Introduction

This information guide has been prepared to provide you with a broad understanding of the PCL culture, environment, and the processes that drive our success.

The programs and policies introduced to you in this information guide may be modified by PCL at any time, at its sole discretion.

Your information guide has been organized by topic to help you find the information you need easily. We encourage you to speak with your manager or Human Resources representative should you have any questions regarding any of PCL’s policies, statements, or practices.

Detailed versions of all policies found in this information guide are available on our company’s intranet, PCL Connects. As PCL operates throughout North America and Australia, some policies, programs, and employment practices may vary. Please familiarize yourself with the appropriate information for your work location.

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ABOUT THE PCL FAMILY OF COMPANIES
The PCL family of companies began operations in 1906 in Stoughton, Saskatchewan, when Ernest Poole founded E.E. Poole General Contractor. The company’s growth and development has since resulted in the establishment of numerous companies and branches in Canada, the United States, and Australia.

In 1977, the senior employees of the firm purchased Poole Construction Limited and its subsidiaries from the Poole family and, as part of the purchase agreement, changed the names of the primary operating companies, replacing “Poole” with “PCL” in 1979. Bob Stollery was the company’s CEO in 1977, and the visionary behind the employee-ownership model at PCL. He believed that “sharing is good business.” Stollery worked with an initial group of 25 employee investors to purchase the company from the Poole family. Since then, the number of PCL’s employee-owners has grown to include thousands of people in all of PCL’s operations around the world. While the employee-ownership program at PCL is voluntary, over 90% of PCL’s 4,000-plus, full-time salaried staff own shares in the company. PCL is not publicly traded. Our company was built by our employees, and remains owned by our employees. PCL’s employee-ownership model is unique in the construction industry—it is more than an opportunity for reward—it is a cultural mindset that promotes pride, commitment, and excellence.

In 1948, when Ernie Poole passed the torch to his sons George and John, he penned several guidelines which became known as ‘Poole’s Rules’. They are the foundation for the guiding principles that the PCL family of companies follow today.

Poole’s Rules

Contracting is an interesting and risky business and for success over long term requires strict adherence to sound basic principles.

A few of these are listed below:

• Employ highest grade people obtainable
• Encourage integrity, loyalty and efficiencies
• Avoid sidelines
• Do not permit sidelines by employees
• Be fair in all dealings with owners, architects, engineers and subcontractors
• Keep your word as good as your bond
• Give encouragement and show appreciation
• Be firm, fair and friendly
• Avoid jobs where design is not good or financing is doubtful. Let your competitors have these
• Good accounting and cash keeping are essential
• Do not let finishing up of jobs or collecting payments lag
OUR PROMISE:
THE PCL BRAND

Being a part of PCL means something. As PCLers, we are more than builders. We are construction partners who are passionate about what we do and about our partners’ success.

We work for our clients to understand their goals, overcome challenges, and earn their trust. We push ourselves to consistently deliver beyond the expected and provide an outstanding experience for our clients, trades, subcontractors, suppliers, employees, and communities.

We are PCL.
CORE VALUES

PCL has a list of five core values that define the standards and behaviors we encourage in all employees:

HONESTY
We are open, candid, and truthful.

INTEGRITY
Our word is our bond. We do what we say. We live up to the highest standard of fairness and ethical behavior.

RESPECT
We work hard to earn our business partners' trust and respect on every project we undertake.
We are all responsible for building and protecting our reputation as the contractor of choice.

DYNAMIC CULTURE
We constantly seek new opportunities:
to learn
to improve
to teach
to add value

PASSION
We love what we do.
We take the lead, and we lead by example.

GUIDING PRINCIPLES

PCL’s guiding principles help us determine how we conduct our business operations.

OWNERSHIP
The PCL family of companies is 100 percent employee owned. As owners, we are motivated to excel.
We hold each other accountable. Everyone has the responsibility, the freedom, and the power to act
Employees share in the prosperity created by their hard work.
We increase shareholder value through controlled, profitable growth.

TEAMWORK
We believe that every employee and business partner has something to contribute to our construction teams. This belief is the key to our mutual success.
We work to understand each client’s business and unique needs. We add value by finding new and better ways to meet those changing needs.
We build consensus and commitment as a daily practice, and encourage such formal initiatives as partnering.
We are proactive problem solvers.

MUTUAL OBLIGATION
In return for adding value in our business, our employees can expect to perform meaningful work and to have satisfying careers.
We hire, develop, and retain the best talent in the construction industry.
We invest in the welfare and wellbeing of our employees through mentoring, training, and education.
We provide the challenge and reward that come from working at peak performance.

SAFETY
We will not compromise the health and safety of our people.
We look out for each other.
Our goal is zero incidents.

EFFECTIVE COMMUNICATION
We provide the accurate and timely information required to support good decision making.
We listen.
We encourage people to express their opinions.
We use the latest technology to enhance communication with our business partners.

DIVERSITY
We value men and women of diverse ages, religions, color, sex, sexual orientation, physical or mental disability, marital status, and ethnic backgrounds.
PCL is an equal opportunity employer, committed to attracting and retaining a diverse workforce.

