

# The Links at Brunello: EMPLOYEE MANUAL







## WELCOME!

Congratulations! We are excited you joined our The Links at Brunello team. You are now part of a growing company that will continue to have new and exciting career opportunities for years to come. In an effort to continually improve our company and the experiences we provide our Team Members, homeowners and Guests, we are pleased to provide you with this Team Member Handbook.

The purpose of this handbook is to ensure that you are fully aware of your benefits and rights as an employee. It is also important that you are informed of The Links at Brunello's company policies. The first section of this handbook covers the unique features of our organization's products, programs and culture. The second section details safety information, employment policies, our dress code policy and Team Member benefits.

We ask that you read this handbook carefully to ensure we all share a common understanding of the organization's policies, the culture we live by and the rights and responsibilities of all Team Members.

We know that our success is due to the dedication of our employees and the continued patronage of our customers. To this end, we are committed to providing a workplace that encourages, supports and acknowledges the performance and innovation of our people, which in turn, helps us, deliver an unparalleled experience to customers.

Thank you for taking the time to learn about The Links at Brunello and our employment policies. We would like to take this opportunity to welcome you to the team and look forward to a successful season!

A handwritten signature in black ink that reads "Miles Mortensen". The signature is written in a cursive style with a horizontal line underlining the name.

Miles Mortensen,  
General Manager  
The Links at Brunello



## The Links at Brunello – Team Handbook

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## OUR COMPANY

As a new member of the team, it's important for you to understand the history of The Links at Brunello, as it is a driving factor in shaping the Company's culture. The Links at Brunello is the first new, public, golf course to be opened in the Halifax Regional Municipality in more than 15 years. Designed by world class, award- winning designer Thomas McBroom, our 18-hole Championship Course is set to be the "must play" facility for years to come.

The Links at Brunello is an integral part of Brunello Estates real estate and community development project. In total the project encompasses more than 500 acres, more than 40% of which is "Green Space".

### What facilities/buildings do we have?

- Real Estate Sales Centre
- Golf Course
- Show Homes
- Golf Shop
- Golf Practice Facility
- Trails and areas for skating, skiing, sliding and pond hockey (conditions permitting)
- Tennis Courts
- Playground
- Clubhouse with restaurant, lounge and patio facilities (opening 2016)

### Why are we called The Links at Brunello?

The Links at Brunello and Brunello Estates are named for one of Italy's best and most expensive wines. *Brunello di Montalcino* was awarded the first *Denominazione di Origine Controllata e Garantita* (DOCG) designation in 1980, requiring that the wine be produced within the specified region using defined methods and that it satisfy a defined quality standard. As Brunello wine has a world-wide reputation as the best the Tuscany region has to offer, Brunello Estates and the Links of Brunello aspire to be the best choice for lifestyle and recreation in the Halifax region and beyond.



## OUR MISSION STATEMENT

### Our Mission...

***At The Links at Brunello, we dedicate ourselves and our facilities to providing our community members and customers with the finest experience in golf; concentrating on tradition, accessibility, entertainment and hospitality. Our focus is on exceeding the expectations of all guests with quality products and customer service that is second to none.***

In support of this mission, The Links at Brunello is committed to:

- Being recognized as industry leaders and innovators within the various markets we seek to attract. Always being on the lookout for new ways to engage and entertain our Guests.
- Recognizing our Team Members as our most valuable asset by providing an atmosphere and work environment that encourages training, career building skills, advancement and fair wages, and above all — fun.
- Contributing back to the community through charitable fund raising and participating in community initiatives.

### Vision

***The Links at Brunello will be a recognized leader in the golf industry, providing a high-quality experience by ensuring that our facilities and service exceed the expectations of our community members, our customers and our employees.***

### Philosophy

***To be considered one of the industry leading golf experiences is not a goal easily achieved. There are several factors necessary to provide this level of excellence. First and foremost is the need to provide a quality, forward thinking product; next, the product must be maintained and cared for at a superior level of consistency. We will be the golf club by which others set their standards. We are totally responsible as a team for the reputation and image presented to our community members and guests. We will treat every day as the one day on which the reputation of The Links at Brunello will be created and judged. The Links at Brunello philosophy is simple: Every service we provide will be the best of its kind.***





## GETTING STARTED

**How do we create a Guest experience that builds relationships and memories that last a lifetime? YOU!** We are able to deliver exceptional experiences to our Guests through the quality and service of our Team Members!

In order to support you in this, we will provide you the following:

- **General Orientation**  
All new employees are required to attend an Orientation/Induction session. Returning employees will participate in a modified orientation. You will learn more about the Company's history, policies, company culture, the facilities and much more...
- **Department Orientation**  
Each department will hold an introduction orientation for all new employees to cover tasks and issues pertinent to that department. In addition, a safety component will be included.
- **Facilities Tour**  
Employees will receive a tour of all facilities and operations

If you are unsure about your place of work or the terms of your employment, please bring it to the attention of your supervisor.

This handbook contains pertinent and valuable information that will not only assist you in your work but also in the enjoyment you have at work. Your Team Leader will be happy to answer any questions. Please read all posted memos and attend all Team Department meetings for updates.

## YOUR PERKS

The following pages outline important details regarding your employment here at The Links at Brunello. We are constantly striving to improve our operations; the products we offer our Guests; and the work environment for all employees.

Our main goal is to foster an incredible employee experience and that this will support our Team Members in their aim to provide an unforgettable customer experience to our Guests. At The Links at Brunello, we believe our employees are our greatest asset. These privileges are subject to change from time to time, but all applicable changes will be communicated. Our philosophy is that our Guests come first; however, it is important for you to know, understand and enjoy our facilities and services as well, keeping in mind this philosophy.

Below we have outlined the various perks Employees are eligible for. Please be aware that our Guests always take precedence. We ask that you always keep that consideration in mind when dealing with benefits applicable to yourself as a Team Member. Never discuss discounts in front of Guests. If for some reason you feel that you have not received the appropriate pricing, please discuss outside of earshot of our Guests or keep the receipt and discuss with your Supervisor at a later time and we will ensure that you are charged appropriately.



### ***Team Member Events***

- Opening Season Launch – APRIL/MAY
- Summer BBQ – JULY/AUGUST
- Year End Wrap-Up – OCTOBER/NOVEMBER
- Other impromptu events TBD

Employee events are held at the discretion of the Company and all details pertaining to these events will be communicated through your Supervisor and on staff communication boards that can be found in various locations around the property.

### ***Golf Shop Merchandise Discount***

- Another advantage of working at The Links at Brunello is the Team Member discount you receive at the Golf Shop. You can purchase Shop merchandise at up to a 40% discount off our regular prices (for personal use only). This discount applies to soft goods only (golf clothing, caps etc.) For other items like equipment, balls and shoes, you will be given the best possible price. To take advantage of this benefit, please see the General Manager.
- For non-personal purchases, such as gifts for relatives, you may purchase Golf Shop merchandise at up to twenty-five percent (25%) off the regular price for soft goods.
- All Employee purchases must be paid in full at the time of purchase and before taking items out of the Shop. Some items may be unavailable for Team Members purchase due to lack of available sizing, etc. If you see something that interests you, consult with the manager on duty for clarification.
- Gift cards are considered a non discount item.

### ***Golf Privileges***

We want to provide access to our fantastic golf course and give you an opportunity to enjoy playing it! Obviously, we must always remember that our primary business is to satisfy our paying Guests. We have an incredibly beautiful golf course that our Team Members work extremely hard to keep in fabulous condition.

