

FRONTIER

DRIVER HANDBOOK



Issue Date: December 2018

Welcome to Frontier

Congratulations on your decision to join Frontier and on behalf of everyone here we would like to welcome you to our company!

Often times when we start at a new company it can feel like we are entering a whole new world. The office set up may be different, there's a new organizational culture to learn, new rules to follow, new people to meet, there may even be a different company language with its own set of acronyms or terminology.

This handbook will provide you with a good cross section of information to help you quickly learn information needed in your role as a driver. If there is something you still need to know that isn't covered, please reference the Employee's Guide to Frontier – or ask human resources and/or your immediate manager.

A Word from the President...

Frontier Supply Chain Solutions Inc. was incorporated in Winnipeg, Manitoba on September 18, 2006 and is a privately held specialty provider of international trade services including customs services, logistics management and trade consulting. Over a very short time span we have grown from a company of three people working out of a small office by the airport to a modern supply chain solutions centre with more than 100 employees. With offices in Winnipeg and Toronto as well as warehouse and brokerage service hubs in Chicago and Seattle and other strategic locations we are able to provide our clients across North America with the effective and responsive service they deserve.

The core of Frontier's success is our people. Frontier is driven by a group of employees committed to service excellence and teamwork. We believe that having the right people, in the right jobs with the right training and support provides limitless opportunities for growth – both from a company perspective and an individual career perspective. As you grow, the company grows; and together we have the potential to achieve so much more.

Again welcome to Frontier – we are looking forward to a long and successful working relationship together.

Michael Butterfield
CEO
Frontier Supply Chain Solutions

The Essentials

Frontier Facilities...

As a Driver for Frontier, you will access most of our facilities. You will interact with our warehouse and logistics and courier support staff, and will have access to the office and/or kitchen/lounge areas to wait during trailer loading/unloading and/or take your mandatory rest breaks.

Our facilities in Canada include:

Winnipeg:

310-555 Hervo Street
Winnipeg, MB
R3T 3L6
1-204-784-4800

Vaughan:

54 Viceroy Rd, Unit 3
Vaughan, ON
L4K 2L8
1-905-761-8640

Saskatoon:

3220 Wells Ave
Saskatoon, SK
S7K 5W5
1-306-249-3865

Regina:

606 Henderson Drive
Regina, SK
S4N 5X3
1-306-569-9300

Our facilities in United States include:

Itasca:

1450 W Thorndale Blvd
Itasca, IL
60143
1-630-250-3544

Tukwila:

130 Andover Park East, Suite #202
Tukwila, WA
98188
1-206-246-6580

Facility Hours & Communication....

Each facility has different hours to accommodate the services it provides to its clients. Winnipeg's office hours run from 7:00 am to 1:00am during the week day, and 10:00 am to 8:00pm on the weekends. Winnipeg's warehouse hours run from 5:30am to 7:00pm daily, and shifts from 10:00am to 6:00pm on the weekends to accommodate Frontier trucks arriving from Itasca or Vaughan, as well as to shunt trucks in preparation for USA or CDN long haul runs. Vaughan and Itasca will have hours to support all courier and long haul drivers, working mostly 7:00am to 7:00pm Monday to Friday, and weekends as required to accept drivers arriving on Saturday or Sunday. Regina is a 24-hour facility, and Saskatoon operates during the week days from 8:00am to 7:00pm.

Office employees work most recognized general and statutory holidays in the USA and Canada. A modified work force and modified work hours are created and communication will be sent out to all employees in advance. Warehouses in each facility will have modified hours, or will be closed in observation of the holiday. Drivers will be scheduled accordingly and will be required to drive on holidays as required.

Drivers will communicate directly via text, email or phone call with the Line Haul Coordinators (and the Logistic Manager as required) to discuss weekly scheduled runs, requests for absences, payroll calculations, customs documents, and all operation concerns etc. Communication. The Line Haul Coordinators hours of work include Sundays between 4:00 pm – Midnight, and 7:00 am – Midnight from Monday to Friday.

Where to Park...

Parking for all employees is first come first served. There is no cost to park on site. Drivers must abide by the parking rules in each facility. In Winnipeg, parking is angled parking in the front of the building or in the rear beside the warehouse receiving doors. Access to the warehouse is assessable from the rear of the building. In Vaughan, parking is perpendicular along the east side of the building. Access to the warehouse is assessable from the east side of the building. Electrical outlets are available at both locations for extended parking in the colder weather. In Itasca, parking is along the east side of the building. In Seattle, Regina, and Saskatoon, parking is available in the attached parking lot.

Driver Appearance...

Drivers are “Ambassadors” and represent Frontier to our clients and to the public. Drivers are expected to be conscious of their appearance and exude a professional appearance. Company branded clothing will be provided to the Drivers. Drivers will be expected to wear the Frontier Clothing while on duty. Additional clothing can be purchased at “cost”. Upon resignation/termination from Frontier, Drivers will be expected to return the clothing in good condition. Clothing returned in disrepair will be charged to the employee at cost.

