
EMPLOYMENT GUIDE & PERSONNEL MANUAL

A HELPFUL GUIDE FOR A SMOOTH START AND
SUCCESSFUL FUTURE WITH SWT



 **SWT**

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WELCOME!

The people of South West Terminal Ltd. welcome you to our community, our organization and our team. We are a “made-in-Saskatchewan” business and a tight-knit community of regular folk with deep roots in agriculture and a passion for helping crop producers grow and distribute the abundance of their fields to markets around the world.

GREETINGS FROM MONTY REICH, SOUTH WEST TERMINAL LTD. CHIEF EXECUTIVE OFFICER

“I am speaking for the entire community of South West Terminal when I tell you that we are truly pleased that you have chosen to join us and share with us your time, expertise, talents, and passion. Although talented professionals have many employment options, we believe that SWT will prove to be one of your best career decisions. I have had the privilege of being part of this great company since day 1 and haven’t regretted it for a moment. With our visionary Board, devoted management, and engaged staff we are truly one-of-a-kind. As you begin your career journey with us you will quickly notice that we are motivated by our sense of pride and dedication. We sincerely believe in our people and our business associates. We are deeply involved in our communities and take personal responsibility for their well-being. When we say that the people of SWT are our greatest asset, we believe it, and demonstrate it every day. I am looking forward to getting to know you personally and excited to watch you thrive at SWT.”



INTRODUCING SOUTH WEST TERMINAL (SWT) LTD.

SWT is an inland grain and crop inputs company, located strategically in the heart of south-western Saskatchewan's farming region. As the realization of local Crop Producers who envisioned the future of crop marketing and crop movement, SWT serves the agricultural industry, farmer by farmer, and supports them in supplying world markets with highly valued crop products that feed the world's population. This noble purpose has provided the impetus for SWT's evolution into a notable community of dedicated and talented professionals, determined to maintain their spirit of entrepreneurship while creating an extraordinary customer experience.

SWT opened its doors to Producers in January 1997 after three years of dreaming, envisioning, hard work, team work and perseverance. As the first Producer-owned inland grain terminal in southwest Saskatchewan, SWT located strategically on the Canadian Pacific mainline, running parallel with Saskatchewan's #1 highway, and right in the heart of Saskatchewan's southwestern grain belt. Seeing the opportunity to support crop Producers even more, SWT diversified into Crop Inputs in 2000 and has since added 6 Crop Inputs locations around the region and a massive fertilizer warehouse at the main terminal location.

Within its industry, SWT has secured its identity as an independent, innovative and progressive organization, celebrating consistent success. Within its community, which includes its employees, its customers, clients and business associates, SWT has become synonymous with warm and friendly hospitality, caring and supportive relationships, and casual yet efficient and effective business practices. For these achievements, SWT is emerging as a unique and admired leader, challenging the conventional stereotypes of an agricultural-based business.

At its soul, SWT is a values-based, principle-governed assembly of dedicated, hard-working people who have embraced SWT's purpose and who execute their role with enthusiasm. Guiding and influencing this movement is a team of passionate and inspired leaders who, while positioning SWT for its continuing and future success, demonstrate the qualities of progressive and enlightened leadership.

These same qualities are the momentum behind SWT's emergence as an industry leader, truly in a class of its own, and on its way to becoming a truly great organization. SWT's aspiration is to earn the reputation of being a sustainably successful business venture delivering high value to its stakeholders, choosing to take the highroad in its business practices while remaining community-based, genuinely people-centered, and unwilling to compromise its convictions.

SWT continues to expand its market, increase its customer base, add product and service offerings, enhance its professional influence and establish its reputation and brand. Although we are enjoying our success and anticipate more of the same, we remain humble. We will continue to work hard for our customers and never take them for granted.



WHO WE ARE (OUR IDENTITY)

We are a dedicated group of regular folks who have been drawn to SWT by circumstance (many of us have a farming background), by the opportunity of being part of a thriving venture, and by our mutual passion to thrill our customers and partner with them in sharing the fruits of their labour with the rest of the world.



HOW WE ARE ORGANIZED (OUR STRUCTURE AND EMPHASIS)

Although organization charts and job titles have a purpose, and we have both at SWT, our focus is not hierarchal. We prefer to see ourselves as members of the same team, with different assignments and responsibilities. Delighting our customers and operating a successful business is everyone's business and we are all here to support each other. Everyone contributes and everyone adds value. We want and need everyone to think and act like owners and leaders, setting standards, taking responsibility and taking the initiative and creating the employment experience we all prize and which contributes to customer loyalty and long-term prosperity.

EVERYONE'S BOSS – OUR CUSTOMERS

Regardless of who owns or manages the business, the customer is the boss, and we are working for them. Our customers will establish our reputation, define and advertise the quality of our goods and services, determine our prosperity and decide how long we stay in business. They have great influence over the quality of our employment experience as well. We won't take our customers for granted if we:

- Treat all customers like VIPs and honored guests
- See and think like our customers, and adapt accordingly
- Only tell our customers what we can do for them, never what we can't do for them.
- Treat all customers the same way we want to be treated
- Exceed our customer's expectations and create a "wow" experience for them
- Remember that the customer may not always be right, but they are still and always the customer.
- Cultivate a relationship and not just make a transaction.

Most importantly, we must remind ourselves that if do everything else perfectly but fumble the customer, the rest doesn't matter.



WHY WE EXIST (OUR PURPOSE)

Our purpose, and the reason we exist, is to help our customers succeed by being the leader in grain and crop inputs solutions.

WHAT MATTERS TO US (OUR VALUES)

VISION

To be the most trusted, innovative and customer centric agri-business.

MISSION

Linking safe and responsible food production between the farm and the consumer.

STRATEGIC STATEMENT

Leverage our people, facilities, information, and independence to provide exceptional value through service, supply, and execution.



WHAT MATTERS TO US (OUR VALUES)

WELLNESS

Wellness refers to the general state of wellbeing for the people of SWT, achieved through a comprehensive and dedicated practice of environmental stewardship, occupational mental/physical health, inclusivity, and workplace safety. Taking responsibility for SWT's environmental "footprint," and the physical health and safety of every member of SWT is our duty and our commitment. At SWT, our E, H & S initiative is not merely a program, it is an expression of respect woven into the fabric of our culture: Respect for our planet, and respect for our people, and a deep desire to see both thrive and prosper.

SERVICE

Everything we do as a business is steeped in relationship. The quality of our relationships – with our team, our customers, our suppliers, and our business associates, is what differentiates us within the industry and the general community.

ACCOUNTABILITY

Accountability is the glue that bonds commitment to results and turns activity into achievement. We hold ourselves and each other accountable to produce the things we value and the expected results

INDEPENDENCE

Our independence as an agri-business gives us the freedom to develop our culture, our business practices, and our corporate identity around our other core values. Independence also means we are the authors of our own future and legacy. Our customers benefit from our independence.

RELATIONSHIP

Everything we do as a business is steeped in relationship. The quality of our relationships – with our team, our customers, our suppliers, and our business associates, is what differentiates us within the industry and the general community.

TRUST

Trust is the outcome of honesty and integrity, and the foundation of our relationships and our service. Trust is the main ingredient of customer loyalty and interpersonal harmony. We earn trust by being trustworthy. Trust is also the essential component that enables empowerment. Empowered people are internally motivated. They take personal responsibility for results and achievements. When people feel and act empowered their potential is released.

WHAT MATTERS TO YOU (COMMITTED TO YOUR SUCCESS)

If you have been invited to join the amazing team at SWT you should know that we (everyone at SWT) are committed to your success. We will do everything reasonable and within our power to engineer a positive employment experience for you, help you develop and master your skills and capabilities and support you in your career goals and aspirations. A big factor in engineering your success is making sure there are no surprises or mysteries about our expectations in your relationship with SWT and your new team members. Because we want the same for everyone at SWT, and because we do work together as a team, we have set some standards that should help us all achieve success and enjoy the rewards that come with success and prosperity. The standards are contained in this SWT Employment Guide. Some of the standards refer to general operations and administrative practices, others refer to human resource policy, protocol and procedures, some respect legislated items. Our Charter of Professional Conduct is attached to this Guide and addresses individual behaviour, attitudes, interpersonal interactions and personal and business ethics.



NO MYSTERIES

SWT wants this to be the best employment experience you will ever have, and this Employment Guide is designed to serve as your roadmap to career success and job satisfaction. It contains information that should help you fit in quickly and develop a sense of belonging and responsibility. Since SWT is a dynamic organization serving a dynamic industry, the contents and details contained in this Guide may need to be revised occasionally. You will be given sufficient notice when changes to this Guide, relevant to you are made.

“

Common Sense is the basic level of practical knowledge and judgment we all need to help us live in a reasonable and safe way.

”

The information contained here, including policies, procedures, protocols, principles and standards are in compliance with the Canada Labour Code and represent SWT's official position on these topics. A basic expectation and condition of employment at SWT is that all SWT members recognize the importance of these standards and conduct themselves accordingly, and encourage others to do the same. Our positive influence and the example we set will go far in helping SWT realize its vision, achieve its goals and create a culture that will be the envy of the industry.



GOLDEN RULES:

Beyond the Employment Guide, but in harmony with it, we encourage everyone, at all times to practice these “Golden Rules:”

1. Treat others (customers, co-workers, suppliers, owners, managers and all associates) the way you want to be treated.
2. Behave the same as you expect others to behave.
3. Set the standard with your actions instead of your words.
4. Use *common sense* and courtesy at all times.
5. Think before you act (anticipate the collateral effects and consequences).

