemicals are allowed inside the building at any time. If you feel that there is a work-related need to use a flammable chemical, contact the manager for guidance on hazard communication and fire safety.

### **Electrical Safety**

- With the exception of independently fused multi-tap cords for computers, extension cords are not allowed in office areas.
- Keep electrical cords out of areas where they will be damaged by stepping on or kicking them.
- Turn electrical appliances off with the switch, not by pulling out the plug.
- Turn all appliances off before leaving for the day.
- Never run cords under rugs or other floor coverings.
- Any electrical problems should be reported immediately.
- The following areas must remain clear and unobstructed at all times:
  - Exit doors
  - Aisles
  - Electrical panels
  - Fire extinguishers

### **Lifting**

- Plan the move before lifting; ensure that you have an unobstructed pathway.





- Test the weight of the load before lifting by pushing the load along its resting surface.
- If the load is too heavy or bulky, use lifting and carrying aids such as hand trucks, dollies, pallet jacks and carts, or get assistance from a co-worker.
- If assistance is required to perform a lift, coordinate and communicate your movements with those of your co-worker.
- Position your feet 45 to 90 centimetres apart with one foot slightly in front of the other.
- Face the load.
- Bend at the knees, not at the back.
- Keep your back straight.
- Get a firm grip on the object using your hands and fingers. Use handles when they are present.
- Hold the object as close to your body as possible.
- While keeping the weight of the load in your legs, stand to an erect position.
- Perform lifting movements smoothly and gradually; do not jerk the load.
- If you must change direction while lifting or carrying the load, pivot your feet and turn your entire body. Do not twist at the waist.
- Set down objects in the same manner as you picked them up, except in reverse.
- Do not lift an object from the floor to a level above your waist in one motion. Set the load down on a table or bench and then adjust your grip before lifting it higher.
- Never lift anything if your hands are greasy or wet.
- Wear protective gloves when lifting objects that have sharp corners or jagged edges.

### **Ladders & Stepladders**

- Read and follow the manufacturer's instructions label affixed to the ladder if you are unsure of how to use the ladder.
- Do not use ladders that have loose rungs, cracked or split side rails, missing rubber foot pads or are otherwise visibly damaged.
- Keep ladder rungs clean and free of grease. Remove buildup of material such as dirt or mud.
- Do not place ladders in a passageway or doorway without posting warning signs or cones that detour pedestrian traffic away from the ladder. Lock the doorway that you are blocking with the ladder and post signs that will detour traffic away from your work.
- Do not place a ladder at a blind corner or doorway without diverting foot traffic by blocking or roping off the area.
- Allow only one person on the ladder at a time.
- Face the ladder when climbing up or down it.
- Maintain three-point contact by keeping both hands and one foot or both feet and one hand on the ladder at all times when climbing up or down.
- When performing work from a ladder, face the ladder and do not lean backward or sideways from the ladder. Do not jump from ladders or step stools.
- Do not stand on tables, chairs, boxes or other improvised climbing devices to reach high places. Use a ladder or step stool.
- Do not stand on the top two rungs of any ladder.
- Do not stand on a ladder that wobbles, or that leans to the left or right of centre.
- When using a straight or extension ladder, extend the top of the ladder at least 1 metre above the edge of the landing.



- Secure the ladder in place by having another employee hold it if it cannot be tied to the structure.
- Do not move a rolling ladder while someone is on it.
- Do not place ladders on barrels, boxes, loose bricks, pails, concrete blocks or other unstable bases.
- Do not carry items in your hands while climbing up or down a ladder.

### Housekeeping

- Do not place materials such as boxes or trash in walkways and passageways.
- Sweep up shavings from around equipment such as drill presses, lathes or planers by using a broom and a dust pan.
- Mop up water around drinking fountains, drink dispensing machines and ice machines immediately.
- Do not store or leave items on stairways.
- Do not block or obstruct stairwells, exits or accesses to safety and emergency equipment such as fire extinguishers or fire alarms.
- Do not block the walking surfaces of elevated working platforms, such as scaffolds, with tools or materials that are not being used.
- Straighten or remove rugs and mats that do not lie flat on the floor.
- Remove protruding nails or bend them down into the lumber by using a claw hammer.
- Return tools to their storage places after using them.
- Do not use gasoline for cleaning purposes.
- Use caution signs or cones to barricade slippery areas such as freshly mopped floors.

