

# EMPLOYEE HANDBOOK



THE KEG  
STEAKHOUSE + BAR



“

We can get the best locations,  
the best meat, the best of everything,  
but if we don't have great staff to  
greet our guests, to cook their steak,  
to serve their meal, to pour their drink,  
then we don't have anything.

**David Aisenstat**

President and CEO  
Keg Restaurants Ltd.

”

## **YOUR INTRODUCTION TO THE KEG EXPERIENCE**

Whatever your reasons for joining us – a fun job in a friendly environment, working with like-minded people or perhaps the start of a career with the steakhouse leader – our wish is that your time with us will be the very best.

This booklet is your guide to The Keg's way of doing things, an introduction to our core values and beliefs and to the incredible experience that lies ahead!

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### **IMPORTANT NOTES REGARDING THIS HANDBOOK**

The employee policies, benefits, guidelines and all other information contained in this handbook are for the benefit of Keg employees. It is meant to provide information regarding Keg standards, practices, regulations and rules of conduct. None of the information in this handbook grants any privileges or rights to any employee to be or to continue to be employed by The Keg, nor does it serve as an employment contract between any employee and The Keg.

The Keg abides by all federal and provincial regulations. Current law will always supersede this handbook.

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# THE KEG CULTURE

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## *This is your invitation to catch The Keg spirit.*

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The spirit is in all of us. It shines when your knowledge, skills and unique personality come together to create a memorable experience for our guests. Keg spirit is generated by Keg people proud to be the best. It's as simple as that!

### A NEIGHBOURHOOD FEELING

The first Keg opened in North Vancouver, B.C. in June 1971 and it brought new meaning to the words 'dining out'.

Started by businessman-entrepreneur, George Tidball, The Keg concept as we know it today was then unique and new to the dining public. It had rough cedar walls, pools of amber light over each of the tables, glowing candles, and contemporary music that reached every corner of the restaurant. These elements in a warm and rustic way encouraged guests to be themselves, truly making it a home away from home.

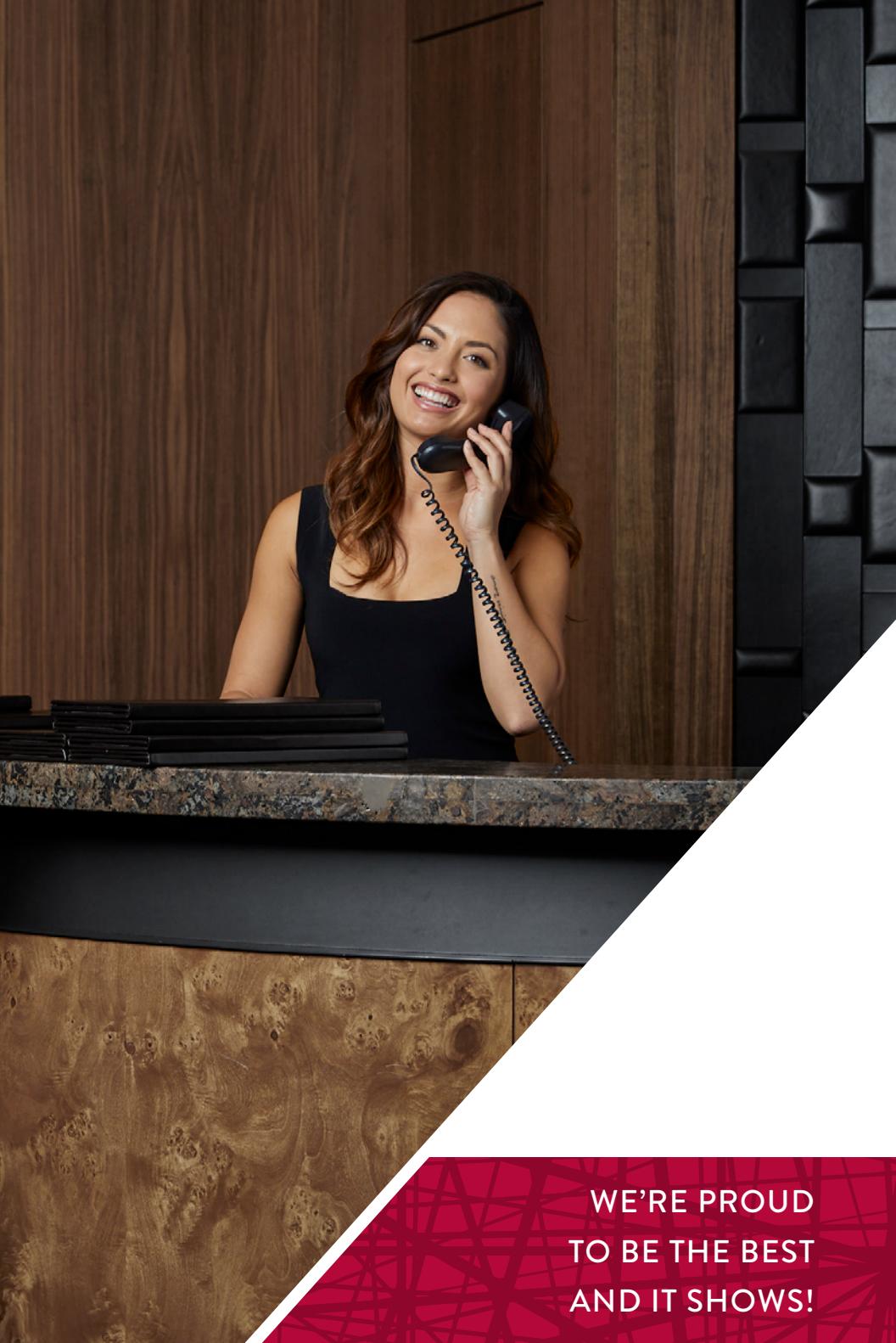
In the semi-darkness of the first Keg, there was also an incredible energy. Give and take between the staff and the guests that had never been seen or felt before – and The Keg's unique dining experience started a restaurant revolution.

Quality was a key statement! There were great steaks with lobster, a baked potato with everything on it, sourdough bread by the loaf, a salad bar with every meal, special drinks and a paddle board menu made of wood. Our menu was more limited then but The Keg set and maintained high standards that have never been compromised.

While the visual appearance of Kegs being built and renovated today is more contemporary, the core values have remained. The Keg still provides a neighbourhood feeling, a home away from home, energized by people like you who will go out of their way to satisfy every guest and make every meal memorable.

The Keg difference is that we genuinely care about our guests and we show it, one guest at a time. They see a reflection of that pride and care in the meals we serve. They see smiles that come naturally from people who welcome them, cook their steaks or serve them. Keg people are professionals but they are also genuine and don't take themselves too seriously. They know how to make guests feel welcome in the relaxed atmosphere they create.

The combination of all of these things plus the years of experience and culture is what Keg spirit is all about. This is your invitation to be a part of it!



WE'RE PROUD  
TO BE THE BEST  
AND IT SHOWS!

## TOTAL SATISFACTION... ONE GUEST AT A TIME

Keg guests come not just to eat, but for the total dining and bar experience. As well as for food and drinks, they come for the incredible hospitality, the restaurant environment and the added value that staff personalities provide.

Keg food, in all its delicious simplicity, is incredible. With it comes an intangible extra, the feeling that we add that differentiates us from the competition. This is the real secret behind The Keg's success.

Whatever your position in The Keg, your focus must be on job excellence and extraordinary service for the guest.

## KNOWING THE STANDARDS... ADDING THE "WOW" FACTOR

Our demanding standards embody attention to the details of quality, service and atmosphere.

The Keg's standards reinforce the details of perfect dinners including the sparkle of a glass or the crunch of crisp lettuce in our salads. Friendliness, warmth, personality and enthusiasm are all part of your dining experience.

When someone says "Let's have dinner at The Keg", they say it because they remembered the good times they have had there, or someone else has recommended The Keg as the place to go.

Our guests come to The Keg for a no-risk experience. We are consistent because of our adherence to standards, achieved through people like you.

No matter what your role, the expectation is that you deliver the experience bound together by the standards of **quality, service** and **atmosphere**.

# **KEG QUALITY Consistently the Best**

Quality comes first at The Keg. From the first page of our menu to the last, our offerings reflect uncompromising top quality. We are constantly developing unique and exciting recipes to add variety to The Keg's menu and to keep us current and in tune with the guests' changing tastes.

The Keg always starts with a quality product. Keg products go through a rigorous process of research, preparation, testing and constant improvement to ensure that only the best products are offered to our guests.

Our quality commitment doesn't stop there. Suppliers for The Keg are inspected regularly to ensure that what is delivered to our restaurants meets Keg standards.

There's no compromise! Our suppliers know it and you and your team are the guardians of Keg quality. In everything you do, you can make it or break it.

## **KEG PRODUCT STANDARDS**

You can't buy a better steak for the money than a Keg steak. The Keg's commitment to use only Canadian AAA, USDA Choice or better for our main products is a large factor in guaranteeing the juicy, flavorful steaks for which we are famous to our guests.

The marbling in our steaks means more flavour. Aging our beef an average of 21 to 28 days, means more tenderness and more flavour.

You'll learn much more about the quality of our beef, as your training progresses. You will become an 'expert' on steak.

## **ONLY THE BEST INGREDIENTS**

Using the best ingredients for our food and beverages is the perfect start on the journey to exceed our guests' expectations.

It is dressings, sauces and desserts made to rigid specifications and drinks poured with name brand products that our guests will know and appreciate.

We grill at temperatures between 800 and 1,000 degrees (Fahrenheit), quickly searing our products, locking in their natural juices and enhancing their flavour.

Keg recipes and procedures spell out quality. The Keg tolerates no deviation from its recipe standards, no experimentation with existing recipes.

The Keg guest remembers their last experience and how things tasted and were presented. They expect to find them the same on their next visit, no matter what Keg they visit. We can't surprise or disappoint them.

Your training will teach you how to do it. Your attitude and your passion for everything that quality stands for, will assure that it gets done.

## QUALITY AND CONSISTENCY

This is our guarantee to our guests, delivered by staff and management who are trained and committed to our standards of excellence.

## SERVICE HOSPITALITY WITH PROFESSIONAL INFORMALITY

The thing that our guests recognize immediately at The Keg is that warm, caring people are looking after them. The consistent message in our research is that as much as anything else, our guests like our people and our friendly, hospitable service. Our competitive edge is our people... people like you!

