

EMPLOYEE HANDBOOK



New Roads
Automotive Group™



GMC



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Jeep



LETTER FROM THE PRESIDENT

It is with great pleasure that I welcome you to the NewRoads Automotive Group!

It has been nearly forty years since our original founders started selling and servicing automobiles in the GTA and York region. Clearly for a company to stay in business for that long it requires a number of things. Loyal customers are essential and a good location helps, but nothing more effectively separates a business from its competition than the people who choose to work there. Originally as North York Chevrolet and today as the NewRoads Automotive Group, we have always prided ourselves on selecting and developing the best people both from within and outside of the automotive industry. It is this principle above all others that has contributed to our success over the past 40 years.

This handbook gives you an overview of the policies and procedures which are an integral part of our organization. For purposes of clarity, we have tried to be as specific as possible. And, while it may seem a little “structured”, it is necessary to establish these policies so you, our associate, have a clear understanding of both what is expected of you and the laws of the province of Ontario. Naturally, grey areas will exist and should you have any questions do not hesitate to ask your Manager for further explanation. At times the following text may seem somewhat impersonal, however, keep in mind that the text is designed for your protection and reference.

I encourage you to pay particular attention to the page immediately following this one, which speaks to our Values and NewRoads Pillars of Employee Engagement, Community, Customer Enthusiasm and Performance. While some companies have vision statements, we believe that these statements accurately represent who we are as a Company and what we are trying to consistently deliver. Please read them and think about how you can live and abide by these commitments throughout your employment at NewRoads.

May your career with NewRoads Automotive Group be enjoyable and rewarding!

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Croxon", written over a light grey rectangular background.

Michael Croxon

Our Values...

The fundamental beliefs that guide our behaviour in our organization. *We believe in being...*

Straight Up

...we provide customers and co-workers with clarity, confidence, and fairness throughout all interactions

- Do what we say with co-workers, customers, suppliers, and community representatives.
- Ensure concerns are reviewed and addressed in a fair, yet reasonable manner.
- Provide clear presentations and fair advertising to customers.
- Encourage ongoing feedback from our customers and each other.
- Listen patiently and attentively for understanding before acting.

Dynamic

...we encourage fun, mutual respect, and accountability in the workplace

- Treat others as you wish to be treated.
- Demand and acknowledge good work in all circumstances.
- Lead and support fun initiatives on an ongoing basis.
- Inspire and encourage through a positive attitude.
- Maintain a safe work environment.

Community Focused

...we are active in supporting our community

- Plan and commit to maintain leadership in our community involvement.
- Encourage participation in NewRoads community events.
- Support and acknowledge the NewRoads "community citizens."
- Continuously cultivate community relationships.

Personal

...we know our customers and they know us as neighbours

- Create a welcoming environment for our guests.
- Always acknowledge a customer's presence and offer assistance.
- Maintain an appropriate business appearance.
- Be positive NewRoads ambassadors in our various communities.

Innovative

...we examine the practices of our industry – always learning and seeking out new roads.

- Strive to be industry leaders in everything we do.
- Continuously educate and coach new skills and knowledge.
- Encourage and acknowledge innovative ideas and processes.



New Staff

Congratulations on your new position and welcome to the NewRoads Automotive Group Team! You, like each individual working here, have been selected because it is our belief you can make a difference, both to our customers and within this organization. As we hope you will soon discover, The NewRoads Automotive Group (NewRoads) is no ordinary group of automotive dealerships. We realize our people are what make the difference, which is why we take great pleasure in offering what we hope you will feel is an extraordinary workplace environment.

This handbook has been created for all of our employees, both new and current, to be aware of and understand the multitude of benefits and policies of the NewRoads Automotive Group. All information contained in this manual are in effect at the time of publication, however these policies may be subject to change in which case you will be notified either in a memo format or via e-mail. Please read and keep these updates with your original employee handbook.

If you wish to review more detailed information regarding the Employment Standards Act which governs provincially based companies, such as ours, please feel free to visit:

www.labour.gov.on.ca/english/es/pubs/guide/index.php

Also, please feel free to contact our Human Resources Department directly if you have any questions.

With so many successful years in the automobile industry, we have come to realize the most important aspect of our business is people. Each of us, in our own way and all of us together, has contributed to making a difference in the lives of our fellow employees and our customers. In so doing, assuring the viability of our Company -- now and for the future.

With that in mind, we wish you a lengthy and fulfilling career at the NewRoads Automotive Group Ltd.

The Management Team

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NEW ROADS OPERATIONAL POLICIES

When starting in a new position, we realize some initial difficulties may arise. This handbook will help answer many of the questions that might arise. Your Department Manager will assist in answering any additional inquiries. When indicated, special training programs may be conducted.

Remember, this is a tool to guide you. Your sound judgement, effective problem solving and decision making are critical. We must understand and always meet our legal obligations but more importantly we must conduct ourselves in an ethical, professional manner.

HOURS OF OPERATION

Due to the hours of operation, certain personnel may be required to work on a staggered shift basis. Rotation duty on Saturdays may be in effect within certain departments. Your Department Manager will designate hours of work.

Shift work is common practice in the sales department and sales people will work according to a pre-arranged weekly schedule.

Dealership hours will vary with each location. Please check with your manager for your department's hours of operation.

LUNCH/BREAK PERIODS

Lunches are to be taken in accordance with your department schedule. Time records must indicate that a meal period has been taken in order to comply with the Employment Standards Act of Ontario. Employees must adhere to lunch schedules in order to ensure that adequate staff is present to service our valued customers.

ATTENDANCE, ABSENTEEISM, AND LATENESS

The purpose of this policy is to encourage full attendance of all employees. It outlines how you are to conduct yourself in the case of unforeseen absenteeism or lateness and how your supervisor or manager can assist you at those times.

Attendance

All employees are expected to be at his or her workstation on time to start their shift every workday.

Late Arrival/Request to Leave Work Early

When you know that you will be late, you must call in and speak directly to your supervisor or department manager prior to the start of your shift. Additionally, inform your supervisor or manager when you intend to arrive at work and why you are going to be late. This will enable your manager to organize the work schedule to accommodate this temporary delay.

Any employee wishing to leave work early must receive prior permission from their supervisor or manager. It is understood that an occasional early leave may be necessary due to sudden illness, for appointments which cannot be made for evenings or weekends etc. However you are requested to make appointments at times which are least disruptive to the work on your shift.

Excessive Lateness and Early Leave

The supervisor or manager will discuss the situation with the employee to ensure the employee is aware of the NewRoads policy and will be considered a verbal warning. Further disciplinary measures will be followed as set out in our discipline procedures policy.

Absence

When it is necessary for you to be absent, you must call in to speak directly to your supervisor or manager prior to the start of your shift. You should state the reason for your absence and when you expect to return to work. Absences in duration of two (2) or more consecutive days may require, at the manager's discretion, a physician's note. **It is required that you call each day that you are off.**

In the event that an employee fails to call in for five (5) consecutive days of an absence, it will be assumed that she/he has voluntarily abandoned their position with the company and will lead to the termination of employment.

Excessive Absence

An employee who is absent more than six days during a twelve month period without a certified and valid reason will be considered as excessively absent. A verbal warning may be issued by the departmental manager. If the excessive absences continue, further disciplinary measures will be followed as set out in our discipline procedures policy.

DRESS CODE AND PERSONAL APPEARANCE

You never get a second chance to make a first impression. Every person entering the doors of a NewRoads Automotive Dealership instantly draws many conclusions about the dealership based on its cleanliness, the warmth and manner with which they are received, coupled with the dress and attitude of each staff member.

These impressions are often a contributing factor upon which a customer will choose whether to do business with us. In order to make a positive impression, employees are expected to dress in a well-groomed, professional and businesslike manner contributing to the professional image we want to project.

Employees are also expected to observe good personal hygiene and grooming habits at all times. Employees who are inappropriately dressed, in the opinion of management, may be sent home to change into acceptable attire and to return to work. This time away will be considered unpaid personal leave. If there are questions as to what constitutes proper business attire, employees should consult with management.

Name Tags are to be worn at all times by those so designated.

GOOD HOUSEKEEPING

Each NewRoads Dealership provides a clean and attractive working environment. You are required to assist in maintaining the appearance of professional, tidy work areas. You are expected, as part of your job, to:

- Discard material that is no longer useful
- File useful material promptly
- Keep personal effects tidy and/or out of sight
- Straighten work areas or surfaces and remove unnecessary items at closing time
- Adhere to the NewRoads recycling program, as applicable

Individual Work Stations

All posters, pictures or plaques, etc. must be approved by management prior to being placed on display.