Drivers will also be provided with a customized Frontier identification card. Drivers must wear their identification card while on duty. Drivers will be expected to issue/return the card upon request from any client or Frontier employee. The cost to replace or repair damaged or lost identification cards will be the Driver’s responsibility.

Keeping the Frontier Clean and Presentable...

All employees must keep the facility and all company equipment (including tractors and cabs) clean. Drivers must also abide by these protocols.

1. **CLEAN UP AFTER YOURSELF** – Tidy up after using your assigned vehicle, or assigned tractor cab/unit. Remove garbage, personal items, bed linens etc. Wipe down/dispose any dirt (including dirt from shoes/clothing)
2. **FRIDGE** – Empty and clean the fridge in the tractor cab/unit.

Money and Banking...

Drivers will be paid on a biweekly basis, on alternate Fridays. Driver pay (for local parcel/courier delivery fleet) will include all hours driven in the two weeks worked prior to payday. A timesheet of hours must be submitted and approved prior to payment.

Driver pay (for Long Haul drivers) will include all miles (and other remuneration such as wait pay, additional picks/drops) in the two weeks worked prior to payday. A report summarized from the ELD logs will be used. Failure to submit ELD logs and other backup may result in errors in payroll.

Payments will be made via EFT/Direct Deposit only. Drivers will be required to provide banking documentation to verify the banking information. Changes to banking information must be submitted to Payroll at least one week in advance of pay date.

Payment will "lag" one week from the end of two weeks prior to payday. This "lag" will occur for both local parcel/courier fleet as well as the Long Haul drivers).

Paystubs will be emailed as a password protected file to each Driver. A password (the last four digits of your Social Insurance Number), will be required to open the file.

Facility Access and Controls....

Employees may access any of our four corporate facilities located in Winnipeg, MB, Vaughan, ON, Saskatoon, SK, Regina, SK, Itasca, IL (USA), or Tukwila, WA (USA). Access is permitted upon positive identification upon presentation of Frontier issued identification cards. While in each facility, the identification card must be clearly visible. The identification cards clearly identify the individual via their name, employee number, position, facility office, and a coloured head shot photo.

The issuance of identification cards is controlled by Human Resources. Requests for new identification cards, cards to indicate changes of employment status or role, or replacement lost cards are completed by senior management, human resources of the employee's immediate manager.

Temporary "staff" cards will be assigned to the personnel until their identification card is ordered and received from the printing vendor. Alternatively, temporary "visitor" cards may be assigned to the personnel if all "staff" cards have been assigned.

Employees will have their photo taken during their orientation process.

Afterhours access to each facility may be permitted for Drivers. Request(s) for permanent or temporary afterhours access will be must be made to human resources from the driver's immediate manager. Upon approval, the Driver will be provided with a facility key, alarm code, and contact information with the alarm monitoring company. Facility access can be terminated/revoked at any time. Ongoing audits of facility access will be completed. Disciplinary action, including termination, will be completed if inconsistent access and/or fraudulent intent is found.

Reporting unknown/suspicious people or activities...

Frontier will provide will provide a work environment that is reasonably free of hazards, and threats of violence which may cause damage to people or property. It is also the

company's policy to maintain an effective and continuous safety and security program that incorporates education and monitoring procedures.

All Managers are responsible for ensuring that their employees are trained in appropriate security and suspicious activity reporting procedures.

Drivers share in the responsibility to observe and report any suspicious or unusual activity that threatens the safety or security of our facility/fleet vehicles of other employees. Drivers are expected to understand and adhere to the following company suspicious activity reporting/challenging procedures.

Reporting Procedures...

Drivers are expected to use common sense and good judgement when assessing the threat potential of any suspicious activity. Depending on the situation, Drivers are expected to report any suspicious activity to their supervisor, manager, dispatch or long haul coordinators, or proper police or emergency service authorities.

Reporting and/or Challenging suspicious activity include, but is not limited to the following situations:

- Unidentified persons(s) attempting to gain access to property, freight, equipment, truck/trailer, or facilities.
- Unidentified person(s) in any area of the company, office, compound, parking lot, truck/trailer unit.
- An employee, unescorted vendor, or supplier visiting a part of the company for unknown reason(s).
- Any person (employee or other) who appears to be hiding something or is acting nervous, anxious or secretive.
- Any employee or visitor making unusual or repeated requests for sensitive or important company documents or information. This includes dispatch instructions or load information.
- Any person asking an employee to make an unauthorised movement of freight, equipment, or cash/cheque.
- Any person or group loitering.
- Any person claiming to be a representative of a utility company but who cannot provide valid identification.
- Any person carrying a weapon, such as a knife or gun.
- After hours, any vehicle driving past the yard with its headlights off in the dark
- Any unknown occupied or unoccupied vehicle parked outside the compound, or in the parking lot or near the building for a long period of time.