## Return To Work Policy

### Purpose

This policy is in place to ensure Blue Heron Company Limited provides meaningful work activity for employees who are temporarily unable to perform all, or portions, of their regular work assignments or duties. This policy applies to employees suffering from either work- or non-work-related injury or illness. The goal is to allow injured company employees to return to productive, regular work as quickly as possible. By providing temporary, transitional or modified work activity, when and if available, so that injured employees can remain an active and vital part of the company. Studies show that a well-constructed return to work policy reduces lost time away from work, allows workers to recover more quickly and makes for a more positive work environment.

### Scope

All active employees who become temporarily unable to perform their regular job due to a work-related or non-work-related injury or illness may be eligible for transitory work duties within the provisions of this program. Return to work tasks may be in the form of:

- Changed duties within the scope of the employee's current position
- Other available jobs for which the employee qualifies outside the scope of their current position
- An altered schedule of work hours

### Definitions

- **Transitional duty** is a therapeutic tool used to accelerate injured employees' return to work by addressing the physical, emotional, attitudinal and environmental factors that otherwise inhibit a prompt return to work. These assignments are meant to be temporary.



- **Alternate duty** is a part of Blue Heron Company Limited's return to work policy that is designed as a placement service for individuals who have reached maximum medical improvement and are still unable to perform the essential functions of their pre-injury job.

### **Applicability**

#### **Length of Duty**

If work is available that meets the limitations or restrictions set forth by the employee's attending practitioner, that employee may be assigned transitional or modified work. Transitional or light-duty work is a *temporary program*, and an employee's eligibility in these reduced assignments will be based strictly on medical documentation and recovery progress.

#### **Daily Application**

An employee's limitations and restrictions are effective 24 hours a day. Any employee who fails to follow their restrictions may cause a delay in healing or may further aggravate the condition. Employees who disregard their established restrictions, whether they are at work or not, may be subject to disciplinary action.

#### **Qualification**

Transitional or modified duty will be available to all employees on a fair and equitable basis with temporary assignments based on skill and abilities. Eligibility will be based upon completion of the Health Professional's Report 'Form 8' by the employee's attending medical professional. An employee on modified duty will be considered part of the regular shift staffing, with recognition of the employee's limitations within the department.

#### **Responsibilities**

The following responsibilities apply to various levels within the company.

- Senior management will ensure the policy's enforcement among all levels at Blue Heron Company Limited and will actively promote and support this policy and the return to work program as a whole.
- Managers will support the employee's return to work by identifying appropriate modified assignments and ensuring the employee does not exceed the physician's set restrictions. Managers will also stay in regular contact with absent employees and communicate Blue Heron Company Limited's attendance expectations clearly. They are also responsible for reporting any problems with employees and this policy to the General Manager.
- Injured or ill workers will notify their Operations Manager in a timely manner when their condition requires an absence. They will closely follow their physician's medical treatment plan and actively participate in Blue Heron Company Limited's return to work program, which includes following all of the guidelines of this policy. Injured employees will also help managers identify potential options for transitional duties that they discover. While Managers are responsible for maintaining constant communication with the injured employee, the worker also has the obligation to maintain contact with Blue Heron Company Limited about their condition and status. The injured worker will complete all the required paperwork in a timely manner.

#### **Work Schedule**

Blue Heron Company Limited will do everything in its power to tailor the restricted work schedule to the injured employee's normal, precondition work schedule. However, depending on the job limitations, it may be necessary for the employee to take on a specifically designed, temporary schedule to accommodate these restrictions.



## Communication Expectations

If an employee is unable to work in any capacity, the employee must stay in constant communication with their Operations Manager and General Manager. Each must receive an update of the employee's medical status on at least a weekly basis.