Lunch Room

A lunch room is provided for your benefit. Please maintain a high standard of housekeeping and employee cleanliness. Clean up after eating, as this will provide all employees with a pleasant place in which to eat. The refrigerator will be cleaned periodically and all contents will be discarded.

PROBATION PERIOD

All new employees are subject to a minimum probationary period of ninety (90) working days during which their performance and suitability for the position will be assessed and evaluated by the Supervisor/Manager. If in the Supervisor's/Manager's determination the trainee is unsuitable for the employment offered, does not perform satisfactorily or is unwilling or unable to properly carry out the duties, employment may be terminated without notice any time during the probationary period or subsequent to a review of performance at the end of the probationary period.

During this probationary period you will not be eligible for:

- Salary increases
- Paid leave of absence for any reason
- Participation in the benefits program (eligible after 3 months)

TIME CLOCKS

All employees so designated are responsible for punching in their own time card at the start of each working day and upon returning from lunch. Punching out should occur for lunch and at the end of each day. If you were off sick, vacation, etc. please indicate this on your time card.

Misrepresentation of actual hours worked could lead to disciplinary action, up to and including termination of employment.

Note: No employee may log the time of any other employee for any reason.

PARKING – EMPLOYEE & CUSTOMER

Customer Parking

In order to ensure ample parking for our customers, the front and all other designated customer parking areas are reserved exclusively for customers.

Employee Parking

Due to the lack of available space at various dealerships, a few of the NewRoads Dealerships have arranged for off-site employee parking. Please ask your manager for the parking policy at your dealership.

TELEPHONE USE/COURTESY

A large part of our business involves the telephone. It is just as important to make a good first impression over the phone as it is in each of the NewRoads Dealerships. Please ensure all customer calls are handled in a friendly, courteous and professional manner. Employees are expected to make personal calls on an exception basis only, and to ensure incoming personal calls are kept to an absolute minimum.

Cell Phones

Nearly everybody has a cell phone these days and of course it is brought to work. Please remember that all personal calls need to be kept at a minimum including calls from your personal cell phone. If you need to leave it on for emergency calls, please feel free to do so. However, it is particularly important not to answer or make calls on your cell phone when assisting a customer. Employees are prohibited from using cellular phones for any other available purpose (internet access, gaming, social media, texting and music) during business hours. These functions may be used during scheduled breaks or lunch periods in non-working areas. For further details, please refer to our Policy regarding cell phone use while driving which was included in your hiring package.

Long Distance

Long distance phone calls are not to be made on company phones which are not strictly business related, unless authorized by management.

Voice Mail

Certain employees within the Company will be required to use voice mail. As many of our Customers find this technology a convenience, employees are expected to update their personal messages and ensure these messages are updated when an employee is away from the office (i.e. holidays).

Voicemail message recording is expected to be as follows: *"Thank you for calling the NewRoads Automotive Group. You have reached _____ (name/title). Sorry I have missed your call. Please leave your name, number and a brief message and I will return your call as soon as possible. If you require immediate assistance, please press zero and ask for _____ (name/title). Thanks and have a good day."*

In order for our customers to have confidence in this system, responding to their messages within a reasonable time frame is both critical and expected.

Paging System

Paging is not to be used as an internal communication device (i.e.: telling a fellow employee to clear their computer screen). However, if you must page a fellow employee, please do so in a professional manner, which includes not using slang or making any derogatory remarks. Please speak clearly.

If you need to page a service customer, please use common courtesy and speak clearly.

COMMUNICATION

Communication and mutual respect is absolutely necessary for the successful operation of our business. We place great importance on including everyone in communication and we ask all employees to conduct themselves in a friendly, courteous and professional manner. Employees should show a positive and helpful attitude, should be trustworthy, dependable and punctual in all workplace activities.

NewRoads Automotive Group is committed to providing the best possible working conditions for our employees. Part of this commitment is encouraging an open and transparent atmosphere in which any problem, complaint, suggestion or question receives a timely response from management. Every effort will be made to keep employees fully informed about matters affecting them in as timely a manner as possible.

The NewRoads Group uses a variety of channels of communication with employees:

E-Mail

Certain employees within the Company will be required to use e-mail. As many of our Customers find this technology a convenience, employees are expected to update their personal message when an employee is away from the office (i.e. holidays).

E-mail is also frequently used to notify employees or inform employees of dealership or corporate events, product information, changes in personnel, job opportunities or other operational changes. Please refrain from e-mailing the entire dealership on a topic unless it is required that all employees see the e-mail. If you are unsure about the use of e-mail, please seek advice from your manager. Also, if you receive a dealership wide e-mail, please do not "reply all" if you are making a comment unless it makes sense to do so. Otherwise, please direct your comment to the appropriate individual only.

Department Meetings will be held on a regular basis to discuss departmental objectives and goals, program changes or training schedules, contests or changes in methods of doing work or review of identified areas of concern.

Management Meetings are designed to discuss dealership or corporate strategy, track progress of goals and objectives, discuss challenges and opportunities both internally and externally and any general issues affecting the industry. It is the goal of the NewRoads Group for all managers to communicate information to their direct reports for further communication to all employees as deemed appropriate.

COMPANY PROPERTY, EQUIPMENT & SECURITY POLICIES

CARE OF TOOLS AND EQUIPMENT

Office equipment, computer equipment, special shop tools, machinery, vehicles and even the telephone system represent a very large investment for the company. In order to prolong the life of the equipment and machinery, we must all take care in the handling, operating or moving of it. Please be certain to first clean, and then put all tools away in their respective designated area carefully after use.

Please report any malfunctioning equipment immediately to your manager, this act is to protect yourself, your associates, customers and company equipment, as well as ensuring equipment is repaired promptly and safety is maintained.

DATA SECURITY POLICY

The internet and e-mail services are provided by NewRoads, and the use of these services is a privilege, not a right of employment or association. Accordingly, NewRoads may withhold or limit this privilege at its sole discretion. NewRoads also reserves the right at all times to specify the terms and conditions for use of the internet and e-mail services and to restrict or control the use of the services, including but not limited to the filtering or blocking of certain internet or e-mail content that NewRoads deems inappropriate for the workplace, that poses an unacceptable risk to the confidentiality, integrity or availability of the NewRoads network, computer systems, information or data, or that creates a potential liability to any NewRoads Dealership.

Dealership Records

All e-mail messages and attachments, documents, and other records composed, sent, or received via NewRoads internet and/or e-mail services, and all electronic records stored on NewRoads computers, laptops or blackberry's, including those of a personal nature, are considered to be NewRoads business communications and company records, and the property of NewRoads.

Password Protection

- Do not share your password(s) with others.
- Do not post your passwords on any paper that can be found or is visible to others within the vicinity of your workstation.
- Change your passwords regularly.
- Passwords should be hard to guess.

Personal Computer Security

- When leaving your computer for any reason, lock the console.
- Do not leave your workstation turned on overnight.

Confidential Personal Information (customer/employee)

- Do not leave customer information in open view at your workstation.
- Do not leave customer information at the printer or fax machine.
- All customer information that will not be filed or used in future should be discarded or shredded.
- Lock all customer information at your workstation when not in use.
- Do not distribute any customer information outside of any of the NewRoads Dealerships.
- Consent must be obtained for the individual whose personal information is collected.
- Disclose the purpose of the consent clearly and record it.

APPROPRIATE USE OF E-MAIL, INTERNET AND SOCIAL MEDIA POLICY

NewRoads provides electronic communication systems to facilitate business communications, collaboration, research and learning. Users have the responsibility to use these resources in an efficient, effective, ethical and lawful manner.

This would include, but is not limited to, accessing, transmitting or storage of inappropriate material (e.g. pornography, lewd or violent materials, chain letters, sexually oriented jokes or cartoons and/or other offensive/demeaning materials related to age, race, colour, sex, religion, national origin, disability or sexual orientation).

In addition to the above, NewRoads recognizes the growing use of social media (Facebook, Twitter, LinkedIn etc.) both during and outside of work hours on both the employee's and Company's equipment/electronic devices. This policy is intended to cover both at-work usage and off-hours usage of social media.

Communication on social media is, or can become public and the identity of anonymous contributors can often be revealed. Posting can be difficult, if not impossible to rescind or delete.

As with all other NewRoads Policies, your obligations concerning confidentiality apply to social media. Employees are required to refrain from posting, during your employment, or at any time following the termination thereof, any confidential information of the NewRoads Automotive Group or any of NewRoads clients, affiliates, management or employees, or otherwise, learned of solely by virtue of your employment with the NewRoads Group.

