



Employee Handbook

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Section 1: Introduction

A. About MASCO

MASCO is a non-profit organization with a mission to drive collaborative solutions enabling Longwood to be an innovative hub of health care, research, and education.

MASCO was established as a non-profit organization in 1972 by leaders of neighboring academic and medical institutions to develop collaborative solutions to shared needs and challenges within the Longwood area. This group committed to transcend organizational boundaries and focus on the best interests of the area. The founding members pledged to work together to solve “problems related to inefficient land use, parking, traffic, and duplication of services....”

MASCO’s mission today is to drive collaborative solutions enabling Longwood to be an innovative hub of health care, research, and education.

MASCO and its family of organizations, the Longwood Medical Area Child Care Center and the Colleges of the Fenway, are proud that these efforts have helped establish Longwood as a global center of medicine and learning and as a vital economic engine for the city and the state.

MASCO conducts its work guided by these values:

- Create Resourceful Solutions
- Member Focused
- Build Trusted Relationships
- Deliver Excellence
- Impact through Collaboration

MASCO’s overarching vision is to make Longwood the most desirable place to work, learn, and heal.

B. Disclaimer and Purpose of Handbook

This handbook has been written to provide information and guidance for the employees of Medical Academic and Scientific Community Organization, Inc. (MASCO) and its subsidiary MASCO Services, Inc. (MSI) (hereinafter referred to collectively as “MASCO”). MASCO reserves the right to correct, change, add to or delete any of the provisions in this handbook at any time.

All MASCO employees are covered by the policies and procedures contained in this handbook. The contents of this handbook and the policies and procedures described in it are presented as a matter of information only. The Handbook is intended to provide general guidelines for managers and employees of MASCO. While MASCO endorses the policies and procedures described herein, they are not conditions of employment, and the

language used in this handbook is not intended to constitute a contract or create legal obligations between MASCO and any of its employees.

This handbook is not meant to detail every policy and procedure of MASCO. If there appears to be a conflict between the information contained within this handbook and a benefits plan or policy, the terms of the actual plan or policy will govern. Human Resources policies, procedures, and benefits are reviewed periodically. They are affected by changes in applicable laws, regulations, economic conditions, the changing needs of our employees, and how MASCO conducts business. Accordingly, MASCO reserves the right to modify, revoke, suspend, terminate or change any such policies, procedures, and benefits as it sees fit, with or without notice, at any time. MASCO also reserves the right to determine the applicability of any policy to a particular situation and to depart from the guidelines contained herein if, in its discretion, MASCO determines that to do so would better serve its interest. More detailed information on MASCO benefits and policies can be obtained by contacting the Human Resources Department and by visiting the ADP portal.

C. Equal Employment

MASCO is an Equal Opportunity Employer. As such, it will not discriminate against any employee or applicant for employment based on race, color, religion, age, sex, gender identity and gender expression, national origin, sexual orientation, physical or mental handicap/disability, active military or veteran status, ancestry, genetic information, or any other category protected by law. This philosophy is practiced in, but not limited to, the following: employment, promotion, demotion, transfer, position classification, recruitment or recruitment advertising, layoff or termination, rate of pay, benefits or other compensation, and/or selection for training. All employment decisions are based on merit, qualifications, and abilities. Any employee or applicant for employment who has questions about this policy, or the implementation of the policy is encouraged to contact the Human Resources Department.

D. Fair Treatment of Employees

A fundamental principle governing relationships at MASCO is that each individual will be treated with fairness and respect. Everyone in MASCO shares the responsibility for making this principle a reality. MASCO expects that every employee will be responsible for maintaining a comfortable, productive, and professional environment free from inappropriate behavior.

E. Employment at Will

Employees are employed on an at-will basis. MASCO can discharge an employee for any reason or no reason at all with or without notice, and the employee can leave the employer's employ at any time, for any or no reason, with or without notice. Therefore, this handbook is not an employment contract.

Section 2: Working at MASCO

A. New Employees

A1. Orientation

All new employees must attend an orientation given by a member of the Human Resources Department. This orientation aims to provide information concerning benefits and policies and to complete new hire paperwork.

A2. Work Authorization

The Immigration Reform and Control Act (IRCA) requires employers to verify the legal work authorization of all employees within three business days of their hire date. In addition, new employees must provide Human Resources with acceptable proof of their identity and eligibility to work in the United States. Any employee who fails to provide this within the first three days of employment can no longer work and is subject to immediate termination.

B. Work Hours and Attendance

B1. Work Hours

The 5th floor “regular” business hours are 8:30 AM – 5:00 PM, Monday through Friday. 5th-floor employees have flex time start options from 7:00 AM to 9:30 AM and flex time-end options (8.5 hours from start time) from 3:30 PM to 6:00 PM. This results at 9:30 AM – 3:30 PM being “core” business hours for the 5th floor when all employees are working.

According to their respective approved schedules, employees may also work evening, overnight, or weekend shifts in the MSI Call Center.

On occasion, it may be necessary for a manager to modify or change an employee’s work hours based on operational needs. MASCO will make every reasonable effort to notify employees in advance of any changes to their normal work schedule.

B2. Breaks

MASCO complies with Massachusetts law, which requires that a 30-minute unpaid meal/rest period be granted to all employees who work a minimum of six (6) consecutive hours per shift.

B3. Shift Differentials

MASCO may pay a shift differential to eligible non-exempt employees who work in the MSI Call Center. Eligible employees may include those that work the second and third shifts during the week and any shift on weekends.

B4. Overtime

MASCO pays overtime to non-exempt employees for all time worked over 40 hours per week. Overtime is paid at a rate of one- and one-half times the base rate of pay. Shift differentials, where applicable, may be included in the base rate of pay. Paid vacation, holidays, and bereavement time are counted as time worked in calculating overtime pay. Paid sick time is not counted in calculating overtime pay.

A 30-minute unpaid meal/rest period is not included as time worked for overtime calculations. MSI Call Center employees who work the third shift will receive pay for their dinner break; this is considered time worked for overtime calculations.

Exempt employees are not eligible for overtime; they are expected to work as much time as is necessary to perform the duties of the position.

B5. Attendance/Punctuality

Regular attendance and punctuality are the responsibility of each employee. MASCO 5th floor employees are expected to call their manager if they will be absent and should let their manager know if their attendance is outside the allowed flex hours. Unscheduled absences or tardiness from work may result in progressive disciplinary action up to and including termination. An employee's failure to notify their manager of absences or tardiness is "no call or no show" and is grounds for disciplinary action up to and including termination.

In the MSI Call Center, if an employee cannot report to work or will be late for any reason, they must call or notify the expected absence or tardiness to their immediate manager at least one hour before the employee is scheduled to begin work. The employee should also inform their manager of the reason for the absence or tardiness and the expected date or time of return. If the cause is medical-related, MASCO reserves the right to substantiate the employee's illness or disability. Unscheduled absences or tardiness from work may result in progressive disciplinary action up to and including termination. An employee's failure to notify their manager of absences or tardiness is "no call or no show" and is grounds for disciplinary action up to and including termination.

C. Job Classifications and Pay Practices

C1. Job Descriptions

MASCO sets forth each employee's job responsibilities through a formal job description prepared by the manager and then reviewed with the employee. Human Resources will also review the job description. Approval of the job description is based on several relevant factors, including skill level, content, responsibility, training, and the experience level required to do the job. MASCO's wage and salary program is designed and administered to attract and retain qualified employees and is compliant with federal, state, and local law.

C2. FLSA Classification

Consistent with the Fair Labor Standards Act (FLSA), positions are classified as exempt or non-exempt. The Human Resources Department abides by the guidelines outlined in the FLSA in determining each position's exempt/non-exempt status by reviewing each position's job duties and responsibilities. Employees in non-exempt positions are entitled to overtime pay for all hours worked more than forty (40) hours per week. Non-exempt employees must receive prior approval from their direct manager before working any overtime. Employees in exempt positions are not eligible for overtime pay.

C3. Employment Classifications

Full-Time: (30 – 40 hours) A full-time employee works a minimum of a 30-hour workweek regularly. A full-time employee is eligible for full benefits upon completing any employment required to obtain a specific use.

Part-Time: (20 hours – 29 hours) A part-time employee works less than a 30-hour workweek, but not less than 20 hours per week, regularly. Part-time employees who work 20 or more hours per week are eligible for some benefits upon completing any employment required to obtain a specific use. Part-time employees who work less than 20 hours each week regularly do not qualify for benefits except for a reduced sick time accrual benefit.

