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Tim Hortons' Mission Statement

Our Mission, in partnership with every Store Owner and Employee, is to be the industry leader through a commitment to excellence in People, Product Quality, Value, Cleanliness, Customer Service and Community Leadership.

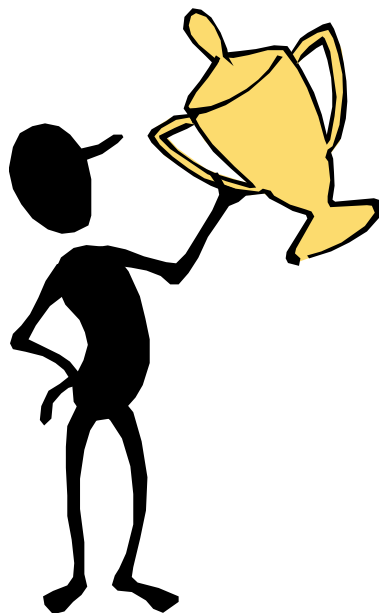


Company Focus

J.E. Agnew Food Services Ltd. has a commitment to the continued growth and development of its employees. By making coaching opportunities available, we will rise to a new level of excellence and achieve unprecedented results.

Business as usual is not an option for those whose sights are focused on continuous improvement and excellence. We are committed to maintain J. E. Agnew Food Services Ltd. as the undisputed leader in this industry wherever we choose to show the Tim Hortons banner.

We are challenging our whole organization and ourselves to achieve this by building strong leaders and creating a team spirit that makes working together more productive, more fun and a more meaningful experience. We are committed to customer service which consistently exceeds expectations; to retain our people; to reduce our costs; to manage our operations and to create new wealth for all. We will build leaders, not just managers, whose greatest skill is to align all the members of our team with the vision of J.E. Agnew Food Services Ltd.



Company Policies &



Procedures



Always Fair

- Family** We foster a feeling of “family” in our business; an allied group with a common purpose
- Achievement** We work together in achieving our business and personal goals and meeting and exceeding our customers’ expectations.
- Integrity** We act with honesty and integrity in all our dealings with our employees, endeavoring to maintain an environment of trust and open communication.
- Respect** We maintain and enhance our employees’ self-esteem and show consideration for their needs; we listen and respond with empathy.

The policies are intended to clarify all staff responsibilities. They are for the benefit of everyone, the company, the employee and the customers alike. In order to maintain our commitment to excellence in product quality, freshness, value, cleanliness and customer service, we ask that you adhere to these policies at all times. These policies will be reviewed and revised annually.

I understand the information contained in this handbook is not intended to create any contractual rights in favour of either the employee or employer. J.E. Agnew Food Services Ltd reserves the right to modify and/or cancel certain policies, procedures and/or benefits at any time. Employees will be notified of each modification as soon thereafter as practicable. The guidelines contained herein are not intended, by reason of their publication, to confer any special rights or privileges upon specific individuals or to entitle any person to any fixed term or condition of employment.



Uniforms

Store Front Host/Hostess

- “Espresso” Pants The cost is \$63.00
- Pressed blouse/shirt
- Tim Hortons black belt
- Visor
- Shoes must be slip resistant, closed toe, without heel and black
- Hairnet

Baker

- White pants and shirt The cost is \$63.00
- Tim Hortons white baseball hat
- Hairnet
- Shoes must be slip resistant, closed toe, without heel and white
- Clean white apron

Supervisor

- Supervisor blouse/shirt
- “Espresso” Pants
- Black visor
- Tim Hortons tie (male supervisors)
- Tim Hortons black belt
- Shoes must be slip resistant, closed toe, without heel and black
- Nametags must be worn at all times.
- Uniforms should be cleaned and pressed.
- All blouses/shirts must be worn with all buttons done up and tucked in (except for maternity).
- All visors must be worn front-facing.
- Service pins-maximum of 2 to be worn at one time, on shirt collar.
- Storefront apron may be worn in soup and sandwich area.
- Zip-up fleece sweaters and drive-thru jackets are also available at cost.
- Plain black under shirts or tank tops may be worn under the blouse/shirt.

**Exception and accommodation to this policy will be made for bona fide religious purposes.

The cost of the uniform will be paid originally as a deposit. When you reach your one year anniversary of hire you will be reimbursed the cost of the deposit and receive one free uniform at each consecutive year of service from your date of hire. If you would like to purchase any additional items you may do so at cost. In each of the cases above the cost and/or deposit will be deducted from your pay.

It has become mandatory that all employees wear slip resistant shoes. J.E. Agnew Food Services Ltd. provides all employees with a subsidy to help cover shoe expenses. Full-time employees will be entitled to two \$25 subsidies per year and part-time employees will be entitled to one \$25 subsidy per year. Shoes may be purchased through our office and will be deducted from payroll. If the employee chooses to purchase their non-slip shoes elsewhere, they must be approved by the HR Department or the Health & Safety Manager. Proof of purchase must be provided in order to receive the shoe subsidy. Non-slip shoes must be purchased during your first week of training. If you fail to purchase or submit an order for non-slip shoes during your initial week of training, then you will be given shoes to purchase, any style, any price from our selection at the office.

Career Wear Policy

Personal Hygiene and Grooming

Our career wear policy is based on our customers' service expectations, health & safety considerations, company standards and your own comfort. Remember, your appearance is part of the cleanliness our customers expect.

1. As you work with food and people every minute of your working day, personal hygiene is particularly important. All employees are required to maintain the highest standards relating to personal hygiene including regular bathing. Proper hand washing procedures must be followed after every different task you perform and after using the washroom.
2. Hair is to be clean and if worn below the shirt collar must be tied back. All employees are required to wear a hair net.
3. Mustaches are permitted but must be neatly trimmed and are not to extend past the mouth line. Otherwise, employees must be clean shaven. Beards and goatees are not permitted.
4. Sideburns are permitted but must be neatly trimmed and are not to extend below the ear lobe.
5. Fingernails must be clean and well kept for sanitary reasons. Nail polish or false nails are not permitted.
6. Only one plain band-style ring is permitted. No other rings, bracelets, watches, facial or ankle jewelry are allowed. MedicAlert necklaces are recommended, if necessary Necklaces are permitted but must be worn inside the shirt for health & safety reasons.
7. Only one set of stud/post type earrings may be worn. No clip on or hoop earrings are allowed for safety purposes.
8. No visible tattoos will be acceptable. You may cover tattoos with bandages or a storefront sweater or a drive thru jacket in drive thru stores.

**Exception and accommodation to this policy will be made for bona fide religious and medical purposes.

Break Policy & Workplace Tobacco Control Policy

Purpose:

- This policy will ensure a workplace environment that encourages and supports the Health & Welfare of our employee team.
- This policy will ensure fairness and equity to employees on all shifts, in all store locations in the Kingston area.

Break Policy:

- Employees will remain in the store for the duration of the shift and will be paid for a 30-minute meal period;
- Employees must work a shift that is a minimum of 5 hours in length to be entitled to a 30-minute meal period. The 30-minute meal period must take place within the first 5 hours of the shift. The 30-minute meal period may be broken up into 2 - 15 minute breaks if both the employee and the employer agree to this. The 2 - 15 minute breaks must still take place within the first 5 hours of the shift. If the 30-minute meal period is taken together, it may commence at the 5-hour mark;
- Employees who work an 8 hour shift will be entitled to one paid 30-minute meal period and a paid 10-minute break to be taken during the latter part of the shift;
- Employees who work a 5-hour shift will be entitled to one paid 10-minute break;
- Employees who work less than a 5-hour shift will not be entitled to any paid breaks;
- The 30-minute meal period must be uninterrupted, unless there is a verbal agreement between the employee and the employer. This means that if the storefront becomes busy and it is requested of the employee to stop the break timer and help out front then resume the break, then it is the employee's choice to do so.

*In some cases due to higher than normal customer volume, short staffing or lack of time to complete secondary duties, it may be necessary for all team members to forfeit the 10-minute break.

Workplace Tobacco Control Policy

- J.E. Agnew Food Services Ltd. is committed to providing a healthy, comfortable and productive work environment for our employee team;
- All forms of tobacco use will be strictly prohibited within store locations and the administrative office, storage sheds, garbage enclosures, company vehicles, and on all outdoor property surrounding each store location and the administrative office.
- Copies of this policy will be distributed to all employees. Signs will be posted in all appropriate places.
- Those employees who smoke and would like to take this opportunity to quit smoking or reduce the amount that they smoke are invited to participate in the cessation supports being offered by J.E. Agnew Food Services Ltd.
- The success of this policy will depend upon mutual consideration and cooperation. All of us share in the responsibility for adhering to and enforcing this policy.

Employee Transportation Policy

Purpose:

In an attempt to ensure that our employees have a reliable means of transportation home after any evening shift, we have decided to implement an Employee Transportation Policy. This outlines the procedures staff must follow if their shift ends between the hours of 11:00 p.m. and 6:00 a.m.

Procedure:

All Staff Members who work a shift that ends between the hours of 11:00 p.m. and 6:00 a.m., will be required to ensure that they have transportation home from work. The various means of transportation are outlined on the acknowledgement form, which you will be asked to sign.

It is each Staff Member's responsibility to make his or her own arrangements for their transportation home. If, at any time, you are unable to secure transportation, you are required to immediately inform the Store Manager / Supervisor on duty, and they will assist you in obtaining transportation. Please note that you will be responsible for any costs incurred as a result of the transportation provided. Special considerations may be made for employees who have been unexpectedly called in to work during the timeframe mentioned above.

Any Staff Members affected by this policy, will be required to sign the "Employee Transportation Policy—Acknowledgement Form". Should any of the information on the form change at any time, you are required to immediately notify the Store Manager in writing of such change, and if necessary, complete an updated acknowledgement form.

Additionally, all Staff Members are also required to view the CD entitled "Robbery and Security" in order to better understand the potential dangers, which can occur late at night. If you have not yet viewed this training CD-rom, please notify your Store Manager.



Customer Service

The customer is the most important person in our business. They take priority over all other tasks in the store. With the exception of maintaining a steady flow of coffee, a well merchandised showcase and clean tables, the staff in the store front should be looking after the customers at all times. The rule of thumb is that if you have more than 3 customers per staff member on the floor waiting to be served then you must ring the buzzer or ask for help. Without good service, the business will not survive. We expect our employees to give customer service that exceeds our customers expectations each and every time. Inappropriate interactions with customers will not be tolerated.

Get S.E.T.

What is it that sets Tim Hortons apart from the competition? We offer a superior product with excellent customer service, every single day. We do this because we believe that every customer deserves nothing less than our very best effort. It is up to each of us to deliver the Tim Hortons Experience each and every time.

Excellent hospitality means treating every customer like they are the first customer of the day. Make sure to:

- Smile, Smile, Smile! ☺
- Greet the customer in a friendly manner.
- Make the customer feel welcome by making eye contact.
- Serve the customer with a “sense of urgency”.
- Strive for 100% accuracy when preparing a customer’s order.
- Deliver a quality product that meets our standards.
- Thank the customer.

There are no boundaries to excellent hospitality. Customers judge their experience throughout the entire store, including the dining room, over the drive thru speaker, at the drive-thru window, in the parking lot, anywhere on the Tim Hortons property and any time you are wearing the Tim Hortons uniform.

You have the power to make a significant difference in the day of your customers. Delivering hospitality excellence can:

- Improve a customer’s day by sending them off on the right note.
- Bring a smile to a customer’s face.
- Give a customer a reason to return.
- Contribute to one of North America’s best known brands.
- Make your day more enjoyable through the positive interactions you have.

Get S.E.T to deliver the Tim Hortons Experience

Smile - Your smile can start a customer's day off right and keep them coming back time after time. Immediately acknowledge each customer with a friendly greeting and a sincere smile. When you know a customer by name or remember their regular order, use this information to personalize the experience for the customer. *Example:* "Good morning, John. Would you like your regular order today?" or "Welcome to Tim Hortons. How can I help you?"

Eye Contact - Make eye contact when you greet each customer. Focus on the person you are serving, and be sure to move quickly. A sense of urgency lets the customer know that you value their time. Eye contact also helps ensure that the person's order is completed accurately.

Thank-you - Value the customer and always thank them sincerely. This is your chance to make a lasting impression. Don't forget to give direction if the customer needs to pick up product at a different station. *Example:* "Thank-you for coming to Tim Hortons." or "Thank-you and have a great day. Susan will have your coffee ready at the next station."

Customer Complaints

When handling customer complaints, keep in mind that in most cases they are looking for a sympathetic ear. When you are approached by a customer who has a complaint, first listen to what they are saying. A statement like, "I understand your frustration", lets the customer know that you care. Some ways to solve a problem are to:

- Replace the product with other product.
- Take the customer's name and number so that the manager may deal with refunds.
- Fill in the customer occurrence log, however don't let the customer fill it in.
- Give them the store, our office or TDL regional office phone number and corresponding names of contact people if they ask.

Our main goal is to deal with the problem so that the customer will leave the store feeling that you tried to help resolve their problem. A happy customer will return again, despite the problem, if it has been handled properly. Please refer to the Business Code of Conduct for protocol to deal with difficult customers

Parking

Please park vehicles to the back of the lots, to keep the spaces close to the store for customers. Due to the limited parking at store #15 and #1308, employees must park on the side streets. At store #1148, please park in the parking lot of the Kingslake Plaza and not on Esso property. There is no parking whatsoever at store #2077. There are designated staff parking spaces in the municipal parking lot adjacent to store #220. Please ask your manager for details.

Staff Purchases

The following price list is intended for ALL staff only WHILE working

FREE (While you are working and ONLY in china cups.)

All hot beverages

30% OFF

All drinks in paper cups and all other products.

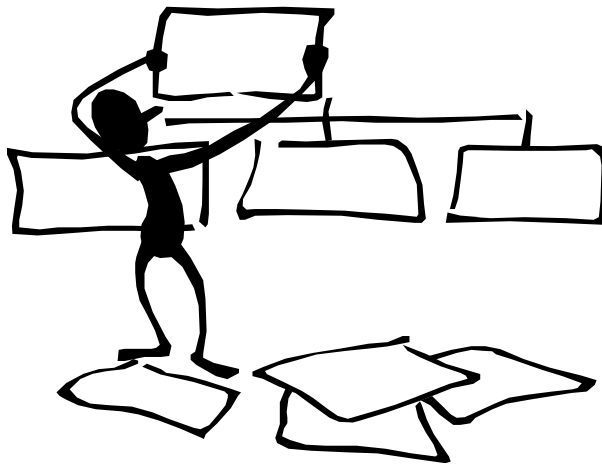
All dry goods

When obtaining product, please wait until the customer service staff are available. Do not go out front and help yourself. Please have another staff member ring in your purchases and get a receipt. **The discounts apply only to yourself, these do not extend to friends and family while you are working. Any product you purchase when you are not working will be charged at full price.**

Scheduling & Minimum Shift Requirements

The schedules are posted one week prior to the scheduled week. Any conflicts or concerns with the schedule should be directed to your Store Manager as soon as possible. Any switching of shifts or giving shifts away must be authorized by the Store Manager and they must initial the schedule*. An employee must work a minimum of 6-8 hours each week to remain an active employee with J.E. Agnew Food Services Ltd.

