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## 5.1 - GENERAL RULES

### Mandatory Requirements

1. Report to your supervisor immediately all unsafe acts, conditions, near miss/injury or any damage that occurs.
2. All ground personnel are required to wear CSA Approved hard hats at all times.
3. Clothing shall be appropriate to duties being performed. Long pants, a sleeved shirt and 6" CSA steel-toed boots are the minimum requirements. No tank tops or running shoes.
4. Personal protective equipment shall be worn, wherever necessary, according to safe work practices and procedures.
5. Compressed gas cylinders shall be secured in an upright position.
6. Operate all vehicles and mobile equipment in accordance with safe work practices and/or procedures and highway regulations.
7. All tools and equipment used shall be in good repair. Any damaged or worn parts shall be reported for repair or replacement following company LOTO procedure.
8. All work shall be performed in accordance with your supervisor's direction, safe work practices and procedures.
9. Every worker shall keep his or her work area and/or vehicle neat, clean and orderly at all times.
10. Proper health and sanitation practices are to be followed by all employees.

### Prohibitions

The following are prohibited at all times on all company property and all company jobsites. Immediate dismissal may result for non-compliance.

1. Possession or consumption of alcohol or illicit drugs.
2. Possession of firearms.
3. Fighting, horseplay, practical jokes.
4. Theft, vandalism.
5. Arriving for work or remaining at work when ability to perform the job safely is impaired.
6. No smoking except in designated areas only.

## 5.2 - PRINCIPLES OF OPERATION

- We will conduct our business with the highest professional standards and with unquestionable ethics guided by integrity, fairness and respect.
- Our first, and most important responsibility, is to serve our customers. In meeting their needs, everything we do must be of superior quality and value.
- We must constantly strive for increased efficiency and productivity in order to maintain reasonable prices.
- We must be proactive and resourceful in keeping our company on the leading edge of practical technology and techniques in all our traffic safety products and services.
- We are responsible to our employees. Each person must be considered as an individual with potential.
- We must respect their dignity and recognize everyone's merit.
- They must have a sense of security in their jobs.
- Compensation must be fair and adequate.
- Working conditions must be clean, orderly and safe.
- Employees must feel free to make suggestions and complaints.
- We must provide competent management, and their actions must be ethical, just and considerate.
- We must be responsible and a leader in developing work practices which are safe and environmentally sound.
- Our owners and our suppliers must realize a fair return.
- We expect our employees to be guided by these Principles of Operation and to take personal responsibility and accountability to assure their intended application.
- We encourage, respect and reward initiative and excellence.
- We are determined to be **THE BEST IN OUR BUSINESS**.

## 5.3 - GENERAL POLICY

Canadian Road Builder Inc. is a quality-oriented company.

Since all of our work is conducted on the roadway system, we are in the public view for a large portion of the workday. Therefore, it is important that we use our time efficiently and effectively. We should treat the public with as much politeness and courtesy as possible. We take pride in our ability to handle confrontations with motorists in a respectful manner.

Safety is the top priority on the job site. Personnel protective equipment is provided by the company and must be worn according to safe work practices and procedures as set out in the Company Safety Manual.

We strive to maintain our equipment to the highest level, but sometimes breakdowns occur. If part of your equipment needs repair, report it on a work order and it will be scheduled for repair. Our machinery and equipment are key to productivity and must be protected by cones and/or barricades. Our vehicles, when not in use, should be out of traffic's way and the ignition turned off. We cannot leave signs and cones on the road when they are not required. It is important to complete our work and move to the next job site as quickly and efficiently as possible.

The foreman is the Canadian Road Builder Inc. representative on the job. Crew problems or disputes which cannot be resolved should be referred to the Operations Manager or Superintendent.

We provide open and fair communication between crews and management. If there is a concern with anyone, or a question about any decision made by a foreman or management, please ask for an explanation.

### 5.3.1 - General Day-To-Day Policies

#### 1. Company Expectations

In order to achieve a successful employment atmosphere, certain expectations of employees are required:

- Observance of company policies
- Work safely and efficiently
- Respect company property
- Courtesy towards customers and public
- Desire to perform tasks in a team atmosphere
- Tolerance towards other employees
- Communicate concerns to your supervisor
- Commitment to quality expectations
- Dedication to company performance level

## 2. Starting Employment

Before an employee can commence work with Canadian Road Builder Inc. they must supply a current 5 year commercial driving record abstract form an Alberta registry.

Upon beginning employment, an employee must complete Pre-Employment Screening through company approved provider and complete a company orientation. They must fillout a T.D.1, a Abstract Driver Consent Form, and other related documents. The employee shall submit copies of all training certificates which shall be kept in an employee file. The employee shall also supply banking information pertinent to direct deposit of their pay-cheque.

All new employees will have a probation period at which time an evaluation will be conducted with the employee. The employee shall direct inquiries to immediate foreman and/or Operations Manager.

## 3. Dismissal/Termination of Employment

A verbal and/or written warning for questionable behaviour may be given and direction will be provided on how to improve this behaviour, with a follow-up review. After management consultation, the employee can be given termination notice.

Any person leaving the employment of Canadian Road Builder Inc. without notice will be required to wait until completion of the pay period to receive his/her final cheque. If the cheque is not picked up on this day, it will be forwarded to them by mail or kept on file if no forwarding address is available.

Persons terminated, while working at an out-of-town jobsite, will be required to collect their personal belongings and wait for the appropriate scheduled transportation to home base.

## 4. Starting Time

Starting time will be determined by the Foreman.

## 5. Lateness

All employees are needed to work each day. If you are late, the whole crew suffers. Verbal warning will be given for the first occurrences. You will receive a written warning should lateness become habitual. Habitual lateness will result in termination of employment.

## 6. Sickness

Notice of sickness, in consideration of the crew and fellow employees, should be given before shift. You must call your foreperson and leave a message if unavailable. Text messaging and email will not be considered notice and will be considered a no show.

## 7. Dress and Company Image

While employed with Canadian Road Builder Inc., you will be in public view most of the day. In order to promote a positive company image and gain the motorists' respect, employees are required to dress in neat, clean and inoffensive attire. 6" safety boots, long trousers and proper sleeved shirts are required. There will be adequate clothing on the job-site at all times.

## 8. Medicals

Canadian Road Builder Inc. reserves the right to request an employee have a medical exam by a doctor of the company's choice at any time during employment. Lafrentz will incur the cost of such an exam.

## 9. Damage to Company Property

We maintain our equipment to the highest level possible through proper and responsible use. We ask for your help in maintaining the standard of excellence in this area. The company deductible is high. If employees driving company vehicles are irresponsible, they may be subject to termination of employment. Employees defacing or damaging any company property will be responsible for the damage.

## 10. Theft

The theft of any company property, time, supplies or materials will not be tolerated. It will result in immediate termination of employment and prosecution to full extent of the law.

## 11. Traffic Violations

Employees will be responsible for any fines for traffic violations (speeding tickets, parking tickets, etc.) incurred while driving any Canadian Road Builder Inc. vehicle. All employees must inform Canadian Road Builder Inc. management of any violations as soon as possible whether personal or company vehicle.

We operate on a 3 demerit inhouse system:

- Every 10km/hr over the speed limit, the company issues the employee 1 demerit.
- Running a stop sign or red light is automatically 3 demerits.
- Once you have accumulated 3 demerits you're required to complete an online course.
- If you receive a 4<sup>th</sup> demerit, suspension or vehicle privileges could be revoked at the discretion of Management.

## **5.3.2 - Wages and Benefits**

### **1. Wages**

Wages will be paid at a rate determined by the Operations Manager. Wages are paid every Friday and include all monies earned up to and including the preceding Sunday, which is the cut-off day for that pay period. No advance payments will be processed.

Overtime rate is time and a half. Overtime is paid for work over 8 hours per day/shift and over 44 regular hours per week. Statutory holiday pay and regular hours holiday pay is paid at the rate determined by the Labour Act (6% vacation and 3.6% for statutory) and will be included on each paycheque.

### **2. Per Diems**

The purpose of a per diem is to help cover the added expenses of living away from home. "CRBI reserves the right to request proof of per diem expenses". Per Diem is paid only on out-of-town jobs requiring overnight stays. The Per Diem rate is set by the Company.

### **3. Accommodation**

Accommodation will be arranged by a company representative or foreman and are subject to availability and costs. We will try and procure clean/respectful accommodations but high end, brand name rooms may not be provided.

### **4. Tools & Clothing**

Most safety PPE shall be provided as required. Work coveralls for working on equipment shall be provided to some employees if demands necessary.

### **5. Group Benefit Package**

Outlined in your orientation handbook for further information contact Human Resources at main office #780-962-7800

### **6. Pension Plan**

Outlined in your orientation hand book for further information contact Human Resources at main office #780-962-7800



## 5.5 - SUBSTANCE ABUSE POLICY

*Effective: October 17, 2018*

### DRUG AND ALCOHOL POLICY

#### Policy Statement

Canadian Road Builders Inc. is committed to the health and safety of its employees, members, and the public at large. Canadian Road Builders Inc. recognizes and accepts the responsibility to provide its employees with a safe, healthy, and productive work environment. Recognizing the potential negative effects of alcohol and drugs on the organization, in particular, the hazards that individuals who abuse alcohol and/or drugs pose to themselves, their co-workers, and the general public, the company has implemented a drug and alcohol policy.

#### Purpose

The purpose of this Policy is to establish Canadian Road Builders Inc.'s expectations for appropriate behaviour, the consequences for non-compliance, to provide consistent guidelines for all employees, and to provide a means for supporting employees who are dealing with current or emerging drug and alcohol problems.

Violation of this policy is grounds for disciplinary action, up to and including termination. *All employees are required to read, sign and comply with all parts of this policy as a condition of employment.* All employees should be aware that this policy and the procedures it contains, in no way constitute a contract or contractual agreement of any kind whatsoever.

This Policy applies in whole or in part to contractors while providing services to Canadian Road Builders Inc. Any contravention will be considered a breach of their contract.

All employees will be subject to additional requirements which are site-specific, as required for any circumstances or conditions outlined by our Customer's Policy Contractor Requirements.

#### Definitions

- 1.1 "Drugs" means any substance, inclusive of illicit drugs, restricted drugs, and medication, as defined by this Policy, the use of which has the potential to cause impairment or intoxication, changing or affecting the way a person thinks, feels, or acts. For the purposes of this Policy, drugs of concern are those that inhibit a worker's ability to perform his or her job safely and productively.
  - (a) "Illicit Drug" means any drug or substance that is not legally obtainable and whose use, sale, possession, purchase or transfer is prohibited by law (for example, street drugs such as heroin and cocaine).

- (b) “Restricted Drug” - means any drug or substance capable of causing intoxication or impairment which is legally obtainable for recreational use and whose sale, purchase, possession, or transfer are restricted by law (such as cannabis).
  - (c) “Medication” refers to a drug obtained legally by an employee and used as indicated or directed, including but not limited to those obtained by the employee with a doctor’s prescription or medical document, as contemplated by the *Access to Cannabis for Medical Purposes Regulation* (as amended, repealed and replaced from time to time), and non-prescription or over-the-counter products.
- 1.2 “Under the influence” of Drugs, alcohol, intoxicants or any controlled or uncontrolled substance for the purpose of this Policy is defined as the use of one or more of these substances to an extent that an employee is:
- (a) Unable to perform in a productive manner;
  - (b) In a physical or mental condition that creates a risk to the safety and well-being of the individual, other employees, or the property of Canadian Road Builders Inc. or any member of the public; or
  - (c) Displaying signs or symptoms of impairing substance use, including but not limited to the smell of alcohol or drugs, slurred speech, and/or atypical behaviour.
- 1.3 “Drug or alcohol dependence”: A mental, physical, or psychological dependence on Drugs, alcohol, or other impairing substance that is considered by a physician to be a medical condition/disability as contemplated by Human Rights law.
- 1.4 “Recreational Drug/alcohol or other substance use”: With recreational use of Drugs, alcohol, or other impairing substances, there is no mental, physical or psychological dependence; therefore, this is not considered a medical condition or mental, physical, or psychological disability as contemplated by Human Rights law.
- 1.5 “Safety sensitive positions” shall include any position where the performance of duties with impaired physical or mental abilities creates a reasonably foreseeable risk of injury, physical harm, or danger, including, but not limited to employees who are required or permitted to operate their own personal vehicles for employment-related purposes. Safety-sensitive positions include: flag people; equipment operators; asphalt plant personnel; employees operating or having control of company vehicles; employees working in close proximity to machinery; employees performing maintenance on or repairing machinery; gravel pit and quarry personnel, workers alongside roads or railways and those that may require rescue such as confined space or working at height.