The above list is not all-inclusive. It is meant to provide examples of suspicious activities.

If a suspicious activity is identified, the next step is to act.

Employees are encouraged to challenge unauthorized or identified person(s), however **"IF"** there is **no imminent risk**.

Managers are then required to report incident to their senior manager.
Senior Managers are then required to report incident to the authorities.

Border Watch Line @ 1-888-502-9060 and local police detachment. In the event of an emergency please call 911.

Keeping Healthy

Drugs, Smoking, & Alcohol...

Alcohol consumption is not permitted within the building or on property. **Under the influence of alcohol for any role, more specifically those of a safety sensitive nature (such as parcel courier or long haul driving, operating heavy equipment) is not permitted. Discipline up to and including termination of employment will occur for repeat offences.**

To encourage a healthy work environment, Frontier provides a smoke free workplace. As such no smoking or vaping is allowed within the building or within any fleet vehicles, tractors or trailers. Should you wish to smoke / vape you may do so outside the building or outside the vehicle in designated / marked areas.

Specific policies regarding cannabis & alcohol are noted below:

Cannabis laws vary by province, territory and state. Frontier will not support the consumption &/or possession, &/or transport of recreational cannabis at any Frontier facility or vehicles, at work related social events, client events, or meetings and when working remotely, including from home or other locations.

Examples:

- For consumption in any Frontier facility or parking lot or employee patio. ie. Drugs: Smoking, vaping, ingestion, or topical application. Alcohol: consumption.
- For transport or storage in any Frontier property such as but not limited to our trucks, trailers, fleet vehicles, office or warehouse.
- For possession in any Frontier facility. Cannabis substances (including but not limited to edibles, vape products, oils, balms, patches), drugs and alcohol
- Driving under the influence of cannabis, drugs or alcohol while at work will be subject to corrective action.

Drivers will participate in pre-employment drug testing and on-going random drug & alcohol testing may be required. Employees will be notified in advance of their required participation. Positive results in any test may lead to immediate termination of employment.

Impairment is not tolerated in our workplaces and is not limited to cannabis or alcohol. Employee behavioural or performance issues related to cannabis or alcohol use or

impairment will be addressed through appropriate process including action plan for improvement, intervention, corrective action, and dismissal as appropriate.

Frontier's Drug policy & employee consent form is attached.

What employees need to know about US DOT drug & alcohol testing per US DOT can be found at... https://www.transportation.gov/sites/dot.gov/files/docs/Employee_Handbook_Eng_2014_A.pdf

"I Need To Be Away"

Paid Absences – Sick Leave

Drivers are entitled to one week (5 business day or less if the weekly equivalent is less) of paid leave for sickness. Paid sick leave is available upon completing a 3-month probation period. Sick leave is available to you if you or your dependent family member is ill and you are unable to come into work. A Doctor's note may be requested at any time to support your request for sick leave. Requests for paid sick leave must be made directly to your immediate manager or Human Resources.

Paid Absences – Vacation Leave

Drivers are entitled to a minimum of two weeks (10 business days, or less if the weekly equivalent is less). Paid vacation leave is available upon completing a 3-month probation period. Vacation follows a normal calendar year meaning you earn vacation time between January and December of each year for use during the year it is earned. The amount of paid vacation time you earn will increase in stages, and will be dependent on the length of your employment. Requests for paid vacation leave must be made directly to your immediate manager or Human Resources.

Paid absences (sick or vacation) may be provided in advance of accrual. If you leave Frontier and have used more paid absences than accrued, then any overused time will be deducted from your remuneration in the payroll that the overuse occurred or in your final payroll.

Further details regarding paid absences can be found in the "Rough Guide to Frontier" provided to you as part of your New Employee Onboarding package.

Personal Appointments...

Drivers are encouraged to schedule appointments outside of company hours. Where this is not realistic, time off for doctor and dentist appointments will be allowed for all regular full time drivers. Two days' notice should be provided to your manager for all appointments. Absences related to appointments will be unpaid.

Leave of Absence...

Drivers are eligible for leaves of absences. Some are with pay; some are without pay. Requests for a leave of absences (with or without pay), must be requested in writing to your immediate manager. Management will review each request on a case by case

basis, and further documentation may be requested prior to reviewing the request for leave.

The most common reasons for a leave of absence are listed below

- Bereavement Leave
- Maternity and/or Parental Leave
- Compassionate Care Leave
- Family Leave
- Jury Duty

if you require a leave for some other reason please contact your manager directly.

Benefit & Pension Plans...

Drivers are required to join the Group Health benefit plan for themselves and their family upon the completion of a 3-month probation period. Coverage will include extended health, medical, dental, life insurance, dependent life insurance, accidental death & dismemberment, and long term disability. Premiums will be shared 50% by Frontier. Deductions will be made on Driver payrolls on a semi-monthly basis, and will occur in the month of benefit. Ie. Deduction in January for January benefits. Full details can be found in the Employee Benefits Manual provided to you as part of your New Employee Onboarding package.