*Employees will be notified if the management team changes the schedule after it is posted.



Vacation Time

Vacation entitlement is subject to any provincial Employment Standards legislation, as amended from time to time. J.E. Agnew Food Services Ltd. strives to grant 100% of time off requests.

Employees are entitled to vacation time and vacation pay, based on the current vacation year, which runs from January 1 to December 31. Vacation pay accrues at a rate of 4% of gross earnings for each pay period and can be tracked on each bi-weekly pay stub. The Store Management team and the Human Resources Manager track vacation time.

Guidelines:

- Each full-time employee is entitled to two weeks of vacation time within the entitlement year.
- Each part-time employee is entitled to the average number of days worked per week multiplied by two within the entitlement year.
- Employees can take their vacation as they earn it, or wait several months to accrue a number of vacation days to take at one time. Employees earn their annual vacation entitlement as the year progresses.
- When an employee leaves the company, any unused earned vacation entitlement will be included in the employee's final pay automatically.
- All vacation must be requested using the *Time Off Request Form* and submitted to the Store Management team at least two weeks in advance for approval.
- Any time that an employee requests time off, where a member of the management team must take care of these arrangements, then it is considered to be vacation time.
- Vacation time can be taken together or the time can be broken up. Vacation time must be scheduled in multiples of one day.
- Vacation days must be taken as time off and "cashing out" will not be allowed. If vacation time is remaining, however vacation pay has been taken, then the vacation time must be taken without pay.
- Any employee who is hired part way through the vacation year will have their vacation time pro-rated. An employee is credited with the full month if his or her start date is prior to the 15th of a month.
- An employee's vacation period does not include any statutory holidays that may fall within the period. A listing of statutory holidays can be found on page 43 of this handbook. Where a statutory holiday falls within an employee's vacation period, the vacation may be extended by one day, or another working day may be substituted for the statutory holiday. The substituted day is to be taken within three months after the statutory holiday. Where the employee and employer agree in writing the employee may take the statutory holiday pay instead.
- Payment of vacation pay must always be requested in writing by the employee specifying the date of payment corresponding to a regular payroll period.
- If the deadline for receipt of vacation time and/or pay under the Employment Standards Act comes up when an employee is on Maternity Leave or Medical Leave, then the vacation must be taken when the leave ends or at a later date agreed upon by the employee and the employer in writing.
- Unused vacation days must be used between January 15th and April 30th of the year following the entitlement period.
- Official employee notification will be issued at the beginning of each new vacation year before January 15th. Notification will include vacation time and pay earned, vacation time and pay taken and vacation time and/or pay that must be taken before April 30th.

Absence From Work Policy

Purpose

The Absence From Work Policy outlines all possible scenarios related to being absent from work, including both legislative parameters under the Ministry of Labour's Employment Standards Act as well as internal policy and procedure.

Call In Procedure

We expect that employee contact a member of the store management team directly with as much notice as possible **and** before the start of their scheduled shift if they are not able to work. It is not appropriate for a third party to contact the store to communicate this information in the place of the employee. It is also not appropriate for an employee to call and leave a message with another employee. Designated members of management are on call each day and that designated member of management must be contacted either at the store or at home according to the contact number on the On Call poster. We reserve the right to ask for details regarding the reason for the employee not being able to work, so that the missed shift can be categorized and documented accurately.

Shift Covering

After a schedule is posted and you are scheduled to work and require time off that does not constitute Emergency Leave then you may be allowed to have a fellow employee work your shift for you. This requires advance notice and permission from a member of your management team. The management team spends a lot of time creating scheduling and positioning employees. If they do not feel that the replacement is feasible, then they will not authorize the request.

Emergency Leave

Emergency leave (E-days) is unpaid, job-protected leave of up to 10 days per employee per calendar year. Emergency leave may be taken in the case of illness, injury and certain other emergencies and urgent matters. Employees must inform the employer that he or she will be taking an emergency leave of absence. We are allowed to ask an employee to provide proof that he or she is eligible for an emergency leave of absence under the Employment Standards Act and they are required to provide it when asked and as long as it is reasonable under the circumstances. If an employee takes only part of a day as emergency leave, it will be counted as a full day of leave. Since emergency leave includes sickness, you must call in to a member of the management team either in the workplace or at their home to communicate to them that you are sick. We request that you do this with as much notice as possible so that the manager will have time to cover the shift. If you are at work and you feel ill and must leave work then you must contact a member of your store management team immediately and remain in the store until they arrive to relieve you. It is unsafe to leave another employee alone in the store. If you leave the store without contacting store management, then it will be considered walking off the job, which is an offense that may result in immediate termination. If you find yourself in a situation where you are sick and you have no emergency leave left, then you will be responsible for covering your own shift. If you do not cover your own shift then you will be subject to disciplinary action for missing a scheduled shift.

Absence From Work Policy cont'd...

Short-Term Sick Leave

Short-Term Sick Leave covers an extended period of time away from work due to illness under the direction of a physician or for a minimum period of 5 consecutive shifts/days and a maximum of 2 months with medical documentation. You will be issued a Record of Employment from the payroll department upon notification from either the store manager or yourself. You must notify us as soon as you are able to return to work with medical clearance and associated documentation.

Long-Term Sick Leave

Long-Term Sick Leave covers an extended period of time greater than 2 months away from work due to illness under the direction of a physician with medical documentation. You will be issued a Record Of Employment from the payroll department upon notification from either the store manager or yourself. You are required to provide the projected date of return according to your physician and contact the Human Resources Manager on a monthly basis. If at anytime during your Long-Term Sick Leave or at the end of it you will not be returning to work, we require your written resignation. This will ensure that any money or Tim Points owing to you are paid out and that RRSP accounts are released to you immediately. You must notify the Human Resources Manager as soon as you are able to return to work with medical clearance and associated documentation.

Temporary Leave of Absence

You may request a Temporary Leave of Absence in writing with two weeks notice. This type of leave is for a period of time no longer than 30 days. An adequate reason must be given and the Human Resources Manager must approve the request for a leave of absence. This type of leave is unpaid.

Bereavement Leave

You will be excused from work for three paid days for salaried employees and up to one week (unpaid) for other employees due to deaths in the family. This applies to immediate family only, which includes parents, spouses, children and siblings. This type of leave will not count as Emergency Leave.

Family Medical Emergency Leave

Family medical leave is unpaid, job-protected leave of up to eight weeks in a 26-week period. Family medical leave may be taken to provide care or support to certain family members and people who consider the employee to be like a family member in respect of whom a qualified health practitioner has issued a certificate indicating that he or she has a serious medical condition and there is a significant risk of death occurring within a period of 26-weeks. The employee's Store Manager and the Human Resources Manager must be contacted directly by the employee. There is required documentation that must be supplied by the employee to the organization depending on each specific situation. For more information please refer to the Employment Standards Act that can be found on the Ontario Ministry of Labour website, or contact the Human Resources Manager.

Absence From Work Policy cont'd...

Pregnancy & Parental Leave

Pregnancy leave is up to 17 weeks of unpaid, job protected time off work. If you are pregnant, you are entitled to take pregnancy leave whether you are full-time or part-time and have been hired at least 13 weeks before the baby's expected birth date. New parents have a right to take job protected, unpaid time off work called Parental Leave when a baby or child is born or first comes into their care. Birth mothers who take pregnancy leave are entitled to 35 weeks parental leave. Birth mothers who don't take pregnancy leave and all other new parents are entitled to up to 37 weeks parental leave. Pregnancy leave must be taken all at once and cannot be split up. The latest a pregnancy leave can begin is usually the baby's due date. Employees must provide their employer with four weeks' written notice before beginning a pregnancy leave. The notice letter must include: the starting date for the pregnancy leave, and if we request it a certificate from a physician stating the baby's due date. An employee can tell us when he or she will return to work after either the pregnancy leave or the parental leave, but doesn't have to. If the employee doesn't specify a return date, the employer should assume that the employee will take the full period he or she is entitled to. When the employee returns to work, the employee must be given his or her old job back at the end of his or her pregnancy or parental leave or a comparable job if that job no longer exists.



Maternity Leave Return

The employee must contact the Human Resources Manager directly in order to coordinate their return to work. The employee must return to work no later than the end of their official leave or the individual will have to be considered a rehire and will lose all job seniority and associated benefits.

To encourage team members to return to work after their Maternity Leave is complete the following benefit is available:

- Those team members who qualify for this benefit will be guaranteed a Monday to Friday schedule with every weekend off for one year after their return to work.
- This policy will apply to individuals working in the following positions: Storefront, Always Fresh Production Baker, Designated Trainer and Floor Supervisor.
- This benefit is available to team members working either full-time or part-time.
- Those team members who are leaving to go on Maternity Leave will receive a copy of this policy along with their separation papers.
- If a team member on Maternity Leave decides not to return to work, then they are required to resign in writing with at least four weeks notice (under the Ministry of Labour's Employment Standards Act).
- If a team member decides to return to work after the end of their official leave, then unless alternate arrangements are made with the Human Resources Manager, the individual will lose their job seniority and all associated benefits.

Decade of Service Scheduling Policy

Purpose

To retain long-term team members by rewarding those with ten years of consecutive service with J.E. Agnew Food Services Ltd.

Policy Guidelines

- Those team members who qualify for this benefit will be guaranteed a Monday to Friday schedule with every weekend off.
- This policy will apply to individuals working in the following positions: Storefront, Always Fresh Production Baker, and Floor Supervisor.
- This benefit is available to team members working either full-time or part-time.
- A qualifying team member may decide not to take advantage of this benefit at any time. They will always have the choice of having a Monday to Friday schedule as long as they qualify for the benefit and request this scheduling with a minimum of two weeks notice.
- Those team members who qualify will receive a copy of this policy to read and sign upon implementation or on the tenth anniversary of their date of hire. The policy will have benefit choice form attached where the team member can select to take advantage of this benefit or not.

Employee Availability

When a new employee is hired and offered a position, the employee's standard availability is agreed upon as part of the original *Offer Of Employment*. We request that the employee commit to the initial availability for a period of at least six months. A job is offered to an employee based on both their preferred and actual availability. Upon offering an individual a position, we will try to schedule the employee based on their preferred availability, however we reserve the right to resort to the employee's actual availability when necessary. In order to change your availability, you must do so in writing with at least two weeks notice to your store management team. The request to change availability must be approved based on the needs of the store and fairness to other employees. If the request is not approved then the management team will work together with you to reach a compromise. Minimum requirements for availability are that an employee will work at least one 8 hour shift each week.

Overtime Policy

In the interest of the health and well-being of the employees of J.E. Agnew Food Services Ltd. no employee shall voluntarily, nor be requested to work hours in excess of the legal limit of eighty-eight hours in a biweekly pay period or forty-four hours per week.

In order to pick up extra shifts from fellow employees or individuals from other store locations, you must first have authorization from a member of your store management team. No member of any store management team will ask you to work, if it will result in an accumulation of hours above the allowed eighty-eight hours.

Any contravention of this policy without special written authorization by Sherri Agnew, CEO, will result in disciplinary procedures.

start of shift

You should be in uniform and ready to work if needed, 10 minutes prior to your scheduled time. At the commencement of your shift, you are to sign in as you are entering the floor. At the conclusion of your shift, you are to sign out at the end of your scheduled time. It is expected that within 15 minutes of the conclusion of your shift that you exit the building. Loitering is disruptive to the current shift.

Use Of The Phone

The use of the phone must be limited to emergency calls only. This is a business phone and we do not want to be tying it up with personal calls. Employees are not allowed to use the phone for long distance, or use the last call or other calling features. If you hear the phone ringing please make an effort to answer it as it is everyone's responsibility. Please answer the phone, "Good morning/afternoon/evening, Tim Hortons, (your name) speaking, may I help you?". Customers are not to use the phones under any circumstances. You may call tow trucks, taxis, or ambulances for them. Staff phone numbers are not to be given out over the phone to unauthorized persons. This includes anyone that is not employed by Tim Hortons.

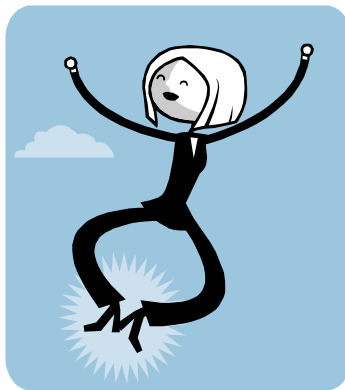
Suggestive Selling

Your initial contact with the customers makes a lasting impression. Look your customer in the eye, smile and speak in a friendly, clear tone. Suggestive selling is a tool used to increase sales and at the same time inform customers of new products and pricing. It must be done with each and every customer. Below are some examples of ways to suggestive sell:

- When a customer requests coffee, say "Would that be large, sir/madam?"
- "Have you tried our breakfast sandwich yet?"
- "Instead of just buying a bowl of soup and drink would you rather have the Soup Deal which includes the donut as well?"
- Oven fresh product always sells really well. If you just had muffins come out of the oven, let the customer know and offer them one.

Hourly Wage And Merit Guidelines

- The minimum hourly rate for Staff Member positions are determined by Provincial legislation. All employees will receive at least minimum hourly rate for their position.
- Performance appraisals are to be conducted just prior to the completion of the probationary period of three months of service. These reviews are designed to give the employee one-on-one feedback with their manager. Subsequent performance reviews will take place annually before February 1st. Performance Appraisals are to be formally documented by completing the Staff Member Appraisal and Development Form. Each employee will have an opportunity for self-evaluation on each review. The Performance Appraisal from both the employee and the Store Manager will be placed in the employee's file, where the employee has access to it at any time.
- When an employee is promoted from a hostess/host position to a supervisory position, the wage will be reviewed as per the Career Ladder (see page 54). The reverse will apply to an individual stepping down or being demoted from the position.
- A shift premium of \$1.00/hr will be given to those individuals that work the 11-7 overnight shift. The entire \$1.00/hr premium will be removed if the staff member moves to another shift.
- When an employee is promoted from a hostess/host position to a Designated Trainer position, a wage increase of one dollar will be automatically applied to their wage. The reverse will apply to an individual stepping down or being demoted from the position.



Staff Member Merit Increase Guide

A wage increase is possible at every annual performance review based on the employee's overall rating.

Total Performance Appraisal Points	Overall Performance Rating	Annual Merit Increase	Probationary Period Tim Points Bonus
95+	Exceeds Standards/Expectations	\$0.30	50 Points
75-94	Meets Standards/Expectations	\$0.20	25 Points
55-74	Below Standards/Expectations	\$0.00	0 Points
-55	Does Not Meet Expectations	\$0.00	0 Points

Production Wage Policy

Bakers are given a different performance review appraisal than storefront staff. The performance review schedule will be the same. It will occur at three months and then every February 1st thereafter.

Production staff will receive \$0.50 per hour raise (for a rating of 2 – meets standards/expectations) and \$0.70 per hour raise (for a rating of 3 –exceeds standards/expectations) on each annual performance review. For probationary reviews you can receive 25 Tim Points (for a rating of 2 - meets standards/expectations) and 50 Tim Points (for a rating of 3 –exceeds standards/expectations).