## Treatment and Accommodation

2.1 Any employee suffering from a Drug or alcohol dependence is required to disclose the dependence to the employee’s immediate supervisor. This is a duty under the Internal Responsibility System (IRS) and specific clauses under the relevant Occupational Health & Safety Act or Regulations. Canadian Road Builders Inc. recognizes its responsibility to assist and accommodate employees suffering from a Drug or alcohol dependence to the extent reasonably possible, including providing access to sick

leave as with any other illness, without suffering undue hardship. Canadian Road Builders Inc. will take reasonable precautions to protect the employee's confidentiality given the sensitive nature of the issue.

2.2 Employees who are concerned that a fellow employee may be suffering from a Drug or alcohol dependence are strongly encouraged to report their concerns to the employee's immediate supervisor. While Canadian Road Builders Inc. will make its best efforts to protect employees' confidentiality when a concern is reported, it may be necessary for Canadian Road Builders Inc. to disclose certain information, including but not limited to the identity of the reporting employee, to the employee in question in order to properly investigate concerns.

## Prohibitions

3.1 During an employee's working hours, whether on Canadian Road Builders Inc.'s premises or while conducting employment-related activities off Canadian Road Builders Inc.'s premises, including during meal periods, scheduled breaks, and on-call shifts, no employee shall:

- (a) Use, consume, possess, distribute, sell or be under the influence of Illicit Drugs;
- (b) Use, consume, possess, distribute, sell or be under the influence of Restricted Drugs;
- (c) Use, consume, possess, distribute, sell or be under the influence of alcohol, unless authorized by Canadian Road Builders Inc. for a specific limited purpose; or
- (d) Use, consume, possess, distribute, sell or be under the influence of any other intoxicants, whether a controlled or uncontrolled substance.

3.2 An employee shall not, under any circumstances, consume alcohol or use, consume, ingest, or inhale Illicit Drugs, Restricted Drugs or other intoxicants while in care and control of or responsible for any Canadian Road Builders Inc. vehicle or equipment, or while using the employee's vehicle for work-related purposes.

3.3 If an employee is called back after regular working hours to perform work-related duties and has been consuming alcohol or using Drugs or other intoxicants, it is the employee's responsibility to:

- (a) Ensure that he or she does not perform any employment duties, including operate a motor vehicle, while under the influence of alcohol, Illicit Drugs, Restricted Drugs, Medication or any other intoxicant or substance, if impairment has resulted;
- (b) Notify the employee's supervisor of the circumstances immediately; and
- (c) Confirm directly or through the employee's supervisor that a responsible employee who is not under the influence of alcohol, Drugs, or intoxicants will perform the required task.

3.4 The use of Medication in compliance with physician directions is permitted at work only if it does not impair the employee's ability to perform his or her work effectively and in a safe manner. Employees are required to disclose to their immediate supervisor the use of Medication that may affect their work performance or the safe execution of their duties. Canadian Road Builders Inc. is committed to accommodating an employee's necessary use of Medication to the extent reasonably possible without suffering undue hardship.

3.5 Employees are advised to make their physicians or pharmacists aware of their safety-sensitive occupation and request information regarding effects and side effects of medications. Any medication or medical information reported will be treated as confidential. Employees taking medication that may cause impairment are prohibited from performing safety-sensitive job functions.

3.6 All employees of Canadian Road Builders Inc. are expected to perform to the standards set forth in their respective job descriptions. Declines in work performance due to substance abuse will be addressed initially in the same manner as performance deterioration for other reasons.

3.7 Off-duty use of any mood or mind-altering substances or medications, which could adversely affect an employee's job performance, or which could jeopardize the safety of other employees, our customers, the general public or our company property is proper cause for administrative or disciplinary action, up to and including termination of employment, with cause and without notice.

3.8 On or off-duty employees who are arrested for drug or alcohol related offences may be considered in violation of this policy. The employee must report all such criminal charges to their immediate supervisor. In deciding what action to take, management will take into consideration the nature of the charges, the employee's present duties, the employee's work records and other related factors as it is deemed appropriate. The employee may be referred to the company's EAP program for a substance abuse assessment and must consent to release outcome and recommendations to the company. The employee may be required to agree to a conditional work agreement. The employee may be subject to disciplinary action, up to and including termination.

3.9 Employees convicted or impaired driving (impaired by any type of drug or alcohol), whether in a personal or company vehicle, may be subject to disciplinary action up to and including dismissal, and/or completion of a drug and alcohol assessment as a condition of continued employment.

3.10 Canadian Road Builders Inc. reserves the right to investigate any situation where there is reason to believe that a specific employee or group of employees may be in possession of drugs or alcohol. Employees may be required to submit to searches of their clothing, lockers, company vehicles, desks, tool boxes, lunch boxes, briefcases or other containers brought onto company property. The supervisor or company official who may make a determination for a search shall be trained in administering alcohol and drug programs in the workplace.

## Testing

### 4.1 Post-Incident Testing

Canadian Road Builder Inc. employees may be subject to post-incident testing following an incident investigation. Every attempt will be made to have the alcohol test completed within 8 hours and the drug test completed within 32 hours.

All employees shall be subject to post-incident testing if:

- (a) Employee is involved in an incident resulting in a fatality, or

- (b) Any lost time injury
- (c) Any serious incident or potentially serious incident
- (d) Any motor vehicle incident involving damage to any vehicle, equipment or property, or where “reasonable grounds” exists
- (e) A spill or abnormal discharge of gas, liquid or solid causing long term health effects, public evacuation or serious environmental discharge.
- (f) Any circumstance or conditions dictated by customer policy
- (g) Other incidents may be subject to post-incident testing following an incident investigation.

As soon as possible following an incident as defined in this policy, the employee shall make every attempt to contact his/her supervisor or company official. The employee must remain available for testing, or the company may consider the employee to have refused to submit to testing. The supervisor will provide to the employee the reason for the request to test. Employees involved in an incident must refrain from consuming alcohol for eight hours following the accident or until tested.

A supervisor or manager need not request the employee to submit to an alcohol and drug test if the supervisor or manager and the next level of management present at the company workplace, if any, conclude that there is objective evidence to believe that the use of alcohol and drugs did not contribute to the cause of the incident or near miss.

#### 4.2 Reasonable Cause Testing

Canadian Road Builders Inc. reserves the right to conduct testing for the presence of alcohol, or Drugs when it has reasonable cause to believe that the actions, appearance or conduct of an employee while on duty (including while on-call) is indicative of the use of Drugs or alcohol. While Canadian Road Builders Inc. reserves this right for all of its employees, employees should understand that the necessary threshold to establish reasonable cause in the eyes of Canadian Road Builders Inc. will be lower for employees in safety-sensitive positions given the potential consequences involved.

The basis for the decision to test will be documented as soon as possible after the action has taken place. The referral for the test will be based on specific, personal observations resulting from, but not limited to:

- (a) Observed use or evidence of use of Drugs or alcohol (e.g. smell of alcohol or cannabis);
- (b) Erratic or atypical behaviour of the employee;
- (c) Changes in physical appearance of the employee;
- (d) Changes in behaviour of the employee;
- (e) Changes in speech patterns of the employee;
- (f) Discovery of Drugs, inclusive of Medication capable of causing impairment, alcohol, intoxicants or related paraphernalia found in locations to which an employee has sole or primary access, including employees’ lockers or assigned vehicles; or
- (g) Following a serious incident or accident where the possibility of Drug or alcohol impairment cannot be easily ruled out from review of the circumstances, including a “significant incident” as defined by Occupational Health & Safety legislation, and a situation which created significant potential or risk for an incident or accident, even if an incident or accident did not ultimately result (a “near miss”).

In addition, Canadian Road Builders Inc. may conduct reasonable cause testing upon receipt of a complaint or concern by a co-worker or third party that an employee may be using Drugs, alcohol or other substances contrary to this Policy. In such circumstances, Canadian Road Builders Inc. shall record the name and contact information of the complainant as well as the details of the concern or complaint. The Canadian Road Builders Inc. shall provide the details of the concern or complaint to the accused employee and, in appropriate circumstances, shall also provide the complainant's identity to the accused employee to allow him/her the opportunity to provide a full and complete response to the allegations.

Where reasonably possible, such tests shall be conducted respectfully and in a manner to minimize the intrusive nature of the tests and protect the employee's privacy. In all situations where Canadian Road Builders Inc. believes an employee is unfit to be at the workplace, a responsible escort will be used to escort the employee home.

The supervisor or company official who may make a reasonable suspicion determination shall be trained administering alcohol and drug programs in the workplace and will provide to the employee the reason for the request to test. Any employee undergoing a reasonable suspicion test shall be placed on administrative leave without pay pending the outcome of test results.

#### 4.5 Return to Work Testing

When an employee returns to work following a disclosure that the employee suffers from a drug/alcohol dependency and subsequent treatment, Canadian Road Builders Inc. may require the employee to undergo a return to work test. Further random, unannounced return to work testing may be required for up to twenty-four (24) months after the employee returns to work.

Employees who are returning to duty following a positive test situation shall undergo a return to duty drug and/or alcohol test with the request that a negative test result be confirmed, failing which further discipline up to and including dismissal for just cause will take place.

Return to Duty and Follow-Up testing must be directly observed and must be conducted at a facility designated by Canadian Road Builders Inc.

#### 4.6 Testing Procedures

Any testing undertaken pursuant to this Policy, including analysis of results, shall be performed by a qualified professional. Where appropriate, results shall be confirmed by laboratory testing, which shall be performed at an accredited laboratory.

Where reasonably possible, tests shall be conducted respectfully and in a manner to minimize the intrusive nature of the tests. The Supervisor/Manager or Director will contact the alcohol and drug testing provider to schedule a test. The process is to be completed as soon as possible after the incident or observation that is deemed within the guidelines of this Policy. The drug testing will be performed in compliance with the testing procedures as defined by the drug and/or alcohol testing facility. Positive test results shall be reviewed and verified by a physician to confirm if a Drug or alcohol dependency exists.

Canadian Road Builders Inc. will store test results in a secure location with access restricted to

Canadian Road Builders Inc.'s Safety Department and Human resources employees with demonstrable need for access to test results, in order to preserve employee privacy. Test results will not be disclosed to third parties without prior written consent of the employee, subject only to a legal requirement for Canadian Road Builders Inc.'s to produce employee test results.

