



Progressive Discipline Policy

Intent

Landscape Effects Group uses progressive discipline to address intentional misbehaviour by team members, including management, consistently and fairly. The company has adopted this policy to outline its progressive disciplinary process.

Guidelines

This policy applies equally to all team members of the company, including supervisors and management. The policy is consistently applied to all Landscape Effects Group team members.

The goal of progressive discipline under this policy is to work with team members to help correct behaviours, attitudes, or actions.

Issues for Progressive Discipline

Landscape Effects Group uses progressive discipline to address issues related to team member conduct and performance where the issue is caused by a deliberate action or choice of the team member.

Progressive discipline is used for issues related but not limited to:

- Misconduct that affects performance, including not meeting standards, missing deadlines, or not participating in group projects;
- Attendance, such as arriving late, leaving early, or missing days without following proper reporting procedures;
- Conduct, such as workplace violence and harassment or unprofessional attire or comments;
- Health and safety concerns, such as noncompliance with policies, unsafe practices, or not using appropriate personal safety equipment
- Other breaking or bending of company policies, practices, or procedures

Progressive Discipline Process

The company employs one informal step and four formal steps in its progressive discipline process. The informal step is coaching. The formal steps are:

1. Verbal warning;
2. Written warning;
3. Final written warning or possible suspension; and
4. Termination of employment.

Most instances of misconduct are addressed with coaching, followed by the formal steps in order if sufficient improvement is not achieved. However, depending on the nature of the offence, the frequency of offences, the team member's overall work history, and the effect of the offence on the

organization, the company may address a specific instance of misconduct beginning with a later stage of the process, or may accelerate the application of subsequent steps.

The company addresses unrelated issues requiring progressive discipline separately and distinctly through the progressive discipline process. Issues are only stacked, or addressed together, where one set of expectations applies to both team member behaviours. For example, a team member who is both arriving late and leaving early will see both attendance issues addressed together; a team member who is arriving late and failing to meet deadlines will see each issue addressed independently through the progressive discipline process. However, otherwise unrelated issues may be considered by management for any links that could improve team member performance: for example, a team member may improve their ability to meet deadlines when they consistently complete a full workday.

A progressive discipline action against a team member at any stage of the process expires after 12 months after it was applied. When a progressive discipline action expires, it will no longer be considered in future disciplinary actions against the team member. Instead, the disciplinary process will restart for any future offences. However, repeated incidents of a particular issue may result in a team member entering the progressive discipline process at a later step if the incidents are repeated within 1 year or where the issue has escalated in severity.

Coaching

Landscape Effects Group managers routinely coach team members under their direction. In the coaching stage, a manager or supervisor provides the team member with guidance to correct the unacceptable behaviour. The team member may be coached on expected conduct or how to prevent repeated offences. Team members should leave coaching conversations with a clear understanding of why their behaviour is unacceptable and a plan for how to improve.

Managers may provide up to 3 instances of coaching before proceeding to the formal steps of the progressive discipline process.

Step 1: Verbal Warning

In this first formal step in the progressive discipline process, the team member's supervisor or manager and Human Resources will meet with the team member privately for a confidential discussion about the ongoing concern and ways to correct the team member's unacceptable behaviour.

The manager will clearly state that the conversation is a formal verbal warning and inform the team member of all consequences if the behaviour continues after the verbal warning, up to and including termination.

The manager specifies a period during which the behaviour must improve. If the team member demonstrates improvement within this period, management may end the progressive discipline process. If the team member continues the unacceptable behaviour, the progressive discipline process continues.

The company may provide up to 2 verbal warnings to the team member before moving to the next stage of the progressive discipline process.

Step 2: Written Warning

If the team member's conduct does not improve, or if the misconduct warrants immediate progression to this step, a written warning is issued. The team member's supervisor or manager and Human Resources will meet with the team member privately to explain the situation and why the team member's behaviour did not meet expectations.

The manager will clearly state that the conversation is a formal written warning and advise the team member of all consequences if the behaviour continues. The manager will emphasize the seriousness of the situation.

The manager specifies a period during which the team member is expected to improve before moving to the next level of progressive discipline. If the team member demonstrates improvement within this period, management may end the progressive discipline process. If the team member continues the unacceptable behaviour, the progressive discipline process continues.

The company may provide up to 1 written warning to the team member before moving to the next stage of the progressive discipline process.

Step 3: Final Written Warning and Possible Suspension

If the team member's conduct has not improved after a written warning, or if a team member's misconduct warrants immediate progression to this stage, the company may choose to issue a final written warning. The final written warning will be conveyed in a meeting between the team member, their manager or supervisor, and Human Resources. The manager will advise the team member that a failure to correct their behaviour will result in termination.