## Medical Appointments

Blue Heron Company Limited does not allow employees to schedule medical appointments that interfere with working hours. Employees may use time off for medical appointments if they have it available and if they coordinate the absence in advance with the Administrative Services Manager in charge of scheduling. Non-emergency medical appointments that are not scheduled in advance may result in time off being denied.

The employee's physician must complete the Blue Heron Company Limited return to work evaluation form for each visit to evaluate the impairment. It is the employee's responsibility to inform Blue Heron Company Limited of their medical status after each doctor visit. This applies to both work-related and non-work-related injuries and illnesses that interfere with assigned duties.

## Employee Procedures

- In the event an injury or illness is work-related, report it to your Operations Manager immediately, or no later than the end of the shift on which the injury occurs.
- Complete and sign an accident/injury report form.
- Let your Manager know that you are seeking medical treatment and obtain a Health Professional's Report (Form 8). This form must be obtained during each practitioner visit regardless of the employee's choice of physician and regardless of whether the condition is work-related.
- Participate in the return to work program on temporary transitional work, while your physician and management team continuously review your condition.

## Refusal to Participate

If you are unable to return to your regular job but are capable of performing transitional duty, you must return to transitional duty, if it is available to you. Employees who choose not to participate in the Blue Heron Company Limited return to work program or follow all regulations in this return to work policy may become ineligible for WSIB compensation benefits, and, in some cases, refusal to participate may be a basis for termination.

## Security Systems

Security systems and cameras have been installed in all locations. Please note the locations of these cameras in your workplace(s). It is helpful to know where they are if a theft or incident happens and where images or footage may support investigation.

## Technology Systems

All computers located throughout the Blue Heron Company are for company use only and are not for personal use. The only programs running should be location specific ones provided for day to day processes. Aside from the location specific programs, there may be other work-related uses as directed by management, for example local information and contact details, weather, etc.

Before using any computer or POS in any location, you must be trained on the system.



You are welcome to bring in your own mobile device to access the wireless connections provided at the office during break times or days off.

All internal phones are for company use only. No personal calls are to be made without permission from your Manager. When using a phone for work related purposes, a long-distance code is required for any long-distance call made. The specific long distance code is posted at each phone extension location.

Notify the Operation Manager or Shift Lead immediately if maintenance or service is required so they can ensure it is tended to in as timely manner as possible.

## General Computer Security & Use Policy

### Purpose

The Blue Heron Company Limited General Computer Security and Use Policy forms the foundation of the corporate Information Security Program. Information security policies are the principles that direct managerial decision-making and facilitate secure business operations. A concise set of security policies enables the management team to manage the security of information assets and maintain accountability. These policies provide the security framework upon which all subsequent security efforts will be based. They define the appropriate and authorized behaviour for personnel approved to use Blue Heron Company Limited information assets.

### Scope

The Blue Heron Company Limited General Computer Security and Use Policy applies to all employees, interns, contractors, vendors and anyone using Blue Heron Company Limited assets. Policies are the organizational mechanism used to manage the confidentiality, integrity and availability issues associated with information assets. Information assets are defined as any information system (hardware or software), data, networks and components owned or leased by Blue Heron Company Limited or its designated representatives.

### Guidelines

All employees, contractors, vendors and any other person using or accessing Blue Heron Company Limited information or information systems must adhere to the following policies.

- All information systems within Blue Heron Company Limited are the property of Blue Heron Company Limited and will be used in compliance with Blue Heron Company Limited policy statements.
- Any personal information placed on Blue Heron Company Limited information system resources becomes the property of Blue Heron Company Limited.
- Any attempt to circumvent Blue Heron Company Limited security policy statements and procedures (i.e., disconnecting or tunnelling a protocol through a firewall) is strictly prohibited.
- Unauthorized use, destruction, modification and/or distribution of Blue Heron Company Limited information or information systems is prohibited.
- All users will acknowledge understanding and acceptance by signing their employment agreement, after reviewing the Employee Handbook, and prior to use of Blue Heron Company Limited information assets and information systems.
- At a minimum, all users will be responsible for understanding and complying with the following policy statements (in subsequent pages):
  - System Security Policy
  - Internet Acceptable Use Policy



- Personal Equipment Policy
- All users will report any irregularities found in information or information systems to the management team immediately upon detection.
- Blue Heron Company Limited information systems and information will be subject to monitoring at all times. Use of Blue Heron Company Limited information systems constitutes acceptance of this monitoring policy.
- Use of any Blue Heron Company Limited information system or dissemination of information in a manner bringing disrepute, damage or ill-will against Blue Heron Company Limited is not authorized.
- Release of Blue Heron Company Limited information will be in accordance with Blue Heron Company Limited policy statements.
- Users will not attach their own computer or test equipment to Blue Heron Company Limited computers or networks without prior approval of the management team.