Always Fresh Production employees will begin at a starting wage of \$10.75 per hour regardless of whether they are previously in a Host/Hostess position or they are being recruited and hired from outside the company. Those employees that are working in both an Always Fresh Production position as well as a Host/Hostess customer service position will maintain two separate positions within the company and two separate corresponding rates of pay.

Hourly Wage Maximums

The Ontario Government and TDL Group Ltd. have recommended hourly wage maximums on each position in our stores. We are very fortunate to have several tenured employees, however with two performance based increases a year, there comes a time when there has to be limits set for a position. Therefore, we would like to set the following maximum pay rates. These maximums will be reviewed annually.

Storefront	\$11.60/hour
Production, Supervisor & Trainer	\$14.00/hour

Loyalty Bonus

Any employee who is currently above these pay rates will remain where they are, however they will not receive any further increases until the maximums have been increased. These employees will be entitled to an annual loyalty bonus. We feel that these wage adjustments and our total reward package will continue to guide us towards reaching our goal of employer of choice in the food service industry.

Open Door Policy

J.E. Agnew Food Services Ltd. believes that our most important asset is our employee team. We strive to maintain open channels of communication and we are genuinely interested in the opinions and concerns of our employees.

Should you have any questions, concerns or an employment decision you would like to discuss, please use the ***Open Door Policy***. Management is committed to answering questions and resolving concerns and not taking any retaliatory action against anyone for using this policy. All matters will be considered confidential with disclosure limited to only those directly affected.

STEP 1: Contact your Store Manager, Store Supervisor or General Manager and make an appointment to meet. Make it clear that you are taking the first step under the ***Open Door Policy***. If you do not feel comfortable speaking with one of the parties listed above, please direct your initial contact to one of the other individuals listed within this policy.

STEP 2: Please have your concerns prepared in writing for the meeting including the date, your signature and a statement in your own words regarding your question or concern and what you would like to see as a resolution. Please include as much information as possible including names, dates, details etc.

STEP 3: If you have followed Steps 1 and 2 and feel no satisfaction within 10 days, then direct your question or concern to one of the parties listed below.

Other Management that may be contacted:

Sherri Agnew-Chief Executive Officer
Charlotte Sparks-General Manager (Kingston Downtown)
Jada Lombard-General Manager (Kingston West)
Bayne Saunders-General Manager (Kingston North East)
Andrea Payne-Human Resources Manager

An employee who is terminated and does not take advantage of this policy has not explored all available avenues to remain employed at Tim Hortons.

No employee will be penalized or his/her job jeopardized in any way, by use of this procedure. Employees who believe they are suffering repercussions due to use of the *Open Door Policy*** should go directly to the Store Owner.

Respect In The Workplace; Workplace Harassment Policy

What We Believe

All employees have a right to work in an environment where their dignity is respected and they are free from harassment. Together, all store employees - staff, supervisors, managers and owners - can make sure that the workplace is fun, healthy and productive.

We All Contribute to Creating a Positive Work Environment

Each person is expected to act in a respectful, courteous and professional manner at all times and not engage in or condone harassment. Inappropriate comments or conduct, sexual, racial or similar types of jokes or unwanted sexual advances (E.g. touching, staring, assault, teasing, asking for dates, phone calls, comments about a person's appearance and so on) will not be tolerated. You are responsible to speak up when you see or hear about incidents of harassment in your workplace. Follow the steps below if you feel you have been a victim of, or have witnessed harassment.

What to do if you feel you have been the Victim of Harassment:

1. Talk to your Store Manager or Store Owner.
2. You may tell the person (s) involved that you are uncomfortable with what is being done or said and ask them to stop - but the choice is yours. You do not have to deal with the situation directly. If the unwelcome behaviour continues after you have told the person to stop, make sure you discuss the matter again with the Store Manager and/or Store Owner.
3. Keep a written record of dates, times, what happened, who was involved, and any witnesses to the incident (s).
4. If there are circumstances where the Store Manager or Store Owner is not able to resolve your concerns, you can call the Human Resources Department of the TDL Group Ltd. at 1-800-919-2325 for a prompt and confidential response.
5. If you feel you are being harassed by a customer, talk to your Store Manager or Store Owner immediately.

All employees are advised that failure to abide by this workplace harassment policy will result in disciplinary action up to and including immediate termination of employment. Employees found to be abusing this policy (false accusation) will also be subject to disciplinary action up to and including termination of employment.

Zero Tolerance Gossip Policy

What is Gossip?

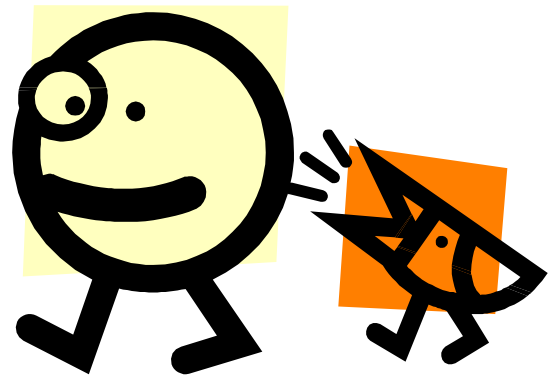
Gossip is casual or informal conversation or reports about other people, typically involving details which are not confirmed as being true.

How to Recognize Gossiping in the Workplace?

- Huddles behind closed doors.
- Conversations that suddenly become quiet when particular people appear.
- Misinformation and rumours that quickly grow and spread in the organization.
- Conflict generated from small issues.
- Inappropriate topics of conversation for the workplace

Effects of Gossiping

- Gossip decreases productivity and creativity
- It distracts people from their work
- It creates dividers between those who work together
- It compromises customer service
- It can cause pain and resentment to people who are the targets of gossip
- Creates a negative atmosphere resulting in low morale
- Creates a customer perception of unprofessionalism
- Breaks down the team environment
- Creates unnecessary workplace stress
- Increases staff turnover



Solutions to Gossiping

Although it is often easy to identify the persons initiating or passing on the gossip, most people find it very difficult to stop an ongoing rumour from launching into new rumours or ill talk. You as an employee may find it difficult in interpreting the gossip at its source and can easily get caught up in gossip conversations. Once you are involved in the gossip conversation, it can be hard to exit without appearing to be rude or non supportive of the person, who may have a genuine issue but doesn't have the skill or support to deal with it.

The following is a list of ways to avoid gossiping in the workplace:

- Never participate in gossip, no matter where you are or who you are with.
- Don't be afraid to disengage from the gossiping conversation.
- If the situation gets out of hand, don't be afraid to bring the issue to a member of management.
- If all else fails refer to the Open Door Policy.

Gossiping is a form of Workplace Harassment and is treated with the same level of seriousness. Failure to abide by this Zero Tolerance Policy will result in disciplinary action up to and including immediate termination of employment.

Transfer Policy And Procedure

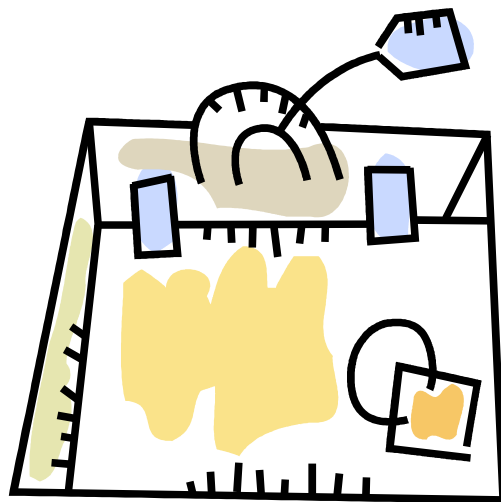
In order to request a transfer to another store location within Kingston, or onto a different shift, there is a certain procedure that must be followed.

A staff member that is requesting a transfer of any kind must be employed with the company for more than six months, and on the particular shift they were originally placed for a minimum of six months as well. At this point a staff member must compose a letter requesting the transfer containing the following information:

- Name
- Current store location, shift and position
- Date of request
- Store location (s), and/or shift (s) being requested
- The reason for the request

Once the letter is complete, make an appointment to meet and discuss this request with your Manager. The Human Resources Manager cannot process any requests before this meeting takes place and the Manager's approval is given first. Transfer approval is based on the performance of the employee. It is a way of rewarding staff for good work, or if the transfer is in the company's best interest.

Transfer requests are then passed along to the Human Resources Manager and are taken care of on a first come, first served basis. Processing a transfer request takes time, and this will vary with each individual situation and depend on the length of the waiting list at the time the request is submitted. Transfers will be dealt with at the company's earliest possible convenience. Please remember that transfers are a privilege, not a right. A transfer will take place only once. Multiple transfer requests will not be entertained. If you have any questions regarding this policy, please contact your Store Manager or the Human Resources Manager at the office.



Cash Handling & Security Policies

We realize that occasionally people make mistakes and the possibility of a shortage due to error and inability does exist. Significant or recurring shortages will be treated as a performance problem and could result in termination. The following policies must be followed at all times:

- All purchases must be rung in at the time of sale.
- Always state the amount of every sale and the currency received in a loud clear voice.
- Always use the register to calculate the correct change.
- Do not serve over the cash register.
- Do not walk away and leave the register drawer open.
- Do not cash tips into the cash register.
- Never ring up a sale or make change for personal use.
- Personal cheques are not cashed unless approved by the Store Manager.
- American currency is entitled to the proper exchange.
- When processing Tim Card and MasterCard transactions in the storefront, have the customer swipe their own card.
- All over-rings are to have an after sale receipt and a copy of the correction to be accepted as an error. All over-rings must be signed by the employee making the error with an explanation of why the error occurred.
- Staff are only allowed in the Manager's Office when they are invited, either to have a meeting or to be trained on the computer.

Tim Hortons equips all stores with security cameras, monitors and equipment that record on a twenty-four hour basis. The tapes are the property of J.E. Agnew Food Services Ltd. As an employee you acknowledge that as a condition of your employment, Tim Hortons has the right to use this system to record employees exercising the duties of their employment. In addition to these basic security measures, we reserve the right to check bags and knapsacks if the need should arise.

When cash register drawers are being assigned to employees, this makes the employee accountable for the cash in the drawer balancing at the end of the shift. Employees have the right to count their float before starting work on the floor if they are at work 10 minutes before their shift to do so. The management team has the right to garnish either tips or pay cheques to make up for the amount of money that is missing. It is suggested that you do not allow anyone else into your cash register drawer, as you are responsible for it at the end of your shift.



Progressive Discipline & Termination Policy

Purpose

The Progressive Discipline & Termination Policy outlines all possible scenarios related to discipline and termination, including both legislative parameters under the Ministry of Labour's Employment Standards Act and internal policy and procedure. In any situation, the goal of progressive discipline is a final resort in an attempt to correct unsatisfactory employee performance.

Probationary Period

The first three months an employee is employed is considered a probationary period. During your probation, your employment may be terminated at any time without notice or compensation if for any reason you are deemed to be unsuitable for the position.

Realignment of Expectations

As a first step to correcting, a formal or informal meeting will take place between the employee and a member of management. Often a "Realignment of Expectation Form" is used to clarify expectations surrounding one or more aspects of an employee's performance that has been found to be unsatisfactory or inconsistent. The employee may be required to review and re-sign the associated policy, job description or document.

Progressive Discipline

After the probationary period, we resort to progressive discipline when the identified unsatisfactory behaviour or work task is not improving, which is as follows:

- 1st Offence = Verbal Warning
- 2nd Offence = First Written Warning
- 3rd Offence = Second Written Warning
- 4th Offence = Termination

After the second written warning we may choose to terminate employment. Other forms of performance management may include on-the-job coaching, informal performance meetings, employee file documentation, demotion, store transfers, hour reduction with written notice and suspension.

Grounds for Immediate Termination with Cause

Some types of misconduct are so intolerable that they may result in immediate termination include:

- Insubordination.
- Falsifying employment applications or other work records or documents.
- Theft. (this includes theft from the organization, customers and co-workers)
- Deliberate misrepresentation of absence from work.
- Willful property damage.
- Sale, possession or use of alcohol, controlled or illegal substances on the job.
- Workplace Harassment of any kind.
- Walking off the job.

Progressive Discipline & Termination Policy cont'd...

- Job Abandonment, considered when you do not show up for a period of three consecutive shifts and you do not contact us with a valid reason, and we cannot contact you.
- Working in an unsafe manner that puts customers, co-workers or yourself in significant danger.
- Threatening/Acting violently
- Gossiping
- Contravention of the Break & Workplace Tobacco Control Policy
- Contravention of the Electronic Content Policy.
- Contravention of the Business Code of Conduct.

Termination in General

There are three scenarios or conditions outside of the Probationary Period that must be met by an organization in order to terminate employment or sever the employee-employer relationship.

Termination with Cause: An employee has deliberately and knowingly acted in a manner under company policy and procedure that will result in termination. There will be no working notice and no termination pay owed.

2. Termination with Working Notice: At anytime that an organization feels it necessary; they may terminate employment via written notice according to the Employment Standards Act. The amount of notice required varies from one employee to another based on their length of continuous service with the organization. An example would be an employee who has been with the organization for 14 months, they would be presented with a letter stating that they may continue working under present conditions for a period of 2 weeks at which time their employment will end.

3. Termination with Termination Pay: At anytime that an organization feels it necessary; they may terminate employment via written notice according to the Employment Standards Act. The amount of termination pay is the same as the amount of notice that would be required in scenario number two, and is based on the length of continuous service with the organization. An example would be an employee who has been with the organization for 14 months, they would be presented with a letter stating that their job is being terminated immediately, however they are being paid the equivalent of wages that would be earned if working notice were given. In this case it would be two weeks of earnings.

“Employee-At-Will” Statement

All employees working at J.E. Agnew Food Services Ltd. do so as “employees-at-will”. Under this system, employees are free to voluntarily sever their employment at any time. If you plan to leave the company, we ask that you provide at least two weeks’ advance notice in writing. Although this notice is not required by law, it is requested so that the company will have the opportunity to locate a replacement before you leave. Employees who fail to provide such advance notice will be considered ineligible for rehire. J.E. Agnew Food Services Ltd. retains the right to terminate employment, with or without cause, as it deems necessary.

Pirating Policy & Procedure for Authorization

Pirating of employees between Tim Hortons franchisees is prohibited. When hiring employees who are working or have worked at another Tim Hortons, the following procedures must be followed.

Prior to engaging in any employment discussion with:

- a) Any employee who currently is employed by another Owner or
- b) An employee who has recently (30 days or less) left the employment of another Owner, you must first obtain a written Authorization from their current or previous Owner. It is the sole responsibility of the Owner to obtain this form from the other Owner. Employees on either end are not to be involved in the process.

Note: An authorization is not needed if it has been more than 30 days since the employee has worked at a Tim Hortons or if the new store is in a different province or state, however contacting the previous Owner for a reference is still strongly recommended. Contacting the previous Owner is required, in any case, to confirm the departure date identified on the application.

Owners are encouraged to discuss and understand why an employee wants to leave. An authorization is not a reference or recommendation, but a process to agree on timing whereas the original Owner has notice to select and train a replacement.

If you are an existing employee and are interested in going to work for a different franchisee:

- a) Please see your Store Manager
- b) You will be required to meet with the Human Resources Manager to discuss why you would like to move stores prior to an Authorization being provided to another franchisee.

