



CANARI serves as CEPF's regional implementation team for the Caribbean Islands Biodiversity Hotspot.

Labor Management Plan

April 2023

CEPF Grant 113657

International Iguana Foundation

Improve Invasive Species Management to protect the Jamaican Rock Iguana, Hellshire Hills, Portland Bight Protected Area.

Jamaica

Grant Summary

1. Grantee organization: International Iguana Foundation

2. Sub project title: *Improve Invasive Species Management to protect the Jamaican Rock Iguana, Hellshire Hills, Portland Bight Protected Area.*

3. Grant number: 113657

4. Grant amount (USD\$): \$ US\$49,946.00

5. Proposed dates of grant: 31 July 2023 – 30 June 2025

6. Countries where activities will be undertaken: Jamaica

7. Date of preparation of this document: 20 December 2022

8. Overview of the Caribbean Hotspot Project

The Critical Ecosystem Partnership Fund (CEPF) Caribbean Islands Biodiversity Hotspot Small Grants Mechanism is being implemented in the Caribbean Islands by the Caribbean Natural Resources Institute (CANARI) acting as the Regional Implementation Team (RIT). After a successful first investment in the Caribbean Islands Biodiversity Hotspot between 2011 and 2016, the CEPF has returned to the region for a second phase of investment from August 2021 – July 2026, which totals US\$11.8 million.

The goal of the CEPF is to conserve biodiversity. Its approach is to build local conservation leadership and nurture sustainable development by developing locally driven conservation strategies and providing grants to civil society to implement those strategies. In the Caribbean, the CEPF aims to strengthen the protection and management of globally important biodiversity within 32 priority Key Biodiversity Areas (KBAs) and seven conservation corridors in Antigua and Barbuda; The Bahamas; Dominican Republic; Haiti; Jamaica; Saint Lucia; Saint Vincent and the Grenadines.

9. Overview of labor use on the sub-project

To further protect the biodiversity of the dry forest ecosystem of the Hellshire Hills, Portland Bight Protected Area (PBPA) (JAM-22), improving the resilience of Jamaica and ensuring conservation and improved management, we propose three components that will target the primary threat to this area, IAS. IAS caused the near extinction of the Jamaican Rock Iguana and are currently the greatest threat to this Critically Endangered, narrow-range endemic, species. Targeting actions that will further protect this flagship species, will enhance the resilience of the dry forest ecosystem in which they occur and ensure the protection of a variety of other species, dependent upon this area. All activities will be undertaken within the Hellshire Hills are of the PBPA and the neighboring communities.

The first component focuses on assessing the presence of IAS and native species within the core iguana zone, the newly constructed buffer zone, and the greater Hellshire Hills area. Component two focuses on assessing the density and distribution of IAS within the communities found at the boundary of the Hellshire Hills as these locations likely house source IAS populations and providing information on the dangers of IAS to reduce IAS prevalence in these areas and therein entering the Hellshire Hills. The third component addresses the living conditions at the remote field station in Hellshire Hills to ensure rigorous data collection and monitoring activities are optimally effective. The risks associated with this project include road accidents, hurricanes, and transmission of Covid-19. The purpose of this stakeholder engagement plan is to ensure a constructive relationships between those involved in the project, ensure stakeholder views are considered and that there is inclusive engagement, information is shared, and there is a mechanism to raise concerns.

Labour use under this project is through the staff (field technicians) of National Environment and Planning Agency (NEPA) who are employed with the primary role of managing the field activities related to the Jamaican Iguana Recovery program. This team will be joined by a Conservation Biologist from the FWZ and volunteering student researchers.

Number of Project Workers

The project will employ 8 direct workers, one worker from the Fort Worth Zoo and ~6 workers from NEPA that will be engaged in the project. There will be two student researchers volunteering. (See Table 8.1).

The project will employ no contract workers or community workers.

Table 9.1: Project worker positions and status

Staff Position	Type <i>(direct / contracted / community)</i>	Gender	Place of work <i>(remote / office / field)</i>	Status	
				<i>(full time / part-time)</i>	<i>(current staff / to be hired)</i>
Conservation Biologist- FWZ	Direct	Female	All	Full time	Current staff
Field technician- NEPA	Direct	Male	field	Full time	Current staff
Field technician- NEPA	Direct	Male	field	Full time	Current staff
Field technician- NEPA	Direct	Male	field	Full time	Current staff
Field technician- NEPA	Direct	Male	field	Full time	Current staff
Field supervisor- NEPA	Direct	Male	field	Full time	Current staff
Interviewer	Direct/ Consultant	TBD	field	Part time	To be hired
Interviewer	Direct/ Consultant	TBD	field	Part time	To be hired
Student researcher	volunteer	TBD	field	N/A	TBD
Student researcher	volunteer	TBD	field	N/A	TBD

Characteristics of Project Workers

Conservation Biologist: International, female, age 42

Field technicians: Local, male, ages 20-35

Field Supervisor: Local, male, age 54

Interviewer: Local, gender TBD, age range TBD

Student researchers: International, gender TBD, age range 20-30

Timing of Labour Requirements

Table 9.2 below outlines the anticipated timing of the labour requirements under this sub-project.

Table 9.2: Timing of labour requirements

Category of workers	2023 - 2024				2024 - 2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Direct workers								
1.1 Staff	X	X	X	X	X	X	X	X
1.2 Consultants		X	X		X	X		
1.3 Volunteers and interns		X	X			X	X	
2. Contracted workers								
3 Community workers								

Direct Workers

The Fort Worth Zoo employs the Conservation Biologist who will be the PI on this project. NEPA employs the remaining project workers who will be engaged on this project. Student research volunteers will be supervised by both the conservation biologist (FWZ) and the field supervisor (NEPA).

Contracted Workers

No contracted workers will be employed.

Community Workers

No community workers will be employed.

10. Risk mitigation measures

The below table identifies potential and anticipated labour risks from the proposed sub-project based on the activities.