## System Security Policy

Blue Heron Company Limited's System Security Policy addresses access control, use of hardware, operating systems, software, servers and backup requirements for all systems maintained and operated by Blue Heron Company Limited.

### Applicability

The System Security Policy applies to all Blue Heron Company Limited employees, contractors, vendors and any other person using or accessing Blue Heron Company Limited information or information systems. Exceptions to this policy must be approved by the General Manager or their designated representative.

### Password System Security

In today's information age, poorly selected, reusable passwords represent the most vulnerable aspects of information security. In fact, computer security experts estimate that 96 per cent of all security breaches occur because of inadequate safeguards of network usernames and passwords. Blue Heron Company Limited has adopted this policy to ensure that the private information of our clients and our proprietary corporate data are kept secure at all times. Blue Heron Company Limited's authorized users must comply with creation, usage and storage policies to minimize risk to corporate information assets.

- Passwords will conform to the following criteria:
  - Passwords will be a minimum of seven characters.
  - Passwords must use at least one uppercase letter, one lowercase letter and one number.
- The sharing of passwords is prohibited.
- Any suspicious queries regarding passwords will be reported to the management team.
- Passwords will be protected as Blue Heron Company Limited proprietary information. Writing them down or storing them unencrypted on the information system is prohibited.
- Users will be required to change their own passwords when prompted by various systems and software programs.
- Accounts will be locked out after five failed password attempts in a 30-minute time period. Accounts can be reset by contacting the management team.
- All system passwords will be changed within 24 hours after a possible compromise.
- When users leave the organization, their accounts will be immediately disabled or deleted.
- If the user leaving the organization was a privileged user, manager or system administrator, all system passwords will be changed immediately and if the user's personal cell phone number has been used as a recovery phone number they must comply with issuing the relevant code to the management team, in order to allow their passwords to be changed and access to be revoked.



## Internet Acceptable Use Policy

Internet access is provided to Blue Heron Company Limited employees to conduct Blue Heron Company Limited business. While these resources are to be used primarily for Blue Heron Company Limited business, the company realizes that employees may occasionally use internet access for personal matters during non-working hours.

- Non-business internet activity will be restricted to non-working hours.
- Blue Heron Company Limited employees are not to visit any non-business websites during working hours, on company or personal devices.
- Non-working hours are defined as hours when an employee is not on the schedule or is on a scheduled break, using their own device, on the company internet connection.
- The definition of non-business sites is at the sole discretion of the management team. This definition can, and will, change without notice as the internet continues to evolve.
- Internet activity will be monitored for misuse.
- Internet activities that can be attributed to a Blue Heron Company Limited domain address (such as posting to newsgroups, use of chat facilities and participation in mail lists) must not bring disrepute to Blue Heron Company Limited or associate Blue Heron Company Limited with controversial issues (e.g., sexually explicit materials).
- Internet use must not have a negative effect on Blue Heron Company Limited operations.
- Users will not make unauthorized purchases or business commitments through the internet.
- Internet services will not be used for personal gain.
- Internet users will make full attribution of sources for materials collected from the internet. Plagiarism or violation of copyright is prohibited.
- Release of Blue Heron Company Limited proprietary information to the internet (e.g., posting information to a newsgroup) is prohibited.
- All internet users will immediately notify the management team of any suspicious activity.
- Accessing personal social networking accounts (including but not limited to Facebook®, Twitter®, LinkedIn®, Instagram® and Tumblr®) or using Blue Heron Company Limited email for social networking purposes is prohibited during working hours. The use of social networking sites for specific business purposes must be pre-approved and assigned by the General Manager.