Please refer to our Charter of Professional Conduct for a full explanation of our conduct expectations.



A COMMUNITY WORTH PROTECTING

PROTECTING OUR PRIVACY

The privacy and security of your personal information matters to you, and it matters to us. In accordance with Bill C-6, the “Personal Information Protection and Electronic Documents Act,” SWT has adopted and adheres to guidelines which are designed to respect and protect the personal information of SWT Shareholders, Board Members, Leadership and Team members, family members, customers, clients and relevant business associates. SWT’s CEO is designated as the Privacy Officer.



Personal information is any information about an identifiable individual. This includes information such as name, address, gender, age, ID documents and numbers, income information, ethnic origin, contents of personnel files, credit or medical information. An individual’s name need not be attached to the information for the information to qualify as personal information. All employee information is considered private and confidential and only accessible to authorized persons for legitimate and relevant purposes. Authorized people include the company’s Human Resources Coordinator, the Team Leaders, the Team Members themselves and government agencies such as the Department of Employment Standards, by formal request and authority.

The purpose for which the information is gathered, or made available, must be identified by the person making the request and validated as necessary by the Privacy Officer or designate. The purpose for the information must be reasonable and relevant within the context of the company’s legitimate business practices and needs.

The Company's representative will inform an individual of the reasons for collecting, using and disclosing their personal information, and their knowledge and consent is required in advance of collection, use and disclosure. Personal information shall not be used or disclosed for purposes other than those for which it was collected. Personal information shall be retained only as long as necessary and for the fulfillment of those purposes. Personnel files are stored in a locked cabinet in the HR Coordinator's office. Other security safeguards, electronic and physical will be in place relative to the nature and sensitivity of the information. Personal information stored electronically will be protected according to the company's I.T. protocols.

The personnel files are the property of SWT. Any request to access the contents in a personnel file, even by a Team Member wanting to see their own file, must come to the HR Coordinator. Only items requested will be provided, for examination or copy only. Personnel files and original documents and contents will not leave the HR Coordinator's office.



REQUESTS FOR REFERENCES:

SWT has a duty to protect the personal information of former Team Members as well, even if a request for information comes from a prospective employer asking for a work reference. Not all requests are legitimate, or even for the purpose identified. All requests for information about former Team Members, coming from outside SWT, must be directed to our Human Resources Coordinator. If SWT chooses to provide a reference for a former Team Member, the HR Coordinator will collaborate with the respective Team Leader prior to responding.

REQUESTS FROM TEAM MEMBERS FOR A VERBAL REFERENCE OR LETTER OF REFERENCE:

Since we're talking about references, in most cases, and with adequate notice (one week preferred) SWT will provide an employment reference at the request of an active Team Member or departing Team Member. We do however reserve the right to decline a request to provide a reference or recommendation. Providing a "reference" does not necessarily mean a "recommendation." When a reference is provided it will contain the objective facts of the Team Member's employment only. We will not offer subjective or evaluative comments about the individual. Nor will we say anything to misrepresent (for better or for worse) the individual or their employment experience and history. Requests for a reference should be presented to our Human Resources Coordinator.



PROTECTING OUR BUSINESS

While we are on the topic of privacy and confidentiality, everyone employed at SWT has a duty to act in the best interests of the organization, and that includes SWT's right to privacy and confidentiality. While we may not have secret, classified files stamped "TOP SECRET," we are an independent business and therefore everything we do and say that is not obviously in the public forum should be considered as confidential. Whether it be shareholder, client, supplier and employee lists or financial information and business practices, this information stays in-house and only discussed with other team members who we know already have access and the right to the information. If you are looking for something to talk about at a dinner party, choose sports or pets. Publicly blabbing about SWT's proprietary business details may hurt SWT and have a very negative effect on the "blabber's" career. If you have any uncertainty about what information is confidential, please see your Team Leader for guidance before going to the dinner party.



JOINING THE TEAM: RECRUITMENT & RELATED TOPICS

SWT has established high standards for our business and our human community. As our organization grows and prospers we need to attract and retain talented professionals who share our vision, our values and our principles. SWT is only as good as our people.

We will use all means available to source out and recruit great candidates. We will post job openings internally and externally. We may also do direct recruitment (“head hunting”) if a talented individual is recommended. Some positions will be filled through a typical recruitment competition, and some may be filled by appointment. SWT may choose to keep a position open rather than hire a wrong person. SWT’s recruitment practices are fair and equitable. Candidates are differentiated in two categories:

- 1. Their respective qualifications and actual ability to meet and exceed the expectations and standards of the role, and**
- 2. Their compatibility with SWT’s values, culture and team.**

JOINING SWT IN A LEADERSHIP ROLE

If you have the privilege of joining SWT as a member of the Leadership Team, or you've earned a place on that team, you should be aware that at SWT we value a supportive and collaborative style of leadership. Positions of leadership are about support, service and humility (not entitlement, superiority or arrogance). As stated earlier, we prefer to see ourselves as equal members of the same team, albeit with different assignments and responsibilities. Our leaders' responsibility is to serve as faithful stewards of the resources of SWT, and entrusted to manage and develop those resources carefully and effectively. We can't overstate the importance of caring for, and engineering the success of our most valuable resource, the people of SWT. As a SWT leader, you are subject to the same standards of behaviour, conduct and ethics as everyone else, and actually we set the bar a bit higher for leaders because our people look to us to set the standard and lead by example. This, among other things, gives us the right to challenge others who are not meeting the standards. Simply put, Leaders of SWT are expected to "walk the talk."

HIRING FAMILY AND FRIENDS

SWT does not have a policy or practice that restricts friends or family members from applying for job openings or getting hired. If people you care about want to work where you work that probably means you've been saying good things about SWT. Thank you!

All members of SWT, family members and friends included, are bound by the same standards of attitude, behaviour and performance. Sometimes the bar is raised just a little bit higher for family and friends to eliminate any suspicion or speculation about that person's qualifications. Every SWT member must win the job on their own merit and keep the job on their own merit. There will be no double-standards or favoritism.

When a family member or friend is hired we will be cautious to avoid any potential conflict of interest in deciding the person's placement within the organization. Typically, we would not place family members or friends in a reporting relationship with a relative or friend and we reserve the right to refuse to hire a candidate if a conflict of interest can't be avoided.

WELCOME BACK! WE MISSED YOU.

Some employers have a very restrictive re-hire policy. SWT has more of a non-policy. We know that people come and go and at SWT the door swings both directions. Great employees who have the qualifications SWT needs are not always easy to find. Former employees are welcome to reapply for available positions, through the regular recruitment channels. All rehired employees will be probationary and their date of service (start date) will NOT be retroactive to include their previous service history. The CEO has the final say on all proposed rehires.



PUTTING THE RIGHT PEOPLE IN THE RIGHT POSITION

A big project involves overseeing a lot of moving parts, oftentimes from different people. To have a successful rollout, project managers rely on a well-crafted project plan to ensure objectives are met on time and on budget. A project plan is a formal approved document which is used to define project goals, outline the project scope, monitor deliverables, and mitigate risks.

NEW EMPLOYEE REGISTRATION

On or prior to their first day of employment at SWT, all new employees will provide (or fill out) the HR Coordinator with the following documents as part of their personnel file and for payroll and benefits registration:

- Current and accurate contact information including full name, mailing address, email address, telephone number (mobile and/or landline).
- Name and contact information of emergency contact person.
- Photocopy of Saskatchewan Driver's license.
- Driver's abstract (if required).
- Criminal record report (if required).
- Saskatchewan Health Services personal health number (copy of card).
- Canadian Social Insurance number (SIN).
- Relevant immigration status verification (if applicable). SWT will only employ individuals who have legal working status for Canada.
- Official and legitimate documentation in support of any request for special accommodation or restriction of duties and activities at time of hire.
- Medical information relevant to employee's health and safety in the workplace.
- Bank account information for payroll purposes (direct deposit).
- Federal and Provincial Tax forms
- Group employee benefit application/registration forms



THE PERSONNEL FILE:

EVERY TEAM MEMBER OF SWT WILL HAVE A PERSONNEL FILE CONTAINING:

- All the documents and information listed above plus,
- A copy of the employee's resume, cover letter, and notes from reference checks
- A copy of the employee's Offer of Employment and/or the Employment Agreement
- A copy of the employee's Job Description
- Documentation related to performance assessments, corrective action (discipline), cautions and warnings,
- Education transcripts, certifications, diplomas, etc. (if applicable).
- Trade certifications, tickets, apprenticeship registration and records, etc.



MISREPRESENTATION

All members of the SWT team have been selected on the basis of their qualifications for the position and suitability for the company and team, and have passed through a recruitment process involving a resume review, reference checks and an in-person interview. To the degree possible, all information presented by the candidate was verified prior to an Offer of Employment being extended. However, if a new employee has been found to have misrepresented him/herself, education, experience, career history or credentials, SWT may consider the Employment Contract to be voided and the Offer of Employment may be retracted and the employment terminated with cause.