If an existing employee of another franchisee approaches you regarding interest in working for our organization:

- a) Please accept their resume/application if they have one, ensure that it states that they are currently still employed with the other franchisee.
- b) You may tell them that in order for us to further discuss the application, that we are required to obtain permission from their current store Owner.
- c) DO NOT discuss wages, position vacancies, employee benefits or any other information with this individual.
- d) Members of the HR team will obtain the Authorization before contacting the individual for more information regarding their application for employment.

Breastfeeding Friendly Anytime, Anywhere Policy

This company recognizes that breast milk is the optimal food for healthy growth and development of infants. This company promotes and supports breastfeeding by members of the public while they are using our premises.

Tips for Staff on How to Deal with Breastfeeding

Develop your own personal comfort with breastfeeding, and show your comfort and support by making eye contact with a mother as she breastfeeds. Be supportive of the breastfeeding mother if there are negative comments from other customers. If a customer complains, explain that women have a right to breastfeed in public, and are now supported by the Human Rights Code. Use humour to help the customer be more accepting, such as “if we can eat out, why not babies?”

The Ontario Human Rights Commission States:

Nursing mothers have rights such as the right to breastfeed a child in a public area. No one should prevent a mother from nursing a child in a public area or ask her to move to another area that is more discreet.

If you have any questions or concerns please contact either your Store Management team, or the Human Resources Department.

Source:

Ontario Human Rights Commission (1999). Pregnancy before, during and after: Know your rights. Toronto, Ontario, Canada. Government of Ontario ISBN 0-7778-9010-0 9199 1500



Scent-Free Environment Policy

Statement of Purpose:

Because of the serious effects scented products have on some of our staff, customers and volunteers, this policy requires compliance from everyone employed or volunteering with J.E. Agnew Food Services Ltd. We all have a right to breathe clean air and not to suffer unnecessary health problems that are brought on by chemical fragrances.

As an employer and a public venue we want to provide an environment that is comfortable for our employees to work in, and an environment that is comfortable for our customers to visit.

We need to be sensitive to those individuals who suffer from negative reactions to scented products. In addition to breathing difficulties such as asthma, fragrances may bring on other health problems as well.

Scope:

This policy applies to all Tim Hortons team members.

How can we work together to make our workplace scent-free?

We ask that team members refrain from wearing perfume, cologne, personal care scented products such as deodorants, aftershaves, lotions, hair products, body powders and lotions.

We are working to reduce the number of scented cleaning and other products within our store locations.

We will focus on all controllable sources of scents present within our work environment. We are unable to control the scents that may be present from our valued customer base.

If you experience a problem with a scent present in the workplace from another member of the employee team, please take your concern to a member of the store management team immediately.

Privacy of Personal Information Policy

J.E. Agnew Food Services Ltd. collects and uses your personal information (eg. home address, home telephone number, salary and benefit information, employment and education history, medical information, etc.) primarily for the following purposes:

- Contacting you for shift coverage;
- Determining and verifying qualifications when applying for a job;
 - The administration of wages (ie. payroll);
 - The administration of return to work or leaves of absences;
 - The administration of benefits where applicable;
 - The administration of Health and Safety.

To enable us to be more efficiently administer the above services, J.E. Agnew Food Services Ltd. may share your personal information with selected third parties who are acting on our behalf as our agents or service providers.

Please be assured that your personal information is only disclosed to these third parties for the above purposes. Your personal information will be safeguarded and kept in confidence. In addition, your personal information will be destroyed when it there is no longer a requirement on our part to keep it.

If you have any questions about the information we collect about you or its usage, please contact Andrea Payne, Human Resources Manager.

Employee Reference Policy

Written references will not be given to any employee from any member of the management team. Employees both current and former who are requesting a reference must sign an employment reference release form, giving the Human Resources Department authorization to speak to their prospective employer. All reference checks should be directed to Andrea Payne, Human Resources Manager. Store Management members are not permitted to give reference checks or reference letters for any employee.

The Human Resources Department will only provide prospective employers factual information on the specific employee, including dates of employment and position held, and circumstances surrounding the employee's exit. All information given to the prospective employer will remain confidential.

Electronic Communications Content Policy

Statement of Purpose:

The Electronic Communication Content Policy outlines acceptable conduct and expectations of employees when expressing their personal opinions in Electronic Communications. The purpose of this Policy is to protect the Tim Hortons brand, employees, customers and employers. Some negative effects of Electronic communication include, but are not limited to, negatively effecting the employer's reputation, disclosure of trade secrets and other confidential company information and non-compliance with the *Workplace Harassment Policy, The Business Code of Conduct Policy, The Media Policy and the Privacy Policy*.

Scope:

This policy applies to all Tim Hortons team members.

Definition:

An Electronic Communication can encompass any of the following (these are examples and are not inclusive of all Electronic Communications covered by this policy).

Blogs, Personal web pages, Media sharing sites (Facebook, YouTube, Torrent services, MySpace etc.), News Groups, Chat Rooms, Chat Programs (eg. ICQ, IRC, MSN, Messenger, etc.), Email, Email lists, Electronic fax services, Online conferencing, Online bulletin boards, Online discussion forums, (text, audio, webcam), Webcam sharing sites.

Policy Guidelines:

- All company equipment and technology, including, but not limited to, computers, Personal Digital Assistant (PDA), cell phones, copiers, fax machines and Internet access is intended for work-related use only. Employees may not use any company equipment or technology for personal purposes without permission, including but not limited to, maintaining Electronic Communication Content.
- Employee Publications and Electronic Communication that are written, created and maintained using non-company equipment and technology are still subject to the guidelines outlined in this policy.
- Employee Publications and Electronic Communication must not negatively affect the company's reputation or goodwill. Published materials that are insulting, demeaning or offensive to the company, its employees and its affiliates or that are otherwise objectionable in that their content might damage the company's reputation will not be tolerated.
- Employees must not represent or imply that they represent the opinion of the company when publishing their own personal opinions/beliefs.
- TDL or J.E. Agnew Food Services Ltd. will always contact you at the store ahead of time and notify you of any filming/picture taking. No filming/photography behind the counter or in the back of the house is permitted without permission.

Electronic Communications Content Policy cont'd...

- Employee Publications and Electronic Communication must not include trade secrets, company logos, videotape, photographs including but not limited to, Tim Hortons store locations or any other sensitive or confidential information related to the company.
- The content of an employee's Electronic Communication must comply with all of the company's policies including but not limited to, *Workplace Harassment Policy, The Business Code of Conduct Policy, The Media Policy and the Privacy Policy.*
- Employees are held responsible for their personal publications, including but not limited to, Electronic Communications. Employees who violate this policy will be subject to disciplinary measures up to and including dismissal.



Code of Business Conduct

Statement of Purpose:

We Comply With The J.E. Agnew Food Services Ltd. Code of Business Conduct. We are committed to the highest standards of business conduct and ethics in our relationships with each other, our customers, suppliers, the community and others. This means conducting our business in accordance with all applicable laws and regulations. It also means using good judgment and asking questions when appropriate. This Code of Business Conduct (the "Code") sets forth the fundamental principles and key policies and procedures that govern how we conduct ourselves and our business. The Code does **not**; in any way constitute an employment contract or an assurance of continued employment.

Preface:

This Code applies to all team members, management, and office staff of J.E. Agnew Food Services Ltd. It is important to the success of the Code that each party understands that:

- He or she is personally responsible for his or her own conduct in complying with this Code and for promptly reporting known or suspected violations to a member of Management or a member of the Human Resources Department.
- No one has the authority or right to order, direct, request or even attempt to influence someone else to violate this Code or the law. Thus, no one will be excused for violating this Code or the law at the direction or request of someone else.
- Any attempts by any party to have another individual violate this Code whether successful or not, shall be in violation of this Code.
- Any retaliation or threat to retaliate against an individual for refusing to violate this Code or for reporting in good faith a violation or a suspected violation of this Code shall be disciplined accordingly.

Code of Business Conduct cont'd...

- Every suspected violation of this Code by an individual will be investigated. Any team member of J.E. Agnew Food Services Ltd. regardless of his or her position within the organization, who violates our legal or ethical responsibilities, will be subject to appropriate discipline, which may include dismissal.
- The code provides information about our standards of integrity and explains our legal and ethical responsibilities. It does not address every specific situation or set forth a rule that will answer every question. Rather, it is intended to provide guidance on our responsibilities and to assist us in making the right decisions. Additional requirements are set forth in detail in various individual policies and procedures. It is our responsibility to understand which policies and procedures along with this Code apply to our area of responsibility and to manage the business accordingly.
- The J.E. Agnew Food Services Ltd. Code of Business Conduct, the Employee Handbook and the Offer of Employment of Management members' document work together to guide our objectives and explain our responsibilities to all parties: team members, suppliers, customers and community.

Our Values & Management Philosophies:

For decades, team members of J.E. Agnew Food Services Ltd. have been motivated by commonly held principles and values that have allowed us to work towards mutual goals. These principles and values, originally established by our founders, remain as constant and critical to our success as ever. The core of these values, which still inspires our team members today, is that J.E. Agnew Food Services Ltd. is a company about honesty, quality and integrity. This legacy is fundamental to our ability to attract and retain our team members, gain and keep the trust of our customers, create and maintain brand power and value, support the communities in which we operate, and protect the Tim Hortons reputation and brand.

We are committed to the continuous improvement and excellence through the alignment of our Company Vision:

- We are committed to retaining our most important resource, our Employees.
- We are committed to Customer Service that consistently exceeds expectations.
- We are committed to managing our Operations.
- We are committed to reducing our Costs.
- We are committed to creating new Wealth for all.

It has always been, and continues to be, our policy to conduct business in compliance with all applicable laws and regulations and in accordance with the highest ethical standards. We expect - as we always have - that our team members, and the individuals acting on our behalf, will adhere to these principles.

Code of Business Conduct cont'd...

Asking Questions & Voicing Concerns:

This Code provides an overview of the legal and ethical responsibilities that we share. Each of us must uphold these responsibilities. The standards and expectations outlined here are intended as a guide for making the right choices. If any aspect of the Code is unclear to us, or if we have any questions or face dilemmas that are not addressed, this should be brought to the organization's attention. If we become aware of a situation in which we believe our legal or ethical responsibilities, it is our personal responsibility to communicate this concern to the organization.

No employee will be disciplined, lose a job, or be retaliated against in a way for asking questions or voicing concerns about our legal or ethical obligations, when acting in good faith. "Good faith" does not mean an individual has to be right; but, it does mean believing information provided is truthful.

It is important that we communicate any questions or concerns through one of the many available channels.

1. We can speak with our direct manager or supervisor, or
2. Use the Open Door Policy to talk to someone else in management, including our Human Resources Manager, or someone from the organization with the expertise and responsibility to address the concern. Any of these people may have the information needed, or will be able to refer the question to another appropriate source.
3. There is also the option of using the Employee Comment Box either anonymously or not.

Our commitment to integrity includes a responsibility to foster an environment that allows team members to report violations without the fear or retaliation or retribution. No one should be discouraged from using any available channel within the organization. Even simple questioning of someone can lead to claims of retaliation, even though that was never the intent, as it may make a person feel that he or she did something wrong by choosing one method over another. People must be able to choose whichever method they are most comfortable with to communicate their concern. Anyone who retaliates against another team member for reporting known or suspected violations of our legal or ethical obligations is in violation of the Code and is subject to disciplinary action up to and including termination.

OUR TEAM MEMBERS

Equal Opportunity & Fair Treatment

We treat each individual team member fairly, we recruit, select, train, promote and compensate based on merit, experience, and other work-related criteria. We comply with all laws governing fair employment and labour practices. We do not discriminate against any applicant for employment or any team member in any aspect of their employment with J.E. Agnew Food Services Ltd. because of age, race, religion, sex, disability, sexual orientation, pregnancy, or nation origin.

Code of Business Conduct cont'd...

Freedom from wrongful discrimination includes freedom from any form of discriminatory harassment. Prohibited harassment includes conduct that is intended to interfere or that has the effect of unreasonably interfering with a fellow team member's work performance or creating an environment that is intimidating, hostile, or offensive to the individual.

Additional information can be found in the Tim Hortons Workplace Harassment Policy available in this handbook or posted in each store location.

Treatment Of Each Other

The way we treat each other and our work environment affects the way we do our jobs. All employees want and deserve a workplace where they are respected and appreciated. Everyone who works for the company must contribute to the creation and maintenance of such an environment; supervisors and managers have a special responsibility to foster a workplace that supports this honesty, integrity, respect and trust.

There will be no tolerance for swearing, name calling, gossiping, threatening or even yelling at another member of your team. If there is a conflict of personalities or a matter needing to be dealt with that is beyond the two individuals involved, then a member of the store management team should be consulted in order to mediate. A member of the Human Resources Department is also available to assist in this type of situation.

Additional information can be found in the Tim Hortons Workplace Harassment Policy available in the Employee Handbook or posted in each store location.

Workplace Health & Safety

The health and safety of our team members is of utmost importance to this organization, which is committed to protecting the health and well-being of each team member we strive to protect our people, customers, and the public from injury and illness through our Health & Safety Program. Government regulatory standards and employee input through the Joint Health & Safety Committee forum are used to develop comprehensive programs and work processes that are designed to promote safe workplaces and good health. We are all responsible for understanding and complying with J.E. Agnew Food Services Ltd. Health & Safety processes, procedures and guidelines, as well as those issued within the Ontario Occupational Health & Safety Act.

Employees are required to advise the company of any vehicle accident, workplace injury, instance of non-compliance, or any situation presenting a danger of injury. This information will assist in preventing injuries and will ensure that appropriate medical attention is provided. Through investigation of such reports, we can identify contributing factors and determine if our policies and processes are effective and adequately communicated. When an unsafe condition, practice, or non-compliant action is identified, prompt and appropriate action must be taken to correct the condition and prevent it from happening again.

Additional information about Health & Safety issues is available within the Health & Safety Manual located in each store location.

Code of Business Conduct continued...

Employment Outside of Tim Hortons Of Kingston

Although employment outside of J.E. Agnew Food Services Ltd. is not necessarily a conflict of interest, depending on an individual's position with the organization and our relationship with the other organization, a conflict could arise. Outside employment also could be a conflict of interest if it causes, or might be perceived by others to cause, an employee to choose between that interest and the interests of J.E. Agnew Food Services Ltd. If a situation arises, either through scheduling or other potential conflicts, our undivided business loyalty requires that we resolve the conflict in favour of J.E. Agnew Food Services Ltd.

We should not, without approval of the Human Resources Manager, work for any organization that supplies goods or services to Tim Hortons of Kingston, buys goods or services from Tim Hortons of Kingston, or competes with Tim Hortons of Kingston. If a position outside the company could present a conflict of interest, discuss the situation first with the Store Manager, then the Human Resources Manager.

In some cases, Tim Hortons of Kingston employees may be involved in outside businesses that are not competitors or suppliers. These situations do not necessarily constitute a conflict of interest, but it is the employee's responsibility to ensure that these activities do not conflict with company interests.