## Email Security Policy

The Blue Heron Company Limited Email Security Policy specifies mechanisms for the protection of information sent or retrieved through email. In addition, the policy guides representatives of Blue Heron Company Limited in the acceptable use of email. For this policy, email is described as any computer-based messaging including notes, memos, letters and data files that may be sent as attachments.

### Applicability

The Email Security Policy applies to all Blue Heron Company Limited employees, contractors, vendors and any other person using or accessing Blue Heron Company Limited information or information systems. Exceptions to this policy must be approved by the General Manager or their designated representative.

### Policy

Authorized users are required to adhere to the following policies. Violators of any policy are subject to disciplinary actions, up to and including termination. The following items are the corporate policy statements for access controls:





- All email on the Blue Heron Company Limited information systems, including personal email, is the property of Blue Heron Company Limited. As such, all email can and will be periodically monitored for compliance with this policy.
- Individual email accounts are intended to be used only by the person to whom they are assigned. Special arrangements can be made to share information between team members, such as between a producer and an account representative. In all other cases, no user is authorized to open or read the email of another without the express consent of the General Manager.
- Email is provided to the users of Blue Heron Company Limited primarily to enhance their ability to conduct Blue Heron Company Limited business.
- Email accounts that are not “gmail” company accounts, but end in a company specific domain i.e. blueheronco.com or cruisetobermory.com will be stored in the system for up to a maximum of 75 MB per mailbox. Mailbox is defined as the combined total of deleted items, inbox, sent items and any user-created email folders. Users will receive a warning message stating that they need to clear out space when their mailbox size reaches 50 MB. However, once the mailbox storage space exceeds 75 MB, users will not be able to send new mail messages until the mailbox size falls below the 75 MB limit. However, in all cases, users will continue to receive incoming messages.
- The maximum size of any individual incoming email message will be 20 MB.
- Terminated employees will have all email access immediately blocked and must comply with the policy to provide any security code sent to a recovery phone number in their possession to facilitate the closure of their company accounts.
- The former employee’s manager is responsible for disseminating stored emails to the appropriate party. Thirty days after the date of termination, the former employee’s mailbox will be permanently removed from the system.

### **The following items are the corporate policy statements for content:**

- Use of profane, inappropriate, pornographic, slanderous or misleading content in email is prohibited.
- Use of email to spam (i.e., global send, mail barrage) is prohibited. This includes the forwarding of chain letters.
- Use of email to communicate sexual or other harassment is prohibited. Users may not include any words or phrases that may be construed as derogatory based on race, colour, sex, age, disability, national origin or any other category.
- Use of email to send unprofessional or derogatory messages is prohibited.
- Forging of email content (e.g., identification, addresses) is prohibited.
- All outgoing email will automatically include the following statement: “This email is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this email by individuals or entities other than the addressee is prohibited. If you have received this email in error, please contact the sender immediately, and delete the material from your computer.”

### **The following items are the corporate policy statements for usage:**

- Any email activity that is in violation of policy statements or that constitutes suspicious or threatening internal or external activity will be reported.
- When sending email, users should verify all recipients to whom they are sending the message(s).
- Be aware that deleting an email message does not necessarily mean it has been deleted from the system.





## APPENDIX: Detailed Dress Code Requirements by Role

### Customer Experience Associate, Tour Guide Crew, Island Personnel, Bus Driver:

#### Shirts

- Golf Shirt – company issued with embroidered visible logo in Navy or White – mandatory purchase we strongly encourage the purchase of at least two of these.
- Fleece Zip or Crew Sweater – company issued with embroidered logo Navy – optional purchase
- Long sleeve T-Shirts – company issued garment permitted only underneath embroidered golf shirts are available in White and Royal Blue – optional purchase
- ½ Zip Long Sleeve – company issued garment permitted underneath embroidered uniform items are available in Royal Blue and Navy – optional purchase

#### Jackets

- Rain Jacket – company issued Helly Hansen jacket in Royal Blue – optional purchase
- Crew Jacket – company issued Helly Hansen jacket in Navy with embroidered visible logo – optional purchase