ORIENTATION AND ON-BOARDING:

A great beginning will significantly influence your short and long-term success and your overall employment experience. We want you to feel like a team member and develop a sense of belonging quickly. To that end, you will receive an orientation on your first day and a gradual integration into the company and into your role over the next few weeks. On your first day you can expect:

- **A warm welcome by your Team Leader and HR Coordinator**
- **A tour of the facilities and general safety/emergency orientation (emergency exits)**
- **To meet and greet your new team members and colleagues**
- **An introduction to your workstation etc.**
- **A full safety orientation conducted by SWT's Health and Safety Officer.**

Also, on your first day we will complete all the paperwork and administrative activities required to get you on payroll and registered for your employment benefits. We will go over SWT's Employment Guide, your Job Description, Health and Safety practices and policies, our expectations related to your conduct and performance and how we related to each other and our customers. You will be given the opportunity to respond to all this information and ask questions. We will ask you to sign an agreement stating that you have received all this information, that you understand it and that you will comply with the standards and expectations as presented and explained, including a Confidentiality Agreement and the Charter of Professional Conduct. Once that's all done, we will shift the focus to your actual job function and help you get set up and started. We may connect you with a veteran team member who will be your mentor and primary "go-to" person, until you are up and running. We may ask you to shadow your mentor for a time. The emphasis of these first few weeks will be "on the job training" when you become familiar with our operational procedures, resources, tools and equipment, who does what and "how we do things around here."

PROBATIONARY PERIOD:

As a general practice, SWT provides a Probationary Period of 3 months to all new team members. We consider your first 3 months of employment as the last stage of our recruitment process. During this time period, while working shoulder to shoulder and getting to know each other, we can determine if we are a good fit for each other. Prior to the conclusion of this period, we will sit down together and talk about job performance and general suitability. If we agree that it's a good fit, your employment status will change from "probationary" to "regular."

Although a 3-month probationary period is standard we may shorten or lengthen the time period, at our discretion, depending on the circumstances. A full explanation would be provided you in advance if any probation time-period changes are made.

THE FUNDAMENTALS

TERMS OF MEMBERSHIP/EMPLOYMENT

There will be no mysteries about the terms (conditions) of your employment. All related details will be made clear, in writing, and are contained in several documents including:

- **This Employment Guide**
- **Your Offer of Employment and/or your Employment Agreement**
- **Your Job Description**

Terms of employment include:

- **Job or Position title, name of immediate supervisor,**
- **Status (full-time, part-time, temporary, casual, term, probationary or regular, etc.)**
- **Hours of work or work-week definition**
- **Compensation amount and model (salary, hourly rate, commission, bonus, etc.)**
- **Employee Benefits, perks, discounts, etc.**
- **Over-time eligibility (exempt or non-exempt)**

All information in these documents is there for a reason and serve as the point of reference for you and your employer. Please make sure you understand all the terms of employment because you will be expected to sign your name in agreement. Changes to the terms of your employment may result through discussion and agreement with SWT Leadership, or at the discretion of SWT. You will be given a one-month written notice of any substantial change SWT makes to your employment circumstance.



COMPENSATING & REWARDING YOU

PAYDAY:

SWT follows a bi-weekly pay schedule. This means that payday falls every second Friday. There are therefore 26 pay periods in the year. The amount you get paid depends on your hourly pay rate (see Employment Agreement) and the number of hours you worked in each pay period – recorded and tracked in ADP. Your Leadership will verify your time worked and discuss any discrepancies with you and make corrections as necessary. If you are a salaried member of team your annual salary amount will be divided into 26 equal amounts and paid as per the bi-weekly schedule. SWT is required by law to take and remit all legislated deductions from your gross pay. Typical deductions are for Income Tax (Federal and Provincial), Canada Pension Plan (CPP), and Employment Insurance (E.I.). You will be notified if other deductions are ordered.

OVERTIME:

If you are eligible for overtime work/pay please become familiar with SWT's Overtime Policy before you start clocking OT. We know you love working here but you probably don't want to be working OT for free.

INDIVIDUAL PERFORMANCE RECOGNITION:

SWT believes in merit-based compensation and has instituted an annual bonus program available to all SWT team members. The two primary criteria for awarding the bonus are: 1. Company's performance and profitability and 2. Individual (team member's) performance and standing. Please see our HR Coordinator for details.



COMPENSATING & REWARDING YOU

PROFIT SHARE PROGRAM:

Because SWT encourages and rewards teamwork, SWT shares its prosperity with its Team Members. Every year, based on the Company's financial performance and the Team Members good standing, a percentage of SWT's net profit is distributed among the people of SWT in the form of a profit share bonus. Please see our HR Coordinator for details.

ABOVE AND BEYOND INCENTIVES & REWARDS:

Because of the nature of our business and dependency on Canadian Pacific Railway, we make accommodation for CP's scheduling and time-sensitivity, which are not always in harmony with our normal work routines, schedules or conveniences. At times we will need Team Members to come on duty to load or unload rail cars outside their normal shift, and this could mean working on weekends or holidays. Team Members who volunteer for weekend (Saturday and Sunday) or holiday loading will receive \$250.00 in addition to their regular or overtime pay. Please see our HR Coordinator for more details, or how to volunteer for these opportunities.



BENEFITS & PERKS OF MEMBERSHIP

HEALTH BENEFITS PACKAGE:

SWT has partnered with Co-operators to provide you and your dependants with a comprehensive benefit package including: Extended Health Care; Short and Long-Term Disability Insurance and Life and Accidental Death and Dismemberment Insurance. All SWT Team Members who are permanent will be registered in the program following the successful completion of their Probationary Period. You will be provided a copy of the Benefit Booklet once you are registered. Our HR Coordinator will walk you through the benefit package and explain how to make claims, etc.



TEAM MEMBER RECOGNITION:

At SWT we like to celebrate with the members of our community and recognize the achievements and milestones of our people. We celebrate special occasions such as Christmas, birthdays, service anniversaries and new births. We recognize long service milestones, outstanding performance, special achievements (education, awards, promotions, etc.) Since the actual awards, gifts and prizes are subject to change, please see our HR Coordinator for the most current details. If you have something worth celebrating, please share it with your Team Leader

TRAVEL & TRANSPORTATION

USING A PERSONAL VEHICLE FOR BUSINESS PURPOSES:

At times it's just more sensible and convenient for Team Members to use their personal vehicle for company-related travel. When this happens, at the approval of the Team Leader, the Team Member will receive \$0.55 for every kilometer logged. This amount covers fuel and maintenance costs, parking and wear and tear. The Team Member is responsible for licensing and insurance and takes full responsibility for all traffic violations and respective fines. Regular travel to and from the workplace is not included unless the Team Member is required to make additional off-hour trips to the workplace at the request of the Team Leader. Team Members who hope to collect the mileage rate must keep a travel log containing trip details, dates and times and purpose of the travel and submit same to the Team Leader for payment authorization.

USING A COMPANY VEHICLE FOR BUSINESS PURPOSES:

SWT owns and operates a small fleet of vehicles, some of which may be assigned to certain Team Members for use in the regular execution of their duties, or used periodically as necessary. Vehicles are only to be used with permission of leadership, and the Team Member must present a valid Saskatchewan driver's license. A travel log will be kept in SiteDocts and the operator is expected to fill in the information on each trip. When a company-owned vehicle is used for personal travel, including trips from home to workplace and back, this usage must be tracked and reported. Canada Revenue Agency considers this an employment benefit subject to taxation. Each Team Leader is responsible to maintain a monthly report/spreadsheet (for their and their Team Member's usage) and submit this to Payroll monthly.

The privilege of using a company vehicle is conditional upon that vehicle being operated in a respectful manner and treated with care and caution. The vehicle operator is fully responsible for any and all traffic violations and respective fines or penalties. The vehicle operator is also responsible to pay the insurance deductible for damages in which the operator was found to be at fault.



BUSINESS TRAVEL & RELATED EXPENSES

GENERAL INSTRUCTIONS:

Periodically members of SWT will be required to travel for business purposes. All travel must be pre-approved by the CEO. All legitimate travel expenses not otherwise paid directly by SWT will be reimbursed to the Team Member at face value, providing original receipts are submitted as per company protocol. Additional expenses such as extra insurance, excess baggage, minibar, room service, etc. is the responsibility of the Team Member.

The spouses and partners of SWT Team Members are permitted to travel along and SWT will cover any additional costs for hotel and meals. Additional transportation cost, such as airline flights and entertainment however is the responsibility of the Team Member.

Ground Travel - Personal Vehicle: Mileage rate is \$0.55 per kilometer. See above.

Ground Travel - Rental Car: Mid-sized, common vehicle is reimbursed at face value of rental.

Ground Travel - Public Transportation (Bus, Taxi, Uber, etc.): Reimbursed at face value.

Air Travel: Economy Class only, booked in advance for best rates.





MEALS:

While away from home on SWT business, the cost of meals is reimbursable at face value, including gratuity to a maximum of 20%. As a basic guideline SWT will authorize a per person, per diem meal allowance of \$50.00. Exceptions in excess of this amount must be authorized by the CEO. When more than one SWT Team Member are dining together, the most senior Team Member will pick up the tab and submit the claim. Alcohol with meals, other than for hospitality, is not considered a reasonable or necessary expense and will not be reimbursed.

HOSPITALITY & ENTERTAINMENT:

SWT will cover the reasonable costs of entertainment and hospitality for legitimate business associates (customers, suppliers, clients, etc.) when there is a valid business purpose and in harmony with SWT's ethical guidelines. The host Team Member must, along with the reimbursement claim, detail the nature of the event, the purpose, the name and business of the guest(s), and the names of other SWT Team Members participating. Pre-approval is recommended. When hospitality or entertainment includes social drinking, alcohol costs will be covered by SWT, within reason. SWT's leadership reserves the right to define "reasonable."

COMING TO WORK.....TO WORK!