Further, employees are reminded that their comments on social networking sites can and do reflect on both the employee and the NewRoads Group. As with e-mail, employees are reminded to use good judgement in making comments on social media sites and refrain from making comments which might reflect negatively on the NewRoads Group.

Employees are prohibited from making statements on behalf of the NewRoads Automotive Group except with prior written permission from management.

Employees are legally responsible for their communications through e-mail or social media sites. In no case should such communication violate the law or this policy.

E-mail communications should follow the same standards expected in written business communications and public meetings. When sending an e-mail to a customer, please refrain from using popular acronyms (i.e. lol, ttyl, etc.).

Following are guidelines for using NewRoads e-mail services, internet or social media sites.

- Do not potentially embarrass any NewRoads Dealership or harass a NewRoads employee, contractor, temporary worker, agent, customer or supplier.
- Do not promote violence, hatred or discrimination, or contain threats to, or constitute harassment or discrimination of people.
- Take caution to ensure that your messages are addressed to the appropriate recipient, as it is easy to inadvertently address e-mail messages incorrectly. Confidential information should include a warning regarding accidental transmission to an unintended third party.
- Messages should not be read or sent from another user's account. Respect the integrity of the messages you receive and do not alter or copy messages or attachments belonging to other users without the permission of the originators.
- Address messages to recipients who need to know, rather than to everyone you know.

ACCESS TO AND MONITORING OF INTERNET AND E-MAIL

Subject only to applicable law, users should not have any expectation of privacy with respect to activity or communications created, sent, received, or accessed via the NewRoads internet and e-mail services, or otherwise stored on or accessed from the NewRoads System. NewRoads has the right, but not the duty, to search, monitor or otherwise police all activity by each computer, laptop and blackberry user on its network and computer systems, and to access, retrieve, examine, intercept, block, and delete all e-mail messages, attachments, and other communications composed, sent, or received using its internet and e-mail services or stored on or accessed from its computer systems, without prior notice to or approval from the author, sender, or recipient of such communications at any time.

Any violation of the provisions specified in these policies and standards constitutes misconduct and is grounds for disciplinary action, up to and including termination of the employment and/or legal action.

In some instances, NewRoads may also choose or be compelled by law to notify law enforcement authorities of known or suspected illegal activities involving the use of its internet and e-mail services.

SOFTWARE ACQUISITION AND COPYRIGHTING

It is Company practice that we acquire software only through legitimate means and we respect agreements concerning the use and copying of software. You must not borrow, "bootleg" or copy software for your personal use or use outside the limits of the license agreement. Security or virus-patented hardware/software must not be altered or disabled. Before you use or install personally acquired software on Company computers, you should obtain the approval of the IT Manager. Staff members on the Internet should not transmit copyrighted materials belonging to entities other than NewRoads. One copy of copyrighted material may be downloaded for your own personal use in research. Users are not permitted to copy, transfer, rename, add or delete information or

programs belonging to other users unless given express permission to do so by the owner. Failure to observe copyright or license agreements may result in disciplinary action from the Company or legal action by the copyright owner.

Employees are not permitted to purchase or order items or services over the Internet and hardware is not to be added without the prior approval of the I.T. Manager.

KEYS TO THE BUILDING

Keys are issued to designated individuals within the Company. Each person is responsible for the keys issued to him or her. They are not to be loaned to other employees and duplicates are NOT to be made of any issued keys.

The keys are the property of each NewRoads Dealership and must be returned immediately upon termination of employment.

PERSONAL USE OF EQUIPMENT

A photocopier, fax, postal machine and letterhead are available for NewRoads daily business and may not to be used for personal reasons without Management approval.

PROTECTING COMPANY ASSETS

Strict propriety must be observed in any transaction involving the use, handling or accounting of funds or properties, including information of NewRoads Dealerships. It is imperative that;

- NewRoads assets and services are not used for any improper purpose, including, without limitation, bribes, kick-backs, or other payoffs.
- Each associate provides accurate and correct information to management, internal and external auditors and to other representatives.
- Company books and records reflect the transactions which actually occurred.
- Accounting records are maintained in accordance with generally accepted accounting principles.
- An adequate system of internal control is maintained.

REMOVAL OF COMPANY PROPERTY

Employees of NewRoads may not take or remove any tools, equipment, supplies, parts, merchandise, company documents, cash or vehicles at any time without approval from your supervisor or manager.

Any employee removing or abusing NewRoads property, using equipment or supplies for personal reasons or for personal gain, may be subject to disciplinary action which may include dismissal from employment for cause.

SECURITY

The Company has invested millions of dollars in buildings, equipment and stock in order to make your job more efficient and pleasant. You are expected to ensure your workstation; tools and equipment are properly locked and/or secured at each day's end.

PAYROLL, BENEFITS & COMPENSATION POLICIES

PAY CHEQUES

For your convenience your pay cheque will be directly deposited into your bank account. In order to set up this service, we will need for you to provide us with a void cheque.

Pay periods are bi-weekly or semi-monthly, please ask your Department Manager/Supervisor for your pay schedule.

OVERTIME

All employees who are eligible for overtime under the *Employment Standards Act* must be pre-approved to do so by their manager prior to working any hours in excess of an average of 88 hours every two weeks.

Employees entitled to overtime pay will be paid at time and one-half of their regular rate or will be given equivalent time off in lieu of.

EMPLOYEE ACCOUNTS RECEIVABLE

On occasion an employee may purchase parts or service their vehicle. These charges are recorded on the individual employee's accounts receivable record. All outstanding and incurred charges to employee accounts receivable will be deducted from the next regular pay cheque received unless otherwise arranged and approved by your Department Manager.

DEDUCTIONS

The following deductions, where applicable, will be deducted from each permanent, temporary and part-time employee:

- Income tax*
- Canada Pension*
- Employment Insurance*
- Group benefit plan premium
- Cost of uniform rental [if applicable]
- Demo Allowance [if applicable]
- HST on demo benefit [if applicable]

*These are required government deductions based on your earnings and taxable benefits. Each employee must complete form TD 1 (Personal Exemption Form), TD1 ON or form TD IX, if on commission.

NEWRoads BENEFITS

The NewRoads Automotive Group offers a competitive group insurance package for its employees. Effective 3 months after commencing permanent full-time employment an employee will be eligible for dental, health, life and long-term disability coverage. The long-term disability costs will be the responsibility of the employee. By the employee paying for the long-term disability premium, in the event the employee goes on LTD, the compensation received for long-term disability will be non-taxable income to the employee.

The benefits handbook is available through your payroll administrator.

CHANGE IN EMPLOYEE INFORMATION

Upon change of your telephone number, address, marital status or dependents, the employee must immediately notify the Payroll Administrator in writing, in order that all administrative files are kept current.

GARNISHMENTS AND REQUIREMENTS TO PAY

The law provides that the Company must abide by garnishments and attachments as requested.

SOCIAL INSURANCE NUMBERS

All employees of a NewRoads Dealership must hold a valid Canadian Social Insurance Number (S.I.N.). Any employee who has knowingly misrepresented the validity of a S.I.N., or have knowingly supplied a false S.I.N. will be terminated immediately, in addition to the authorities being contacted as required by law.

WORKPLACE SAFETY INSURANCE BOARD

NewRoads carries Workers' Compensation and Employer's Liability Insurance which covers every employee, where applicable, injured on the job or Company premises. All accidents which occur on Company premises must be reported to your Department Manager immediately to ensure coverage under this plan. You are expected to cooperate with the Company investigation into the circumstances surrounding the claim.

LAYOFF

Who May Be Laid Off

If, for any reason, it becomes necessary to reduce the workforce for any length of time, the Dealership may select, at their discretion, the employee(s) who will be laid off.

If the Dealership feels that a layoff is necessary, they will endeavor to lay off seasonal employees first, part-time employees second and full-time employees last.

Notification of an Indefinite Layoff

The Dealership will notify all employees of an indefinite layoff in accordance with the *Employment Standards Act*.

Notification of a Temporary Layoff

In the case of a temporary layoff, other than in cases of emergency, the Dealership will provide as much notice as possible whenever it is possible to do so.

Who Will Be Recalled

When a recall occurs, the Dealership will decide who to recall based on the employee's skill and ability. If an employee is laid off and recalled to a lower job classification, they will be paid at the rate for the job they are recalled to.

Notification of a Recall

For a recall, an employee will be contacted by registered mail and by telephone.

EMPLOYMENT POLICIES

EMPLOYMENT AGREEMENTS

Each dealership within the NewRoads Dealer Group will employ only the best qualified person available for each job. The salary ranges at each dealership are established through experience and a systematic evaluation of the requirements, duties and responsibilities of the position.