- Due to the nature of their jobs, Golf Professionals and Team Leaders may play more than the guideline of two rounds per week.
- It is important that we look and act at all times as our best Guests would. Professional conduct and proper attire and footwear are required. You are not permitted to play or practice in your uniform.
- Team Members are welcome to bring one Guest per visit. The rate for our Employee - Guest is \$75.00 per player (plus taxes).



## *Golf Course Access Policy*

We allow Employees to play up to two rounds per week, subject to availability.

- On days where the golf course tee times are available, we will allow booking to be made on the same day and only within 4 hours from the intended tee time. Employees must remember that from time to time their reservation may be deferred by up to several tee times to make way for last minute bookings made by members or paying Guests.
- If you are planning on joining a group of paying Guests or others that have a time booked in advance the full green fee will be charged.
- Since our peak times are in high demand by our Guests, Employees are not permitted to play Saturday, Sunday or Holidays prior to 2pm.
- At times certain employees may be on assignment playing with media or assigned guests. These times will be booked only by the General Manager or Superintendent.
- Team Members are welcome to bring one Guest per visit. The rate for our Employee - Guest is \$75.00 per player (plus taxes).
- Team Members may use our rental clubs provided there is not a need for rentals for a corporate event that day. Keep in mind you are responsible for the full value of the entire set and will be required to fill out the appropriate paperwork and will have to cover the cost of replacing lost or damaged equipment.

## *Practice Facility*

- You are welcome to use the practice facility to warm up before playing a round of golf.
- On non golfing days, you can use the tee area for up to 1 hour, depending on the availability of space. The short game area is accessible at any time. Please be considerate of clinics and schools as they take precedent over staff usage.
- There are occasions where the practice facility is busy. The Golf Shop staff will ask you to wait or to come back another time. Please use your discretion and keep in mind that our Guest's experience is paramount.
- Any accompanied Guests of an Employee are required to purchase practice time at the applicable rate, unless they are playing golf, in which case practice time is included with the green fee.



### *Instruction*

- You are eligible to receive a 10% discount on private lessons and private lesson packages.
- For our group lessons, you may, at 15% off the retail cost, join an existing group that has not filled up. If you want to enroll and take advantage of this offer for yourself (or family and friends), please contact the Golf Shop and register with the Head Teaching Professional.
- We will be conducting free staff clinics throughout the season, so if it is just a tune up you are looking for or to get started, then watch for the schedule that will be posted in our Team Member communication boards.

There are some amazing benefits described above, and we encourage you to take advantage of them as much as possible. Our primary consideration is that you respect the philosophy that our Guest's experience should be your top priority. The Links at Brunello Employees are required to conduct themselves in a professional manner at all times while on property or while enjoying benefits at any of our facilities. We should blend in with our Guests and should look and act as any of our Guests would.



## YOUR REWARDS

Our goal is to deliver the kind of employee experience that enables us to attract, retain and motivate the talent needed to make The Links at Brunello the best golf experience in the HRM and beyond. We believe that we have put together a solid total compensation package that includes your base salary, benefits and the wonderful perks described previously.

Behind these rewards are procedures and policies that are designed to ensure you get the most out of your employment with The Links at Brunello. Both the rewards and the policies and procedures supporting the rewards are described below.

### *Orientation & Adjustment Period — Getting To Know You*

Your first three continuous calendar months on the job are called your orientation and adjustment (O&A) period. This is a time for you to become acquainted with other Team Members and your workplace. During this time, you will have an opportunity to learn The Links at Brunello procedures and demonstrate your performance. A performance review will generally occur at the end of your O&A period. Should you be promoted or transferred to another role during your O&A period, a new three-month O&A period will begin.

### *Compensation*

Compensation at The Links at Brunello is based on the nature of the job performed, with consideration given to what other employers in the resort industry pay for similar jobs. Your salary is determined by several factors. These factors include the experience you bring to the role; the contribution you make in your role (i.e., your performance); external market competitiveness; and internal equity with other Links at Brunello employees doing similar roles.

**Your pay is a private matter between you and the Company and is not to be discussed with others.**



## SALARY/PAY ADMINISTRATION

### *Timesheets*

Accurately recording the time that you work is important, since this is how your pay cheque is calculated. Remember to be in uniform; ready to begin working when you record your time in and out. It is your responsibility to record in and out for every shift. If you work in more than one department please ensure that you follow the instructions posted by the time clock.

### *Pay Days*

Payday is every two weeks on Friday. The paid days that will be included on your pay cheque will be dependent on the days that fall in your pay period, which runs Monday through Sunday (see your Supervisor for schedule). Your pay will be deposited directly into your bank account, and your pay-stub will be distributed to you on the designated day.

### *Payroll Deductions*

The amount of your pay cheque does not tell the whole story of your compensation. The net figure you are paid is the gross pay amount less statutory deductions for Income Tax, Employment Insurance and Government Pension Plan. Additional deductions may only be made if you agree in writing.

### *Personal Data Changes*

Please keep your Supervisor informed if your name, address, phone number, marital status, number of dependents or persons to be contacted in the event of an emergency changes. All changes to your information must be submitted in writing.

## YOUR EMPLOYMENT STATUS

We have different classifications for our employees. At the time you were hired, your position would be classified into one of the following categories:

- **Regular full time** - are those who work an average of 30 - 40 regular hours or more per regular workweek on a continuous basis.
- **Regular part time** - are those who work less than 30 regular hours per week on a continuous basis.
- **Seasonal full time** - are those who work an average of 30 - 40 regular hours per week on a continuous basis and employment is anticipated to last eight months or less annually.
- **Seasonal part time** - are those who work less than 30 regular hours per week on a continuous basis and employment is anticipated to last eight months or less.
- **Casual** - are those who work "on call" as may be needed by the company, usually during peak workloads or for vacation relief. These Employees may work full time or part time schedules for the period of their employment.

## YOUR TIME OFF

### *Statutory Holidays*

Under the *Nova Scotia Labour Standards Code* and *The Remembrance Day Act* there are 7 paid holidays in Nova Scotia:

- New Year's Day
- Nova Scotia Heritage Day
- Good Friday
- Canada Day
- Labour Day
- Remembrance Day
- Christmas Day

The Links at Brunello also recognizes the following 4 days as company holidays, as long as you are eligible in accordance with NS Employment Standards:

- Victoria Day
- Natal Day
- Thanksgiving Day
- Boxing Day

Both Full Time and Part Time Team Members who have been employed for 30 calendar days and have worked 15 out of the 30 days previous to the holiday qualify for statutory holiday pay as follows:

- If you are an hourly paid Employee and work on a Stat. holiday and are eligible, time and a half will be paid for the first 12 hours worked and double-time for any work over 12 hours, plus an average day's pay.
- If you do not work on a Stat. holiday and are eligible – an average day's pay will be paid.
- Employees who work the Stat. holiday and are not eligible for the Stat. holiday will be paid their wages at their regular rate of pay.
- Any other arrangements, including taking time in lieu of work on a statutory holiday must be agreed to in writing.

### *Annual Vacation*

**Seasonal** Employees that are paid hourly will receive vacation pay on each pay cheque.

For **Salaried** Employees, vacation pay is accrued, and they are entitled to annual vacations with pay according to their entitlement. When vacation is taken, pay will be withdrawn from the Employee's accrued vacation pay.

It is expected that salaried Employees take their full entitlement each year with minimal carryover into the following year. Vacation entitlement is earned from the first day of employment and may be taken only after it is earned. Vacation time must be taken at a time mutually agreeable to the employee and Supervisor.

Staff must complete an Employee Vacation Request Form and have it approved by their Supervisor, preferably at least 30 days in advance of their request.