MOBILITY
Our geographic diversity is an asset.
We go where our business partners need us, drawing on resources from across the PCL family of companies.

SOCIAL RESPONSIBILITY
We encourage and support our employees in their desire to enhance the quality of life in our communities.
We are good corporate citizens.
We are environmentally conscious.
We are a contributing partner to the development of the construction industry through active involvement in its associations.
PCL’s corporate governance structure is designed to ensure stakeholders’ interests are addressed through well-established and communicated policies. To properly manage our corporate policies, the Board has set up the following committees: the Audit Committee; the Human Resource, Compensation, and Nominating Committee; the Ethical Conduct Compliance Committee; and the Investment Committee.

**BOARD OF DIRECTORS**
The directors of PCL Employees Holdings Ltd. are elected at the annual meeting of shareholders.

**OFFICERS**
The officers of PCL Employees Holdings Ltd. are appointed by the Board of Directors.

**AUDIT COMMITTEE**
The primary function of the Audit Committee is to assist the Board of Directors in fulfilling the Board’s oversight responsibilities on matters relating to PCL’s financial reports and other financial information; systems of internal controls regarding financing, accounting, and legal compliance; general auditing, accounting, and financial reporting processes; external auditor’s appointment, remuneration, effectiveness, and independence; and other related matters. The Audit Committee also approves the Internal Audit Team’s activities; reviews and monitors management’s reports on insurance coverage, Employee Pension Benefit Plans, and calculation of share value; and oversees PCL’s Ethical Conduct Compliance Committee.

**HUMAN RESOURCE, COMPENSATION, AND NOMINATING COMMITTEE**
The primary function of this committee is to assist the Board of Directors in fulfilling its oversight responsibilities on matters relating to succession and compensation of management and the Board members. In addition, the Committee recommends the discretionary performance bonus pool and makes recommendations to subsidiaries of the company with regard to the payment of a discretionary long-term contribution bonus to their employees.

**ETHICAL CONDUCT COMPLIANCE COMMITTEE**
The Ethical Conduct Compliance Committee is responsible for establishing policies, training programs, and enforcement procedures designed to ensure that all PCL companies and all PCL personnel act ethically and in accordance with all applicable laws.

**INVESTMENT COMMITTEE**
The Investment Committee recommends investment objectives and criteria to the Board. The Board approves the investment objectives and criteria and the aggregate amount of funds to be placed in each investment category. This committee is responsible for obtaining investment advice, authorizing investments, and monitoring performance.

PCL’s Employee-Owned Structure is unique in our industry and over the years has become a pillar of our strength and central to our identity as an organization.
We are a group of independent construction companies strategically located across Canada, the United States, Australia, and the Caribbean that carry out diverse operations and provide solutions for clients in the civil infrastructure, heavy industrial, and buildings markets.

We are more than builders. We are construction partners who are passionate about what we do and about our partners’ success. For a full list of our operating locations, visit PCL.com/Meet-the-PCL-Family.

WE ARE BUILDINGS CONSTRUCTION
Our network of construction professionals rises to the challenges associated with a diverse buildings portfolio, bringing added value to every commercial, institutional, educational, and residential project — no matter its size or scope. As master builders, we perpetuate a culture of creativity and innovation to deliver the best value for our clients.

• Sports and Entertainment
• Hotels and Resorts
• Office
• Retail
• Airport
• Health Care
• Education
• Residential
• Renovations and Fit-outs

WE ARE CIVIL INFRASTRUCTURE
The geographical diversity, project complexity, and public nature of civil work result in an exceptionally challenging industry that demands a high level of technical construction expertise. Whether building on land or over water, in busy cities or in remote areas, our civil construction companies possess the ingenuity and experience required to undertake even the most challenging civil project.

• Complex Bridges
• Highways [Interchanges]
• Airports
• Light Rail
• Water Transmission Pipelines
• Waste/Water Treatment Plants
• Dams
• Powerplants

Our industrial companies respond to the unique industrial construction needs of clients in the petrochemical, oil and gas, mining, pulp and paper, and power and cogeneration industries. In addition to offering construction management services, we offer a full range of general contracting services, specializing in mechanical, piping, civil, and electrical construction, as well as plant shutdowns/turnarounds.

• Oil Sands
• Petrochemical
• Refining
• Mine Construction
• Power and Cogeneration
• Gas Processing and Compression
• Offshore Oil and Gas
• Pipe Fabrication
• Module Construction

WE ARE HEAVY INDUSTRIAL CONSTRUCTION
Our industrial companies respond to the unique

MEET THE PCL FAMILY OF COMPANIES
CULTURE & COMMUNITY
HEALTH, SAFETY, & ENVIRONMENT

HEALTH AND WELLNESS

Varieties of health and wellness options are available to PCL employees, and are driven in each district. A full list of health and wellness options is regularly posted on PCL Connects, and employees are encouraged to use the many resources that are available.

Among some of the health and wellness options PCL offers follow:

- Health and Wellness tips, issues, and events
- Company-paid worksite health screening
- Health education
- Lunch-and-Learn sessions
- PCL’s Employee and Family Assistant Program (EFAP)
- Plan Smart Services
- Professional Counseling
- Self-Help Information
- e-Learning

Our wellness philosophy incorporates the belief that balancing one’s personal needs with home, work, and community is a healthy approach to life.