#### 4.7 Positive Test Results

Drug Tests: Employees will be tested for the following controlled substances: marijuana, cocaine, opiates, amphetamines, methamphetamines, MDMA (Ecstasy), and phencyclidine (PCP). Industry standard cut off levels, above which a rest result is considered positive, have been established by the US Department of Human Health Services (DHHS) and the Canadian Model developed by the Construction Owners Association of Alberta (COAA). Employees with a confirmed positive drug test must be removed from duty and referred to a Substance Abuse Professional for evaluation. The presence of the below substances in amounts equal to or higher than "confirmation concentration" listed below shall constitute impairment for the purpose of this policy and shall result in the various systems and consequences as set out herein. Any substance not listed and that constitutes a substance that may reasonably detrimentally affect the employee's ability to perform his or her job in a safe manner shall be a "positive test" if testing demonstrates any concentration of such substance.

Drugs or Classes of Drugs	Screening cut off level equal to or in excess of ng/mL	Confirmation cut off level equal to or in excess of ng/mL
Amphetamines		
Amphetamine	500	250
Methamphetamine	500	250
MDMA		
Methylenedioxymethamphetamine	500	250
Methylenedioxyamphetamine	500	250
Cocaine metabolites	150	100
Marijuana/Cannabinoid metabolites	50	15
Cocaine	150	100
Opiates		
Codeine	2000	2000
Morphine	2000	2000
Heroin (6-AM)	10	10

Phencyclidine (PCP)	25	25
Oxycodone		
Oxycodone	100	100
Oxymorphone	100	100
Hydrocodone		
Hydrocodone	300	100
Hydromorphone	300	100

Alcohol Tests – Results of alcohol concentration of 004 (40 milligrams of alcohol per 100 millilitres of blood) or greater are considered a positive test for impairment and employees must be removed from duty and referred to a Substance Abuse Professional for evaluation.

### Collection Procedures

5.1 Any drug/alcohol testing conducted under this policy shall be performed at a collection site designated by Canadian Road Builders Inc. for the purposes of administering this policy. The company will not accept test results from any facility other than the one designated by the company. Once a request is made, the employee must proceed immediately to the determined collection facility. Transportation and supervisor escort will be provided when required.

5.2 Collection procedures at all testing facilities shall conform to the most recent industry standards as noted in the COAA Canadian Model, Urine Specimen Collection Guidelines.

5.3 Testing procedures, including urine collection, saliva and breath alcohol testing, urine laboratory analysis and medical review procedures shall be conducted in accordance with applicable Canadian industry standards outlined in the COAA Canadian Model.

### Refusal to Test

6.1 An employee's refusal either to:

- (a) comply with a request made by Canadian Road Builders Inc. to submit to alcohol and/or drug testing
- (b) provide a suitable sample for an alcohol and/or drug test, shall subject the employee to disciplinary action up to and including termination of employment with cause and without notice. In the event that the employee is not terminated, the Company shall refer such an employee to a Substance Abuse Professional.

6.2 Attempts to tamper with a sample are considered a refusal to test. Any conduct that clearly indicates an attempt to substitute or adulterate a specimen will result in a second collection under direct observation, in accordance with Urine Specimen Collection Guidelines (as noted in Section 5.3),



6.3 Failure to Provide a Sample: Individuals who cannot provide a urine sample initially may consume up to 40 ounces of appropriate fluids over a three hour period. After that time has elapsed, efforts to collect the sample shall cease and a “shy bladder” situation shall be declared. Individuals unable to provide either an adequate urine sample or breath sample shall be referred to a physician for evaluation. If the evaluation fails to identify an acceptable medical explanation for the inability to provide a specimen, the failure to provide a sample shall be considered as a “refusal to test”.

## Discipline

7.1 Canadian Road Builders Inc. views the rules contained in this Policy to be of the utmost importance. This is a zero-tolerance policy; any deviation from the above terms will result in disciplinary action that may include immediate termination. All employees will be provided with a copy of this Policy as notification that any resulting dismissal will be considered as “dismissal for just cause” and not subject to notice or pay in lieu of notice.

7.2 As indicated above, any employee suffering from a Drug or alcohol dependence is required to disclose the addiction, and Canadian Road Builders Inc. recognizes its responsibility to assist and accommodate employees suffering from such a condition. However, if an employee neglects or refuses to disclose a Drug or alcohol dependence Canadian Road Builders Inc., will be forced to deal with breaches of this Policy. Based on the understanding that the employee is not suffering from a Drug or alcohol dependence, but has simply disregarded this Policy, immediate and strict disciplinary action will be taken. Further, failure to disclose a Drug or alcohol dependence is a violation of this Policy.

7.3 Before returning to safety-sensitive duties, any employee must undergo the following:

- (a) Complete an evaluation by a qualified Substance Abuse Professional (SAP);
- (b) Agree to complete any recommendations (including treatment) made by the SAP;
- (c) Pass a return-to-duty alcohol and/or drug test;
- (d) Agree to return-to-work conditions that include unannounced follow-up alcohol and/or drug testing over a period of twenty-four months;
- (e) All return-to-duty conditions will be at the employee’s expenses.

7.4 This is a condition of continued employment at Canadian Road Builders Inc. Should any test, during the twenty-four month period be confirmed positive for alcohol/drugs, and/or the employee does not comply with SAP recommendations, the employee may be subject to termination for just cause. Return to work provisions will include the signing of a return to work agreement specifying exact employment conditions.

7.5 When an employee’s job-related problems are known to be the result of a drug or alcohol abuse;

- (a) if remedial action has been considered and rejected, or
- (b) when the employee has either rejected assistance or demonstrates a lack of serious commitment to overcoming the problem, or
- (c) when the employee has failed to acknowledge or, advise Canadian Road Builders Inc. that he or she has a drug or alcohol problem,

Termination of employment may apply at the sole discretion of Canadian Road Builders Inc.

### **Post-Violation Return to Work**

8.1 Seeking voluntary assistance for Drug or alcohol dependence will not jeopardize an employee's employment with Canadian Road Builders Inc., so long as the employee continues to co-operate and seek appropriate treatment for his or her disclosed problem and is able to treat and control the problem to facilitate a return to work within the reasonably foreseeable future.

8.2 Any employee violating this policy who is subsequently authorized and accepted by Colas Canada Inc. to return to the workplace shall receive a Return to Work Letter outlining conditions of the return to the workplace that will normally include, but is not limited to, the following:

- (a) Requirement to continue treatment, counselling and assistance programs or procedures recommended by the employee's advising physician or addiction counsellor;
- (b) Express obligation to immediately cease performance of duties and notify a supervisor in the event the employee finds themselves under the influence at any time during work hours following a return to the workplace;
- (c) Requirement to provide written medical confirmation that the employee has any condition under control and is able to safely return to the workplace without danger to the employee or others;
- (d) Requirement to provide reasonably regular updates from the employee's physician or addiction counsellor confirming that the employee continues to follow recommended treatment programs and continues to be fit for performance of duties without danger to themselves or others; and
- (e) An express warning to the employee that future violations of the Policy will lead to further discipline and serious consideration of immediate termination for just cause.

8.3 Employees suffering from Drug or alcohol dependence who fail to cooperate with assistance or treatment programs or engage in repeated infractions of this Policy, will be subject to the normal disciplinary sanctions, up to and including immediate termination for just cause.

### **Employee Assistance Program and Self-Help**

9.1 Canadian Road Builders Inc. maintains an employee assistance referral program that provides help and information to employees who suffer from substance abuse and other personal or emotional problems. However, it is the responsibility of each employee to seek assistance before performance problems lead to disciplinary action. Failure to do so will attract the other policies and strict consequences as outlined herein. For greater certainty, in the event that an employee fails to self-report and seek assistance, that employee shall face disciplinary action for breaching this policy up to and including termination with cause and without notice. Once a violation of the Drug and Alcohol Policy occurs, subsequent employee use of the referral program on a voluntary basis will not lessen disciplinary action.

9.2 This policy encourages employees who feel they may have a substance abuse problem and would like to take advantage of this program to contact the Designated Employer Representative or the

Human Resources department. All communication is confidential. Voluntary disclosure of an alcohol or drug problem will not in and of itself result in discipline.

9.3 An employee who believes that he or she may be unable to comply with this Drug and Alcohol Policy must seek help by taking such steps as are necessary to ensure that he or she presents no safety risk to himself or herself or others at the workplace. Seeking voluntary assistance for drug or alcohol problems will not jeopardize an employee's employment with the employer, so long as the employee continues to co-operate and seek appropriate treatment for their disclosed problem and is able to treat and control the problem to facilitate a return to work within the reasonably foreseeable future. Employees suffering from a drug or alcohol addiction who fail to co-operate with the assistance or treatment programs and/or engage in infractions of this policy will be subject to the normal disciplinary sanctions, including immediate termination for just cause.

### **Employee Responsibilities**

10.1 All employees are required to read, sign and comply with all parts of this policy. Understanding, accepting and complying with the "Drug and Alcohol Policy" is a condition of employment with Canadian Road Builders Inc.

10.2 All employees are required to arrive and remain fit for work during their assigned duties free from all effects of drug and alcohol,

10.3 Employees shall consult with their doctor and/or pharmacist regarding the proper use of prescribed medications and any negative impact they may have on their performance or safety. Employees shall use medication responsibly and report any potentially harmful prescription they may be taking to their Supervisor.

10.4 All employees shall seek support if they feel that they have or may be acquiring a drug or alcohol dependency, participate in the company's employee assistance program and follow all recommendations of the program.

10.5 All employees shall encourage their peers or co-workers to seek help when there is a potential breach or breach of policy.

10.6 All employees shall cooperate with any work modification related to safety concerns as a result of a current or emerging problem.

*Because all individuals working for CANADIAN ROAD BUILDERS INC. have a shared responsibility for workplace safety, employees are encouraged to look out for other employees, contractors or visitors in terms of fitness for duty and safety. Employees who are concerned that a fellow employee may be suffering from a drug or alcohol problem are strongly encouraged to report their concerns to their supervisor.*

### **Supervisor Responsibilities**

11.1 Supervisors shall communicate and give leadership in the administration of this policy

11.2 Supervisors shall be trained in administering drug and alcohol programs in the workplace and in recognizing signs and symptoms of impairment. Supervisors shall also be trained in intervention techniques with employees who are suspected of being at work under the influence of alcohol and/or drugs.

11.3 Supervisors shall be responsible for ensuring employees submit to substance abuse testing as required, in a timely manner as outlined in this policy.

11.4 Supervisors shall be responsible for addressing prescriptions medications their employees are taking and working with the company's safety department to make sure the prescription will not affect their ability to work safely.

11.5 Supervisors will understand the Alcohol and Drug Policy is integral to safe operations and will take action on performance deviations.

11.6 Supervisors shall take action on reported or suspected alcohol or drug use by employees.

11.7 Supervisors will be responsible for guiding employees who seek assistance to appropriate resources (for example, the employee assistance program or other community services).

11.8 Supervisors shall be knowledgeable about return to work situations and the management of relapse situations.

### **Employer Responsibilities**

12.1 Employer shall provide a safe workplace.

12.2 Employer shall provide prevention programs that emphasize awareness, education and training as the principal methods of ensuring commitment to and compliance with this Drug and Alcohol Policy.

12.3 Employer shall ensure managers and supervisors are aware of client requirements with respect to substance abuse and impairment in the workplace.

12.4 Employer shall ensure proper investigation and inquiry procedures are followed when interviewing employees and investigating incidents pursuant to the policy requirements.

## 5.6 - CELL PHONE USAGE POLICY

Canadian Road Builder Inc. is committed to providing a safe working environment for its employees and ensuring compliance with applicable laws. Canadian Road Builder Inc. recognizes that the improper use of cellular phones or other electronic devices could result in significant risk of injury to employees, the public and damage to property.

The purpose of this policy is to set out the company's rules regarding the use of cell phones and other electronic equipment and the consequences of any violation of these rules. Disciplinary guidelines will be implemented when there is a failure to comply with this policy.