The vacation year will be calculated from January - December. Employees who are hired after the start of the year will receive pro-rata vacation entitlement based on their accrued vacation.



## LEAVES OF ABSENCE

### *Sick Leave*

For **Salaried** Employees, sick leave is paid when illness or injury requires a salaried Employee to be absent from work for one or more working days up to a maximum of five days per calendar year.

**Regular Hourly Full Time** Employees who are employed all year and have been with the Company for more than one year (greater than 2080 hours) may be entitled to be paid for short-term absences due to illness or injury, up to a maximum of five days per calendar year. Check with your Supervisor for approval.

### *Absence Reporting*

Please give your Supervisor as much notice as possible ahead of a scheduled shift if you know you will be absent due to illness or injury. If you are going to be away for more than 3 days, please get a doctor's certificate or note.

Note: If you are unable to work for an extended period of time due to illness or injury, you may be eligible to apply for Disability Benefits through the government employment insurance programs. Please refer to your Supervisor for further information.

### *Bereavement Leave*

In the unfortunate event of a death in your immediate family, you are entitled to take up to three days of unpaid leave. Paid leave of up to three days will be provided if you are a Salaried or Regular Full-Time Hourly Employee. Immediate family is defined as your spouse, brother, sister, parent, grandparent, child, grandchild, mother-in-law or father-in-law, guardian or any person who lives with and is considered a member of the family.

### *Compassionate Leave*

In the unfortunate circumstance of a family member being severely ill with a significant risk of death, employees will be granted up to six weeks of unpaid leave to care or support a family member (child, parent, spouse or common-law partner). Medical evidence (doctor's note) must be provided at the time of the request. Please refer to Payroll for further information. Rest assured during this unfortunate time that your job would be waiting for you upon your return.

### *Jury Duty and Court Appearances*

While you won't be paid for the term of your jury duty, you will be guaranteed that your job will be waiting for you when you get back. Attending court to act as a witness in traffic or criminal proceedings will also be considered unpaid leave. Please notify your Supervisor immediately upon receipt of a notice to report to jury duty or to appear in court.



### *Family Responsibility Leave*

You may take up to five days of unpaid leave per year in order to meet responsibilities related to the care, health or education of members of your immediate family. Immediate family is defined as your spouse, brother, sister, parent, grandparent, child, grandchild, mother-in-law or father-in-law, guardian or any person who lives with and is considered a member of the family.

### *Pregnancy Leave*

Pregnancy Leave is governed by both federal and provincial employment legislation and in some cases compensation is available under the Employment Insurance Act. A pregnant Employee is eligible for up to seventeen consecutive weeks of unpaid pregnancy leave. Employees do not have to work for any specific period of time to be eligible for pregnancy leave.

Employees seeking pregnancy leave should make the request in writing at least four weeks prior to the anticipated start date of the leave. This leave may start no earlier than eleven weeks before the expected birth date and end no earlier than six weeks after the birth date, unless the Employee requests a shorter period. Written notice of your intent to return to work is required at a minimum of four weeks prior to your expected return date. A six-week extension may be granted if the Employee is unable to return to work for reasons relating to the birth or termination of the pregnancy. A doctor's certificate may be requested to support the request for leave or leave extension.

When you return from Pregnancy Leave, you are entitled to return to your previous position or to a position comparable in status and compensation to the one you left, if your previous position no longer exists.

### *Parental Leave*

Congratulations on your new arrival! Employees who become birth mothers, birth fathers or adopting parents are entitled to up to thirty-seven consecutive weeks (thirty five for birth mothers who take pregnancy leave) of unpaid parental leave. Birth mothers must begin parental leave immediately after pregnancy leave ends unless other arrangements have been agreed upon. Birth fathers must begin the leave within fifty-two weeks after the birth and adopting parents within fifty-two weeks after the child is placed with the parents. Parental leave may be extended for five weeks if the child requires additional care.

Please submit a written request to your Supervisor for parental leave at least four weeks prior to the start date. You may be asked to provide a doctor's certificate or other evidence to support entitlement to parental leave.



## WHEN YOUR EMPLOYMENT ENDS

Your employment with The Links at Brunello may terminate at any time at the request of either yourself or the Company. This may take place in one of several different ways:

### *Resignation*

If you decide to voluntarily terminate your employment with The Links at Brunello, we request that you submit a written resignation to your Supervisor at least two weeks in advance of your last day of work. You will receive all accumulated vacation pay with your last pay cheque.

You are required to turn in all Company property (e.g., keys, electronic equipment, etc.) to your Supervisor on or before your last day of work. The Company reserves the right to shorten the length of your notice period, subject to applicable Employment Standards legislation.

If you fail to personally notify your Supervisor of an absence of three or more consecutive scheduled workdays, or if you walk off the job without authorization, you will be deemed to have resigned.

### *Termination during your probationary period*

The first 90 days of your employment are considered a probationary period. If you are terminated during this period, for any reason, you will not be entitled to receive any advance notice or pay in lieu of notice or severance pay.

### *Termination without Cause*

Typically, termination without cause occurs during restructuring, workforce reduction or permanent market changes. However, The Links at Brunello may terminate your employment without cause for any other reason at any time. If this occurs, The Links at Brunello will follow the applicable provincial employment standards legislation.



### *Termination with Cause*

Employees are expected to conduct themselves in a manner that promotes a positive work environment. Employees who conduct themselves contrary to Company policies and standards may be subject to disciplinary action, written warnings, suspension from work without pay and termination for cause. Associates terminated with cause are not entitled to receive notice of termination (or pay in lieu of notice) or severance pay.

The following are examples of conduct that may result in immediate termination of employment and possible criminal prosecution:

- Use of drugs or alcohol while at work
- Under the influence of drugs or alcohol at work, or reporting to work under the influence.
- Deliberately failing to carry out a specific order or instruction of your Supervisor, including failure to do work assigned (unless this work constitutes a threat to your safety).
- Falsifying records.
- Unauthorized entry onto The Links at Brunello property.
- Unauthorized possession of The Links at Brunello records, materials or property.
- Falsifying work time records.
- Deliberate waste of material, destruction or abuse of any property.
- Dishonesty or theft.
- Act of rudeness to any Guest.
- Acts of negligence

In addition to the above and to ensure we are all clear on the expectations of us while working for The Links at Brunello, below is our Code of Conduct Policy, which you will be required to sign every year.



## CODE OF CONDUCT POLICY

Everyone is expected to know, understand, and adhere to Company practices in order to protect the best interests of the Company and individuals within it. The Links at Brunello expects you to respect the rights and feelings of others and demonstrate personal integrity and professionalism.

Refrain from doing anything that would be considered improper conduct. Be aware that anyone in the Company is subject to dismissal for engaging in improper conduct. By “improper conduct” we mean conduct that involves illegal, fraudulent, dishonest, disrespectful or unethical behaviour, or serious negligence in the performance of your duties.

The following are examples of conduct that may result in immediate discharge and possible criminal prosecution. This is by no means an exhaustive list:

- Use of drugs or alcohol in violation of Alcohol and Substance Abuse policy
- Reporting to work under the influence of drugs or alcohol
- Deliberately failing to carry out a specific order or instruction of your Supervisor, including failure to do work assigned (unless this work constitutes a threat to your safety)
- Falsifying records
- Unauthorized entry onto property
- Unauthorized possession of The Links at Brunello records, materials or property
- Falsifying work time records
- Deliberate waste of material, destruction or abuse of any The Links at Brunello property
- Dishonesty or theft
- Act of rudeness to any guest
- Acts of negligence
- Harassment
- Violence
- Disregard for authority and/ or management
- Complaining about implemented policy or procedures to guests

### *Harassment and Discrimination*

All Employees can expect a work environment free of intimidation and harassment or related inappropriate behaviour. This policy applies to all Team Members and guests wherever a job or a work-related function is performed. The Links at Brunello supports the guidelines provided in the Canadian Human Rights Act and the Human Rights Act of N.S., concerning such behaviour.