Table 10.1: Potential Labor Risks and Mitigation Measures

Key labor risks	Risk probability <i>(low / medium / high)</i>	Level of Risk <i>(low / medium / high)</i>	Description	Mitigation Measures
Accidents (e.g., roadtraffic accidents;slips, trips and falls; boating accident), health emergencies (e.g., acute illness)	low	low	Movement by vehicle will be necessary to reach the interview communities and the field site. Traversing portions of the dry forest in the Hillshire Hills is an inevitable part of the field research	NEPA oversees all vehicular movement of the field team and travel is done in a government vehicle with a government driver, following all government safety procedures. Proper footwear will always be worn during field work (e.g., close-toed, tightly laced hiking boots) and

Key labor risks	Risk probability <i>(low / medium / high)</i>	Level of Risk <i>(low / medium / high)</i>	Description	Mitigation Measures
			<p>and project staff will be based at the field station for several days.</p> <p>Access to the staging area within the Hellshire Hills is by boat.</p>	<p>these will be furnished by the project.</p> <p>Only authorized personnel will operate the boat. All team members will wear life jackets during boat transfers and will be required to sit while the boat is in motion.</p> <p>If health emergencies arise the field, the team communicates with the field supervisor and conservation biologist to determine the best line of action to ensure everyone's safety.</p> <p>In case of accidents and incidents, IIF will immediately report the accident/incident to CANARI. IIF will provide sufficient detail regarding the incident or accident, indicating immediate measures taken or that are planned to be taken to address it. Subsequent reports may be provided on request.</p>
Heatstroke, sunburn dehydration	low	medium	Traversing portions of the dry forest in the Hillshire Hills is an inevitable part of the field research and project staff will be based at the field station for several days, where they will be required to work in open-air outdoor conditions, including	Staff will ensure they are not overloaded when hiking from the boat landing site to the field station and are adequately hydrated. Staff will also be encouraged to wear protective clothing on hot, sunny days, drink water and take adequate breaks.
Revised 8/2013			minor construction	Page 5

Key labor risks	Risk probability (low / medium / high)	Level of Risk (low / medium / high)	Description	Mitigation Measures
			and roof repairs to increase water harvesting capacity at the field station	
Hydrometeorological events (hurricanes, tropical storms) and other natural disasters, including earthquakes and volcanic eruptions	medium	low	Over the life of the project, it is possible that the country could be severely impacted by a hydrometeorological event or other natural disasters. The Caribbean region is up to seven times more likely to experience a natural disaster than larger states, and when one occurs, it incurs as much as six times more damage.	The field supervisor, conservation biologist, and boat transport organization (CCAM) all monitor the weather very carefully. If there is a threat of a hurricane those in the field are evacuated and do not return until the threat has passed. From our experience, there is adequate warning of approaching storms and hurricanes, thus people have always been able to evacuate well in advance of a threatening situation.
Discrimination and/or harassment in the workplace	low	low	Men and women work together on this project. Possibility of unfair treatment in the form of discrimination on the basis of personal characteristics such as race, gender, religion, sexual orientation, etc.	A grievance mechanism has been developed to address these issues and will be shared with all members of the project prior to the start of the project. All complaints will be taken seriously and resolved as quickly as possible.
Use of child labour	low	low	Use of persons under the age of 18 for labour under the project.	No children will ever be involved in the work on this project.
Contraction/transmission of COVID-19	low	low	COVID-19 occurs globally and is more likely to be transmitted through any work involving large meetings. Project staff may	We will follow the guidelines of the Jamaican government on Covid-19 at the time of the fieldwork and community engagement.

Key labor risks	Risk probability (low / medium / high)	Level of Risk (low / medium / high)	Description	Mitigation Measures
			travel to participate in the field work, as well as surveys.	
Risk of elite capture and / or social exclusion	low	low	This applies largely during the interview/survey process for communities on IAS. No employment or financial opportunities are available through this project, the only gain is through information sharing.	This risk will be mitigated via a robust stakeholder engagement process, which ensures that all vulnerable and disadvantaged groups are identified, consulted, and provided with opportunities to participate in the interviews and thus provided with educational materials.

11. Brief overview of legislation: terms and conditions

Table 11.1 sets out the key aspects of national legislation relevant to terms and conditions of employment (e.g., wages, deductions, benefits, etc.) in Jamaica and United States of America and their relevance to ESS2. A community health and safety plan has also been developed for the project and will be implemented.

Table 11.1: National labor legislation relevant to ESS2 in Jamaica and the United States

Law	Relevance to ESS2
Jamaica	
Disabilities Act (2014)	Provides for employment of and non-discrimination against persons with disabilities.
Trade Unions Act (1919; amended)	Provides legal recognition for trade unions and establishes the right of collective bargaining.
Labour Relations and Industrial Disputes Act (1975; amended)	Regulates relations between employers and workers, including procedures for settlement of industrial disputes.
Minimum Wage Act (1938; amended)	Provides for the protection of workers in relation to the payment of wages.
Employment (Termination and Redundancy Payment) Act (1974)	Provides for a separation payment whenever an employee is made redundant or their employment is terminated.
Holiday with Pay Act (1974)	Establishes the right to paid annual vacation.
Jamaica (Constitution) Order in Council Act (1962; amended)	Confers protection from discrimination on the grounds of race, etc.
Employment (Equal Pay for Men and Women) Act (1975)	Prohibits discrimination on grounds of sex in respect of remuneration and other terms and conditions of employment.

Maternity Leave Act (1979)	Prevents some forms of discrimination against pregnant women and entitles pregnant women to 12 weeks of maternity leave.
Child Care and Protection Act, (2004)	Prohibits the employment of children under the age of 13, restricts employment of children under the age of 15 to light work, and prohibits the employment of young people under the age of 18 in hazardous work.
Factories Act (1943; amended)	Provides for regulation of occupational health and safety in certain settings, including building operations and engineering construction.
Factories Act (1955)	Provides for health, safety, welfare and special protective measures in certain workplace settings.
United States of America	
The Fair Labor Standards Act (1938)	Establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector. Among other provisions, the act requires employers to pay non-exempt employees at least the federal minimum wage, restricts the hours that children under the age of 16 can work and forbids the employment of children under the age of 18 in certain dangerous jobs.
The Family and Medical Leave Act (1993)	Requires employers of 50 or more employees to give up to 12 weeks of unpaid, job-protected leave to eligible employees for the birth or adoption of a child or for the serious illness of the employee or a spouse, child or parent.
The Labor-Management Reporting and Disclosure Act (1959)	Deals with the relationship between a union and its members.
Title VII of the Civil Rights Act (1964)	Prohibits harassment and discrimination in the workplace based on race, color, religion, sex and national origin

12. Brief overview of legislation: occupational health and safety

Table 12.1 sets out the key aspects of national legislation relevant to occupational health and safety in the Jamaica and the United States of America and their relevance to ESS2. A community health and safety plan has also been developed for the project and will be implemented.