### Company supplied Cell Phones & Hand Held Electronic Devices

Supervisors and designated workers with company supplied phones will be the only people allowed the use of a cell phone while at work with the following conditions:

On the job site, identify a "safe" location away from the work to answer the phone;

- While driving, try to allow the call to go to your voice mail or pull over to a safe location and answer the call whenever possible.
- If there is someone accompanying you, consider letting them answer the call;
- Text messaging and writing must never be conducted while driving or operating equipment.
- Receiving or dialing of brief calls is acceptable only if the vehicle is equipped with a hands-free device, allowing for one touch answering or dialing of calls.

***"Make Driving Your First Priority"***

### 5.6.1 - Personal Cell Phones and Hand Held Electronic Devices

There are a multitude of dangerous situations encountered on our job sites every day and these electronic devices create a great distraction to the work at hand and therefore this policy intends to lessen the chance of an incident. Personal cell phones and/or other electronic devices are prohibited from being used by any employee or sub-contractor's employee, other than supervisors with company supplied cell phones or a sub-contractor's supervisory personnel, while on one of Canadian Road Builder Inc.'s work sites.

In case of personal issues the following practices are to be observed by the worker regarding phone calls while they are at work:

- If the employee is waiting for an emergency phone call their supervisor should be informed and the employee shall remove themselves from the work area and go to a safe location to deal with the personal issue;
- The employee should leave their supervisor's or the office phone number as a contact after they have discussed the call with their supervisor;

- Lunch and breaks are an appropriate time to return personal phone calls once the employee has left the work area.

### Exceptions

Supervisory personnel may make exceptions to this policy, upon receiving a reasonable request by the employee, for utilizing a cell phone during work, but, all safe work practices listed in this policy must be adhered to.

### Enforcement

This policy will be enforced by Head Office, all Management and Supervisors. If employees are caught in contravention of this policy they will be disciplined in accordance with the company's disciplinary guidelines. Management recognizes that there are many distractions that occur during driving, operating equipment or labouring on a work site, however, curbing the use of these electronic devices is one way to minimize the risk of accidents involving our employees and/or the public.

## 5.7 – PROGRESSIVE DISCIPLINE POLICY

### INTENT

Canadian Road Builders Inc. has adopted a policy of Progressive Discipline to ensure that employees have the opportunity to address any performance concerns or misconduct that may arise. The Company has established a set of reasonable rules and guidelines for employees to adhere to in consideration of their health and safety, and the overall protection of the Companies' employees, property, and our business practices.

### GUIDELINES

This policy addresses the following:

- A. The Progressive Discipline Process
- B. Types of Disciplinary Measure
- C. Investigation and Documentation
- D. Suspension and Review Period
- E. Appeal

#### A. Progressive Discipline Process

In the event that an employee violates a company policy or exhibits inappropriate behaviour, the company's progressive discipline process will be adhered to for discipline and/or investigation purposes.

Progressive Discipline can be issued on either: attendance, misconduct, health & safety violations, or performance concerns.

Should an issue arise in which progressive discipline is required, an employee will be provided up to three opportunities to address the unwanted behavior; however, depending on the severity of the action, management reserves the right to advance the progressive discipline to a higher level that fits the violation. Typically, progressive discipline will progress through the following steps:

1. Verbal Warning - formal
2. Written Warning - formal
3. Final Written Warning with Possible Suspension - formal
4. Termination

With each policy violation and/or misconduct, the employee will be provided with a written document to: (1) alert them to the problem, provide a reiteration of the correct company policy regarding the violation, (2) advise them of the consequences associated with further infractions, and (3) provide a suggestion towards a method of improvement.

All formal warnings will be kept on file for a period of twenty-four (24) months. If no further discipline occurs within the time period, the warning will become inactive. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary actions.

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the past performances of the employee, and the seriousness of the violation, the Company reserves the right to skip the three-step disciplinary process and move straight to termination where necessary.

## **B. Types of Disciplinary Measures**

With the exception of cases or offense that would lead to immediate dismissal as per the “unacceptable behavior- grounds for dismissal” list (*see addendum attached*) the following progressive discipline will be applied:

### **Verbal Warning**

Applicable for a 1st offense. This disciplinary measure may be given for noncompliance behaviour or performance issues. The verbal warning which must be provided in a formal disciplinary meeting, must be confirmed in a written record, and filed in the employee’s file.

### **Written Warning**

Applicable for a 2nd offense or 1st offense of significant severity. This measure may be given for any noncompliance behaviour or performance issues. The written warning will be delivered personally by the issuer to the employee in a formal disciplinary meeting. Copy of the written warning will be filed in the employee’s file.

### **Suspension**

Applicable for an employee who has repeatedly shown noncompliance behaviour or performance issues and in cases of significant severity infraction. An active disciplinary file is on record in the vast majority of these cases. The suspension’s duration will depend on the severity of the infraction or incident; facts obtained from the investigation and the past disciplinary record of the employee. It will be delivered in writing personally by the issuer accompanied with the manager to the employee in a formal disciplinary meeting. Copy of the suspension letter will be filed in the employee’s file.

Depending on circumstances, the Company may apply a suspension more than once in an employee disciplinary file.

### **Termination**

Applicable for an employee who has repeatedly shown noncompliance behaviour or actions for which progressive discipline has been applied and has committed a culminating infraction. Also, an infraction that falls under “Grounds for Dismissal” category may lead to immediate termination. The termination will be delivered in writing personally by the issuer accompanied with the manager to the employee in a formal disciplinary meeting. Copy of the termination letter will be filed in the employee’s file.

## **C. Investigation and Documentation**

A supervisor or manager who believes a violation of policy or procedure has taken place should immediately contact Human Resources to discuss the specifics of the issue and obtain advice on how to best proceed. All violations or alleged violations will be properly investigated and documented by a supervisor/manager, and/or Human Resources. All formal measures that have been taken within the progressive discipline process will be documented and kept in the employee's personnel file.

## **D. Suspension and Review Period**

During the final written warning, an employee may be suspended and/or put on review. Suspension: Employees put on suspension will be excluded without pay from the workplace; length of suspension will



depend on severity of policy violation/misconduct and previous progressive discipline.

### **E. Appeals**

In the event that an employee is of the opinion that they have been wrongfully accused, or disciplined, they may file a written appeal with Human Resources. Written appeals must contain:

- Details of the discipline
- Events surrounding the discipline
- Why the employee feels the discipline is not warranted or appropriate.

Human Resources shall review and respond to all written appeals within ten (10) business days.

### **ADMINISTRATION**

If you have any questions or concerns about this policy or its related procedures, please contact your HR Representative.

### **ADDENDUM**

To ensure consistency in the application of appropriate discipline, this constitutes a guideline for the application of discipline as per the Progressive Discipline Policy.

Example of unacceptable behavior- Severe infraction warranting severe discipline up to grounds for dismissal.

The below list contains **examples** (not limited to as other circumstances not listed can be of serious nature as well) of serious unacceptable behavior, actions and work practices that may occur in the course of activities. These constitute significant risk of fatality, serious injury or occupational disease. In addition, they may also constitute a breach of the employment relationship by its nature.

For serious offenses the employee may be immediately suspended and removed from the work site (*without notice if deemed high risk*). An investigation will be conducted promptly, which will assist in the establishment of the final decision of the Company with respect to the appropriate disciplinary measure up to termination of employment

#### **List of unacceptable behavior, actions and unsafe work practices:**

##### **Health & Safety:**

- Working in an *excavation over four feet deep without adequately supporting or sloping* the sides of the excavation.
- Working *within the specified minimum distances from unguarded overhead energized high voltage* electrical conductors.
- Working *within the specified minimum distances from oil and gas equipment or structures*.
- *Failure to lock out equipment* prior to working on the equipment or the unauthorized removal of another employee's locks.
- Not wearing seat belts when operating a vehicle or equipment.

- Contact with an energized power line or gas line.
- *Refusal to wear / use appropriate personal protective equipment as required.*
- *Workers exposing themselves to a situation or condition, which are immediately dangerous to life or health.*
- *Gross negligence as improper attention to perform work and job responsibilities could translate in serious safety hazards and impact negatively the company's due course of operations.*
- *Failure to follow safe job procedures or obvious / deliberate health & safety program violations.*
- *Working at heights in excess of 3.5 meters from a temporary work area or 1.2 meters from a permanent work area, without guarding or personal protective fall protection equipment or system in place*
- *Operating equipment without proper authorization.*
- *Failure to adequately supervise workers / employees.*

**Company Policies:**

- *Possession of or being under the influence of drugs, alcohol, or other intoxicating substances while on our clients or our job sites.*
- *Operating an equipment or a Company vehicle under the influence of drugs, alcohol, or other intoxicating substances*
- *Tampering with or vandalism to equipment / tools / property / safety / fire equipment of our company or our clients.*
- *Theft from the company, clients, sub-contractors, or employees.*
- *Fighting / horse play / uttering -making threats to supervisors, employees, or clients*
- *Harassment as per Human Rights Legislations (Alberta, Northwest Territories, Yukon & British Columbia).*
- *Improper conduct contrary to the "Group Code of Ethics".*

**Note: Failure to promptly report any on-the-job incident or injury, on the same day of occurrence, is considered a serious violation.**

## 5.8 - VIOLENCE AND HARASSMENT POLICY

### Policy Statement

Canadian Road Builders Inc. considers any form of harassment or violence to be an unacceptable form of behaviour that will not be tolerated by customers, employees, supervisors, or members of the public.

Canadian Road Builders Inc. is committed to eliminating or, if that is not reasonably practicable, controlling the hazard of harassment and violence. Everyone is obligated to uphold this policy and work together to prevent workplace harassment and violence.

Workplace harassment or violence can mean any single incident or repeated incidents. It can include; objectionable or unwelcome conduct, comment, bullying or action by a person that the person knows or ought reasonably to know will or would cause offence or humiliation to a worker, or adversely affects the worker's health and safety, and includes conduct, comment, bullying or action because of race, religious beliefs, color, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, gender, gender identity, gender expression and sexual orientation, and a sexual solicitation or advance.

Canadian Road Builders Inc. in co-operation with employees is committed to a healthy and harassment and violence free workplace. Appropriate disciplinary action, up to and including dismissal, will be taken against any individual engaging in harassment or violence at the workplace.

If you have a complaint regarding harassment or violence, notify your supervisor immediately. If the complaint involves your supervisor, notify your Human Resources Representative or Safety Department. In support of this policy, we have put in place workplace harassment prevention procedures. It includes measures and procedures to protect workers from the hazard of harassment and a process for workers to report incidents or raise concerns. Furthermore Safety Meetings will be utilized for continuing education of employees

All reports will be investigated; the name of the complainant or alleged harasser will not be disclosed except where necessary for investigation purposes or required by law. Offenders will be subject to disciplinary action up to and including termination of employment. The complainant has legal right to pursue this in a court of law if it is warranted. This policy will be reviewed after an incident or every 3 years.

*\* Violence and Harassment in OH&S Alberta is found Act 1 & Code Part 27.*

*The safety information in this policy does not take precedence over applicable government regulations, with which all employees should be familiar with.*

## 5.9 - WORKING ALONE POLICY

### Purpose:

It is the policy of Canadian Road Builder Inc. to ensure the safety of their workers while they are performing their duties in remote or isolated areas. A Hazard Assessment shall be performed by the department head or supervisor to recognize potential hazards where workers may be alone and establish ways to minimize the hazards that could be present while working alone.

*Occupational Health and Safety Codes - Part 28 states “an employer must, for any worker working alone, provide an effective communication system consisting of “*

- 1) Radio communication
- 2) Landline or cellular communication or
- 3) Some other effective means of communication that includes regular contact by the employer or designate at intervals appropriate to the nature of the hazard associated with the workers work.

