



Employee Referral Policy

C.R.E.W. – Cash for Referring Experienced Workers

1. PURPOSE

- 1.1. Flynn values its employees and strives to hire the best qualified people who will be the right fit for our company, and we believe no one understands the type of people we need more than our current employees. With that in mind, the purpose of this policy is to outline the employee referral program and process, in an effort to promote employee referrals and ensure consistency in the application of the policy.

2. SCOPE

- 2.1. Subject to exclusions outlined below, this policy applies to all active employees of the Flynn Group of Companies, and subsidiaries, all hereby referred to as "Flynn".
 - "Active" – Employee is actively employed with Flynn and fulfilling job responsibilities.

3. RESPONSIBILITY

- 3.1. Managers and direct supervisors will be responsible for making final hiring decisions.
- 3.2. Human Resources will be responsible for tracking referrals and notifying payroll of bonus payouts.
- 3.3. Employees will be responsible for ensuring candidates know they must indicate "referral" as their recruitment source as well as their employee name and number in order to qualify.

4. DEFINITIONS

- 4.1. "Service" - the number of years/months an employee is in a working relationship with Flynn and with any other company that was acquired by Flynn, without a break in employment.
- 4.2. "Candidate Referral" - anyone applying to work for Flynn who was referred by a current employee and indicates this on their new hire paperwork, on or before their first day.
- 4.3. "Candidate Hire" - anyone who was a "Candidate Referral" as noted above and was subsequently hired by Flynn and indicated this on their new hire paperwork.
- 4.4. "Employee" - anyone currently active on one of Flynn's payrolls.

5. EMPLOYEE EXCLUSIONS

- 5.1. The respective hiring manager and any other employee with supervisory authority over the position(s).
- 5.2. Shareholders, Unit Holders, Department Managers, Branch Managers.



5.3. All Human Resources employees.

5.4. Other employees involved in the hiring process or where a conflict of interest may arise.

6. CANDIDATE REQUIREMENTS & EXCLUSIONS

6.1. This policy is applicable to all pending referrals as of August 1, 2024, and to all new Flynn hires after the introduction of the current policy (Canada & US – August 1, 2024).

6.2 Exclusions:

- a) Previous Flynn employees.
- b) Candidates who applied directly to Flynn without specifying they were referred or indicate another recruitment source.
- c) Employees who are already employed by Flynn.
- d) Temporary or contract employees.
- e) Employees presented by a recruitment agency.

7. POLICY & PROCEDURE

7.1. In order to be eligible to collect a referral bonus, recipients must be an active Flynn employee at the time of referral hire as well as at the time of bonus payout.

7.2. Employees are not authorized to advertise or recruit via any form of media on behalf of Flynn.

7.3. There are no limitations to the number of Candidate Referrals an employee may provide.

7.4. Only one employee can receive the referral bonus for a Candidate Referral and/or Hire. In cases of duplicate referrals, the first referral received will be eligible for the bonus.

7.5. **Candidate Hires must indicate on their new hire paperwork that they were referred and include the employee's name and/or employee number.** It is the responsibility of the referring employee to ensure their referrals provide this information. Employees will not be eligible for a bonus if the information is not disclosed on the Candidate Hire's paperwork.

7.6. In unionized environments, hiring may be subject to acceptance by the union and quantity of workers available in the union hall. Flynn takes no responsibility if a union refuses to hire a worker and/or send them to Flynn to work.



- 7.7. All policies and processes in regard to the employee referral program are subject to adherence to union agreements and where they differ, the union contract takes precedence.
- 7.8. Candidates Hires must reach 6 months of continuous employment with Flynn and be actively working at the 6-month service date before a referral bonus will be paid. Should a Candidate Hire be on a layoff at their 6-month service mark, bonuses will be paid out upon their return to work.
- 7.9. Referral Bonus indicates a minimum one-time payment of \$750. All such bonuses are paid to employees through payroll on their scheduled weekly or bi-weekly pay and are subject to applicable taxes and deductions.
- 7.10. If required by the business to increase the minimum referral bonus payment, the "Referral Requisition Form" must be submitted to your local HR Representative. Forms can be requested from your local HR Representative.
- 7.11. Due to processing and payroll requirements, there may be up to a 1-month delay in bonus payouts after a referral has reached their required 6-month service. If you have not received or been contacted about your bonus at that time, please contact your local HR representative.
- 7.12. The decision to hire a Candidate Referral resides solely with Flynn.
- 7.13. Due to privacy, employees will not be updated on the status of a Candidate Referral's application unless they are hired by Flynn.
- 7.14. Referral bonuses and timelines may be subject to change as per labour demands.

8. Disclaimer(S)

- 8.1. The Employee Referral program is not a contract or guarantee of payment. Flynn reserves the right to modify or terminate this policy at any time at its sole discretion. Award amount eligibility, and other terms are subject to change without notification.

9. APPROVAL

A handwritten signature in black ink that reads "Gerard Montocchio".

SVP, Human Resources & Leadership Development, Gerard Montocchio