This requires keeping two activities strictly separate by adhering to the following standards. A Tim Hortons employee:

- May not do work relating to other organizations on Tim Hortons time.
- May not use Tim Hortons equipment and supplies, or the time of any Tim Hortons personnel for outside work.
- May not promote products or services from an outside business to other Tim Hortons employees during working hours or on Tim Hortons property.
- May not attempt to sell products or services from an outside business to Tim Hortons.
- May not use his or her position in the company to promote an outside business.

Crisis Management & Workplace Violence Prevention

J.E. Agnew Food Services Ltd. is committed to a safe working environment, free of threats, intimidation and physical harm. Everyone has a right to work in a safe environment and shares the responsibility for assuring each other's safety. We have adopted a zero tolerance gossip and workplace violence policy. This means we will investigate and take appropriate action against any threat to a safe workplace.

J.E. Agnew Food Services Ltd. prohibits violent behaviour including, but not limited to, physical assaults, fighting, threatening comments, intimidation, and intentional or reckless destruction of company, employee or customer property. Any comments or behaviour that reasonably could be interpreted as intent to do harm to people or property will be considered a threat. We also prohibit the unauthorized possession and/or use of weapons by any employee while at work, on company property, or while on company business.

Code of Business Conduct cont'd...

Any employee who believes that he or she may be the target of violence or threats of violence, or is aware of violent or threatening conduct by, or directed at, a J.E. Agnew Food Services Ltd. employee that could result in injury to a person or the destruction of property, has a responsibility to immediately report the situation to his or her immediate supervisor or manager. If an employee is unable to or prefers not to contact an immediate supervisor or manager, the employee can call the Human Resources Manager.

Additional information is located in the Emergency Flip Chart located by the telephone in each store location.

Drug & Alcohol & Tobacco

It is our policy to maintain a drug-free, alcohol-free and tobacco-free work environment. Use of alcohol and/or illegal drugs creates serious health and safety risks in the workplace. The use, sale, or possession of alcohol, illegal drugs, or other illegal substances, including prescription medication not prescribed to the user is strictly prohibited while at work, on company property, or while on company business. This prohibition also includes illegal or improper use of controlled substances.

Reporting to work under the influences of any such substance is strictly prohibited. No one is permitted to go on duty or to remain on duty if they possess or have the presence of an illegal or unauthorized controlled substances. In addition, we must comply with all laws and regulations regarding the use or possession of alcohol, illegal drugs, and controlled substances.

OUR CUSTOMERS

Customer Relations

We compete fairly and in accordance with the highest standards in all of our customer relationships. We want to earn business on the basis of superior service and products and competitive prices, not through improper, unethical, or questionable business practice.

Our credibility with our customers depends on our ability to fulfill our commitments. Anytime we fail to live up to a commitment, hard-earned customer trust is damaged.

To preserve our customer relationships:

- We show our customers respect by providing the highest standards through the S.E.T. program of customer service: **S**mile, **E**ye contact, and **T**hank-you.
- We do not swear in the storefront, roll one's eyes, or verbally berate our customers.
- We do not engage in conflict with either our customers or team members in the front of the store, or in a place that can be observed or heard by our customers.
- We do not misrepresent our services or products in any sales or promotional efforts.
- We communicate clearly, so that our customers understand the terms of our business relationships, including contracts, performance criteria, schedules, prices and responsibilities.
- We protect our customers' confidential information.
- We only make promises to customers that we believe we will be able to keep.

Code of Business Conduct cont'd...

Customer Conflict

Sometimes team members encounter customers who do not act appropriately when bringing forward complaints or issues with the product and/or service they receive. We cannot control how other people behave, but we can control how we react to any situation. Even in difficult situations, it is expected that all team members of J.E. Agnew Food Services Ltd., remain professional and follow very specific steps with difficult customers.

General Tips

- Keep voice volume low and even.
- Exhibit neutral body language towards the customer.
- DO NOT roll your eyes.
- Give the customer undivided attention and try to move them away from the line up to continue the discussion.
- Explain up front that you would like to do everything you can to work together with them towards a solution that will make them happy.

In many situations, when the difficult customer is acting inappropriately, they want to engage you in unprofessional behaviour so that they can in turn, complain about how the situation was handled. If this is allowed to happen, then you have made the choice to respond in an unprofessional manner and this is not appropriate under the Code.

Situation: Customer raising their voice or yelling

1. Once the customer is done speaking, very politely request that the customer lower their voice.
2. The more pleasant and calm you are in speaking with them, the better chance you have of calming them down.
3. If the customer continues to yell, then explain calmly that you don't feel now would be a good time to deal with the matter. Take their name and contact information and let them know that a Store Manager will be contacting them as soon as possible.
4. If they still continue to yell, then politely ask them to leave the store.
5. If they still continue to yell, ask them again and let them know that you will be calling the police unless they leave the store.

Situation: Customer Swearing/Being Racist/Making Threats of Violence

1. Calmly request that the customer stop swearing/making inappropriate comments/making threats or will not be able to continue working with them to solve the problem.
2. If the behaviour continues, then politely ask them to leave the store.
3. If they refuse to leave, ask them again and let them know that you will be calling the police unless they leave the store.

Code of Business Conduct cont'd...

Professional Behaviour

Professionalism in the workplace is a set of internalized character strengths and values directed toward high quality service to others through one's work. In daily work, whatever it may be, professional team members show these inner strengths and attitudes - good judgment, know-how, business focus, mature responsibility, perseverance and overall commitment to the customer and the organization.

As a team member of J.E. Agnew Food Services Ltd., we are a representative of the company as well as the Tim Hortons brand. As a representative, both our appearance and our actions reflect on the organizations we represent. Please remember this, even when you are not on duty.

Examples of improper business conduct are listed below and apply to all team members within our organization:

- Using profane or offensive language or gestures
- Sleeping on the job
- Instigating or encouraging others to engage in a work stoppage or slow down
- Committing immoral or indecent acts on company property or during work hours
- Defacing, removing or posting notices, soliciting and/or distributing written or printed matter of any description without authorization
- Lack of personal hygiene
- Personal conversations in front of customers

If you are found, or reported to be doing any of the above, you are in violation of the Code.

Additional information is available in the Electronic Communication Content Policy, Career Wear Policy and Zero Tolerance Gossip Policy which are available within the Employee Handbook or from your Human Resources Department.

OUR OPERATIONS

Records Management

Many of us create or prepare some type of information during our workday such as financial reports, accounting records, payroll timesheets, bake sheets, waste tracking, time and temperature logs, injury and accident reports, and a variety of health and safety documents. People inside and outside J.E. Agnew Food Services Ltd. depend on these reports to be accurate, truthful, and properly maintained. These people include owners, TDL Group, employees, government representatives, auditors, and the communities in which we operate. No one may deviate from our commitment to manage information accurately, truthfully and confidentially. Our records are maintained for required periods defined by law. Falsifying insurance claims, physician's statements, expense reports, application forms, or any other type of record is strictly prohibited and will be considered a violation of the Code.

Company Property & Services

The use of company time, labour, supplies, equipment, tools, building, or other assets for personal benefit is prohibited without specific permission. Company property used in the course of work with J.E. Agnew Food Services Ltd. remains the property of the organization and must be returned upon request or termination of employment.

Code of Business Conduct cont'd...

OUR OPERATIONS

Records Management

Many of us create or prepare some type of information during our workday such as financial reports, accounting records, payroll timesheets, bake sheets, waste tracking, time and temperature logs, injury and accident reports, and a variety of health and safety documents. People inside and outside J.E. Agnew Food Services Ltd. depend on these reports to be accurate, truthful, and properly maintained. These people include owners, TDL Group, employees, government representatives, auditors, and the communities in which we operate. No one may deviate from our commitment to manage information accurately, truthfully and confidentially. Our records are maintained for required periods defined by law. Falsifying insurance claims, physician's statements, expense reports, application forms, or any other type of record is strictly prohibited and will be considered a violation of the Code.

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Collectively, we have a responsibility for safeguarding and making proper and efficient use of all property of J.E. Agnew Food Services Ltd., including

- Land and buildings
- Vehicles
- Equipment including but not limited to fax machines, copiers and telephones
- Tim Hortons uniforms (where applicable)
- Materials and supplies
- Computer hardware and software
- Personal Digital Assistants (PDA) and Cellular Phones
- Information assets including electronic data and intellectual property
- Scrap and obsolete equipment

Property of J.E. Agnew Food Services Ltd. must not be used for any purpose not related to the business without proper authorization from the appropriate manager and/or administrative representative.

Intellectual/Brand Property

J.E. Agnew Food Services Ltd. and/or Tim Hortons of Kingston depend on intellectual property, such as information, processes, and technology. Those tools are available at our disposal because of significant investments of time and company funds. If our intellectual property is not properly protected, it becomes available to others who have not made a similar investment. This would cause us to lose our competitive advantage and compromise our competitive advantage and compromise our ability to provide unique services to our customers.

Code of Business Conduct cont'd...

Our intellectual property includes confidential business information, trade secrets and recipes of Tim Hortons, patented inventions and processes, trademarks and copyrighted works.

It is the responsibility of every team member or representative to help protect our intellectual property. It is the responsibility of managers and supervisors to foster and maintain awareness of the importance of protecting our intellectual property.

Information Use & Security

We use information technology and engage in electronic communications to manage our business efficiently, and to comply with our policy and legal requirements. We comply with business and security practices that protect confidential and/or proprietary information.

J.E. Agnew Food Services Ltd. is committed to the use of advanced technologies in its business operations. These powerful tools, provided for business purposes, expand the information available to us and enhance our ability to communicate with each other, our business partners, vendors, and customers.

Additional information is available in the Electronic Communication Content Policy, which is available in this Employee Handbook or from your Human Resources Department.

Use of Digital Devices

We recognize the majority of use of these devices is good-natured. We have outlined below the minimum standards in order to minimize the risks to employees, and ensure compliance with applicable privacy legislation.

Digital Cameras and Video Cameras are not permitted onto the workplace premises by employees. Should pictures need to be taken for work-related events, the camera must be in the possession of the manager or administrative team, and must only be used for the intended purpose.

Cellular Camera Phones with picture taking capabilities are to be turned off at all times while on the workplace premises.

Any photographs taken of employees which are unwanted or without permission is considered to be harassment and as such, any incident will be taken very seriously. If an employee is found to misuse a camera or camera phone while on the store premises, the Store Manager must immediately notify the General Manager (GM) and Human Resources Manager (HR).

The GM/HR Manager will work closely with the Store Manager to investigate and to provide any information to the police, should a criminal offense have been committed. All parties are responsible for cooperating fully with any required investigation. Should an investigation be required, staff will be informed of any risk to their safety/privacy and the employee may be subject to the appropriate progressive discipline.

Code of Business Conduct cont'd...

Confidential & Proprietary Information

Information is a valuable corporate asset. Dissemination of information is critical to our success. However, much information about our business activities is confidential or proprietary. Just as we value and protect our own confidential information, it is our policy and practice to respect the confidential information of others, including information we may have about our customers, suppliers and employees.

Because the disclosure of confidential information could seriously damage our business interests, safeguarding this information is the responsibility of all J.E. Agnew Food Services Ltd. employees and representatives. If we learn about confidential information during the course of employment or relationship with J.E. Agnew Food Services Ltd., we should be careful not to share it with others, including other employees, unless they need to know it for a legitimate business reason that will not violate any law, regulations or policy.

We should also guard against unintentionally disclosing confidential information. Situations that could result in inadvertent disclosure of sensitive information include: discussing confidential information in public such as restaurants, on elevators, on public or cellular phones, working with sensitive information on laptop computers in public or transmitting such information by insecure means. Our obligation to protect confidential information continues even after you leave the company.

Additional information can be found in the Privacy Policy, the Electronic Communication Content Policy, and the Tim Hortons Media Policy

HOW TO SUGGEST CHANGES TO THE CODE OF BUSINESS CONDUCT

If you have suggestions for changes to the J.E. Agnew Food Services Ltd. Code of Business Conduct, please submit them promptly, via one of the possible methods indicated below, while they are fresh in your mind.

Through your store-level Employee Advisory Group Representative
Directly to the Human Resources Manager
Anonymously via the Employee Comment Box

The *Code* is not an express or implied contract of employment and does not create any contractual right of any kind between J.E. Agnew Food Services Ltd. and its employees. In addition, all employees should understand that the *Code* does not modify their employment relationship. This *Code* is intended to clarify each employee's existing obligation for proper conduct. J.E. Agnew Services Ltd. reserves the right to amend, alter, or terminate the *Code* or the policies at any time for any reason.

GLOSSARY OF TERMS:

Retaliation: to hurt someone in return, to deliberately harm somebody in response to revenge for a harm he or she has done.

Retribution: punishment, something done or given to somebody as punishment or vengeance for something he or she has done.

Code of Business Conduct cont'd...

GLOSSARY OF TERMS:

Gossiping: (a) conversation about personal matters, conversations about the personal details of other people's lives, whether rumour or fact, especially when malicious. (b) casual conversation, informal conversation or writing about recent and often personal events.

Threatening: (a) expressing threat, expressing an intention to cause somebody deliberate harm or pain, can be verbal or physical. (b) making somebody feel anxious or fearful, causing somebody to feel anxious, fearful, and unconfident.

Non-compliance: non-conformity, deliberate act of not conforming with or agreeing to do something, often direction imposed by authority or law.

Conflict of Interest: clash between requirements or implications, a conflict between the interest of two parties, in this case, two jobs, a job and a personal business etc.

Intimidation: persuade by frightening, to frighten somebody into doing or not doing something.

Controlled Substances: a substance controlled by law, subject to statutory control, especially a drug that can be obtained legally only with a doctor's permission.

S.E.T. Program: standards of customer service set by the Tim Hortons brand, requiring a Smile, Eye-Contact and Thank-you gestures with each and every customer served.

Verbally berate: to scold with words vigorously and at length.

Misrepresent: give false account of, to give an inaccurate or deliberately false account or information not to be true of typically representative of somebody or something, like in this case a business.

Perseverance: determined continuation with something, steady and continued action or belief, usually over a long period and especially despite difficulties or setbacks.

Intellectual Property: property form original thought protected by law, original creative work manifested in a tangible form that can be legally protected, example by a patent, trademark or copyright.

Harassment: threatening or tormenting behaviour, behaviour that threatens or torments somebody, especially persistently.

Dissemination: to distribute or spread something, especially information, widely or become widespread.

Proprietary: relating to owners or ownership, relating to an owner, ownership or something owned by a person or business for example.

Disclosure: making of secret information public, the revelation of information that was previously kept secret.

Payroll



Information

Overview

You will be paid bi-weekly. Pay periods start on a Monday morning at 7 am and run for 14 consecutive days. A new employee will not have any pay withheld. The amount of your first pay will depend on when during the current pay period that you began to work/train.

Cheque Versus Direct Deposit

The choice between having a cheque sent to your store or having your pay directly deposited into an account of your choice is completely up to you. If you choose direct deposit then we require a void cheque for the account where you would like the money to go. If it is a savings account then you must request a special printout from your bank containing all the necessary information. Pay cheques will arrive in the store on the Thursday following the end of the pay period. These cheques are not dated until Friday and therefore may not be cashed or deposited until then. For direct deposit, the pay stub letting you know how much will be placed into your account at midnight on Thursday will arrive at your store location along with the regular pay cheques. If you decide at a later date that you would like to switch from cheque to direct deposit or vice versa, please make this request in writing to your Store Manager. The void cheque will be required if requesting direct deposit of your pay.