The Canadian Human Rights Act and The Human Rights Act of N.S. prohibits an employee to discriminate against or harass a co-worker or a candidate for employment on the basis of: race, national or ethnic origin, color, religion or creed, sexual orientation, age, marital/family status, political beliefs, physical or mental disability,

conviction for a criminal or summary conviction charge that is unrelated to the employment, gender including sexual harassment and discrimination based on pregnancy.

This policy applies to behaviour on company premises, during travel related to your work, at conferences, training sessions and seminars attended by you for work, and during work-related telephone, electronic, and other communications.

Unlawful discrimination or harassment includes unwelcome or offensive verbal or physical conduct, hostile or offensive activity that threatens, intimidates, offends, demeans, or coerces and may impair an individual's ability to do their job. Harassment takes on many forms including:

- Gestures or physical acts
- Slurs
- Taunting
- Verbal abuse or racial epithets
- Comments or jokes
- Disrespectful communication including rage or anger
- Implicit or explicit coercive and inappropriate behaviour used to control, influence, or affect the career, salary or job of any individual
- Displaying derogatory objects, cartoons, posters, drawings, or pictures
- Failure to consider or hire an individual for a job based on their race, colour, religion, national origin, sex, age, etc.

### ***Sexual Harassment***

Sexual harassment is defined as one or more incidents involving unwelcome conduct of a sexual nature, by men towards women, by women towards men, between men, or between women.

Specific examples of unwelcome conduct of a sexual nature that may constitute sexual harassment include:

- Requests for sexual favours
- Advances, propositions, touching or leering
- Persistent unwanted contact or attention after the end of a consensual relationship
- Sexually suggestive comments or gestures
- Stalking or persistent attempts to contact another person
- Sexually degrading words used to describe a person
- Inquiries or comments about a person's sex life or sexual behaviour
- The display of sexually suggestive or pornographic material causing embarrassment or offense told or carried out after the person showing the material has been informed that it is embarrassing or offensive, or that by its nature is known or ought reasonably to have been known to be embarrassing or offensive
- Sexual stories or jokes causing embarrassment or offense told or carried out after the person telling the story or joke has been informed that it is embarrassing or offensive or that are by their nature known or ought reasonably to have been known to be embarrassing or offensive.



## *Discrimination*

Individuals are prohibited from discriminating against or harassing a co-worker or a candidate for employment on the basis of:

- Race or colour
- National or ethnic origin
- Religion
- Age
- Sex (includes protection for males and females, sexual harassment, pregnancy discrimination, and transgender discrimination)
- Sexual orientation (includes protection for heterosexual, bi-sexual, gay men and lesbian women)
- Marital status and family status (includes protection if you are married, single, widowed, divorced, separated, or living common law)
- Physical or mental disability
- Conviction for an offence for which a pardon has been granted

Reported incidents will be investigated and if verified, the person harassing another individual on company premises will be subject to disciplinary action, up to and including termination. Retaliation by an individual for reporting an incident is not tolerated. Any individual showing retaliation toward another for bona fide reporting of an incident in good faith will be subject to disciplinary action up to and including termination.

If an inappropriate situation arises:

1. If comfortable doing so, speak to the individual. Tell the offending individual that their behaviour is unwelcome and ask them to stop.
2. Report the incident. If, after asking the other individual to stop their behaviour, the activity continues, you may report the inappropriate behaviour to your Manager or General Manager.
3. An investigation will be conducted. Once a complaint is received, an investigation is undertaken immediately and all necessary steps are taken to resolve the situation. Two Managers' will conduct all interviews. In most cases, both the complainant and the individual who is alleged to have acted inappropriately are interviewed, along with any individuals who may be able to provide relevant information.
4. The company will take appropriate action. Upon completion of the investigation, and where it is warranted, the company will promptly take corrective measures, which could include counselling, reprimand or dismissal. If the complaint was filed in good faith, no documentation whatsoever is placed in the complainant's file, regardless of whether or not the complaint is upheld.
5. Confidentiality is maintained. A complete written record is kept of each complaint that proceeds to an investigation, including how it was investigated and resolved. Every attempt will be made to ensure all information gathered is kept as confidential as possible.

## *Drugs & Alcohol*

The Links at Brunello is firmly committed to a drug and alcohol free workplace. In order to maintain a safe working environment for our Team Members and others and to promote efficient operations, all drugs and controlled substances except those prescribed by a medical professional, are prohibited while working at The Links at Brunello. Any manufacture, distribution, dispensation, possession, sale or use of alcohol, drugs and controlled substances on The Links at Brunello premises is grounds for discharge for the first offense.

In addition, The Links at Brunello strictly prohibits anyone from being at work under the influence of alcohol, drugs, or controlled substances. Depending on the circumstances, other action, including notifying appropriate law enforcement agencies, may be taken against any violator of this policy.

Possession, sale or use of alcohol, drugs and controlled substances on The Links at Brunello premises is grounds for discharge for the first offense. In addition, The Links at Brunello strictly prohibits anyone from being at work under the influence of alcohol, drugs, or controlled substances. Depending on the circumstances, other action, including notification of appropriate law enforcement agencies, may be taken against any violator of this policy.

## *Alcohol Consumption Policy for Off Duty Employees*

None of our Team Members ever want to deal with someone under the influence of alcohol – especially when it’s a fellow Employee! The Links at Brunello is firmly committed to a safe work environment for our Employees and others, and while from time to time some of our guests may indulge in too many alcoholic beverages, it’s important for us as representatives of the company that we never do so while enjoying the facilities at The Links at Brunello as a guest. Therefore, in an effort to prevent these types of situations from occurring, the following policy has been implemented.

Any staff member who is **off duty** and is using any of the facilities at The Links at Brunello is restricted to the lesser of: A) Consuming two (2) servings of alcohol; or B) Blood alcohol content less than 0.5% during their **visit**.

- A ‘visit’ is defined as any 24 period of time and a new ‘visit’ could not occur unless someone spent a continuous 24-hour period of time away from the facility.
- A staff member must completely change out of their uniform after their shift is complete before being considered off duty.
- At the discretion of the GM, this policy can be waived for special events, however safe transportation home from the event must be arranged by each team member in this instance.
- Please remember the provincial laws regarding drinking and driving. It is The Links at Brunello’s expectation that Employees do not exceed these limits.



## **Team Member Events**

While we want to participate and enjoy a fun event, if you are a Manager, we have a duty of care towards our Team Members while they attend our planned events. This document sets out the responsibilities all Managers have at Employee Events.

### **Department Head Responsibilities**

As the leadership team, it is expected that we ensure the safety and well-being of our Team Members during these events. While this does not stop you from enjoying the event, we ask that leaders limit their own consumption of alcohol in case you are required to drive for any reason.

1. Assist Where You Can:
  - You may be assigned roles for an event, for which we are grateful for your assistance.
  - Assist with clear up.
  
2. Your Team's Behaviour Is A Reflection Of Your Department:
  - If alcohol is present at Team Member events, whether on or off site at The Links at Brunello, monitor your team's intake to ensure their safety and well-being and remind your team of the provincial laws regarding drinking and driving.
  - Ensure all your team has a planned route home after an event (taxi, accommodation, car pool etc.). If an employee is inebriated, personally ensure they are taken care of and that they do not drive.
  