It's not easy to articulate "The Keg" difference in words. The result is that intangible feeling our guests experience, the culmination of caring attitudes and caring gestures from all of the staff they encounter.

It's as simple and as real as the genuine smile at the front door, the shine on a glass from the dishwasher, or the care that the broiler staff take in arranging a plate. Our caring attitudes and ability to read the situation can make a party of two or a party of ten feel completely at home. We do it all and being mediocre is definitely not part of The Keg experience.

## TEAMWORK

Every restaurant runs as a team. We each have individual roles to play, but we work best when there is a team effort, everyone working toward the common goal of guest satisfaction.

Some people may stand out more than others but each Keg is only as strong as its weakest player.

We don't say, 'that's not my job' at The Keg. We help each other in every way we can by bringing out dinners, bussing a table when things get busy, replacing supplies when asked or just lending a helping hand.

Whether you're washing dishes in the heart of the restaurant or greeting guests at the front door, a smile and a helping hand supports the whole team.

Similarly, guest requests should be treated with the same conscientious consideration. We always address our guest inquiries in a timely manner. If we have been successful in our training we will have the answer and if we are not sure then we find out by asking someone who knows. 'It's not my job' and 'I don't know' are not part of our vocabulary.



CASUAL.  
FRIENDLY.  
PROFESSIONAL.

## MANAGEMENT: PART OF YOUR TEAM

Management is part of your support team. Keep the lines of communication open between you and your Managers. If you have a concern or need advice, talk to your management group and they will listen and help work things out. Almost without exception, management in The Keg has worked through each of the staff functions. They know your situation and can help you solve the problem. Management is there to help create the flow for a smooth evening for you and your guests. Take advantage of their experience and knowledge to help you perform your role to the best of your ability.

You give personality to the restaurant and we know your value as an individual. For this reason we'll do our utmost to make your time with us enjoyable.

Keg staff have always had a reputation of being personable, friendly, sincere and genuine and it's no different today. Be sincere in your presentations and in your relationships with guests. Let your personality add value to The Keg experience.

## TURN PROBLEMS INTO OPPORTUNITIES

There will be problems. In a complex operation like ours, with guests' expectations as high as they are, there are bound to be issues. In almost every situation, negatives can be turned into positives.

The secret is to act quickly, to be honest and to be sincere. If you know a steak or item will be late, let your guests know and keep them

informed of the status of their order. If a promised table is not immediately available, let your guests know. Always confront the situation. It annoys and upsets people if you avoid them and keep them in the dark.

Anticipate your guests' needs. Work with your eyes open. Always be alert to a service opportunity. If something is broken, tell your Manager and it will be fixed. You can't do your job unless your tools and equipment are functioning properly. If you receive a complaint, always tell management about it. They will support you and talk to your guests to resolve the problem.

## ATMOSPHERE

At The Keg, we have compared the focus on the guest experience to the world of entertainment, which in many ways is what our business is all about. Each contact with the guest is unique, and our reputation compels us to be responsible, sensitive and personal.

Are you ready? Check your appearance. Are you wearing clean, neatly pressed clothing? Do you have a 'clean-as-you-work' approach and pride in your appearance and area that will last throughout your shift?

Are you knowledgeable? Positive? Enthusiastic? It takes a lot to create The Keg atmosphere people expect.

If you have any problems when you come to work, try to leave them at the back door or talk to your manager. That way, in the best possible manner, you'll be ready for the shift ahead and the guest will get the experience they anticipate.



CREATING A  
GREAT ATMOSPHERE  
IS WHAT IT'S ALL ABOUT.

# *The restaurant is your stage.*

## **ATTENTION TO DETAIL**

Some Kegs are brand new. Others are classic pieces of local history more than 100 years old. But they must all be as bright and as fresh from the time the doors open, until the time the last guest leaves. They should open every day and every night as if it were opening day or opening night.

This means clean carpets, sparkling glass and mirrors, tables that are complete with roll-ups and glassware, tables that don't wobble, chairs that don't rock and server stations that are ready for action.

Every detail, outside and inside, creates an environment and sets the stage for The Keg experience. Music, lighting, temperature, tidiness, cleanliness... and you. Perhaps you don't have direct control over all of these but be aware of them. We should all keep our eyes and ears open to anything that may spoil or detract from the guests' experience. It's up to you to pick up litter as you go, to check the washrooms, to wipe off the sink or top up the paper. We share equal responsibility to do everything we can to enhance our guests' impressions.



IS THE RESTAURANT  
READY TO GO?

## WORKING WITH ENERGY AND A SENSE OF URGENCY

Everyone is always on the move at The Keg whether it is front door staff greeting and seating guests, meals coming and going or staff in friendly conversation with guests. All of this helps build our unique atmosphere and our unique style of dining experience.

Restaurants, quite often, are not only 'eating places' but also 'meeting places' for romantic dinners, meetings with the boss, dinner or drinks with the gang after work or get-togethers with friends for special occasions. It requires insight and anticipation to handle each of these occasions and exceed each guests' needs and expectations. As well as reading the situation and acting accordingly, it takes a warm smile and something special to show that you care.

## Catch the spirit!

THE WAY YOU PRESENT YOUR KNOWLEDGE AND PERSONALITY GIVES US THAT SPECIAL EDGE.

## TYING IT ALL TOGETHER

Five key words to remember to tie the message together:

### QUALITY

It's buying the best and preparing our products to exacting standards.

### CLEANLINESS

At all times during the day and the night, your restaurant must sparkle. It shows we care.

### SERVICE/HOSPITALITY

It means not only knowing what you're doing but always doing it with concern for the guest. It is being professional and genuine while adding the flavour of your own personality.

### ATMOSPHERE

It starts with the look of our buildings and the music we play. It is amplified by the way we entertain our guests and the feeling we create through what we do and how we do it.

### PRIDE

You will acquire more knowledge as you go. The way you present all of this knowledge to your guests and the passion with which you do it gives us that special edge.

Be proud that you're now among the chosen best...



# FOR YOUR PROTECTION

At The Keg, we will do everything within our power to ensure that your rights as an employee are protected. This provides the kind of empowering environment where you can work with confidence, knowing that you are fully supported in these areas. The following policies are strictly enforced, for your protection:

## PRIVACY POLICY AND STATEMENT

In this Privacy Policy, “we”, “us” and “our” means Keg Restaurants Ltd. and its Canadian subsidiaries (“The Keg”).

We recognize the importance of an individual’s right to keep personally identifiable information private. This Privacy Policy (“Policy”) explains how we manage and safeguard personal employee information in the course of operating our business in Canada. We are committed to protecting such privacy through ensuring that all personal information provided to The Keg by our employees is treated with care and, subject to this Policy, is not used or disclosed in ways which have not been consented to.

We are dedicated to adhering to the following principles that relate to the collection, use, retention and disclosure of personal information. These principles are based on Canada’s Personal Information Protection and Electronic Documents Act, in effect since January 1, 2004.

## ACCOUNTABILITY

The Keg is accountable for all personal information in its control. This includes information under the direct control of The Keg, as well as personal information that The Keg may transfer to third party service providers for processing, storage or other purposes that facilitate The Keg’s business operations. The Keg will use contractual or other measures to

require third parties that process information on our behalf to maintain a level of privacy protection comparable to our own practices.

Numerous individuals within The Keg are responsible for the day-to-day collection and processing of personal information. However, The Keg has a designated Privacy Officer who is ultimately accountable for the handling of all personal information under the control of The Keg and for ensuring that the principles set out in this Policy Statement are being complied with. Any questions regarding the manner in which The Keg handles or manages personal information should be directed to our Privacy Officer who can be reached as follows:

**Mr. Neil Maclean**  
Tel: (604) 276-0242  
[neilm@kegrestaurants.com](mailto:neilm@kegrestaurants.com)

## EQUAL OPPORTUNITIES

All Keg staff members are given equal opportunity regardless of age, race, colour, sex, marital status, place of origin, religion, political beliefs, disability, sexual orientation, family status or any other status or characteristic protected under any applicable law in all aspects of their employment, training and progress within the organization.

If, at any time, you feel that your rights have been infringed or your problem side-stepped, tell someone like your manager, your Operations Director or Human Resources. That way you can be assured your concerns will be handled promptly and confidentially.



# THE KEG®

SPIRIT FOUNDATION



HERE'S TO THE SPIRIT  
OF GIVING SOMETHING BACK.

# THE KEG SPIRIT FOUNDATION™

## *Here's to the spirit of giving something back.*

At The Keg Steakhouse + Bar thousands of Keggers have been raising funds for different charities since our doors first opened in 1971.

In 2001, we decided to consolidate our charitable efforts under one umbrella and The Keg Spirit Foundation was established.

### MIRRORING THE MENTORSHIP

As a company, we take pride in providing thousands of young people with their first job. It is this model of leading and mentoring young people that is at the heart of The Keg Spirit Foundation's philosophy. The mission of the Foundation is to support programs and charities that directly benefit the development of youth. In particular, our goal is to recognize organizations that mirror the mentorship that The Keg has provided to so many young people over the years. With one voice for The Keg's charitable activities, more than one hundred locations and eight thousand Keggers across North America are able to help support some fabulous local charities.

### WHERE ARE WE NOW?

Since its inception, The Keg Spirit Foundation has donated more than \$9 million to charities that have an impact on youth in the many communities that Kegs operate in. Each year, The Keg Spirit Foundation supports some wonderful national charities on a large funding level. As well as large grants, we also support a variety of local charities. Since founded in 2001, we have been able to support more than 300 registered charities that demonstrate a commitment to youth.

### WHERE DOES FUNDING COME FROM?

Money is raised for the foundation in a variety of ways. These include proceeds from the sale of Keg branded products, charitable events surrounding new restaurant openings, and ongoing restaurant promotions. As the costs of the foundation are underwritten, one hundred percent of the money raised through these efforts is donated to registered charities through the foundation.

### WE ARE AN EFFECTIVE TEAM

Through The Keg Spirit Foundation, we are able to not only consolidate existing charitable activities, but also focus on new ways to give back to our communities. However, The Keg as a company can't do this all on its own. We depend on the heart inside each and every Kegger who works hard, plays hard and constantly contributes to our success and in turn, their own. In recognition of this, our annual Chairman's Award program was introduced. Its goal is to recognize four Keg staff members at our senior manager's conference who are committed to giving back by donating \$5,000 to their charity of choice. If you are an active volunteer, please be sure to let your General Manager know what you are up to!