SAFETY

Creating a safe and healthy work environment is a core part of the PCL culture. PCL will not compromise the health and safety of its people. We are committed to providing employees with equipment, training, and best practices to achieve a shared goal of zero incidents. The Health, Safety and Environment Manual and related documents found on PCL Connects provide employees with a system of policies, procedures, and practices to help ensure the prevention and elimination of occupational injury and illness, equipment and property damage, and negative environmental impacts.

We will continue to demonstrate our commitment through proactive measures, because your vision for safety is our vision for safety.

Bob Tarr Safety Award

The Bob Tarr safety award was introduced in 1992 in memory of our former CEO. This award is symbolic of safety and environmental excellence within the PCL family of companies. It is presented each November to the PCL operations that achieve the highest combined safety score based on weighted categories of incident frequency, incident severity, inspections, audits, and other criteria established by the Executive Review Committee.

ENVIRONMENT

PCL requires the commitment of all employees to implement and maintain a successful environmental program. As part of PCL’s Environmental action plan, environmental inspections and audits are mandated for each major project location. These site inspections assist employees in identifying and addressing any environmental hazards or potential concerns. In addition, waste management is an important element of PCL’s environment management plan. We have implemented waste diversion initiatives in districts with the goal of diverting waste from landfills.

Our leadership in environmental stewardship has gained us recognition as we continue to expand our expertise and implement best practices. We continue to have a strong presence in the sustainable construction market, and remain a top-ranked Green Contractor.
PCL has a value-added culture and always strives to satisfy customer needs. For us to be seen as solution providers, our customer-driven approach must be consistent, and in order to achieve consistency, focusing on customer needs must be integrated into the processes and daily work routines of PCL employees. At PCL, every employee is empowered and accountable to take the time to understand customer expectations, take ownership of issues and problems, and bring forward solutions that meet or exceed customer expectations.

Solutions come from first understanding the customer’s needs, fears, and wants, and then meeting or exceeding their expectations. The result is a strong and lasting customer relationship. The essence of being solution providers is to ensure PCL’s contractual obligations are consistently met, and enhanced value-added services offered to each individual customer in each unique situation.

**QUEST**

PCL’s quest for quality management and continuous improvement is sustained by the principles and practices of the QUEST program. The PCL QUEST legacy began with the publication of QUEST Bulletins in 1987. Their purpose was to share the creative solutions used by PCL teams to overcome challenges, unique and routine, faced by our construction business in the field and in the office.

These concise publications focus on innovative ideas and can be initiated by anyone across the PCL family of companies. QUEST bulletins appear throughout PCL Connects in relevant topic areas as well as in a collection on the “Knowledge” page.

The QUEST Action Team forum is used in a more formal sense throughout our operations to tackle strategy with regards to value management. Individuals that sit on QUEST action teams are appointed by senior management. QUEST bulletins remain a primary channel for identifying and sharing innovative ideas.

On an annual basis, one or more PCL employees are recognized for their creativity and initiatives in finding better and more cost-effective ways of doing their jobs. In addition to company-wide recognition and thanks for their efforts, the award recipient(s) also receive small (taxable) monetary awards.

**LEAN CONSTRUCTION**

As an extension of PCL’s longstanding commitment to QUEST and continuous improvement, a number of districts and regions (Canada and US) have adopted the principles of lean construction and are applying them to both field and office operations.

The principles behind LEAN Construction are to

- reduce overhead in both the field and the office,
- facilitate faster schedules,
- improve employee satisfaction,
- look for opportunities to eliminate waste in everything we do,
- leverage technology and innovation to become efficient,
- challenge our processes,
- and eliminate aspects that don’t add value.

Becoming a leaner organization will be critical to maintaining our competitive advantage. This isn’t about working harder but rather working smarter.
PCLers are dedicated to donating time and resources towards the betterment of our communities—a principle instilled in PCL’s culture by our founder, Ernest E. Poole. In 1975, as a testament to Ernest’s commitment, the Ernest E. Poole Foundation donated 90 works of art to the Art Gallery of Alberta (AGA). This gift remains the most significant contribution ever made to the AGA’s collection of historical Canadian art.

PCL has an opportunity to participate in numerous community-giving initiatives across North America. Some are led by the corporate office, but many begin at the individual and district levels. All PCL charitable donations made by employees to the United Way are matched 100%, allowing PCLers to make a significant impact in their communities. PCL will also match individual employee donations to educational institutions up to $500 per year and donations to other organizations on a case-by-case basis.

Every year, PCL donates millions of dollars (not including employee donations) to various charitable organizations and causes across North America. PCL has established relationships with the United Way, the Red Cross, and Habitat for Humanity. In addition to these three relationships, PCL districts also contribute financial resources to colleges, universities, museums, hospitals, sports associations, arts facilities, municipalities, and community organizations.

