



EMPLOYEE MANUAL

For Salary Employees

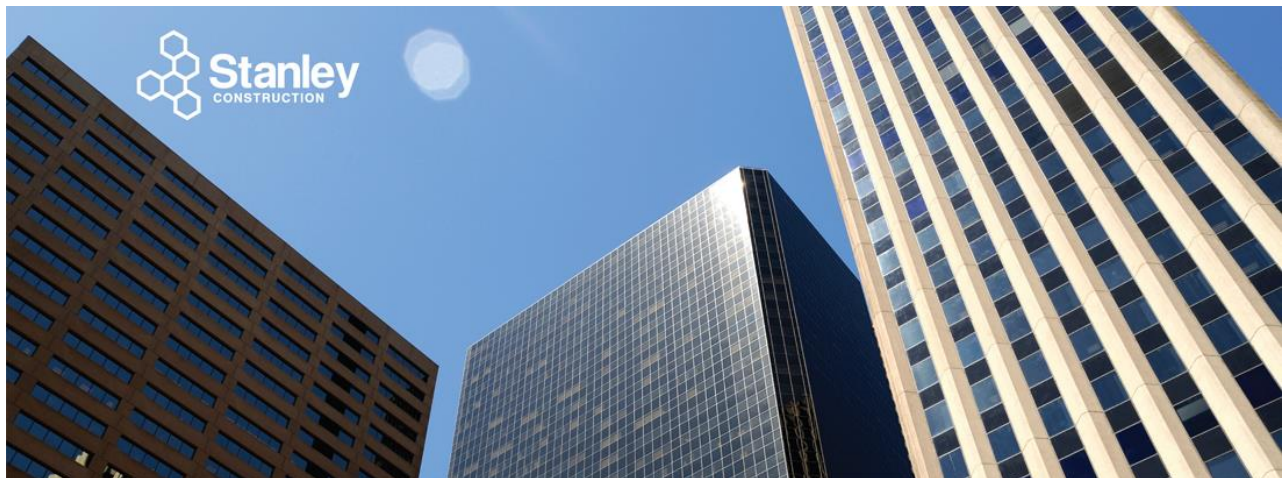


August 25, 2017

Delivering worry free construction

TABLE OF CONTENTS

1. Overview	3
2. About Stanley	4
2.1 History	4
2.2 The Owners	4
2.3 Our Vision, Mission & Values	5
2.4 Worry Free COnstruction	6
2.5 Organization Structure	7
2.6 What work we do	8
3. Working at Stanley	9
3.1 Work Logistics	9
3.2 Compensation	11



Stanley’s Mission: “Delivering worry free construction”



1. OVERVIEW

Stanley Construction Ltd. (Stanley) is changing the face of the construction industry by consistently “delivering worry free construction”. Our goal on every job is for everyone involved to be “worry free” – this includes you as employees – we want you to:

- feel safe
- know you will be receiving a regular pay cheque &
- be rewarded for your contributions.

Stanley is excited to have you as part of our team because it is individuals, like you, that make this organization so successful. We look forward to the enthusiasm and energy we know you’ll bring to your role!

Within this Employee Manual you will find:

- Important Information about Stanley
- What working at Stanley looks like

If you ever have any suggestions on how we could make Stanley an even better place to work, do not hesitate to contact me by email (pgantar@stanleyconstruction.ca) or by phone at (780) 699-6437.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Gantar".

Paul Gantar
President of the Stanley Team

Stanley’s Mission: “Delivering worry free construction”

2. ABOUT STANLEY

2.1 HISTORY

Paul & Dave Gantar were very excited to found Stanley Construction Ltd. on April 9th, 2014.

The founders of Stanley Construction Ltd., thought it fitting to name the company after their late father who was involved in the construction industry as a carpenter. His values of hard work, integrity, respect and having fun are the foundation of this new company.

The story of how we got our name is interesting. To incorporate a company, you have to do a name search and the name you choose cannot currently be in use or have been used by a company for the past 6 years. When the name report came back, it was last used by a company that had dissolved 6 years to the day. The owners knew they had a name!