Deductions

- Uniform deductions are probably the first type you will see upon beginning employment with us. We usually deduct the cost of your first uniform over three pay periods (6 weeks). UNF
- Canadian Pension Plan (C.P.P.) deducts if you are between the age of 18-70.
- Federal income tax if your pay is greater than \$150.00 (approximately). FED TAX
- Employment insurance. EI
- Extra federal tax deductions are optional. In cases where you have another job, or are concerned about having to pay money back at tax time, you may consider this option. All you have to do is let your manager know how much extra tax you would like to be deducted each pay period.

Cash Advances

In emergency situations we will allow cash advances to be made on your pay. In order to take a cash advance you must have enough hours already worked to cover the amount or enough vacation pay saved up to cover the amount. Only one cash advance per pay period is allowed. Please see your Store Manager for information regarding days that advances are given. Your Store Manager or Supervisor may authorize this cash advance up to \$50.00. Anything above \$50.00 must be authorized by the Human Resources Manager, Andrea Payne. There is a flat rate service charge of \$5.00 on all advances, that is paid at the time the advance is received. If this privilege is abused, then it may be taken away at your Store Manager's discretion.

Vacation Pay

Vacation pay is accrued. It amounts to 4% of your gross earnings for each pay period. In order to help you save that money for when you take holidays, we set it aside for you. You may watch it accumulate on each pay stub under VPY-ACCR. If you do not remove any of this money, after a full year you will have enough accumulated to cover two weeks of holidays, based on full-time work. This money is yours and so you may request all or part of it at any time by making the request to your Store Manager before payroll is handed in to the office on Monday mornings. In some circumstances, when transferring between stores permanently you may be required to move from one payroll company to another. In such a case we are required to terminate your employment in that company and you will receive whatever amount of vacation pay that you have accumulated.

Personal RRSP Contributions

This option is one we offer for any interested employee. You may choose any amount to be deducted off your bi-weekly pay that will be invested as you choose in RRSP's. The main benefit to this form of investment is that a payroll deducted RRSP contribution will give you a tax break on each pay instead of waiting until the end of the tax year. We deal with TD Canada Trust. Please contact the Payroll Department for more information.

Canada Savings Bonds

Employees have the option of purchasing Canada Savings Bonds. This is a great way to save money conveniently as the deduction can be taken right off your pay cheque. The bonds are 100% guaranteed by the Government of Canada, and since they are cashable at any time, they're always there when you need them. Plus, there are absolutely no fees to purchase, hold or redeem your bonds. You can purchase your own Canada Savings Bond for as little as two dollars per week. Canada Savings Bonds can only be purchased October 1st - 31st of every year. If you are interested please see your Manager or the Accounting Supervisor to sign up.

Statutory Holidays

If you work any statutory holiday, then you will be paid time and a half for the hours you work. If you qualify, then you may get paid for the day even if you are not working that day. In order to qualify you must:

- Must work your scheduled shift before and after the holiday
- If you miss either shift without a reasonable excuse then you do not qualify

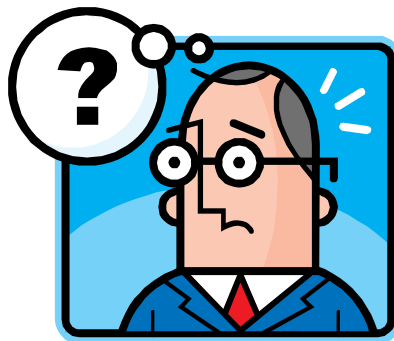
If you qualify for the statutory holiday pay, you will be paid your regular earnings including vacation pay over the previous 4 weeks divided by 20. The maximum statutory pay for an employee is not to exceed 8 hours.

The statutory holidays are:

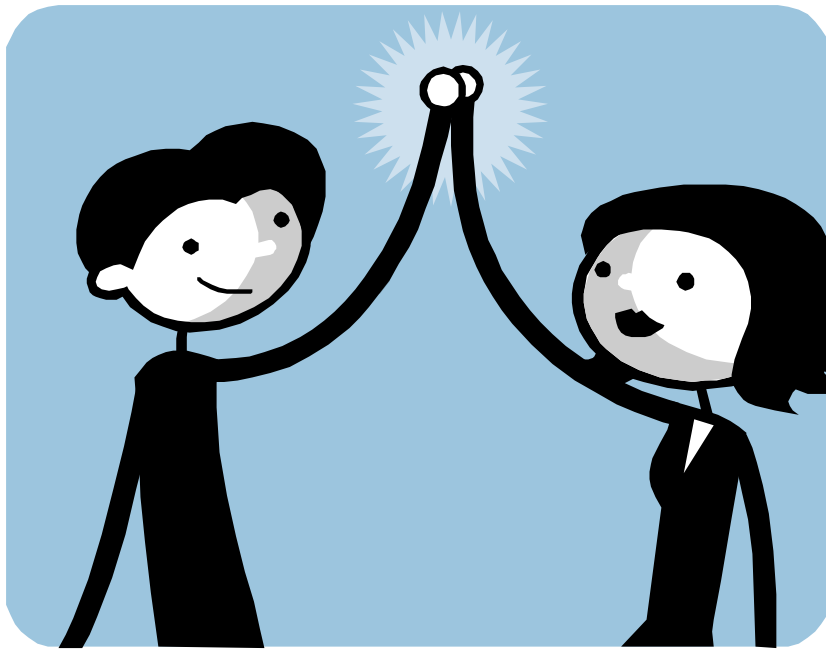
- New Years Day (January 1)
- Family Day (third Monday in February)
- Good Friday (varies)
- Victoria Day (varies)
- Canada Day (July 1)
- Labour Day (varies)
- Thanksgiving Day (varies)
- Christmas Day (December 25)
- Boxing Day (December 26)

Payroll Errors Or Inquiries

If there is a problem with your pay or you have any questions about payroll please see your Store Manager first. If he/she cannot solve your problem or answer your question then your manager may contact Angela Livie, Accounting Supervisor at the office.



Employee



Benefits

Community Involvement

Tim Hortons' role as a community leader concentrates on two principle areas of community involvement. The first area of focus is Tim Hortons resolve to assist those members of the community who are less fortunate than most. To that end, Tim Hortons is committed to the advancement of the Tim Horton Children's Foundation which annually provides a unique camping experience at one of its 6 camps to an ever increasing number of economically disadvantaged children from across Canada and the U.S.A.

Tim Hortons supports local charities and community-minded projects, and has direct involvement in community youth and sports programs, that continue to play an important part in its leadership role. We are sponsors of youth soccer, hockey, curling and baseball teams. Some of our community programs include, Food Share, Pitch In, Smile Cookie, Lacrosse, BMX, Tim Swim, Senior Swim and Free Holiday Skating.

The second area of focus as a community leader is Tim Hortons' commitment to protect our environment with the result that all operational activities and local activities will continue to be conducted in keeping with a conscientious and responsible environmental posture in order to ensure the preservation and well-being of each community we serve.



Employee Advisory Group

OVERVIEW

The Employee Advisory Group (EAG) is composed of one employee representative per store location in the Kingston area and one employee representative for each of the three areas of Kingston (Kingston Downtown, Kingston West, and Kingston North). The three area EAG representatives, Sherri Agnew and Andrea Payne will meet once a month. The Employee Advisory Group can be viewed as a pro-active maintenance program to discuss and resolve employee issues and/or the opportunity to seek employee input to the updating of policies and procedures or any new business initiatives. These regular monthly meetings allow our staff to communicate and work through their concerns with owners that cannot be dealt with at store level with your Store Manager.

REPRESENTATION

The store level Employee Advisory Group (EAG) representative will be the “the voice” for the rest of the employee team. Employees will take concerns, comments and suggestions directly to them or place written comments into the new Employee Comment Boxes. This individual will also direct employees to the proper forum or method of communication depending on each situation. There will be no meetings outside of the store for employees in this position.

There will be an EAG employee representative for each of the three areas of Kingston (Kingston Downtown, Kingston West and Kingston North). These individuals will communicate with all store level EAG representatives at the other locations in their area. They will attend a monthly meeting with Sherri Agnew, CEO and Andrea Payne, Human Resources Manager.

Employees are nominated and then representatives are elected for a term of one year, renewable by election for an additional one-year term. No employee shall serve more than two consecutive terms, however an employee can serve an unlimited number of two term periods provided there is a break of at least one term after each two consecutive terms.

Employee Comment Boxes can be found in the staff area of each store location. These boxes will be able to ensure confidentiality and a more timely response to items/comments and concerns collected. Sometimes it is not possible to meet with your EAG representative due to opposite shifts or schedules. If you would prefer to discuss an issue with your representative in person then simply make arrangements to meet with him/her one on one. Some issues can be dealt with at store level with your store manager. The EAG representative should feel comfortable bringing them to the manager and dealing with these issues together.

MEETINGS

The EAG meets bi-monthly at a pre-determined location. Agendas are sent out prior to the meeting. Issues are dealt with one area at a time. All issues that are formally resolved should be presented to the EAG at the first meeting following the formal resolution of the particular issue and so noted in the meeting minutes. Unsolved issues will be carried forward and someone appointed to investigate and/or deal with the issue.

MINUTES

Meeting minutes will be distributed to each store location within one week of the meeting. The minutes will be posted either on the bulletin board or in the staff area. We request that each staff member read the minutes and initial/sign the last page.

Team Tim Hortons Benefits Program

This is a voluntary contribution by the company to our employees. Our intent is to implement a program that will provide each employee with the benefit most suited for their individual needs. Ongoing profitability is critical to the continued operation and potential enhancements to this program. We all have a role to play. The program will be reviewed and evaluated every year. We encourage every employee to take full advantage of this benefit and participate in the Program. Any employees that choose not to participate in the Program will be required to sign a waiver form, waiving their rights to receive any benefits under the Program.

Employees may choose one of the following options:

- 1. Subsidized Medical & Dental Benefits (80% drug & dental)**
- 2. Registered Retirement Savings Program**
- 3. Scholarship Fund**

Paperwork and benefit choice will be made at an employee's three month anniversary and acceptance into the "Team Tim Hortons" benefit program will commence on an employee's six month anniversary of continued employment with the company. Acceptance into some of these options might be contingent on hours worked.

Subsidized Medical & Dental Benefits (80% drug & dental)

J.E. Agnew Food Services Ltd. is offering to contribute to a subsidized Medical & Dental benefit program based on years of continuous service. Employees will be eligible for this benefit after 6 months of continuous full-time or part-time employment with the company. This benefit is only available to employees who work more than 20 hours per week. Employees will have their Medical and Dental Benefit subsidized based on their years of service as follows.

Years Of Service from 01/01/2003	6 months	1year	2year	3years	4years	5years
JEA/ Employee split	50/50	50/50	60/40	70/30	80/20	100/0

Registered Retirement Savings Program (RRSP)

J.E. Agnew Food Services Ltd. is offering to contribute to an RRSP benefit program based on years of continuous service. An employee will be eligible for this benefit after six months of continuous full-time or part-time employment with the company.

Contributions made by the company will be deposited into a restricted access account belonging to the employee. These contributions cannot be withdrawn without the written permission of the employer while an employee of J.E. Agnew Food Services Ltd. or its affiliates. Should an employee leave the employ of the company, all contributions made by J.E. Agnew Food Services

Team Tim Hortons Benefits Program cont'd...

Ltd. will belong to the employee. You must be employed for the full calendar year in order to receive the RRSP contribution.

J.E. Agnew Food Services Ltd. reserves the right to select the group RRSP provider. At this point in time, the company has opted to go with the TD Future Builder Group Savings Plan. It is the responsibility of the employee to attend a TD Canada Trust branch to open a TD Future Builder Restricted Access RRSP Account. Employees will have the ability to select an investment portfolio based on individual needs. Employees are responsible to ensure annual RRSP contribution limits are not exceeded as a result of any contributions made on their behalf by the company.

J.E. Agnew Food Services Ltd. contributions to the RRSP plan will be based on the following:

Years Of Service	1 year	2 years	3 years	4 years	5 years+
Work >20 hrs/wk	\$300.00	\$350.00	\$400.00	\$450.00	\$500.00
Work <20 hrs/wk	\$150.00	\$175.00	\$200.00	\$225.00	\$250.00

Note: Employees are not required to contribute any money into this benefit. The employee is only responsible for setting up the account.

Scholarship Fund

Finally, J.E. Agnew Food Services Ltd. is offering to contribute to a scholarship benefit program based on years of continuous service. This is designed for employees who are currently enrolled in a full-time education program. An employee will be eligible for this benefit after six months of continuous full-time or part-time employment with the company.

Participating employees will receive a scholarship in January of the following year as set out below provided you remain in school. You must be employed for the full year in order to receive the scholarship.

Years Of Service	1 year	2 years	3 years	4 years	5 years+
Work >20 hrs/wk	\$300.00	\$350.00	\$400.00	\$450.00	\$500.00
Work <20 hrs/wk	\$150.00	\$175.00	\$200.00	\$225.00	\$250.00

Profit Sharing

Summary:

As a Tim Hortons employee you are an important part of our success. The Team Tim Hortons Profit Sharing Program acknowledges the role you play in our accomplishments by rewarding you with a share of your store's profits. By driving sales, cutting costs, coming to work and working safely, you can make a valuable contribution to our store every day—and maximize your profit sharing payout at the same time.

Program Rules & Regulations:

1. The evaluation period will be an quarterly.
2. Jan/Feb/Mar Apr/May/June July/Aug/Sept Oct/Nov/Dec
3. In order to get a profit sharing payment, an employee must have worked for the full three months of the evaluation period.
4. If an employee leaves the company at any point during the evaluation period, they will not have access to a share of the profits from that period.
5. Any employee that exits the company on bad terms between the completion of the quarter and the date of payment will forfeit their share of the profit. This includes *Termination with cause* and *Quitting without working out an adequate notice period of 2 weeks*.
6. If any employee transfers store locations within Kingston partway through an evaluation period, then the employee will receive a portion of the profit sharing reward from whichever store location they worked at for the longest portion of the evaluation period.
7. Profit sharing payments will be made in the month following the completion of the quarter. When all results are available from the Accounting Department a lump sum will be added onto the regular pay as under bonus. According to Revenue Canada legislation, payment must be done this way, as profit sharing is a taxable benefit.
8. Profit is calculated according to how many hours each employee has worked during the period and their length of service with the company.
9. Controllable operating figures include: Sales, Food Costs, Paper Costs, Labour Costs and Operational expenses, Always Fresh Evaluation Averages and Health and Safety performance.
10. At least 2 out of the 5 original targets must be met in order to share in the profits.
11. Operational Expenses include: Water/Sewage/Gas/Hydro, Machine repair and Maintenance, Cleaning/Linens/Window Cleaning, Store Supplies/Smallwares, Pest Control, Snow Plowing/Landscaping/Garbage, Cash Over/Short, Phone/Internet and costs associated with WSIB claims.