Table 12.1: National legislation relevant to occupational health and safety in in Jamaica and the United States

Law	Relevance to ESS2
Jamaica	
Public Health Act (2003)	Provides a list of communicable diseases that must be notified to the competent authorities.
Occupational Safety and Health Legislation—the Occupational Safety and Health (OSH) Bill (2017) is still in draft form.	The legislation requires employers operating workplaces to observe certain regulations regarding the safety and health of their workers. Its objectives are: (a) the prevention of injury and illness caused by conditions at the workplace, (b) the protection of workers from risks to their safety, health and welfare arising out of or in connection with activities in their workplaces and (c) the promotion of safe and healthy workplaces. Until it is

	approved, other legislation that applies to Occupational Health and Safety in Jamaica include the Factories Act (1943), the Labour Officers (Power) Act (1943), the Building Operations and Works of Engineering Construction (Safety, Health and Welfare) Regulations, the Docks (Safety, Health and Welfare) Regulations and the Women (Employment of) Act (1942).
Disaster Preparedness and Emergency Management Act (1993)	Provides for disaster preparedness and emergency management measures.
United States of America	
The Occupational Safety and Health Act (1970)	Mandates that all non-government employers provide employees with an environment free from recognized hazards, such as exposure to toxic chemicals, excessive noise levels, mechanical dangers, heat or cold stress, or unsanitary conditions. Section 11(c) of the Act prohibits any employer from discharging, retaliating or discriminating against any employee because the worker has exercised rights under the act. These rights include complaining to the Occupational Safety and Health Administration (OSHA), seeking an OSHA inspection, participating in an OSHA inspection, and participating or testifying in any proceeding related to an OSHA inspection.

13. Responsible staff

Responsible staff for management and supervision of activities related to the LMP are listed in Table 13.1.

Table 13.1: Responsible staff and workers for the implementation of the LMP

Position	Activities	Estimated time (%)
Conservation Biologist	Engagement and management of project workers, training of workers, addressing worker grievances. Ensure that the LMP document and Grievance Mechanism are shared with all direct workers	15%
Field Supervisor	Engagement and management of project workers, addressing worker grievances	10%

14. Implementation cost estimates:

The below table outlines those items or activities associated with the LMP. For staff with the responsibility of implementing safeguard policies, a percentage of their budgeted costs has been used. The table represents the costs associated with implementing the LMP over the course of the entire sub-project. Travel insurance for workers is covered by another project.

Table 14.1: Implementation schedule and cost estimates for the lifetime of the sub-project.

Item	Cost Estimate (USD)
Salary of direct workers to implement the LMP	In-kind/counterpart
	funding

Item	Cost Estimate (USD)
Purchase of COVID-19 safety supplies (masks, hand sanitizer, rapid test results)/	In Kind /counterpart funding
First aid kit for field work	In Kind /counterpart funding
Hiking boots	\$1200.00

15. Policies and procedures

We will follow the overarching policies and procedures of the Fort Worth Zoo, where the conservation biologist is employed. The overarching policy outlines FWZ policies on overall operations including but not limited to the following:

- Employee Code of Conduct
- Equal opportunity employment
- Employment at Will
- Diversity
- Conflict of Interest
- Workplace safety
- Computer, Internet and Social Media

The policies and procedures of the Fort Worth Zoo is appended to this document.

16. Direct workers

We will follow the policies and procedures of the Fort Worth Zoo, where the conservation biologist is employed (FWZ Policy is attached). Workers who are employed in Jamaica are done so in accordance with national labour and employment law.

17. Contracted workers

N/A

18. Community workers

N/A

19. Grievance mechanism

The following is the GM for the project to address concerns of The International Iguana Foundation’s project workers. The GM will be made available to workers once the project starts. Grievances that relate to external stakeholders will be handled by a separate mechanism which is included as part of the project’s Stakeholder Engagement Plan.

This GM is streamlined, considering the limited scope of project activities at the community level and the low risk of adverse social impacts. The key measures will be to explain the purpose of any visit to stakeholders, ~~explain the existence of the GM and make available contact information of The International Iguana~~

Foundation’s and the CEPF RIT. This will be done through a printed handout or other locally appropriate means.

Objectives of the GM

The objectives of the GM are as follows:

1. Ensure that the World Bank ESSs are adhered to in all project activities.
2. Address any negative environmental and social impacts of all project activities.
3. Resolve all grievances emanating from project activities in a timely manner.
4. Establish relationships of trust between project staff and stakeholders.
5. Create transparency among stakeholders, including affected persons, through an established communication system.
6. Bolster the relationship of trust among the project staff and the affected parties.

First Level of Redress

1. *Receive Grievance:* At the project level, all complaints should be received by the Executive Director, Fort Worth Zoo. Complaints can be made in person, in writing, verbally over the phone, by email or any other suitable medium. Complaints can be filed anonymously. The point of receipt of complaints is listed below:

Contact	
Position	Executive Director
Telephone	(817) 759 7177
Email address	RHudson@fortworthzoo.org
Physical address	1989 Colonial Parkway, Fort Worth, Texas, USA, 76110

At the local and national level, all complaints should be addressed to:

Contact	
Telephone	(876) 754-7540
Email address	pubed@nepa.gov.jm
Physical address	10 Caledonia Ave, Kingston, 5, Jamaica

All grievances received by The International Iguana Foundation should be forwarded to the Executive Director within 24 hours of receipt.

2. *Acknowledgement:* All grievances will be acknowledged by telephone or in writing by the Executive Director within 48 hours of receipt and the complainant will be informed of the approximate timeline for addressing the complaint, if it can’t be addressed immediately. The Executive Director will seek to ensure the speedy resolution of the grievance. If the grievance cannot be resolved at this level, it is taken to the next level.
3. *Record:* The grievance will be registered in the International Iguana Foundation’s grievance file, including relevant documents.

4. *Notification:* Communication of the grievance as follows:
 - a. If it is concerning the project, communication to the Manager, International Iguana Foundation
 - b. Notification will also be made to the CEPF Grant Director and Regional Implementation Team Manager within 15 days.
 - c. If it is concerning general International Iguana Foundation operations/activity, communication to Executive Director.

5. *Assessment:* A decision is made on the nature of the investigation that will take place.

6. *Investigation:* Appropriate investigation of the grievance by an internal team assigned to this task (for example, this may include staff directly involved as well as the Manager, International Iguana Foundation. The investigation may include meetings with the complainant and other stakeholders and a review of relevant documents. An impartial party shall be involved in meetings with the complainant. Community representatives or representatives of the complainant will be allowed to sit in on these meetings. Minutes of meetings and documents will be added to the grievance file.

7. *Resolution:* Depending on the findings of the investigation:
 - a. A resolution is decided immediately
 - i. The complaint is rejected
 - ii. A response is agreed
 - iii. The complaint is referred to as appropriate
 - d. A resolution cannot be achieved, and the case is presented to the CEPF Grant Director or International Iguana Foundation's Grievance Committee for further input

8. *Communication:* Once a resolution has been reached, the decision is communicated to the complainant in writing. Documents are added to the grievance file.
 - e. *Satisfaction:* If the complainant is not satisfied with International Iguana Foundation's response, it can be taken to the second level of redress. At all stages, documents are added to the grievance file.