WORK ETHIC:

More than a cliché, work ethic is about our character. Work ethic is about our personal principles, practices and convictions related to our employment. Its about coming to work, to work! The work ethic that sets us apart from others and which all employers value is not complicated or difficult to understand. Employees who are highly regarded for their “work ethic:”

- **Are reliable and trustworthy**
- **Take ownership and pride in their work**
- **Hold themselves accountable for performance and behaviour**
- **Take responsibility for their own success and the success of the organization**
- **Do their best, and what’s best for the organization**
- **Maintain a positive outlook and influence**
- **Set the example for others**
- **Maintain an optimistic and enthusiastic attitude**
- **Are strong team players and supporters**
- **Work hard for the customer**

ATTENDANCE & PUNCTUALITY:

Two of the most basic terms of Employment are attendance and punctuality. This is even more pronounced in a teamwork environment where every single team member is a critical link in the productivity chain. The unexpected absence or tardiness of one person can have a negative impact on the productivity and morale of an entire team. Repeated over time, unexcused, invalid or unnecessary absences and tardiness will result in a serious erosion of the trust the organization places in a Team Member, and if unresolved will usually result in a breakdown of the employment relationship. Because reliability and trustworthiness are fundamental expectations of and for all members of SWT the following policy is provided:

- All Team Members (full and part-time) are expected to arrive for work on time every day as per their schedule.
- “On time” means at your workstation, ready to work at the start of the shift.
- All Team Members are expected to work their entire shift, every shift.
- Any and every absence or tardiness must be justifiable, and if possible, approved in advance by the respective leader.

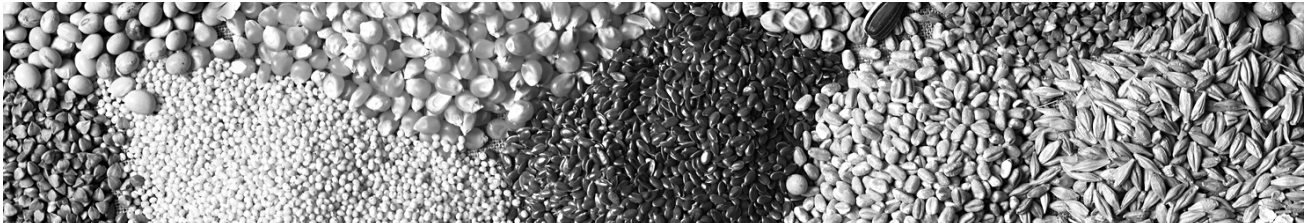
ATTENDANCE & PUNCTUALITY CONTINUED:

- Every absence that is not validated by documentation (Doctor's note, etc.) or a reasonable and believable explanation is considered "unexcused." All unexcused absences will be recorded and the Team Leader will initiate corrective action. Reliability will be an important component of Team Members' Developmental Reviews.
- Team Members who are late or absent for three days (consecutive and non-consecutive within a given month) without permission or who fail to contact their Team Leader, will participate in corrective action. Team Members who are away without permission and/or fail to contact their Team Leader for three consecutive shifts are considered AWOL (away without leave/permission). The Team Member's employment may be discontinued on the fourth day of absence (for job abandonment) at the discretion of the Team Leader and in consultation with the HR Coordinator.
- All Team Members wanting time off must get pre-approval from their Team Leader. Two weeks is considered a basic notice period, except in the case of an emergency. The Company Leadership will attempt to accommodate all reasonable requests for LOA but reserves the right to decline a LOA request if a Team Member's extended absence might create an undue hardship for the company.
- Team Members who commit to work overtime are subject to all the terms of this policy during the overtime schedule.
- A Team Member who will be late or absent must contact their Team Leader by telephone before the shift begins, and each day of the absence. An e-mail or voice mail notice is only acceptable if the Team Leader is unavailable by telephone.
- All Team Members are expected to have available their Team Leader's telephone numbers (land line and cellular phone).



PERSONAL DISTRACTIONS

When you come to work at SWT, we want your body, and your mind to show up. Because of the nature of our work, and the risks involved, we need everyone's full and undivided attention and focus. We can't eliminate all distractions but we should control the ones we can. Our families and friends must understand the importance of our staying focused while on the job and reserve their need to contact us to emergencies only. Likewise, we ask that all SWT team members discipline themselves in terms of phone calls and texting. Unless it's an emergency, all methods of personal communication (telephone, texting, social media) are only to be conducted during scheduled rest or meal breaks. Phone calls for team members coming through the main business phone line during work time will only be forwarded for emergencies. SWT team members who have access to the internet at their work stations/offices are also asked to discipline themselves in their computer use. Our computers and internet access are intended for legitimate business purposes only. All computer activity is trackable so please don't give us a reason to restrict your access.



DRESS FOR SUCCESS

Whether your workstation is in the fertilizer warehouse, the chemical shed, the actual terminal, the cab of a loader, the grading lab or the business office, your work wardrobe matters. Because our appearance speaks volumes, SWT has adopted a few principles which apply regardless of role or location:

- **Dress appropriately for the context (including safety-related gear as relevant)**
- **Dress appropriately for the season**
- **Dress modestly and tastefully**
- **Wear clothing that fits properly**
- **Wear clothing that is clean, tidy and in good condition**
- **Choose clothing that projects professionalism and maturity**

A style point-of-reference for office personnel is "BUSINESS CASUAL." If in doubt, please check with your Team Leader for guidance. Team Members whose sense of fashion and appropriateness falls outside the general standards may be asked to go home and change.

PERSONAL STYLE AND EXPRESSIONS OF INDIVIDUALITY

Items of personal expression include:

- Hair style and colour
- Body art (tattoos, fingernail art, facial makeup)
- Body adornments (piercings, earrings, jewelry, etc.)
- Beards and variations thereof

All forms of personal expression will be governed by these principles:

1. Is it safe? (not a health or safety risk)
2. Is it in good taste? (not vulgar, offensive, coarse, etc.)
3. Is it discrete? (doesn't draw attention to itself, isn't distracting)
4. Is it moderate? (not shocking, extreme, making a "statement")
5. Does it look professional?

SAYS WHO?

SWT Leadership is responsible for the interpretation and application of principles related to appropriate dress and personal expressions and reserves the right to address specific concerns about an individual's personal appearance, including clothing, grooming and personal hygiene, and take corrective action as necessary. SWT members who are uncertain about the appropriateness of any aspect of their personal appearance are encouraged to consult with their Team Leader for guidance.



COMMUNICATION PRACTICES & PRINCIPLES

LET'S TALK:

Communication is like the air we breathe – it's all around us, it's vital to our survival, and it's often taken for granted. In fact, there is so much "communication" going on that it becomes like "white noise," drowning out or masking other sounds – and possibly the sounds we should be listening to. Communication should not be confused with effective communication. At SWT we practice effective communication, which involves the deliberate and thoughtful sharing of information, plans, vision, ideas, opinions and suggestions, in formal and informal settings. It also involves active listening, questioning and comprehension. Effective communication is a discipline we expect everyone at SWT to master



SHARING IDEAS, OPINIONS AND SUGGESTIONS:

All of us together are smarter than any one of us. All of us together are more creative and capable than any one of us. We recognize the value of an open environment in which we share our ideas, opinions and suggestion with each other. We encourage a free exchange of thoughts and ideas among our staff and with our Leadership. At SWT everyone has a voice and everyone's ideas and opinions matter, providing they are intended to make us a better organization and team. We welcome your suggestions, but not every idea or suggestion will necessarily be implemented. Some ideas may be acted upon right away. Some may be parked for future consideration. Some may be binned. But keep them coming. We only ask that we communicate with each other professionally, respectfully and courteously. We are not receptive to communication for the purpose of grumbling, or gossip, or being critical or hurtful of others, or any other form and content of communication that is negative or out of sync with our values and principles. And while we're talking about verbal communication we need to be reminded that there are enough words in the English language that we don't have to resort to foul language, swear words, rude, or "colorful" words and phrases. We can express our emotions without the use of the "F-BOMB" and other similar expletives. If your mother wouldn't approve, don't say it.



WE'RE AVAILABLE TO LISTEN:

Your Leaders practice an “open door” policy. You can come to them and talk about anything that matters to you or is troubling you. If it matters to you it matters to your Leaders. If the person you want to speak with is occupied or otherwise distracted, please pick a time when they can give you their full attention. Your conversation will be treated as private and confidential, unless you give your Leader permission to act upon the information. Of course, if you are reporting some kind of illegal or criminal activity, which may include potential harm to person or property, your Leader has a legal duty to involve the appropriate authorities.