2.2 THE OWNERS

Both Paul and Dave are interested in building a company that not only they want to be proud of but also Stanley employees and the community we serve. Both owners are always looking at finding and improving ways to make things better so do not hesitate to contact them to share your ideas!

Paul Gantar, P.Eng
President



Paul brings over 20 years of construction management experience to Stanley. His ability to execute on the most complex and challenging projects is only exceeded by his love of building things. As an owner, manager, estimator, project manager and safety officer, Paul has successfully completed projects totaling over \$500M. Paul's construction experience combined with his engineering education make him a true expert in the industry. Away from work, Paul and Ermila coordinate the schedules of their 3 children. Paul is also active in soccer as a coach, player and zone executive. He also manages to maintain a bee colony.

Email – pgantar@stanleyconstruction.ca
Phone – (780) 699-6437

Dave Gantar, MBA, B.Comm
Vice-President Operations & CFO



Dave has nearly 20 years' experience in the business world including strategic planning, finance, logistics, marketing and implementing business development processes. He has worked in both the public and private sectors. He is experienced in process re-engineering with a focus on quality and continuous improvement and has a proven track record in building client and partner relationships. After work, Dave enjoys travelling with Krista and is also a FIFA soccer referee and has many stories to share from his travels. When you call him ask where he is as you may get an interesting answer.

Email – dgantar@stanleyconstruction.ca
Phone – (780) 288-6612

Stanley's Mission: "Delivering worry free construction"

2.3 OUR VISION, MISSION & VALUES

This section is the most critical section of this document because for Stanley to be successful, everyone from our Project Managers to our Accounts Payable team to our Construction Workers, must believe in what we are trying to achieve and how we are going to do it.

Stanley Vision

A Vision is something that we need to work towards and is not necessarily easy to achieve

Our Vision statement is: **Commercial construction will be worry free in Western Canada.**

Stanley Mission

Building off of our Vision, our mission statement is how we are going to go about doing business.

Our Mission statement is: **Delivering worry free construction**

Stanley Values

The way we go about our Mission is important and that is why the Values are there for us. The following values are like principals and are intended to guide all decision making.

Values	Further translation
We are Safety focused	<ul style="list-style-type: none">• Nothing is more important than the safety of the public, our team, customers and trades.
We have Respect as our base	<ul style="list-style-type: none">• We respect the communities we serve, our customers, sub-trades and each other.• Open and honest discussions done in an appropriate manner are expected.
We are Customer centric	<ul style="list-style-type: none">• We treat our customers as part of our family.• We know that they are our best form of marketing.
We have a Team approach	<ul style="list-style-type: none">• We win together and we lose together.• To be a member of the Stanley Team, we all need to contribute our skills and expertise every day.• People feel valued for the contributions that they make.• Those that contribute to a job share in the financial return of that job.
We have Efficient Processes	<ul style="list-style-type: none">• Not only are our processes the most efficient but we strive to improve them every day.

If you do not understand these, if you do not believe in them or if you have suggestions to make them better, contact Dave or Paul.



2.4 WORRY FREE CONSTRUCTION

At Stanley, our goal is to "deliver worry free construction" on all of our projects for everyone. To date, 100% of our customers have "Strongly Agreed" or "Agreed" with the following statement: "overall in the construction process I was worry free". We will continue to work hard to improve on our results from project to project but what does it mean?

For Customers

It is our job to ensure that Customer requirements are fulfilled by a team that is dedicated to meeting them. Examples from a recent project include:

1. In the final inspection the architect and owner noted a few very minor items that needed to be fixed, the Stanley Superintendent had gone through the building earlier and found 8 items that did not meet Stanley expectations. He provided them all to the owner and ensured completion.
2. A required finishing coating was absent in the building specifications, the Stanley team not only made sure that it was utilized but also that no additional charges were given to the customer.
3. Outside of regular working hours, Stanley employees were discovered shoveling a clients property (one that had been completely turned over). Due to a late snowfall and the fact that the owner did not have snow removal arranged, the team knew what worry free meant.