3. General Guidelines:
  - There is a recommended two (2)-drink limit per Employee that is of legal drinking age.
  - Under-age Team Members will be identified ahead of an event however the Department Head is responsible for ensuring the appropriate staff know who these people are.
  - If an area of the business needs to remain open and operational during an event, please staff accordingly.
  - Team Members that are required to work during event hours will receive food and beverage delivered to their department as well as any other necessary gesture of goodwill deemed appropriate.
  - Please forward the names of Team Members who are required to work to event organizers so they can ensure they are taken care of.





## *Workplace Violence*

We are committed to maintaining a work environment free from violence, threats of violence, harassment, intimidation, and other disruptive behaviour. No one should ever feel threatened or unsafe while on our premises. Anyone who engages in any physical assault, threatening behaviour or verbal abuse in the work setting will be immediately removed from the premises and may be subject to disciplinary action, immediate termination of employment, and possible law enforcement contact.

If anyone feels unsafe or threatened while at work, they should notify their Supervisor or General Manager immediately. The Links at Brunello will not discriminate against workplace violence victims. All concerns, regardless of severity will be handled fairly, promptly and without retaliation for bringing a valid claim forward. (This exoneration does not apply to false claims. The claim must be a valid and proper claim for immunity to apply). If the company finds that a claim of workplace violence was made in bad faith, the company will take disciplinary action against the person who made the bad faith claim, up to and including discharge.

We all have a responsibility to prevent violence in the workplace. You can help by reporting anything you see that might indicate that an individual is in trouble or the company policies are being disregarded. All reports will be investigated and the information will be kept confidential.

If you engage in any violence in the workplace, or threaten violence in the workplace, you will be removed from the premises and may be subject to disciplinary action, immediate termination of employment, and criminal penalties. No talk of violence or joking about violence in the workplace will be tolerated.

The definition of "violence" in relation to The Links at Brunello includes reference to physical or verbal assault toward another person, shooting, rape, stabbing, shoving, pushing, harassing, intimidation, verbal abuse, coercion, callous or intentional disregard for the physical safety or well-being of others, brandishing weapons, obscene phone calls, serious threats, or threatening any of those activities. No employee, customer or anyone coming into contact with The Links at Brunello should ever feel threatened while on our premises.

In order to ensure a safe environment for everyone, we strictly enforce the following:

- Weapons or firearms even if properly registered are not permitted on company property or in vehicles parked on company property.
- Individuals are not authorized by law to carry a weapon or firearm while performing company business outside company premises. Law enforcement personnel with appropriate government permission as special constables, and security personnel who are required to carry a weapon are exempt from this restriction. Weapons include: any device from which a projectile may be fired, guns, knives, any simulated firearm, sling shots, clubs, metal knuckles, explosives, and other items with the potential to harm another person.

## *Conflict Resolution*

Any issues arising between staff members need to be resolved promptly and privately. External displays of aggression or harassment will not be tolerated. In the event an issue arises, please contact your shift supervisor or manager immediately and discreetly.



## *Workplace Relationships*

The Links at Brunello allows individuals of the same family or those who have a personal relationship to be employed at the Company. In order to protect Team Members and to ensure there are no conflicts of interest, the following guidelines apply:

- Employment within the same department for individuals of the same family, or for those who have personal relationships, must be approved by the General Manager, for example, a brother and sister both apply to work in the same department.
- Relationships in the same department must not have supervisory / direct reporting, i.e. a wife cannot be the Manager of her husband.
- An Employee may not initiate or participate in, directly or indirectly, decisions involving those related by marriage, domestic partner, same household or intimate relationship, i.e. A Director cannot be involved in the performance review of their partner.
- Any supervisor/Manager involved in a consensual romantic or sexual relationship, in the context of employment supervision should discuss the matter on a confidential basis with their Manager to assess the implications for the workplace and make arrangements to ensure that employment – related decisions are made in an appropriate and unbiased setting.
- If you are involved in a work place consensual relationship, you are responsible for disclosure. A Supervisor/Manager's failure to report such a relationship will be regarded as a serious lapse in their management of the workplace and grounds for appropriate disciplinary action, up to and including termination of employment.

## *Off-Duty Conduct*

You may be disciplined, up to and including termination, for inappropriate off- duty conduct, whether verbal, written or through any form of electronic medium, that:

- Damages the company's reputation and goodwill with the community.
- Materially and adversely affects your job performance or the job performance of other individuals.
- Is deemed uncooperative or insubordinate conduct towards supervisors, employers, guests and/or regulatory agencies or otherwise engaging in conduct that does not support the company's goals and objectives.
- Divulges private information of the company or of another to any person or entity that is not authorized to receive that information.
- Makes libellous, slanderous or maliciously false statements towards or concerning the company, any of its employees, services or products.

## *Confidentiality*

In the course of day-to-day business, we all come into contact with sensitive information including items such as our business processes, pricing, customers, orders, contracts, and payroll information. We all have a responsibility to use good judgment and safeguard sensitive company information. Consider all information you gain at work as confidential and do not discuss with others unless they work for the company and have a legitimate business reason for needing the information. The Links at Brunello define confidential information as any information that would put the company at a competitive disadvantage if improperly communicated or information that cannot be communicated due to contractual or legal obligations.

Please take care to follow the guidelines listed below:

- Confidential company information must not be divulged to anyone other than authorized persons and should be used only for the company's benefit.
- Communicating confidential material to a co-worker should only be done when it's essential for that person to perform his or her job. (E.g. payroll information).
- Confidential information going through internal or external mail should be marked as such on the outside of the envelope.
- When faxing confidential material take steps to ensure that the recipient obtains the information directly.
- Confidential information in hard copy form should be kept in a secure, locked location. Sensitive documents being disposed should be shredded.
- Individuals are responsible for protecting the security of confidential information on the computer network. Passwords should not be revealed to anyone under any circumstances.
- All sensitive files being transferred electronically should be password protected.
- Individuals are expected to keep a clean desk. This means that when you leave work for the day or are absent from your desk for extended period, all sensitive information is locked in your desks or storage cabinet(s). This includes papers and computer storage media.
- Improperly divulging or using confidential information may result in corrective action including counselling, reprimand or termination.



## TEAM MEMBER POLICIES

Any variations or exemptions from the following general policies will be communicated to you through your Supervisor. The General Manager has final say on what is considered appropriate and acceptable in terms of professional appearance on the job.

### *Name Tags*

Team Members are required to wear a nametag during all working hours, as directed. This helps our Guests get to know you better and creates a more personal feeling. Nametags should be worn on the right hand chest.

### *A Professional Personal Appearance*

Part of our commitment to Guest services includes presenting a pleasant image and positive impression. We take pride in our facility, our grounds and our Team Members. That's why it is important for all The Links at Brunello Team Members to take care of their personal appearance while on the job. If your position requires it, it is very important to have a clean and pressed uniform and clothes, and clean hands and groomed fingernails. Clothes should be properly worn (shirts tucked in, buttons buttoned, belts worn and shoes shined and cleaned where necessary).

### *Uniforms*

A uniform will be issued to you if your position requires it. You will be asked to sign a receipt when you pick it up. When leaving employment with The Links at Brunello, you will be asked to return your uniform.

As representatives of The Links at Brunello, all Team Members are expected to present a professional image to our Guests, homeowners and the public at all times. In all aspects, The Links at Brunello's grooming standards should be followed and be in keeping with Guest expectations of an exceptional, resort community environment.

### *Rationale*

We never get a second chance to create a first impression! Hygiene and professional grooming are vital to the hospitality industry and the Links at Brunello brand image. Our success depends on a consistently well-groomed and polished team.