NB: The complainant may request that the issue be transferred to the second level of redress if he/she does not feel that the grievance is being adequately addressed by the Grant Director for the Caribbean Islands Biodiversity Hotspot.

Second Level of Redress

If the complainant is not satisfied with the way in which their grievance has been handled at level one, they will be given the opportunity to raise it directly with the CEPF RIT, which can be contacted as follows:

Contact	
Title	RIT Manager for the CEPF Caribbean Islands Biodiversity Hotspot
Telephone	+1-868-638-6062
Email address	caribbeanrit@canari.org
Physical address	Caribbean Natural Resources Institute, #105 Twelfth Street, Barataria, Trinidad & Tobago

Third Level of Redress

If claimants are not satisfied with the way in which their grievance has been handled at level two, they can contact the CEPF Executive Director via the CI Ethics Hotline (telephone: +1-866-294-8674 / web portal: <https://secure.ethicspoint.com/domain/media/en/gui/10680/index.html>).

If the complainant does not accept the solution offered by the CEPF Executive Director, then the complaint is passed on to the fourth level. Alternatively, the complainant can access the fourth level at any point. It is expected that the complaint will be resolved at this level within 35 working days of receipt of the original complaint. However, if both parties agree that meaningful progress towards resolution is being made, the matter may be retained at this level for a maximum of 60 working days.

Fourth Level of Redress

If the complainant is not satisfied with the way in which their grievance has been handled at level three, they should avail themselves of the services of the national labour disputes tribunal through the Pay and Conditions of Employment Branch (PCEB) of the Industrial Relations (IR) Department of the Minister of Labour and Social Security, telephone (876) 922-2468 or (876) 922 9500-14. Once complainants formally file a grievance, which includes filling out the appropriate forms, officers and inspectors from the PCEB will carry out an investigation. The name and identity of anyone who submits a complaint to the PCEB will be kept confidential.

If the complainant is still not satisfied, they have the option of submitting their grievance to the World Bank's Grievance Redress Service, but this should only be accessed after other GRM options have been exhausted by the claimant. The RIT and CEPF Secretariat will aim to resolve all grievances within 60 days of receipt.

The World Bank Grievance Redress Service (GRS)

The complainant has the option of approaching the World Bank, if they find the established GRM cannot resolve the issue. It must be noted that this GRS should ideally only be accessed once the project's grievance mechanism has first been utilized without an acceptable resolution. World Bank Procedures require the complainant to express their grievances in writing to World Bank office in Washington DC by completing the bank's GRS complaint form, which can be found at the following link:

<http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#5>.

Completed forms will be accepted by email, fax, letter, and by hand delivery to the GRS at the World Bank Headquarters in Washington or World Bank Country Offices.

Email: grievances@worldbank.org
Fax: +1-202-614-7313
By letter: The World Bank
Grievance Redress Service (GRS)

MSN MC 10-1018 NW,
Washington, DC 20433, USA

The specific nature of sexual exploitation and abuse and of sexual harassment (SEA/SH) requires tailored measures for the reporting, and safe and ethical handling of such allegations. A survivor-centered approach aims to ensure that anyone who has been the target of SEA/SH is treated with dignity, and that the person's rights, privacy, needs and wishes are respected and prioritized in any and all interactions.

The Grantee will specify an individual who will be responsible for dealing with any SEA/SH issues, should they arise. A list of SEA/SH service providers will be kept available by the project. The Grantee should assist SEA/SH survivors by referring them to Services Provider(s) for support immediately after receiving a complaint directly from a survivor.

To address SEA/SH, the project will follow the guidance provided on the World Bank Technical Note "Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing Involving Civil Works". This Grantee will follow the official WB definitions described on the Technical Note as shown below:

Sexual Abuse (SEA) is an actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions

Sexual Exploitation (SE) refers to any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.

Sexual harassment (SH) is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) service provider is an organization offering specific services for SEA/SH survivors, such as health services, psychosocial support, shelter, legal aid, safety/security services, etc.

The survivor-centered approach is based on a set of principles and skills designed to guide professionals—regardless of their role—in their engagement with survivors (predominantly women and girls but also men and boys) who have experienced sexual or other forms of violence. The survivor-centered approach aims to create a supportive environment in which the survivor's interests are respected and prioritized, and in which the survivor is treated with dignity and respect. The approach helps to promote the survivor's recovery and ability to identify and express needs and wishes, as well as to reinforce the survivor's capacity to make decisions about possible interventions.

SEA/SH grievances can be received through any of the available channels and will be considered as "High-profile grievances - that if not resolved promptly may represent significant risks to the environment or community". A list of SEA/SH service providers is available at the RIT's page: <https://canari.org/wp-content/uploads/2022/06/CEPF-II-GBV-Service-Providers-Jamaica2.pdf>.

Additionally, if an incident occurs, it will be reported as appropriate, keeping the anonymity and

confidentiality of the complainant and applying the survivor-centered approach.¹ Any cases of SEA/SH brought through the Grantee will be documented but remain closed/sealed to maintain the confidentiality of the survivor. The CEPF will be notified as soon as the designated persons from the Grantee organization learn about the complaint.

If a SEA/SH related incident occurs, it will be reported through the Grantee, as appropriate and keeping the survivor information confidential. Specifically, following steps will be taken once an incident occurs:

ACTION 1: COMPLAINT INTAKE AND REFERRAL

If the survivor gives consent, the designated person responsible from the Grantee fills in a complaints form, excluding any information that can identify the survivor:

- The nature of the allegation (what the complainant says in her/his own words without direct questioning)
- If the alleged perpetrator was/is, to the survivor's best knowledge, associated with the project (yes/no)
- The survivor's age and/or sex (if disclosed); and,
- If the survivor was referred to services

If the survivor does not want to provide written consent, her consent can be verbally received. If needed or desired by the survivor, the designated person responsible for the Grantee refers her/him to relevant SEA/SH service providers, identified in the mapping of SEA/SH service providers and according to preestablished and confidential referral procedures. The survivor's consent must be documented even if it is received verbally. The service providers will be able to direct survivors to other service providers in case the survivor wishes to access other services. The designated person responsible for the Grantee will keep the survivor informed about any actions taken by the perpetrator's employer. If the survivor has been referred to the relevant SEA/SH service providers, received adequate assistance, and no longer requires support; and if appropriate actions have been taken against the perpetrator or if the survivor does not wish to submit an official grievance with the employer, the designated person responsible from the Grantee can close the case.