Centralized Training System

OVERVIEW

The Centralized Training System has been developed to meet the increasing training needs of our operation. As the chain continues to expand, consistency from one location to the next and from one employee to the next, is the optimal goal in providing our customers with our Tim Hortons “Always Fresh” pledge. This training system allows us to raise the level of training we provide to new employees by ensuring we teach all aspects of their responsibilities in a formalized environment. We use CD ROM training courses in conjunction with hands-on practical training. We also recruit and select the best possible people in our organization to fill the role of “Designated Trainers”.

DESIGNATED TRAINERS

Designated Trainers are chosen based on their job performance, ability to communicate and willingness to take on extra responsibility. We further develop the trainers’ skills by initially sending them to a two day training course that teaches them the Centralized Training System as well as some skills that they will find useful in the teaching process. At this point the Designated Trainer is certified to train new employees at the store level. As this is a big responsibility and the role is vital to the company, these trainers will receive a raise of one dollar per hour. They are only required to work one weekend a month if necessary, and they receive a transportation allowance.

By selecting and promoting staff into the Designated Trainer’s role, we begin developing some of the skills necessary to move into roles of further responsibility such as shift supervisor, store supervisor or management. If you think that you would be interested in such a position, please discuss this matter with your Store Manager or the Human Resources Manager at the office.

Continuing Education & Training

As opportunities arise, J.E. Agnew Food Services Ltd. is committed to offering outside training to further develop our staff and meet their training needs. Such courses that have been offered in the past are “*Service Excellence*”, “*Computers For Supervisors*”, *Emergency First Aid/CPR*, “*Train the Trainer*”, and “*Team Leadership*”.

J.E. Agnew Food Services Ltd. encourages all members of management to take part in professional development. The professional development library consists of reading material, CD ROMs, cassettes, and modules. Any employees who are interested in taking part in professional development may contact the Human Resources Department at the office.

Management Training System

J.E. Agnew Food Services Ltd. of Kingston believes in rewarding our employees with the opportunity for advancement within the company. We strive to promote shift supervisors, store supervisors and management from within.

The MTS program (Management Training System) was developed at the beginning of 2003 to meet the growing needs and challenges of the company. The program not only provides ongoing training and support for those already in management positions, but also proactively trains potential candidates for future possibilities. Promoting from within has always been a key to the success of J.E. Agnew Food Services Ltd. It encourages the advancement of hardworking and dedicated staff within the company. The program will help ease these new individuals into managing instead of overwhelming them all at one time.

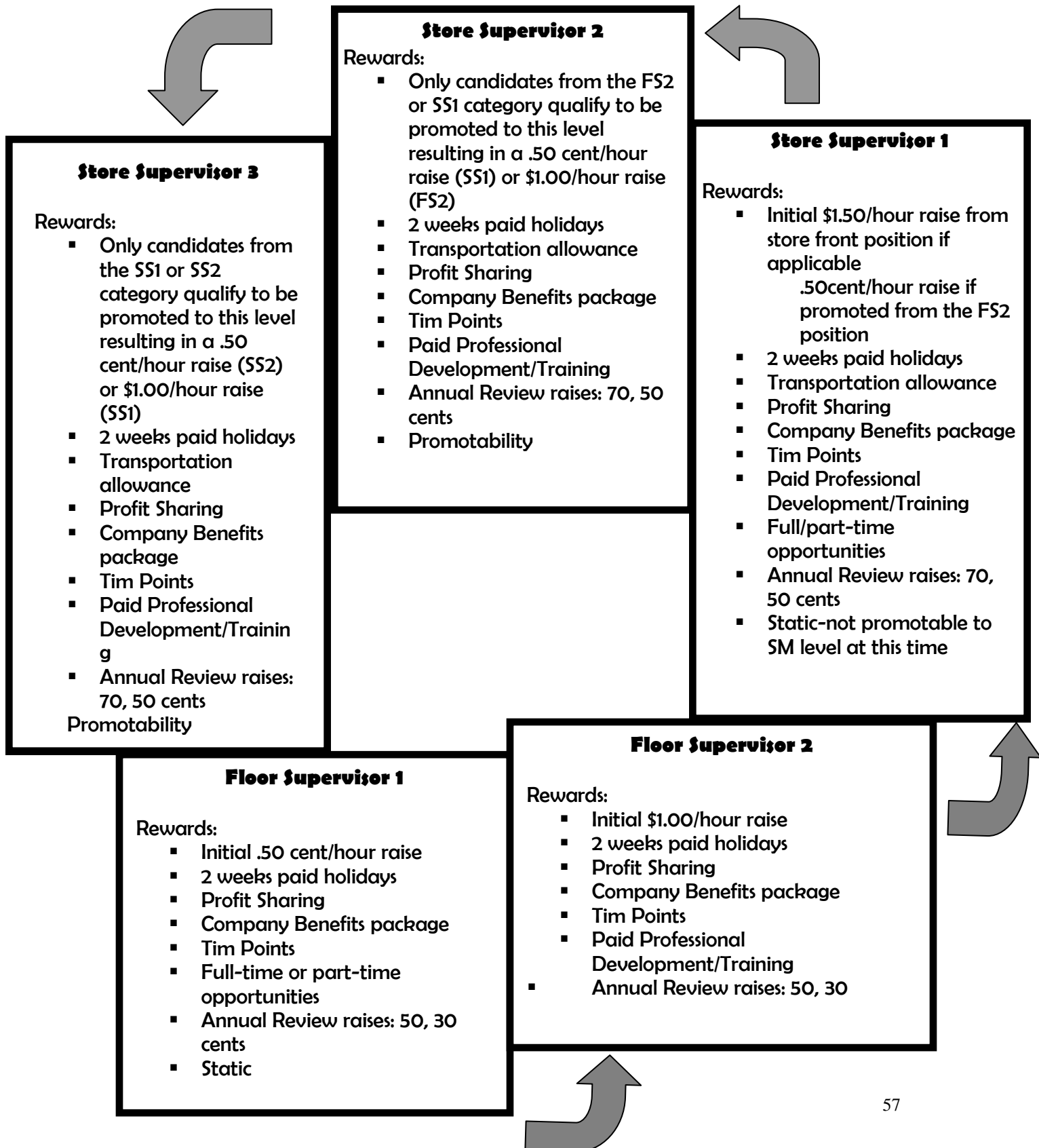
The program was designed to improve the thoroughness and consistency of the training received in our stores. Through the use of hands-on-training both individually and with a trainer, modules containing exercises and quizzes, TDL courses, and computer based training, the candidates enrolled in the program will be better prepared to face the challenges of running a store.

Potential candidates for the program are recommended by either the Store Manager or General Manager. Recommendations are based on outstanding performance in daily work activities as well as a high level of involvement in extra curricular activities, employee groups and volunteering for special work projects such as Camp Day.

Do not hesitate to submit your interest in MTS in writing. If you have any further questions, please see your Store Manager or the Human Resources Department.



How High do you want to Climb?



Employee Wellness Program

What does “Wellness” mean?

It means that an individual is healthy in the following areas: Physical, Social, Emotional, Mental and Spiritual.

Employee Wellness Program Mission Statement

The purpose of the Employee Wellness Program is to provide employees with information to assist them in making informed decisions about their total health—mind, body, spirit and environment and to help people realize the interconnection between health and a positive outlook on life.

The KEY To Success and Benefits For All

- Reduced sickness and absenteeism
- Improved performance and employee morale
- Increased levels of achievement
- Increased energy levels
- Limitless creativity
- Increased productivity and efficiency
- Increased Employee/Company loyalty to each other
- Decreased stress and anxiety, both at work and at home
- Decreased number of workplace accidents and WSIB claims
- Increased positive communication and trust
- Increased recruitment and retention
- More positive work environment
- **Overall, a healthier and happier employee!!!!**



What do you want???

The Employee Wellness Program has been implemented to make your lives better in whatever way we can. Answer the following questions and drop us a line at andrea@agnewfoods.com.

1. What could I gain from participating in this program?
2. What do I want from the program and from my employer?
3. What kinds of speakers and seminar experiences would I like to see that would really get me excited to participate?
4. What kinds of group-oriented physical activities would I participate in?
5. Why does my employer care so much about my own personal WELLNESS???

The key to this program is employee participation and feedback, let us know what you want from the program. We want this program to rock!!! We want to inspire you, motivate you, energize you, and get you talking to each other about what an amazing program this could be. If you don't have email, give us a call, write us a letter, or send us a fax.

Tim Points Reward Program

Summary

The Tim Points Program is an excellent way to be rewarded for your efforts. The Tim Points program combines incentive programs and the opportunity for employees to earn points. The goal of this program is to motivate employees to meet or exceed performance or sales targets. This rewarding system allows you, as employees, to custom make the rewards to suit your own personal needs. You accumulate the points and then choose what reward you want.

Here's How the Tim Points Program Works:

1. Employees earn points by participating in Tim Points Reward programs run at store level.
2. Employees are rewarded for meeting performance targets with Tim Points.

Employees will be able to redeem their points for prizes once they have achieved 25 Tim Points.

Each Tim Point is worth \$1.00 towards a variety of different prizes.

Your manager has the authority to order uniform pieces for any employee who is not following the uniform policy with the use of said employee's tim points.

Reward Options

A minimum of 25 points must be accumulated before they may be used towards any of the following reward options:

- Career Wear
- Tim Hortons Merchandise
- Cash Bonus (must accumulate a minimum of 100 points in order to qualify for this reward option)
- Gift Certificates to local businesses

Ways To Accumulate Points

- Have a perfect attendance record monthly
- Pick up shifts for your store management team
- Refer people to apply for jobs at Tim Hortons
- Win the *Quarterly Employee Award*
- Work together as a team to achieve over a 87% or over a 95% on an *Always Fresh Evaluation*
- Attend a staff meeting
- Compete and win in any store incentive program
- Reach and exceed Speed Of Service Goals
- Reach "*No Lost Time*" *Incentive Program* milestones

***Note:** When an employee exits the company they may request to redeem their Tim Points if they have accumulated more than the minimum 25 Tim Points. In order to qualify for the redemption the employee must resign with two weeks notice and adhere to working the full final two weeks. An employee that quits without notice, is terminated or fails to work the final two weeks is not eligible to redeem their Tim Points upon exiting the company.

Tim Points Programs

Employee Referral Program

- An employee that refers an individual that is hired and reaches their three month, six month and one year anniversary will receive 25 Tim Points at each of those three milestones.
- The applicant must let us know during the recruitment and selection process that you have referred them.

Quarterly Employee Award Program

- An employee that is given the Quarterly Employee Award will receive 40 Tim Points.
- The Quarterly Employee Award is chosen by the Store Management Team based on superior performance over a three month period. Please see your Store Manager for more specific details on how to achieve this award.

Always Fresh Evaluation Program

- Work together as a team to achieve over a 85 – 100% on an Always Fresh Evaluation or a Back Of The House AF Evaluation =

85% = 10	93% = 18
86% = 11	94% = 19
87% = 12	95% = 20
88% = 13	96% = 25
89% = 14	97% = 30
90% = 15	98% = 35
91% = 16	99% = 40
92% = 17	100% = 50

Perfect Attendance Incentive Program

- If you have a perfect attendance record over the course of one month, then you will get 5 Tim Points.
- If you need to switch a shift, you may do so according to proper policy and still keep your perfect attendance record. This includes finding someone to cover your shift and getting permission from a member of the management team.

Pick Up Shift Incentive Program

- In order for an employee to qualify for the Tim Points, an employee must work an unscheduled shift they will receive 3 Tim Points per shift whether they are a full-time or a part-time employee.

Staff Meeting Attendance Incentive Program

- When an employee attends a staff meeting they will receive 5 Tim Points whether they are a full-time or a part-time employee

Miscellaneous Incentive Programs or Speed Of Service Goal Setting

- Any incentive program that your management team chooses to run at store level or weekly speed of service goal setting will be rewarded in Tim Points.

Health & Safety



Program

Occupational Health & Safety Policy

WHAT IS SAFETY?

Safety is an integral part of our company. It is part of our operations and is there to protect employees, property, the environment, and the public.

WHY IS SAFETY IMPORTANT TO THE STORE?

There are many costs to accidents and unsafe work practices. The greatest costs are human costs. By protecting our employees, we are also protecting their friends, families, fellow employees, management, the public, and the environment from the far-reaching effects of serious accidents. We are also protecting our ability to continue doing business and employ people.

In addition to protecting lives, our safety program contributes to employee morale and pride because our employees participate in identifying safety needs and in developing safe work procedures.

WHAT ARE THE ALTERNATIVES TO SAFETY?

Employees and subcontractors who knowingly violate safety rules may face disciplinary action, dismissal or legal action. Visitors may also face legal action if they knowingly disobey safety rules. In addition, the store may face legal action and fines for violations of regulatory requirements. Those individuals who do not fulfill their safety responsibilities will become accountable for any problems their negligence creates, and may be liable under the law.

WHO IS RESPONSIBLE?

Everyone employed by this store is responsible for maintaining the safety program. Owners, managers, and supervisors are responsible for identifying safety needs, communication safety hazards, investigating hazardous conditions and accidents, providing training, supplying or wearing appropriate safety and personal protective equipment, and ensuring all equipment is properly maintained and meets legislated safety standards. Their role is supported by input from all employees.

All store employees, and others on site, are responsible for obeying all safety rules, following recommended safe work procedures, wearing and using personal protective equipment when required, participating in safety training programs, and informing supervisors of any unsafe work conditions. Everyone has the right and responsibility to refuse work when unsafe conditions exist.

By fulfilling our safety responsibilities, everyone who works for our company will share the benefits of a safe workplace.

Right to Refuse Unsafe Work Policy

Purpose:

Tim Hortons is committed to doing everything reasonable to protect employees from injury. This policy reinforces that commitment by encouraging every employee to exercise their right to refuse work that they have reason to believe to be unsafe.

Scope:

Unsafe work includes any machine, equipment, or tool, the physical condition of the workplace or workstation, or anything in the workplace that is a violation of the Occupational Health and Safety Act and Regulations for Industrial Establishments. This Policy applies to all employees.

Procedures:

The employee will promptly inform the supervisor in charge of the unsafe situation. The supervisor in charge will investigate the unsafe situation along with an employee representative of the Joint Health and Safety Committee and the refusing employee.

If the unsafe situation can be resolved to the satisfaction of the refusing employee, the employee will return to work. If the unsafe situation cannot be resolved to the satisfaction of the refusing employee, a Ministry of Labour Inspector MUST be called in for final arbitration. While waiting for an Inspector, the refusing employee may be assigned alternate work.

No reprisals will be taken against any employee for complying with this Right To Refuse Work Policy.

Health & Safety Responsibilities

Duties of Employees

Employees also have several general duties under the **Occupational Health and Safety Act**. An employee must take responsibility for personal health and safety insofar as he or she is able.

Under the Act, an employee must:

1. work in compliance with the Act and regulations (Section 28(1) (a));
2. use or wear any equipment, protective devices or clothing required by the employer (Section 28 (1) (b));
3. report to the employer or manager / supervisor any known, missing or defective equipment or protective device that may be dangerous (Section 28 (1) (c));
4. report any known workplace hazard to the employer or manager / supervisor (Section 28 (1) (d));
5. report any known violation of the Act or regulations to the employer or manager / supervisor (Section 28 (1) (d));
6. ** not remove or make ineffective any protective device required by the employer or by the regulations (Section 28 (1) (d));
7. not use or operate any equipment or work in a way that may endanger any employee (Section 28 (1) (f)).