Your feedback is an essential part of how we work to constantly improve our programs and practices. Every year all Canadian employees are asked to participate in the Aon Hewitt Employee Opinion Survey, and US employees are asked for feedback through the Fortune Best Companies to Work for survey. Participation in these surveys provides us with opportunities to market PCL as an employer of choice and helps us measure ourselves against employee expectations, as well as a range of other organizations. Every three years, the entire company is also asked to complete an employee opinion survey to ensure that we are able to compile data and see trends company-wide. We value your input!
COMPANY-WIDE COMMUNICATIONS

Our company-wide communications are here to keep our employees informed about what’s going on across PCL. We know communicating to all PCLers is a vital component of our success. Using the three tools listed below, we endeavor to make as much information available as possible.

INTRANET (PCL Connects)
PCL’s intranet (PCL Connects) provides a comprehensive and collaborative one-stop destination for timely and accurate information. Blogs on PCL Connects are used to share expertise, keep up with our leaders, enhance the support we provide for our systems, and serve as an additional communication channel for the services provided across our organization.

FRIDAY DIGEST
The PCL Friday Digest is a weekly e-mail digest that gives employees a summary of the new corporate and district information on our intranet, PCL Connects, in one easy-to-read, linked format. The digest is popular among PCLers because it provides a brief synopsis at a glance and encourages employees to use Connects to search for the information they are looking for.

HARD HAT HIGHLIGHTS—PCL’S EMPLOYEE MAGAZINE
PCL’s internal magazine, Hard Hat Highlights (HHH), is a full-color glossy magazine distributed quarterly to all employees that “highlights” activities across the PCL family of companies. The magazine is a platform for sharing stories, successes, and milestones—PCLers submit story suggestions and help shape the content of upcoming issues of the magazine.

In any given issue of HHH, features on community involvement, career milestones, unique personal stories, and district recognition can be seen.

CELEBRATIONS AND SOCIAL EVENTS

PCLers are known to work hard and play hard and, at PCL, there is no lack of social events. From golf tournaments to family picnics, there’s always an opportunity to socialize with PCLers and their families.

We are also very competitive, which can be seen in some of the annual sporting events PCL hosts. From the Schmauch Cup (an annual hockey tournament) to Curlorama (an annual curling event), PCLers love the opportunity to compete!

Below are some of our company’s favorite events:

FIRESIDE CHATS
A PCL tradition is our semi-annual “Fireside Chat,” in which every office participates. This tradition began when Ernie Poole would gather his craft workers around the fireplace at his home to talk about the road ahead.

These informal sessions are a chance to update employees on important corporate and regional news, celebrate personal milestones, honor inductees into our Quarter Century Club, and talk to district managers and other C-suite executives. These late afternoon events are also a chance for a social break, complete with food!

HOLIDAY PARTY
Each district within the PCL family of companies takes part in a holiday celebration. PCLers and their guests enjoy a night of food, fun, and entertainment at no cost.

CHILDREN’S HOLIDAY PARTY
Every year, each district’s Social Committee hosts a children’s Holiday party for PCLers and their families. The kids are treated to an afternoon of fun and games, and of course, time with Santa.

MILESTONES
Employee recognition is an important part of the PCL culture, and achieving a milestone is a cherished rite of passage for many PCLers. Employees who have reached a milestone are acknowledged in a variety of ways, including celebratory lunches and congratulatory letters signed by our president and CEO.

QUARTER CENTURY CLUB
A remarkable statistic that PCL prides itself on is the number of employees who reach a 25-year milestone with PCL. Today, the Quarter Century Club has more than 600 members, and we even have some half-century members!
PERFORMANCE MANAGEMENT
AND PROFESSIONAL DEVELOPMENT
"We hire, develop, and retain the best talent in the construction industry."

To support this guiding principle, Performance Management needs to be an ongoing process that helps employees gain knowledge, improve skills, and deliver excellent performance throughout their career with PCL. This requires a commitment from both employee and manager to communicate regularly throughout the year. The primary responsibility for career development lies with the individual employee.

PCL employees are expected to meet with their manager every 6-12 months for a formal competency review. This meeting is time set aside for the employee and his/her supervisor to:

• Discuss accomplishments;
• Review and assess competencies;
• Identify goals (career goals, development goals, and performance goals);
• Identify learning strategies to support the accomplishment of the employee’s goals.

Managers support their employees’ career development through:

• Timely and relevant feedback;
• Timely and relevant learning opportunities;
• Regular, constructive conversations with the employee;
• Well prepared and effectively conducted competency review/career development discussions every 6-12 months.

Employees successfully develop their careers with PCL by:

• Being engaged in their own development;
• Identifying relevant career and development goals;
• Effectively implementing development plans;
• Adopting an attitude that supports continuous learning;
• Being committed to high performance.
PROFESSIONAL DEVELOPMENT

PCL’S COLLEGE OF CONSTRUCTION
The PCL College of Construction provides comprehensive custom-designed, developed, and delivered programs that aim to meet the needs of all locations and operations within PCL. The virtual college is accessible to any employee and offers instructor-led and e-learning programs along with facilitation and consulting services in all areas of professional and organizational development. Examples include supervisory development, general behavioral and technical training, strategic planning, partnering, and team development. A dedicated training coordinator at each district office facilitates learning opportunities. The College has, for more than twenty years, provided PCL employees with the tools they need to advance their careers and grow both professionally and personally. Resources are available to every PCL employee, at every level of the company, and at every stage of their career. External courses are also available through the College of Construction. See the professional development reimbursement policy for details.