All employees are required to sign an *“Employment Agreement”* which will include your position title and your compensation plan.

DEALERSHIP ORIENTATION/NEWRoads ORIENTATION

We realize you may feel somewhat uncomfortable initially at the start of your job. In an effort to minimize that initial feeling of discomfort and to ensure you feel welcomed and a part of the NewRoads Team, you will be invited to attend a *“New to NewRoads”* orientation session with our HR Department at NewRoads GM. Our orientation program has been designed to assist new employees in adjusting to their new jobs, their new work environment and to familiarize you with the policies and procedures of the dealership. You will have a chance to meet other new employees, learn about the history of the dealer group and the importance we place on providing an outstanding work environment for our employees.

EMPLOYMENT EQUITY

We are firmly committed to a policy of non-discrimination in all employment practices. The dealership recruits, hires and promotes without regard to race, colour, national origin, sex, religion or age.

All employees have the right to be free from discrimination at work. The protected grounds of discrimination are;

- Race, colour, ethnic origin
- Creed, religion
- Age
- Sexual orientation
- Marital status
- Handicap or perceived handicap
- Ancestry, citizenship or place of origin

As well, to ensure equality of opportunity for all employees, NewRoads will make reasonable accommodation to meet the needs of each employee.

We all must continually strive to ensure every staff member and customer is treated with the utmost understanding, courtesy and respect at all times.

PERFORMANCE MANAGEMENT AND PERFORMANCE REVIEWS

Performance Management is essential to the continuous improvement of customer care and services at all NewRoads Dealerships. Performance Management reviews are conducted at the discretion of the Department Manager and are carried out to provide the employee with continuous feedback, coaching, support and general guidance toward meeting expected performance standards. This process enables supervisors and managers the opportunity to discuss with the employee their strengths and weaknesses as well as provide feedback and to develop a plan of action for improvement if required.

Performance Appraisals are a more formal meeting conducted between the employee and the manager and will be scheduled on a yearly basis at all NewRoads Dealerships. The employee is expected to fully participate in their own performance review by preparing for it in advance. Your manager will review the details with you before your scheduled review. This will be an opportunity for the employee and manager to reflect together upon the extent to which an employee has met or surpassed the normal requirements of the position and to mutually agree upon goals or objectives that had been set in the preceding period. Additionally, you may also work with your manager to set new goals and performance standards for the coming period and determine if any training programs may assist you in accomplishing those goals.

NewRoads' goals for performance reviews are as follow;

- Promotion of regular communication between employees and supervisor and/or managers.
- Clarification of our organization objectives and priorities as well as ensuring that employees know what is expected of them.
- To provide performance feedback in a formal manner.

- Identify training needs and facilitate opportunities to promote employee growth and development.
- Provide information for human resources/succession planning.
- Provide protection, to both the employee and employer, from unsubstantiated claims about performance.
- To allow managers and employees to make more informed employment decisions where performance is a factor.

EDUCATIONAL PROGRAMS

Whenever possible we will endeavour to provide Company sponsored upgrading training programs for our staff. If you wish to present yourself as a candidate for a specific training program you should advise your immediate Manager of your intentions. Management will assess each request on an individual basis, prior to giving approval. You must successfully complete and pass the program with a passing mark of at least 75% in order for the Company to cover your course expenses.

By following this policy, we hope to encourage those interested in advancement to maximize their potential and increase their value to the Company.

TRANSFERS AND PROMOTIONS

NewRoads Automotive Group is committed to facilitate the development and advancement of its employees. It is in the best interest of both the company and the employee to expand individual skills and generate career opportunities.

Employees benefit from the philosophy of continuous development by receiving additional challenges and enhancing their career path.

To be considered for any promotion or job enhancement, the employee should endeavour to meet the following criteria;

- Exhibit superior work performance
- Proven initiative and aptitude in learning additional skills or alternative positions
- Show continued interest and accomplishment in meeting Company and individual goals and objectives
- Demonstrate team cohesion and cooperation
- Contribute regularly in a constructive manner toward team discussions
- Conduct themselves in a professional manner
- Good and consistent attendance record

Prior to being transferred or promoted, employees must demonstrate a superior flexibility and conscientiousness in their current position.

Transfers and promotions are to be initiated by the Department Manager. A position change results from a candidate having applied to a job posting and having successfully qualified for it or when he/she has been identified as ready to progress. Depending upon the individual circumstances, you may be required to sign a new "Employment Agreement" as a term of your employment for your new position.

There may be time(s) when NewRoads will have to change and/or modify your duties and/or change your position in order to meet the Company's changing business needs due to an expansion or closure of dealerships. NewRoads may have to transfer employees to other dealerships within the Group to meet its changing business needs.

In these circumstances when you transfer to another dealership, there will be deemed a continuity of employment.

PERFORMANCE IMPROVEMENT

The performance improvement process is intended to ensure the optimization of productivity and quality. NewRoads Automotive Group invests in people management and believes in working with people to solve problems through the use of the performance improvement process, rather than by replacing them. We believe in giving employees fair warning both of the performance problems and the consequences for continuing the poor performance.

There may be times when it becomes necessary to apply progressive discipline in situations where behaviour needs to be corrected, when company policies and rules have not been adhered to or when the performance improvement process fails to meet its objectives.

A Manager may choose to have a verbal discussion with the employee before having a formal meeting that requires the manager to address the subject in writing with the employee. This paperwork will become part of the employee's permanent record of employment.

There is no pre-set number of warnings required before a decision to terminate can be made. This would depend on the nature of the specific problem under discussion and will be handled on a case-by-case basis.

We believe this program promotes improved productivity and encourages adherence to the policies and procedures in the workplace rather than punishment.

Performance of any one of the following acts may be considered just cause for disciplinary action which may be in the form of a verbal or written warning, suspension or dismissal;

- Smoking in an unauthorized area.
- Unexcused or excessive absences from work.
- Leaving work early without permission.
- Failure to comply with the late or absent policy and procedures.
- Failure to comply with the workplace violence & harassment policies and procedures.
- Refusal or failure to perform work satisfactorily and efficiently.
- Distribution of unauthorized literature or writing in any form on the bulletin boards or on company or customer property at any time.
- Removal of notices or signs without prior permission from a manager.

The following is a list of acts that may be considered just cause for immediate dismissal;

- Supplying false or misleading information when applying for employment.
- Possessing dangerous or deadly weapons on company premises.
- Illegal sale or consumption of drugs or alcohol either while on company time or premises.
- Immoral, immature or indecent conduct, soliciting persons for immoral purposes or the aid and or betting of any of the above.
- Disrespectful conduct (gambling or fighting on company premises, intimidation or threats against customers, co-workers, using vulgarity or failing to give a high degree of service to a customer).
- Theft or misappropriation of customer, employee or company property; or unauthorized removal of any of the above including found items.
- Altering or falsifying schedules or other company records.
- Abusing, misusing or destroying company property, or the property of customers or other employees.

EXIT INTERVIEWS

All employees who leave their employment at a NewRoads dealership will be asked to take time to meet with or talk to our Human Resources Department for an Exit Interview.

The Exit Interview is strictly a voluntary interview process for the employee and all information discussed is kept confidential unless otherwise requested or approved by the employee. The purpose of the Exit Interview is to gather information from employees that can assist the NewRoads Group in changing procedures or policies as well as identify trends in areas such as management performance, customer service relations or internal controls. The NewRoads Group's goal is to make each dealership a home for their employees, not just another place to work.

If you are leaving your employment with notice, the Human Resources Department will contact you to schedule a confidential meeting time before your last day of employment. If you leave your employment at NewRoads without notice, the Human Resources Department may call you at home to complete the interview.

TIME AWAY FROM WORK POLICIES

An employee must give as much notice as possible to their supervisor or manager for any of the following time away from work situations. If you are unable to make arrangements for your leave in advance, please notify your supervisor or manager by phone as soon as possible. If you will be away for more than a couple of days, you will be expected to communicate with your manager on a regular basis while away.

BEREAVEMENT LEAVE

At your request, up to three days' leave with pay, will be granted when a death occurs in your immediate family.

Leave of up to one day will be granted for the death of a member of your spouse's immediate family or close friend.

Immediate family includes spouse, parents, children, brother, sister, grandparents, and parents-in law.

EMERGENCY LEAVE

In general, emergencies are occasional, sudden and often require immediate attention. While circumstances may make it impossible to obtain prior approval to attend to the emergency, staff must inform their manager at the time of their absence from work and communicate with their manager during the period of absence.

All full-time and part-time employees are entitled to 10 days of unpaid time off work every calendar year for emergency leave.