ACTION 2: INCIDENT REPORTING

The designated person responsible for the Grantee needs to report the anonymized SEA/SH incident as soon as it becomes known, to the Executive Director who will in turn inform the CEPF.

Complaint Forms and other detailed information should be filed in a safe location by the designated person responsible for the Grantee. Neither the designated person responsible for the Grantee nor the Executive Director should seek additional information from the survivor.

SEA/SH incident reporting is not subject to survivors' consent but the designated person responsible from the Grantee needs to provide ongoing feedback to the survivor at several points in time: (1) when the grievance is received; (2) when the case is reported to designated person responsible from the Grantee and CEPF; (3) when the verification commences or when a determination is made that there is an insufficient

¹ The survivor-centered approach is based on a set of principles and skills designed to guide professionals—regardless of their role—in their engagement with survivors (predominantly women and girls but also men and boys) who have experienced sexual or other forms of violence. The survivor centered approach aims to create a supportive environment in which the survivor's interests are respected and prioritized, and in which the survivor is treated with dignity and respect. The approach helps to promote the survivor's recovery and ability to identify and express needs and wishes, as well as to reinforce the survivor's capacity to make decisions about possible interventions.

basis to proceed; and (4) when the verification concludes or when any outcomes are achieved or disciplinary action is taken.

As long as the SEA/SH remains open the designated person responsible from the Grantee and/or Executive Director should update the CEPF on the measures taken to close the incident.

ACTION 3: GRIEVANCE VERIFICATION AND INVESTIGATION

Each SEA/SH incident should be verified to determine if it was related to the CEPF-funded project. The designated person responsible for the Grantee should form a SEA/SH verification committee comprised by her/him, one member of the Grantee organization, one member of a local service provider and a representative of the contractor (if relevant). The designated person responsible from the Grantee should notify the SEA/SH Committee of the incident within 24 hours of its creation. The SEA/SH verification committee will consider the SEA/SH allegation to determine the likelihood that the grievance is related to the project.

If after the committee review, SEA/SH allegation is confirmed and it is determined that it is linked to a project², the verification committee discusses appropriate actions to be recommended to the appropriate party—i.e., the employer of the perpetrator, which could be the designated person responsible from the Grantee or a contractor. The designated person responsible from the Grantee will ask contractors to take appropriate action. The committee reports the incident to the perpetrator's employers to implement the remedy/disciplinary action in accordance with local labor legislation, the employment contract of the perpetrator, and their codes of conduct as per the standard procurement documents.

For SEA/SH incidents where the survivor did not consent to an investigation, the appropriate steps should be taken to ensure the survivor is referred to/made aware of available services and that the project mitigation measures are reviewed to determine if they remain adequate and appropriate or if they require strengthening.

If the survivor is interested in seeking redress and wishes to submit an official complaint with the employer, or with entities in SVG legal system, the designated person responsible from the Grantee should provide linkages to the relevant institutions. Ensuring due legal process is up to the police and the courts, not the SEA/SH verification committee. Unlike other types of issues, the designated person responsible from the Grantee does not conduct investigations, make any announcements, or judge the veracity of an allegation.

Any cases of SEA/SH brought through the Grantee will be documented but remain closed/sealed to maintain the confidentiality of the survivor. Here, the GM will primarily serve to:

- Refer complainants to the SEA/SH Services Provider; and
- Record the resolution of the complaint

The Grantee will also immediately notify both the CEPF and the World Bank of any SEA/SH complaints **WITH THE CONSENT OF THE SURVIVOR**.

² Project actors are: (a) people employed or engaged directly by the Grantee to work specifically in relation to the project (direct workers); (b) people employed or engaged through third parties (Project staff, subcontractors, brokers, agents or intermediaries) to perform work related to core functions of the project, regardless of location (contracted workers); (c) people employed or engaged by the Grantee's primary suppliers (primary supply workers); and (d) people employed or engaged in providing community labor such as voluntary services or participation in project activities and processes (community workers).

21. Disclosure

CEPF also requires that all direct, contracted and community and community workers be provided with Conservation International's (CI) Code of Ethics and be informed that any violations of the Code of Ethics should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com

The code of ethics will be consistent with the code of conduct of the WB:

[*enter name of Personnel*] has signed a contract with the sub-grantee for [*enter description of the Terms of Reference (ToR)*]. This assignment will be carried out at XXXXX. This contract requires you to implement measures to address environmental and social risks related to the sub-project, including the risks of sexual exploitation, sexual abuse, and sexual harassment.

Herewith, all persons are referred to as “**Sub-grantee's Personnel**” and are subject to this Code of Conduct.

This Code of Conduct identifies the behaviour that is required from all Sub-grantee Personnel.

The workplace is an environment where unsafe, offensive, abusive, or violent behaviour will not be tolerated and where all persons should feel comfortable raising issues or concerns without fear of retaliation.

Sub-grantee's Personnel shall:

1. carry out his/her duties competently and diligently.
2. acknowledge that adherence to this Code of Conduct is a condition of employment.
3. comply with this Code of Conduct and all applicable laws, regulations, and other requirements, including requirements to protect the health, safety and well-being of other Sub-grantee's Personnel and any other person.
4. maintain a safe working environment including by:
 - a. ensuring that workplace equipment and processes under each person's control are safe and without risk to health.
 - b. wearing required personal protective equipment when visiting construction sites and following sub-project COVID-19-related protection guidelines, as described in the Stakeholder Engagement Plan (SEP), Labour Management Procedure (LMP), Environmental and Social Management Framework (ESMF) and plans (ESMPs), or other relevant instruments.
 - c. using appropriate measures relating to chemical, physical and biological substances and agents; and
 - d. following applicable emergency operating procedures.
5. report work situations that he/she believes are not safe or healthy and remove himself/herself from a work situation that he/she reasonably believes presents an imminent and serious danger to his/her life or health.
6. avoid any conflicts of interest (such that benefits, contracts, employment, or any sort of preferential treatment or favours, are not provided to any person with whom there is a financial, family, or personal connection).
7. respect reasonable work instructions (including regarding environmental and social norms).
8. protect and properly use property (for example, to prohibit theft, carelessness, or waste).
9. treat other people with respect, and not discriminate against specific groups such as women, people with disabilities, migrant workers, or children.