RECOMMENDED COURSES FOR NEW EMPLOYEES
Certain courses provided through the college of construction are encouraged for all employees. Your district HRPD department will enroll you in these courses as a part of your onboarding program.

CODE OF CONDUCT
All employees are required to complete specific modules that have been developed for a three-year, repeating cycle. Most modules take 35–45 minutes to complete, and all employees are required to complete the annual requirement of two modules.

NEW-EMPLOYEE LUNCH AND LEARN
All employees are recommended to attend the new-employee lunch and learn. The session will provide new employees with an overview of PCL and provide more insight into how their specific division and district operates.

SOLUTION PROVIDERS
Solution Providers Training is an eight-hour, face-to-face session in your district where discussion, shared learning, and practical application will enhance the learning opportunity and reinforce PCL’s customer-focused culture. The course will examine relationship and reputation management, communication, improving customer touch points, RFI case studies, and accountability.

CONNECTS TRAINING
PCL Connects is our company’s primary tool for communication, collaboration, and sharing important information such as policies and business guides, as well as forms and templates, across the entire organization. As an employee of PCL, you have a wealth of information at your fingertips through the organization’s intranet. This system makes powerful features and critical content available to you. The training will help you navigate your way through the system.

OFFICE SAFETY TRAINING
All employees working in an office setting are required to complete the office safety training program. The online component of the office safety training concentrates on five areas critical to office safety: personal protective equipment, WHMIS symbols, stretching, hand hygiene, and the use of Material Safety Data Sheets. The online component is a prerequisite to the classroom component of this training. The in-class component of the office safety training program emphasizes the importance of safety in the workplace and how to personally work safely.

FOUNDATIONS FOR OPERATIONAL EXCELLENCE
All employees working in an operational capacity are recommended to take Foundations for Operational Excellence (FfOE). FfOE is a four-day course designed to follow the path of a project (project lifecycle) and introduce participants to PCL’s methods and procedures at each stage, as well as their roles and responsibilities.
MENTORING

Mentoring is a time-honoured PCL tradition, and we encourage our staff to bring along others by supporting their development. Mentoring champions have been identified in each district and are responsible for customizing the mentoring strategy in their specific location. For more information about mentoring in your district, or to obtain a mentor, please contact your district HRPD representative.

LEADERSHIP TRAINING AND SUPPORT

Leadership training and recognition is an important part of PCL’s culture. We believe in promoting from within, providing our up-and-coming leaders with the support and tools they need to succeed.

PCL PETER GREENE LEADERSHIP COURSE
One of PCL’s high-profile initiatives is the annual PCL Leadership Course, designed and delivered by in-house experts. The four-day intensive program has trained more than 600 employees over 23 years.

LEADERSHIP AWARDS
PCL recognizes leadership through three highly sought-after leadership awards. Established in 1999 and 2009, these awards recognize the promising talent and leadership of our up-and-coming employees: the Robert Stollery Construction Leadership Award, honoring an up-and-coming project management employee; the Les Albert Supervisory Leadership Award, recognizing an up-and-coming field supervisory staff member who has worked as a superintendent or assistant superintendent; finally, the Ross Grieve Leadership Award recognizes the valedictorian of the Peter Greene Leadership Course.
EMPLOYEE GUIDELINES
AND POLICIES
ABSENCE FROM WORK
If for any reason you are unable to report for work, or will be late for work, you are expected to notify your immediate manager as soon as possible. If you are unable to immediately reach your supervisor, please leave the following information with your site or department’s administrative assistant:

• Reason for not being able to come to work
• Phone number where you can be reached

PERFORMANCE MANAGEMENT
Performance Management is a continuous process of communication and clarification about your responsibilities, priorities, and expectations in your career at PCL. It is the measurement used to identify the varying degrees of performance that are then used for financial reward, employee recognition, career growth, employee engagement, and below-standard performance improvement.

High performance at PCL exists when everyone in the organization embraces the PCL Vision, Values and Guiding Principles, and actively works towards the goals of the organization. PCL’s performance management program:

• Provides a framework for evaluating and improving self-performance.
• Provides regular, open and transparent feedback to encourage positive performance and quickly correct below-standard performance issues.
• Threads career development into day-to-day performance.
• Improves the compensation program by directly linking pay with performance.
• Increases the motivation to perform by having a clear understanding of what is expected and what the corresponding rewards may be.
• Improves self-confidence and security in knowing the job is being done the way it should be done, as identified through feedback.

You will work with your manager to set performance goals. Performance goals are the results of your activities. Clearly aligned goals will allow you to support the larger goal and help see how day-to-day activities contribute to the success of the organization. When goals are reached, there is a clear connection to creating a high-performing organization, ultimately improving profitability and increasing employee engagement.

EMPLOYMENT VERIFICATION
Any employee desiring a letter verifying employment with PCL should contact their Human Resources department.