### Responsibilities:

Management shall ensure that all personnel are informed of and trained in the policy procedures. Individual workers in supervisory capacity shall be aware of the procedures and ensure that these procedures are complied with.

#### 9.1 Definition:

Employees of Canadian Road Builder Inc. have occasions when they are working alone. Following are some examples of working alone:

- 1) A flag person flagging on a roadway away from the work area and out of public view.
- 2) Service truck driver travelling and loading material at the yard alone.
- 3) Working on equipment in the shop alone.
- 4) Crews travelling to work sites get separated on remote or low volume roads.
- 5) Estimators or salesperson travelling in remote, low volume or off hours.
- 6) Shipper/receiver working in the yard alone.
- 7) Office staff working alone in the office after regular working hours.

#### 9.2 Scope: Hazards/Risks of Working Alone

Most work is performed as part of a crew. However, when working alone or away from the crew, some of the hazards and risks are:

- Potential of violence, assault and verbal abuse,
- Illness – heat stroke, insect stings, equipment turnover, material falling, etc.,
- Wildlife attacks – bear, elk, bird, etc.,
- Unfamiliar environment, unpredictable behaviour by members of the public or motorists,
- Injury – equipment rollover, material falling, vehicle accident or breakdown,
- Lack of emergency equipment or communication devices.

### 9.3 Procedure:

- 1) A Hazard Assessment is performed to determine the hazards and risks of the project or job.
- 2) If working alone situations are identified then proper controls shall be applied. These controls may be the provision of a two-way radio, cell phone or checking in at designated times.
- 3) Ensure your supervisor or someone at your office/shop knows your intended location, your estimated time of departure and arrival, and applicable truck, phone number, etc.
- 4) Ensure that the worker has the appropriate clothing for the job, sufficient food and water supply for the duration.
- 5) Check in with supervisor or office if your trip, location or overall plans have changed.
- 6) Work performed in the production area shall always ensure that someone is notified that the/she is out there alone, time of work activity and notify when completed.
- 7) Crews traveling in convoys to ensure communication are not broken.
- 8) Supply truck drivers' check-in before and after loading. If driver doesn't call-in the contact person shall call office or someone to check on the driver.

## 5.10 - WCB CLAIMS MANAGEMENT

### Modified Work Policy

#### Purpose

Modified work assists in the rehabilitation and early return-to-work of ill or injured employees. The employee's successful recovery from work-related injury is important to Canadian Road Builder Inc. for your personal wellbeing, as well as for the skills and knowledge you contribute to the company's success.

#### Policy

Canadian Road Builder Inc. will make every reasonable effort to provide suitable (temporary) modified employment to any employee unable to perform their regular duties. This may include a modification of the employee's original position; providing alternate duties, providing transitional work, or providing a training opportunity.

Only suitable work that is in accordance with the WCB Temporary Modified Work Programs policy shall be considered for use in the modified work program.

Participants placed on modified work will be expected to provide feedback in order to improve the program.

All employees, regardless of injury or illness, will be considered for placement in modified work.

### 10.2 Modified Work Procedures

#### A) Provide Information Package:

When an injury occurs that requires medical treatment, the supervisor shall ensure that the employee has an injury Information Package that contains the WCB Workers form, Work Comp Tech doctors form and modified work information.

#### B) Collect all Documents:

The Safety Advisor will review the documents from the information package and will arrange a return-to-work. The Work Comp Tech will notify and work with WCB.

#### C) Make Offer to Modified Work:

Present a written offer of modified work to the employee. This offer will state the following information:

- Specific job duties to be performed.
- Pay rate. This will be the same rate of pay as their pre-accident rate.
- Hours of employment.
- Length of placement. This will be stated and made clear to the employee.

- The offer will be signed by the employee and the supervisor, and will be forwarded to the WCB immediately.

#### D) Refusal of Offer

Any refusal by an employee to participate in the modified work program shall be dealt with immediately. Interview the employee and record the reasons for not participating. Inform the WCB Case Manager immediately and the WCTL representative.

#### E) Monitor Return-to-Work

Once placed on modified work, the supervisor and the Case Coordinator will monitor the progress of the employee. Address any concerns immediately. If you are hospitalized or otherwise completely unable to work, the nurse will regularly contact you at home to monitor your progress. You also are required to contact your Supervisor at least once a day, unless notified otherwise. An occupational nurse will monitor your progress while you are on any form of Modified Work. Advise the nurse, and your Supervisor as soon as your doctor tells you that you are fit to return to your regular duties.

#### F) Return to regular Duties

When medical clearance for return to regular duties is received, inform the WCB. The Case Coordinator will continue to monitor the employee's return to regular duties.

## **5.11 - WCB ACCIDENT REPORTING**

### **Policy**

Canadian Road Builder Inc. takes the safety of all their employees at all levels and divisions very seriously. A list has been provided to help establish which accidents must be reported to WCB and which are to be listed as a First Aid only. The list also includes the responsibilities of the Employer (and their representatives) along with that of the Employee. This information will be shared with all parties and all questions will be addressed for them as required.

Canadian Road Builder Inc. requires that all of its staff follow the guidelines set out by Occupational Health and Safety and the Workers Compensation Board at all times when an accident happens.

This policy will be used in conjunction with our WCB Claims Management Program to assist workers in a safe and effective return to their regular duties.

## Training

All Management, Supervisors and workers will be made aware of their responsibilities pertaining to the reporting of injuries.

## Reporting Responsibilities

### Management / Supervisors:

To ensure the workers claim is handled effectively and to ensure compliance with the Workers' Compensation Act the following must be done:

### **FIRST AID REPORTING**

Record any reported workplace injury or illness and provide a copy of that record to the worker. Details that must be recorded are:

- The name of the worker;
- The date and time of the injury or illness;
- The date and time it was reported to you;
- A description of the injury or illness, where it occurred and the cause;
- The first aid provided; and
- The name and qualifications of the person giving first aid

*The Occupational Health and Safety Code First Aid regulation requires records to be kept confidential and for a minimum of 3 years.*

### **MEDICAL REPORTING**

Complete and submit an Employer's Report of Injury or Occupational Disease (CO40) to the WCB within 72 hours if the accident results in or is likely to result in:

- Lost time or the need to temporarily or permanently modify work, beyond the date of accident,
- Death or permanent disability (such as amputation, hearing loss, etc.),
- A disabling or potentially disabling disease or condition caused by occupational exposure or activity (poisoning, infection, respiratory disease, dermatitis, infectious disease, etc.),
- The need for medical treatment beyond first aid (such as assessment by a physician, physiotherapy, chiropractic, etc.)
- The worker incurring medical aid expenses (such as dental treatment, eyeglass repair or replacement, prescription medication etc.)

**\*\*You do not have to report accidents that only require first aid by a first aid provider, such as cuts, scrapes, scratches, minor burns, removing splinters, etc.**



Failure to report injuries within 72 hours could result in a financial penalty.

Employees:

**FIRST AID REPORTING**

Record any reported workplace injury or illness and receive a copy of that record. Details that must be recorded are:

- The name of the worker;
- The date and time of the injury or illness;
- The date and time it was reported to you;
- A description of the injury or illness, where it occurred and the cause;
- The first aid provided; and
- The name and qualifications of the person giving first aid

The Occupational Health and Safety Code First Aid regulation requires records to be kept confidential and for a minimum of 3 years.

**Medical Reporting**

- To ensure their WCB claim is handled effectively, injured workers must;
- Report any injury to their supervisor and ask for assistance when you must,
- Submit a Worker's Report of Injury or Occupational Disease (CO60) to the WCB.
- Keep Canadian Road Builder Inc. informed of your progress at all times to help them plan for your return to work or return to a full duty status.
- Maintain ongoing communication with WCB.
- Follow the advice of health care providers in order to recover as quickly as possible.

## 5.12 - FATIGUE MANAGEMENT PROGRAM (FMP)

### Policy:

Canadian Road Builder Inc. recognizes that Fatigue is a factor which may affect a worker's ability to perform mental and physical tasks. Due to the nature of our work, extended working hours are required. All Management and Supervisory personnel must be able to recognize and respond to the signs and symptoms of fatigue that might impair the worker's performance.

Canadian Road Builder Inc. will require all personnel to work within the legislated requirements in accordance with the Employment Standards Codes and/or exemptions that apply to the Alberta Road building Industry or National Safety Code.

Information on how to recognize and respond to fatigue issues in the field will be provided.

It is the responsibility of the Supervisor to make corresponding changes to work requirements if fatigue impairment signs are evident. All concerns must be communicated to Management and corresponding changes must be documented for review and follow-up.

The development, implementation and continual monitoring of a Fatigue Management Program will ensure Canadian Road Builder Inc. is providing a safe and healthy work environment for all workers.

### 12.2 Training:

All Management and Supervisory personnel are required to attend FMP training.

### 12.3 Definition of Fatigue:

As defined by Alberta Workplace Health & Safety, "Fatigue is a state of being tired. It can be caused by long hours of work, long hours of physical or mental activity, inadequate rest, excessive stress, and combinations of these factors." The signs, symptoms and affect fatigue has on workers varies from one person to the next; however, fatigue may affect the individual worker's ability to perform mental and physical tasks.

### 12.4 Responsibilities:

Management:

To ensure the FMP is implemented throughout the company.

- Provide the necessary information about fatigue.
- Provide instruction and training.
- Communicate employer expectations
- Monitor hours worked by each crew.
- Review the impact of extended hours in relation to accidents, incidents, quality and quantity of work.
- Support employees who are experiencing concerns with fatigue.
- Assist and advise line Supervisors.

- Investigate any problems and/or concerns.
- Inspect the workplace and review FMP with employees.
- Review FMP quarterly.

#### Supervisors:

- Ensure all crew members understand the FMP.
- Conduct safety meetings discussing fatigue and the FMP.
- Promote the FMP.
- Ensure tasks are performed in a safe and healthy manner.
- Be aware of the risks associated with extended hours are anticipated.
- Observe how individuals respond to extended hours.
- Recognize symptoms of fatigue.
- Get feedback from individual crew members and the crew as a whole.
- Take prompt action if a risk develops.
- Relay information to and from Management and employees.
- Report any FMP problems, concerns and/or issues.

#### Employees:

- Actively participate in FMP training.
- Recognize symptoms of fatigue.
- Promptly report any fatigue related problems or concerns.
- Report any individual medical or personal situations that may have an effect on fatigue.
- Take personal responsibility to get proper rest during time off.
- Take personal responsibility to deal with home stresses.

### **12.5 Work Situations:**

There are specific work activities which may require extended hours of work. When undertaking these activities, supervisors should be more alert to symptoms of fatigue and be prepared to make adjustments to the work scheduling or to the employee rotation. These work activities include:

- Chip Seal, Crack repairs and any demos
- Driving long distances
- Traffic Control

### **12.6 Training Program:**

All Canadian Road Builder Inc. employees are required to attend FMP Training. Training will be conducted at Spring Start-Up Meetings; with a full review of the policy which will include any updates. The Safety Advisor is the individual responsible for organizing these events. Training will consist of some or all of the following aspects:

- What is fatigue?
- Signs, symptoms and consequences of fatigue.
- Roles and responsibilities.

- Preventive methods for dealing with fatigue.
- Reporting procedures.
- Monitoring methods.
- Program review processes.

#### 12.6.1 Signs, Symptoms, Factors, and Performance Impairments:

Some possible physical signs and symptoms of fatigue are as follows:

- Tiredness
- Sleepiness
- Irritability
- Depression
- Giddiness
- Loss of appetite
- Digestive problems
- An increased susceptibility to illness.