An employee can take an unpaid emergency leave of absence for the following reasons;

1. A personal illness, injury or medical emergency;
2. The death, illness, injury or medical emergency of a "Family Member";
3. An urgent matter that concerns a "Family Member".

A Family Member is defined as follows:

- the employee's spouse or same-sex partner
- a parent, step-grandparent or foster parent of the employee, the employee's spouse or the employee's same sex partner
- a child, step-child or foster child of the employee, the employee's spouse or the employee's same-sex partner
- a grandparent, step-grandparent, grandchild or step grandchild of the employee, the employee's spouse or the employee's same sex partner
- the spouse or same-sex partner of a child of the employee
- the employee's brother or sister
- a relative of the employee who is dependent on the employee for care and assistance.

An employee may be asked to provide proof to determine if the employee is eligible for emergency leave.

FAMILY MEDICAL LEAVE

Employees who expect the imminent death of a close family member are entitled to eight weeks of unpaid leave. To be entitled to the leave the employee must produce a certificate from a qualified medical practitioner that states that the close family member faces a significant risk of death with the next twenty-six weeks.

Where two employees request a leave in regard to the same relative they are entitled to a total of eight weeks combined.

The specified family members for whom a Family Medical leave may be taken are;

- The employee's spouse (including same-sex partner)
- A parent, step-parent or foster parent of the employee
- A child, step-child or foster child of the employee or the employee's spouse

The Employment Insurance Act provides eligible employees with Employment Insurance benefits for 6 weeks with a 2 week waiting period. You may check with the NewRoads payroll administrator for details of eligibility.

JURY DUTY

When an employee is called for jury duty or you are subpoenaed as a witness, NewRoads will provide compensation for a full-time employee for the required leave. An employee on jury duty will be paid the difference between your regular straight time earnings

and the amount received as jury pay. You will be required to provide proof of service requiring your attendance. Please give this to your manager and/or the payroll administrator.

MEDICAL/DENTAL APPOINTMENTS

These appointments should be scheduled outside the hours of the regular workday. Employees are asked to be as accommodating as possible and to notify their manager if they are going to be absent for medical reasons.

PREGNANCY AND PARENTAL LEAVE

All regular full-time and part-time employees (both male and female) are eligible for an unpaid parental leave to care for a newborn or newly adopted child. If both parents are employees of a NewRoads dealership, both are eligible for parental leave.

You will be required to file a claim for EI benefits. You will be provided with the Record of Employment that is required to submit your claim. Please ask the Controller or payroll administrator for this paperwork.

In accordance with the Employment Standards Act, upon return from Parental leave, you will be reinstated to your former position, if the same position exists, or to an alternative work of a comparable nature with the same salary and benefits.

Additionally, a booklet has been prepared by Human Resources Development Canada entitled "Employment Insurance – Maternity, Parental and Sickness Benefits" and can be obtained from any EI office.

SICK LEAVE

On occasion, employees may become ill, causing time away from work. Although NewRoads does not pay for lost time, we do require a doctor's note for any absence of more than two days.

VOTING

During Federal, Provincial and Municipal elections, any employee whose schedule does not permit them with the three consecutive hours to vote while the polls are open will be granted up three (3) hours off with pay between the hours of 9:00 am and 8:00 pm.

OTHER LEAVES OF ABSENCE

Under certain circumstances, the Company may grant an unpaid leave of absence when it is necessary for you to be away from work. In urgent situations, your Department Manager may grant a leave of absence for a short term (a day or two); however, longer terms or unusual requests must be made in writing and approved by your Department Manager.

VACATION AND HOLIDAY POLICIES

STATUTORY HOLIDAYS

Ontario has nine (9) Statutory Holiday days. The Company will be closed and all full time and permanent part-time employees will be paid for the following holidays:

New Year's Day	Labour Day
Family Day	Thanksgiving Day
Good Friday	Christmas Day
Victoria Day	Boxing Day
Canada Day	

August Civic Holiday - though not required to remain open or to pay statutory holiday pay, the NewRoads Automotive Group may close on the August Civic Holiday and may pay employees holiday pay for this day. Eligibility rules are the same as the statutory holidays. The company reserves the right to change the policy regarding this holiday upon written advance notice to all employees.

To be eligible for Statutory Holiday Pay, with the exception of employees on scheduled vacation, employees must work their scheduled regular day before and after the holiday.

Pay for employees on vacation will be considered as holiday pay and will not be charged against their vacation allowance. If a holiday falls on a Saturday or Sunday, the closing day will be the preceding Friday or following Monday, respectively, at the discretion of Management.

VACATION PAY

Beginning with their month of hire, all regular full-time employees will accrue vacation on a monthly basis. Vacation entitlement is based on length of service with the company and should be taken during the calendar year it is earned. NewRoads Automotive Group encourages all employees to take all their vacation entitlement each year as it is important to maintain a healthy work/life balance. Therefore, if an employee is eligible in excess of 10 days' vacation based on the schedule, these days must be taken within the calendar year as any remaining vacation days will not be carried forward.

NewRoads Vacation Schedule is as follows:

Length of Service	Vacation Entitlement	Vacation Pay based on
		percentage of total wages
1 - 5 years	10 days (2 weeks)	4%
6 - 12 years	15 days (3 weeks)	6%
13 + years	20 days (4 weeks)	8%

Scheduling

Outlined below are the procedures for scheduling Vacation Leave:

- Complete a Vacation Request Form and secure approval from your supervisor;
- Submit the request form to the payroll administrator at least two (2) months prior to the date for which the leave is requested;
- DO NOT make irrevocable vacation arrangements until written approval has been received from your supervisor;
- All Staff must coordinate their Vacation Leave with others in their immediate work area, in the case of a conflict, priority may be given to staff members who have made plans first or with the employee who has seniority. Ultimately, it will be at the discretion of the departmental manager.
- Some staff may be required to schedule their vacation in platforms such as *Outlook*.

All new employees are eligible to take vacation time after the completion of their three (3) month probationary period.

Employees re-hired after having left the company cannot claim prior years when calculating years of employment for the purposes of vacation.

Unused Vacation cannot be taken after an employee has submitted his/her resignation.

If an employee is terminated, for any reason, that employee will receive any vacation pay owing on their final pay cheque.

CUSTOMER AND COMPANY VEHICLES

OPERATION OF COMPANY VEHICLES

Employees who are allowed to operate a company vehicle as part of their job requirement, for whatever period of time, are required to maintain and keep it in a saleable condition at all times.

This includes a strict policy of **NO SMOKING in any company vehicle at any time. Smoking in any company vehicle will result in loss of use of a company vehicle.** NewRoads will insure the vehicle and conduct all scheduled maintenance. The employee will be responsible for any damages. All employees who drive demonstrators may be charged a predetermined amount to lower the deductible in case of an accident. This will be deducted from your regular pay. A taxable benefit for employees driving demos will also be included in your pay and calculated annually for inclusion on a T-4.

All Company vehicles should be on company premises or in designated parking areas at all times during the employees' working hours except as authorized by the General Manager.

Employees are not allowed to loan a vehicle to a customer for any reason without permission from the General Manager. Should a company vehicle be loaned to a customer for a predetermined amount of time, a supplemental insurance form must be completely filled out and signed. This absolves NewRoads from insurance liability and will also assist in tracking speeding tickets and parking violations.

When driving vehicles on dealership property, the maximum speed should not exceed 10km/h.

ACCIDENTS AND IMPAIRMENTS

While a company or customer vehicle is in the care of an employee, he or she is responsible for obeying the Highway Traffic Act. He or she is responsible for any Minor and/or Major Offence Convictions incurred while the vehicle is in their possession including fines, parking tickets, speeding tickets or damages regardless of their nature or cause. The employee will also be responsible for any deductibles charged by the insurance company. Repeated incidents of carelessness or recklessness may result in written warnings, suspension or dismissal from employment.

Should you be involved in an accident, it is your responsibility to obtain complete insurance information, name, address, and telephone number of all other drivers and owners of vehicles involved. In the event of an accident with damages in excess of five hundred dollars (\$500.00) or if personal injury is involved, the police must be called. Complete all necessary paperwork and notify your General Manager as soon as possible.

Should an employee be involved in an accident while driving a company or customer vehicle and are charged with any of the following;

1. Operation of a motor vehicle while impaired by the consumption of alcohol or drugs
2. Refusal to supply a breath or blood sample to a police officer when requested
3. The dangerous operation of a motor vehicle or similar charges

He or she may face immediate suspension from employment. Upon Conviction, the employee may face immediate dismissal from employment and will be held personally responsible for all costs incurred as a result of the accident.