BLOWING THE WHISTLE:

Every member of the SWT Team is expected to protect the best interests of the company, and the wellbeing of each team member. If we are to be the best employment experience we'll ever have, we need to hold each accountable. If challenging each other to live up to our standards isn't getting the correct result, we encourage you to come forward to Leadership with your concerns. Any behaviour that might damage SWT's good reputation, erode our customer's trust or have a negative impact on a team member's employment experience must be reported. Team members who register a valid concern will be protected against retaliation or retribution, regardless of who is implicated. The team member need not be afraid of losing their job, their position, their status or of being disciplined. If possible, the identity of the team member will be kept confidential, on a need to know basis only. All concerns will be taken seriously and investigated properly. Any findings and reports will be communicated at the discretion of company Leadership

DIGITAL COMMUNICATION & INFORMATION TECHNOLOGY

Digital, electronic mediums of communication and related paraphernalia have taken over the workplace. Whether you think it's a blessing or a curse, it has become indispensable to modern industry. Like any other resource we must manage it and use it wisely. South West Terminal believes in taking full advantage of current technologies and will provide its team members with the software and hardware integral with these technologies. Hardware could include desktop, laptop and tablet computers, and related accessories. It could also include smartphones, smart watches and similar devices. Software refers to our computer operating systems, the programs and "aps" we use, e-mail and all other formats of messaging, our network, our intranet and the internet (World Wide Web) in general. Team Members of SWT will have conditional access to hardware and software as needed, and as per the following parameters:

- **Business computer systems are to be used for business purposes only, both on and off site.**
- **Any documents or messages created in these forums are the property of South West Terminal Ltd. and leaders have the right to read and access these materials.**
- **Employees are not permitted to reconfigure device security settings or to download applications and files without permission and assistance of the IT department and Team Leader.**
- **Employees must adhere to good security practices, only opening emails and attachments when contents are valid and do not pose a threat of virus or malware.**
- **Creating, accessing and distributing inappropriate material via the internet or internet e-mail is strictly prohibited and will result in corrective action.**
- **Personal emails, texting and/or other forms of personal messaging are not permitted during scheduled work hours, whether on a personal or business owned device, except in emergency situations.**
- **Employees are permitted to access social media during scheduled breaks, not during work hours, subject to the principles below.**
- **It is recommended you notify family members and friends of this policy.**

PRINCIPLES FOR SOCIAL MEDIA USE

Basic digital communication has evolved (some would say "mutated") into the enormous forum commonly referred to as Social Media. Like all other modern technologies, SWT will take advantage of Social Media for communication, marketing and networking purposes. For the sake of clarity, Social Media refers to all social networking sites, texting, blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, and other sites and services that permit users to share information with others over the internet.

PRINCIPLES FOR SOCIAL MEDIA USE CONTINUED

The following principles apply to professional use of social media on behalf of SWT as well as personal use of social media when referencing SWT:

- **When using SWT's computer systems, use of social media for business purposes is allowed when approved by your Team Leader (ex: Facebook, Twitter, SWT blogs and LinkedIn).**
- **Team Members should be aware of the effect their actions may have on their images, as well as SWT's image. The information that Team Members post or publish may be public information for a long time.**
- **Team Members should be aware that SWT may observe content and information made available by Team Members through social media. Everyone should use their best judgment in posting material that is neither inappropriate nor harmful to SWT, its personnel or its customers.**
- **Although not an exhaustive list, some specific examples of prohibited social media conduct include posting commentary, content, or images that are racist, intolerant, defamatory, pornographic, proprietary, harassing, libelous, or that can create a hostile work environment.**
- **Team Members are not to publish, post or release any information that is considered confidential or not public. If there are questions about what is considered confidential, employees should check with their Team Leader.**
- **Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. SWT personnel should refer these inquiries to the CEO.**
- **If Team Members encounter a situation while using social media that threatens to become antagonistic, we should disengage from the dialogue in a polite manner and seek the advice of a Team Leader.**
- **Team Members must get appropriate permission before referring to or posting images of current or former employees, members, vendors or suppliers. Additionally, everyone should get appropriate permission to use a third party's copyrights, copyrighted material, trademarks, service marks or other intellectual property.**
- **It is highly recommended that Team Members keep any work-related social media accounts separate from personal accounts, if practical.**
- **Personal Facebook Account (and similar): Although SWT personnel have the freedom to use Social Media for personal reasons, users are cautioned to be prudent in what they post (content, pics, commentaries, etc.), especially if SWT is referenced in any way. What you post on your personal Facebook page can haunt you for a very long time.**

Please become well acquainted with SWT's Information Technology (I.T.) and Social Media policies included in the addendum of this Employment Guide. Cooperation and compliance with the principles of use highlighted above and in the Policy document is expected.

INVESTING IN YOU, AND OUR FUTURE TOGETHER

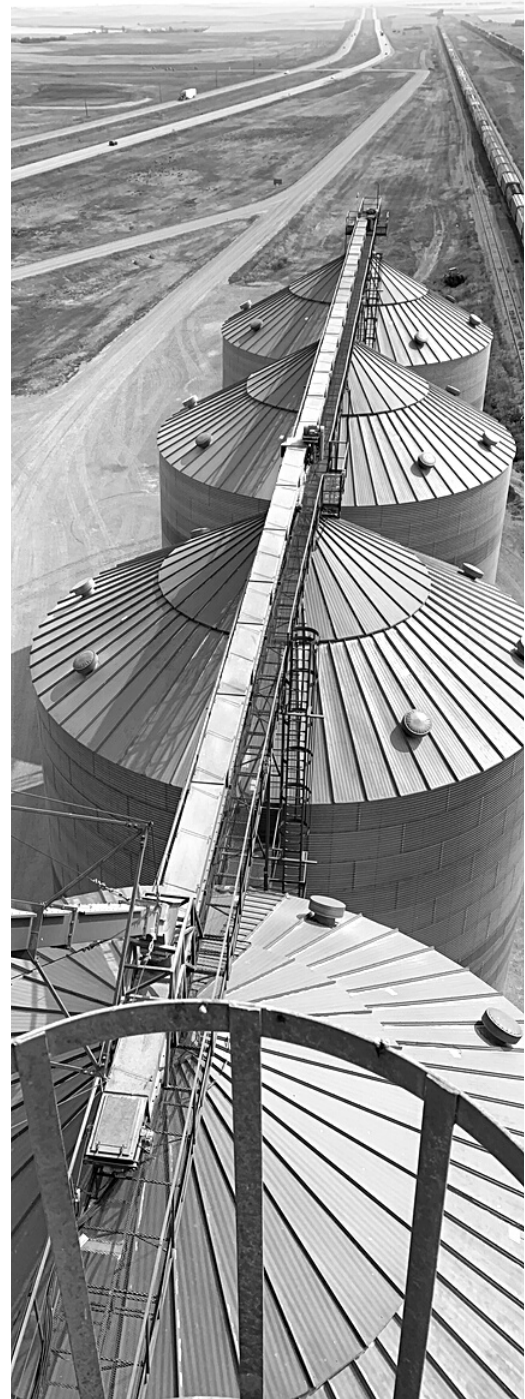
PROFESSIONAL DEVELOPMENT & CONTINUING EDUCATION:

In addition to the knowledge and expertise you bring into SWT, and because our field of specialization is in constant change and development, we heartily support your on-going professional development. We need to keep pace with our industry and offer our customers the latest in product and service innovations, techniques, technical and scientific advancements.

We will learn from each other on the job and we expect you to be active in upgrading your knowledge and skills through self-directed studies and activities. We will also take advantage of relevant training opportunities offered by or through industry or product representatives.

Because of the value we place on your on-going training and development, we subsidize the costs of all approved training, which may include attendance at relevant conferences and seminars, on-line seminars (webinars), and so on. We may approach you to take additional training or you could request it. Needless to say, there are “some strings attached,” which essentially protect SWT’s training investment.

As part of our health and safety program we also provide training (and accountability) in health and safety practices and procedures, which may include equipment operator training, transfer, lifting and repositioning training, good ergonomic practices, basic Occupational Health and Safety knowledge, Personal Protective Equipment use and training, and so on. All costs related to health and safety training will be covered by SWT.



POST-SECONDARY EDUCATION AND PROFESSIONAL CREDENTIALS:

As our industry and our business evolves, the demand and requirement for professional credentialing increases. SWT encourages its Team Members to enroll in post-secondary educational opportunities relevant to the Team Member's responsibilities or in preparation for future responsibilities with SWT. Beyond just encouragement, SWT has established a Tuition Refund program that provides 100% of the costs up to \$5,000 per year for approved individuals and programs. If you have already earned a professional designation (such as CPA, CHRP, P.A.G., and so on) SWT is pleased to cover the costs related to annual renewals and memberships required to maintain a professional designation.

Please see SWT's HR Coordinator for professional development program details, criteria, conditions, and application protocols.



PERSONAL DEVELOPMENT

In addition to our support of, and our investment in your professional development and continuing education, we want to support and sponsor you in other areas of personal growth and development. As we grow in knowledge, skills and competencies we can and should also be growing in character and leadership development. To this end, we will help you understand your potential and work with you to create a career blueprint based on that potential, your interests and your aspirations. We will be candid and forthright with you about your talents, your competencies and your shortcomings. We will coach and correct you as necessary. We will also be honest with you about your attitude(s), behaviour, people skills, technical skills, and all other critical areas which impact your success. We will challenge you when appropriate and caution you when necessary. Our Performance Management Program is designed to engineer your success at SWT.

PERFORMANCE ENCOURAGEMENT

SETTING YOU UP FOR SUCCESS

SWT's Performance Management Program is comprehensive and designed to help everyone at SWT thrive and prosper, grow and contribute. Our Performance Management Program consists of:

1. **Finding and recruiting the industry's most talented professionals, who share our values and principles and who demonstrate the work ethic we prize.**
2. **Determining which role is best suited to each team member based on their talents, interests, affections and ability to add value to the organization**
3. **Providing an orientation and on-boarding experience that accelerates a new team member's engagement and sense of belonging.**
4. **Developing a meaningful Job Description for each position with clearly defines responsibilities, accountabilities and performance metrics.**
5. **Teaching, coaching and mentoring.**
6. **Creating loyalty and commitment through professional development investment**
7. **Practicing meaningful performance and suitability appraisals**
8. **Practicing effective corrective action techniques**
9. **Enhancing the quality and capabilities of leadership and management**
10. **Working with each team member to help them define and realize their career goals.**





DEVELOPMENTAL ASSESSMENTS

SWT has adopted a process that replaces the traditional “annual performance review.” We have moved away from the dreaded system that rates or scores your strengths and weaknesses. We see your development and progression as a journey on which we accompany you. The process we use assumes your desire to be the best you can be. We help you identify your developmental opportunities and work with you take advantage of those opportunities. It’s simple, painless, non-threatening and meaningful.