# DOING IT RIGHT

Working at The Keg and maintaining the level of professionalism we expect can sometimes be difficult, but the experience and the rewards are worth it.

Inside and outside the restaurant, Keg life is richly rewarding, and makes for marvelous memories. Plus, having The Keg name and training on your resume is an added bonus!

When we chose you, we believe we hired the best. In return, our commitment is to provide you with the best work environment possible.

## ATTENTION TO DETAIL

Experience has proven to us that the key to creating a fun and enjoyable work environment is for our people to get involved in the excitement of our business. We treat employees with the same care and attention we would like our guests and ourselves to be treated.

## WE LISTEN TO YOU

As you'll soon find out, there's a strong sense of community at The Keg. Your involvement and feedback is important because no one can tell us better than you about what's happening or where we can make things better.

There are planned times when you and other members of the staff will get together with management to talk. It's a good time to discuss mutual problems or opportunities, as well as details of restaurant operation that affect everyone. Here are some examples of opportunities and resources to hear what we have to say and also for you to be heard:

### Performance Reviews

This is a time for you and management to discuss one-on-one how you are doing and plan ways to make your performance even better. This is also an opportunity for you to provide feedback and let us know how things are going and what you would like to see improved.

### Staff Meetings

Either by job function or with all staff, these meetings are to share new information, for training, to introduce new menu items, or to set goals for the team.

### Staff Quality of Work Life

An opportunity for you to confidentially share your comments and observations about practices at The Keg, your management team and what changes would help you in your job.

### Staff Feedback Sessions

A small gathering of Keg staff and management to ask for input and listen to your opinion on Keg ideas.

### Staff Bulletin Board

Filled with all kinds of information regarding day-to-day happenings in Keg business and social life. Before each shift, take a few minutes to read it and stay informed.



## #KEGGERFORLIFE

A PLACE  
TO CONNECT

### SOCIAL EVENTS

The Keg is very much a social place with people making new friends with like minded people. There are plenty of staff activities that are just for the pure enjoyment of it and to thank you for your hard work.

Keg Cup is an example of such an event and exemplifies what Keg spirit is all about. It is a gathering of restaurant staff and management representing their Keg from Canada and the United States. Each year at these events, ski and snowboard teams compete for the Keg Cup trophy, prizes and bragging rights for the year.

If you're not an athlete but have a talent for entertainment, the air band competition is a great way to get involved.

There are other social activities organized by individual restaurants such as baseball games, staff picnics and golf tournaments. There will always be a variety of activities for your enjoyment if you choose to participate.

### DISCOUNTS

We encourage staff to enjoy The Keg experience as guests too! Being part of the team entitles you to 40% off the price of food items on The Keg menu anytime you dine at The Keg. In addition, this discount may be applied to include three friends/family at any corporate Keg and participating franchise locations. Check with your Manager as to how the policy works in your restaurant.

## **HOURS, WAGES AND TIPS**

You will be paid an hourly wage rate depending on your role and performance in the restaurant. Pay cheques or statements are issued every two weeks and management will advise you of the specific day and time.

When you arrive and are properly prepared for work at The Keg's request, you are entitled to be paid a minimum number of hours- unless you choose to leave voluntarily prior to completing those hours of work or for other reasons beyond The Keg's control. The hours listed below are for your general reference. Exceptions exist in a number of provinces for students.

**Alberta:** 3 hours regular wage (or 3 hours of minimum wage if total is more than regular wage)

**British Columbia:** 2 hours regular wage

**Saskatchewan:** 3 hours regular wage

**Manitoba:** 3 hours regular wage

**Ontario:** 3 hours regular wage (or 3 hours of minimum wage if total is more than regular wage)

**Quebec:** 3 hours regular wage

**New Brunswick:** 3 hours minimum wage

**Nova Scotia:** 3 hours minimum wage

**Newfoundland:** 3 hours minimum wage, unless scheduled less than 3 hours

## **BREAKS**

We adhere to all provincially regulated standards when it comes to breaks. Because the highs and lows of the night or day will vary, we can't always predict the exact time your breaks will come.

Please speak to your Manager to coordinate an appropriate time for you to take a break.

## **NO SMOKING IN CANADA**

Smoking is not permitted in our restaurants. There are other activities such as eating, drinking or chewing gum that we ask you not to do in the view of guests. After a break or returning from the washroom you must wash your hands thoroughly to prevent the spread of germs. It is the best practice to get in the habit of washing your hands frequently if there is an opportunity to do so.

## **FLOATS**

Floats - money advanced to certain staff to get the job done - are the responsibility of that person. They are to be repaid during the shift and are not to be used as loans, advances or for other reasons. Advances on credit cards are not allowed to either guests or staff and may result in termination.

## **STORAGE**

Storage is provided for your personal items in each restaurant. We are not responsible for articles left in these areas. Personal items are to be taken home at the end of each shift. Do not bring valuables or large sums of cash to the restaurant. If you have valuables in your possession give them to your Manager for safe keeping until the end of your shift.

## **RESTAURANT USE**

You are encouraged to make use of guest facilities on your night off or after your shift. You must be out of standard Keg dress and all restaurant rules apply. It should not be apparent to other guests that you are staff. After your shift, do not occupy the premium space our guests like to use. Check with your Manager regarding your store policy. Common sense and the needs of the business must take priority when exercising this privilege.

## **CELL PHONE USE**

Personal phone calls will not be accepted when you are working, except in an emergency. We will take the phone number and during a break you may return the call. Phone calls should not be accepted by you on your cell phone. Check with your Manager for your store's policy.

## **OUT OF BOUNDS**

Certain areas of the restaurant are out of bounds unless you are assigned to that area. These include the office, supply rooms, behind the bar, behind the broiler bar or in any of the storage areas. This policy is in place for both security and safety reasons.

## **INCENTIVES AND EXTRA REWARDS**

Each restaurant runs staff incentive programs on both an individual and group basis. Being a high achiever in any of these programs will entitle you to some very attractive rewards.

## **HOURLY STAFF BENEFITS (CORPORATE STORE)**

Staff members who work an average of 30 hours per week for a full six months will become eligible for the Staff Member Benefit Plan. This provides life and accidental death insurance (\$10,000 each), extended health benefits, dental benefits and an Employee and Family Assistance Program (EFAP).

The Keg will pay 100% of the employee's premium and the employee pays 100% of the premium for dependents.

## **CAREER OPPORTUNITIES**

Most of the Managers at The Keg today started their careers in staff positions at The Keg. If you are interested in starting a career with The Keg, talk to your General Manager. They will let you know what is required and what steps you need to take to start your own Keg career.

Opportunities with The Keg are posted on The Keg website: [kegsteakhouse.com](http://kegsteakhouse.com).

# TIME OFF

## Employee Benefits – Vacation Policy

Vacation time taken at regular intervals is necessary to the maintenance of one's health, well-being and productivity. For this purpose, individuals must utilize their vacation entitlements in the year in which it is earned. Unused vacation cannot be deferred to the following year unless approved by your Manager.

### PAID HOLIDAY (ALL STAFF)

Keg Restaurants Ltd. recognizes specific days during the year as paid holidays depending on the province you work in. A list of specific recognized holidays by province follows.

#### Eligibility

Full-time salaried individuals are eligible for the provincially recognized statutory holiday days or equivalent time off during the calendar year.

#### Holiday Days Worked

Due to the nature of our business, it may be necessary for individuals to work on a statutory holiday. If this occurs, salaried individuals shall take a day off with pay within four weeks before or after the holiday.

### STATUTORY HOLIDAYS (ALL STAFF)

Each province recognizes certain days of the year as statutory holiday days. Generally, the right to holiday pay depends on whether you have worked a given number of days during a specific period of time immediately before a statutory holiday. We follow the guidelines set out by your province of employment:

**British Columbia:** New Year's Day, Good Friday, Victoria Day, Canada Day, B.C. Day, Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day and Family Day.

**Alberta:** New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Remembrance Day and Christmas Day.

**Saskatchewan:** New Year's Day, Good Friday, Victoria Day, Canada Day, Saskatchewan Day, Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day and Family Day.

**Manitoba:** New Year's Day, Louis Riel Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day and Christmas Day.

**Ontario:** New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Christmas Day and Boxing Day.

**Quebec:** New Year's Day, Fêtes Dollard Day, Good Friday, Jean Baptiste Day, Canada Day, Labour Day, Thanksgiving Day and Christmas Day.

**New Brunswick:** New Year's Day, Family Day, Good Friday, Canada Day, New Brunswick Day, Labour Day, Remembrance Day and Christmas Day.

**Nova Scotia:** New Year's Day, Good Friday, Canada Day, Labour Day, Heritage Day and Christmas Day.

**Newfoundland:** New Year's Day, Good Friday, Canada Day, Labour Day, Remembrance Day and Christmas Day.

## **BEREAVEMENT LEAVE POLICY**

Employees of The Keg are entitled to bereavement leave of 3 days starting on any scheduled working day immediately following the death of the employee's spouse (including common law spouse), parent, parent's spouse, (including common-law spouse), child, sibling, father or mother-in-law, or any relative who permanently resides in the employee's household or with whom the employee permanently resides.

All employees are entitled to bereavement leave with regular hourly pay or salary if they were scheduled to work on the bereavement day(s).

## **PROCEDURE**

The employee should notify his or her immediate Manager of the situation as soon as possible. The circumstances of the situation should be explained to the Manager, who will make a determination of the appropriate amount of leave.

In special circumstances additional leave without pay may be given.

## **FLEXIBLE SCHEDULE**

You may request the days you want to work. We will do our best to accommodate you however, this is not a guarantee. If you have a special request please give management plenty of advance notice. It is your responsibility to know your scheduled shifts and to find a replacement when necessary. Shift changes must be approved by the Manager and remains your responsibility until approval is granted and signed by a Manager on the schedule.

## **VACATION SCHEDULING**

Length of continuous service as of December 31<sup>st</sup> and proper operation of the business shall be taken into consideration when preparing vacation schedules.

Vacation periods are to be broken up during the year as opposed to one continuous period however, vacation periods of less than one week duration or greater than two weeks are not recommended.