Employees

"Worry free" for employees means that a safe work environment will be provided where you are supported to develop to your potential. It also means that you will be paid on time and that if you are a good worker that we will always have a job for you.

Sub- trades

Will not only be treated respectfully and be met with a safe working environment on work sites but be paid for work completed in a timely manner.

It is the responsibility of each of us to ensure a worry free experience for everyone involved in every project. If anyone on the Stanley team is not acting in a way that is consistent with this, you have our permission to discuss this with them appropriately.

Stanley's Mission: "Delivering worry free construction"



2.5 ORGANIZATION STRUCTURE

Clear governance and accountability is important to the success of Stanley. We all have a job to do and we rely on others on our team to do their part as well. Currently, the organization structure has 3 interrelated Business Units (BU) – Sales, Delivery and Sales & Delivery Support. Here is where each position links in relation to the Bus:

Business Unit (BU)	BU Leader	Overview	Senior PM&E*	PM&E*	General Superintendent	Superintendent	Journeyman Carpenter	Apprentice Carpenter	Sr. Construction Worker	Construction Worker	Office Staff
Sales	Paul Gantar	Role is to estimate, bid on and secure new jobs.	<input type="checkbox"/>	<input type="checkbox"/>							
Delivery	Wayne Cebryk	Team based approach to successfully complete jobs secured by Sales.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sales & Delivery Support	Dave Gantar	Support the other 2 BUs with functions including Finance, IT, Facilities and Human Resources.									<input type="checkbox"/>

*PM&E = Project Manager and Estimator

As you can see in the above table:

- Each BU has clear responsibilities that they must fulfill for the entire organization to be successful.
- Each position has clear linkage to one (or more) of the 3 Business Units.

We are one team with one mission – Delivering worry free construction.

Stanley’s Mission: “Delivering worry free construction”

2.6 WHAT WORK WE DO

While there is much opportunity in the Western Canadian construction industry, we are well aware that we need to continually secure and complete jobs that are “small enough to win and big enough to matter”. What this means is that our job focus will remain in the \$2 - \$15 million range for the foreseeable future but with the economic downturn (in Alberta) we will also pursue smaller jobs where it makes sense. Stanley’s lines of business will focus on commercial construction, public construction and other consulting services.

1. **Commercial Construction** – At the core of Stanley will be our relationship and our results in Commercial Construction which is the building of facilities for the conduct of business/commerce. This includes structures for retail shops, medical buildings, industrial and manufacturing facilities, professional office buildings, restaurants, hotels and more. In the first few years of operation, Stanley will focus on this line of business, demonstrating results that can then be leveraged to secure work in the other 2 lines of business.
2. **Public Construction** – Public Construction is the building of facilities for the conduct of government related activities. Provision of construction services for public facilities and/or that is financed by public funds is subject to statutes regulating wage rates, subcontracting and bidding. This higher level of requirements (including bonding) will require that Stanley demonstrate an ability to not only deliver, on time, on schedule and on scope but in compliance with legislative and regulatory requirements that government agencies require.
3. **Consulting Services** – Stanley’s range of expertise (from construction management to front office processes) will be sought out by government, business, industry, community, not for profit and research groups. This is an important service and means of establishing a wider reach and range of collaborators, clients and impact for Stanley Construction in Western Canada. We will be trusted advisors to Western Canadians.

Each of us is an ambassador of Stanley and it is not only the Sales BU that is responsible for Sales! You may be surprised at the number of conversations that you have where people are trying to determine whether Stanley is the company they either want to work for or want to do work for them. If you ever find yourself talking negatively about Stanley, then contact Dave or Paul with your ideas to make changes.

Stanley’s Mission: “Delivering worry free construction”



3. WORKING AT STANLEY

3.1 WORK LOGISTICS

Standard Office Hours

Regular hours of work are between 8am and 6pm from Monday to Friday for office staff and 8am to 6pm from Monday to Saturday for all others. Work hours can be flexible, but must be approved by your supervisor.