SICK LEAVE
PCL does not have a set number of sick days. However, should the number of days that you are absent from work due to illness exceed the number of days outlined in your country’s short-term disability policy; your leave will be converted into a short-term disability absence. Your manager may request a doctor’s note prior to your absence being converted to a short-term disability claim.
EMLOYEE POLICIES

Policies convey important messages regarding our organization’s values and direction, outline applicable legal and ethical obligations, and provide common ground and structure to our business activities. They also help protect our shareholders against undue risk and facilitate overall corporate efficiencies. As PCL operates throughout North America and Australia, some employment practices may vary. For the full detailed version of all policies associated with your specific location, please see PCL Connects.

ETHICS POLICIES

Ethics is an integral part of the culture of the PCL family of companies. It is also good business. The Code of Conduct and its associated policies are intended to help ensure that the actions of all of us reflect well on ourselves, our colleagues, and the PCL family of companies.

HARASSMENT AND DISCRIMINATION

Harassment, including sexual harassment, of PCL personnel in respect of their employment or in the course of their employment is prohibited. This prohibition includes harassment by a PCL company, by other PCL personnel, or by a third party.

Discrimination against PCL personnel in respect of their employment or in the course of their employment is prohibited. This prohibition includes discrimination by a PCL company, by other PCL personnel, or by a third party. Violation of this policy by PCL personnel will result in disciplinary action, up to and including immediate termination of employment.

ETHICS HOTLINE

PCL’s commitment to a high ethical standard can be found in our policies, training, and in how we handle issues. While we trust you can approach your district management or Human Resources department with any potential ethical issue, we recognize that sometimes employees may be uncomfortable doing so. With this in mind, we have partnered with an external third party, “My Safe Workplace,” which manages PCL’s Ethics Hotline. In all cases, your call or e-mail is handled in a confidential and anonymous manner; there is no link to an employee who uses the service.

We all have a duty to act ethically and to report any matters that may violate our Code of Conduct. Submissions can be made by calling 1-800-461-9130 or by visiting MySafeWorkplace.com. Please see PCL Connects for more information about the PCL Ethics Hotline.

HEALTH, SAFETY, AND ENVIRONMENT POLICIES

PCL is committed to providing and maintaining a safe work environment. As an employee, it is your responsibility to guard your safety and the safety of fellow personnel by identifying, controlling, and/or eliminating known hazards that can result in personal injury or illness, equipment and property damage, or any other form of controllable loss. All unsafe acts or conditions must be promptly reported to your supervisor. Supervisors are responsible for taking immediate action on any problems that arise.

ENVIRONMENT

PCL is committed to conducting our business operations in a manner that protects our environment. We must comply with and monitor our compliance with all legislative, regulatory and contractual requirements relating to the environment. PCL will also ensure that steps are taken to protect the environment from adverse affects of construction operations.

FALL PREVENTION AND PROTECTION

PCL is committed to protecting company personnel and other on-site workers from fall-related injuries when they work at elevated heights. We must comply with legislative jurisdictional requirements and ensure that each site is evaluated and has implemented a site-specific fall prevention and protection plan where elevated work and fall protection are necessary.

While subcontractors and trade contractors are responsible to comply and implement their own site-specific fall prevention and protection plan for the work they perform, their plans must be in accordance with applicable regulatory requirements and PCL’s site-specific fall prevention and protection plan.

All personnel are responsible to report unsafe acts and conditions and, if necessary, take action to see that corrective measures are implemented.

WORKPLACE VIOLENCE

PCL believes in the prevention of violence and promotes a violence-free workplace. Any act of violence committed by or against any worker or member of the public is unacceptable conduct and will not be tolerated. Employees have a responsibility to report incidents of workplace violence to their supervisors.
VACATION AND OBSERVED HOLIDAYS

OBSERVED HOLIDAYS
The PCL companies provide paid holidays for salaried employees in accordance with statutory requirements and local business practices for the benefit of employees and their families. A list of specific holidays provided and the dates on which those holidays will be recognized is announced before the start of each calendar year.

LEAVES OF ABSENCE

LEAVE OF ABSENCE
If the anticipated duration of the Personal Leave of Absence or Bereavement leave is longer than four weeks, CEO approval must be obtained.

BEREAVEMENT LEAVE
PCL is committed to a quality work environment that provides for paid leaves of absence to enable you to deal with the death of immediate family members. In the unfortunate event of death in the immediate family, you are eligible for time off to attend funeral services, grieve in private, and deal with family obligations. When this occurs, PCL will continue to pay you in accordance with this policy.

You are entitled to Unpaid Bereavement Leave in accordance with applicable legislation.

PERSONAL LEAVE
A leave of absence that is not mandated by legislation (a “Personal Leave of Absence”) may be provided to you at the absolute discretion of PCL. Where you wish to take a Personal Leave of Absence, you must obtain the prior consent of your immediate supervisor and their district manager. Should the anticipated duration of your personal leave exceed four weeks, CEO approval must be obtained. PCL will consider the continuation of your compensation, vacation accrual, health, dental and disability benefits, and service credit on a case-by-case basis.