When a statutory holiday falls during the period an individual is on vacation, it shall not be charged against vacation time. He or she shall receive an additional day off with pay at a time mutually agreeable to the Manager and employee.

The individual, in conjunction with his or her Manager, is responsible for scheduling vacation in advance of the vacation actually taking place. The preparation of vacation schedules will ensure that the individual's wishes as well as the needs of the business are taken into consideration.

Each individual's vacation schedule is to be filled out by December 31<sup>st</sup> of each year and initiated by the individual and his or her Manager. The vacation schedule is to be maintained in the individual's payroll or personnel file as the permanent record of vacation entitlement and vacation taken with pay.

## VACATION POLICY FOR HOURLY EMPLOYEES

You will receive vacation pay in accordance with your province's regulations.

If you are planning to take a vacation, give your Manager plenty of notice so they can accommodate your request.

Any leave of absence greater than 3 weeks is considered a resignation of employment and you will be required to reapply unless approved by your General Manager in writing.

## VACATION POLICY FOR SALARIED MANAGEMENT

This vacation with pay policy is intended to provide eligible individuals with annual time off in recognition of continuous service.

### ELIGIBILITY

Full-time salaried regional and corporate personnel and restaurant management who have completed six (6) months continuous employment.

## ENTITLEMENT AND LENGTH OF SERVICE (MANAGEMENT)

In your first year of employment, you are entitled to 1.25 days of vacation time for every month worked.

### Subsequent Vacations:

The following schedule identifies vacation entitlements based on continuous length of service in the calendar year commencing January 1<sup>st</sup> through to December 31<sup>st</sup>.

## CONTINUOUS SERVICE LENGTH OF VACATION DUE

- **Less than 1 year:**  
1.25 days per full month
- **1 year through 5 years:**  
3 weeks (15 working days)
- **6 years through 15 years:**  
4 weeks (20 working days)
- **16 years and over:**  
5 weeks (25 working days)

For individuals transferred from staff to management payroll, vacation entitlement is determined based on the date of transfer to management.

## VACATION PAY

Pay in lieu of vacation is not normally permitted. However, if it becomes necessary because of emergency or business requirements your Operations Director will discuss alternative options with you.

Vacation entitlement is to be taken in the year it is earned. If an individual leaves the company before the year is completed, any vacation with pay taken in advance will be deducted from final earnings.



FUN. SPIRITED. GENUINE.  
PROFESSIONAL AT ALL TIMES.

# NON-NEGOTIABLES

## Rules: The Non-Negotiables

The following is not a complete list but samples of actions that we cannot excuse or condone. Breaking one of these rules is considered serious misconduct which will result in prompt disciplinary action, immediate suspension or termination. Understanding now that some behaviors are unacceptable will let you know what things to avoid and the consequences of inappropriate behavior.

- Never be rude to a guest. If there is a problem, ask for help from your Manager.
- Without guests, there is no Keg and without guests, there is no job for you. Tipping is the guest's prerogative. We do not add automatic gratuities. Showing dissatisfaction, no matter how subtle, or questioning a tip will lead to your dismissal.
- When you are scheduled to work, the team counts on you being there. Failure to show up without prior management approval may result in termination.
- Theft from The Keg, a guest or another Kegger will result in your immediate termination "with cause". It is also a criminal offense and subject to prosecution. This includes the consumption or giving away of Keg products that have not been rung in or paid for prior to consuming.
- Any staff or management discovered to be using, in possession of, or under the influence of drugs while on the premises or in close proximity of the building will be dismissed "with cause".
- Any Kegger discovered to be consuming or under the influence of alcohol while working may result in termination with cause.
- Violation of liquor laws is not permitted. This includes over-serving alcohol to obviously intoxicated guests or serving alcohol to minors.
- You will be dismissed, "with cause", if you intentionally destroy company property or falsify records including guest cheques, time records, employee records, job applications, deposit slips or equipment.
- When people are late, everyone suffers. Persistent lateness is subject to discipline that may result in dismissal.
- From time to time you will receive confidential information to make your work more effective. This may include recipes, policies or procedures. Unlawful or improper use of the material is strictly prohibited. No part of the material may be released or distributed to any persons or unauthorized party.
- Physical or verbal abuse of a member of The Keg team or guest will be viewed as harassment and will not be tolerated. Immediate dismissal, "with cause", may result.

- We encourage you to use our premises as a guest. As a member of our staff you are considered a representative of our brand. Inappropriate behavior while as a guest in the restaurant may result in your termination. This also applies during your attendance at any Keg event.

## MEDIA INQUIRIES

What may seem to be a harmless conversation or comment to a member of the media may, in fact, cause great harm to The Keg, our guests or our suppliers. Please respect our guest's privacy and our company and suppliers' integrity.

Management and staff are to direct all media inquiries to their General Manager or Operations Director. Be polite but in no way are you to pass on your opinions or make any statement to any media source. This includes newspapers, television and radio.

## INSUBORDINATION

Refusing to fulfill your duties as a staff member or refusing any reasonable request of a Manager will be viewed as willful misconduct and may lead to your termination. If you feel you are being treated unfairly, contact your Operations Director or Human Resources.

## SOCIAL MEDIA

The use of websites and web blogs are commonplace as a method of personal expression. At The Keg we respect the rights of employees to create and participate in this communication medium. We also have guidelines and policies in place that apply to all Keg employees regarding the use of these mediums and The Keg name. Compliance to these guidelines is required and a condition of employment.

- Make it clear that the views you are expressing are yours and yours alone and not The Keg's. A disclaimer on the front page of your blog or website would be the best practice. This policy also applies to all forms of social media such as Instagram, Twitter, Facebook, Snapchat, etc.
- As in our policy on media inquiries, you must respect our company, your fellow employees, our guests, suppliers and competitors. Derogatory comments of any type are not acceptable and may result in termination.
- Do not disclose any information about our company, our employees, suppliers or guests that may be deemed confidential or private in nature. If you are in doubt about such information you must ask permission before posting it.
- Do not use or post company logos, trademarks, copyrighted materials or Keg documents
- Please be aware and understand that you may be asked to stop posting or remove sites and/or information that contains Keg related content.

We hope you understand the importance of following these guidelines and policies and will comply with our requests. If you have any concerns or issues with this policy, please contact Human Resources with your concerns.



WE'LL PROVIDE ALL  
THE TRAINING FOR YOU  
TO BECOME THE BEST!

# TRAINING

## *Training to be the Best*

As an industry leader in training and employee development, we pride ourselves on providing the tools you'll need to succeed. That's because if you do well, we'll do well.

We'll train you for the skills needed with a comprehensive training program that will give you the confidence and knowledge to be the best.

Regardless of the role for which you were hired, all Keg training includes:

- An orientation to give you a better understanding of The Keg's philosophy and values and to familiarize you with your new working environment.
- Audiovisual and written training materials that explain the overall purpose of your position and the standard procedures for your tasks. It also provides you with all the product knowledge information needed for your area of responsibility.
- A schedule that provides the structure for your training and ensures everything is covered.
- A coach or trainer to guide you through the process and to answer any questions.
- Feedback, testing and a sign-off process once your training is finished that lets us know you have the tools to be a success and are ready to go.

The duration of your training will depend on the position you have been hired for. In some cases the duration may be shortened

to accommodate your past experience or lengthened to give you the necessary experience you may not have. It is up to you to communicate to your trainer or Manager how the progress of your training is going and if it needs to be adjusted.

The speed at which you learn and progress is primarily in your control. Ask lots of questions.

As you progress in your job there will be opportunities to receive additional training to either enhance your skills or to prepare you for another position. If this is something that interests you, make sure you let your Manager know. They can help you achieve your goals by pointing you in the right direction and facilitating your training.

Your training at The Keg is an important foundation for building your career and is key to your success. Take advantage of the opportunities that are presented to increase your knowledge, develop your skills, have some fun and become a part of The Keg's success story.

# DRESS CODE

## Personal Appearance and Hygiene

Our guests always notice how we present ourselves. That's why we check our appearance – as we do everything else in the restaurant – before we open the doors. To make a positive impression on the guest, you must ensure that your appearance, grooming and hygiene are up to Keg standards and are representative of The Keg brand.

Any plan to cosmetically change your appearance after being hired must be approved by your General Manager prior to working again. You are an integral part of our brand image and it is important to us that you represent it appropriately.

These changes include hair styles, hair colour, facial jewelry and tattoos. Follow this policy of appearance, grooming and hygiene and you will avoid the embarrassment of being asked to make changes, being sent home or having your employment terminated.

### It means:

- Adhering to Keg standard dress code
- Wearing clean and pressed clothing everyday
- Keeping your hair, nails and hands clean
- Keeping your hair trimmed, tidy and off your face
- Removing any visible jewelry if you are involved in food preparation
- Checking with management before making changes to your appearance such as piercings, tattoos and extreme hair coloring
- Although we don't disallow tattoos, it may be determined that it is not appropriate for all job functions - check with your General Manager.
- Using an effective deodorant daily and practice excellent personal hygiene
- Avoiding touching the nose, lips or ears while handling food
- Wearing a hat when preparing food. Long hair must be tied back, and tucked under a hat or held with a hair net
- Washing your hands, using plenty of soap and warm water:
  - before starting work
  - after eating or smoking, visiting the washroom, combing or touching your hair, sneezing or coughing, touching your nose, ears or eyes
  - after using utensils
  - in contact with raw food
  - after handling dirty dishes (clearing tables)
  - when changing from one product to another
- Covering cuts and grazes with water-proof dressings and maintaining them in a clean condition
- Picking up cutlery by the handles, glasses by the stem, mugs by the handle and plates by the rim

- Reporting illnesses – in particular vomiting, diarrhea and skin rashes to your manager. If you ever have doubts concerning your health, tell your Manager. You should never work when you are ill. Try to get your shifts covered.

If you have any questions or concerns about this policy, please contact the corporate Human Resources department at (416) 695-2400.



CLEAN, CRISP AND  
PROFESSIONAL.



GREAT FOOD AND  
A GREAT PLACE TO WORK.

# HEALTH AND SAFETY

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## *Safe Food Handling*

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It is our responsibility to provide our guests with food that not only tastes great, but is safe to eat. Extreme care is required in purchasing, distributing, storing, preparing and serving of all food and drinks.