Salaried Employees

Receive a salary which is set at time of hire with yearly reviews based on performance to objectives and economic conditions. The salary is calculated based on a 40 hour work week (1912 hours per year) for office staff and a 44 hour work week (2112 hours per year) for all others and with a maximum of 9 hours allowed to be worked on any one day. Employees are expected to reach their yearly target for hours worked. Work hours missed due to sick days (or any other reason) must be made up in an appropriate manner. At the discretion of the VP Operations, adjustments to pay will occur in the event that the hours target is not expected or will not be achieved.

Hourly Employees

Hourly employees are paid an hourly rate that includes vacation pay and work a compressed work week:

-Monday to Thursday 9 hours per day)

-Friday (8 hours)

Breaks

Lunch breaks, rest breaks, etc. are to be approved by your supervisor.

Dress Code

Proper clothing is to be worn for your position – for example:

- All employees must follow specific site Personal Protective Equipment (PPE) requirements.
- When visiting clients, business casual is expected unless otherwise stated.

Any employee appearing for work, whose dress is identified by management as inappropriate for any reason, will be asked to leave and return in acceptable attire. If you have any questions regarding our dress code, please contact either your manager or Human Resources.

Use of Company Equipment

Use of any company equipment (leased or owned) for personal reasons without the approval of your Supervisor is prohibited.

Confidentiality

Your personal information is located in secure locations with Stanley and is not utilized for purposes that you are aware of and/or have approved. In the event that you receive the information of a Customer, other Employee or anyone affiliated with Stanley, it is our expectation that you handle that information with the same sensitivity.

Stanley's Mission: "Delivering worry free construction"



Healthy Workplace

Safety is one of our core values and we have therefore invested in the creation of a Safety Manual that is critical for all employees to read and understand. Our Merit Benefits also offer an Employee and Family Assistance Program (EFAP) that is available to all Stanley employees.

Stanley Documents and/or Files (electronic or paper)

If you have any Stanley files or documents, they are required to be stored in approved Stanley locations. Original documents must not be stored on personal computers or memory sticks.

Stanley's Mission: "Delivering worry free construction"



3.2 COMPENSATION

Our Company's greatest asset is our employees which is why we have built a compensation package that is competitive and that demonstrates our commitment to retaining them. Your offer letter outlines which of these components you have been offered:

Stanley's Mission: "Delivering worry free construction"

#	Category	Information / Guidelines	Method
1	Base Pay	A salary is set at time of hire with yearly reviews based on performance to objectives and economic conditions. The salary is calculated based on a 40 hour work week (1912 hours per year) for office staff and a 44 hour work week (2112 hours per year) for all others and with a maximum of 9 hours allowed to be worked on any one day. Employees are expected to reach their yearly target for hours worked. Work hours missed due to sick days (or any other reason) must be made up in an appropriate manner. At the discretion of the VP Operations, adjustments to pay will occur in the event that the hours target is not expected or will not be achieved. Vacation Pay is included in the salary.	Every 2 weeks on Fridays (direct deposit) - deductions are made for benefits and as required by the government Please note: subject to your financial institution, your deposits may be delayed by a day or more.
2	Overtime	Overtime at Stanley is discouraged other than exceptional circumstances. Overtime that is approved by your Supervisor will result in an additional payment (half of your hourly rate) being paid to you for each hour worked. If at any point during the year you reach your hours target (e.g. 2112), you will be paid 1.5 times your salary for each overtime hour worked.	
3	Profit sharing	On each job, all employees will be paid a portion of the profits. As per the profit sharing guideline, 60% will be paid out to the employee and 40% will be placed in a DPSP that will transfer to the employee after completing 2 years of service with Stanley. If an employee leaves before 2 years of service, the DPSP contributions are lost to the employee.	As per the guideline on profit sharing
4	Benefits	Stanley employee benefits are provided by Merit Contractor. Benefits are standard and cannot be tailored. Other than Short Term and Long Term disability, all other amounts are paid for by Stanley.	As per the benefit plan
5	Pension	The pension plan has been created with a plan administrator. There are 2 types: -Deferred Profit Sharing Plan (DPSP) where 40% of any profit sharing will be invested in an for employees. Transfer of ownership of the RRSP will move to the employee after completing 2 years with Stanley. -A voluntary RRSP option is also available	-The DPSP will be paid at profit sharing payout. -The voluntary RRSP will be deducted from each payroll
6	Vacation	Time away from work is important. Vacation is unlimited subject to the following criteria: 1) approval must be received from your supervisor, 2) cover off must be arranged, 3) performance plan objectives are being met & 4) The yearly hours requirement (as noted in the base salary) is met.	Supervisor approved but employee tracked