Some possible performance impairments are:

- Slowed reactions – physical reaction speed and speed of thought
- Failure to respond to stimuli, changes in the surroundings, or information provided
- Incorrect actions – either physical or mental
- Flawed logic and judgment and an increase in memory errors, including forgetfulness
- Decreased vigilance
- Reduced motivation
- Increased tendency for risk-taking

Factors which may have an influence on fatigue:

- Time of day
- Temperature
- Working alone
- Repetitive or “boring” functions
- Being inactive
- Length and frequency of breaks
- Availability of food and water
- Duration of the extended hours/consecutive days
- Days off
- Type of work
- Job Stress
- Home Stress
- Use of personal time
- Some workers cope with fatigue in the following ways:
  - Working more slowly
  - Using more memory cues or reminders

- Relying on fellow workers

#### 12.6.2 Preventive Methods for Dealing with Fatigue:

- Inform all workers of the FMP.
- Minimize extended hours of work when possible.
- Plan for rest days.
- Assess and control hazards and risks.
- Provide an honest, open and healthy work environment.
- Provide information and assistance.
- Recognize individual and crew fatigue.
- Give as much advance notice of extended hours as possible.
- Define whether the work is urgent or not.
- Ensure crew members have access to food and water.
- Take short and frequent breaks.
- Allow employees options such as transfer to less busy crews, job sharing, etc.
- Solicit short-term help to minimize the need for extended hours.
- Have crew members rotate and perform various functions of short duration during extended hours.
- Perform complex tasks earlier in the shift, if possible.
- After a long day, possibly start later the next day.
- Utilize the buddy system.
- Account for employees returning from sickness, absences and/or modified work.
- In conjunction with employees, identify any health problems which may affect their ability to work extended hours, i.e. diabetes.
- Be flexible and supportive when dealing with an employee with problems at home.
- Consider travel time to and from work.

#### **12.7 Reporting Procedures:**

- The Supervisor shall include time of day on all accident/incident and near miss reports.
- Report any unsafe acts. This is the responsibility of all employees.

- The Supervisor shall inform Management if there is a crew or individual problem working extended hours.

### **12.8 Monitoring Methods:**

- Supervisors to monitor their crew's hours of work.
- Supervisors to determine the need for extended hours.
- Supervisors are to inspect crews when working extended hours for fatigue related concerns.
- Supervisors are to ask crew members if they have any concerns while working extended hours.
- Supervisors are to monitor quantity and quality output of crews working extended hours.
- Supervisors will ensure that seasonal staff is informed of FMS.
- Managers are to monitor Supervisor-employee relationships

### **12.9 Program Review Process:**

At least once every two years, the Safety Advisor shall:

- Review FMP policy and procedures
- Review ratio of crews working extended hours to those not working extended hours.
- Re-assess the rationale for working extended hours.
- Review accident/incident/near miss reports of all situations relating to extended hours.
- Review quantity and quality of work when extended hours have been worked.
- Perform and review employee-Supervisor extended hours of work survey.
- Review the effectiveness of the FMP training program.
- Review the factors affecting the need for extended hours.
- Discuss possible alternatives to extended hours of work.
- Report to Senior Management the results of the findings. Senior Management will then set the course for any changes to be implemented.

## 5.13 - PRIVACY ACT POLICY

### PRIVACY STATEMENT:

Canadian Road Builder Inc., A Division of Canadian Road Builders Inc. endeavours to protect the privacy of personal information as required by Canada's Personal Information Protection and Electronic Documents Act ("PIPEDA").

#### 1. Policy

Individuals whenever personal information is collected, used, stored or transferred by the issuer, including without limitations, employees, independent contractors and interns. Colas Canada Inc. and Subsidiaries (hereinafter individually or collectively referred to depending on the context as "Colas Canada", "Employer" "Our" "Us", "We")

#### 2. UNDERTAKING

We are committed to safeguarding the Personal Information entrusted to Us, in accordance with applicable law.

As such, We have processes in place intended to ensure that Personal Information remains confidential, is collected, used, disclosed and transferred by authorized representatives in accordance with applicable law and this Policy.

We maintain safeguards that comply with industry standards to prevent any loss, misuse, disclosure or modification of Personal information, as well as any unauthorized access to Personal information.

We protect Personal Information in a manner appropriate for the sensitivity of the information. Where Personal information is deemed sensitive, additional security safeguards will apply namely restricted use and access of Personal Information.

We use appropriate security measures when destroying Personal Information, which may include shredding paper records and permanently deleting electronic records.

Employees may refer to their employer's Human Resources Manager and, secondly, to the Privacy Officer for any question regarding this document. Any other person may refer directly to the Privacy Officer. Queries may be sent by email to the address: [dataprivacy@colascanada.ca](mailto:dataprivacy@colascanada.ca).

#### 3. SCOPE

This Policy applies to Personal Information We collect, use, store and transfer. In the context of this Policy, "Personal Information" means "information about an identifiable individual". Examples of Personal Information we collect from employees, interns and candidates namely include: Employee Name; Home address and telephone number; Employment and education history; Disciplinary record; Social insurance number; Date of Birth; Banking information; Wage or salary paid; Driver license Record if employment involves driving and/or as may be required for purposes of insurance coverage administration; information required for

the purpose of filling of benefit forms and management of benefits, such as family members, spousal name and marital status which are used strictly for that purposes; and other Personal information required for the Purposes.

Notwithstanding anything otherwise provided for in this Policy, Personal Information does not include contact information or work product information. “Contact information” is information that enables an individual to be contacted at a place of business, including their name, position, business telephone number, business address, business e-mail or business fax number. “Work product information” is information produced or gathered by an individual in the course of his or her employment and business responsibilities on his or her own or as part of a group of individuals.

## **PURPOSES**

Personal Information may be collected in the context of your dealings with Us including without limitation in the following situations (the “Purposes”):

- 1) Data that you are providing or communicating to Us during your recruitment and hiring process with Colas Canada, in any format, or in the context of a potential or an existing contractual relationship including, without limitation, if you act as a consultant, or guarantor.
- 2) Data we obtain relating to your employment with Colas Canada or one of its subsidiaries including without limitation relating to establishing, managing or terminating your relationship with your employer;
- 3) Data We obtain when you file a request or a complaint;
- 4) Technical data relating to your use of computer tools (IP addresses, cookies, logins, etc.).
- 5) Data communicated or made available through or by third parties which We may collect with your consent or as authorized by law:
  - i) Benefits and pension services providers;
  - ii) Criminal background checks;
  - iii) Recruitment firms;
  - iv) Reference information and interview notes, background verification information.
  - v) Credit information if you act as a guarantor.
- 6) the management of internal processes and tools used for this purpose.

For employees, interns and candidates, these Purposes include without limitation those referred to in Appendix A attached hereto.

## **4. USE**

Personal information may be accessed by our authorized employees, agents or by any party under contract with us or listed in section 4, in accordance with our internal policies including this Policy, when the information is needed for the performance of their duties, the carrying out of their contracts and/or to fulfil the Purposes.

## **5. STORAGE**

Electronic records can be stored and/or transferred to servers (the “Database”) under Colas



Canada or Colas Canada's parent company or any of their authorized agent control located in Canada, United States of America or the European Union. Agreements are in place between us and the database's manager in order to ensure compliance with applicable law and this policy regarding the use, storage and transfer of personal information. We store your data for as long as necessary to comply with applicable law and/or as required for the Purposes and/or as required in order to maintain our rights per applicable law.

## **6. DISCLOSURE & TRANSFER**

We may disclose or transfer Personal Information for the fulfillment of the purposes, including without limitation to the following entities:

- Our service providers (computer systems, managers, hosting services, general services, security, etc.);
- Your bank;
- Public administrations and authorities under the conditions provided for by law;
- Training organizations;
- Organizations related to employee benefits;
- Retirement institutions;
- Our insurers.
- Affiliates, parent company and their respective affiliates' representatives who are authorized to access it per internal processes in place.
- Communication is limited to the extent necessary.

We do not authorize third parties to whom We transfer Personal information under this Policy to make any other use of it, including using your Personal information for their own marketing or commercial purposes.

## **7. RIGHT TO ACCESS & CORRECTION**

We rely on individuals to notify us if there is an error or a change to their Personal Information.

Individuals have a right to access their own personal information in a record located on the Database, subject to some exceptions. As way of example, if required by law to refuse to provide access to information that would reveal Personal Information about another individual.

If we refuse a request, we will provide the reasons for the refusal. In some cases where exceptions to access apply, we may withhold that information and provide you with the remainder of the record.

You may make a request for access to your personal information in the manner referred to in Section 8. You must provide sufficient information in your request to allow us to identify the information you are seeking.

You may also request information about our use of your personal information and any disclosure of that information.

We will respond to your request within 30 days, unless extended. We may charge a reasonable fee to provide information, but not to make a correction. We do not charge fees when the request is for personal employee information. We will advise you of any fees that may apply before beginning to process your request.

We make all efforts to ensure that personal information collected, used and disclosed for its intended use is accurate and as complete as possible. To the extent that you provide Us with information intended to be relied on, We assume that you are providing Us with information that is accurate and up-to-date. If your Personal Information changes during the course of employment, we expect that you will make us aware of those changes, so that we can update your employment file.

Should you believe that we have personal information about you that is incomplete or incorrect, you may ask us to update the information. If the information is subject to interpretation or is an opinion, we are not required to change the record, but will annotate the record to indicate your request.

## **8. CONTACT**

To exercise your rights, please contact your Human Resources Manager, who will take note of your request and will reply to it. Your Human Resources Manager and/or the Chief Privacy Officer or his or her delegate will independently review allegations that this Policy has been violated by reviewing any practices and procedures which have occurred, and will determine whether any follow-up corrective action may be required. Disciplinary measures may apply.

If you have any questions or complaints about how your personal information is being handled by COLAS CANADA, you can email us attention: [dataprivacy@colascanada.ca](mailto:dataprivacy@colascanada.ca)  
You can contact Colas Canada Inc. by letter addressed to its head office address:

***Colas Canada Inc.***  
***To the attention of the Chief Privacy Officer***  
***4950 Yonge Street, Suite 2400***  
***Toronto, Ontario***

You can also call the Ethics and Compliance hotline with a complaint at 1-866-750-5154. Please note that you can also contact Colas SA (located in Paris, France) for any questions or complaints regarding the processing of your personal information by e-mail at the following address: [dataprivacy@colas.com](mailto:dataprivacy@colas.com).

## **APPENDIX "A"**

### **EMPLOYEES-INTERNS-CANDIDATES**

#### **PURPOSES**

A. When it relates to employees, interns and candidates, the Purposes include without limitation the following and anything related thereto:

1. Company communications and reporting
  2. Administrative management
- Including without limitation:
- Professional development and skills

- Training programs
  - Management and follow-up of mobility
  - Administrative
  - Business travel management
  - Management of work schedules and attendance
  - Payroll management
  - Management of employee benefits
  - Address requests for accommodation as required by applicable law
  - Preparation of all the statistical operations relating to the employee activity at the company.
3. Directory and organizational charts: Recruitment and employment management for determining eligibility for employment, including verifying qualifications and references.
- Section testing or pre-employment testing which is reasonably required for the performance of the job
  - Establishing training and development requirements
  - Performance assessment and training data
  - Annual performance and remuneration review
  - Ensuring compliance with various company policies and applicable law
  - Succession Planning and mobility including without limitation, identification of potential candidates for promotions and submission of candidacy for positions available with other entities of the organization<sup>1</sup>.
  - If you are a candidate for a contract, position or employment, We will keep your personal information (notwithstanding if your application was successful), when such personal information is required to offer you other opportunities within the organization. You may, at any time, request that We no longer use your personal information for this purpose.
4. Implementation and management of the company's obligations
5. Employers' mandatory payments and declarations
6. Ensuring the building access security
7. Provision and management of work tools, computer and telephone terminals, software and applications
8. Installation of security tools for terminals in the event of loss or theft
9. Use of service vehicles, commercial vehicles or construction equipment
10. Management of social and cultural events reporting within the organization (may include reporting to third parties affiliated companies, parent company and their respective affiliates)
11. Internal reporting for the organization (which could include reports to third parties that are affiliates, and their respective affiliates)
12. Statistical analysis. We may use employees, consultants and interns personal information to generate aggregated data, namely for reporting and statistical purposes. aggregated data is not personal information and does not contain any personal information nor permit in any manner whatsoever your identification. For example, we may report on the number and qualification of applicants for a position posted by the organization.