10. not engage in Sexual Harassment, which means unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature with Sub-grantees or other Personnel.
11. not engage in Sexual Exploitation, which means any actual or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.
12. not engage in Sexual Abuse, which means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
13. protect children (including prohibitions against sexual activity or abuse, or otherwise unacceptable behaviour towards children, limiting interactions with children, and ensuring their safety in project areas).
14. not engage in any form of sexual activity with individuals under the age of 18, except in case of pre-existing marriage.
15. shall have access to a referral system for victims of Gender Based Violence/Sexual Exploitation and Abuse of employees and any individual that may be associated with the sub-project. Where such an incident would have occurred, it should immediately be reported to the Employer or his/her designate who would ensure that the victim is referred to a service provider trained to handle GBV cases.
16. complete relevant training courses that will be provided related to the environmental and social aspects of the Contract, including health and safety matters, Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH).
17. shall have access to a Grievance Redress Mechanism, which will afford effective remedies.
18. report violations of this Code of Conduct to the Employer under this project.
19. not retaliate against any person who reports violations of this Code of Conduct, whether to the Employer or the Project's Grievance Redress Mechanism; and,
20. the Grantee staff will follow the relevant requirements set out in LMP.

RAISING CONCERNS

If you observe any behaviour that is believed may represent a violation of this Code of Conduct, or that otherwise concerns you, you should raise the issue promptly. This can be done in either of the following ways:

1. Contact [*enter the name of the Employer's Social Expert with relevant experience in handling gender-based violence, or if such person is not required under the Contract, another individual designated by the Employer to handle these matters*] in writing at this address [] or by telephone at [] or in person at []; or
2. Call [] to reach the Employer's hotline (*if any*) and leave a message

The person's identity will be kept confidential unless reporting of allegations is mandated by the laws of Jamaica Anonymous complaints or allegations may also be submitted and will be given all due and appropriate consideration. We take seriously all reports of possible misconduct and will investigate and take appropriate action. We will provide warm referrals to service providers that may help support the person who experienced the alleged incident, as appropriate.

There will be no retaliation against any person who raises a concern in good faith about any behaviour prohibited by this Code of Conduct. Such retaliation would be a violation of this Code of Conduct.

CONSEQUENCES OF VIOLATING THE CODE OF CONDUCT

Any violation of this Code of Conduct by Sub-grantee Personnel may result in serious consequences, up to and including termination and possible referral to legal authorities.

FOR GRANTEE PERSONNEL:

I have received a copy of this Code of Conduct written in a language that I comprehend. I understand that if I have any questions about this Code of Conduct, I can contact [*enter name of the Employer's contact person(s) with relevant experience*] requesting an explanation.

Name of Sub-grantee Personnel: [insert name]

Signature: _____

Date: (day month year): _____

Countersignature of an authorized representative of the Employer:

Signature: _____

Date: (day month year): _____

ATTACHMENT 1: Behaviours constituting Sexual Exploitation and Abuse (SEA) and behaviours constituting Sexual Harassment (SH)

ATTACHMENT 1 TO THE CODE OF CONDUCT FORM

BEHAVIORS CONSTITUTING SEXUAL EXPLOITATION AND ABUSE (SEA) AND BEHAVIORS CONSTITUTING SEXUAL HARASSMENT (SH)

The following non-exhaustive list is intended to illustrate types of prohibited behaviours:

- (1) **Examples of sexual exploitation and abuse** include, but are not limited to:
 - A Sub-grantee Personnel tells a member of the community that he/she can get them jobs related to the work site (e.g., cooking and cleaning) in exchange for sex.
 - A Sub-grantee Personnel that is connecting electricity input to households says that he can connect women-headed households to the grid in exchange for sex.
 - A Sub-grantee Personnel rapes, or otherwise sexually assaults a member of the community.
 - A Sub-grantee Personnel denies a person access to any project Site unless he/she performs a sexual favour.
 - A Sub-grantee Personnel tells a person applying for employment under the Project that he/she will only hire him/her if he/she has sex with him/her.

- (2) **Examples of sexual harassment in a work context**
 - Sub-grantee Personnel comment on the appearance of another Sub-grantee Personnel (either positive or negative) and sexual desirability.
 - When a Sub-grantee Personnel complains about comments made by another Sub-grantee Personnel on his/her appearance, the other Sub-grantee Personnel comment that he/she is “asking for it” because of how he/she dresses.
 - Unwelcome touching of a Sub-grantee or Employer’s Personnel by another Grantee Personnel.
 - A Grantee Personnel tells another Grantee Personnel that he/she will get him/her a salary raise, or promotion if he/she sends him/her naked photographs of himself/herself.

INTRODUCTION

Welcome to our Zoo! We want your experience here to be a great one. This handbook has been prepared to help you understand what you need to do in order to excel at our Zoo.

Our success is measured in part by how well you perform the functions of your position. Although our guests remember some of the animals and how great the Zoo is, the lasting impression that they most often take home with them is that of our staff - the personal touch that they get while they are here. Employees must translate the fact that the key ingredient in our business will always be the human element. Our business begins and ends with people and all employees must be an example of this tradition. Your suggestions and comments are important and appreciated.

You will probably have some questions about work that this handbook does not address. Do not be afraid to ask; if it concerns you, it concerns us. If your supervisor is unable to answer your questions or concerns, make arrangements to speak with your department manager or contact the human resources department.

The policies stated in this handbook, with the exception of our policy on at-will employment, are subject to change at the sole discretion of the Fort Worth Zoo, as are all other policies, procedures, benefits, and other programs of the Zoo. From time to time, you may receive updated information concerning changes in policy. If you have any questions regarding any policies, please ask your supervisor or a member the human resources department for assistance.

Fort Worth Zoo Mission Statement

The Mission of the Fort Worth Zoo is to strengthen the bond between humans and the environment by promoting responsible stewardship of wildlife and ensuring diverse, high- quality educational and entertaining family experiences through effective and efficient management of its resources.

The foundation of this mission statement is based on three cornerstone principles:

Conservation

A commitment to affect positive change through the facilitation of conservation and sound scientific research.

Education

A commitment to provide factual information to nurture an appreciation of and respect for wildlife and the environment.

Entertainment

A commitment to excellence and to always exceed our guests' expectations.

History

The oldest zoo in Texas, the Fort Worth Zoo was founded in 1909 with one lion, two bear cubs, an alligator, a coyote, a peacock and a few rabbits. From these humble beginnings, the Zoo has grown into a nationally ranked facility, housing more than 7,000 native and exotic animals.

From 1909 to October 1991, the Fort Worth Zoo was owned as well as operated by the City of Fort Worth. During the city's tenure, a long-standing tradition began of collecting money from the community to purchase animals for the Zoo. In 1939, the Zoological Society (now the Fort Worth Zoological Association) formed as a non-profit organization to help raise additional funds to purchase even more animals.

In October 1991 – with the Zoo facing decreasing city financial support, demands to replace outdated animal housing and declines in attendance – the association assumed management of the Zoo's day-to-day operations under a contract with the City of Fort Worth. Since 1991, the association has raised more than \$120 million from private entities, foundations and corporations for Zoo improvements and new exhibits. In 1992, the Zoo hosted a grand reopening, unveiling two new exhibits – *World of Primates* and *Asian Falls* – and numerous improvements throughout the Zoo. Within the first year, Zoo attendance soared to approximately one million visitors in a fiscal year – almost double the previous year – and has maintained ever since.