Drivers may participate in a voluntary RRSP based pension plan where the company will match your contributions up to 1% of your base salary (or base miles driven). Participation may begin upon the completion of a 3-month probation period. Deductions will be made on Driver payrolls on a biweekly basis. Remittances to our pension plan provider will be made on a monthly basis. Full details of the plan as well as investment options are included in manual provided to you as part of your New Employee On-boarding package.

Statutory Holidays...

Frontier recognizes 11 holidays each calendar year. Parcel & Courier Drivers will receive paid days off using the holiday pay calculator in each respective province. Most of Frontier's Canadian offices will be closed on the recognized statutory holidays (except where customer service requirements dictate a need for a small support presence to maintain service levels). Drivers will be scheduled accordingly to accommodate the office and client closures. Line Haul Drivers will be expected to driver on the listed holidays.

- New Year's Day – January 1
- Louis Riel Day/Family Day – third Monday in February (MB, ON, SK)
- Good Friday – Friday just prior to Easter (date changes annually)
- Victoria Day – third Monday in May
- Canada Day – July 1
- August Long Weekend – first Monday in August
- Labour Day – first Monday in September

- Thanksgiving – second Monday in October
- Remembrance Day – November 11
 - MB. Day off if lands on the week, No lieu day if lands on weekend.
 - ON. Not entitled to Remembrance Day
 - SK. Day off if lands on the week, or Lieu day if lands on weekend.
 - ON. Not entitled to Remembrance Lieu day for weekend holiday.
- Christmas Day – December 25
- Boxing Day – December 26

Probationary Period...

All Drivers begin with a minimal 3-month probationary period.

The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the position meets their expectations. Frontier uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or Frontier may terminate the employment relationship at any time during, with or without cause or advanced notice.

Performance Management...

At Frontier performance management is an on-going process. Drivers will have formal and informal meetings on a daily and/or weekly basis with the dispatch team, short haul and/or logistics managers, to review their performance. These meetings give both the manager(s) and the employee an opportunity to highlight performance successes, plan for the completion of assigned goals and discuss any areas of concerns.

Parcel & Courier Drivers participate in a semi-annual written performance review and bonus plan, of up to 5% of base salary payable each March and August. These reviews evaluate many different performance criteria including factors such as productivity, quality of work, customer service, tickets/fines/violations, use of technology, internal /external communications, attitude, driver log completions, pre and post inspections completed etc. The reviews also outline specific short term and long term goals that the employee will be working towards over the review period. Further details on the calculation and terms of the Parcel & Courier Delivery Drivers' bonus plan is listed in the Employee's Guide to Frontier.

Line Haul Drivers participate in a Performance/Safety Bonus Plan. Remuneration is paid to the Line Haul Driver at the rate of \$0.01 per safely driven team mile, payable on a monthly basis. Violations to the Performance/Safety criteria will void the bonus calculation on the leg of the noted violation. Further details on the calculation and terms of the Line Haul Drivers' Performance/Safety Bonus Plan is noted in the Line Haul Drivers' employment agreement.

At Frontier, individual salaries are reviewed annually in conjunction with the performance review process and the completion of assigned goals. While all salaries are reviewed at those times employees should understand that increases are not automatic. Many factors

go into determining salary increases including not only individual performance (goal attainment, taking on new duties, overall performance) but company financial performance as well. Any changes in salary, hourly rate of pay, or pay per mile are subject to management approval and overall financial performance.

Keep Learning

Frontier's Educational Assistance Policy...

At Frontier, we strongly believe that our employees are our most important asset and we are committed to developing their potential. We support and strive to provide educational, training and learning opportunities for our employees through a range of sources, including educational institutions or driving schools.

Employee with a minimum of one year of service are eligible to apply for reimbursement for all or part of their tuition and book fees for the successful completion of courses (subject to prior company approval). Human Resources reserves the right to determine the relevancy of a particular course and level the course will be funded at if approved.

Employees approved for educational assistance will sign an educational assistance agreement outlining the terms and conditions of the assistance. Conditions and terms regarding course/tuition repayment are noted in the employee guide to Frontier.

Driver Safety

Defensive Driving

All driving roles in Frontier are considered Safety Sensitive Positions. It is expected that EVERY DRIVER that operates any Fleet Vehicle will respect the code to drive in a safety and defensive manner and follow all provincial, national, city and/or internal safety and traffic regulations. All Drivers must self-monitor themselves and supervisors/managers also monitor and enforce the policy.

All Drivers are expected and will be trained on defensive driving techniques to avoid accident causing situations, regardless of the act of the third-party driver. Consistently following basic safety rules, and practicing restraint, you will have demonstrated defensive driving skills required to protect yourself, any passengers, other drivers, any pedestrians, and your freight.