13. Complying with applicable laws and proceedings (ex. Canada Income Tax Act, provincial employment standards legislation).

## 5.14 - EMPLOYEE CODE OF CONDUCT

### On the Job:

During working hours and/or while on company premises, CRBI employees are expected to conduct themselves in a manner that promotes the safety and welfare of all employees, encourages congenial and orderly work habits, and protects the property of the other employees and the company. Employees engaging in detrimental to such interest are subject to disciplinary actions. Employees are required to have proper communication, with no intimidation or bullying. Employees must interact with the travelling public in a polite and courteous fashion. Interaction with customer representatives must be in a professional manner.

The following are actions that are expected to achieve a successful employment atmosphere:

- Observance of Company Policies
- Work Safely and Efficiently. Commitment and dedication from all employees is necessary to meet quality standards and necessary performance levels
- Show courtesy towards customers, the public, and your fellow co-workers. Show a desire to perform tasks in a team atmosphere, show tolerance with other employees, and communicate any concerns to your Supervisor or Human Resources Department
- Report to your supervisor immediately all unsafe acts, conditions, near miss incidents, injury or damage accidents
- All Ground personnel must wear approved hard hats on designated job sites.
- Clothing shall be appropriate to the duties being performed. Long pants, a sleeved shirt and CSA 6" work boots are the minimum requirements
- Personal Protective Equipment (PPE) shall be worn and maintained, wherever necessary, according to safe work practices and procedures
- Operate all vehicles and mobile equipment in accordance with the safe work practices and procedures
- All tools and equipment used shall be in good repair. Any damaged, worn parts or tools shall be reported for repair or replacement
- All work shall be performed in accordance with your Supervisor's direction, company safe work practices, procedures and government regulations
- Respect Company Property. Every worker shall keep their WORK AREA, VEHICLE/EQUIPMENT NEAT, CLEAN and ORDERLY AT ALL TIMES

### Off the Job (After Hours)

When employees are at hotels or functions paid for by Canadian Road Builder Inc., they are representatives of the company and must conduct themselves in an appropriate manner. Any contraventions of hotel or facility's rules and regulations are the responsibility of the individual involved (i.e. smoking policies).

Employees acting inappropriately will result in a disciplinary action and are responsible for costs incurred by their actions to company, public or private properties.

## 5.15 - INFORMATION TECHNOLOGY POLICY

Canadian Road Builders Inc. provides employees with technological resources to enable them to perform their job.

### **Purpose**

The purpose of this policy is to outline the acceptable use of Company provided technological resources. As well as, to provide employees with specific guidelines regarding the use of social media, whether personally or professionally.

### **Scope**

This policy relates to all Company employees.

### **Definitions**

*The Company:* Canadian Road Builders Inc.

*Hardware* includes computers, laptops, cell phones, printers, digital cameras, scanner, monitors, photocopiers, and other devices that can be connected to a computer or network.

*Social Media* can be defined as the sum of various tools and technologies that help users generate and share content. Websites, platforms and technologies that allow users to post content, comment or vote are generally considered social media. Examples include but not limited to Facebook, Instagram, LinkedIn, Twitter, blogs, message boards, and chat rooms.

*Software* includes the programs, application, and operating information used by a computer.

*Technological Resources* include computer hardware, software, data, email, internet access and other electronic communication use.

### **Expectations for Technology**

#### Hardware and Software

Only hardware and software authorized by the I.T. Department may be installed. Requests for additions, upgrades, replacements or modifications for any hardware or software should be made first to your supervisor/manager. Software requests need to be processed through Colas Service Now portal. The I.T. Department's approval is required before any purchases or installations are made.

#### Cell Phones

Employees who are issued company owned mobile devices should refer to the Cellphone Policy and Procedures.

While at work, employees, contractors, and subcontractors are expected to exercise discretion in using cell phones. The company prohibits the use of cell phones on any work site at which the operation of the phone would be a distraction to the user and/or could create an unsafe work environment. Such work sites must be secured, or the device used only by a person who is out of harm's way.

Employees whose job responsibilities include regular or occasional driving must refrain

from using a cellular device while driving unless they are equipped with and are using a hands-free device. If an employee is using a hands-free device, it is expected they attempt to limit the length of the conversation as much as possible or pull-over when it is safe to do so for longer conversations. In poor driving conditions (i.e. bad weather or heavy traffic) hands-free should not be used.

### Internet

Employees are expected to use sound judgement while using the internet. The following are examples of inappropriate uses of the Company's technological resources and is by no means exhaustive.

- Illegal activities of any kind
- Downloading and streaming information for personal use
- Accessing sites containing pornography, discriminatory or other offensive content
- Attempting to gain unauthorized access to company, third party or internet resources
- Copying, destroying, or altering any data, documentation or other information that belongs to the Company.

The Company reserves the right to restrict or prevent access to certain websites if the Company considers personal use to be excessive.

### Email

Employees should adhere to work-related content while using their assigned work email address. Personal e-mail communication should be used from their personal email account.

While employees cannot control incoming emailing content, they should not subscribe to mailing lists that are not business related and not forward content that is potentially offensive to others.

All matters discussed via e-mail should be in alignment with the Company's respectful workplace policy, and employees should refrain from inappropriate messaging.

### TEAMS/Instant Messaging/Other video conferencing platforms

Online meetings have provided a way for employees to communicate face to face while situated at remote locations. To maintain productive and professional meetings, the following virtual meeting etiquette rules and tips should be practiced

- Be on time
- Mute yourself
- Minimize distractions in your surroundings
- Keep it professional and ensure conversation remains appropriate
- Dress appropriately
- Speak up when talking
- No food
- Stay present

## Social Media

The Company allows employees to access their personal accounts at work. Whether using the accounts for business or personal purposes, employees are expected to act responsibly and be mindful of the amount of time per workday spent online.

Employees should be caution when posting on social media. While the Company cannot restrict what is posted, employees are always expected to adhere to the Privacy policy and the Respectful Workplace policy.

### *Social Media Code of Conduct*

- Be respectful.
- Be smart.
- Be aware that you represent the company.
- Be Respectful of all. The Company does not tolerate discrimination or inappropriate conduct
- Employees should get appropriate permission before referring to and/or posting images or videos of current or former employees, members, vendors, or suppliers.
- Do not disclose non-public financial or operational information
- Do not disclose personal information about co-workers or clients
- Do not disclose proprietary information
- Do not disclose confidential information If employees publish images or videos after-hours that involves work or subjects associated with the Company, a disclaimer should be used, such as; “The postings on this site are my own and do not represent Canadian Road Builders Inc.’s positions, strategies or opinions.”

### Representing the Company on Social Media Platforms

Some employees represent the Company by handling corporate social media accounts or speaking on the Company’s behalf. When sitting behind a corporate social media account, we expect employees to act carefully and responsibly to protect the Company’s image and reputation. These employees should:

- Be respectful, polite, and patient when engaging in conversations on the company’s behalf
- Avoid speaking on matters outside your field of expertise
- Avoid deleting or ignoring comments
- Never post discriminatory, offensive, or libelous content and commentary
- Correct or remove any misleading or false content as quickly as possible

### Security of Proprietary Information

1. System level and user level passwords must comply with the Colas Password Policy. Providing access to another individual, either deliberately or through failure to secure its access, is prohibited.
2. You must lock the screen or log off when the computing device is unattended.
3. Employees must use extreme caution when opening e-mail attachments received



from unknown senders, which may contain malware.

#### No Expectation of Privacy

Employees who are issued Company-owned devices understand that there is no reasonable expectation of privacy in their use of these devices and that the company has the right to review all records related to the use of such devices including, but not limited to, phone logs, text messages and internet usage logs.

Employees should be aware that the Company may observe content and information made available by employees through social media. Employees should use their best judgment in posting material that may or may not be inappropriate or harmful to the Company, its' employees, or customers.

#### Discipline

Subject to applicable law, after-hours online activity that violates the Company's Code of Conduct policy or any other company policy may subject an employee to disciplinary action up to and including termination. Where evidence of misuse is found, the Company will carry out an investigation, create a report with recommendations and provide corrective actions, if applicable..

## 5.16 – COMPANY SPONSORED EVENTS POLICY

### Intent

This policy outlines the regulations regarding the consumption of alcohol at Canadian Road Builders Inc. events, trainings, and meetings both on and off the Company premises.

### Guidelines

**Company:** Canadian Road Builders Inc. may sponsor and/or promote events where alcohol is being served.

**Conduct –** While present at The Company events, all employees are expected to conduct themselves in a manner that reflects well on the organization. In the event that an employee is engaged in a serious breach of conduct while at a Company Sponsored event, disciplinary actions may be incurred.

**Plan Ahead -** It is expected that at any such activity, that all parties act responsibly. Under no circumstance should any Company employee drink and drive. We ask that you plan ahead, and have a designated driver, be a designated driver, or use a taxi to get home safely. The Company will offer taxi vouchers or cover the cost to get employees home safely.

**Alcohol Intake -** At such events, the Company will take reasonable steps to regulate activities, and requests that the Company employees avoid drinking excessive amounts of alcohol. In the event that a Company representative or other authority determines that an employee is intoxicated, and/or may not be in a legal state to operate a vehicle, they may request that the employee surrender their keys and accept a taxi voucher or return home with a designated driver. Should an employee violate a company policy and or misconduct while intoxicated, progressive discipline measures will be applicable to address the matter. Employees are expected to moderate drinking at any company event or at an event in which they are representing the company.

**Additional Activities –** When employees leave a Company sponsored event (via taxi or designated driver or driving themselves), their actions after their departure becomes their own responsibility. The Company will take reasonable steps to ensure that employees leaving the events do so in a safe manner.

**Non-Company Endorsed Events –**Activities that occur after hours and not on Company property, even if attended by some (or all) employees, do not constitute Company endorsed events.

**Representing the Company –** Employees representing the Company at non-Company sponsored events, i.e., conferences, seminars, business meetings, etc. must also be responsible regarding their alcohol consumption and conduct as they are representing the Company.

**Reminder –** Employees are reminded that regardless of the event they should always act responsibly and plan ahead, especially if alcohol is being consumed.

## 5.17 NATIONAL SAFETY CODE POLICY

### **Policy:**

Canadian Road Builder Inc. operates vehicles in various provinces and territories. The importance in our operation is to monitor and control the costs along with the safe operation of our vehicles on all motorways. Canadian Road Builder Inc. conducts their business in the accordance with the National Safety Code – Federal Motor Carrier Safety Association.

Canadian Road Builder Inc. wants to provide good understanding of the responsibilities of drivers, support staff and management. The company must ensure that they select competent employees to operate and maintain our equipment to the guidelines set out by the regulations and manufacturer's specifications.