Strict control of food temperature is the most important factor in preventing food poisoning. Avoid the danger zone: 4°C – 60°C (40°F – 140°F). Store cold foods below 4°C (40°F). Store hot foods above 60°C (140°F). Store frozen foods at below -18°C (0°F).

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## *Here are some guiding principles to follow when you are handling food*

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- Practice clean personal hygiene habits.  
Wash your hands frequently
- Handle food quickly in the temperature danger zone 4°C – 60°C (40°F – 140°F)
- Work with only the quantity of products you need
- Thaw under refrigeration
- Heat foods quickly to over 63°C (165°F)
- Cool foods quickly to under 4°C (40°F) using ice baths
- Clean and sanitize all utensils, cutting boards and work surfaces as you go or when changing from one food product to another



HOT FOOD HOT!  
COLD FOOD COLD!

# Occupational Health & Safety

The Keg is committed to the safety of its employees and guests. To this end, we conduct training in the proper use of chemicals, equipment, utensils and in the safe performance of your duties.

The following guidelines and policies are designed to help us all achieve our goal. If you don't understand what is expected of you, you must ask questions. Your health and welfare is our primary concern and we ask that you join us in this mutual safety commitment.

- Lift every load carefully in this manner: arms straight, get a good grip and lift with leg muscles. When moving, step around and do not twist. When stacking or removing objects on shelves, use leg power to push or pull the object to or from the shelf. If it is too heavy, get help.
- Shoes should be selected with safety in mind. They should have closed-toes and closed-heels with soles and heels of the type to prevent slips and falls.
- Use extra caution around broiler grills, stoves, deep fryers and coffee makers.
- Cooks should pay special attention to the safe procedures of cleaning and draining deep fat fryers.
- Use a food grade (not glass) scoop to ladle ice from ice machines.
- All work areas must be kept neat and orderly.
- Never run in work areas.
- All chemicals or solvents must be stored in properly labeled containers, away from any food products. Only trained employees may use such materials. Equipment cleaned with these materials must be thoroughly rinsed immediately. You will be briefed further on Canada's labeling code for hazardous materials.
- All employees must be familiar with emergency procedures such as what to do in case of fire, calling for medical or police aid, shutting off power, water and gas and use of all fire extinguishers.
- First aid equipment is available in all restaurants and you should be familiar with it. In the event of an injury, notify management immediately.
- We keep records showing details of all accidents to both staff and guests. You must report even minor accidents immediately to your Manager who will complete a full accident report.

## **SAFE CHEMICAL HANDLING**

G.H.S. stands for Globally Harmonized System. It is a national system in Canada which provides information on hazardous materials used in the workplace.

## **FOR YOUR PROTECTION**

The objective of G.H.S. is to ensure your protection from the adverse effects of hazardous materials through the access to critical information on the hazards associated with these materials.

## **USING G.H.S. INFORMATION**

Follow these steps to keep safe and keep healthy:

- Read controlled product labels and Safety Data Sheets (SDS)
- Be trained before you use controlled products
- Wear protective gear and follow proper procedures

# **Occupational Health & Safety Policy Statement**

The Keg is committed to providing healthy and safe working conditions and to promoting positive attitudes toward health and safety within the organization.

The minimum standard of The Keg's health and safety programs will meet whatever province sets the highest health and safety requirements in Canada. Each province's legislation will be reviewed regularly to ensure that The Keg's national program meets our goal.

It is the responsibility of all staff members to make The Keg a safe place for both our guests and ourselves. Every staff member at every level of the organization must give safety the highest priority and make it an integral part of the day-to-day activities of performing their job.

To facilitate understanding and for guidance in the proper performance of your job, The Keg has developed a Health and Safety program that applies at every level of the organization. The Key components of this program are:

- Policies and procedures that are in compliance with or above the government standard

- Joint Occupational Health and Safety committees whose role is to identify and resolve health and safety issues
- Training for all employees including management employees
- Inspections of the workplace to ensure that it is safe and to identify hazards before accidents happen
- Correction of hazards as soon as they are identified or happen

The Keg expects every employee at all levels of the company to promote and comply with the Health and Safety program.

# RESPONSIBLE SERVICE

## Keg Corporate Policy on the Responsible Service of Alcohol

As an employee of The Keg, you are required to abide by the legal and moral obligations associated with the responsible service of alcohol to our guests. The following policy statements are for the protection of our guests, the restaurant and you.

### TO FULFILL THIS OBLIGATION, YOU MUST:

- Complete your training in Responsible Alcohol Service as outlined by the Liquor Control and Licensing Act of your province
  - Review and understand what is meant by liquor law adherence
  - Not serve alcohol to anyone under the legal age
  - Must ask for identification for “proof of age” from all guests who appear to be under the age of 30
  - Not serve anyone who already is or appears to be impaired and notify management of the situation so it can be dealt with appropriately
  - Always check if guests have had alcohol served to them by other staff prior to commencing your service
- Adhere to and enforce all provincial liquor laws
  - Be present and visible in the licensed areas, in order to ensure contact with guests and provide support for staff
  - Respond in a supportive manner and deal with all guests in situations where service is to be stopped or alcohol is to be removed from a guest
  - Remove intoxicated guests from licensed areas

### TO SUPPORT YOU AND YOUR OBLIGATIONS, KEG MANAGEMENT WILL:

- Be trained in Responsible Service of Alcohol

### ACCOUNTABILITY

- Breaking any of the above policies is considered serious misconduct, which will result in prompt disciplinary action, immediate suspension or termination
- Understanding the seriousness of these policies and The Keg’s expectations will keep our guests safe and avoid any unnecessary consequences

By signing in the space provided on the “Seen and Noted” section of this handbook, you are acknowledging your understanding and willingness to serve alcohol with respect to the above obligations.



## BE ATTENTIVE AND RESPONSIBLE.

### WAYS TO AVOID INTOXICATION

- Be alert – watch for signs of impairment when you greet and serve the guest.
- Monitor and slow down alcohol intake: don't go past the table as frequently, wait for guests to reorder, don't encourage them to reorder when the drink on the table is half full.
- Suggest food along with low or non-alcohol drinks, i.e. – non-salty, fatty appetizers (chicken strips etc.).
- No more alcohol – if a guest becomes intoxicated, alert your Manager. He or she will know what to do. Don't argue with the guest. If an argument starts, leave.

### WAYS TO GET THEM HOME SAFELY

- Offer to call a cab and do so
- Suggest they phone a friend to pick them up
- Let them know police are checking drivers tonight
- If nothing works, the Manager may have to call the police and alert them

# ACCIDENT PREVENTION

## Making The Keg Safe for our Guests. Making it Safe for You!

We all play a role in making The Keg a safe place for ourselves and our guests. Every staff member is responsible for safety, whether employed in the kitchen, bar, dining room or office.

Guests are in our care once they are welcomed into our restaurant. Their welfare is our responsibility while they are on our premises. We must keep a clean and safe environment.

Preventative maintenance is our best insurance! A commitment to safety means making preventative measures an integral part of your day-to-day activities.

### DEFINITION

An accident is an unexpected or unintended occurrence that involves fire, injury or crime. Although Keg standards are among the highest in the industry, accidents still happen. Some of the ways you can prevent accidents are:

1. Strict adherence to safety standards
2. Know where safety supplies are kept
3. Help to maintain a safe workplace

### PROPERTY MAINTENANCE AND STANDARDS

Over the years The Keg has developed systems to use in the day-to-day operation of the restaurant. The broiler bar checklists filled out by the Managers help prevent accidents, by making sure every possible precaution has been taken to ensure a safe and clean working environment.

### PREVENTION

Property damage stems from fire, floods, earthquakes, structural defects and some acts of God. Fires are our greatest concern. Whether they start from electrical, grease, garbage or any other potential source, we can have the most impact in preventing fires through proper maintenance, safe practices and regular checks.

### FIRE EXTINGUISHER

We are all familiar with what they look like. There should be a minimum of four in the restaurant:

1. Dry chemical based extinguisher at the broiler bar
2. Water based extinguisher at the hostess station
3. Dry chemical based extinguisher in the kitchen
4. Water based extinguisher at the bar

They should all be mounted and clearly visible and have a rating of at least 40BC. Extinguishers contain either sodium bicarbonate or potassium bicarbonate dry chemical – either of which is effective for grease fires.

They must be checked every six (6) months and refilled after each use. A safety equipment company hired by the Manager should do this on a contract basis.

All staff must know where the extinguishers are located and how to use them.

Water extinguishers must not be used at the Broiler Bar.

## GREASE BUILDUP

One of the most serious hazards related to restaurants is the oil or fat used for cooking purposes and the grease which evolves as vapour when the oil is heated or when certain foods, such as fatty meats, are cooked. Good housekeeping (exhaust hood cleaned daily as well as the filter) and regular cleaning of the hidden parts of the exhaust hood (scheduled by the Manager) will eliminate potential disaster.

## SAFE CHEMICAL HANDLING

How can you make your restaurant safer?

1. Know the chemical hazards in your work area before an accident occurs.
2. Use protective equipment and clothing recommended for each chemical product.
3. Never mix chemical products with anything but water.

4. Always label new containers when transferring products.
5. Know the proper clean-up procedures for chemical product spills.
6. Properly dispose of unwanted chemical products.
7. Store chemical products according to label or SDS instructions.
8. Use products for their intended purpose only.
9. Know where to find first aid and emergency information for the product you are using.

## ACCIDENT PREVENTION – LIABILITY

An insurance claim can occur when a guest is involved in any of the following incidents:

1. Slips and falls
2. Foreign objects in or on food
3. Burns
4. Lost or stolen guest items
5. Food poisoning
6. Intoxication

Experience has proven that the way the guest is treated after an incident is crucial. You have the ability to control this type of situation. Do it by:

1. Calling 911 for help immediately if the injury is serious.
2. Alerting the Manager.
3. Showing concern (“let us help” or “we’re sorry you’ve been hurt”).
4. Never assume liability (in other words, never say, “It’s our fault”).

We may become liable when we have done nothing wrong.