SWT’s Assessment Process will be used at the conclusion of your probationary period, annually, and whenever else we want to sit down and discuss development. Please see your Team Leader and the Development Assessment Kit for all the details.

CORRECTIVE ACTION SWT’S COLOR ALERT PROTOCOL

Because we want you to succeed there may be times when we need to get up in your face and have a difficult conversation. If you are doing something you shouldn’t (or not doing something you should) which may put your employment in jeopardy, we will intervene. To make sure everyone has the benefit of due process, we have adopted a Correct Action method called the Color Alert Protocol. This protocol uses an easy-to-understand color coding system that graphically illustrates the seriousness of the situation, in progression, starting with green (coaching), yellow (first caution), orange (second caution), red (third and final caution). Please see your Team Leader and the Color Alert Protocol Kit for all the details.

LAST CHANCE OPPORTUNITIES AND “HAIL MARY PLAYS.”

Sometimes our best efforts and methods fail to produce the intended results and we have to resort to other devices when a Team Member’s employment is in jeopardy, and we need to get the Team Member’s attention and cooperation:

SUSPENSION OF DUTIES AND EXILE FROM THE WORKPLACE: TAKING A “TIME OUT.”

Asking a Team Member to temporarily leave the workplace is not intended to be a punishment but to get their attention and to demonstrate that their need to make changes exceeds SWT’s need for their services. A suspension duration may be for a partial day or the day of the suspension plus one full day. Most suspensions related to corrective action will be unpaid, at the discretion of SWT Leadership. The Team Member will not be returned to duties until a resolution agreement is made between the Team Member and Leadership.

REASSIGNMENT OF DUTIES:

If all attempts of corrective action have failed but we’re just not convinced that termination of employment is the right remedy for now, we reserve the right to reassign the Team Member within the organization. This is a last attempt to retain the person by moving them into a role more suitable to the Team Member’s competencies. This action is at the discretion of Senior Leadership and requires the full and willing cooperation of the Team Member.



WHEN IT'S TIME TO SAY "GOOD-BYE."

BREAKING UP IS HARD TO DO

We wish that this section about terminating someone's employment was only theoretic. The sad truth is, not everyone will fit with SWT in the long term. Sometimes the only way for us to help a person be successful is to release them from our employment so they can go and find success elsewhere. When we feel that we have no option left but to end our employment relationship, it's because all other attempts to rectify the situation have failed.

In all matters related to the termination of someone's employment, SWT respects and complies with the guidelines established by the Canadian Labour Code and/or Provincial Employment Standards. But even more importantly, even if we have to part ways, we will be respectful, courteous, understanding and considerate. We will treat you with dignity and compassion.

There are a few reasons or circumstances in which a Team Member's employment at SWT might be terminated, and for clarity we'll use the following terms:



EMPLOYER'S CHOICE

LAYOFF:

Layoffs (short and longer term) are initiated by the employer and are only conducted when there is a shortage of work or if job positions are eliminated due to business constraints, organizational redesign and restructuring, business model redesign, etc. Short-term layoffs will include a recall date, which is Leadership's best guess for when business will improve. Long-term layoffs will not include a recall date and may be defined as permanent.



DISMISSAL "WITHOUT CAUSE:"

This action is initiated by the employer, typically related to issues of performance, non-compliance, incompatibility, etc. "Without cause" doesn't mean that the employer didn't have good reason to terminate the employment. The decision to dismiss a Team Member without cause will be the consequence of unresolved behaviour which is out of sync with the organization's standards and expectations, following repeated use of corrective action on the part of the employer. "Without cause" is a legal term meaning that there was no gross misconduct involved. The termination notice period as defined by the Canadian Labour Code and/or Saskatchewan Employment Standards will be applied.

DISMISSAL "WITH CAUSE:"

This action is also initiated by the employer and will be applied without further cautions, corrective action or notice. "With cause" is also a legal term referring to an action(s) of gross misconduct (another legal term). A "with cause" dismissal does not require a notice period or pay instead of a notice period. This action may have been preceded by corrective action in the case of serious, chronic misbehaviour or a result of gross misconduct. The following behaviors are examples of gross misconduct:

- **Theft and/or fraud (including repeated claims for unauthorized expenses)**
- **Abusive action of any kind (toward people and property)**
- **Harassment and/or violence and threats of violence**
- **Use of illegal drugs, or the misuse of over-the-counter and prescription medications, and any and all substances which cause impairment and reduce judgement and function.**
- **All illegal activity in the workplace or as a representative of the organization**
- **Willful and repeated failure to follow safety rules and practices.**
- **Willful dishonesty, falsifying information/documents...**
- **Possession of weapons in the workplace**
- **Repeated and willful (chronic) insubordination**
- **Breach of trust, betrayal of confidence, confidential information, etc.**
- **Willful, reckless or careless use of company or customer owned property.**

This is not an exhaustive or definitive list. Gross misconduct is generally characterized by the severity of the action or actions which essentially destroy the trust the employer has in the employee.

Because the termination of someone's employment is a very serious and life-affecting matter, we take it very serious and will never terminate employment without making every reasonable attempt to prevent it from happening. When the decision is finally made to terminate someone's employment, that decision is final.



EMPLOYEE'S CHOICE

Sometimes the employment relationship is ended by the Team Member. The two main expressions of this are:

RESIGNATION:

The Team Member informs their Team Leader that they are quitting their job, for various possible reasons. Although The Canada Labour Code does not require employees to provide advanced notice of resignation it is certainly a professional courtesy and a SWT expectation. The departing employee will give their Team Leader two-weeks notice before they leave, stating their last day of work. SWT can waive this requirement and release the employee sooner, by way of a written notice to the employee. A representative of SWT (usually the HR Coordinator) may ask the resigning team member to participate in an Exit Interview prior to their final day of work. The purpose of an Exit Interview will be explained to the departing Team Member at the time of the invitation.

JOB ABANDONMENT:

When a Team Member goes absent from the workplace for three consecutive days, without explanation or approval, this action is interpreted to be a voluntary resignation. On the fourth day of absence the termination of their employment will be processed. During this period of absence, the Team Leader will make reasonable attempts to contact the Team Member. If the Team Member has a legitimate reason to be absent for three or more consecutive days, without approval, and they value their job, it is their duty to contact their Team Leader by every possible means. Employment may be reinstated at SWT's discretion. If the employment is terminated for the reason of job abandonment, there will be no pay instead of notice required, or provided.

"LET'S STILL BE FRIENDS":

Our employment history follows us throughout our careers, and may have either a negative or positive influence on our future opportunities. How and why we leave an employer are important considerations in establishing our personal reputation (brand) and our future employability. How we conduct ourselves on the way out the door is as important as how we conducted ourselves on the way in. SWT will do its part in making these transitions as friendly and considerate as possible. We'd like to think that our former employees are still our friends and customers.

RECHARGING THE BATTERIES (PUBLIC HOLIDAYS AND VACATION LEAVE)

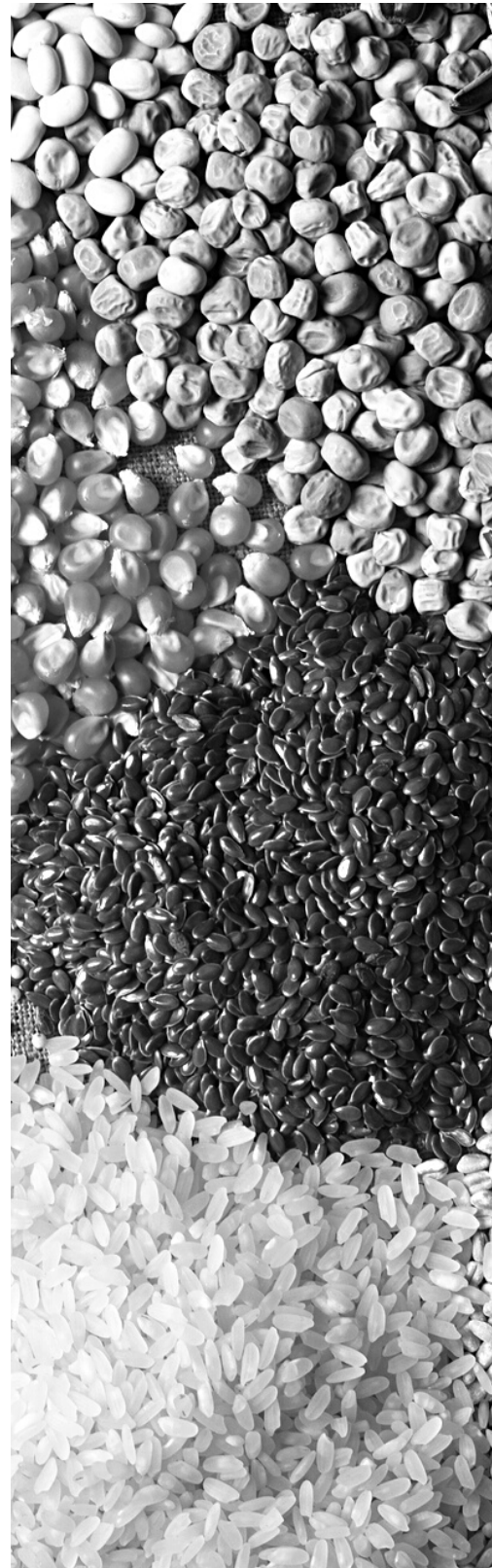
STATUTORY HOLIDAYS:

Canada has been very generous by establishing nine statutory holidays throughout the year, otherwise known as days off with pay. The Province of Saskatchewan has added Family Day and Saskatchewan Day holidays, which SWT's observes. We actually pay you not to work on:

- **New Year's Day (January 1st)**
- **Family Day (3rd Monday in February)**
- **Good Friday (Friday before Easter Sunday)**
- **Victoria Day (3rd Monday in May)**
- **Canada Day (July 1st)**
- **Saskatchewan Day (1st Monday in August)**
- **Labour Day (1st Monday in September)**
- **National Day for Truth and Reconciliation (September 30)**
- **Thanksgiving Day (2nd Monday in October)**
- **Remembrance Day (November 11th)**
- **Christmas Day (December 25th)**
- **Boxing Day (December 26th)**

Sometimes fixed-date Stat Holidays (like Christmas day – December 25th every year), fall on a day we would not normally be working – like Saturday and Sunday. When this occurs SWT will observe the Holiday on the following Monday.