On-Call: An on-call employee does not work regularly scheduled hours. On-call employees must work a minimum number of hours per month to remain employed. If an on-call employee declines three work requests within 30 days for a shift, they indicate they are available; the employee may be dropped from active employment status. On-call employees are not eligible for benefits except for a reduced sick time accrual benefit.

Temporary: A temporary employee is hired on a short-term basis for a specified period of time to provide additional support to a department. Temporary employees are not eligible for benefits except for a reduced sick time accrual benefit.

C4. Pay Periods

MASCO has a bi-weekly payroll, which begins at 12:01 AM every other Sunday. The one exception to this is for employees who start work at 11:00 PM on Saturday at the end of the pay period. For those employees, the workweek will end at 7:00 AM on Sunday.

C5. Paychecks

Paychecks are issued every other Friday and will reflect all hours worked and any paid leave taken during the previous two weeks, as recorded and approved on the employee's electronic timecard. In addition, MASCO supports direct deposit as an electronic payment option.

C6. Timecards

Each non-exempt employee must complete a bi-weekly timecard, recording all hours worked and all paid leave taken during the two weeks. Managers must approve all hours and paid time off recorded. Timecards must be approved via the ADP portal every other week by Monday at 10:00 AM. Any employee who falsifies a timecard will be subject to disciplinary action up to and including termination of employment.

C7. Payroll Deductions

MASCO is legally required to make certain deductions from each employee's paycheck. These include federal and state withholding taxes, FICA, and Medicare taxes. The amounts withheld are based on the employee's earnings, and the exemptions claimed.

C8. Direct Deposit

Employees should have their paychecks deposited directly into their bank account(s) via direct deposit. Employees may change their direct deposit information through the ADP portal.

D. Performance Management

D1. Performance Reviews

Employees receive an annual performance review by their manager and may receive a merit increase following the annual performance review. The merit increase is based on performance within the compensation guidelines determined annually by the MASCO Compensation Committee.

Before the review, each employee completes a self-assessment of their performance during the prior year. Then, a manager completes a performance review form for each employee. This process documents performance results to formalize performance expectations and offers an opportunity to develop performance objectives for the upcoming year.

D2. Progressive Discipline

When formal discipline is deemed necessary by a manager, the following five degrees of discipline may be used:

- Written counseling
- Written warning
- Final written warning
- Suspension
- Termination

The disciplinary measures listed may be used with or without regard to order, and MASCO management may use any form of discipline to exclude others at its discretion. In all cases, MASCO reserves the right to discharge an employee when the circumstances justify the course of action.

E. Employee Files

The Human Resources Department maintains an employee file for each employee. Employees may request to review their files. The request must be written, signed by the employee, and submitted to Human Resources. The file will be made available to the employee within five business days of receipt of the written request. Files may not be removed from Human Resources. Only staff members with a bona fide “need to know” are permitted access to employee files.

F. Employee Information Changes

Employees should notify the Human Resources Department immediately when there is a change in name, address, telephone number, marital status, dependents, or other notable pertinent data. These changes may affect employee benefits and should be noted in employee files. Some information changes may also be made through the ADP portal.

G. HIPAA

Under the Health Insurance Portability and Accountability Act (HIPAA), MASCO maintains all protected health information (PHI) confidentially according to state and federal guidelines.

H. Identification Badges

Each employee is required to have a MASCO photo identification badge. Employees should keep their badges with them while they are at work. Replacements for lost or stolen badges may be obtained from the Human Resources Department.

Section 3: Employment Opportunities

A. Transfers and Promotions

MASCO supports internal career advancement. Employees interested in applying for a transfer or promotion must be in good standing. In addition, they must have served at least six months in their current position to be eligible for consideration. MASCO advances employees to positions with increased responsibility based on performance and ability whenever possible. A promotion occurs when an employee has successfully applied for a higher-level role or when a current position is adjusted to a higher level. In the event of an increase in salary at the time of a promotion, the merit review may be combined with the promotion increase. When this occurs, the new merit review date and possible increase going forward will be the effective date of the new position.

B. Employee Referrals

MASCO encourages employees to refer candidates for open regular full-time positions. Referrals for both exempt and non-exempt employees are bonus eligible. A referring employee is eligible to receive a \$1,000 bonus (minus standard deductions) for an individual hired and completes three months of employment in an exempt position. A referring employee is eligible to receive a \$500 bonus (minus standard deductions) for an individual who is hired and completes three months of employment in a non-exempt position. Both the referring employee and the hired individual must be MASCO employees when the bonus is paid. If multiple referrals occur for the same candidate, the employee who submitted the candidate first will receive the referral bonus.

Human resources staff, executive staff, and managers referring candidates for positions within their department are not eligible to receive a referral bonus. Ineligible referrals also include current employees for internal jobs and referrals made on behalf of candidates who have previously applied through another source.

C. Employment of Relatives

MASCO permits the employment of relatives of current employees with some restrictions. For example, an employee will not be placed under the direct supervision of a relative. Additionally, MASCO will not employ the relative of any employee who works with or has access to privileged or confidential information. If a prospective candidate is a relative of a current employee, please contact Human Resources immediately for further review.

Section 4: Employee Benefits

A. Health Benefits

A1. Overview

MASCO offers a comprehensive benefits package to all regular full-time employees scheduled to work 30 hours or more per week. Coverage for most benefits begins on the first day of the month following the date of hire, unless otherwise noted. Enrollment for insurance benefits may also occur during the annual open enrollment period or following a qualifying event, including but not limited to a marriage, divorce, the birth or adoption of a child, loss or gain of spousal coverage, or increase in hours from part-time to full-time. Once an election has been made, changes cannot be made to the account during the plan year except during open enrollment or a qualifying event. Premium costs are typically determined for each plan year (January 1st – December 31st). Employee contributions are made through payroll deductions. In addition, employees can elect to have medical, dental, and vision premiums deducted from their paychecks on a pre-tax or after-tax basis.

A2. Medical Insurance

Employees have two Harvard Pilgrim Health Care (HPHC) plans to choose from. Employees may enroll in the Best Buy HMO plan or the Best Buy PPO plan. The Best Buy HMO option requires employees to have a Primary Care Physician (PCP). Both deductible plan options have annual Out-of-Pocket (OOP) maximums of \$6,600 for individual coverage and \$13,200 for family coverage. MASCO pays the majority of the medical insurance premiums. Election options are employee-only and family coverage.

A3. Dental Insurance

Employees are covered under the Blue Cross Blue Shield Dental Blue plan. The plan offers three coverage tiers: 100% for preventative care services, 80% for basic restorative procedures, and 50% for major restorative procedures. MASCO pays the majority of the dental insurance premiums. Election options are employee-only and family coverage.

A4. Vision Insurance

Employees may enroll in a supplemental vision insurance plan via VSP. Vision insurance is a 100% employee-paid benefit. Election options are employee only, employee plus spouse, employee plus children, and family coverage.

A5. Flexible Spending Accounts (FSA)

Employees who work a minimum of 20 hours per week are offered the opportunity to establish flexible spending accounts. MASCO offers employees accounts to set aside pre-tax dollars to pay for health and dependent care costs. The limits for deferrals and the approved use of funds in the flexible spending accounts are regulated by the terms of the plan and current law. Each year, an employee determines the amount to be deposited to the account(s). Once enrolled, participating employees may not modify or terminate their elections for the plan year unless there is a qualifying event.

B. Disability and Life Insurance

B1. Short Term Disability Insurance (STD)

MASCO provides STD insurance to all regular full-time employees who work at least 30 hours per week. Exempt employees are covered after 30 consecutive days of employment, and non-exempt employees are covered after 90 consecutive days of employment. Suppose an employee experiences a non-work-related accident or illness that results in an absence greater than seven calendar days. In that case, the employee may be eligible to apply for STD coverage of 66 2/3% of base weekly earnings up to a maximum weekly benefit for up to 13 weeks. During the waiting period, an employee may use accrued sick/vacation time.

Eligible state Paid Family Medical Leave (PFML) payments may be applied towards total STD payments to ensure the total payments are not greater than 66 2/3% of base weekly earnings.

B2. Long Term Disability Insurance (LTD)

MASCO provides LTD insurance to all regular full-time employees who work at least 30 hours per week. Exempt employees are covered after 30 consecutive days of employment, and non-exempt employees are covered after 90 consecutive days of employment. LTD insurance provides income protection to employees who become unable to perform their job duties for qualifying medical reasons. If approved, long-term disability insurance becomes effective on an employee's 141st day of disability. The benefit provides the employee with 60% of their gross wages up to a maximum monthly benefit for the duration of the disability up to age 65. Any benefit payments made under the LTD plan are subject to income tax unless the premium for the LTD plan is paid by the employee annually through payroll deductions. LTD plan benefit payouts resulting from premiums paid by the employee are not subject to income tax.