Stanley's Mission: "Delivering worry free construction"

7	Cell phone*	Compensation will be provided to some employees in exchange for them having a cell phone. A monthly amount will be paid which includes the payment of all voice and data costs and the purchase of new phones. The cell phone must: 1) be on during regular business hours and 2) be kept reasonably up to date and 3) contain functionality as required by Stanley.	Monthly flat amount paid along with payroll
8	Computer & Internet access*	Compensation will be provided to certain employees in exchange for them having and utilizing a laptop computer. A monthly amount will be paid which is to be used to pay for: 1) the hardware, 2) repair of the hardware, 3) internet access. The laptop must: 1) be used during regular business hours and 2) be kept reasonably up to date and 3) contain functionality and the ability to install software as required by Stanley.	Monthly flat amount paid with payroll
9	Work/Life Balance account	\$250 per year (prorated based on date of hire or leaves) for fitness, sports registration, arts or cultural involvement. Receipts for the entire yearly claim are to be provided at one time. Claims must be submitted before December 10 th of each year and unused amounts do not carry into future years. Amounts that qualify are at the sole discretion of the VP Operations.	Once per year claim
10	Education reimbursement	Support for employees wishing to further their education (in a field that is relevant to Stanley and directly related to their field of work) will be provided subject to the availability of funding in any given year. Applicants are to apply by the end of March each year and announcements will be made by the end of April.	As per the awarded amount
11	Professional Dues	Intended to pay for professional dues or memberships directly related to employee work. Amounts that qualify are at the sole discretion of the VP Operations.	Once per year claim
12	Work equipment*	Intended to pay for equipment (printers, tools, etc.) required to carry out the employees job. All amounts and requirements will be provided to you when you accept the offer of employment. Safety equipment (excluding steel toed boots) will be provided to all employees that are required to enter job sites.	Regular monthly payment with payroll
13	Car allowance*	Intended to pay for travel or vehicle expenses that are required as part of employment. Any employee that qualifies for this amount will be required to have a Stanley logo placed on their vehicle and also to use a company credit card for gas expenses.	Regular monthly payment with payroll

*A minimum of 2 years of history (receipts) must be available on demand for all of these expenses. Employees are required to produce receipts demonstrating the amount was used for the expenses noted. If the employee cannot produce these receipts, this re-imbusement will turn into a taxable benefit.

Stanley's Mission: "Delivering worry free construction"



3.3 POLICIES AND GUIDELINES

Stanley has a number of policies, manuals and guidelines that require yearly review and sign off from all employees. These documents are important as they guide our decision making and also lay out some very important rules for Stanley.

Compliance to these policies is very important and must be encouraged by all Stanley employees.

Some of the key documents include the Stanley:

- 1) Vision, Mission and Values
- 2) Code of Conduct Policy
- 3) Safety Manual
- 4) Policies
 - a. Privacy
 - b. Computer and Internet
 - c. Discipline and Termination
 - d. Work Attendance
 - e. Overtime
 - f. Conflict of Interest
 - g. Alcohol and Drug Usage

Stanley's Mission: "Delivering worry free construction"