Since 1992, the Zoo has opened 15 permanent exhibits and support facilities, virtually creating a new zoo. Ten years of improvements and association management were celebrated with the addition of *Texas Wild!* in 2001, which houses seven distinct exhibits within an 8-acre complex. The following new features have been opened since the association assumed management of the Zoo:

1992: *World of Primates, Asian Falls*

1993: *Raptor Canyon, Asian Rhino Ridge, Gloria Lupton Tennison Education Center, Portraits of the Wild Art Gallery*

1994: *Cheetahs*

1995: *Flamingo Bay, Komodo Dragons*

1997: *Meerkat Mounds*

1998: *Burnett Animal Health and Science Center*

2000: *Nutritional Services Building*

2001: *Texas Wild!*

2004: *Parrot Paradise*

2005: *Great Barrier Reef*

2008: *Penguins*

2010: *Museum of Living Art (MOLA)*

In addition to these new exhibits, substantial improvements have been made to Zoo facilities, including handicap accessibility as defined by ADA standards, as well as improvements to restrooms, shade structures, walkways, food outlets, picnic areas, animal areas and exhibit space.

Public reaction to the Zoo's renaissance has been tremendous, making the Fort Worth Zoo one of the most popular attractions in the Dallas/Fort Worth area. The Zoo has been ranked as a top zoo in the nation by *Family Life* magazine, the *Los Angeles Times* and *USA Today*, one of the top zoos in the South by *Southern Living* Reader's Choice Awards, and named the number one attraction in the Dallas/ Fort Worth Metroplex by *Zagat Survey U.S. Family Travel Guide*.

Synergy

Synergy - The whole is greater than the sum of its parts

This may sound like a complicated math equation or some theory you have to prove in physics, but it is essentially a formula for success. It basically means that it takes all of us working together to accomplish the Zoo's mission. Every department within the Zoo performs a vital function. The cooperation and teamwork of every department is essential to success. No one department is more important than the other – each is equally vital to the success of the Zoo. By working with those within our own department and the other departments that comprise the Zoo as a whole, we increase our strength and, in turn, our reputation and vitality. The product of team efforts consistently surpasses what individual departments can produce alone. We are a team and we must strive for excellence in everything we do. Our Zoo team includes the following departments:

Administration

It takes vision, planning and a lot of hard work to create, operate, and maintain a world-class zoo. Administration ensures that each department has the resources and support systems needed for its particular operation.

Human Resources

The human resources department monitors compliance with employment laws and assists with the design and implementation of legally sound HR policies and procedures to meet the Zoo's goals and objectives. Additionally, human resources administers employee benefit programs and provides recruiting and staffing support for all Zoo departments. Employees are allowed from the outset to discuss and, it is hoped, resolve job-related problems or concerns with any number of management representatives; however, human resources has an open door policy for all employees and will endeavor to work out satisfactory solutions when misunderstandings or conflicts occur that cannot be resolved by discussion with the employee's immediate supervisor or department head.

Engineering

Engineering assists in the maintenance and upkeep of the Zoo's facilities. Engineering also provides painting, carpentry, HVAC, electrical, plumbing and related services. Maintenance of our Zoo is fundamental in providing a safe, natural atmosphere for our guests.

Capital Projects and Construction

Working with management, this department is responsible for new construction and remodel projects at the Zoo. This staff has expertise in all phases of construction.

Animal Programs and Conservation

The role of the Fort Worth Zoo's animal programs department is to establish and advance active animal management programs, including animal health, nutritional services, animal husbandry, animal outreach and conservation. In addition to the day-to-day management of the 7000-specimen collection, the Zoo's animal programs staff members are dedicated to wildlife conservation and support conservation programming in Texas and 34 countries worldwide. Departments represented under animal programs & conservation are animal collections, animal health, nutritional services, ARCC/outreach and behavior & conservation.

Education

The education department's function is to provide a quality educational experience as it relates to the natural world in areas of understanding, respect and appreciation. Education develops and implements educational programs for children, adults and families and provides educational experiences for school groups. There is a wide variety of educational opportunities within the education department.

Communications

The Zoo's communications department is comprised of four departments, which work collaboratively with one another and with other departments to promote the Zoo and to raise money to support Zoo programs. Those four departments are: advertising & graphics, public relations, development and special events.

Finance and Accounting

The finance and accounting department contributes by coordinating the revenues received through all sources to fund the programs and operations of the Zoo as a whole. This department is responsible for dispensing monies for all expenses incurred by the Zoo. The cash control office is responsible for dispensing, monitoring and collecting revenues from daily operations.

Security

Security provides protection for all Zoo facilities, guests, employees and animal collection 24 hours a day. In addition, security is the **first contact** for safety, first aid and loss prevention issues.

Revenue Operations

The contribution of the revenue operations department is seen in the arena of guest contact. The departments within revenue operations have the responsibility to assist our guests in a quality recreational experience. The revenue brought in through this department provides a major source of funds that help finance daily operations and specialized programs. Revenue operations consists of admissions, attractions, food service, event sales, guest relations, janitorial, merchandise, and operations.

Information Technology (IT)

Information technology is the department responsible for technical information transfer and management systems, components and infrastructure at the Zoo. This includes purchasing, installation, service, support and maintenance of all computers, POS, phones, A/V equipment, electronic exhibitry and interpretives, and the servers, network, devices, security and appliances that power these resources.

EMPLOYMENT

Employment at Will

Texas recognizes the at-will doctrine, therefore, employment with the Fort Worth Zoo is voluntarily entered into, and the employee is free to resign at will at any time, with or without cause. Similarly, the Zoo may terminate the employment relationship at will at any time, with or without notice or cause, so long as there is no violation of applicable federal or state law.

Policies set forth in this handbook are not intended to create a contract, nor are they to be construed to constitute contractual obligations of any kind or a contract of employment between the Zoo and any of its employees. The provisions of the handbook have been developed at the discretion of management and, except for its policy of employment-at-will, may be amended or cancelled at any time, at the Zoo's sole discretion.

No supervisor, manager or representative of the Zoo has the authority to enter into any agreement with an employee for employment for any specified period of time or to make any promises or commitments contrary to the foregoing. No supervisor, manager or other representative of the Zoo has the authority to make any verbal promises, commitments or statements of any kind regarding the Zoo's policies, procedures or any other issues that are legally binding on the Zoo.

These provisions supersede all existing policies and practices and may not be amended or added to without the express written approval of the executive director of the Zoo.