The amount of Statutory Holiday pay is based on your previous average earnings, not including overtime pay. Unless you've been missing work prior to the Stat you can expect your Stat Holiday pay to be roughly the same as a normal day's pay.



VACATION LEAVE

If twelve statutory holidays aren't enough, SWT provides all employees with a minimum of three (3) week's paid vacation every year. After 5 years of continuous service you get rewarded with another week of paid vacation leave, for a total of four (4) weeks. This increases to five (5) weeks of paid vacation leave after 15 years of continuous service.

We believe that vacation leave is an important factor in our general well-being and for the on-going successful commission of our jobs. We all need some R & R every once in a while, and we will work with you to make sure you are using your vacation leave entitlement every year, rather than taking a payout. We will allow up to 5 days of unused vacation leave to be carried into the next vacation year but see this as an exception and not the rule. We use the calendar year as the "vacation year." That means that SWT team members who have been with us for a full year from January 1 to December 31 will have earned the full allotment depending on the length of service. For a partial year of service, the amount is prorated. For a quick calculation, you earn 1.25 days of vacation leave every month of service, under 5 years.

We allow our team members to use their vacation leave as its accumulated. That means you don't have to work for a full year before you can take vacation leave. All requests for vacation leave must be approved by SWT's Leadership. We will try to accommodate your request however we may, for the sake of the business and our customer's needs, limit the amount of time you can be off in one stretch, or provide other scheduling options. The longer the notice you give us, the more flexible we can be. A minimum notice of two (2) weeks is expected. All requests to carry vacation leave over into the new year will be considered on a case by case basis and a three (3) month advance notice is required. Please see our HR Coordinator and refer to SWT's Vacation Leave Policy in the addendum for more guidance.



LIFE HAPPENS

(OTHER REASONS FOR MISSING WORK)

In the normal course of life there are numerous legitimate reasons to need time off from work, which we refer to as “Leaves of Absence.” Taking a Leave of Absence will not have a negative impact on our employment or our employee standing, providing the reasons are legitimate, we follow this guide, and we get approval from our leadership in advance. Here are the main reasons for missing work:

IN THE EVENT OF ILLNESS:

Most of us don’t like being sick, but when it happens we sometimes we need to miss work so we can focus on getting well and not infecting our co-workers and customers. Your leadership at SWT will support your efforts to recover quickly by encouraging you to seek medical help and follow the recommended course of treatment. We may also provide you with up to 12 sick days off per year with pay so you don’t have the stress of lost income to deal with on top of the illness. Self-inflicted illnesses, like being hung over, do not qualify.

Please contact your team leader by telephone as soon as you know that you will be missing work, and every day of absence after that. If you are still unfit for work by the third day of illness we will expect you to see a doctor and provide us with a written statement of your visit.

If you tell us that you are too sick to be at work, we will believe you, unless you have given us reasons to not believe you. Paid sick leave is a privilege and not a right or guarantee. SWT’s Leadership will decide on a case by case basis if the absence will be paid.

IN THE EVENT OF A BABY:

Congratulations, and we welcome the new member of your family. You are entitled to either Maternity Leave or Parental Leave, as defined and regulated by both Provincial and Federal legislation. Although we (your employer) are not required to provide this leave with pay there is some provision through Employment Insurance, if you qualify. We will support you in applying for these benefits. We will also hold your job for you during the authorized leave period and your absence will not affect your employment status or standing. Please see your Team Leader and our Leave of Absence Policy for more details.

IN THE EVENT OF GRIEF:

We celebrate new life, we mourn the end of life, and we provide Bereavement Leave for those grieving the loss of a loved one. SWT will make accommodation for Team Members dealing with loss and participating in the final end-of-life preparations and observances. There are many factors influencing an appropriate Leave of Absence duration. SWT will approve up to five calendar (5) days Bereavement Leave as necessary but will meet with the bereaved Team Member to determine what the appropriate accommodation is, on a case by case basis. Bereavement Leave is generally unpaid however SWT's Leadership reserves the right to be discretionary with this.

IN THE EVENT OF JURY DUTY:

If you are summoned to appear for Jury Duty selection, please notify your Team Leader immediately. SWT is supportive of team members who participate in the judicial process and other civic duties. If you are selected for a Jury, SWT will authorize the leave of absence as necessary. Leave for jury duty is an unpaid, protected absence, which means that the absence will not affect your employment status or standing. If your absence for Jury Duty may create an undue hardship on your family, or jeopardize the company's health, application can be made to be excused from this duty. Please see your Team Leader for direction in making this application.

IN THE EVENT OF BEING NEEDED TO CARE FOR A LOVED ONE:

One of the most difficult times for anyone is when a loved one is dying or at risk of dying. The stresses and demands of caring for a gravely ill family member can jeopardize our own well-being. The Government of Canada believes that we should not have to choose between protecting our job or caring for a family member, and has created the Federal Compassionate Care Benefit Program. In addition to the provision of a protected unpaid leave of absence, caregivers may be eligible for income replacement benefits under the Employment Insurance program. If you find yourself in the position of becoming a caregiver that may meet the criteria of the Compassionate Care program, please inform your Team Leader immediately and together we will explore and consider this option. Visit Service Canada's website for program details.

IN THE EVENT OF PERSONAL REASONS:

All requests for Leaves of Absence, other than those already highlighted, are categorized as for personal reasons. Requests for absences due to personal reasons are authorized at the sole discretion and terms of SWT's Leadership, and may be denied. If, for example, someone wants to take six months off to hitchhike through Europe and "find themselves," we can't prevent that person from going, but we likely won't authorize it and their job will not be protected. For all requests for Leaves of Absence for personal reasons, please give your Team Leader as much notice as possible. We recommend you not purchase your airline tickets before talking with your Team Leader and making formal request to take time off.

IN THE EVENT OF EVERY OTHER REASON:

SWT provides a culture of trust, and give and take. If a Team Member believes they have a legitimate reason to be away from work, beyond the reasons already listed, we will make accommodation if possible, and may or may not provide pay continuance depending on the circumstance, at the discretion of the Team Leader. In some cases, a Team Member may make up the time by working later or on a day off. Partial-day absences for things like medical, dental or other professional service appointments would fall into this category. All requests for time off must be directed to the respective Team Leader with adequate notice. The Team Leader will decide if the missed time will be paid, unpaid or exchanged for time to be served at a later date.



SAFE & SOUND AT SWT

(HEALTH, SAFETY AND WELLNESS IN THE WORKPLACE)

You have probably noticed that SWT is an industrial environment. Although work-related injuries can occur in business offices (and those paper cuts are painful), industrial settings do present more obvious and severe hazards. We have a legal and a moral duty to send you home to your family at the end of the day with all your fingers, toes and other critical body parts intact. We believe that all workplace injuries are preventable.

SWT maintains compliance with all Occupational Health and Safety requirements and industry best practices. But creating and maintaining a safe and healthy workplace is the responsibility of every single person in the organization. The fact is, if someone is determined to injure themselves, there is little we can do to prevent it. Safety begins with right attitudes and right thinking. Those who think they're bullet-proof, or "it won't happen to them," or "bad stuff only happens to others," or "they can get away with it just this once," are an injury in waiting. Each individual is their first and best line of defense. The root causes of most workplace incidents and injuries are wrong-thinking, recklessness, carelessness, distraction and impulsiveness. All preventable!

SWT's commitment to you is to keep health and safety top of mind and in view at all times. We will remove the hazards we can and make you aware of the ones we can't. We will teach you safe work practices and hold you accountable for following those practices. We will establish policies that will reduce the risks and protect our people. We will provide you with personal protective equipment (PPE) and other safety-related clothing (like high visibility vests) and make sure you wear it. SWT even provides a subsidy of up to \$350.00 every two years toward the purchase of steel-toed, CSA-approved work boots.

Your commitment to SWT is to follow the rules, use safe work practices, be aware of the potential hazards, watch out for others, don't take risks, think before you act, anticipate potential risks and hazards, wear your PPE, don't remove safety guards, and set the right example for others. If you are aware of a potential health or safety issue or hazard, please bring it to the attention of your Team Leader or our Health and Safety Officer immediately. If you have reasonable grounds to believe that any particular act or series of acts related to your work responsibilities is unusually dangerous to your health and safety you have the right to refuse the work and bring it to your Team Leader's attention.

WE'VE GOT YOU COVERED (WCB)

In addition to SWT's employee insurance and benefit plan, SWT is registered with Saskatchewan Worker's Compensation and maintains a good standing. WCB has you covered for workplace illness and injury. If a workplace illness or injury occurs which causes you to miss work, WCB will provide you with an income replacement benefit and look after the costs related to your medical care and treatment (providing your claim qualifies). Any and all injuries which occur on the job must be reported immediately to your Team Leader and treated appropriately (first aid, trip to a medi-clinic, trip to a hospital emergency department, visit to the family doctor, etc.). SWT Leadership will guide you through the WCB process and submit the WCB reports as required. If you haven't reported a workplace injury to your Team Leader when it happened but sought medical care after work hours, you are expected and required to report the injury to your workplace leadership at your first opportunity. Delays in filing a WCB report may jeopardize the claim and penalize your employer.