B3. Life Insurance and AD&D Insurance

MASCO provides Life Insurance and Accidental Death and Dismemberment (AD&D) Insurance to all regular full-time employees who work at least 30 hours per week. Exempt employees are eligible for coverage 30 days after their hire date, while non-exempt employees are eligible 90 days after their date of hire. In addition, exempt employees receive coverage equal to twice the amount of their base annual salary up to certain maximums. Non-exempt employees receive coverage that is equal to one time their base salary.

B4. Supplemental Insurance

All regular full-time employees receiving Life Insurance and AD&D through MASCO may be eligible to purchase supplemental Life Insurance and AD&D. Premiums are paid by the employee through post-tax payroll deductions and can include supplemental coverage for the employee, spouse, and dependent children. Employees must be enrolled in supplemental coverage for themselves to elect spouse or dependent coverage. In addition, an equal amount of Supplemental Life and AD&D insurances must be purchased together.

B5. Workers' Compensation

Massachusetts Worker's Compensation laws provide specific medical, hospital, disability compensation, rehabilitation, and death benefits to be paid in the event of injury or death due to work-related accidents or illnesses. An employee is automatically covered by this insurance while employed by MASCO. Therefore, MASCO pays the total cost of insurance to cover these benefits.

C. Retirement Savings

On the first quarter entry date following 12 months of service, an employee must have worked a minimum of 1,000 hours, an employee is eligible for enrollment in the MASCO Retirement Thrift Plan (the Plan). Once enrolled in the Plan, the employee is 100% vested, including all employer and employee contributions.

The Plan provides MASCO the opportunity to make both discretionary and non-discretionary contributions to employees' retirement accounts and the opportunity for MASCO to match 50% on the first 4% of employee contributions.

MASCO may choose to make a non-discretionary contribution to employees enrolled in the Plan. Notice is sent to eligible employees before the beginning of the plan year stating MASCO's intent to make a contribution and the amount of the contribution. Historically the non-discretionary contribution is equal to 3% of the eligible employee's gross wages and is made to the employee's account on a bi-weekly basis throughout the plan year.

MASCO may also elect to make a discretionary contribution. Following the close of the plan year, this decision is made in consultation with MASCO's Finance Committee. To receive the discretionary contribution, employees must be employed on or after the last day of the plan year, which is June 30th. MASCO cannot process any Plan withdrawals between June 30th and the time any discretionary contribution is made, which is usually each September. Thus, previous employees eligible for the discretionary contribution should refrain from requesting a full rollover or distribution until after any discretionary contribution has been made.

Though MASCO does not require employees to contribute to receive employer contributions, it encourages employees to do so. Contributions are made through payroll deductions. In addition, employees have the opportunity for contributions to be made either as pre-tax or post-tax (Roth) contributions. When an employee becomes eligible for the Plan, they will automatically be enrolled in the Plan at a contribution rate of 2% unless the employee chooses to increase the contribution rate or opt-out of contributing. If an employee chooses to opt-out from making contributions, the employee must re-elect the opt-out choice every quarterly enrollment period.

D. Other Benefits

D1. MBTA and Off-Site Parking

MASCO provides all regular full-time employees either off-site parking or a subsidy towards an MBTA pass for transportation to work. In addition, a free shuttle bus service is provided from various off-site parking lots to the Longwood area. Employees must inform

Human Resources of any MBTA pass changes by the 10th of each month to be effective the following month.

Any MASCO employee that participates in MASCO's MBTA benefit through Human Resources will be eligible for up to three free off-site parking passes per month.

D2. Commuter Reimbursement Accounts

Employees regularly scheduled to work 20 or more hours per week can participate in the commuter reimbursement accounts. Eligible employees have the opportunity to designate a portion of their salary into separate reimbursement accounts to pay for qualified parking or transit expenses on a pre-tax basis. Open enrollment for the commuter reimbursement accounts takes place every December for the plan year beginning January 1st. Once enrolled, participating employees cannot modify or terminate their elections for the plan year unless they experience a qualifying event.

D3. Educational Reimbursement

Eligible employees who have completed three months of service and have satisfactory job performance may receive reimbursement for enrollment for eligible college/university courses. Job-related courses are reimbursed at 100% of tuition, up to \$5,250 per calendar year. Non-job-related and non-degree-related college/university courses are reimbursed at 100% of tuition, up to \$1,000 per calendar year. An employee cannot receive a total combined reimbursement amount of more than \$5,250 per calendar year.

Reimbursement will be granted for courses in which the employee receives a grade of "C" or better. To be reimbursed, an employee must be actively employed and benefit-eligible when seeking reimbursement. Additional eligibility and reimbursement procedures and restrictions apply. See the Educational Reimbursement Policy for further information.

D4. Employee Assistance Program

MASCO has engaged a third party to administer our Employee Assistance Program (EAP). This *confidential* service is available to all eligible employees and their household members who need assistance with personal problems or work-related issues that may impact their job performance, health, mental, or emotional well-being.

The EAP offers problem assessment and short-term counseling. The EAP will also refer an employee to appropriate services. The initial consultation with the EAP counselor is free. If further counseling is necessary, the EAP counselor will refer the employee to other available benefits. If the employee accepts the referred services, the first three sessions are free. In addition, the EAP counselor may discuss whether the employee's health insurance plan may cover any future costs resulting from private services. Costs that are not covered in the initial assessment or further counseling sessions are the employee's responsibility.

D5. Credit Union

All employees may join RTN Federal Credit Union. Credit Union membership provides employees with various benefits such as reduced rates on loans and mortgages and share draft checking, club accounts, certificates of deposit, direct deposit, and individual retirement accounts.

D6. Wellness Discounts

MASCO encourages all employees to participate in a healthy and active lifestyle. Employees enrolled in MASCO's health insurance are eligible for wellness discounts and savings. MASCO's health insurance provider also offers eligible members a flexible fitness reimbursement program.

Section 5: Paid Time Off

A. Holidays: Fixed and Floating

All regular employees scheduled to work 20 hours or more per week receive up to 12 paid holidays per calendar year. Employees who work 20 or more hours but less than 40 hours per week will be paid for holidays at a pro-rated amount based on scheduled hours.

Holidays can be fixed, floating, or a combination of both. An updated holiday list is made available each December for the following year.

To be eligible for holiday pay, non-exempt Call Center employees must work their entire shift the day before and the day after the holiday, when regularly scheduled for those days. For example, suppose the employee is sick the day before or the day after the holiday. In that case, the employee may bring in a doctor's note and receive holiday pay subject to the approval of the Human Resources Department. If a MASCO paid holiday falls during an employee's vacation, they would receive holiday pay only for that day.

Part-time and on-call non-exempt employees who are not eligible for holiday pay will receive pay for a holiday worked at the rate of time and a half their wages for the day. Full-time and part-time non-exempt employees eligible for holiday pay will receive both holiday pay and pay at the rate of time and a half their wages for a holiday worked. Compensatory time may not be granted instead of wages earned for holiday pay.

When a designated holiday falls on a Saturday, it typically will be observed on the preceding Friday. Likewise, when a designated holiday falls on a Sunday, it typically will be observed on the following Monday.

Floating holidays are discretionary days that an employee can take at their request, with prior manager approval. Floating holidays must be taken in full-day increments.

As defined by Massachusetts law, all eligible Veterans, who plan to participate in a Veterans Day exercise, parade, or service, may take Veterans Day off with pay. The employee should provide reasonable notice to MASCO.

MASCO and the MSI Call Center maintain separate holiday schedules.

MASCO 5th Floor Staff

MASCO 5th floor employees receive two floating holidays each January for the calendar year. The number of available floating holidays may be adjusted each calendar year based on a specific year's holiday schedule. The number of floating holidays for new employees will be pro-rated depending upon the hire date (e.g., two days for a hire date 1/1-6/30; one day for a hire date 7/1-12/31). New employees are eligible to use floating holidays as their date of hire, with prior manager approval. Employees must take their floating holidays within the same calendar year they are granted, or they will be forfeited.

Call Center Staff

Call Center employees receive six floating holidays each January for the calendar year. The number of floating holidays for new employees will be pro-rated depending upon the hire date (e.g., six days 1/1-3/31; four days 4/1-6/30; two days 7/1-9/30. New employees must be employed 60 days before using a floating holiday.

Call Center employees who earn six floating holidays a year must use three days between 1/1-6/30 and then the remaining three days between 7/1-12/31. Call Center employees can cash in up to two floating holidays each January for any floating holidays not taken the previous calendar year. All other available floating holidays will be forfeited.

B. Vacation Time

Employees scheduled to work 20 hours or more a week accrue vacation beginning on their first day of employment. Therefore, the vacation time earned listed below is based on a 40-hour workweek.

MASCO 5th Floor Staff and Call Center Exempt Staff

0-5 years of service	3 weeks per year	4.62 hours bi-weekly
6-15 years of service	4 weeks per year	6.15 hours bi-weekly
16+ years of service	5 weeks per year	7.69 hours bi-weekly

Call Center Non-Exempt Staff

0-5 years of service	2 weeks per year	3.08 hours bi-weekly
6-15 years of service	3 weeks per year	4.62 hours bi-weekly
16+ years of service	4 weeks per year	6.15 hours bi-weekly

Employees regularly scheduled to work 20 hours or more but less than 40 hours per week will accrue vacation time on a pro-rated basis.

It is the employee's responsibility to ensure that their accrued vacation balance is in a positive position. Employees can borrow up to one week against any unearned vacation time if approved by their manager and Human Resources. If an employee terminates before the needed accrual of time, the borrowed amount is replenished, the amount remaining will be deducted from the employee's last paycheck.

At the end of each June fiscal year, employees can carry over up to one year's accrual of unused vacation into the following fiscal year, which begins July 1st. In addition, eligible employees may be given the option to cash in up to one week of vacation time at the end of each fiscal year. Still, one week of available vacation time must also be remaining after the cash-in. Any unused time over one year's accrual that is not taken or cashed in by the end of the fiscal year will be forfeited. Accrued, unused vacation time is paid to an employee upon separation from employment.

Paid sick time cannot be later substituted for already approved vacation time once an employee is on vacation except for emergencies (e.g., hospitalization).

C. Sick Time

All employees of MASCO, whose primary place of work is in Massachusetts, are eligible to accrue paid sick time. Employees begin to accrue sick time on the first day of employment.

Regular full-time employees accrue sick time at the rate of 3.69 hours per pay period or 12 days per year. Regular, full-time employees regularly scheduled to work at least 20 hours per week, but less than 40 hours accrue sick time at a pro-rated schedule based on their scheduled hours. Regular, full-time employees hired after January 1st, 2021, may accrue up to 480 hours (720 hours if hired before January 1st, 2021) of sick time.

Regular, full-time employees are eligible to use up to 12 days of their available sick time per calendar year to care for a covered ill family member. Any time in addition to these 12 days must be recorded as a vacation or floating holiday.

On-call, some part-time (employees working less than 20 hours per week), and temporary employees earn sick time at the rate of one hour per 30 hours worked. On-call, some part-time and temporary employees can accrue a maximum of 40 hours per benefit year for sick time. No more than 40 hours of sick time may be carried over from one calendar year to the next for these employee classifications.

If the need for unscheduled sick time arises, an employee must notify their manager as soon as possible before the start of their workday. If the reason for the sick time is for a pre-scheduled or foreseeable absence, employees should notify their manager at least seven calendar days in advance.

MASCO reserves the right to require substantiation of an employee's illness or disability. For any sick absences for self or immediate family members greater than three consecutive workdays, employees may be required to provide documentation evidencing the need for the use of sick time. Employees who are absent for more than one day must notify their manager that they are absent or at intervals requested by the manager. Documentation may also be required in cases when an employee has four unforeseeable and undocumented absences within a 3-month period.

Employees who commit fraud or abuse by engaging in activities that are not consistent with allowable purposes for earned sick time may be subject to discipline, up to and including termination.

An employee exhibiting a clear pattern of taking sick time on days just before or after a weekend, vacation, or holiday may be subject to discipline for misuse of earned sick time unless the employee verifies authorized use of the sick time.

No payment will be made for earned, unused sick time upon separation from employment.

D. Bereavement

MASCO provides eligible employees with paid time off for the death of a relative or a person living in the same household. A regular, full-time employee is allowed up to five days (up to three days for a part-time employee) paid leave in the case of the death of an immediate family member (i.e., spouse, significant other, parent, child, sibling, or a person living in the same household). In addition, a full-time employee is allowed up to 2 days (1 day for a part-time employee) paid leave in the case of the death of an extended family member (i.e., grandparent, grandchild, aunt, uncle, niece, nephew, cousin, parent-in-law, child-in-law, sibling-in-law,). All bereavement time should be taken within three months of death unless otherwise discussed with Human Resources and approved by the employee's manager.

Section 6: Leaves of Absence

A. Family Medical Leave Act (FMLA)

MASCO complies with the federal government's Family and Medical Leave Act (FMLA) and will grant up to 12 weeks of leave during any 12 months to eligible employees for certain family and medical reasons. The rolling 12-month period is defined as the period that looks backward from the date of commencement of the FMLA leave period. The FMLA leave is granted for any of the following reasons:

- for the birth of a child
- for the placement of a child with the employee for adoption or foster care
- to care for a child, spouse, or parent who has a serious health condition
- because the employee has a serious health condition that prevents them from performing the essential functions of their position
- for Military Caregiver Leave to care for service members who suffer from a serious illness or injury incurred in the line of duty on active duty
- for Qualifying Exigency Leave for “any qualifying exigency” arising out of the fact that a covered military member is on active duty or called to active duty in support of a contingency operation

A serious health condition is defined as an illness, injury, impairment, or physical or mental condition that involves inpatient care, absence from work, school, or other regular activity of more than three (3) calendar days, or continuing treatment of a health condition that is incurable or so serious that, if not treated, would likely result in the absence of more than three (3) calendar days.

All employees who have been employed for at least 12 months, including any time working for MASCO in a temporary assignment, and have worked at least 1,250 hours over the previous 12 months are eligible. Eligible employees may take an FMLA leave in one undivided period, on an intermittent basis, or in the form of a reduced number of hours per day. If an employee takes leave on an intermittent or reduced leave schedule, only the amount of time taken off counts as an FMLA leave. Federal FMLA leave is unpaid. Federal FMLA leave runs concurrently with all other leaves required by law (e.g., MA PFML; MA Parental Leave), where applicable.

When an employee takes approved unpaid federal FMLA leave due to their own serious health condition, they must use all of their accrued sick time first. Once their bank of sick time is exhausted, they may use all accrued vacation time except for one week (5 days).

Employees on an approved unpaid FMLA leave to care for an immediate family member must first use up to 12 accrued sick-family days per calendar year. Once the 12 sick-family days are exhausted, they may use all accumulated vacation time except for one week (5 days). In addition, available floating days may be used after available sick time is taken.

Leave for the birth or adoption of a child begins at the date of birth/adoption and must be taken during one undivided period.

Employees requesting foreseeable FMLA leaves must provide 30 days' notice to their manager. Employees needing unexpected FMLA leave must follow customary call-in procedures for reporting absences unless unusual emergency circumstances exist.

MASCO reserves the right to require medical certification to substantiate the leave. Also, MASCO has the right to request a second opinion by a health care provider to support a request for FMLA arising from a serious health condition. It may require a third opinion (the second and third opinions are at MASCO's expense) when the serious health condition is for an employee. MASCO also maintains the right to request re-certification of medical conditions every 30 days. Employees must provide medical certification of their ability to return to work on or before their first day back to work from an FMLA leave.

MASCO will continue to make its regular contributions to the employee's health and welfare plans during the absence. In addition, regular deductions for the employee portion of benefit coverage(s) will continue while the employee is on FMLA leave if the employee is receiving pay from MASCO. Suppose an employee is out on unpaid leave. In that case, arrangements will be made through the Human Resources Department to submit payment for the employee portion of premiums to MASCO. Employees accrue vacation and sick time while out on an FMLA Leave.

Time spent in "light duty" work (defined as work that is physically or mentally less demanding than regular job duties) does not count against an employee's FMLA leave entitlement, and the employee retains the right to job restoration during the light-duty period. Employees who return to work will be required to submit a statement from their doctor verifying their fitness to return to work. These fitness-for-duty certifications must specifically address the employee's ability to perform the essential functions of the employee's job. MASCO will reinstate employees to the same or similar position with the same pay rate and level of employee benefits that were in effect at the start of the FMLA leave.

When an employee is on continuous FMLA leave and a MASCO holiday occurs, the employee does not receive holiday pay, and the holiday counts as FMLA time. Conversely, when an employee is on intermittent FMLA leave and a MASCO holiday occurs during the same workweek that an employee takes FMLA leave, the employee does receive holiday pay for the holiday, and the holiday does not count as FMLA time.

Employees may be eligible for paid leave under the Massachusetts Paid Family and Medical Leave program. See the Paid Family and Medical Leave (PFML) section of this handbook for more details.

B. Paid Family and Medical Leave (PFML)

Paid Family and Medical Leave (PFML) is a program that provides partial temporary income replacement to eligible covered Massachusetts workers. Although PFML is a program under the laws of the Commonwealth of Massachusetts, MASCO offers the same benefits through an approved private plan for both family and medical leaves. An employee needs to apply and be approved for PFML by MASCO's third-party benefits administrator.

Covered individuals may be entitled to up to:

- 12 weeks of paid leave in a benefit year to:
 - Bond with a child continuously during the first 12 months after the child's birth, adoption, or foster care placement,
 - Manage family affairs when a family member is on or has been called to active duty in the Armed Forces, or
 - Care for a family member with a serious health condition.
- 20 weeks of paid medical leave in a benefit year if the individual has a serious health condition that incapacitates them from work,
- 26 total weeks per benefit year to care for a covered family member who is an eligible service member with a covered serious health condition.

Covered individuals are eligible for no more than 26 weeks, in the aggregate, of paid family and medical leave in a single benefit year. A benefit year is measured as the 52-consecutive week period beginning on the Sunday preceding the first day the protected leave begins.

For family leave purposes, family members include an employee's spouse, domestic partner, child, parent, grandchild, grandparent or sibling; the parent of the individual's spouse or domestic partner; and guardians who legally acted as a parent when the individual was a minor.

Eligible employees may take a PFML leave in one undivided period or on an intermittent basis. However, leave for child bonding must be taken in one continuous time period. Intermittent leave is not permitted for childbirth, adoption, foster care placement or bonding. If an employee takes leave on an intermittent or reduced leave schedule for another approved reason, only the amount of time taken off counts as a PFML leave. PFML leave is partially paid, and the payments are made by a third-party administer. These benefit payments are subject to income tax to be paid directly by the employee. PFML leave runs concurrently with all other leaves required by law (e.g., FMLA; MA Parental Leave), where applicable.

During PFML, an employee will receive a weekly benefit amount, calculated based on a percentage of the employee's earnings, capped at a maximum weekly benefit. There is a seven-day wait period before an employee can receive the weekly benefit amount. During the waiting period, an employee may use accrued sick or vacation time.

When an employee is on continuous PFML leave and a MASCO holiday occurs, the employee does not receive holiday pay, and the holiday counts as PFML time. Conversely,

when an employee is on intermittent PFML leave and a MASCO holiday occurs during the same workweek that an employee takes leave, the employee does receive holiday pay. However, the holiday does not count as PFML time.

C. Parental Leave

Under Massachusetts law, Massachusetts Parental Leave is available to eligible employees for the birth or adoption of a child. An eligible employee is any regular, full-time, male or female employee whom MASCO has employed for at least three consecutive months. Eligible employees should make requests for parental leave and their intention to return to work to their managers at least two weeks before the anticipated date of departure. Instead, employees may also provide notice as soon as practicable if the delay is for reasons beyond their control.

Employees are entitled to a minimum of eight weeks of consecutive unpaid leave specifically for the birth or adoption of a child. For example, employees having or adopting twins are entitled to 16 unpaid weeks. If two employees employed by MASCO give birth to or adopt the same child, the two employees are entitled to an aggregate of eight weeks of leave.

Upon return to work, employees will be restored to their previous position or a similar position. Massachusetts Parental Leave runs concurrently with all other leaves required by law (e.g., FMLA; PFML), where applicable.

Massachusetts Parental Leave is unpaid. However, employees may be partially eligible to supplement unpaid time with eligible accrued sick or vacation time, depending on the circumstances. See Human Resources for further details.

D. Small Necessities Leave

Under Massachusetts law, an employee who completes at least 1,250 hours of work for MASCO in a 12-month period is eligible to take an unpaid Small Necessities Leave of up to 24 hours in a calendar year to 1) participate in school activities directly related to the educational advancement of a son or daughter of the employee, 2) to accompany the son or daughter of the employee to routine medical or dental appointments, or 3) accompany an elderly relative of the employee, meaning an individual related to the employee by blood or by marriage and who is at least 60 years of age, to routine medical or dental appointments for other professional services related to the elder's care.

The leave may be taken intermittently or on a reduced leave schedule with increments of at least one hour. Leave of this variety may be taken intermittently or on a reduced leave schedule. Where feasible, the employee must give seven days' notice before taking the leave, and MASCO is entitled to obtain certification of the reason for the leave. MASCO requires an employee to use available vacation, sick, or floating time before taking unpaid Small Necessities Leave. This leave is offered in addition to any leave available under other leave laws.

E. Domestic Violence Leave

MASCO provides domestic violence victims an unpaid job-protected leave to seek medical or legal assistance. See [Appendix A](#) for the full Domestic Violence Leave Policy.

F. Military Leave

MASCO is committed to protecting the job rights of employees absent on military leave. Therefore, per federal and state law, no employee or prospective employee will be subjected to any form of discrimination based on that person's membership in or obligation to perform service for any of the Uniformed Services of the United States. Expressly, no person will be denied employment, reemployment, promotion, or other employment benefits based on such membership.

Employees taking part in various military activities are eligible for certain military leave benefits. Such military leave activities include leaves of absence taken by members of the uniformed services, including Reservists or National Guard members, for training, periods of active military service, and time spent being examined to determine fitness to perform service. Subject to certain exceptions under the applicable laws, these benefits are generally limited to five years of leave of absence.

An employee taking part in military duty activities must submit their military leave need notice in writing with a copy of their orders attached and submit the documentation to their manager and human resources as far in advance as possible. Time off will be granted only for the length of the required military duty. MASCO will pay an employee's regular base wages for each military leave day up to 15 days per calendar year.

G. Jury Duty Leave

Upon receiving notification from the state or federal courts of an obligation to serve on a jury, the employee should notify their manager. The employee must provide copies of the jury summons to their manager to confirm the dates of attendance. The employee must then submit the same documentation to Human Resources.

An employee is expected to work as much of their regular shift as the jury duty schedule permits and must return to work for any reasonable time left in the workday (four or more hours).

MASCO will pay the employee when they are appearing for jury duty if the employee is scheduled to work that day. In no event will MASCO pay for jury duty that exceeds eight hours per day or 40 hours per week. Any pay provided to the employee by the government for appearing for jury duty should be reimbursed to MASCO as an employee shall not be paid greater than 100% of their regular pay. On-call employees are not eligible for jury duty pay from MASCO.

Section 7: Employment Separation

A. Resignation

Before leaving MASCO, employees should submit a letter of resignation to the employee's manager and the Human Resources Department. Employees are asked to provide at least two weeks of notice; executive and senior staff members are requested to provide at least four weeks of notice.

B. Job Abandonment

Any employee that fails to report an absence appropriately will be considered a no-call/no-show. Each no-call/no-show absence will be counted as an unscheduled absence and subject to disciplinary action. After three consecutive unexcused no-call/no-show absences, apart from an emergency circumstance that would prevent contact, the employee will be considered as resigned from their position without notice. Such employees will be terminated based on the grounds of job abandonment.

C. Exit Interview

Upon resignation, the Human Resources Department may conduct an exit interview. The purpose of the discussion is to ask for suggestions for improving employment conditions, review group insurance conversion options and other benefits matters, and reclaim any MASCO property.

D. Unemployment Insurance

Employees who separate from MASCO may be eligible for Unemployment Insurance through the Commonwealth of Massachusetts. Employees are provided with information concerning their right to apply for Unemployment Insurance when their separation from MASCO.

E. Consolidated Omnibus Budget Reconciliation Act (COBRA)

The Consolidated Omnibus Budget Reconciliation Act (COBRA) provides workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, a transition between jobs, death, divorce, and other life events. Enrollment information is mailed to the employee's home at the time of their separation from MASCO.

F. References

Questions about the status, position, or performance of an employee should be referred to Human Resources. Upon request, Human Resources will verify dates of employment and position/title unless the employee has signed authorization requesting the release of salary and other information.

G. Reinstatement

If MASCO rehires an employee within 18 consecutive months of having left MASCO in good standing, they will be reinstated. The employee's original date of hire will be adjusted

to reflect the employment reinstatement. Waiting periods for health plans cannot be waived. However, seniority for some other benefits will be restored.

Section 8: Human Resources Policies

A. Open Door

MASCO has an open-door policy that encourages staff members to meet and discuss problems or concerns relating to their employment directly with management staff. The purpose of MASCO's open-door policy is to ensure an effective and fair resolution of any issues, concerns, or complaints that may arise during an individual's employment.

Employees are welcome to use this open-door policy from the first day of employment. Human Resources will thoroughly investigate any complaints or issues and determine the necessary course of action to resolve the matter.

B. Dress Code

Employees are expected to be well-groomed and wear appropriate professional attire while working. Clothing must be clean, free of holes, tears, or other signs of wear. Employees should dress appropriately (e.g., tie, sport jacket) for the level of the meeting with member representatives, government officials, and other outside stakeholders.

Examples of some clothing not appropriate while at work include:

- Jeans/denim pants, sweatpants/joggers, yoga pants, leggings, shorts, skorts
- Sweatshirts, T-shirts with writing, thin-strapped tank tops, halter tops, tops with bare midriffs
- Sneakers, hiking shoes, work boots, flip flops, men's sandals
- Beachwear and baseball caps

MSI Call Center may follow variations of the above dress code policy. Any questions about the dress code should be directed to Human Resources.

C. Inclement Weather/Emergency Closing

This policy applies to MASCO 5th floor employees only. Call Center employees should refer to the Call Center's procedures for inclement weather.

From time to time, there will be inclement weather on workdays. Many of MASCO's member institutions provide emergency services on a 24-hour, 7-day weekly basis. Due to the nature of our business, including 24-hour, 7-day weekly telecommunications services, MASCO's policy is to remain open during inclement weather, except under extreme circumstances.

Travel during inclement weather may also result in delays during an employee's commute. MASCO 5th floor employees have flex time options that may be used during these circumstances. An employee should discuss weather-related flex time requests with their manager to make sure department needs are met.

In severe or extreme inclement weather situations, MASCO will decide by 6:00 AM, if possible, about whether the office will be open or closed. MASCO 5th floor employees

should call 617-632-2744 for further information. If the MASCO 5th floor offices close, the message will advise accordingly.

MASCO's 5th-floor office has a "work from home" procedure for instances where the 5th-floor office is closed during an inclement weather event. Each manager will discuss the work done from home by employees when the 5th-floor office is closed. Employees should speak with their manager if they have questions.

D. Personal Communication

Personal cellular phones, wireless device use and the use of MASCO computers for personal emails must be kept to a minimum. In some departments, personal device use and calls are restricted to break periods except for emergencies. Personal mobile devices cannot be connected to any MASCO system without prior written authorization from the Information Technology Director and then only by the authorization of MASCO's Mobile Device Acceptable Use Policy.

MSI Call Center employees are prohibited from using personal cell phones and wireless devices within the call center operations area to maintain client confidentiality and information security. Also, such devices may not be visible on the work surface or your person.

E. Electronic Communication

MASCO provides employees access to a variety of technology resources in the workplace, including telephone systems and voicemail, personal computers with email and internet access, various application software programs, and other equipment. MASCO has adopted different policies to set forth guidelines to govern these resources to protect the interests of MASCO.

Each employee should be aware that any communication, written or oral, made with MASCO's systems, including but not limited to laptop computers, remote access, email, internet, and voicemail, may be accessed by MASCO, if necessary, to protect MASCO's interests. MASCO respects each employee's privacy and wants to ensure that each employee understands that communications made with MASCO tools and resources are not private. If necessary, they may be accessed and disclosed by MASCO for legitimate business reasons.

Accordingly, MASCO advises managers that communications concerning employee private medical matters should be treated as confidential medical information and should not be transmitted via regular email.

Resources are provided for MASCO business. Occasional personal use is permitted, as long as it does not interfere with MASCO business or employee job performance. However, MASCO resources may not be used to access or transmit material that could embarrass, harass, or offend other persons. In addition, communicating or accessing sexually offensive content, comments, or any other material that might offend another person because of that person's gender, race, sexual orientation, age, national origin, religion, or disability is strictly prohibited. MASCO technology resources may not be used for any employee's personal

business or profit-generating activities unrelated to MASCO business, nor may the use of systems result in a direct cost to MASCO.

Only software purchased by MASCO for its use may be installed on MASCO computers. Any unauthorized software must be removed and destroyed. If employees copy or download MASCO software onto a personal or non-MASCO device, or if employees upload any unauthorized software onto a MASCO system, in each case without prior written authorization from the Information Technology Director, MASCO will hold each employee personally liable for any damages, fees, and costs. In addition, employees may not post, download, or otherwise misuse any copyright-protected material without the prior written permission of the copyright owner. Employees have the responsibility to safeguard passwords and codes to protect proprietary or confidential business information. No employee may use the passwords or codes of another employee to gain access to that employee's email, voicemail, or internet communications unless first authorized to do so by that employee.

Violation of this policy may result in disciplinary action up to and including termination.

F. Information Security and Management

MASCO places a high priority on safeguarding Confidential Information (as defined below). The improper use, handling, or disclosure of certain Confidential Information can carry civil and criminal penalties for MASCO and MASCO employees and agents. It can result in disciplinary action for any employees up to and including termination. Confidential Information must be carefully protected at all times, used only for MASCO business, and disclosed only in accordance with MASCO policy or as required by law. Confidential Information must never be discussed in a public setting. Personal email accounts must never be used to conduct MASCO business or transmit Confidential Information. Confidential Information must never be stored on a non-MASCO computer or mobile device.

Personal laptops should not be used to store Confidential Information. It is the personal responsibility of each employee who uses a laptop or remotely accesses MASCO systems to ensure that all security protocols normally used in the management of Confidential Information on MASCO desktop computers are applied to laptops and remote access. No one other than an employee should be given remote or other access to any MASCO laptop or other computer system.

MASCO employees should watch for suspicious email messages, text messages, phone calls, or other attempts to access Confidential Information. Employees should never open any files or macros attached to an email from an unknown, suspicious, or untrustworthy source. Employees should never open any files or macros attached to an email from a known source (even a co-worker) if they were not expecting a specific attachment from that source. Employees should be suspicious of email messages containing links to unknown websites. The link may be a malicious executable (.exe) file disguised as a link. Employees must not click on a link sent to them if they were not expecting a specific link. Employees should never copy, download, or install files from unknown, suspicious, or untrustworthy sources

or removable media. If instructed to delete email messages believed to contain a virus, employees are sure also to delete the message from your Deleted Items or Trash folder.

Employees should immediately report any actual, suspected, or threatened disclosure, release, or misuse of Confidential Information; improper access of a MASCO computer system or laptop, whether physically or remotely; or breach of any law regarding the handling of personal information (PI) or personal health information (PHI) (as those terms are defined below). Such a report should be provided to the Director of Information Technology.

G. Confidentiality

This policy governs the use of MASCO confidential information by employees for any non-business-related purpose.

Employees may have access to confidential information or communications. Confidential communications include conversations, reports, forms, correspondence and computer-generated communications with, about or involving any institutional member, representative of an institutional member, third-party vendor, employee, director or officer of MASCO. More specifically, confidentiality may include information and materials about MASCO's related entities, clients, client lists, accounts, business plans and strategies, marketing plans, sales, trade secrets, proprietary business materials, products, improvements, inventions, discoveries, formulae, processes, creations, properties, earnings, finances, accounting methods, information systems, training manuals, software, data, employees, social security and other personal information, financial account information, biometric data and indicators, personal health information, and information obtained from third parties for which MASCO or its related entities' is or are bound to maintain confidentiality.

Respecting the privacy of MASCO's members, representatives, vendors, employees, directors, or officers is essential. Care should be taken by employees to ensure that unauthorized individuals do not receive confidential information.

Notwithstanding the preceding, MASCO is a membership organization and frequently responds to requests for information and services from its members, government officials, and community organizations. Questions concerning disseminating requested company information should be promptly referred to the employee's manager, the Vice President of Communications and Public Affairs, or the General Counsel. Any requests for information from the media should immediately be referred to the Vice President of Communications and Public Affairs. Violations of this policy may result in disciplinary action up to and including termination.

H. Gifts

No employee shall seek any compensation for services performed other than the compensation paid to the employee pursuant to the MASCO compensation plan; nor shall any employee seek a personal gratuity or monetary gift of any type.

Employees may receive a non-monetary gift or a business service from a third party provided in establishing or maintaining goodwill between professionals. Examples of such gifts and amenities include but are not limited to meals, entertainment, flowers, foodstuffs, etc. The value of the gift should not exceed \$50. Employees are required to advise their respective managers of the gift and its value. The employee's manager will report receipt of the gift or amenity to the Office of the President.

Suppose the employee receives a gift that falls outside of the parameters set forth above with respect to materiality. In that case, the employee's manager, in consultation with the Office of the President, shall direct the employee as to how the gift or amenity should be refused.

In the event an employee is offered access to events that are believed to exceed the materiality threshold, including, but not limited to: sporting events, theatre events, etc., it does not violate the policy for the employee to attend, provided the employee pays the fair market value of the admission, or if that is not possible, donates an equivalent amount to an appropriate charitable organization in the name of the gifting party. Such action should be done in consultation with the employee's manager and the Office of the President.

I. Alcohol and Controlled Substances

MASCO is committed to providing employees with a working environment free of problems associated with the use and abuse of alcohol and controlled substances. See [Appendix B](#) for the full Alcohol and Controlled Substances Policy.

J. Smoking and Vaping

MASCO is committed to providing a safe and healthy workplace and promoting its employees' health and well-being. Smoking and vaping (e.g., electronic cigarette use) is not permitted anywhere within MASCO offices. It is also prohibited in all areas outside the MASCO buildings located at 375/395 Longwood Avenue, including the sidewalk in front of the building, the patio, the "drop off loop," driveway, entranceways, and other common building facilities.

To accommodate smokers and vapers, the area on Nessel Way near the garage exit is designated as a smoking and vaping area. It has an ashtray for the proper disposal of smoking materials.

K. Weapons

No person should possess or use a firearm or other dangerous weapon on MASCO property unless in the performance of a person's official duty (e.g., police officer). A dangerous weapon is defined as anything that can be used to cause injury, pain, or harm to another person or themselves (i.e., firearms, explosives, machete, and brass knuckles). A license to carry the weapon does not supersede this policy.

The possession of mace or pepper spray by employees in the workplace (even by those licensed to carry pepper spray through the Commonwealth of Massachusetts) is prohibited.

L. Harassment/Sexual Harassment

MASCO is committed to maintaining a respectful workplace, which includes an environment free from any form of harassment. See **Appendix C** for the full Harassment/Sexual Harassment Policy.

M. Pregnant Workers Fairness Act

The Massachusetts Pregnant Workers Fairness Act prohibits discrimination based on pregnancy and pregnancy-related conditions. The purpose of this summary is to comply with the requirement that all employees be provided written notice of their rights under the law. In summary, the law provides that MASCO:

- Not discriminate against employees due to pregnancy or a condition related to pregnancy, and employers must grant an employee a "reasonable accommodation" for an employee's pregnancy or condition related to pregnancy unless doing so would impose an "undue hardship" on the employer.
- Not refuse to hire a pregnant person because of the pregnancy or a pregnancy-related condition if the person can perform the essential functions of the position with reasonable accommodation.
- Must accommodate conditions related to pregnancy, including post-pregnancy conditions such as the need to express breast milk for a nursing child, unless doing so would pose an undue hardship on the employer.
- Must communicate with the employee in a timely, good faith, an interactive process once an employer notices the need for an accommodation to determine what accommodation may be needed.

If an employee feels they have been discriminated against, please contact the Human Resources Department. MASCO is committed to responding quickly to any report of discrimination.

N. Written Communication Security Program (WISP)

MASCO complies with all federal and state laws concerning the protection of personal information. All MASCO employees are required to maintain the security and confidentiality of personal information. MASCO maintains a Written Information Security Program that addresses requirements of the Massachusetts Data Security Regulations 201 CMR 17.00.

If an employee has any questions concerning these matters, the employee should contact the General Counsel or the Director of Human Resources.

O. Legal Compliance

MASCO has developed policies and procedures for enforcing standards with respect to operations, employee conduct, and behavior. In addition, employees are expected to abide by applicable state and federal laws.

Wrongful conduct is defined to be, but is not limited to:

- a serious violation or suspected serious breach of MASCO policy
- a violation or severe alleged violation of applicable state and federal laws
- instances of improper or inappropriate accounting or auditing procedures
- the use or suspected use of MASCO property, resources, or authority for personal gain or other non-corporate related purposes except as provided under MASCO policy

It is the responsibility of all employees to comply with the law and MASCO policies and procedures. Therefore, employees should report violations or suspected violations of serious breaches or alleged breaches of such policy and procedures in accordance with this policy.

Complaints or concerns may be submitted anonymously by internal or regular mail or may be delivered confidentially, whether orally or in writing through email or letters. MASCO will make every reasonable effort to protect the confidentiality of an employee who makes such reports in good faith. Such an investigation may include interviews with other employees or persons believed to know facts related to the complaint. The results of the investigation will be appropriately shared with MASCO leadership.

Employees may report their complaints or concerns to:

- Glen Davis, HR Director, 617-632-2781, gdavis@masco.harvard.edu
- Norva Kennard, General Counsel, 617-632-2764, kennard@masco.harvard.edu
- By mail to the above parties at MASCO, 375 Longwood Ave., Boston, MA 02215

The General Counsel and/or the Director of Human Resources will promptly follow up with an investigation of the complaint.

MASCO will not tolerate retaliation against an employee who has acted in good faith to report MASCO policy or law violations. However, suppose an employee reasonably suspects that they are the victim of reprisal or retaliation arising from such a report. In that case, the employee should immediately report the alleged acts to the General Counsel and/or the Director of Human Resources. The General Counsel and/or the Director of Human Resources will investigate complaints of retaliation. As appropriate, findings will be reported to MASCO leadership and/or the appropriate governance committee. Immediate steps will be taken to determine whether retaliation occurred and, if so, what the remedy or remedies will be.

Appendix A: Domestic Violence Leave Policy

Any full-time, part-time or temporary employee is eligible to up to 15 days of unpaid leave in a 12-month period if that employee is a victim or the employee's family member is a victim of abuse or domestic violence. Family members are defined as persons who are married to one another; persons in a substantive dating or engagement relationship who reside together; persons having a child together regardless of whether they have ever married or resided together; parents, stepparents, children, stepchildren, siblings, grandparents, grandchildren, and persons in guardian relationships.

Abuse is defined as attempting to cause or causing physical harm; placing another in fear of imminent serious physical harm; causing another to engage involuntarily in sexual relations by force, threat, or duress or engaging or threatening to engage in sexual activity with a dependent child; engaging in mental abuse, including threats, intimidation or acts designed to induce fear, depriving another of medical care, housing, food or other necessities of life; or restraining the liberty of another.

Domestic violence is defined as abuse against an employee or an employee's family member by: a current or former spouse of the employee or employee's family member, a person with whom the employee or employee's family member shares a child in common, a person who is cohabitating with or has cohabitated with the employee or employee's family member, a person who is related by blood or marriage to the employee, or a person with whom the employee or employee's member has or had a dating or engagement relationship.

Abusive behavior includes domestic violence (as defined by G. L. c. 149, section 52E), stalking, sexual assault, and kidnapping.

An eligible employee may take up to 15 days of unpaid leave, subject to the noted requirement of required use of paid leave, from work in any 12-month period, if the employee or family member of the employee is a victim of abusive behavior and the employee is using leave from work to:

- Obtain medical attention, counseling, victim services, or legal services
- Secure housing
- Obtain a protective order from a court
- Appear in court or before a grand jury
- Meet with a district attorney or other law enforcement official
- Attend child custody proceedings
- Address other issues directly related to the abusive behavior against the employee or family

The employee requesting leave may not be the perpetrator of the abusive behavior.

Full-time and part-time employees must utilize available accrued vacation, sick, and floating time available to them before using unpaid leave approved as domestic violence leave.

An employee must notify the need for such leave unless the employee is in imminent danger; in that event, the employee must provide notice within three workdays. This notice does not need to be provided by the employee. Instead, it may be provided by a family member, counselor, social worker, health care work, clergy, shelter work, legal advocate, or other professional addressing the effects of the abusive behavior on the employee or the employee's family.

MASCO will request documentary evidence of the abuse, such as, but not limited to, a protective order or other court order, information from a public agency, police report, medical report, or sworn statement, which will be kept confidential unless the employee requests or consents to the disclosure; a court of competent jurisdiction orders disclosure; disclosure is otherwise required by federal or state law; disclosure is required in the course of an investigation by law enforcement or the office of the attorney general or is necessary to protect the safety of the employee or others in the workplace. MASCO will not require the employee to provide an arrest record or other law enforcement information.

MASCO shall maintain any received documentation within the employee's personnel file, but only as long as required to determine whether the employee is eligible for domestic violence leave.

If an employee has an unauthorized absence, the employee can provide documentation that the unauthorized absence resulted from domestic violence. This documentation must be provided to MASCO within 30 days of the absence. Upon return to work, the employee is entitled to restoration to the original job or an equivalent position. Employees do not lose any benefits accrued before or during a domestic violence leave.

Appendix B: Alcohol and Controlled Substances Policy

MASCO is committed to providing employees with a working environment free of the problems associated with the use and abuse of alcohol and controlled substances (including marijuana). A controlled substance is generally a drug or chemical whose manufacture, possession, or use is regulated by a government. While some uses of marijuana have been legalized in the Commonwealth of Massachusetts, the use of marijuana remains illegal under federal law. This policy acknowledges these changes in current state and federal law.

The use of prescribed medications within the workplace is permitted provided that the employee can perform the essential functions of their position while under the influence of the medicine. The consumption of a controlled substance that has not been prescribed is prohibited. The term workplace includes all areas to which employees may be assigned or elsewhere while employees are on duty.

The consumption of alcohol while working is likewise prohibited. However, there are occasions in which MASCO will serve alcohol at social functions to which employees are invited. In these instances, employees are expected to maintain a professional demeanor and be safe and responsible following alcohol consumption.

Employees convicted of substance-related violations under state or federal law, including alcohol or violations related to controlled substances, who pleaded guilty or nolo contendere to such charges must advise Human Resources within five days of such conviction or plea.

MASCO retains the right to require that individuals who have been convicted, pleaded guilty, or nolo contendere to such violations or is found to have consumed or be impaired by controlled substances or alcohol while on duty may be required to successfully complete a substance abuse or similar program as a condition of continued employment or reemployment with MASCO.

MASCO recognizes that dependency is an illness and a significant public health problem. To that end, MASCO encourages any individual affected by the use of controlled substances or alcohol to voluntarily seek medical help, particularly where there is a pattern of deteriorating job performance or excessive absenteeism associated with the use/abuse of alcohol or any controlled substance. Referrals for assistance can be obtained from health professionals or through the MASCO Employee Assistance Program.

All MASCO employees are expected to perform their responsibilities efficiently and thoughtfully. Violations of any provisions of this policy may result in disciplinary action, up to and including termination from employment.

Appendix C: Harassment/Sexual Harassment Policy

MASCO, Inc. and its subsidiary company, MASCO Services Inc., (the Company) are committed to maintaining a respectful workplace which includes a working environment free from harassment, including, sexual harassment but not limited to, harassment on the basis of gender. Sexual harassment is a form of sex discrimination and is against the law. Sexual harassment may include the following conduct where it is unwelcomed to the recipient employee: verbal or written comments or propositions of a sexual nature, the display or circulation of sexually suggestive or explicit visual or printed material, or physical conduct of a sexual nature. All employees are expected to be aware of this policy and of the types of conduct that may constitute unlawful harassment, as well as of the assistance provided by the Company to address complaints of sexual harassment.

This policy extends to each level of the Company's operations. Sexual harassment, whether by another employee, manager, supervisor or non-employee doing business with the Company, is illegal and unacceptable. Each supervisor and Manager is responsible to assist in the prevention and elimination of all forms of sexual harassment within their respective departments and within the Company as a whole.

Acts which constitute sexual harassment include, but are not limited to, unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where:

- Submission to such conduct is either an expressed or implied term or condition of employment;
- Submission to or rejection of such conduct is used as a basis for an employment decision affecting the harassed person.

One result of such conduct is interference with the affected individual's work performance; and/or the creation of an intimidating, hostile or offensive work environment.

Sexual harassment of any kind, for example, the dissemination of a sexually explicit voice mail, e-mail, graphics, downloaded material or websites, comment on an individual's body, comment about an individual's sexual activity, or display of sexually suggestive materials serves no legitimate business purpose and has a disruptive effect on an other's ability to perform their job properly.

The Company takes any allegation of harassment very seriously and will actively investigate all complaints. If it is determined that harassment has occurred, the Company will take appropriate action against the offending person, up to, and including, the termination of employment.

Any employee who believes that they have been sexually harassed should bring their concerns to the attention of management immediately in any of the following ways:

- Report the conduct to their immediate supervisor

- Report the conduct to their supervisor's manager
- Report the conduct to the Human Resources Director at 617-632-2781
- Report the to the General Counsel

If particular circumstances make a discussion with or a complaint to an employee's own supervisor inappropriate (for example, the complaint involves the employee's supervisor, or the employee fears retaliation by their supervisor), the employee should not hesitate to immediately bring the matter to the attention of Human Resources or to the General Counsel.

Any such matter will be handled with care and discretion and be thoroughly investigated. Such investigation shall include, at a minimum, interviews with all persons identified as having direct and personal knowledge of the incident(s) in question.

If the investigation concludes that harassing activity has taken place, the Company will take appropriate disciplinary action against the offending person(s), up to and including the termination of employment. Such measures are designed to stop the harassment and prevent recurrence. Retaliation against employees for reporting instances of sexual harassment is unlawful. If an employee believes that they are the subject of retaliation, their concerns should be immediately reported. This matter will be investigated, and if appropriate, disciplinary action, up to and including termination will be taken.

Employees may report their complaints or concerns to:

- Glen Davis, Human Resources Director, at 617-632-2781 or gDavis@masco.harvard.edu
- Norva Kennard, General Counsel, at 617-632-2764 or nkennard@masco.harvard.edu
- By mail to the above parties at MASCO, 375 Longwood Avenue, Boston, MA, 02215

Sexual harassment is unlawful under federal and state law. The federal agency which enforces the law is the Equal Employment Opportunity Commission (EEOC). The EEOC's local office is located at John F. Kennedy Federal Building, 475 Government Center, Boston, MA 02203 (telephone: 617-565-3200). The state agency which enforces the law is the Massachusetts Commission Against Discrimination (MCAD). The MCAD's local office is located at: One Ashburton Place, 6th Floor, Boston, MA 02108 (telephone: 617-994-6000).

Employees who wish to file formal charges of sexual harassment can contact both of these government agencies. Each of the agencies has a limited time period for filing a claim (EEOC - 300 days; MCAD - 300 days).

The Company is committed to responding quickly and effectively to any report of harassment and hopes that all employees will feel comfortable coming forward to allowing the Company to pursue resolution of the matter.

The Purpose of the MASCO Employee Handbook

The purpose of the MASCO Employee Handbook (Handbook) is to provide employees with a summary of general employment guidelines, benefits, and policies with respect to the workplace. The Handbook provides employees with general information, policies, and procedures which may not be followed in every instance. The Handbook is not intended to take the place of official benefit plan documents. If any conflict between the information provided in the Handbook and information contained in official benefit documents, the latter will control.

Employment with MASCO is on an "at-will" basis. "At-will" employment means that MASCO may terminate any employee's employment and compensation, with or without prior notice to the employee, at any time, and for any, or no reason, or cause. MASCO is not bound to follow any policy, procedure, or process connected with employee discipline, employment termination, or otherwise. No representative of MASCO has any authority to enter into any agreement contrary to the foregoing. Neither the Handbook, MASCO practice, nor oral or written policies or statements of MASCO or its agents shall create an employment contract, guarantee a definite term of employment, or otherwise modify in any way that employment with MASCO is on an at-will basis.

The Handbook is a "living document," and MASCO may change any of the information contained in the Handbook, with or without notice, at any time during or after your employment with MASCO. Therefore, as a matter of good practice, you should periodically review the Handbook's provisions to assure that you are familiar with any changes or revisions. In addition, the Handbook may be accessed through the ADP portal.

Acknowledgement of the Employee Handbook

I acknowledge receipt of the Handbook and acknowledge that I have read, understand, and will abide by the contents. Should I have any questions concerning the Handbook provisions, I will seek the assistance of the Human Resources Department. I understand that the Handbook can be amended at any time and that it is my responsibility to access the Handbook to become familiar with any revisions periodically. I have also read and understand the foregoing information concerning the purpose of the MASCO Handbook.

Employee Signature

Date

Printed Employee Name