STATUTORY LEAVE
PCL provides unpaid leaves of absence in accordance with applicable legislation. For such leaves of absence, you must provide adequate notice to your supervisor prior to the commencement of the leave. PCL will continue vacation accruals on unpaid leave and payment or provision of benefits for you where required by law.

VACATION POLICY
Salaried employees are entitled to specified amounts of vacation time per year based upon their seniority with PCL. These employees shall accrue vacation pay based upon their vacationable earnings. Employees may take vacation days as they are earned and are encouraged to use their vacation accruals annually. For the Vacation Policy specific to your location, please see PCL Connects.
HOURS OF WORK POLICY

The PCL family of companies (PCL) is committed to creating an environment where all employees are compensated equitably, according to market practices and in compliance with applicable legislation. PCL encourages collaborative and participative processes that support flexibility, innovation, work-life balance, and the enhancement of productivity and organizational success. This involves efforts to ensure that, to the extent that employees have personal commitments that conflict with regular hours of work, and to the extent that PCL is capable of accommodating these circumstances, employees have opportunities to successfully and efficiently manage their professional and personal commitments.

PCL salaried employees are expected to be present in the office or their other assigned work locations during regular work hours for their positions. However, PCL recognizes that an employee may occasionally require or desire personal time away from the office, or his or her other assigned work location, during regular hours of work to attend to personal commitments or because of the employee’s personal circumstances. Provided such occurrences are infrequent and do not interfere with the employee’s performance of his or her duties, and provided the employee has obtained the prior consent of his or her supervisor, a PCL employee may be absent from the office or his or her assigned work location to attend to these personal commitments. However, the employee may be required to work outside regular work hours in the place of those hours lost during regular work hours. In addition, the employee must notify his or her supervisor of any intended absence or lateness as soon as possible.

DEALING WITH DISABLED CLIENT PERSONNEL

The PCL companies (“PCL”) treat all people with dignity and respect, including those people with disabilities.

When PCL provides service to owners, subcontractors, suppliers, or any other entity with which we conduct business, we will take steps to ensure that our premises and services are accessible to Disabled Client Personnel as is reasonable in the particular circumstances or as otherwise required by law.

BUSINESS ATTIRE

At PCL, we strive to present a professional image at all times. This means dressing appropriately for your job and in accordance with local business practice. It also means dressing appropriately for special occasions related to your job. Meetings with clients may require a standard of dress that varies from a normal workday in the office. Individuals in contact with the public or customers should always be dressed in appropriate business attire. A good rule of thumb is “when in doubt—dress up.”

Many districts have designated Fridays as “casual Fridays.” In this case, jeans and other more casual clothing may be appropriate to wear on those days. Similarly, jeans and more casual clothing may be appropriate to wear for persons working in the field on job sites or similar assignments involving exposure to dirt and dust.
PCL’S REPUTATION
Reputation involves how we are perceived by others. All PCL personnel are responsible for building and protecting PCL’s reputation with our key stakeholders. All decisions made by PCL personnel must take into account the impact such decisions might have on PCL’s reputation with our key stakeholders.

USE OF SOCIAL MEDIA
Users of Social Media must exercise good judgment and abide by applicable PCL policies.

Social Media users communicating in their capacity as PCL personnel must communicate in a manner that fits with their specific roles and responsibilities. Any employee wishing to establish an online presence through a Social Media platform intended to formally represent any entity within the PCL family of companies must first obtain approval from the senior director of communications and brand at NAHQ.

Information transmitted through Social Media forms part of a permanent record, even if information is subsequently modified or deleted. It should be assumed that Social Media users’ communications may be subject to discovery by parties involved in disputes with PCL.

TRAVEL POLICY
The annual travel budget for PCL is a major expense. Travel information should be given to the travel agent as early as possible to allow them to search for special fares. Class of travel should be the most economical available. Wherever possible, travelers should stay in hotels that have granted low rates to PCL.

Travel expenses incurred on behalf of the company should be reimbursed for expenses you may subsequently modify or deleted. It should be approved by the department manager (e.g., chief estimator, finance and administration manager, construction manager). All expense statements at the department manager level or above are to be approved by the next immediate supervisor. If an immediate supervisor is not available, then the next most senior person in the line of responsibility may approve the expense statement.

Receipts for all expenses are preferred, but reasonable miscellaneous expenses (out of pocket cash expenses, etc.) with no receipts but with proper written explanation may be approved by your supervisor.

SERVICE RECOGNITION AND AWARDS
Long Service is a valued attribute and is recognized in five-year increments. Attaining twenty-five years of service is celebrated by employee membership in the Quarter-Century (QC) Club, and fifty years of service in the Half-Century Club.

Retirements are also celebrated, and those retirees with fifteen or more years of service will receive corporate commemorative recognition.

PROFESSIONAL DEVELOPMENT REIMBURSEMENT
The PCL College of Construction will continue to develop and provide in-house learning resources to support employees’ core professional development needs; however, PCL also encourages its employees to continue their career development through external learning and development programs. Where appropriate, PCL will pay for a learning program that is provided outside of the College of Construction (up to $1000 per year), provided it has been pre-approved by the employee’s supervisor. External learning programs must be directly related to your development goals as agreed upon with your supervisor.