KEEPIN' IT REAL (JUST SAY "NO" TO DRUGS AND ALCOHOL)

For safety sake, SWT is an impairment-free workplace. Any substance which causes the impairment of good judgement or an altered state of consciousness, or drowsiness, or reduces our senses (vision, hearing, feeling, smells, etc.) is considered a banned substance. This includes all forms of alcohol, illegal and controlled drugs (organic or chemical). It also includes over-the-counter and prescription medications which are abused, mixed and/or improperly administered. These substances are not to be brought into the workplace in any quantity nor should an SWT team member come into the workplace under the influence of these substances. Any team member showing signs of impairment or giving SWT reason to suspect they are under the influence of these substances will be removed from the workplace and either taken home or for medical treatment. In situations where illegal drug use and/or possession is suspected, the Police may be called in. Disregard for this important policy will put the Team Member's employment in jeopardy and subject them to corrective action. Team Members who are criminally charged for drug and/or alcohol-related offenses will be discharged from their employment.

SWT recognizes that anyone who abuses drugs and alcohol needs professional help and support. We provide resources through our Employee Benefits Program and strongly encourage Team Members to take advantage of these support programs and services. We will also direct Team Members to other community and medical resources and treatment services. If a Team Member is suspended from the workplace for reasons of drug and/or alcohol abuse, SWT may require the Team Member to be enrolled and participating in a recognized rehabilitation program before being allowed back in the workplace.

SMOKE GETS IN YOUR EYES

While we are on the topic of restricted substances, we are pleased to offer everyone at SWT a smoke-free environment. Smoking restrictions include cigarettes, cigars, pipes and vaping. Smoking is allowed in designated areas, outside and well away from windows, doorways and ventilation systems. Smoking is not allowed in company-owned equipment or vehicles. Team Members wishing to smoke may do so during the established break periods such as coffee and lunch breaks. SWT does not provide so-called “smoke breaks.” SWT will happily support and resource Team Members who are trying to break the habit of smoking. Smoking cessation therapies are available through our Employee Benefit program plus SWT will reward successful “quitters” with a cash payment of \$350.00. Please see SWT’s HR Coordinator for program details.

HOUSEKEEPING (IT’S THE MAID’S DAY OFF)

Although clutter, disorganization and general filth are not root causes of workplace injuries, they are bi-products of the root causes (see above) and they certainly contribute to the hazards and risks. Bad housekeeping is not only a health and safety issue, it negatively affects our productivity, our enjoyment and our image. A well organized, clean and tidy workplace supports our customer’s perception that we are professional, efficient, caring and conscientious, and a great place to do business.

At SWT, everyone is responsible for their own mess. And everyone is responsible for the mess that accumulates in common areas. The second you hear yourself saying “that’s not my responsibility” is the second you are off-side.

The basic practices of good housekeeping, and our expectations, are:

- **Clean up after yourself, and clean yourself up.**
- **Put your equipment and tools away during and after every job. They will be easier to find next time you need them.**
- **Keep your workstation clean and organized.**
- **Empty the garbage bins before they start overflowing.**
- **Return shared tools and equipment to their proper locations (clean).**
- **Wash your own dirty dishes, take your empty food containers home, clean out the fridge (no one is going to eat the 2-week old sub you left there).**
- **If you are setting the right example you have the right (and duty) to politely challenge others when they are not meeting these expectations.**



SAFE & SECURE AT SWT (JUST SAY “NO” TO HARASSMENT, VIOLENCE, DISCRIMINATION AND BULLYING)

Operating a successful business in a competitive marketplace provides plenty of challenges. The team at SWT works hard every day to produce high quality work, keep our customers happy and coming back and maintain a happy and productive workplace. The quality of our work environment and interpersonal interactions are too important to ignore, or risk.

At SWT we happily accept the duty of ensuring a workplace that is free of harassment, violence, discrimination, abuse, bullying, and every form of behaviour or attitude that threatens our sense of safety and security and otherwise makes work more challenging than it already is. Because every member of SWT is a valued and important member of the team, and because we believe that everyone has a right to respectful and considerate treatment, we will not condone or accommodate anything that threatens that. We have adopted a Violence and Harassment Policy, and have posted this policy throughout SWT’s facilities, for everyone’s reference and reminder. The policy document is also attached to this Employment Guide in the addendum section, and all Team Members are required to read it, make sure they understand it and agree to conduct themselves in accordance with the policy. Creating a friendly, respectful, fair and pleasant workplace is everyone’s responsibility and we must therefore hold each other accountable. But first, we hold ourselves accountable to exhibit the behaviours and attitudes we expect of others.

BEYOND A SENSE OF OWNERSHIP

ANTELOPE INVESTMENT LOAN PROGRAM

All performance-oriented organizations want their people to develop a sense of ownership and pride in belonging, and act accordingly. At SWT you can take that to the next level and actually become an owner. SWT is owned by its shareholders, and we make it easy for you to tangibly invest in the organization that is hosting your career, and become a shareholder. Antelope Investments was launched as a means by which all permanent employees of SWT can purchase shares in SWT and enjoy a tax credit on the first \$5,000 invested each year. Antelope Investments is a Labour Sponsored Venture Capital Corporation investing in small to mid-sized Canadian companies for the purpose of promoting growth in these organizations. Antelope Investment owns shares of SWT exclusively and employees of SWT become shareholders of Antelope Investments. The Antelope Investment Loan Program provides participating SWT employees with an interest-free loan of up to \$5,000 annually for the purchase of shares. The loan must be repaid within a year, either as a lump sum payment or through direct debit of the employee's bi-weekly payroll account. For all the details of this attractive program and for registration information and guidance, please see SWT's HR Coordinator. If you are, or decide to become a SWT shareholder, please become familiar with SWT's "Insider Shareholder Reporting Requirements" detailed in the addendum documents.

REWARDING YOUR LOYALTY BY INVESTING IN YOUR RETIREMENT

We are not in a hurry to plan your retirement party, but we'd like to help you finance a comfortable retirement when the time comes. SWT offers all permanent Team Members participation in our no-fee Deferred Profit Share Plan (DPSP). The DPSP is essentially a savings and investment program in which the company matches the Team Member contribute to the Team Members RRSP account. SWT will match the Team Members contributions up to 5% of the Team Member's base annual earnings. The DPSP is a self-directed investment plan and participating Team Members will receive quarterly statements of their account activity and status. There is a two-year vesting period and the company must provide consent to the Team Member to release funds.

When a vested Team Member reaches 65 years of age, the entire balance of the DPSP will be paid out to the Team Member as a cash payment or by transferring the amount into the Team Member's Registered Retirement Savings Plan (RRSP).

Vested Team Members who conclude their employment with SWT (for any reason) prior to reaching age 65 can receive the balance of their DPSP account either as a cash payment (subject to applicable taxes) or as a transfer into the Team Member's Registered Retirement Savings Plan (RRSP). Please see our Human Resources Coordinator for more details and application information and support.

YOUR SWT CAREER JOURNEY BEGINS:

This Employment Guide is the GPS for your career at SWT. If you let it guide your actions, influence your behaviours and shape your attitudes your journey with SWT should be safe, pleasant, rewarding, and without detours, derailments, or dead-ends. If we see you veering off course, we'll jump in to help. It's always better to steer someone away from the ditch than try and pull them out.

This Guide can't possibly address every situation or resolve every uncertainty, so please ASK QUESTIONS. Lots of questions. Ignorance is not bliss. Supplemental to this Guide is SWT's Charter of Professional Conduct and our Policies and Procedures catalogue. Please become familiar with the information and instructions contained in all these resources.

Everyone at SWT is happy to contribute to your success, because your success contributes to the success of the SWT team, which contributes to the success of the entire organization. Let's all work together to actually create the employment experience most people just dream about.

WELCOME ABOARD!

ADDENDUM

1. **I. Overtime Policy and Protocol**
2. **Dress Code**
3. **Cyber Security Policy**
4. **Insider Shareholder Reporting Requirements**
5. **Emergency Procedures**
6. **Violence and Harassment Policy & Protocol**
7. **Charter of Professional Conduct**

SIGN OFF SHEET

SWT Team Member Compliance Agreement

I, _____, acknowledge that I have read SWT's EMPLOYMENT GUIDE in its entirety and I understand the contents, its intentions and the responsibilities it places on me as an employee of SWT. As indicated by my signature, I freely accept this responsibility and commit to conducting myself in full compliance with the specifics and the spirit of this GUIDE.

Signed: _____ Date: _____

Witnessed: _____ Date: _____

Printed name & Signature

HAND-IN SIGN OFF SHEET

SWT Team Member Compliance Agreement

I, _____, acknowledge that I have read SWT's EMPLOYMENT GUIDE in its entirety and I understand the contents, its intentions and the responsibilities it places on me as an employee of SWT. As indicated by my signature, I freely accept this responsibility and commit to conducting myself in full compliance with the specifics and the spirit of this GUIDE.

Signed: _____ Date: _____

Witnessed: _____ Date: _____

Printed name & Signature

*SUBMIT THIS SIGNED FORM TO YOUR TEAM LEADER OR HUMAN RESOURCES COORDINATOR.
This document will be kept in your personnel file.*