## SLIP AND FALLS

Although we are all professionals and practice high standards of care, people still slip or trip and fall on:

- Stairs
- Wet floors
- Food on floors
- Holes in wooden floors
- Torn or ripped carpet
- Dimly or poorly lit areas (stairways, hallways, etc.)
- Ice on sidewalks/driveways

We can eliminate the majority of these incidents by constantly monitoring potential accident areas. Take the initiative to make sure the lighting is good, the area is kept clean, heavy objects are securely anchored, floors and carpets are in good repair, there are adequate handrails and ice and snow melting methods are used when necessary. Everyone can participate. If a problem is spotted, report it immediately to the Manager.

*If you see a foreign object on the floor, pick it up.*

## FOOD AND FOREIGN OBJECTS

A clean, organized work environment combined with visual product checks before serving the customer helps minimize risks. If a guest cracks his or her tooth on something in or on their food (such as sand or glass) it can result in extensive, expensive dental work, and ruin our reputation with our guests.

If a guest does find a foreign object, have the Manager attend the table immediately. The Manager will take control of the situation and attend to the guests' needs.

## BURNS

Accidental burns can be easily avoided by taking the following precautions:

- Warning a guest when their plate or food is extremely hot
- Use extra caution when carrying hot or flaming objects (sparklers, candles, flaming drinks etc.)
- Removing all sparklers or candles from birthday cakes immediately after they are out so that guests don't have to

## LOST OR STOLEN GUEST ITEMS

Items may sometimes be reported by guests as lost or stolen. Please remind your guests to take care of their valuables.

If a guest reports a lost or stolen item to you, refer the situation immediately to your Manager.

## YOU ARE IN CONTROL

If a guest is hurt, ensure the guest is made as comfortable as possible, treated with care and empathy and alert your Manager immediately.

Your Manager will take control of the situation. Be careful not to assume the accident is our fault. An investigation will be conducted to identify the source of the problem.

In all cases, we fill out accident report forms. To assist in the accuracy and completeness of the form we would like you to make note of as many details as possible about the incident. Look at the surroundings where the incident took place. Check the condition of the floor, tables, etc. Is anything out of sorts? Take note of what the guest said. Who else was there as a potential witness? Following these procedures may resolve the situation and keep it from happening again.

If an accident or situation attracts attention of the media you are to refer them to your Operations Director. Do not say, "no comment". Instead be polite, cooperative and let the inquiring party know that we have a media spokesperson who would be glad to talk to them.

Ask for the individual's name, company and phone number. Forward this information to your Operations Director. Do not offer your opinion to the media or think the situation is small enough for you to handle. Pass the information on to the appropriate party.

## IN CONCLUSION

A safe work environment is the responsibility of all of us. We have an obligation to our guests, each other and The Keg, to keep our restaurants as safe and clean as possible. When an accident does happen we have an obligation to take control of the situation and follow proper procedures.

Let your Manager know your concerns. We can all work together to guard our assets, reduce accidents and keep our guests happy.

ATTENTION TO DETAIL IS  
CRUCIAL TO PREVENT  
ACCIDENTS.



# **VIOLENCE IN THE WORKPLACE**

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## ***Procedures for Preventing Violence in the Workplace***

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These procedures will help prevent violence in the workplace. No other safety device is as important as your own training and good judgment described in this manual. Experience shows that well-trained staff and managers who follow the prevention steps can greatly reduce the threat of violence or robbery.

### **TRAVELING TO & FROM WORK – PRE-ARRIVAL PLANNING**

- Visualize where you will park when you arrive at work.
- Ensure that you have enough gas to get to and from work.
- Ensure that you have everything you need for work on the front seat beside you, if you are traveling alone.
- Visualize a back-up plan you can use if your arrival at work does not go as planned.
- Confirm with your General Manager, at orientation, about appropriate parking areas.

### **ARRIVAL AT YOUR PARKING SPOT**

- Park in well-lit areas – avoid alleys, wooded areas and tunnels (if possible).
- Use caution in underground lots – stay in open, lit areas near exits.
- Vehicle should be locked and windows rolled up as you enter the parking area.
- Scan the area for suspicious persons, as you arrive.
- Have a back-up plan ready.

- Prepare yourself to exit your vehicle before unlocking the door – avoid having to reach back into the vehicle after you have exited.
- Ensure the vehicle is locked and all valuables are out of sight.

### **WALKING TO YOUR PLACE OF BUSINESS**

- Walk with your head erect, appearing alert, and scanning your route.
- Ensure you have your key to the building (if necessary) and personal alarm code ready (if necessary).
- Use the main entrance as much as possible – the rear door is not to be used after business has opened to the public (except for deliveries).

### **RETURNING TO YOUR VEHICLE**

- Prepare yourself to leave the store or office with everything you need such as keys to lock doors, the key to open your vehicle, whistle or personal alarm.
- Use the main entrance only.
- Scan the area for suspicious persons – have a backup plan ready.

- Avoid walking to your vehicle alone. Go with other workers, a Manager, security guard or other escort. Provide the escort with a ride back to the main entrance.
- If you must walk to your vehicle alone, have a co-worker or Manager watch you from a window or door, if possible, and wave to them on your way to your vehicle. If no one is available, fake it, pretend you are being watched and wave to an imaginary co-worker.
- Ensure all doors are locked and windows are up.

## PUBLIC TRANSIT

- Avoid isolated or poorly lit bus stops.
- Plan to arrive at the bus stop just as the bus arrives.
- If you are alone or it's late at night, sit near the driver.
- At night, the driver may drop you off at a spot nearer to your destination, in between transit stops, if you ask.
- When stepping off the bus, check to see if you are being followed. If you are, walk directly and quickly to a service station, store or home and call 911.
- If possible, plan to have someone meet you at your home bus stop.

## IF YOU ARE CONFRONTED

- If attacked, scream as loud and as long as possible and run to the nearest well-lit area.
- If someone grabs your purse or other personal property, do not resist and do not chase the thief.
- Call the police immediately after any incident and record appearances and mannerisms of the individual.

## WORKING ALONE

- It is highly recommended that workers not work alone, late at night. Always ensure that upon closing, there is at least one other co-worker available to exit the building.

## BACK DOOR ENTRANCE / EXIT

- Use the main entrance as much as possible. The rear door is not to be used after business has opened to the public (except for deliveries and physical plant restrictions).
- Do not prop the back door open.
- If possible, garbage should not be taken out of the building after 10:00pm.
- Always identify persons entering via the back door before allowing access (window, peep hole, intercom etc.).

## DEALING WITH IRATE GUESTS

- Notify your manager and allow them to handle the situation, if possible.
- Focus on the emotions first, try to remain calm and try to calm the other person.
- Try to avoid escalating the situation – find ways to help the irate guest save face.
- Listen carefully and try to put yourself in the guests' shoes, so you can better understand how to solve the problem.
- If you cannot calm the guest, ask for help or offer to contact the police.

## DINE & DASH PROCEDURES

- Physical force must not be used to restrain the guest.
- Do not put yourself at risk (your safety is more important than the money).
- Notify your Manager.

- Never handle or count cash in front of guests.
- Reconcile any monies in a secure environment (i.e. office with locked door).
- The safe is never to be left on “day lock” – use a drop safe if available.
- Vary your bank deposit routine (don’t be predictable).
- Two people must go to make the bank deposits.
- Do not openly carry a bank deposit bag; hide it in a purse, briefcase, etc.

## PREVENTING ROBBERIES

Most store robberies occur after dark, although there are documented cases of robberies happening first thing in the morning. At all times, you should take steps to make the restaurant a less attractive target to potential robbers.

## BEST PRACTICES

- Ensure that all exterior lighting is functional and appropriate.
- Reduce clutter around back door.
- Do not use the back door after 10:00pm for anything.
- Have staff and Managers move their vehicles to the front of the building after 10:00pm (safety when leaving and gives the robber the appearance of several people still in the building).
- Make eye and verbal contact with all late night guests (robbers may “case” the environment early).
- Ensure that all exit doors close and lock properly (don’t wedge open).
- Post “Robbery Prevention Program” stickers in window (available from local police).
- Do not provide access to anyone into building that you cannot positively identify during non-operating hours.

## *Preventing Violence – In Case of a Robbery*

If a robbery should occur, your main concern must be to prevent VIOLENCE. Experience has shown that the best way to keep anyone from being hurt is to avoid trying to be heroic. Treat the robber just as you would a customer. Your safety and that of your fellow workers and guests is far more important than the money.

If you are robbed, follow these instructions:

- Remain calm and stay in control.
- Keep it short and smooth like a normal sales transaction. The longer the robbery takes, the more nervous the robber becomes.
- Listen carefully to what the robbers say, and obey them. Don’t be a hero.
- Do not argue.

- Do not fight. Incidents without weapons produce more injuries.
- Give only what is asked for.
- If you are facing a weapon, the odds are against you.
- Do not use weapons.
- If you are not facing a weapon, the odds are against you.

- Tell the robbers of any surprises. If you must reach for something or move in any way, tell them. If another employee is in the back room, tell them so they are not startled.
- Remain cool and calm.
- Watch what the robbers' touch (for possible fingerprints).
- Be careful not to stare or fix your gaze too long on the robbers, but observe what they look like, what clothing and shoes they are wearing, their size, distinguishing marks (tattoos, scars, facial hair, earrings, etc.).
- Look at type and colour of weapon.
- Note the robbers' exact height against a point of reference (ie. door frame, pictures on the wall, your own height).
- Activate the alarm system only after the robbers have left, not while they are still in the restaurant.
- Do not chase the robbers.
- Look at the robbers' vehicle and direction of travel when leaving the store.
- By giving you more control of the situation, the above procedures will make you less nervous if a robbery occurs. You will be safer and less of a threat to the robber.

## AFTER THE ROBBERY

- Once the immediate danger has passed, **CALL 911**.
- Lock the door until the police arrive.
- Refer all media inquiries to your Operations Director.
- Do not talk to the media.
- Ensure that no one has been injured. Apply first aid if necessary.
- Protect the crime scene by keeping guests and other employees from the area of the restaurant where the robbery occurred.
- Do not touch anything that the suspect may have touched.
- Do not discuss the crime until the police interview you.
- Contact the appropriate Keg officials.
- Do not allow anyone to leave the premises (guests or staff).
- Accompany any injured parties to the hospital if applicable.

I'M NO HERO... BUT  
I'M IN COMPLETE  
CONTROL!



## REPORTING INCIDENTS

In the event of any violence-based incident, follow these procedures:

- Contact the police and be cooperative during their investigation.
- Contact the General Manager, Ops Director, Franchisor and Head Office (as appropriate).
- Fill out a detailed “Incident Form” and send to Head Office.
- Contact Human Resources at (416) 695-2400 about trauma counseling.