DEALER PLATE POLICY

Dealer plates shall not be lent to anyone without Management's knowledge and consent.

Dealer plates are only to be used for test drives. Personal use of dealer plates is forbidden.

Parking tickets, 407 ETR charges, etc., are the responsibility of the driver.

Anyone driving a vehicle with a dealer plate and not using it for company business, is subject to paying the deductible, should they be involved in an accident.

Lost dealer plates are the responsibility of the holder. Replacement will be charged to the holder's accounts receivable.

CELL PHONE POLICY

The purpose of this policy is to comply with Bill 118 and to promote safe driving habits and decrease the potential for accidents for all NewRoads employees.

Therefore, the use of **company provided** hand-held communication devices while driving a company vehicle or personal vehicle is strictly prohibited at all times.

The use of **personal** hand-held communication devices while driving a company vehicle or personal vehicle is prohibited while in the course of conducting business.

NewRoads Automotive Group strictly prohibits the use of any cellular phones or similar devices while at any work site at which the operation could be a distraction.

NewRoads Automotive Group strictly prohibits the use of any cellular phones while operating NewRoads Automotive Group owned and operated vehicles or equipment (i.e. hoist, forklift).

This form will be included as a part of the paperwork you will be acknowledging for your new position.

CUSTOMER DEMONSTRATIONS

As good selling practices and for insurance liability, NewRoads expects each customer to be accompanied by a Sales Representative when on a demonstration ride. Unaccompanied demonstrations must have Management authorization and a copy of the customer's drivers' licence must be obtained as well as the customer's contact information prior to the vehicle leaving the premises.

VEHICLE KEYS

All keys belonging to the dealership or to customer vehicles are to be kept in a secure location at all times. It is the responsibility of an employee attending to the vehicle to ensure he or she returns the keys to the secured location and does not leave them lying around on desks throughout the showroom or service department. At no time, unless authorized, is an employee permitted to give keys to anyone outside the employment of the dealership.

CUSTOMER VEHICLES/CONTENT IN CUSTOMER VEHICLES

Customers of NewRoads entrust their vehicles to our care. During the time a customer's property is in the care of a NewRoads dealership, our company and all employees have a responsibility to exercise proper care and attention to the protection of the vehicle, as well as taking reasonable measures to protect the contents of the vehicle. The following applies and is in effect at all times.

- No employee of NewRoads may drive a customer's vehicle **at any time** without a valid Province of Ontario Driver's Licence.
- Damage to vehicles arriving for service shall be noted on repair orders prior to our taking possession.
- While in the dealership's possession and unattended, all customer vehicle windows, sunroofs, trunks shall be closed and doors are to be locked.
- Customer vehicles shall not be used for any reason unrelated to the services and/or repairs being performed.
- At no time is an employee, unless authorized to prepare vehicle for necessary service repair, to remove any property from a customer's vehicle. To do this may result in immediate dismissal of the employee for cause – explicitly for theft.
- At no time is an employee allowed to eat, drink or smoke in a customer's vehicle.
- If the radio is left on, do not change the dial. Do not play customer's radio while servicing their vehicle.

DRIVER ABSTRACTS

All personnel who will be driving customer or company vehicles will have a driver's abstract done by the Company upon hiring and annually thereafter. Having a suspended license may result in termination at management's discretion.

COMPANY VEHICLES TAKEN OUT OF ONTARIO

Under no circumstances may an employee take a company vehicle out of the Province of Ontario. Should an employee be given authorization to from the Owner or General Manager, the authorization must be written, bearing the name of the employee, and must accompany the vehicle at all times. Should any incidents arise involving the authorities while the vehicle is in the employee's possession, the employee named in the letter of permission will be liable for any charges incurred.

DRIVING OF COMPANY OR CUSTOMER VEHICLES

From time to time scratches and/or 'dings' appear on customer and Company owned vehicles parked on our premises. If you accidentally damage a vehicle, Management must be notified immediately. The Company realizes that in handling hundreds of

vehicles, accidents are bound to happen. However failure to notify management, and if evidence is subsequently produced to prove your responsibility, the Company will be armed with reason to consider dismissal.

The reason for this rule is very simple. If the Company is aware of damage to a customer's vehicle, the customer can be notified, the situation explained and the vehicle repaired. If the Company is unaware of the accident, we are placed in a most embarrassing position when the customer brings it to our attention. Great care and caution should be exercised when driving both Company and customer vehicles.

STOLEN VEHICLES

As an employee of an automobile dealership, you will need to be aware of the fact that thieves often times target our industry for their personal gain. Stolen vehicles create a significant expense to the dealership and therefore as employees we ask that you continuously are aware of, and on the lookout for, anything suspicious while at work.

The policies and procedures in this handbook are in place to protect our employees as well as the dealership, therefore anyone who is deemed negligent in terms of key or vehicle handling which results in a lost or stolen vehicle will be expected to participate in the loss incurred by the dealership. This will be determined on a case-by-case basis and may include contribution towards the deductible.

GENERAL CORPORATE POLICIES

SMOKING POLICY

In order to ensure the comfort and health of all our employees and customers, the entire interior of our facility is smoke free. There is, however designated exterior smoking areas which are located in various locations at each NewRoads Dealership. Please find out where the smoking areas are located at your dealership. Smoking anywhere else on the property is strictly prohibited. Smoking is strictly prohibited in company and customer vehicles. Please dispose of your cigarette in an appropriate fashion.

LICENSES

All employees of the NewRoads Automotive Group are expected to have all required, valid and up-to-date licenses required for their position and which is governed by Ontario's Provincial Law. Failure to strictly adhere to these Acts is grounds for immediate dismissal.

Licenses required include;

- Technician licenses
- Sales representative licenses (available for you to review at www.omvic.on.ca)
- Driver's licenses

And any other licenses that may be applicable to the employee job function. Additionally, any employee found to have provided our company with false information, invalid sales or driver's license, etc., may be terminated immediately.

BONDING

Certain positions within the organization may include the handling of large sums of money, or entrance into the premises after hours. The Company may require you to be bondable as a prerequisite to obtaining or maintaining your position.

CASH AND MONIES RECEIVED

All cash payments and/or deposits are the property of NewRoads and must immediately be turned over to the appropriate source. For your protection, a receipt must be obtained at the time the funds are turned over. Any lost or misplaced monies you have collected from customers or staff members is your responsibility.

CUSTOMER SATISFACTION

Customers are our most important asset. Without them we would not have a Company. Every customer, regardless of their age, attire, appearance or disability must be treated with the utmost respect and courtesy at all times. Always deal honestly with customers. A smile, genuine concern for their needs and your effort in helping to resolve their crisis, can change the attitude of a difficult customer. Regardless of your position, offer friendly and courteous assistance whenever a customer appears in need. Every satisfied customer is our best form of advertising. They will tell others of our customer care and attention, and recommend NewRoads to their friends and family members.

Satisfied customers are the essence of our business and as such, their complete satisfaction is always our primary goal.

CUSTOMER COMPLAINTS

From time to time you may be confronted with a customer complaint. You are expected to politely listen. A courteous and genuine concern for the customer's dissatisfaction should be displayed. In the event you cannot solve the problem, you should immediately contact a Department Manager for assistance. If a Manager cannot solve the problem, it is expected he or she will communicate the issue to others in writing for appropriate action. Under no circumstances should you argue or become hostile with the customer. Should any disagreement arise between you and a customer in which there is an area of doubt as to fault, the benefit of doubt goes to the customer.

COMPLIANCE WITH THE LAW

NewRoads Automotive Group insists that all of its business be conducted in full compliance with all applicable Federal, Provincial and local laws. All decisions must therefore be made within the boundaries of acceptable business behaviour; including ensuring all statements and representations to the public and to our customers are correct and fully supportable.

All sales, service, parts and administration staff are required to adhere to all applicable factory policies and procedures. Please educate yourself on the policies or procedures that you will be responsible for in your new or any subsequent positions.

CONFIDENTIAL INFORMATION

In the course of any job, you may become aware of personal customer or employee confidential information as well as confidential information regarding the dealership and/or the manufacturer. NewRoads depends on your integrity, common sense and maturity to keep this information confidential both internally and externally. If any of the above information needs to be discarded for any reason please shred this information rather than putting it in a garbage bin.