### *Creating a Favourable 1st Impression*

- SMILE - we are never fully dressed without it!
- Professional and conservative use of makeup, jewellery, dress, fragrances, manicure and hairstyles.
- The Links at Brunello management has the right to determine what is considered professional or conservative in appearance.
- Team Members will wear their own issued nametag on their upper right chest. Nametags are to be worn at all times when on duty or when representing the company publicly.
- Team Members are expected to report for work with proper daily personal hygiene.
- Smokers are to ensure that their breath and hands are free of tobacco colour and odour.
- Gum chewing is prohibited while on duty and teeth are to be hygienically maintained and cleaned.
- If an Employee does not make every effort to look professional when showing up for work, they may be sent home. The Employee will not be compensated for this time away from work and progressive disciplinary action may apply if this occurs more than once.
- Visible tattoos are not permitted for customer facing positions.

### *“Private Business in a Public Place”*

In general, we never want our Guest’s to witness us engaging in personal matters in a public space. Some examples of common personal matters include:

- Calls or texting or emailing on a cell phone (unless in Team Member areas)
- Eating or drinking in an area frequented by our Guests
- Personal conversations within sight or earshot of a Guest
- Reading books or magazines while on duty
- Loitering after your shift or while on a break

### *Handy Hints*

The Supervisor will determine whether Employees are dressed and groomed appropriately and the General Manager will make the final determination about what is considered professional.

- Team Members are to use discretion in their grooming and attire and ensure to present a professional and polished image at all times.
- Appearance is also affected by smoking, eating and drinking beverages and is reserved for break time and out of the public eye.
- All Employees are requested to wear “smart casual” attire when attending meetings, orientations or any educational programs.
- Personal cellular phones and wireless headsets for cellular phones are not permitted to be worn or turned on in the workplace without approval from a Supervisor. Supervisor approved cellular phones must be set to ‘vibrate ring’ mode and these devices can never be answered or acknowledged when you are in the presence of a Guest.



## *Appropriate Grooming*

### **Hair:**

- Hair is to be clean and maintained with a professional business style.
- For front line Team Members such as Food & Beverage, hair longer than shoulder length is to be put up in an up-do hairstyle or tied back into a ponytail or braid.
- Hair accessories are to be professional looking and discreet.
- Bold streaks of any unnatural color are not considered acceptable in our working environment. Conservative highlights are acceptable provided they complement one's natural hair colour. Hair product such a gel or mousse is to be used in moderation.

### **Facial Hair:**

- At all times facial hair is to be neatly trimmed and conservative in style.
- If you wish to grow a beard or a moustache, please do so on your own time!

### **Cosmetics:**

- Cosmetics are encouraged to portray a polished appearance and should be worn in a tasteful manner to enhance the individual's features.

### **Jewellery:**

- Earrings should be discreet, professional and business like to compliment the associate's attire.
- Earrings should hang no more than one inch below the earlobe. Long dangling earrings, medium and large hoop earrings or ornamental earrings such as Christmas decorations, animal earrings etc. would not be appropriate.
- Disc earrings are not permitted.
- All pendants on necklaces should be discreet, professional and appropriate.
- Hemp, shell or woven necklaces or bracelets are not appropriate.
- Watchbands are to be of conservative nature. Suggestive or cartoon designs are prohibited.
- Facial jewellery should be discreet and may not be permitted.

### **Footwear and Leg wear:**

- Shoes and socks are to be professional in style and are to be coordinated with attire – solid black is preferred.
- Shoes are to have a neat and polished appearance. For safety purposes, all shoes are to have non-slip soles at all times while working.
- Thongs, tennis shoes, clogs and casual style shoes are not permitted.
- Open toed shoes are not permitted.
- Sneakers / running shoes are acceptable for a specific function or job in particular outside services.

**Headwear:**

- Sunglasses must be taken off when speaking with a Guest or fellow Team Member.
- Sunglasses may not be worn indoors.
- Sunglass style must be professional and conservative. Frames should be black or brown.
- Mirrored lenses are not permitted.
- Only The Links at Brunello issued headwear is to be worn.
- Caps must be worn with the peak facing forwards at all times.
- Caps must have the Links at Brunello logo on it.

**Non- Uniformed Team Members:**

- Business attire is to be well coordinated in style and reflect and support the experience we aim to create for our Guests.
- Skirts are to be appropriate to a conservative business environment and cannot be shorter than two inches above the knee.
- Low cut, revealing or suggestive attire are not acceptable.
- Professional and classic looking sundresses are permitted provided the straps of the dress are at least one inch wide and cover the bra strap.
- Shirts and ties are to be professional and subdued and absent of any cartoon, political, racial or suggestive imagery.
- Clothing should always be clean, well pressed and properly worn.

***At The Links at Brunello, we always want to project a professional uniform (one form) to be visible to our Guests. Customization takes away from the professionalism. If you would like to stand out, please do so through your performance and your personality!***



## ***Scheduling***

Every effort will be made to post regular scheduling 2 weeks in advance. If you require time off it is your responsibility to notify your supervisor prior to the schedule coming out. If shifts are traded or changed, it MUST be done through your supervisor and with their approval.

## ***Hours of Work***

Serving our Guests is practically an around-the-clock, everyday operation. We can't all have the same schedule or working hours; but you can be assured that your schedule is arranged to give you the best possible working hours while meeting the requirements of your department to give our Guests efficient and exceptional service.

Please check with your Supervisor for your scheduled hours. It is your responsibility to be aware of your schedule and to be present for work on a regular and consistent basis. Any changes to a posted schedule must be pre-approved of your Supervisor.

## ***Rainy Days/Bad Weather***

All hourly employees are required to phone in prior to their shift at the sign of poor weather (i.e. snow or rain) to ensure their shift will run as scheduled. If an employee does not call in and shows up for work he or she may not be compensated.

## ***Employee Meals and Breaks***

A half-hour meal break is a standard for every shift that lasts for five or more working hours. Meal breaks consist of a one-half hour, unpaid, off the clock time to eat a meal in the designated Team Member area. Please check with your Supervisor as to your department's acceptable eating areas. Some departments are exempt from this requirement due to the nature of their job.

## ***Overtime***

We try to plan schedules to always have an adequate number of Employees to operate our facilities smoothly. However, because of the nature of our work as a service business, there are times when Guest commitments, holidays, or emergencies will require some Team Members to work overtime. You may be asked to be available for a reasonable amount of overtime. When you do so, we sincerely appreciate the extra hours you work.

All overtime worked must be pre-authorized by the Supervisor to ensure it is recorded and you are compensated fairly. The workweek is calculated from Monday to Sunday inclusive. When Employees work overtime, they will be paid at the following rates of pay:

- On a bi-weekly basis, time and a half of the regular rate of pay for all hours worked in excess of 88 (eighty eight) hours, in accordance with the Employment Standards Act.
- Employees on an approved flexible work schedule are paid overtime as set out in the Provincial Employment Standards Act.



On written request, you may establish a time bank and save overtime hours to be taken at a later date as paid time off. You can also request time off with pay at a mutually agreed time. We recognize that overtime work places extra demands on you, so we try to be as flexible as possible when compensating you for it.

### ***Attendance***

Showing up for work, ready to go in your uniform or business clothes, on time, means that your fellow Team Members can depend on you (and that you can depend on them to do the same.)

As a guideline, you should plan to arrive at least 15 minutes prior to your shift and you should be 100% ready - in uniform, at your position and ready to work just before your scheduled time. This is when your time starts - not just when entering or leaving the premises.