*\*Please make reference to the National Safety Code insert that is provided in this Safety manual.*

### **Responsibilities:**

#### **Management:**

Management will ensure that hiring of qualified drivers to operate the company's motor vehicles in accordance with the Motor Carrier Safety Regulations. This includes the qualifying of all drivers prior to hiring, maintaining a driver's file for each driver operating a vehicle "truck, tractor, or trailer or a combination thereof exceeding a registered gross weight of 11,794 kg that have a Provincial Operating Status or 4,500kg if they have a Federal Operating Status" and ensure to evaluate the drivers' annually. Canadian Road Builder Inc. employs drivers that require Class 1, 3 and 5. Canadian Road Builder Inc. shall train drivers' in the Hours of Service Regulations and monitor the hours of service. Canadian Road Builder Inc. shall obtain and ensure the appropriate documentation for each vehicle is maintained annually and provided in the vehicles for operation. (CVIP, insurance, registration, shipping documentation, etc.)

Driver's records shall contain the following information:

- The driver's completed application form for employment
- The driving history for 3 years preceding working for the company.
- A record of driver's convictions of safety laws for the current year and the three preceding years. (For operation of any motor vehicle.)
- A copy of a driver's 5 year commercial driver abstract when the driver is first hired or employed dated within 20 days
- An annual updated copy of the driver's abstract.
- A record of any administrative penalty imposed on the driver under the safety laws.
- A current medical certificate for the driver, as per class requirements.
- A record of all training undertaken by a driver related to the operation of a commercial vehicle and compliance with safety laws.

- A copy of training certificate issued to the driver for the period starting on the date the training certificate is issued and continuing until 2 years after it expires, e.g. TDG regulations.

## Drivers

A driver for Canadian Road Builder Inc. is anyone that ever drives the vehicle, and would include all drivers of units over 11,794 Kg if they have a Provincial Operating Status or 4,500 Kg if they have a Federal Operating Status. This also includes mechanics if they take unit for test drives or delivers a vehicle to another location.

The responsibilities of drivers are to provide the following information and meet the outlined requirements:

- 18 years of age
- Provide a current 5-year Commercial Drivers Abstract prior to being hired or employed dated within 20 days of the date of employment or hire; and annual thereafter.
- Provide a current medical certificate as per regulations (Classes 1, 2, 4 & certain age groups)
- Provide previous employment information for three preceding years. (If hired after 1998)
- Provide Air Brake endorsement as per regulations
- Operate the motor vehicle within the Traffic Safety Act.
- Ensure that proper documentation in the cab of each vehicle (i.e. Safety Fitness Certificate, registration, insurance, shipping manifest, TDG documents, etc.)
- Comply with the daily driving, daily on duty and cumulative on duty limits that are applicable to the company.
- A daily log is not required if all of the following conditions are met:
  - The driver does not operate beyond a 160 km radius of the home terminal.
  - The driver has an accurate record of work shift start and end times that must be retained by the carrier for six months and,
  - The driver returns to the home terminal within 15 hours of work shift start time to be released from work.
- Ensure that all records are completed and submitted to the office.
- Ensure that safety is #1 in all areas especially in load securement; safety equipment is properly used and maintained.
- Shall report all mechanical problems to supervisor and maintenance for repair.
- Classes of Driver's license information:
  - Class 1 can operate:
    - Any vehicle or combination w/ 3 or more axles
  - Class 3 can operate:
    - Single motor vehicle w/ 3 or more axles
    - Single motor vehicle w/ 3 or more axles towing trailer w/ one or more axles, if the trailer is not equipped with air brakes.
    - If Air Brakes equipped on vehicle requires driver to have Air Brake "Q" Endorsement.

- Class 5 can operate :
  - Two axle vehicles w/ trailer with 1 or more axles (Not equipped with air brakes.)
  - If equipped with air brakes, Air Brakes “Q” Endorsement is required

### Drivers Qualifications

Canadian Road Builder Inc. ensures that all drivers are qualified to operate company vehicles according to the above driver’s license class and air endorsement. The following guideline indicates what a driver is required have to operate a specific company vehicle or vehicle w/ trailer.

**5 CLASS w/ AIR ENDORSEMENT:** Pickups 1-Ton Cube Vans Crash Attenuators

**3 CLASS w/ AIR ENDORSEMENT:** All of the above All Tandem Trucks

**1 CLASS w/ AIR ENDORSEMENT:** All of the above & All Tandem Trucks w/Trailers:

### Annual Driver Evaluation:

Canadian Road Builder Inc. is committed to employing qualified, safety conscious drivers for their business. This process includes the application, preceding driving records & violations, etc. along with an annual driving skills evaluation. The road test is one of the most valuable ways of determining the qualities of a driver’s training, experience to the vehicle that will be driven while employed by Canadian Road Builder Inc. The completion of the road test will determine the need for additional driving skills training.

The driving skills evaluation consists of operating the motor vehicle of the type the driver is to be assigned and as a minimum the test must include:

1. A pre-trip inspection;
2. Coupling and uncoupling a combination, if the driver may drive such equipment;
3. Placing the vehicle in operation;
4. Using the vehicle’s controls and emergency equipment;
5. Driving in traffic and passing other vehicles;
6. Turning;
7. Braking, and slowing by means other than braking; and
8. Backing and parking.

The driver’s skill in each operation is to be rated and signed by the person giving the test. The original of this record is to be retained in the driver’s file and a copy given to the driver.

### Disciplinary Action

Any employee that violates their responsibilities under the National Safety Code will be subject to disciplinary action as outlined in Section 5 – RULES in this Health & Safety Manual.

### Maintenance and Records:

This program addresses all maintenance activities including trip inspections, repairs, routine maintenance, file retention, annual or semi-annual CVIP inspections, etc. A record content for

each vehicle and trailer must be retained by the carrier includes:

Records of all inspections, repairs, lubrication and maintenance (with each record displaying the nature of the inspection, the date and the odometer reading.);

Annual/semi-annual safety inspections (CVIP);

- The unit number or serial number, year of manufacture, make of each vehicle;
- The size of the tires used on each vehicle;
- Any modification affecting the gross vehicle weight of each vehicle;
- Notice of defects received from manufacturer and subsequent corrective work done;
- Pre/Post-trip inspection records.(e.g. Copy from the logbook)
- Any notes in Logbooks or corrective maintenance in logbooks added to the file.

#### Record – Keeping Requirements

Unless another enactment or the Registrar otherwise permits in writing, the records required to be maintained by the company under this regulation and under Commercial Vehicle Maintenance Standards must:

- a) Be kept at the carrier's principle place of business in Alberta.
- b) Be retained for at least 5 years from the date they are created, established or received, and
- c) Be readily available for inspection by a peace officer during the carrier's regular business hours.

The above is a condition of every Safety Fitness Certificate and Operating Authority Certificate.

#### Safety & Warning Devices

Canadian Road Builder Inc. maintains safety, traffic control and warning devices in all their vehicles for the purpose of vehicle breakdown or if an incident disables the vehicle. Each vehicle is equipped with first aid kit and fire extinguisher (min. 5 lb.). All vehicles under the Commercial Vehicles carry warning devices of emergency triangles to protect themselves as well as the travelling public.

## 5.18 - IDLING POLICY

### Purpose

The purpose of this policy is to limit engine idle time in order to achieve the following effects:

- a) Protect employee and public health and to protect the environment by reducing emissions.
- b) Reduce wear on engines thus lengthening engine life and reducing maintenance costs.
- c) Reduce fuel consumption and associated costs.

### Scope

This document applies to all Company owned, leased, or rented motor vehicles and mobile equipment.

### Procedures

No person shall cause or permit a vehicle or mobile equipment to idle for more than three (3) minutes in a continuous thirty (30) minute period.

The operator of an idling unit must remain with the unit during idling.

### Exceptions

The procedures section does not apply:

- a) When outside ambient air temperature is less than 0oC or greater than 30oC.
- b) When auxiliary mechanical, electrical, hydraulic or pneumatic equipment requires power by the vehicle's engine.
- c) When in traffic.
- d) When idling is required for maintenance, servicing, repairing, diagnostic or inspection purposes.
- e) When required to prevent a safety or health hazard.
- f) When a vehicle is actively assisting in an emergency activity.
- g) When following the engine manufacturer's guidelines and recommendations.

### Refueling

Idling is prohibited without exception during refuelling.

## 5.19 - VISITOR SAFETY POLICY

Canadian Road Builder Inc. is committed to ensuring the safety and health of all visitors, subcontractors and the general public on our sites. It is for that reason that we require all visitors to any of Canadian Road Builder Inc. sites to abide by the following safety rules while they're on them.

*It takes the combined effort of everyone – including all visitors –to make any Canadian Road Builder Inc. sites a safe and healthy workplace.*

All visitors shall report to the supervisor on the job site immediately upon arrival. As part of the orientation you will be given instructions to follow in case of an emergency. All visitors must wear all applicable Safety attire as per the supervisor's instructions while attending the site. All visitors on site must be escorted by a competent employee, unless competency are completed by company personal demonstrating the visitor can be left unsupervised.

**The following rules of conduct must be obeyed at all times.**

Follow all verbal instructions and signs.

- Do not touch or attempt to operate any machines, device or equipment unless authorized to do so.
- Never distract any workers who are engaged in any safety related functions, such as traffic control.
- Do not engage in any form of horse play!!
- Stay out of any restricted areas.
- Report all injuries or problems immediately to the site supervisor, no matter how small.

All visitors shall notify the site supervisor when they are leaving.

Anyone who fails to follow this Policy will be asked to leave the site immediately. Canadian Road Builder Inc. will not be responsible for injuries to visitors as a result of violating the above mentioned rules.



## 5.20 - REFUSAL OF DANGEROUS WORK

The obligation to refuse unsafe work / imminent danger is a fundamental right of workers in all Canadian jurisdictions granted through respective provincial and territorial OHS acts. Right to refuse legislation imposes duties on employees and employers for the reporting, investigation and resolution of imminent danger situations.

Canadian Road Builder Inc. provides training to all employees as to their right to refuse unsafe work. When a worker identifies work that they determine as unsafe, they will immediately stop that work and report their concerns to their supervisor. The supervisor must ensure that the identified unsafe work does not proceed until the concern is addressed. Workers, who identify legitimate unsafe work to their supervisor, must not be reprimanded in any way. All occurrences of refusal to work due to unsafe work will be documented and reported to the Safety Manager.

INSERT from *OH&S Occupational Health and Safety Act Part 4*

(1) Subject to this section and section 5, a worker may refuse to work or to do a particular work at a work site if the worker believes on reasonable grounds that there is a dangerous condition at the work site or that the constitutes a danger to the worker's health and safety or to the health and safety of another worker or another person.

(2) A worker who refuses to work or to do a particular work under subsection(1) shall promptly report the refusal and the reasons for it to the worker's employer or supervisor or to another person designated by the employer or supervisor.

(6) When a worker has refused to work or to do particular work under subsection(1), the employer shall not request or assign another worker to do the work until the employer has determined that the work does not constitute a danger to the health and safety of any person or that a dangerous condition does not exist,

(9) The employer shall give a copy of the report completed under subsection(8) to

- (a) The worker who refused work under subsection(1)
- (b) The joint work site health and safety committee, if one exists, and
- (c) The health and safety representative, if one exists

### Responsibilities:

#### Employees

- Refuse to perform work that poses an imminent danger
- Report the work refusal to the task supervisor
- Complete Refusal form
- Cooperate in the investigation conducted by supervision / management.

#### Management

- Ensure that no other workers are assigned to the tasks subject to the work refusal
- Investigate the situation and take appropriate actions
- Prepare a written record of the investigation including the actions taken to make the operation safe
- Worker(s) may be assigned to another task during investigation.
- Provide a copy of the investigation as required in Subsection (9)