EMPLOYEE CONDUCT

NewRoads Automotive Group is committed to the highest standards of ethical behaviour, integrity and conduct. The individual conduct of each associate must reflect these standards on a day-to-day basis with all customers and fellow employees. Listed below are some examples of unacceptable employee conduct;

- Absence from work without proper authorization
- Insubordination towards management, refusal to comply with instruction, failure to perform reasonable duties which are assigned
- Sexually, verbally, physically or mentally harassing any person associated with the company
- Threatening, intimidating, coercing, using abusive or vulgar language or interfering with the performance of other employees
- Falsifying data or results, falsifying employment applications, time-cards or other records
- Gambling, carrying weapons or explosives or violating criminal laws on company premises
- Drinking or consuming illegal drugs during working hours
- Engaging in acts of dishonesty, fraud, theft or sabotage
- Violation of company safety policies
- Negligence in observing fire prevention rules, such as smoking in non-smoking areas

EMPLOYEE PURCHASE DISCOUNTS

Employees interested in purchasing or leasing a new or used vehicle must contact the appropriate New or Used Car Sales Manager directly to discuss your options. Only the employee's personal vehicle or that of their spouse may qualify for employee purchase discounts.

NEW VEHICLES

The selling price of new vehicles and new light duty trucks (except specialty vehicles) to employees will be factory invoice plus a nominal amount as determined by the appropriate Manager or General Manager. The New Vehicle Manager reserves the right to deny any request due to product availability.

PRE-OWNED VEHICLES

The selling price of used cars and trucks will be at the discretion of the Used Car Manager. Typically, any used vehicle will not be discounted for employee purchase before being in stock for 45 days.

PARTS & SERVICE

After three (3) months of employment at NewRoads, employees having service work done in the dealership on their personal vehicle will be eligible for discounted pricing as per the pricing policy of the specific store.

Prior to the completion of the first three (3) months of employment, payment for service work must be paid upon completion of repair. After three (3) months, you may be eligible to pay for service work through your accounts receivable account which will result in deductions from each pay until the receivable is satisfied.

All work performed in the service department requires a repair order to be opened.

AFTERMARKET SALE ITEMS

Discounts may be available for aftermarket sale items.

EMPLOYEES' VEHICLES

NewRoads will not display an employee's personal vehicle on our premises under a consignment arrangement. The Company will be pleased to purchase an employee's personal vehicle at the highest prevailing wholesale rate. Should a customer then purchase the vehicle, NewRoads bears responsibility for adhering to Government legislation as it applies to safety, warranty and insurance regulations.

USE OF COMPANY OR SHOP FACILITIES

No tools, equipment, supplies, merchandise, parts or vehicles will leave the premises at any time without the written approval of the appropriate Department Manager.

Due to WSIB and insurance regulations, you may not use Company facilities to work on your personal vehicles outside business hours. No vehicle is permitted in the shop without the appropriate work order. Written permission, in the form of a work order initialled by the Service Manager, must be obtained before any work is started on an employee's personal vehicle. No person other than Company employees will be allowed to work on the premises, or assist any employee in any type of work at any time. This policy applies whether the work is conducted by yourself or others.

USE OF SHUTTLE BUS/PARTS TRUCK

The Shuttle bus and Parts Truck may not be used for personal reasons without the prior written approval of the appropriate Department Manager.

RESTRICTED AREAS

For your own protection and that of the Company, the following areas are restricted to authorized personnel only:

- Computer Area
- Parts Department (excluding back counter and store)
- Cash Office
- Manager's offices

SOCIAL CLUB

A nominal deduction will automatically occur from your pay each pay period. The monies collected for use by the Employee Social Club, will go towards any organized social activities, special occasions, flowers for illness, etc.

ADVERTISING/MEDIA

All advertising/media must have the written authorization from Senior Management (i.e. General Manager or higher). Under no circumstances should you discuss any dealership matters with any representative from any media.

CONTRACTUAL AGREEMENTS

No employee or Manager may sign a contractual agreement with any outside agency without the expressed written authority of Senior Management.

BULLETIN BOARDS

Bulletin boards are placed in various locations at each NewRoads dealership. You will be shown where the bulletin boards are through the course of your orientation process. The bulletin boards contain legally required information and other company communications that arise from time to time.

FINDER'S AWARD

Any new customer referred to the Sales Department, who subsequently purchases a vehicle will entitle the referring employee to a finder's award amount as determined by the specific store. Awards will only be paid for customers who have not previously conducted business with NewRoads.

SOLICITATIONS AND CHARITABLE CONTRIBUTIONS

NewRoads and its employees co-operate in many ways with worthwhile charitable causes. You are encouraged to participate in Company organized charitable causes. Since solicitation and/or literature distribution can be disruptive to the work day and many

employees consider them to be a nuisance, outside persons are not permitted to canvass our employees during working hours. You should never feel obliged to contribute to a collection.

SOCIAL RESPONSIBILITY POLICY

As we host or sponsor social events on occasion, all new employees are asked to read, understand and sign our "Social Responsibility Policy". This form will be included as a part of the paperwork you will be acknowledging for your new position.

DRUGS AND ALCOHOL

The Dealership is committed to maintaining a work environment which is free from illegal drugs or alcohol. This policy also applies at Dealership social functions; when personnel are out of the Office but "on Company time", e.g., travelling; when appearing as an identifiable representative of the Dealership; and in any setting where the use of illegal drugs or alcohol carries a reasonable likelihood of reflecting adversely on the Dealership.

For purposes of this policy, "illegal drugs" are controlled substances which are not used or possessed in accordance with a physician's prescription. This also includes all chemical substances or drugs listed in any controlled substances act or regulation applicable under any federal, provincial or local laws.

Confidential counseling and referral services may be available to any individual who requests assistance with a drug or alcohol problem. Individuals desiring such assistance should contact the Human Resources Department

RECREATIONAL DRUG USE AND ABUSE POLICY

INTENT

NewRoads Automotive Group ("NewRoads", or the "company") is committed to providing a safe, healthy, and productive workplace. The health and safety of NewRoads' employees is of paramount importance.

We have created this policy to communicate NewRoads' expectations relating to the use of recreational marijuana and other drugs that could impair an employee's ability to undertake their duties safely, competently, and efficiently.

EXPECTATIONS

The following expectations apply to employees and management alike while conducting work on behalf of the company, whether on or off company premises:

- Employees are expected to arrive to work capable of performing the essential duties of their job safely, competently, and efficiently, without any limitations caused by the effects or after-effects of drugs, including recreational marijuana, or alcohol ("Fit for Work"); employees must remain Fit for Work for the duration of their shift and/or designated work hours;
- Use, possession, distribution, or sale of drugs or alcohol on or near company property or in vehicle owned by the company or its customers is strictly prohibited;
- Notwithstanding the legalization of recreational marijuana, it will remain illegal to use recreational marijuana at the workplace. For the purposes of this policy, the "workplace" means any land, premises, location or thing at, upon, in or near which a worker works, including without limitation any vehicle or equipment owned, operated, or leased by NewRoads and customer vehicles;
- Employees are prohibited from reporting to work while their ability to safely, competently, and efficiently undertake the essential duties of their job is impaired by recreational marijuana or any other substances (while they are "Unfit for Work"), and doing so may result in disciplinary action, up to and including dismissal.
- Employees that use any medically approved-medication that may impact on their ability to safely, competently, and efficiently undertake the essential duties of their job, including without limitation, medical marijuana or other cannabis-based products, must communicate to management any potential risk, limitations, or restrictions requiring modification of duties or temporary reassignment; and
- Employees are expected to abide by all laws relating to the possession and use of marijuana and other drugs.

ROLES AND RESPONSIBILITIES

Management and employees must work together jointly to ensure a safe workplace.

Management and employees are expected to adhere to the following:

Management will:

- Identify any situations that may cause concern regarding an employee's ability to safely perform his or her essential job functions; and
- Ensure that any employee who asks for help due to a drug or alcohol dependency is provided with the appropriate support (including accommodation) and is not disciplined for doing so;

Employees must:

- Arrive to work Fit for Work, and remain Fit for Work throughout their shift;
- Perform work safely in accordance with company-established safe work practices;
- Refrain from the consumption, possession, sale, or distribution of recreational marijuana, other drugs, or alcohol at the workplace;
- Refrain from the consumption, possession, sale, or distribution of recreational marijuana, other drugs, or alcohol outside of the workplace that would render them Unfit for Work;
- Decline a request to come into work if Unfit for Work;
- Report any limitations and required modifications as a result of medically-approved marijuana use;
- Discretely report any co-workers who they reasonably believe to be Unfit for Work to management;
- Seek advice or appropriate treatment, where required;
- Communicate dependency or emerging dependency; and
- Abide by all governing laws pertaining to the possession and use of marijuana.