If immediate counseling is required, call our trauma counselors directly:

**Shepell•fgi:**

1 (800) 387-4765 for English

1 (800) 361-5676 for French

## SUMMARY – Procedures for Preventing Violence in the Workplace

Situations involving violence, whether associated with a robbery or simply someone losing their temper, can be more frightening than natural disasters. Reviewing the Procedures for Preventing Violence in the Workplace guidelines will better prepare you to handle a violent situation in a confident and safe manner.

Please ensure that you have read the following important topics:

- Traveling to and from work
- If you are confronted
- Working alone
- Back door entrance/exit
- Dealing with irate guests

- Dine and Dash procedures
- Cash handling procedures
- Preventing robberies
- If you are robbed
- After the robbery
- Reporting of incidents

# **Workplace Anti-Violence, Harassment and Sexual Harassment policy**

## **INTENT - BUILDING AND PRESERVING A SAFE, PRODUCTIVE AND HEALTHY WORKING ENVIRONMENT**

Keg Restaurants Ltd. is committed to building and preserving for its employees a safe, productive, and healthy working environment based on mutual respect. In pursuit of this goal, Keg Restaurants Ltd. does not condone and will not tolerate acts of violence, harassment or bullying against or by any Keg Restaurants Ltd. employee.

Our Workplace Anti-violence, Harassment and Sexual Harassment Policy is not meant to stop free speech or to interfere with everyday interactions. However, what one person finds inoffensive, others may not. Usually, harassment can be easily distinguished from normal, mutually acceptable socializing. It is important to remember that it is the perception of the receiver that determines whether the potentially offensive message is acceptable or not - be it spoken, gestural, pictorial or some other form of communication which may be deemed objectionable or unwelcome.

## **DEFINITIONS**

### ***Workplace violence or bullying:***

Workplace violence or bullying is the exercise, statement, or behaviour of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker, such as:

- Physical acts (e.g., hitting, shoving, pushing, kicking, sexual assault, throwing an object at a worker, kicking an object the worker is standing on such as a ladder, or trying to run down a worker using a vehicle or equipment such as a forklift);

- Any threat, behaviour, or action which is interpreted to carry the potential to harm or endanger the safety of others, result in an act of aggression, or destroy or damage property; or
- Disruptive behaviour that is not appropriate to the work environment (e.g., yelling or swearing).

## **Personal harassment:**

Any unsolicited, unwelcome, disrespectful, or offensive behaviour that has an underlying sexual, bigoted, ethnic, or racial connotation and can be typified as:

- Behaviour that is hostile in nature, or intends to degrade an individual based on personal attributes, including age, race, nationality, disability, family status, religion, gender, sexual orientation, gender identity, gender expression, or any other protected ground under human rights legislation.
- Sexual solicitation or advance made by a person in a position to confer, grant, or deny a benefit or advancement to the person, where the person making the solicitation or advance knows or ought reasonably to know that it is unwelcome;
- Reprisal or a threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or threatened by a person in a position to confer, grant, or deny a benefit or advancement to the person.
- Unwelcome remarks, jokes, innuendos, propositions, or taunting about a person's body, attire, sex or sexual orientation, or religion;
- Suggestive or offensive remarks;
- Bragging about sexual prowess;
- Offensive jokes or comments of a sexual nature about an employee;
- Unwelcome language related to gender;
- Displaying of pornographic or sexist pictures or materials;
- Leering (suggestive persistent staring);
- Physical contact such as touching, patting, or pinching, with an underlying sexual connotation.

## **Sexual harassment:**

For the most part, victims of sexual harassment are female; however, conduct directed by female employees towards males or between persons of the same sex can also be held to constitute sexual harassment. Examples of conduct which may be sexual harassment include:

- Any actions that create a hostile, intimidating, or offensive workplace, which may include physical, verbal, written, graphic, or electronic means; and
- Any threats of physical violence that endanger the health and safety of the employee.

Racial/ethnic harassment: any conduct or comment which causes humiliation to an employee because of their racial or ethnic background, their colour, place of birth, citizenship, or ancestry. Examples of conduct which may be racial or ethnic harassment include:

- Unwelcome remarks, jokes, or innuendos about a person's racial or ethnic origin;
- Colour, place of birth, citizenship, or ancestry;
- Displaying racist or derogatory pictures or other offensive material;
- Insulting gestures or practical jokes based on racial or ethnic grounds which create awkwardness or embarrassment; and
- Refusing to speak to or work with someone or treating someone differently because of their ethnic or racial background.

## **Domestic violence:**

A person who has a personal relationship with a worker—such as a spouse or former spouse, current or former intimate partner or a family member—may physically harm, or attempt or threaten to physically harm, that worker at work. In these situations, domestic violence is considered workplace violence.

## **GUIDELINES**

Keg Restaurants Ltd. is committed to providing a safe and healthy work environment, free from violence, threats of violence, discrimination, harassment, sexual harassment, intimidation, and any other misconduct. Similarly, weapons are strictly prohibited from the company's premises; violators will be subject to disciplinary action, and the incident will be reported to the police.

It is also a violation of the Workplace Anti-violence, Harassment, and Sexual Harassment Policy of Keg Restaurants Ltd. for anyone to knowingly make a false complaint of violence or harassment or to provide false information about a complaint. Individuals who violate this policy are subject to disciplinary and corrective action, up to and including termination of employment.

This policy prohibits reprisals against individuals acting in good faith who report incidents of workplace violence or act as witnesses. Management will take all reasonable and practical measures to prevent reprisals, threats of reprisal, or further violence. Reprisal is defined as any act of retaliation, either direct or indirect.

Keg Restaurants Ltd. will ensure that all employees are trained and educated on violence and harassment and that they are clear about their roles and responsibilities, as well as this policy, the corresponding program, and all workplace procedures. In addition, a copy

of this policy will be made available to all employees.

## **APPLICATION**

This policy applies to all individuals working for the organization, including front-line employees, temporary employees, contract service providers, contractors, all supervisory personnel, managers, officers, and directors. The organization will not tolerate violence or harassment, whether engaged in by fellow employees, managers, officers, directors, or contract service providers of the organization.

Keg Restaurants Ltd. will not tolerate any form of harassment or discrimination against job candidates and employees on any grounds listed in the definitions for violence and harassment, whether during the hiring process or during employment. This commitment applies to such areas as training, performance assessment, promotions, transfers, layoffs, remuneration, and all other employment practices and working conditions.

All Keg Restaurants Ltd. employees are personally accountable and responsible for enforcing this policy and must make every effort to prevent discrimination or harassing behaviour and to intervene immediately if they observe a problem or if a problem is reported to them.

For the purposes of this policy, harassment and bullying can occur:

- At the workplace;
- At employment-related social functions;
- In the course of work assignments outside the workplace;
- During work-related travel;
- Over the telephone, if the conversation is work-related; or
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

## VIOLENCE RISK ASSESSMENT

Keg Restaurants Ltd. will conduct a risk assessment of the work environment to identify any issues related to potential violence that may affect the operation, and will institute measures to control any identified risks to employee safety. This information will be provided to the joint health and safety committee or safety representative.

The risk assessment may include review of records and reports: e.g., security reports, employee incident reports, staff perception surveys, health and safety inspection reports, first aid records, or other related records. Specific areas that may contribute to risk of violence may include, but are not limited to, contact with the public, exchange of money, receiving doors, and working alone or at night. Research may also include a review of similar workplaces with respect to their history of violence. Keg Restaurants Ltd. will communicate information relating to a person with a history of violence where:

- Workers may reasonably be expected to come into contact with the person in the performance of their job duties; and
- There is a potential risk of workplace violence as a result of interactions with the person with a history of violence.

The company will only disclose personal information that is deemed reasonably necessary to protect the worker from physical harm.

## VIOLENCE OR BULLYING

If you are either directly affected by or witness to any violence in the workplace, it is imperative for the safety of all Keg Restaurants Ltd. employees that the incident be reported without delay. Reporting any violence or potentially violent situations should be done immediately to management, or the Human Resources department.

## INVESTIGATING REPORTS OF VIOLENCE OR BULLYING

The company shall:

- Investigate all reported acts and incidents of violence and consult with other parties (e.g., legal counsel, health and safety consultants, JHSCs, employee assistance provider, human rights office, local police services).
- Take all reasonable measures to eliminate or mitigate risks identified by the incident.
- Document the incident, its investigation, and corrective action taken.
- Submit a report of the incident to the Ministry of Labour where an employee incurs a lost time injury as a result of violence in the workplace.
- Review this policy and hazard assessment annually, or as changes to job responsibilities or environments occur, and revise the assessment as needed.
- Review annually, in conjunction with review of the hazard assessment, the effectiveness of actions taken to minimize or eliminate workplace violence and make improvements to procedures, as required.

## ***The joint health and safety committees/safety representative will:***

- Review the Workplace Violence Hazard Assessment results and provide recommendations to management to reduce or eliminate the risk of violence.
- Review all reports forwarded to the JHSC regarding workplace violence and other incident reports as appropriate pertaining to incidents of workplace violence that result in personal injury or threat of personal injury, property damage, or police involvement.
- Participate in the investigation of critical injuries (e.g., incidents that place life in jeopardy or result in substantial blood loss or fracture of leg or arm.)
- Recommend corrective measures for the improvement of the health and safety of workers.
- Respond to employee concerns related to workplace violence and communicate these to management.

In addition, JHSCs may participate in the investigation of reported incidents that result in personal injury or have the potential to result in injury.

## **FORMAL PROCEDURE**

If you believe you have been personally harassed, you may make a written complaint. The written complaint must be delivered to Human Resources, second floor, 560 King Street West, Toronto, ON. M5V 0L5. Your complaint should include:

- The approximate date and time of each incident you wish to report
- The name of the person or persons involved in each incident
- The name of any person or persons who witnessed each incident
- A full description of what occurred in each incident

## **REPORTING DISCRIMINATION OR HARASSMENT**

**Informal Procedure** If you believe you have been personally harassed you may:

- Confront the harasser personally or in writing, pointing out the unwelcome behaviour and requesting that it stop; or
- Discuss the situation with the harasser's supervisor, your supervisor or any other supervisor.