#### Bottoms

- All bottoms must be in neutral/natural colour, Navy, Beige, Black, etc., they may not have a pattern, design, or visible distress marks on them and must be jeans or slacks.
- Yoga pants, athletic wear or tights are not acceptable. These unacceptable options include but are not limited to Indigena, Lululemon, etc. styles.
- Rain pants – company issued Helly Hansen are available in the Blue Heron Shop in black – optional purchase (no other option permitted while on shift)
- Shorts - Helly Hansen company issued shorts in Navy or Grey – optional purchase (no other option permitted while on shift)

#### Accessories

- Hat – company issued hats with embroidered logo – optional purchase but no other option permitted while on shift. The first ball cap is provided free of charge to anyone working in an outdoor role.
- Bucket Hat – with embroidered company logo is available for those working in an outdoor role – optional purchase
- Toque - company issued hats with embroidered logo – optional purchase
- Belt – company issued grey belt – mandatory purchase if a belt is going to be worn with uniform
- Sunglasses – no mirrored glasses permitted
- Name Tags - are mandatory and can be purchased in the Blue Heron Shop for \$15. This purchase will be refunded if the name tag is returned in re-usable condition at the end of your contract.
- Footwear – the only acceptable footwear is running shoes, deck shoes, or hiking boots. There are Helly Hansen boat shoes available for purchase
- Socks - neutral solid colours
- Parking Attendants must always wear an orange safety vest.

### Motel Reception and Retail Sales (excluding Blue Heron Shop):

#### Shirts

- Golf Shirt – company issued with embroidered visible logo in Navy or White – mandatory purchase
- Fleece Zip or Crew Sweater – company issued with embroidered logo in Navy – optional purchase
- Long sleeve T-Shirts – company issued garment permitted to be worn only underneath embroidered golf shirts when weather requires it are available in White and Royal Blue – optional purchase



- ½ Zip Sweater – company issued garment only permitted to be worn underneath embroidered uniform options available in Royal Blue and Navy – optional purchase

### Jackets

- Rain Jacket – company issued Helly Hansen jacket in Royal Blue – optional purchase
- Crew Jacket – company issued Helly Hansen jacket in Navy with embroidered visible logo – optional purchase

### Bottoms

- All bottoms must be in neutral/natural colour, Navy, Beige, Black, etc., they may not have a pattern, design, or visible distress marks on them and must be jeans or slacks.
- Yoga pants, athletic wear or tights are not acceptable. These unacceptable options include but are not limited to Indigena, Lululemon, etc. styles.
- Rain pants – company issued Helly Hansen are available in the Blue Heron Shop in Black – optional purchase
- Shorts - Helly Hansen company issued shorts in Navy or Grey – optional purchase

### Accessories

- Belt – company issued grey belt – mandatory purchase if a belt is going to be worn with uniform
- Name Tags - are mandatory and can be purchased in the Blue Heron Shop for \$15. This purchase will be refunded if the name tag is returned in re-usable condition at the end of your contract.
- Footwear – the only acceptable footwear is running shoes, deck shoes, or hiking boots. No sandals.
- Socks - neutral solid colours

## The Blue Heron Clothing Shop:

### Bottoms

- Uniform issued Helly Hansen pants and shorts are made available to all staff for purchase
- Pants and capris of any material, that are current, or comparable to items available in store are appropriate. Denim pants MUST be current and in stock
- Shorts are NOT permitted, unless they are the staff uniform Helly Hansen shorts

### Skirts, Dresses, Skorts

- Skirts, dresses and skorts must always be worn with leggings

### Shirts, Tops, Sweaters, Jackets

- Uniform issued Helly Hansen shirts, sweaters, and fleeces are made available to all staff for purchase, Helly Hansen Crew Jackets are not acceptable
- Any short sleeve t-shirt, ¾ length sleeve t-shirt, long sleeve shirt, sweater, vest or jacket from the Blue Heron Shop is appropriate, if it does not violate any of the listed guidelines.
- Inappropriate attire for work includes midriff tops, tops with bare shoulders and/or backs, tops that allow for undergarments of any kind to be visible, tops that are low cut in the front or that expose an inappropriate amount of cleavage

### Shoes and Footwear

- Flip-Flop style shoes are not permitted.
- Any shoes that are sold in the Blue Heron Shop are deemed acceptable footwear, excluding flip-flops.
- Shoes that are from previous seasons, or that are comparable to current, in stock items are also acceptable.