MEDICAL MARIJUANA

Where an employee uses medical marijuana, it is expected they provide a copy of their medical licence to use marijuana to NewRoads. Modified duties may be assigned to employees whose ability to safely undertake the responsibilities of their position are impaired by their use of medical marijuana or other medications.

DISCIPLINARY ACTION

NewRoads is committed to fairly and firmly enforcing the principle that its employees attend for work and remain Fit for Work. Employees found in violation of this policy may be subject to disciplinary action, up to and including termination of employment. Disciplinary action may be taken as assessed on a case-by-case basis. The nature of an employee's position, previous instances of reporting for work Unfit for Work, and whether or not an error, accident, quality-control, or productivity issue has occurred as a result, in whole or part, of that Unfit for Work state will be considered in the determination of an appropriate disciplinary measure.

Where applicable, New Roads may also take legal action.

WORKPLACE VIOLENCE & HARASSMENT and SEXUAL HARASSMENT POLICIES

The management team of The NewRoads Automotive Group is committed to the prevention of workplace violence & harassment and sexual harassment and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence & harassment from all sources such as co-workers, clients, vendors, contractors, spouses and/or family members of employees.

WORKPLACE VIOLENCE POLICY

Workplace Violence is the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to a worker. It also includes attempts to exercise physical force against a worker in a workplace or statements and behaviours that a worker could reasonably interpret as a threat to exercise physical force against a worker in a workplace.

Domestic Violence becomes workplace violence when a person who has a personal relationship with a worker, such as a spouse or former spouse, current or former intimate partner or a family member, may physically harm or attempt to harm that worker at work.

Violent behaviour in the workplace is unacceptable from anyone. This policy applies to all employees, visitors or relatives of employees, clients, vendors, delivery personnel, etc. Everyone is expected to uphold this policy and to work together to prevent workplace violence.

The NewRoads Automotive Group has a workplace violence program in place that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents, or raise concerns.

WORKPLACE HARASSMENT POLICY

The management of The NewRoads Automotive Group is committed to providing a work environment in which all individuals are treated with respect and dignity.

Workplace harassment will not be tolerated from any person in the workplace. Everyone in the workplace must be dedicated to preventing workplace harassment. Managers, supervisors, and workers are expected to uphold this policy, and will be held accountable by the employer. Customers and Vendors will also be expected to uphold this policy.

Workplace harassment means engaging in a course of vexatious comments or conduct against a worker in a workplace....a comment or conduct that is known or ought reasonably to be known to be unwelcome. Workplace sexual harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome. Workplace sexual harassment can also take the form of making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Behaviours may include:

- making remarks, jokes or innuendos that demean, ridicule, intimidate or offend
- displaying or circulating offensive pictures or materials in print or electronic form
- bullying, repeated offensive or intimidating phone calls or e-mails
- inappropriate sexual touching, advances, suggestions or requests

Harassment may also relate to a form of discrimination as set out in the Ontario Human Rights Code which protects workers on the following grounds;

Race, colour or ethnic origin
Creed, religion
Age
Sexual orientation

Family, marital or same-sex partner status
Handicap or perceived handicap
Ancestry, citizenship, place of origin
Record of offenses

However, this policy is not intended to limit or constrain the reasonable exercise of management functions in the workplace.

REPORTING A COMPLAINT

Workers who believe they have been subjected to workplace harassment or violence should let their objections be known to the alleged offender directly, or with the assistance of a third party such as the General Manager, Senior Management or Human Resources.

Ideally, this meeting should occur within 48 hours of the last (or only) alleged incident.

In the event that an informal resolution of the matter is ineffective or impossible, a formal written complaint must be submitted to the General Manager or to Human Resources.

INVESTIGATING THE COMPLAINT

Complaints will be investigated and resolved by the General Manager and/or the Human Resources Manager. It is the responsibility of all managers of the NewRoads Automotive Group to ensure the employee who has submitted a claim of harassment or violence will not be retaliated against in any way. Additionally, all reports regarding any harassment or violence will be kept in strict confidence, except as is necessary to investigate the complaint and to respond to any legal or administrative proceedings arising out of or relating to the report.

CONSEQUENCES

Consequences which may flow as a result of any harassment or violence include: referral to counselling, withholding of a promotion, reassignment, temporary suspension or termination.

FALSE ACCUSATIONS

If an investigation results in a finding that the complainant falsely accused another of any harassment or violence knowingly or in a malicious manner, the complainant will be faced with any one of the following consequences: referral to counselling, withholding of a promotion, reassignment, temporary suspension or termination.

MAINTAINING A WRITTEN RECORD OF THE COMPLAINT

NewRoads will maintain a complete confidential written record of each complaint and how it was investigated and resolved.

CONCLUSION

NewRoads has developed this policy to ensure that all may work in an environment free from any violence & harassment and sexual harassment.

The company will make every effort to ensure all its personnel are familiar with the policy and know that any complaint received will be thoroughly investigated and appropriately resolved.

OCCUPATIONAL HEALTH & SAFETY POLICY

NewRoads Automotive Group is vitally interested in the health and safety of its employees. Safety is a joint venture with our employees. Our company provides a clean, hazard free, healthy, safe environment in which to work in accordance with the Occupational Health and Safety Act. As an employee, you are expected to take an active part in maintaining this environment. You should observe all posted safety rules, adhere to all safety instructions provided by your Department Manager/Supervisor and use safety equipment where required. Your work place should be kept neat, clean and orderly. It is the Managers responsibility to ensure corrective action is taken at once.

SAFETY COMMITTEE

The Ontario Occupational Health and Safety Act require dealerships to establish a Safety Committee. The committee must have at least 4 members, of which at least half must be representatives of the workers. Members of the Safety Committee are posted at all Occupational Health and Safety stations.

SAFETY SYMBOLS

A series of symbols for hazardous products has been established by the Industrial Accident Prevention Association. You will notice these symbols posted in areas throughout the Dealership wherever hazardous products may be used or stored. It is your responsibility to obey all safety signs and rules.

FIRST AID STATIONS

Designated first aid station(s) and eye wash units have been established. Station(s) may be equipped with oxygen, first aid kits, stretchers and fire blankets. Several NewRoads staff members are registered with the Red Cross as having successfully completed first aid training and/or S.O.S., emergency response training. Each dealership is also equipped with an Automated External Defibrillator. Please familiarize yourself with the location of the AED, first aid station(s) and eye wash units within the dealership where you work.

INJURY

The Occupational Health & Safety Act requires all workplace injuries to be reported within 3 days of notification of injury. Therefore it is VERY important, regardless of the nature or severity, all injuries incurred while on the job must be reported immediately to your Department Manager.

EMERGENCIES

It is your responsibility as an employee of the Company to inform yourself as to who is a qualified First Aid attendant in your department.

In case of an emergency (whether fire, police, poison and/or ambulance) stay calm, locate a telephone and dial 9-1-1. Additionally, each dealership has an established emergency plan and an "Emergency Assembly Area" that is marked by a sign on the property. Please familiarize yourself with this location.

In the event that your family needs to reach you due to a family emergency, you should tell all members of your immediate family how to contact you while you are at work. Your family should know the name of your Manager and the department in which you work.

FIRE SAFETY

Fire prevention is a vital component in our safety program. Care and attention should always be exercised when using electrical appliances, torches or flammable materials.

Check your work station at the end of each day for any possible fire hazards.

Each employee must be familiar with the fire extinguisher locations in his or her work areas.

In case of fire:

- Do not panic
- Follow the dealership's emergency/fire plan
- Should evacuation of the building be necessary, proceed calmly to the nearest exit
- Call 9-1-1 if you are unsure of what to do or after hours

WHMIS – WORKPLACE HAZARDOUS MATERIAL INFORMATION SYSTEM

Workplace Hazardous Materials Information System commonly known as WHMIS is a national program designed to ensure consistency of information about hazardous materials in the workplace, provide necessary information regarding use, handling, storage and disposal of hazardous materials and help identify any hazards that may exist. The WHMIS program falls under the Occupational Health and Safety Act and as such must have full compliance from all concerned.

TRAINING

In accordance with the Occupational Health & Safety Act, NewRoads Automotive Group will make available all the policies and procedures and training required under the Act.

MANDATORY HEALTH & SAFETY TRAINING

The Occupational Health & Safety Act requires employers to make sure that workers and supervisors complete a basic occupational health & safety awareness training program. Within your first 30 days of employment, you will be sent via email, a link to complete your training. This is a mandatory condition of employment, and we ask that you complete these courses as soon as possible.

It is also the company's responsibility to provide training to all employees surrounding these policies and programs, as well it is the employee's responsibility to attend all training sessions and /or complete applicable on-line training which is assigned to you.