Any employee who feels discriminated against or harassed can and should, in all confidence and without fear of reprisal, personally report the facts directly to your supervisor or manager, or to another member of management if the complaint relates to your supervisor or manager.

## **INVESTIGATING REPORTS OF DISCRIMINATION OR HARASSMENT**

Once a written complaint has been received, Keg Restaurants Ltd. will complete a thorough investigation. Harassment should not be ignored, as silence can and often is interpreted as acceptance. Employees will not be demoted, dismissed, disciplined or denied a promotion, advancement or employment opportunities because they rejected sexual advances or because they lodged a complaint when they honestly believed they were being harassed or discriminated against.

Keg Restaurants Ltd. will ensure that all information obtained during the course of an investigation will not be disclosed, unless the disclosure is necessary for the purposes of investigating or taking corrective action or is otherwise required by law.

If the complainant decides not to lay a formal complaint, senior management may decide that a formal complaint is required (based on the investigation of the incident) and will file such documents with the person against whom the complaint is laid (the respondent).

If it is determined that harassment in any form has occurred, appropriate disciplinary measures will be taken as soon as possible.

## **THE RIGHT TO REFUSE UNSAFE WORK**

The right to refuse unsafe work is a legal right of every worker provided by the Occupational Health and Safety Act Keg Restaurants Ltd. is committed to ensuring a safe workplace. If you wish to pursue this right, please refer to the Work Refusal Policy.

## **SPECIAL CIRCUMSTANCES**

Should an employee have a legal court order (e.g., a restraining order, or “no-contact” order) against another individual, the employee is encouraged to notify his or her supervisor and to supply a copy of that order to the Human Resources department. This will be required in instances where the employee strongly feels that the aggressor may attempt to contact that employee at Keg Restaurants Ltd., in direct violation of the court order, so that Keg Restaurants Ltd. may take all reasonable actions to protect the employee. Such information shall be kept confidential and protected in accordance with all applicable legislation.

If any visitor to the Keg Restaurants Ltd. workplace is seen with a weapon (or is known to possess one), or makes a verbal threat or assault against an employee or another individual, employee witnesses are required to immediately contact the police, emergency response services, their immediate supervisor and the Human Resources department.

All records of harassment and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law. In cases where criminal proceedings are forthcoming, Keg Restaurants Ltd. will assist police agencies, lawyers, insurance companies and courts to the fullest extent.

## **DISCIPLINARY MEASURES**

If it is determined by the company that any employee has been involved in a violent behaviour, unacceptable conduct, or harassment of another employee, immediate disciplinary action will be taken. Such disciplinary action may involve counseling, a formal warning, or dismissal.

## **SEEKING IMMEDIATE ASSISTANCE**

Canada's Criminal Code addresses violent acts, threats, and behaviours, such as stalking. The police should be contacted immediately when an act of violence has occurred in the workplace or when someone in the workplace is threatened with violence. If an employee feels threatened by a co-worker, volunteer, contractor, student, vendor, visitor, client, or customer, an immediate call to "911" is required.

## **CONFIDENTIALITY**

Keg Restaurants Ltd. will do everything it can to protect the privacy of the individuals involved and to ensure that complainants and respondents are treated fairly and respectfully. Keg Restaurants Ltd. will protect this privacy so long as doing so remains consistent with the enforcement of this policy and adherence to the law. Neither the name of the person reporting the facts nor the circumstances surrounding them will be disclosed to anyone whatsoever, unless such disclosure is necessary for an investigation or disciplinary action. Any disciplinary action will be determined by the company and will be proportional to the seriousness of the behaviour concerned. Keg Restaurants Ltd. will also provide appropriate assistance to any employee who is the victim of violence, discrimination or harassment.

## **FRAUDULENT OR MALICIOUS COMPLAINTS**

This Anti-violence, Harassment, and Sexual Harassment Policy must never be used to bring fraudulent or malicious complaints against employees. It is important to realize that unfounded or frivolous allegations of personal harassment may cause both the accused person and the company significant damage. If it is determined by the company that any employee has knowingly made false statements regarding an allegation of personal harassment, immediate disciplinary action will be taken.

## **MANAGING AND COACHING**

Counselling, performance appraisal, work assignment and the implementation of disciplinary actions are not forms of harassment and this policy does not restrict a manager's or supervisor's responsibilities in these areas.

## **POLICY REVIEW**

As required by the Occupational Health and Safety Act, Keg Restaurants Ltd. will review this policy annually and will post the policy in a conspicuous place in the workplace.

Please review the full policy posted in your restaurant.

# TAKING CARE OF WHERE WE WORK

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Most of us think The Keg is a pretty great place to work.

We have succeeded in creating a positive environment where people are encouraged to be themselves and to be creative and enjoy their place of work.

In every company there is potential to upset this positive atmosphere. Activities such as harassment, discrimination, bullying, unfair labour practices, drug abuse, unsafe equipment, malicious damage, dishonesty, theft, violence or employee mistreatment are realities to be dealt with in the work place.

We just want you to know that if you are faced with a situation and are feeling uncomfortable or fear being ostracized by your peers or superiors, we have a confidential solution.

Please use the toll-free number or email address to anonymously share your concerns. Once you have contacted us, your message will be logged and the appropriate people will be contacted to investigate the situation. The caller's identity is not required, your call can be 100% confidential.

We hope this service will help to keep The Keg culture as vibrant and positive as we all want it to be.

If you have any questions about this service, please feel free to call Human Resources at:  
(416) 695-2400

TO VOICE YOUR CONCERNS ANONYMOUSLY, CALL TOLL-FREE:  
1(877) 787-4888  
[wecare@kegrestaurants.com](mailto:wecare@kegrestaurants.com)

# ACCESSIBILITY

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## *Barrier-Free Work Environment*

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Keg Restaurants Ltd. is committed to providing a barrier-free work environment in concert with all regulatory requirements regarding accessibility and human rights obligations in every province and state in which we operate.

As such, Keg Restaurants Ltd. will make accommodations available to applicants and staff with disabilities upon request. The Keg seeks to fully integrate the principles of Employment Equity and will ensure the full participation and advancement of members of historically

disadvantaged groups. The Keg is committed to providing accommodation for people with disabilities; if you have any need for accommodation, let your management team know and an accommodation assessment and plan will be implemented.

## *Accessible Customer Service Policy*

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Training will be provided to all employees on accessible customer service. The Keg will make every reasonable effort to ensure that its policies, practices and procedures are consistent with the principles of dignity, independence, integration and equal opportunity by:

- Ensuring that all guests receive the same value and quality
- Allowing guests with disabilities to do things in their own way, at their own pace when accessing services as long as this does not present a safety risk
- Using alternative methods when possible to ensure that guests with disabilities have access to the same services, in the same place and in a similar manner
- Taking into account individual needs when providing services
- Communicating in a manner that takes into account the guest's disability.

Persons with disabilities may use their own assistive devices as required when accessing the services provided by The Keg. A guest with a disability that is accompanied by guide dog, service animal or service dog will be allowed access to premises that are open to the public unless otherwise excluded by law. "No pet" policies do not apply to guide dogs, service animals and/or service dogs. A guest with a disability that is accompanied by a guide dog or a service dog will be allowed access to food service areas that are open to the public unless otherwise excluded by law. If it is not readily apparent that the animal is being used by

the guest for reasons relating to his or her disability, you may request verification from the guest.

We provide guests with the opportunity to provide feedback on the service provided

to customers with disabilities. Information about the feedback process will be readily available to all guests by using The Keg website “contact us” page and selecting Accessibility. Feedback can be given to any manager in-person or in a written format.

## IN CONCLUSION

It should be clear by now that for us to be successful, we need to exceed our guests' expectations. To do this, we need you to be at your best at all times. They are the reasons we are in business. It's important that you have some understanding of what this means from the guest's perspective.

I Am Your Guest... so here are my minimum expectations:

- I'm an educated consumer, so it's normal for me to expect satisfaction for the money I spend. I don't mind spending more as long as the quality of my dining experience matches the cost. I think that's only reasonable and fair.
- Treat me special. I'm the best advertisement your business has ever had. In fact, treat me special and next time I'll be back with a bigger appetite, more money and a few friends in tow.
- If I'm not pleased with something, whether food or service, you stand a good chance of never seeing me again. When you lose me as a customer, you also lose my friends.
- The pace of my dining experience is mine to determine. I will neither be rushed, nor kept waiting.
- Sometimes I may be having such a good time that I may get a bit carried away. Thanks for indulging my periodic whims.

Your reward is my loyalty.

- My biggest turn-off? Signs of uncleanliness in the staff or the surroundings. From the moment I walk in, I'm inspecting everything, from aprons to fingernails. That said, I'm easily impressed if everything is sparkling and clean.
- I'm your guest now because I feel I made a wise decision in choosing your restaurant over others. The more effort you make to impress me, the more convinced I'll be that my decision was the right one.
- Here's your challenge: let me know that you are aware of my importance to you and that you appreciate my business. That smile, the personal greeting or the special extras you share with me gives me every reason to come back

Hope to see you soon

-Your Guest

# SEEN AND NOTED

Please detach this page and include in employee file.

- I have reviewed the section on Keg Culture
- I have reviewed the section called For Your Protection
- I have reviewed The Keg Spirit Foundation™
- I have reviewed Doing It Right
- I have reviewed the section on Time Off
- I have reviewed the section on Rules: The Non-Negotiables
- I have reviewed the section on Training
- I have reviewed Taking Care of Where We Work
- I have reviewed the Dress Code
- I have reviewed the Health and Safety Policy Statement
- I have reviewed the policy on Responsible Service of Alcohol
- I have reviewed the procedures for Prevention of Accidents
- I have reviewed the Procedures for Preventing Violence
- I have reviewed the Policy for Anti-Violence, Harassment and Sexual Harassment in the workplace
- I have reviewed the Accessibility Policy
- I understand that I will be expected to maintain company standards and guidelines as outlined in the various topics addressed.

**Employee Signature:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Management Signature:** \_\_\_\_\_

**Name:** \_\_\_\_\_

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

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The Keg reserves the right to revise the policies contained in this booklet.



# #KEGGERFORLIFE



THE KEG  
STEAKHOUSE + BAR

Copyright February 2018 Keg Restaurants Ltd.  
The Keg reserves the right to revise the policies contained in this booklet.