PCL will reimburse fees for membership in professional associations if the professional association is related to your current or future job role. Payment of professional association fees must be preapproved in accordance with the approval procedures for other external learning programs.

MOTOR VEHICLE POLICY
The PCL family of companies is committed to safe, accident-free driving. Every employee who drives a vehicle as a part of their employment is responsible for its safe operation, condition, and appearance, and for maintaining proper insurance coverage and obeying all traffic laws.

Drivers must be courteous, practice defensive driving, wear their seat belts, and take every precaution to avoid incidents. They must ensure that they comply with PCL’s Alcohol and Drug Policy as well as PCL’s Electronic Device Policy. Drivers must ensure that they have the proper driver’s license endorsements for any vehicle the driver will be operating on behalf of PCL.

ELECTRONIC DEVICE POLICY
Studies have shown that the use of electronic devices such as cell phones, Blackberries, iPods and other similar devices while driving is a distraction to drivers and may increase the risk of traffic accidents. In response, several jurisdictions have enacted legislation that specifically prohibits or limits the use of electronic devices while driving. Legislation in other jurisdictions simply prohibits driving without due care and attention. These types of legislation vary from jurisdiction to jurisdiction and change over time.

Every employee of a PCL company must be aware of all applicable laws relating to the use of electronic devices while driving. In addition to the requirement to obey all applicable laws, every employee of a PCL company shall refrain from the use of electronic devices while driving in a manner that may distract the employee or otherwise create a safety hazard.

Failure to comply with this policy may result in discipline, up to and including termination of employment.
TOTAL REWARDS
POLICIES

BASE SALARY
It is PCL’s intent to pay all full-time employees at rates that are equal to or greater than the average of competitive salaries for their specific jobs in each region in which we operate. We will strive to pay our fully competent employees at rates that reach the top quartile of competitive salaries.

SALARY REVIEWS
Salaries are generally reviewed annually. Changes to salaries depend on market conditions and construction industry remuneration for comparable positions. Approved rate changes are generally effective on the first Monday in September for employees with at least one year of service. (This may vary slightly according to payroll cycles.) Salary adjustments for changes in responsibilities and other special circumstances take place as appropriate during the year.

Salaries are to be treated as confidential information between you and the company.

PERFORMANCE BONUS
Subject to operating results of the PCL family of companies, a discretionary performance bonus may be paid in December to salaried employees with more than six months of service at fiscal year-end (October 31). Payments, when available, are determined by
• personal effort and achievement;
• level of responsibility;
• time spent away from home that has not already been compensated; and
• the safety record for those who can influence or control the safety and loss prevention results within their company.
A performance bonus for a given fiscal year will not be paid to anyone who ceases to be an employee for any reason prior to the end of that fiscal year (October 31).

HEALTH AND WELFARE BENEFITS
PCL strives to provide benefit plans that meet the needs of the majority of its employees in a cost-effective manner. The benefit plans provided are tailored to the countries in which we operate, offer flexibility for individual circumstances, and are provided on a company and employee cost-share basis.

RETIREMENT SAVINGS PLANS
In Canada, PCL offers employees the opportunity to join a defined contribution pension plan from the first day of hire or anytime thereafter while the individual remains an employee of the company.
In the US, a 401(k) thrift plan is available to employees with more than three months of service. Annual contribution maximums will apply in accordance with IRS regulations. Contributions may be made on either a pre-tax or an after-tax basis.

SHARE OWNERSHIP
PCL Employees Holdings Ltd. ("PCLEH") may provide the opportunity for salaried employees of PCL companies to obtain an equity position by purchasing shares in PCLEH.
There is no pressure on employees to invest. Promotion opportunities are not affected by participation in the share purchase plan.

While employee share ownership is considered an important option in the total compensation program for salaried employees, there are inherent risks in such an investment, as there are in other forms of investment. Returns on investment are variable and cannot be guaranteed.

The opportunity for salaried employees to participate in the share ownership program is a privilege, not a right. The decision as to whether a share offering will be made to an employee and the number of shares offered to that employee is at the discretion of PCLEH. Generally, an offering will not be made to an employee in a given year unless that employee has been engaged in active service for at least 60% of the 12-month period prior to January 31 of that year. The purchase price and number of shares available to an employee will be defined when an offer to participate is presented. The number of shares offered and the number that an employee is allowed to accumulate are dependent upon capital plan requirements and on the employee’s position, responsibility level, performance in their position, full-time or part-time status, and current holdings.
ADDITIONAL RESOURCES

PCL PROCEDURES
Numerous Business Guides have been created to share our long-standing procedures and guidelines for doing business. These documents, which can be found on PCL Connects, are a resource that you should use to help familiarize yourself with PCL procedures and guidelines for various aspects of our business.

PCL GLOSSARY
The PCLopedia listed on Connects provides employees with easy access to a complete and current listing of terms and acronyms related to construction and specifically to construction at PCL.

INFORMATION GUIDES AND MANUALS
Various information guides and manuals can be found on PCL Connects that are references related to specific aspects of our business.