### Hats and Head Covering, Accessories

- Hats are not appropriate in the Blue Heron Shop. Head covers that are required for religious purposes or to honour cultural traditions are allowed. Items such as Watuko's sold in the store are permitted.
- Name Tags - are mandatory and can be purchased in the Blue Heron Shop for \$15. This purchase will be refunded if the name tag is returned in re-usable condition at the end of your contract.



## Housekeeping:

### Shirts

- Short and Long Sleeve T-shirts – company issued t-shirt in Royal Blue or White – mandatory purchase
- Golf Shirt – company issued with embroidered visible logo in Navy or White – optional purchase
- Fleece Zip or Crew Sweater – company issued with embroidered Logo in Navy – optional purchase
- ½ Zip Sweater – company issued garment only permitted to be worn underneath embroidered uniform options available in Royal Blue and Navy – optional purchase

### Jackets

- Rain Jacket – company issued Helly Hansen jacket in Royal Blue – optional purchase
- Crew Jacket – company issued Navy Helly Hansen jacket in Navy with embroidered visible logo – optional purchase

### Bottoms

- All bottoms must be in neutral/natural colour, Navy, Khaki, Black, etc., they may not have a pattern, design, or visible distress marks on them.
- Shorts - Helly Hansen company issued shorts in Navy or Grey – optional purchase

### Accessories

- Hat – company issued hats with embroidered logo – optional purchase but no other option permitted while on shift
- Belt – company issued grey belt – optional purchase but no other option permitted while on shift
- Sunglasses – no mirrored glasses permitted
- Name Tags - are mandatory and can be purchased in the Blue Heron Shop for \$15. This purchase will be refunded if the name tag is returned in re-usable condition at the end of your contract.
- Footwear – the only acceptable footwear is running shoes or hiking boots
- Socks - neutral solid colours

## Maintenance Personnel:

### Shirts

- T-Shirt – company issued shirt in Royal Blue or White - mandatory purchase
- Long sleeve T-Shirts – in White and Royal Blue – optional purchase
- Golf Shirt – company issued with embroidered visible logo in Navy or White – optional purchase
- Fleece Zip or Crew Sweater – company issued with embroidered logo in Navy – optional purchase
- ½ Zip Sweater – company issued garment only permitted available in Royal Blue and Navy – optional purchase

### Jackets

- Rain Jacket – company issued Helly Hansen jacket in Royal Blue – optional purchase
- Crew Jacket – company issued Navy Helly Hansen jacket in Navy with embroidered visible logo – optional purchase

### Bottoms (aka: pants, trousers, slacks, shorts)

- All bottoms must be in neutral/natural colour, Navy, Beige, Black, etc., they may not have a pattern, design, or visible distress marks on them and must be jeans or slacks.
- Yoga pants, athletic wear or tights are not acceptable. These unacceptable options include but are not limited to Indygena, Lululemon, etc. styles.
- Rain pants – company issued Helly Hansen are available in Black – optional purchase
- Shorts - Helly Hansen company issued shorts in Navy or Grey – optional purchase



### Accessories

- Hat – company issued hats with embroidered logo – optional purchase but no other option permitted while on shift. The first hat is provided free of cost to anyone working in an outdoor role.
- Bucket Hat – with embroidered company logo is available for those working in an outdoor role – optional purchase
- Toque - company issued hats with embroidered logo – optional
- Belt – company issued grey belt – optional purchase
- Sunglasses – no mirrored glasses permitted
- Name Tags - are mandatory and can be purchased in the Blue Heron Shop for \$15. This purchase will be refunded if the name tag is returned in re-usable condition at the end of your contract.
- Footwear – the only acceptable footwear is running shoes, hiking boots, or steel toes boots.
- Socks - neutral solid colours