Winter Driving

Drivers must change their driving habits in various weather conditions and seasons, specifically Winter. Drivers must abide by the following tips:

- Plan for extra travelling time in winter and/or bad weather
- Clean snow and ice from all windows & lights, prior to driving
 - This should be adopted as part of the pre and post trip checks.
- Avoid sudden moves on slippery roads

- Use sunglasses (or have them readily available), to counteract the glare from snow/ice.
- Top up windshield fluid regularly.
 - This should be adopted as part of the pre and post trip checks
- Where possible, slow down or pull to the side of the road before using the wipers and/or spraying washing fluid in freezing temperatures.
 - This will reduce the danger of the washing fluid freezing and ice forming on the blades and/or blurring the window.

Common Driving Errors

Drivers must recognize these common driving errors. Many of which account for many preventable accidents. These are:

- Following another vehicle at an unsafe distance.
 - Especially for the road & weather conditions.
- Tailgating.
- Improper Backing.
 - Especially failing to check the area at the rear & sides of the vehicle PRIOR to backing up.
- Failing to yield the right of way to avoid an accident.
- Driving too fast.
 - Especially for the road & weather conditions.
- Pulling into or out of traffic without making sure...
 - The way is not obstructed, or
 - The oncoming traffic is not moving too fast
- Turning improperly.
 - Especially without signaling.
- Passing on the right hand side on a multi lane highway.
- Distracted Driving.
 - Using mobile device for phone calls, texting, playing music
 - Eating while Driving
- Cutting in & out of traffic
- Crowding other drivers
- Failing to obey traffic signals & signs.

Keeping Safe

Workplace Health and Safety

To assist in providing a safe and healthful work environment for employees, customers and visitors, Frontier has established a Workplace Health and Safety Policy and Workplace Health & Safety Committees for each facility. For reference, The Health & Safety Policy, Committee Members names, First Aid trained staff, Meeting Minutes, and other safety related information are posted in each facility.

Each employee is expected to obey the safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe condition to the appropriate supervisor.

Employees who violate safety standards, who cause hazardous or dangerous situations, or who fail to report, or where appropriate, remedy such situations, may be subject to disciplinary action.

A copy of Frontier's Workplace Health and Safety Policy, Emergency Procedures and Evacuation plan reports are attached to this document.

Workers' Compensation Insurance...

Frontier abides to all provincial workers' compensation programs. Drivers are eligible for benefits and remuneration from their respective provincial program. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment.

Drivers who sustain work-related injuries or illnesses (or is a witness/bystander to an incident/injury) should inform their manager, or dispatch operations, or the client's site management (if it occurred at a client site), or health & safety committee member, or line haul dispatcher, and/or Human Resources immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately to enable an eligible employee to qualify for coverage as quickly as possible.

Paperwork such as Frontier's internal incident report, and the respective provincial workers' compensation paperwork must be completed and submitted. A copy of Frontier's internal incident report form, and provincial workers' compensation employee reports are attached to this document. Human Resources will assist in the collection and submission of the completed forms to the appropriate authorities.

Use of Equipment & Vehicles...

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify the supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury.

Vehicle damage resulting from hitting an inanimate object(s) and/or another vehicle(s) or person must be immediately reported to your immediate supervisor, dispatch team, short haul and/or logistics manager, or line haul coordinators. The Driver will be required to complete any internal incident reports, workers' compensation report (in case of noted or suspected injury), and/or any local insurance documents for claims for damaged freight or vehicle damage.

Drivers will be assigned a fleet vehicle to operate. Fleet vehicles may change daily. Pre and Post trip inspections must be done by the Driver at the beginning of their work day, as well as in the conclusion and at pre-scheduled times throughout their work day. Paid time is provided to all Drivers to complete all trip inspections fully. Failure to complete inspections and/or advise the manager or dispatch team of issues may lead to disciplinary procedures. At the conclusion of the Drivers' shift, the vehicle must be parked in the assigned parking area and locked.

Drivers will receive keys to their assigned fleet vehicle daily. Fleet vehicles may change daily. Responsibility for the security and safety of the key rests with the Driver. Copying of the vehicle key is not permitted. At the conclusion of the Drivers' shift, the vehicle's key must be returned to dispatch or to another approved lock box.

Warehouse Traffic...

Drivers may enter and walk through or warehouses as required to secure/collect their freight or to access the office to collect/submit driver paperwork. Care must be exercised when in the warehouse. Proper safety equipment such as steel toed shoes, safety vests, and gloves must be worn. "Safe" walkways within the warehouse are marked with striped yellow tape. Safety equipment does not need to be worn within the marked "Safe" walkways.

Some Other Rules of the Road

Computer & Network & Phone Use...

The technology as well as other corporate assets should be reversed exclusively for corporate business.