** The only exception to this rule is if one can provide an adequate temporary protective device. Once there is no longer a need to remove the required protective device or to make ineffective, it must be replaced immediately.

Duties of Managers and Supervisors

The Occupational Health and Safety Act sets out specific duties for workplace managers / supervisors.

1. ensure that an employee complies with the Act and Regulations (Section 27 (1) (a));
2. ensure that any equipment, protective devices or clothing required by the employer is used or worn by the employee (Section 27 (1) (b));
3. advise employee of any potential or actual health or safety dangers known by the manager / supervisor (Section 27 (2) (a));
4. if prescribed, provide employee with written instructions about the measures and procedures to be taken for the employee's protection (Section 27 (2) (b)); and

5. take every precaution reasonable in the circumstances for the protection of employees (Section 27 (2)).

WHMIS

The Workplace Hazardous Materials Information System, referred to as WHMIS, is a Canada-wide system which was created by business, labour and government so that people who work with hazardous materials on the job have the information they need to protect their health and safety.

WHMIS is made up of three parts:

1. WHMIS labels
2. Material Safety Data Sheets
3. Worker Education

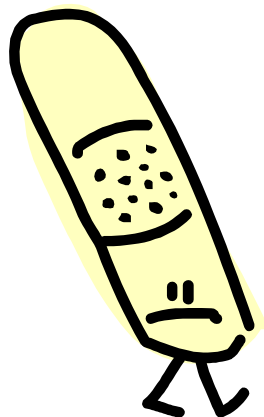
At J.E. Agnew Food Services Ltd., you will receive an introduction to WHMIS during your orientation at the administrative offices of J.E. Agnew Food Services Ltd.



First Aid Program

J.E. Agnew Food Services Ltd. is committed to having a minimum of one person in the store at all times that is certified in First Aid and C.P.R. Certified individuals for each store have copies of their certificates posted either near the first aid kit or in the staff area for easy reference. Certification is valid for three years.

We arrange First Aid Training Seminars three times a year. The seminar is usually one day in length, and a half day for re-certification. If you are certified please notify your Store Manager and have your certificates photocopied and posted. We will then arrange for re-certification as necessary. If you are interested in being certified please see your Store Manager.



Appendix

A

TASK LIST - Storefront (Staff Member)

Reports to: Store Manager

Statement of Purpose: Create a positive experience for every customer, co-worker and supplier while working in the store.

Responsibilities & Tasks:

Customer Service

Customers are the focal point of our business; they are the staff's number one priority. Every customer is regarded as a guest in our store and both the management and staff must ensure that their stay is always enjoyable.

- Makes a positive first impression: smile, eye contact, tone of voice and thank you.
- Responds to customers with an appropriate sense of urgency.
- Suggests products, combos or sizes appropriately.
- Resolves customer concerns and complaints in a friendly manner.
- Communicates with management team regarding service related issues.
- Responds to requests from customers in a friendly manner.
- Communicates showcase needs to the baker and helps merchandise the product.
- Keeps the front counter/drive-thru area organized, stocked and ready for rush.
- Thanks the customer for their business.
- Ensures that customers receive consistently fast and efficient service.
- Cares for our customers and demonstrates this through behaviours shown while working.
- Follows proper cash procedures.

Quality

Tim Hortons' is known for always delivering both affordable and quality products to our customers. It is necessary that the quality of our products is not compromised.

- Always follows Tim Hortons standards and guidelines when preparing product for our customers.
- Ensures proper use of supplies and equipment while preparing the product.
- Prepares soups, sandwiches, bagels and accompaniments as required.
- Follows the order monitor to ensure correctness and completeness of each order.
- Delivers only accurate orders to our customers.
- Supports a "clean" dining environment through table clean up.
- Records baked items and waste on the production sheet.
- Prepares coffee according to standard approved TDL procedures.
- Always records coffee times on the pots, and discards expired coffee.
- Minimizes food waste, through making smaller quantities of food more often throughout the day.

Food Safety/Sanitation

Food Safety standards have to be followed, at every stage, leading up to the delivery of the final product to the customers. These standards and procedures cannot be compromised.

- Follows proper hand washing techniques; after each task, when using the restroom and other times, as appropriate.
- Follows the practice of "clean as you go". Ensures that food preparation areas are always kept clean.
- Regularly takes temperatures of the required product and records it in the Time & Temperature log.
- Employs FIFO (First in, First out) when retrieving product.
- Discards product that has expired and record the throws on the production sheet.
- Follows all sanitation guidelines as outlined by the manager- completes all assigned sanitation tasks.

TASK LIST - Storefront (Staff Member) continued...

Safety/Security

Every Tim Hortons' employee has the right to feel safe and secure while working.

- Properly and regularly uses all safety equipment.
- Only operates equipment if properly trained or as required by applicable laws.
- Follows safety procedures when cleaning/handling equipment and utensils.
- Follows the store's cash handling procedures.
- Follows the store's Back Door safety procedures.
- Reports all accidents, unsafe conditions, security incidents to management.

Attendance

Scheduling are created to ensure that the store is able to meet customer service and secondary duty needs. When an employee is late or does not show up, it is difficult, for the remaining staff, to serve customers and carry out their secondary functions properly. Being consistently late, or missing a shift, is unfair to co-workers and customers.

- Arrives at the store prepared to work for the scheduled starting time.
- Works productively through the ending time of the assigned shift.
- Follows all break/meal period rules and time off requirements.
- Minimizes absences/tardiness; follows appropriate call-in/call-off procedures.

Appearance

An employee's appearance affects our customers' perception of a store. It is important, therefore, that an employee follows the store's uniform policy.

- Wears the uniform designated for their position (clean & pressed).
- Wears shoes as outlined in the uniform policy.
- Keeps hair clean and properly restrained.
- Maintains a neat, clean, and professional personal appearance.
- Keeps fingernails trimmed, clean and free of dirt and nail polish.

Teamwork

It is said that many hands make less work. This is especially true at Tim Hortons. The systems, we have set up in our stores, make it necessary for employees to work together.

- Works together with other team members to provide the best possible service to our customers.
- Displays and maintains positive behaviours toward job and company.
- Helps to create a positive, harassment-free work environment.
- Carries out customer service and secondary duty tasks that are assigned during the shift.
- Reacts positively when asked to perform a special tasks or assignment.

TASK LIST - Designated Trainer

Reports To: HR Department & Store Manager (While on site)

Summary: Supervises and trains new customer service staff/trainees in store front procedures in order to ensure that standards for Quality, Service and Cleanliness are fulfilled.

Training

1. Ensures that all policies and procedures are being followed at all times throughout the training period.
2. Works right along side of the trainee at all times.
3. Ensures that the training structure/procedures are being followed closely at all times.
4. Sets goals and objectives with trainees and provides guidance and assistance as required.
5. Resolves employee and customer concerns or refers same to store manager if necessary.
6. Provides input for performance appraisals and takes corrective action where necessary.
7. Schedules staff breaks and lunch periods.
8. Communicates with all levels of management regarding the progress of the new employee throughout the training period.
9. Completes all necessary paperwork properly and ensures that it is submitted the HR department by specified deadlines.
10. Trains new staff and trainees on all store front procedures including customer service, cleaning, product finishing, soup and sandwich and safe work procedures such as wet floors, WHMIS and knife safety.

Other

1. Assists store front staff with customer service during peak periods when trainees are completing CD training.
2. Follows all Health & Safety procedures in order to lead by example.
3. Regularly answers questions from staff, trainers, trainees and customers.
4. Assists in other areas of store location during slow periods or as required.
5. Attends all training seminars as necessary.
6. Maintains a good working relationship with all employees.
7. Be flexible in work schedule if training is required on another shift besides the one normally worked by the trainer.
8. Prioritises tasks and adjusts schedules of training when unexpected incidents occur.

The above tasks are representative but not all inclusive.

TASK LIST - Always Fresh Production (Staff Member)

Reports to: Store Manager

Statement of Purpose: Supports the store in generating sales and maintaining reasonable cost control by following proper baking and finishing procedures. The baker prepares product as required, follows and maintains the store's production sheets, bakes less product more often throughout the day and maintains a clean, sanitized work environment.

Responsibilities & Tasks:

Production

Product availability, appearance and freshness are very important to our customers. The ability to deliver on these three promises determines how well the store is able to generate sales.

- Follows all production policies and procedures on a consistent basis.
- Responds to showcase needs with an appropriate sense of urgency.
- Communicates any production-related issues with the supervisory team.
- Accurately and consistently updates the Production Tracking Sheet.
- Bakes in small batches throughout the shift and hence maintains the required freshness standards.
- Properly times production to ensure product availability.
- Uses only the approved techniques for baking all products.
- Receives deliveries and ensures that the temperature, quality and dates of the received products are correct.
- Prepares each product to ensure that the Tim Hortons quality & value standards are met.
- Adheres to product shelf life and minimum quantity standards.
- Adheres to proper start times for baking.
- Prepares Glaze according to standards and properly finishes products.
- Prepares single serve desserts and decorates products as required.
- Completes Soup & Sandwich Prep as required by the soup and sandwich module.
- At the end of the shift, ensures that the production area is clean and prepared for the next production employee coming in.

Customer Service

Customers are considered the staff's number one priority. Every customer will be regarded as a guest in the store, and the management and staff will do everything they can to ensure that their stay will be an enjoyable one.

- If necessary, assists in serving customers in a fast and friendly manner.
- If necessary, responds to customer needs with a sense of urgency.
- Responds to special needs/requests from customers in a positive manner.
- Follows cash handling procedures.

Cost Control

Food is one of the store's largest expenses. It is important, therefore, that it is always kept at reasonable levels.

- Ensures that the quantity of the product being baked is consistent with the store product sales.
- Bakes more often throughout the day to better control product throws.
- Properly updates and maintains the store's production tracking sheet.
- Uses the store's Hot Button when appropriate.
- Monitors Freezer Product Inventory and submits order quantities.
- Regularly organizes freezer and rotates using the FIFO method.
- Closes all boxes/bags to protect product quality.

TASK LIST - Always Fresh Production (Staff Member) continued...

Equipment

Proper operating guidelines are outlined for every piece of equipment that is in our store. It is important that these guidelines and procedures are followed to ensure that customer receives product up to Tim Horton's standards.

- Properly operates all equipment.
- Properly maintains and cleans all equipment according to maintenance and cleaning schedules.
- Records the freezer and fridge temperatures in the Temperature Log.

Food Safety/Sanitation

Food safety standards have to be followed, at every stage, leading up to the delivery of the final product to the customers. These standards and procedures cannot be compromised.

- Follows proper hand washing techniques; after each task, when using the restroom and other times, as appropriate.
- Follows the practice of “clean as you go”. Keeps the station clean.
- Regularly takes temperatures of the required product and records it in the Time & Temperature log.
- Follows all sanitation guidelines—completes all assigned sanitation tasks.
- Follows daily, weekly cleaning schedules for back of the house.

Safety/Security

Every Tim Horton's employee has the right to feel safe and secure while working.

- Properly and regularly uses all safety equipment.
- Properly operates all equipment in a safe & orderly fashion as per guidelines.
- Only operates equipment if properly trained or as required by applicable laws.
- Follows safety procedures when cleaning/handling equipment and utensils.
- Properly informs fellow employees when the floor is being cleaned in the back of the house.
- Reports all accidents, unsafe conditions, security incidents to management.

Attendance

Schedules are created to ensure that the store is able to meet customer service and secondary duty needs. When an employee is late or does not show up, it is difficult, for the remaining staff, to serve customers and carry out secondary functions properly. Being consistently late, or missing a shift, is unfair to co-workers and customers.

- Arrives at the store prepared to work for the scheduled starting time.
- Works productively through the ending time of the assigned shift.
- Follows all break/meal period rules and time off requirements.
- Minimizes absences/tardiness; follows appropriate call-in/call-off procedures.

Appearance

An employee's appearance affects our customers' perception of a store. Because of this, it is important that an employee follows the store's uniform policy.

- Wears the uniform designated for the position (clean & pressed)
- Keeps hair clean and properly restrained.
- Maintains a neat, clean and professional personal appearance.
- Wears shoes as outlined in the uniform policy.
- Keeps fingernails trimmed, clean and free of dirt and nail polish.

Teamwork

It is said that many hands are less work. This is especially true at Tim Hortons. The systems, we have set up in our stores, make it necessary for employees to work together.

- Works together with other team members to provide the best possible service to our customers.
- Is in constant communication with the fellow employees to ensure that proper levels or product are being maintained to meet customer demand.
- Displays and maintains positive behaviours towards the job and the company.
- Helps to create a positive, harassment-free work environment.
- Reacts positively when asked to perform a special task or assignment.

TASK LIST - Floor Supervisor

A. *ALWAYS FRESH EVALUATION*

- Merchandising and product requirements
- Interior store cleanliness (tables, glass, bathrooms)
- Exterior store cleanliness (garbage bins, garbage enclosure, parking lot)
- Proper coffee brewing procedures followed

B. *HOSPITALITY & CUSTOMER SERVICE*

- Greeting with a smile
- Fast, efficient, listens attentively
- Eye contact, acknowledgement, sense of urgency
- Suggestive selling
- Host/Hostesses in proper uniform (hat, hairnet, nametag, shoes, buttons, belt, pressed, clean, shirts tucked in, jewelry, tattoos covered)
- Two part thank you
- Proper packaging

Drive Thru

- Friendly greeting (sound like you are smiling)
- Smile and greeting at the window
- Order total given, "Please pull ahead to the window"
- Repeat orders back at the speaker
- Proper packaging

C. *FOOD HANDLING SAFETY*

- Time and temperature log completed
- Action taken and documented if needed
- Proper hand washing
- Proper glove use
- Proper dish handling
- Proper cloth colour code
- Proper sanitization methods used consistently

D. *SPEED OF SERVICE*

- Proper greet times (acknowledge customer)
- Drive-Thru –Peak 25 second window time, Non-Peak 45 second window time.
- Bagels, 65 seconds
- Soup & Sandwich, 80 seconds
- Grab N' Go, 35 seconds
- Use of pre-rush preparation checklists

E. *POSITIONING*

- Tandem Team versus Grab N' Go Service
- Build up and tear down front counter and drive thru teams according to sales distribution (x-readings, lineups, productivity rates)
- Organize and run breaks
- Organize secondary duties
- Delegate tasks
- Float, help where needed (don't lock into a position)
- Prepare and use positioning charts
- Supervise and coordinate employees on the floor
- Communicate with manager on duty, run for stuff (keep staff in positions on the floor)

TASK LIST - Floor Supervisor continued...

F. TEAM LEADERSHIP

- Pre/Post shift staff rallies/meetings
- Energetic/enthusiastic/positive
- Control/coordinate/prioritize
- Smile and ask with a “please and thank you”
- Be supportive and help out where needed
- Trouble-shoot and react
- Deal with minor customer complaints
- Complete POCs (Performance Observation Checklists)

The above tasks are representative but not all inclusive.

NOTES: