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INTRODUCTION

At Indigo Books & Music Inc. ("Indigo" or the "Company"), we are committed to conducting business with the highest ethical and professional standards, not just because it is a positive reflection on our Company or that our customers expect no less, but because it is the right thing to do.

The Indigo Code of Conduct is a set of standards and expectations that applies to all employees, including management, as well as the members of the Board of Directors (collectively "employees"). It outlines service standards we use when dealing with each other and with our customers, external consultants, vendors and suppliers. These principles and behaviours are considered binding and are agreed upon by everyone who works at Indigo.

The standards and expectations outlined in this Code of Conduct are not exhaustive and should be interpreted together with other Indigo policies and practices.

To maintain our reputation for integrity, we expect all employees to act ethically with the highest standards of integrity and abide by the principles of lawful conduct in all their business dealings. We want you to know our standards, to adhere to them and to advise your manager if the standards are in conflict with any actions you observe.

You are responsible for seeking help or clarification about any aspects of the Code of Conduct that are unclear to you. If you need help or clarification, please speak to your manager or Indigo Human Resources ("HR") Department.

1. FRAUD

Fraud, in any form, will not be tolerated at Indigo. This includes acts of fraud committed against the Company, as well as acts committed against outside parties intended to benefit the Company.

Any employee who knowingly observes or suspects dishonest or fraudulent activity must report it immediately. All reasonable steps will be taken to protect the confidentiality of a person who in good faith advises of or reports possible misconduct and the employment status of such person will not be affected by so advising or reporting.

Employees and contractors who commit an act of fraud are subject to disciplinary action, up to and including termination of employment, criminal prosecution, or both. The Company will pursue full recovery of any losses resulting from an act of fraud.

For the purposes of the Indigo Code of Conduct, "fraud" is defined as dishonest, irregular or illegal acts, characterized by a deliberate intent at concealment or false representation, resulting in the diversion of Company resources, whether or not for personal gain.

Examples of acts considered fraudulent:

- Forgery or alteration of any document or account belonging to the Company (for example, a cheque, bank draft, or contract);
- Financial reporting schemes such as manipulating earnings through improper revenue recognition, and overstatement of assets or understatement of liabilities;
- Impropriety in the reporting of money or financial transactions;
- Profiteering as a result of insider knowledge of Company activities;
- Knowingly disclosing confidential and proprietary information to unauthorized parties;
- Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to the Company;
- Destruction or removal of records with intent to defraud or misrepresent; and
- Other fraudulent means including but not limited to:
 - Misuse of corporate assets;
 - Breach of trusts;
 - Non-disclosure of material facts;
 - Unauthorized diversion or misappropriation of funds or property; and
 - Breach of contractual obligations.

If there is any question as to whether an action constitutes fraud, please contact the Vice President, Loss Prevention for guidance.

The Company's Fraud Policy is incorporated in the Indigo Code of Conduct by reference.

Employees can obtain complete policy details by accessing the Company's intranet site.

2. CONFLICTS OF INTEREST

THE EMPLOYEE OBLIGATION

At Indigo, our success depends on everyone's commitment. We should always conduct ourselves in a manner in which there is no conflict of interest between our personal interests and those of the Company. When an actual or potential conflict of interest arises, please speak to your manager.

In general, a conflict of interest occurs when personal interests appear to influence decision making or interfere with your responsibilities and duties required by your job and the business.

Avoiding conflicts of interest means avoiding situations where your actions are allowing you to benefit personally as a result of your position at Indigo. As an employee of Indigo, it's expected that you will always act in the Company's best interests.

RELATIONSHIPS IN THE WORKPLACE

Indigo recognizes that there may be members from the same family or people in a relationship who work in the same location. However, employment of family members or partners where one person has direct influence over the other's conditions of employment (i.e. salary, hours worked, shifts, performance appraisals, promotions, etc.) is strictly prohibited. In some cases, a concern over conflict of interest may arise involving other relatives or close friends. If you are unsure about a potential conflict, you should fully disclose the circumstances to your manager or the HR Department.

GIFTS FROM CUSTOMERS, EXTERNAL CONSULTANTS, VENDORS OR SUPPLIERS

Some jobs at Indigo involve dealing directly with external vendors, consultants, suppliers and customers. Indigo expects you to deal honestly and fairly in these business relationships, and when choosing an external consultant, vendor or supplier, not to be influenced by factors other than quality, price, reputation, relevance and value.

You should not accept any form of entertainment, gifts or other gratuities over \$100 in value from customers, external consultants, vendors or suppliers (existing or prospective). You should also not use your position within the Company to obtain personal gain from those seeking to do business with the Company.

Products or services received during the conduct of business (including samples, promotions, etc.) are the property of Indigo.

Please address any questions you may have on this matter with your manager or the HR Department.

WHAT WE WON'T SELL

There are three types of material we will absolutely not carry in our stores no matter the consequence: child pornography; written material with explicit instructions on how to create weapons that could be used for mass destruction; and written material which has as its sole intent inciting people toward the annihilation of a particular group in society.

3. PRIVACY AND CONFIDENTIALITY

PRIVACY AND CONFIDENTIALITY OF INDIGO INFORMATION

By virtue of your employment, you have access to information about the Company, such as our business plans, product, new services, pricing, promotions and technology. This information and any other information related to our business, is private and confidential. You must use it only for the exclusive benefit of the Company. The only exception is information we make available to the public, such as press releases, promotional materials or public announcements about new products, services or locations. Any breach of privacy or confidentiality constitutes a breach of your duty of loyalty and is considered a very serious offense. Appropriate action will be taken immediately upon discovery and may include termination.

DISCLOSURE, CONFIDENTIALITY AND INSIDER TRADING

Only the Chief Executive Officer, the Executive Vice President and Chief Financial Officer or the Vice President, Public Affairs are permitted to discuss financial information with analysts, investors, shareholders and the media.

Any communication with the media must be approved in advance by the Vice President, Public Affairs.

Indigo's common shares are traded publicly on the Toronto Stock Exchange and market prices of such securities are influenced by what the public knows about the Company. Investors could gain an unfair advantage from inside, non-public information that could affect an investor's decision to buy, sell or hold securities.

You may come into possession of insider information in the normal course of business, e.g., news about financial results prior to public disclosure, significant management changes, etc. The law forbids the selective disclosure of such material insider information or the purchase and sale of securities by anyone who has such material insider information which has not been made public by the Company by press release.

Trading on or "tipping" others with material non-public information about Indigo threatens our integrity and could result in serious civil and criminal penalties for both you and Indigo.

If you come into contact with financial material or other information in the course of your work, you are required to be familiar with and abide by Indigo's Disclosure Policy and its Insider Trading Policy, as amended from time to time.

Employees can obtain complete policy details by accessing the Company's intranet site.

PROTECTING EMPLOYEE PERSONAL INFORMATION

As outlined in the Information Security section (on page 7) and applicable Information Security policies, employees are expected to secure and protect private, confidential, sensitive or valuable information; this includes employee personal information.

"Employee Personal information" is information about an identifiable individual that is recorded in any form. For example, employee name followed by birth date, home address, etc. The name, title, business address or telephone number of an employee is not considered private information.

Indigo collects, uses and discloses employee personal information that is reasonably needed to establish, manage or terminate an employment relationship.

Indigo shall not use or disclose employee personal information for purposes other than those for which it was collected, except with the consent of the employee or as required by law. Indigo will retain personal information only as long as necessary to fulfill those purposes.

COLLECTING AND PROTECTING CUSTOMER INFORMATION

Under Canada's Personal Information Protection and Electronic Act (PIPEDA), the protection of customers' personal information is the responsibility of each employee. Personal customer information includes, without limitation, name, home address and home telephone number, email address, credit information, billing records, and product and service use.

Personal Data should be collected by lawful means as authorized by Indigo and, where required, with the knowledge or consent of customer.

At Indigo, personal customer information is not to be used or disclosed for purposes other than those for which it was collected, except with the written consent of the customer or as required by law. Unless the purpose of collection is self-evident, Indigo will identify the purposes for which personal information is collected before or during the time of the transaction.

In addition to protecting customers' personal information, employees are required to follow Canada's Anti-Spam Legislation ("CASL"), which sets the standards for sending Commercial Electronic Messages ("CEMs") and the installation of computer programs on customers' electronic devices (e.g. cookies).

Employees whose roles include access to confidential customer or employee information have an obligation to know the protocols of information protection, follow such procedures and complete the applicable eLearning modules.

- Employees who have access to credit card data must complete the Information Security Awareness eLearning module upon initial hiring and on an annual basis thereafter; and
- Employees who gather customer contact information and/or send direct, unsolicited, electronic messages (such as marketing emails) to customers must complete the CASL eLearning module upon initial hiring.

Failure to do so is grounds for disciplinary action, up to and including termination of employment.

Employees can obtain complete policy details by accessing the Company's intranet site.

4. PROTECTION AND PROPER USE OF COMPANY ASSETS

USING COMPANY FACILITIES AFTER HOURS

If you need to enter your location after normal business hours, you must have the permission of your manager. In most circumstances, you will not have a need to be on Company premises at any time other than a normal working day.

All office employees will be given a security pass card for their office location which will be activated for their working hours.

INFORMATION SECURITY

At Indigo, we encourage the use of information technologies and electronic communications resources. These resources are widely available to our employees to allow for more effective and efficient performance of their work duties.

To prevent disruptions, overload and misuse of these resources and services, the use of Company electronic communications resources is limited to Company business. Limited or occasional use of technology for personal reasons is acceptable as long as it does not negatively impact the ability of others to conduct Company business using that same technology or result in additional cost to the Company.

You must not use e-mail or the Internet to access or distribute material that is discriminatory, harassing, derogatory, obscene, sexually explicit, pornographic, defamatory, threatening, or that is in violation of any applicable licensing agreements and/or copyright laws. Information technologies must not be used for conducting personal business or any type of 'hacking' activity.

As per Indigo's Information Security policies, it is expected that all employees will, secure and protect private, confidential, sensitive or valuable information; whether or not it pertains to an employee, to customers or to the Company. Electronic private, confidential, sensitive or valuable information, unless properly protected or encrypted, should:

- Not be sent over the Internet (e.g. via email, social networking sites or peer-to-peer sites).
- Not be stored electronically on a Company computer hard drive ("C" drive) or other portable or mobile devices such as memory sticks, portable hard drives, on a BlackBerry or other smartphone, etc.
- Never be sent to department copy machines without activation of secure print and password.

As per Indigo's Information Security policies, employees are expected to comply with the following:

- Only access confidential information that you need and are authorized to see in order to perform your job responsibilities.
- Do not display, review or discuss Indigo confidential information in public places, in the presence of third parties or where you may be overheard.
- Do not transmit Indigo confidential or internal use information outside of Indigo, including to your personal email account.
- Your obligation to protect Indigo confidential information continues even after you leave Indigo.

Paper based private, confidential, sensitive or valuable information, should:

- Never be left unattended or within open view of others.
- Always be stored under lock and key.
- Always be disposed of using a secure (locked) disposal bin or shredder.

Indigo reserves the right to inspect, monitor and access any information technology or electronic communication in all circumstances. If in doubt about the handling of personal data, employees should consult the Legal or IT Security department.

Employees can obtain complete details of the following policies by accessing the Company's intranet site: <u>*Computer Usage Policy and Information Security Policies.*</u>

5. RESPECT IN THE WORKPLACE

OPEN DOOR POLICY

Great companies are all about people and creating a trusting, rewarding and high performing workplace. As our most valuable resource, Indigo employees should always feel that they can share ideas, feedback and concerns about workplace issues.

We strive to ensure that we have open channels of communication and want to hear from you. We will treat your ideas and concerns with respect. Any information you share is kept confidential and disclosed to only those directly involved.

We encourage you to raise questions and concerns at any time to your manager, head of store or involve a senior manager if you feel it is warranted. If you are not satisfied with the response or if you are uncomfortable speaking to your manager directly, you can call the confidential Human Resources Hotline: 1-800-286-9921 and speak to an HR representative. We encourage the ongoing participation and involvement of all employees.

All employees are welcome to contact any of the senior executives.

Employees can obtain complete policy details by accessing the Company's intranet site.

HUMAN RIGHTS POLICY

Indigo is committed to providing a workplace where each of us is treated with dignity and respect. Indigo is an equal opportunity employer. As part of our commitment to a successful, respectful and productive work environment, we strictly prohibit all forms of discrimination and harassment.

DISCRIMINATION

At no time will we discriminate on the basis of any of the following factors: race, colour, ancestry, place of origin, ethnic origin, citizenship, gender, sexual orientation, physical or mental disability, age, marital status, appearance, or any other criteria contained in federal and provincial human rights legislation. We also will ensure that all our policies and decisions relating to the recruiting, hiring, promotion, transfer, layoff, termination, development, compensation and any other terms and conditions of employment provide for equal rights and opportunities.

HARASSMENT

Our harassment policy supports our belief that our work environment should, at all times, treat each employee with dignity and respect.

Personal Harassment is a comment or course of conduct that is known, or ought reasonably to be known, to be unwelcome. It can take many forms, including: threats, insults, unwanted sexual solicitation or advances, abusive name calling, stereotypical portrayals of men, women, racial or ethnic groups, teasing, or joking.

Sexual Harassment is any unsolicited conduct, comment, or physical contact of a sexual nature that is unwelcome by the recipient. It includes, but is not limited to, any unwelcome sexual advances (oral, written or physical), taunts or suggestions about a person's body, attire, or other prohibited grounds of discrimination; displays of degrading, offensive or derogatory material such as graffiti or pictures.

Psychological Harassment and Bullying is any behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, actions or gestures that affect an employee's dignity or psychological or physical integrity, which results in a harmful work environment for the employee.

Position Harassment occurs when a person who can grant or deny benefits, such as a member of the management team or other Indigo leader, does any of the following: makes sexual advances or requests; denies, or threatens to deny, a benefit to an employee based on the discriminatory factors noted above.

Employees can obtain complete policy details by accessing the Company's intranet site.

HARASSMENT BY A CUSTOMER

Employees who are subjected to harassing behaviour by a customer should always politely excuse themselves and notify a manager of the situation. This includes, but is not limited to, threats or abusive behaviour, sexual comments or gestures, or a negative comment made regarding race, gender or ethnicity. Under no circumstances should the employee personally confront the harassing party.

WORKPLACE VIOLENCE

Indigo has zero tolerance for violence in the workplace and respects the dignity and worth of each employee. Workplace violence may include actual or threatened acts such as assault, aggressive behaviour, screaming and other forms of verbal abuse, throwing things, or any other act that constitutes an actual or potential threat to the well-being of any Indigo employee or individual on the Company premises.

Employees can obtain complete policy details by accessing the Company's intranet site.

REPORTING DISCRIMINATION, HARASSMENT AND VIOLENCE IN THE WORKPLACE

If you feel you have been the subject of discrimination, harassment or violence, we advise that you take the following actions:

- Advise the person responsible that the conduct is unwelcome. Those who are acting out of ignorance or a misplaced sense of humour, rather than malice, will often stop once they realize the affect their behaviour is having.
- If raising your concern makes you uncomfortable, is embarrassing, or if the behaviour persists, contact your manager, your manager's manager or the HR Department. Don't be afraid to raise your issue. You will not be subject to any reprisal for making your report.
 - If you are a store employee, please contact your Head of Store, your regional Director, or the HR Department.
- Allow your manager or the Head of Store, in conjunction with HR, to investigate the complaint in as confidential a manner as possible. Please be aware, however, that once you make a formal complaint, it cannot be anonymous. All those with alleged involvement in the incident have the right to know who is making the complaint.
- Once your manager, other appropriate management or HR is aware of a situation involving discrimination, harassment or violence, immediate action will be taken. We will examine each incident thoroughly and apply disciplinary procedures to any individual found to have engaged in such behaviour. Depending on the seriousness and nature of the incident, these actions may result in corrective action, up to and including termination of employment.

- We will not take any action against employees who raise issues in good faith. We do, however, recognize the potential damage of unfounded allegations and will take appropriate corrective action in cases where this policy is abused.
- If you are a manager and you learn of an incident of possible discrimination, harassment or violence, you are required to report the incident to your manager and to HR.

Employees can obtain complete policy details by accessing the Company's intranet site.

ALCOHOL AND DRUG-FREE WORKPLACE

Our goal is to balance respect for individual privacy with the need to keep a safe, productive and healthy work environment. You may not, on our premises or during business hours:

- Possess alcohol or illegal drugs.
- Be under the influence of illegal drugs or alcohol.
- Use, sell, distribute or manufacture any illegal drug.

For Home Office Only

We recognize that as part of occasional celebratory events, a modest amount of alcohol may be consumed on our premises and during work hours, but only if all of the following conditions are met:

- Advance written approval is received prior to the celebratory event from the Functional Executive (Senior Vice President level and above) and the Senior Vice President, Human Resources.
- The Functional Executive (Senior Vice President level and above) must be in attendance for the duration of the event.
- Employees will not be performing work duties while alcohol is being consumed and will not be operating machinery of any kind (including, but not limited to, motor vehicles) following the consumption of alcohol.
- The Functional Executive (Senior Vice President level and above) present appropriately considers the provision of transportation options (at no charge) for employees in attendance.

6. SOCIAL MEDIA

Employees are prohibited from participating in discussions on internet chat rooms or on other electronic media such as Facebook and Twitter on matters pertaining to the Company's activities (other than matters already publicly disclosed) or its securities.

If employees choose to use personal websites, social networking sites and blogs (on their own time) and identify themselves as an Indigo employee, they are requested to make clear to readers that the views expressed on a website or blog are their views alone and that they do not necessarily reflect the views of the Company.

Personal websites, social networking sites and blogs are public spaces and Indigo expects that employees will be respectful to co-workers, the Company, our customers, partners and affiliates and others. Employees have an obligation not to discriminate against or harass co-workers, or third parties who deal with the Company in accordance with the Company's Harassment Policy.

An employee must not disclose confidential or proprietary information on a website or in a blog. To do so will result in the employee being disciplined up to and including termination for just cause.

Employees can obtain complete details of the Social Networking and Blog Policy by accessing the Company's intranet site.

7. HEALTH AND SAFETY

Indigo is committed to providing a safe and healthy work and retailing environment for our employees and customers alike. This commitment begins with our focus on prevention of occupational illness and injury and the goal of realizing an accident-free workplace achieved through effective administration, education and training. Furthermore, we strive to eliminate all potential hazards that pose a risk of loss to Company property.

We will ensure that all employees adhere to Indigo safety standards, for the protection of themselves and others. We believe we all share in the responsibility of reducing the risk of incidents and injury in our workplace, as outlined below.

Indigo will:

- Take every precaution reasonably necessary in any circumstance for the protection of employees.
- Ensure compliance with applicable workplace Health and Safety legislation and aim to be a leader in the Retail industry.
- Ensure a safe environment for both employees and customers.
- Ensure that those who supervise others have the training, knowledge and experience to organize the work and its performance, be familiar with occupational health and safety legislation and applicable regulations and have knowledge of any potential or actual danger to health or safety in the workplace.
- Deal with concerns about hazards in the workplace and other situations in a timely manner and in accordance with good business practices and requirements of the law.
- Provide information, instruction and supervision to employees including orientation, ongoing training, communication and supervision to protect the health and safety of all our employees.

Our Managers/Supervisors will:

- Provide a safe and healthy workplace by taking every precaution reasonable in any circumstance for the protection of employees.
- Model behaviours consistent with Indigo's Health and Safety commitment.
- Ensure employees have the information, training, certification, and supervision to do their job safely.
- Ensure employees understand and comply with prescribed safety regulations and established work practices.
- Co-operate with Health and Safety Committee members and representatives in dealing with health and safety issues.
- Take appropriate actions to control hazards and correct all hazards and unsafe practices once an issue has been identified.

Our Employees will:

- Comply with all applicable health and safety requirements, including legislated requirements and Indigo policies and procedures.
- Ensure they have the information, training, and certification to do their job safely.
- Work in a manner avoiding health and safety hazards to themselves or others; this includes reporting fit to work.
- Participate in reducing and controlling accident and illness in the work environment.
- Report any incidents, near misses, injuries or illnesses to the manager on duty.

Let's all work together to prevent unwanted losses and personal injuries or illnesses.

Employees can obtain complete policy details by accessing the Company's intranet site.

8. SERIOUS MISCONDUCT

There are certain types of behavior and actions by employees that may warrant immediate dismissal. These are some examples and are not meant to be an exhaustive list:

- Possession of a weapon on Company premises.
- Willful or careless significant damage or destruction to Company property or the property of another employee, customer or vendor.
- Theft, attempted theft, or removal of Company property or another employee's property from the premises without proper authorization. This includes "strip covers" and discarded merchandise.
- "Borrowing" cash or writing an "IOU" for cash amounts from the register or safe.
- Falsification of Company records, including but not limited to employment applications, payroll and financial reports. This may include punching or making entries into another employee's timecard or timesheet.
- Unauthorized perusal and/or release of confidential information (i.e., contents of employee files, wages, Company finances/sales information, etc.) to employees or outside parties.
- Gambling on Company premises.
- Violence; hitting, pushing or otherwise striking another person or any other disorderly conduct while on Company premises or arising out of Company business relations.
- Threatening, open or veiled, verbal or physical, an employee, customer or vendor.
- Harassment (in any form) of an employee, vendor, or customer.
- Drugs and narcotics; possession, use, sale (or attempted sale) or being under the influence of illegal substances while on Company time and/or premises.
- Alcohol; unauthorized possession, use or being under the influence of alcohol while on Company time and/or premises.
- Failing to report for work or call in with an acceptable reason for three consecutive workdays (job abandonment).
- Insubordination; failure to carry out a reasonable job assignment or job request of your manager after being warned that failure to do so may result in termination.
- Charged and convicted of a crime (summary conviction or indictable offence), which can reasonably be construed to indicate that continued employment would constitute a threat or hazard to fellow employees, customers, the Company, its property or its reputation.
- Unauthorized or inappropriate use of Company software, computer networks, inter/intranets, email, or mobile telephones.

- Unauthorized access to Company networks and systems.
- Employee discount card abuse, i.e., buying products with your employee discount card and selling it to others at any price.

9. STORE OPERATIONS

STORE SECURITY POLICIES

- Employees must enter and exit through the front entrance. The receiving door must not be used as an entrance or exit by employees.
- Only authorized employees (i.e. scheduled employees, scheduled service employees, home office employees) may be admitted to the store after closing or before opening.
- All emergency exit doors and receiving doors must be locked and/or armed at all times except when merchandise is being received or garbage taken out. If someone knocks to enter, first identify him or her as being an authorized person before letting them in.
- Only authorized key holders may unlock and/or disarm the receiving door.
- There must always be a clear pathway to any emergency exit door. Deadbolts on any emergency exit door must be unlocked when employees are in the store.
- The back door should not be opened after 6:00 p.m., under any circumstances.
- The door leading to the back room/receiving area must be kept closed during business hours.
- Only store employees are allowed in the back room/receiving area and other non-selling areas. If delivery employees must be in the back room, they should be supervised at all times by an authorized store employee.
- Employees should not bring valuables to work. Purses or personal items must be kept in locked lockers during the work shift; a combination lock will be provided by the Company for the duration of employment. Lockers must be emptied each day and left unlocked at the end of the shift. Indigo is not responsible for any personal property brought into the store by employees.
- All Indigo employees (i.e. scheduled employees, home office employees and field staff), on-site vendor representatives or scheduled service employees, are subject to a personal bag check prior to exiting the store.
- At store closing, there must always be at least two employees exiting together as the last store employees to leave the premises.
- Manual bank deposits must always be brought to the bank by at least two Indigo employees, one being management.

PROTECTING COMPANY ASSETS

One of your most important responsibilities is to protect the cash and inventory in your store. You can do this by following cash handling practices, filling out paperwork accurately and providing the best customer service possible. All employees working on cash are required to read and sign the cash handling practices.

Employees can obtain complete policy details by accessing the Company's intranet site.

CUSTOMER RELATIONS

Indigo is about great customer service. Employees should always conduct themselves in a professional manner, recognizing that each customer contributes to the success of the Company and its employees. We all share the responsibility of satisfying the needs of the customers through maintaining a high degree of professionalism, understanding and conscientious effort. We should also apply this same commitment when conducting our business relationships by using appropriate and ethical business practices.

Please address any question you may have on this matter to your manager.

Indigo Employee Hotlines

Indigo has three hotlines in place to support employees:

HR Hotline

The HR Hotline is available for you to report any employee or employment related concerns.

Loss Prevention Silent Witness Hotline

The Silent Witness Hotline is in place to allow you to confidentially report all store-related theft or vandalism issues.

Financial Reporting Issue Hotline

The Financial Reporting Issue Hotline is in place to allow you to report any accounting issues that you feel cannot be resolved by a member of the Finance or Accounting management teams.