At this time, the manager may also suspend the team member. Suspensions are without pay and are intended to provide the team member time to reflect on their actions. The company may suspend a team member for a serious offence or for the reoccurrence of an offence identified in a previous step of the progressive discipline process.

Upon suspension, team members must update their manager on current duties and any time-sensitive commitments that must be covered during their absence.

Suspensions are imposed for three days and are followed by a review period of up to 3 months. During the suspension and review period, team members will not be eligible for wage increases and will not be eligible to apply for internal promotions.

The manager specifies a period during which the team member is expected to improve before moving to the next level of progressive discipline. If the team member demonstrates improvement within this period, management may decide to end the progressive discipline process. If the team member continues the unacceptable behaviour, the progressive discipline process continues.

The company provides only one final warning, whether or not accompanied by a suspension, before moving to the next stage of the progressive discipline process.

Step 4: Termination of Employment

If the team member continues to demonstrate unacceptable conduct after receiving a final written warning, and fails to improve and meet the expectations of the workplace, or if a team member's misconduct warrants immediate progression to this stage, the team member may be terminated from their employment with the company.

Before rendering this decision, the company reviews all documentation related to the progressive discipline. If the company determines it should terminate the employment relationship, two company representatives will meet with the team member to discuss the team member's failure to address the concerning conduct and performance and to provide a notice of termination.

Termination is subject to the termination provisions found in the team member's employment agreement, and applicable employment standards legislation.

Upon termination, the team member will receive their final pay and all outstanding wages in accordance with the employment standards legislation. The team member is required to return all company property. If the team member must arrange to retrieve personal items from the workplace, they must coordinate retrieval with Human Resources.

Documentation

Every step in the progressive discipline process, including coaching, is documented in the team member file.

Documentation maintained for coaching conversations includes the date and content of the conversation.

At the formal steps of the progressive discipline process, the manager is responsible for documenting in detail the date, persons present at the meeting, information conveyed to the team member, timeline for improvement, whether the team member is informed of the next steps in the process, and any other relevant information from the meeting. The team member must sign an acknowledgement confirming that the meeting was held and documented correctly. If the team member refuses to sign the acknowledgement, management must document the refusal to sign and include a witness signature to the refusal. The team member may be provided an additional opportunity to sign documentation in a follow-up meeting.

All records related to the progressive discipline process are stored in the team member file for 12 months.

Confidentiality

The company recognizes the sensitive nature of progressive discipline and protects the confidentiality of the team member. The company only collects and shares information regarding progressive discipline and the offences that result in progressive discipline on a need-to-know basis, with the involved manager or supervisor, a manager attending disciplinary meetings on behalf of the company, and human resources. Documentation is stored securely, in accordance with the company's Privacy Policy.

Management handles inquiries and correspondence related to progressive discipline, such as reference checks, in a manner that respects the privacy of those involved. Information about progressive discipline is not shared externally except to the extent required by law.

Accommodation and the Duty to Inquire

If a team member implies or identifies a barrier to their ability to meet expectations that is related to a protected characteristic under the applicable human rights legislation or company Human Rights Policy, the company will follow the procedures outlined in the Accommodation Policy including providing accommodation up to the point of undue hardship.

Throughout the progressive discipline process, Landscape Effects Group considers its duty to inquire and whether grounds exist that trigger its duty to accommodate. If circumstances are discovered during the progressive discipline process that raise the duty to inquire, Landscape Effects Group will make the necessary inquiries of the team member under the Accommodation Policy.

Abuse of Authority and Harassment

Managers must never use the progressive discipline process to retaliate, punish, or harass a team member for behaviour that does not meet the requirements for progressive discipline under this policy. Applying progressive discipline to retaliate, punish, or harass a team member is considered abuse of authority.

If a team member believes progressive discipline has been unfairly or inappropriately applied to them pursuant to an abuse of authority, breach of any company policies or procedures, or a perceived conflict of interest, the team member must report the involved manager to Human Resources as soon as possible. Allegations that progressive discipline has been inappropriately applied are taken seriously and will be investigated under the company's Investigations Policy.

If an investigation substantiates a complaint that progressive discipline has been inappropriately applied, the disciplinary action will be undone. The issue will be documented and addressed with the involved manager.

If an investigation does not substantiate a complaint that progressive discipline has been inappropriately applied, the team member will be counselled by an otherwise uninvolved manager about why the progressive discipline action is appropriate. If a team member makes a complaint of inappropriate progressive discipline in bad faith (for example, while concealing information that supports the application of progressive discipline), additional and separate discipline may be applied against the team member.