Sometimes unavoidable circumstances occasionally cause you to be late for work, so please let your Supervisor know as soon as possible so that other arrangements can be made to cover your duties.

If you are absent without notifying your Supervisor, or falsify any attendance records you will be subject to disciplinary action up to and including termination of employment.

## **DISCIPLINE**

### ***Progressive Corrective Action***

The Links at Brunello believes that all Team Members, management and staff alike, want to play a positive role in helping to achieve our company's goals and are committed to abide by all company policies, terms and conditions relating to conduct and employment. However, some circumstances cause the working relationships to deteriorate to the point where they may become referred to as employee relations' problems. At times these problems can be corrected by an adjustment in the Company's expectations; at other times an adjustment on the part of an Employee is required.

**Progressive Corrective Action has four main purposes:**

1. To provide Employees with advance warning that certain action or behaviour is inappropriate and that a positive change is necessary.
2. To ensure a fair and consistent progressive action for all Team Members.
3. To provide written documentation of behaviour or performance problems and the corresponding action that was taken.
4. To inform the Employee of the consequences of unacceptable behaviour before serious consequences occur.



## GENERAL INFORMATION

Removal of any property for any reason is strictly prohibited without express written authorization from the General Manager.

### *Parking*

At The Links at Brunello it is important that we constantly communicate to our Guests that we are here to serve them. As such, we should only park our vehicles in the least desirable spots to allow them to use those most convenient spaces. Ensure you are parking in the designated Employee areas. The Links at Brunello is not responsible for theft, fire or damage to any vehicle parked on its property. You park here at your own risk, so make sure to lock your car and close the windows. Keep personal belongings in the trunk and don't bring any valuables to work. These few precautions will help keep your car safe.

In the evening it is permissible and encouraged that Team Members move their vehicle as close to the best parking space available to ensure their safety. It is also encouraged that Employees plan accordingly and never walk to their car alone.

### *Change Rooms and Lockers* (as applicable)

Please be careful not to store unreasonable or unsafe items in one of our staff lockers. Some examples of such items would include inflammable materials, food, liquor, non-prescription drugs, weapons, and The Links at Brunello property, other than your uniform. Only issued locks can be used, as lockers may be inspected periodically with an eye toward safety, health and security. Since we cannot be responsible for the loss of any personal items, please keep your locker locked and free of any valuables at all times. If you forget your combination or discover that your lock has been damaged, contact your Supervisor.

### *Communication Boards*

Communication boards are located in various department areas. Be sure to watch these boards for special announcements, policy changes, and other matters, which may be of interest or importance to you. It's a good idea to check the communication board before the start of your shift.

### *Visitors and Phone Calls*

Friends or relatives who drop-off or pick-up Employees should arrange to do so outside the front entrance or in the parking lot. Golf Shop telephones are for the use of Guests and for business purposes only. Sometimes it's necessary to receive a personal call while you are working. When this happens, the Golf Shop staff will take a message and forward it to you or your supervisor.

## ***Lost & Found***

In order to ensure a quick efficient service to reunite Guests with their lost property, the following lost and found procedure has been put into place.

The lost and found department is located at in the Golf Shop. Please turn in all articles to them so that they may be properly recorded (name, description of item lost, contact details) and hopefully returned to their owner.

All Lost & Found items will remain in the company's possession and care until returned to the rightful owner or disposed of at the discretion of the General Manager.

Any enquiries relating to lost and found items from Guests should be referred to the Golf Shop.

Reminders:

- Hand the lost item in promptly, providing information as to the time and location you found it.
- Do not promise a Guest that their item is in lost and found.
- Have the Guest describe the lost item rather than you describing what you have.
- Treat every item as if it were a diamond ring.

## ***Solicitations***

Because of the disruption to operations, we can't have any materials distributed to or any solicitations made of any Employee in any Guest area within the premises. Any solicitation must be pre-approved by the General Manager. Solicitation by non-Employees is also not permitted for any reason whatsoever.

Certain charitable fund drives are endorsed by The Links at Brunello. To protect our Team Members and Guests, collections, solicitations or sale of merchandise must be approved in advance by the General Manager. Any other solicitations made by staff towards guests will not be tolerated.

## ***Conservation Efforts***

Conservation saves money and conserves valuable resources. Turning off lights in unused areas, not running water unnecessarily, turning ovens and stoves off when not in use, closing doors tightly and keeping thermostats at predetermined levels are all good ways to help reduce energy waste. We encourage you to evaluate your work area, make energy saving suggestions and take action when energy use can be reduced.

## ***Media Relations***

It can be very exciting when the media calls. In order to make sure that confidential or wrong information is not released, please refer all calls from any media - TV, radio or print, to the General Manager.



## HEALTH & SAFETY

The Links at Brunello is committed to promoting a safe and healthy workplace for its Employees while establishing the maintenance of safe working practices through proper procedures and policies. Safety is everyone's responsibility. It rests with all levels of management and each Employee. Should any worker experience an injury or illness, every effort will be made to accommodate that worker to ensure their attendance at work through the company's Health and Safety Program.

This policy does not supersede either the provincial requirements of the Workers' Compensation Board of Nova Scotia (WCB) or the Nova Scotia Occupational Health and Safety Act (NSOHS), but is meant to supplement these regulations while providing specific guidelines.

All Links at Brunello management and staff have a responsibility for their own health and safety, and for the health and safety of others. Everyone has a duty to report, as soon as possible, all hazardous conditions, injuries, illnesses and near misses related to the workplace. Everyone is encouraged to offer suggestions or ideas to improve health and safety.

Managers and supervisors are directly responsible for maintaining a safe workplace and for ensuring that the Employees under their supervision comply with our health and safety policy. Managers, supervisors, and all Employees must take all reasonable care to ensure the safety of all staff, guests, and others who enter the Brunello community.

To ensure that we maintain a safe and healthy work environment, The Links at Brunello commits to working in a spirit of consultation and cooperation with all Employees, through our Health and Safety Committee. The HSC plays a critical role in our health and safety success.

Each employee will undergo training specific to their department. Please refer to the notice boards around the course or the staff portal of our website for details of your Health & Safety Committee members and the full and general versions of our Health and Safety Manual.



## It Starts with You

This Health and Safety Manual and Nova Scotia OHS Legislation are founded on the **Internal Responsibility System (or IRS)**. Under the IRS, everyone in the workplace shares in the responsibility for health and safety. The IRS is based on the following six points:

- I. Every individual in our workplace has the responsibility to participate in identifying OHS problems and seek solutions.
- II. Everyone, at every level, is involved and included in the IRS.
- III. Everyone's goal must be the same: the protection of life and Health, and the elimination of accidental loss to facilities, equipment, and other aspects of our work environment.
- IV. Open communication is essential. There must be no secrets when it comes to health and safety!
- V. Rather than wait until injuries and illnesses occur, everyone should proactively seek to identify hazards and take appropriate action to prevent losses.
- VI. For the IRS to function effectively, everyone must be held accountable.
- VII. The IRS is the "people framework" within this OHS System. For the system to be successful, the IRS must work like a problem-solving machine. Each person's mission is to identify hazards and opportunities for safety improvement.

Health & Safety Committee (HSC) members assist in managing health and safety by recommending, advising, and monitoring the effectiveness of this OHS system. HSC members must not be viewed as Safety Cops! Safety is everyone's job, and everyone has individual responsibilities.

Employees have the right to know about hazards in the workplace and to be provided with the information, instruction, and training necessary to protect their health and safety. This openness is essential, so that people can do a better job identifying problems and opportunities for improvement.