Drivers will be required to download and use GPS and tracking/delivery applications in the course of their day to day work. Drivers will also be required to communicate with other Drivers and the Dispatch team and/or Line Haul Coordinators via phone calls or texting. Texting or emailing while driving is not authorized. While the vehicle is in motion, incoming or outgoing phone calls are permitted only via Bluetooth connections. Drivers that complete any tasks considered as "distracted drivers" as noted by the respective state/province regulations are not accepted. Fines or violations incurred by Drivers for distracted driving, parking violations, speeding violations, and other noted traffic violations are not the responsibility of Frontier.

All ELD tablets, corporate mobile phones, computers, computer files, e-mail system and company furnished software are the property of Frontier and intended for business use. Frontier reserves the right to access all computer files, e-mails and internet search records found on company supplied hardware and software systems. Drivers will be assigned a Frontier email address for communication.

Frontier prohibits the use of computers and the e-mail system in ways that are disruptive, offensive to others or harmful to morale. Downloading applications on any Frontier technology (ie. Tablets, phones, computers etc.), transmitting, receiving, storing of any

communications or images or messages of a discriminatory, or harassing, or obscene, or X rated nature is strictly forbidden.

Policies

Protecting Your Privacy – Our Privacy Code...

Frontier is committed to protecting your privacy and ensuring your personal information remains confidential. Your personal information is collected, used and disclosed for the following purposes: payroll, employee benefits, statutory deductions and remittances such as income tax, general employment purposes such as calculating length of service and for information relating to the initiation, management, and the start and/or termination of the employment. Frontier may disclose your personal information with third parties as required and for the purposes noted above, or as required or permitted by applicable law

Frontier's Privacy Code applies to all aspects of handling your information, including collection, use, retention and disclosure. Valerie Chan (in Human Resources) is the Privacy Office for Frontier. Further information regarding protection practices and reasons for collecting your information is contained in the Employee's Guide to Frontier.

Respectful Workplace Policy...

Frontier understands its responsibility to build and maintain a diverse, respectful workplace, where all employees enjoy an environment in which the dignity and self respect of every person is valued and which is free of offensive remarks, materials or behavior.

A respectful workplace is one that values the diversity and human rights of others related to their race, national or ethnic origin, colour, religion, age, sex, marital status, any physical or mental disability and sexual orientation.

A truly respectful workplace requires the cooperation and support from each and every employee in the organization. Everyone has a responsibility to set a positive example and behave in a manner, which will not offend, embarrass or humiliate others, whether deliberate or unintentional. Together we can ensure that every individual is treated respectfully and courteously.

Workplace Harassment...

Frontier is committed to providing a work place environment in which all employees are treated with respect and dignity. Each employee has the right to work in a professional atmosphere, which promotes equal opportunities and prohibits discriminatory actions.

The company will not tolerate harassment. Any employee, regardless of seniority or position, who has been found to have engaged in conduct constituting harassment faces severe disciplinary action, which may include dismissal.

Harassment Prevention Policy including complaint process is attached.

Business and Travel Expense...

Frontier will reimburse drivers for reasonable business expenses and travel expenses incurred while on duty or on assignment(s) away from the normal work location. All business expense must be approved in advance by the immediate supervisor. Employees are expected to limit expenses to reasonable amounts.

Drivers must submit expense reports within 30 days of the date of trip or transaction date. Reports must be accompanied by all receipts (credit card receipts alone are not sufficient) for all individual expenses.

FRONTIER'S HARASSMENT PREVENTION POLICY

At Frontier Supply Chain Solutions Inc., we are committed to providing a safe and respectful work environment for all staff and customers. No one may be harassed and no one has the right to harass anyone else, at work or in any situation related to employment with this organization.

This policy is a step toward ensuring that our workplace is a respectful and safe place for all of us, free from harassment.

What is Harassment?

There are two main types of harassment. One type includes inappropriate conduct in any form about a person's:

- Age, race
- Creed, religion
- Sex, sexual orientation
- Marital status, family status, economic status
- Political belief, association or activity
- Disability, size, weight, physical appearance
- Nationality, ancestry or place of origin

A second main type relates to what is sometimes referred to as "bullying" behavior that may involve:

- Repeated humiliation or intimidation that adversely affects a worker's psychological or physical well being
- A single instance so serious that it has a lasting, harmful effect on a worker

Harassment may be written, verbal, physical, a gesture or display, or any combination of these. It may happen only once, but often happens repeatedly.

What is not Harassment?

Reasonable, actions by managers or supervisors to help manage, guide or direct workers or the workplace are not harassment. Appropriate employee performance reviews, counseling or discipline by a supervisor or manager is not harassment.

Employee Rights and Responsibilities

Employees are entitled to work free of harassment at Frontier.

Employees have the responsibility to treat each other with respect. We ask that any employee who experiences harassment or sees another person harassed reports it to Human Resources at Frontier.