Employees have the right to refuse dangerous work, where the employee has reasonable grounds for believing that the act is likely to endanger the employee's health or safety or the health or safety of any other person.

Most safety concerns should be resolved through open communications. The Links at Brunello encourages open communication on health and safety issues. It is essential to providing an injury-free and productive work environment.

Employees are encouraged to inform their Supervisor or Manager of any matter they perceive to be an actual or potential workplace hazard. Communication can be written or oral, and may be submitted anonymously, if desired.

Contractors are important partners in providing and maintaining services on our golf course. Contractors are responsible for working safely and meeting the same high standards for OHS that we set for ourselves.



### ***Security and Safety on The Links at Brunello Premises***

Security and safety is everyone's job. If you become suspicious of any circumstances, situations or events, which occur on the premises, please notify your supervisor.

### ***Good Housekeeping***

A tidy work area reduces accidents, improves health conditions, reduces fire hazards, adds to the efficiency of your work, improves the quality of your service and presents a professional image to our Guests and other Team Members. You can help out by placing trash and refuse in the containers provided and by applying a few simple rules of tidiness. It is everyone's responsibility to help keep our operations clean and neat looking.

### ***Reporting an Injury***

All injuries or accidents must be reported to your Supervisor, no matter how minor they may seem. Incident Report Forms are located in every first aid station. Please ensure all relevant details are reported accurately.

Make sure you familiarize yourselves with the locations of first aid facilities should an accident occur and the procedure you should follow in an emergency. Only qualified personnel may treat an injured Team Member (or member of the public) in the event of an accident.

### ***Personal Injuries***

In case of a personal injury, notify your Supervisor immediately and then fill out an incident report as soon as possible for insurance coverage purposes. Failure to promptly report an injury may jeopardize your benefits.



## *Emergency Plan*

If a Guest or Team Member becomes seriously ill or injured or there is a non-medical emergency at The Links at Brunello, your immediate action is critical. A non-medical emergency could be a fire, earthquake, power failure, bomb threat, civil disturbance etc.

Take a few moments to familiarize yourself with the following:

- Where first aid equipment is located
- Who your department First Aiders are
- Where the emergency contact list is
- Where the meeting point is should a fire alarm sound

Every department will have a complete list of qualified The Links at Brunello First Aiders and these will be posted on the noticeboards.

What you should do:

1. Remain Calm
2. Notify your supervisor or Golf Shop. They will contact Management and emergency services.
3. Keep people away from the problem to enable emergency personnel to deal with the situation
4. Fill out an incident report for all emergencies.
5. For all emergencies, do not make any comments to anyone about the situation.



## **YOUR DEVELOPMENT AND GROWTH**

### ***Performance Management***

At least once a year, your Supervisor will evaluate your performance and provide you with some feedback. This annual review will generally happen at the end of our season. It will give you valuable feedback about your contributions to our team, your strengths, and any areas of growth you can work on. It's a chance for you to discuss your career aspirations with your Supervisor and discover how your time here at The Links at Brunello can contribute to your future goals.

The completed Performance Appraisal form will be signed by your Supervisor and yourself. It is then forwarded to the General Manager for comments and signature. A salary review may or may not be part of the Performance Appraisal process. A remuneration review will be determined by your Supervisor and may come at any time during your term of employment.

Generally we conduct our 'Company Performance' reviews in August. Each Employee is provided with a confidential questionnaire to complete. The goal of this questionnaire is to continue to improve our Company for the benefit of our Team Members and Guests.

### ***Promotion/Internal Posting Policy—Getting Ahead at The Links at Brunello***

The Links at Brunello is a growing, dynamic company and as such there are opportunities for advancement and growth for qualified candidates. Our policy is to promote from within whenever possible. Promotion is based primarily on performance, knowledge, training, ability and capacity for leadership as evidenced by your daily work. Job vacancies, up to and including management positions, will be posted on the company communication board. Please speak with your Supervisor should you wish to apply for a position.

There are times, however, when positions requiring highly specialized training, education, or experience are open to the public. In these cases, it is sometimes necessary to bring new people onto the team whose background and employment history qualifies them for such a position.

We will always welcome back successful Team Members from previous seasons based upon their performance.

### ***Your Feedback***

Your ideas are very important to us! We believe the person doing the job is in the best position to think of ways of doing it more easily, more efficiently and more effectively. If you think of a better way of doing your job or the job of a fellow Team Member, discuss it with your Team Leader.

Team Leaders will welcome your suggestions and recommendations.

Prior to leaving the company, Employees may have an exit interview. The purpose of this is for you to provide us with feedback on your time spent working with us, and for us to learn about any potential areas where we can improve as an employer. We take your feedback during this interview very seriously, and appreciate your comments.



## HANDLING GUESTS

The relationship between our Guests and Team Members is a critical one. That's why The Links at Brunello tries to give all Employees the tools they need to be successful in their job and when dealing with Guests. This Team Handbook, as well as on-the-job training, should hopefully adequately prepare you to take great care of our Guests.

Please remember also that:

We deal with “regulars”, Guests and homeowners who (thankfully) visit us over and over again utilizing our facilities. With this frequency, you will develop a relationship with them. At all times be friendly while maintaining a professional attitude and disposition. It is important that we treat all of our Guests with respect and without showing favoritism to any one or group of Guests. Each Guest that visits The Links at Brunello should be made to feel at home. It's also important to apply this philosophy to our “internal guests”. Internal guests are Team Members who are using the facilities in their spare time.

A complaint is an opportunity to provide excellent service. Do your best to create a win/win/win situation for the guest, for Brunello and for yourself. Here is an easy formula to remember when dealing with difficult situations:

**Hear** – Practice active listening and genuinely find out the guest's concerns

**Empatize** – Try to understand the situation – Don't blame others

**Look** – Look for possible solutions. You may consider asking the guest what they would suggest to solve the situation.

**Provide** – Follow through with your commitment and follow up when necessary.

In the course of daily operations, occasionally a Guest may have a bad day, receive distressing news or have been served food or beverage not to their liking. Although rare, such stress may cause abuse directed toward a Team Member. You should notify such abuse to your Supervisor immediately with details. While we strive to go the extra mile for every Guest, there are some rare instances when a Guest may become unreasonable, rude, or go out of their way to make you feel uncomfortable. In these circumstances, you are not expected to take abuse. Handle the incident as politely as possible while keeping your personal dignity and refer the guest to your manager.



## **CONCLUSION: Why We Are Here, and Why YOU Make the Difference**

Our underlying philosophy comes through in everything we do. Please keep the following in mind as you fulfill your role here at The Links at Brunello - 99.9% of all the Guests arriving to use the facilities will be arriving happy that they have left the stresses of their world behind them and will be looking forward to enjoying themselves during their time at The Links at Brunello.

We are here as Team Members to ensure that the Guest leaves with the same (or bigger) smile that he or she arrived with! So, whether you are preparing a golf course for the day's play, booking a tee time or sweeping the front entrance, remember to give the Guest every reason to keep their smile. Take pride in doing your best to create a magic moment and exceed their expectations.



## ACKNOWLEDGMENT AND AGREEMENT

I acknowledge that I have read and understand The Links at Brunello Employee Manual and know where to find the information pertaining to:

- Our Company
- Our Mission Statement
- Events, privileges and discounts
- Compensation, including pay dates, deductions and requests for time off
- Code of Conduct Policy
- Team Member Policies
- Discipline

I agree to adhere to the Code of Conduct and Team Member Policies described therein.

I understand that if I fail to comply with the expectations contained in The Links at Brunello Employee Manual it will result in disciplinary action up to, and including termination.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Witness Signature: \_\_\_\_\_