Employees are responsible to co-operate in the investigation of a harassment complaint. Anyone who investigates or gives evidence in a complaint investigation is asked to keep details confidential until the investigation is complete.

All employees have the right to file a complaint with the Manitoba Human Rights Commission.

Employer Responsibilities

Management at Frontier must ensure, as much as possible, that no employee is harassed in the workplace.

Management will take corrective action with anyone under their direction who harasses another person.

Management will not disclose the name of a complainant or an alleged harasser or the circumstances of the complaint to anyone except where disclosure is:

- Necessary to investigate the complaint
- A part of taking corrective action
- Required by law

The harassment prevention policy at Frontier does not discourage or prevent anyone from exercising their legal rights.

Frontier, its managers and supervisors are responsible for keeping a safe work environment, free of harassment. If you are a manager and you become aware of harassment you must do everything in your power to stop it, whether or not a complaint is made.

Courts presume that employers and managers are responsible for being aware of harassment in their organizations and may penalize them accordingly. Managers who ignore harassment leave themselves and their employer open to legal consequences, and will be disciplined at Frontier.

Procedures Applying to Complaints of Harassment

If you are harassed, the first thing to do is tell the person harassing you to stop, if you feel comfortable doing that. You can do this in person or in writing. If you feel unable to deal with him or her directly, you can speak to your supervisor or to Human Resources.

There may be informal ways to handle your complaint. Your supervisor may speak to the harasser. Your supervisor may also arrange for mediation, in which a neutral third party helps the people involved reach an acceptable solution. If the informal route does not succeed or is not appropriate, Frontier supports its employees in filing a formal complaint.

The complaint will be investigated thoroughly and promptly by an independent party (either within the organization or outside of it) trained to investigate such matters. When the investigation is complete, the investigator will provide a written report for management.

Human Resources will inform the person who filed the complaint and the harasser of any remedies or disciplinary action.

Corrective Action for Harassers

Employees who harass another person will be subject to corrective action by the employer. In most cases, the harasser will also be required to attend workplace behavior training.

If the investigation does not find evidence to support the complaint, no record will be kept in the file of the alleged harasser. When the investigation finds harassment occurred, the incident and the corrective action will be recorded in the harasser's personnel file.

Confidentiality

The company and its managers will not identify a complainant, an alleged harasser or any circumstances about a complaint, to anyone, except:

- When it is necessary in investigating the complaint
- If it is part of disciplinary action
- Where required by law

Retaliation

Anyone who retaliates in any way against a person who has complained of harassment, given evidence in a harassment investigation or been found guilty of harassment, will be considered to have committed harassment and will be subject to corrective actions described previously.

Education

Frontier commits to making sure all of its employees and managers learn about harassment and the company's harassment policy.

Monitoring

Frontier will monitor this policy and make adjustments whenever necessary. If you have any concerns with this policy, please bring them to the attention of Human Resources.

Remedies for the Harassed Worker

Employees who have been harassed may be entitled to one or more of the following remedies, depending on the severity of the harassment and its effects:

- An oral or written apology from the harasser and Frontier
- Compensation for any lost wages including any lost employment benefits such as sick leave
- A commitment they will not be transferred, or have a transfer reversed unless they choose to move
- A job or promotion that was denied because of the harassment

No record of the complaint, investigation or decision will go in the employee's personnel file if the complaint was made in good faith. Any unfavourable work review or comments that were placed in the complainants personnel file because of the harassment will be removed from the file.

FRONTIER

WORKPLACE HEALTH AND SAFETY POLICY

At Frontier Supply Chain Solutions, the health and safety of our employees comes first. We are committed to doing everything possible to prevent injuries and to maintain a healthy work environment.

To this end:

- The company is committed to maintaining a workplace health and safety program to ensure the goals of this policy are met.
- Every person in the company must integrate good workplace health and safety practices into their daily activities.
- All employees are required to support the workplace health and safety program.
- Management is responsible for enhancing health and safety consciousness.
- Management must ensure that employees are trained in healthy and safe work procedures allowing for the work to get completed without accident and injuries.
- A workplace health and safety committee will be created with effective employee representation to ensure that a comprehensive program is completed and maintained.
- All employees are accountable for helping to implement this program and following any procedures, policies or practices created as part of the program.

Michael Butterfield
President and CEO

Date

FRONTIER

EMERGENCY PROCEDURES AND EVACUATION PLAN

Introduction:

Workplace safety is important business. It is one sure method to contribute to the success of our organization by minimizing the risks of fire and accidents, by being vigilant and safety conscious. As an organization it is Frontier's responsibility to protect our people and our physical assets. This document outlines the plan to maintain a safe workplace, to prevent workplace accidents and to deal with emergencies when necessary.

In Case of a Fire:

This procedure is applicable to any event that would necessitate an emergency evacuation of the building – whether it be fire, bomb threats, gas leaks etc.

If you discover a fire:

- (a) **For Small Fires** – Frontier has fire extinguishers situated around the building and warehouse. If you feel confident operating the fire extinguisher, attempt to extinguish the fire by aiming the extinguisher at the base of the fire. Call for other employees to assist you and have someone advise a Fire Marshal. They will contact the fire department for any fire inside the building, even if the fire is fully out.
- (b) **For Larger Fires (or smoky, chemical or propane fires)** – In the event a fire cannot be extinguished with the use of a portable fire extinguisher or the smoke presents a hazard to the operator, then ensure that there is no one in the area and close the door to the area to confine and contain the fire. Leave the fire area, immediately advise a Fire Marshal to contact the fire department and to evacuate the building.

If you hear a Fire Alarm or Evacuation Announcement:

- (a) Leave the building immediately using the nearest exit. Walk, Do Not Run.
- (b) If you encounter smoke, consider taking an alternate exit. Heat and smoke rise leaving cleaner air near the floor. Crawl low under the smoke.
- (c) Pay strict attention to your Fire Warden for any specific instructions.
- (d) Proceed immediately to the front of the building and assemble on the front parking lot, a safe distance away from the building. Move clear of the property so as not to impede access by fire fighting personnel and equipment.
- (e) If you are the last person out of the area, close the doors behind you to contain the fire.

- (f) The Fire Marshal will be taking attendance; please ensure you have been accounted for by reporting your presence to them.
- (g) **DO NOT LEAVE THE ASSEMBLY AREA. DO NOT ATTEMPT TO RE-ENTER THE BUILDING!** In the case of inclement weather, the Fire Marshal will advise you of the appropriate location to move to. Proceed to this location and remain there until advised. Only re-enter the building when cleared to do so by a Fire Marshal or the Fire Department.

Fire Marshal Duties in the Event of a Fire:

- Ensure the fire alarm has been activated
- Notify the fire department of the emergency situation
- Supervise the evacuation of the department staff and visitors
- Take attendance to ensure everyone is out of the building
- Upon arrival of the firefighters, inform them of the conditions in the building and the staff that have not been accounted for.
- Provide access and vital information to the firefighters.

Everyone's Responsibilities in Regards to Fire Safety:

- Know who the Fire Marshal is for your area.
- Advise the Fire Marshal or call the Fire Department immediately upon discovery of an emergency situation.
- Know the correct building address.
- Know the location of the fire extinguishers.
- Leave the building safely and quickly.

FIRE PREVENTION:

- Do not put burning material, such as cigarettes, into garbage containers.
- Do not dispose of flammable liquids or aerosol cans in garbage containers.

- ☑ Avoid unsafe practices such as loose hanging clothing around flame sources.
- ☑ Do not use unsafe electrical equipment: frayed extension cords, over-loaded outlets or extension cords, in place of permanent wiring.
- ☑ Avoid careless smoking. Use ashtrays.

In Case of a Medical Emergency:

In the event of a medical emergency you should:

- (a) Assess the situation and take charge.
- (b) Call out for help to attract bystanders. Ask a person to get the Emergency First Aid Kit and to call for an ambulance (if necessary). If you are not a trained First Aider, ask the person to get a trained First Aider after calling 911.
- (c) Employees with first aid training are posted on the Workplace Health and Safety Board and are available at the front desk and in the warehouse.
- (d) Make the area safe for yourself and others. Find out what happened; if you suspect a head or spinal injury, do not allow them to move unless you must do so to get them out of immediate danger.
- (e) If you do not suspect a head or spinal injury attempt to move them into the recovery position shown below.
- (f) Look for a medical alert bracelet or pendant. This may give you clues about the person's condition. If qualified to do so, administer First Aid. REMEMBER: **Airway** (clear the airway), **Breathing** (listen for a heartbeat, feel for a pulse), **Circulation** (control bleeding with direct pressure – treat for shock).

Adult Recovery Position

This position helps a semiconscious or unconscious person breathe and permits fluids to drain from the nose and throat so they are not breathed in.

Do not use the recovery position if the person has a major injury, such as a back or neck injury



- 1.** Kneel next to the person. Place the arm closest to you straight out from the body. Position the far arm with the back of the hand against the near cheek.
- 2.** Grab and bend the person's far knee.



- 3.** Protecting the head with one hand, gently roll the person toward you by pulling the far knee over and to the ground.
- 4.** Tilt the head up slightly so that the airway is open. Make sure that the hand is under the cheek. Place a blanket or coat over the person (unless he or she has a heat illness or fever) and stay close until help arrives.

Any accident, incident, injury or illness occurring on Frontier's premises **MUST** be reported to the Workplace Health and Safety Committee. The details should include, as a minimum, nature of the accident/incident/injury/illness, time and location, individuals involved, actions taken, root causes (if known).

A record of these instances will be maintained by the committee and reviewed at least once every six months, as part of the regular group's meeting agenda.