Equal Opportunity Employment

In accordance with federal and state law, the Zoo does not discriminate in any term or condition of employment including hiring, training, compensation, benefits, promotion, transfer, demotion, layoff, discipline or discharge because of an individual's race, color, age, sex, religion, national origin, veteran status or disability.

It is the Zoo's policy to employ those applicants who are best suited for the position and who possess the necessary skills, education, experience and qualifications. We promote, transfer, demote and discipline without regard to race, color, age, sex, religion, national origin, veteran status or disability.

The Zoo is dedicated to hiring and promoting the most qualified individuals without regard to their race, religion, color, sex, national origin, age, disability, or veteran status, except where age or physical status is a bonafide occupational qualification. Furthermore, it is the Zoo's policy not to discriminate against qualified individuals with disabilities. The Zoo will provide reasonable accommodations to qualified individuals with disabilities, provided such accommodation does not impose an undue hardship on the Zoo.

All employees are entitled to work in an environment free from all forms of discrimination, including harassment. Discrimination and harassment of employees will result in discipline, up to and including termination. Any employee who feels that he/she has been subjected to discrimination or harassment must promptly report such conduct to the human resources director. If the employee prefers not to report the matter to the human resources director, then the employee may raise the matter with the executive director. All such complaints will be treated as confidential as possible and will be promptly investigated. There shall be no reprisals against any employee for reporting such conduct in good faith. Discrimination/harassment will be discussed further in this handbook.

Employees who are inducted into the U.S. Armed Forces or who are reserve members of the U.S. Armed Forces will be granted leaves of absence for military service, training or other obligations in compliance with state and federal laws. Employees on temporary or extended military leave may, at their option, use any or all accrued paid time off (PTO) during their absence.

At the conclusion of the leave, employees generally have the right to return to the same position held prior to the leave or to positions with equivalent seniority, pay and benefits.

Employees are requested to notify their supervisors as soon as they are aware of the military obligation.

Employees with questions regarding the Zoo's military leave policy, applicable state and federal laws and continuation of benefits should contact human resources.

Diversity

The Fort Worth Zoo is committed to fostering, cultivating and preserving a culture of diversity and inclusion. Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part not only of our culture, but also our reputation and company's achievement.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

The Fort Worth Zoo's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.

All employees of the Fort Worth Zoo have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.

Any employee found to have exhibited any inappropriate conduct or behavior that violates this policy will be subject to disciplinary action.

Employees who believe they have been subjected to any kind of treatment that conflicts with this policy should promptly report the treatment to the human resources department.

Employment Applications

The Zoo relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications or material omissions in any of this information or data

may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

Pre-Hire Background Checks and Drug Testing

Candidates selected for positions at the Zoo will be required to submit to a drug screen and background check. Offers of employment are contingent upon a successful outcome of the candidate's drug screen and background check including a criminal background search. Candidates who do not successfully pass the drug screen and/or background check, or who refuse to consent to a drug screen and background check will not be offered employment at the Zoo. In processing employment applications for certain positions identified as 'cash sensitive,' the Zoo may obtain a consumer credit report for employment purposes only concerning credit worthiness, credit standing, and credit capacity. If the Zoo takes an adverse employment action based in whole or in part on the criminal background check or the consumer credit report, a copy of the report and a summary of the candidate's rights under the Fair Credit Reporting Act will be provided as well as any other documents required by law.

Any drug screen records will be kept separate from other employee information and maintained confidentially.

Criminal background checks are run annually for all current employees.

Citizenship Requirements

The Fort Worth Zoo is committed to hiring only individuals lawfully authorized to work in the United States and does not discriminate on the basis of citizenship or national origin, or any other protected basis. In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present legally sufficient documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with Zoo within the past three years, or if their previous I-9 is no longer retained or valid.

Confidentiality

It is the Fort Worth Zoo's policy that all information considered confidential or proprietary will not be disclosed to external parties without a "need to know." During employment, employees will receive or have access to sensitive confidential information pertaining to the Fort Worth Zoo. Examples of this type of information include information about patrons, donors, animal collections and programs, Zoo financial information, and planned or contemplated projects or proposals. At all times during and after employment with the Fort Worth Zoo, employees are responsible for protecting this confidential information. Employees therefore must not use any such information or disclose it to anyone outside the Fort Worth Zoo community without

express managerial approval in advance. If there is a question of whether certain information is considered confidential or proprietary, the employee should first check with his/her immediate supervisor.

This policy is intended to alert employees to the need for discretion at all times and is not intended to inhibit normal business communications.

Intellectual Property

All photographs, writings, developments, including inventions (whether patentable or otherwise), trade secrets, discoveries, creations, improvements and ideas (the "Developments") that either directly or indirectly relate to the business of the Fort Worth Zoo that an employee conceives, makes, develops or acquires during employment with the Zoo are deemed "Works Made for Hire," and ownership of all such Developments shall automatically vest in and remain the sole and exclusive property of the Zoo. In the event any such Development is not deemed a "Work Made for Hire," then the employee must assign, transfer and convey, and agrees to so assign, transfer and convey, all of his or her right, title and interest in and to such Development and to disclose fully as soon as practicable, in writing, such Development to the Zoo. Upon the request and at the expense of the Zoo, the employee must also execute and deliver any and all instruments, documents, and papers, give evidence, and do any and all other acts that, in the opinion of counsel for the Zoo, are or may be reasonably necessary or desirable to document such transfer or to enable the Zoo to file and prosecute applications for and to acquire, maintain and enforce any and all patents, trademark registrations, or copyrights under United States or foreign law with respect to any such Developments or to obtain any extension, validation, reissuance, continuance, or renewal of any such patent, trademark, or copyright.

Conflict of Interest

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which Zoo does business, but also when an employee or relative receives any kickback, bribe, substantial gift or special consideration as a result of any transaction or business dealings involving the Zoo.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of the Zoo's business dealings. Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes, product bonuses, special fringe benefits, unusual price breaks, and other windfalls designed to ultimately benefit the firm, the employee, or both. Promotional plans that could be interpreted to involve unusual gain require specific executive-level approval.

For the purposes of this policy, a relative is any person who is related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any direct or indirect influence on transactions involving purchases, contracts or leases, it is imperative that they disclose to an officer of the Zoo as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Employees in violation of this policy are subject to disciplinary action, up to and including termination.

Employees will be required to sign a 'Conflict of Interest' statement at the time of hire. Employees must provide the Zoo with a list of Zoo vendors and clients in which they or their immediate families own more than 35 percent. If the employee's information changes during the year, it is the employee's responsibility to notify the Zoo's human resource department.

Contact the human resources department for more information or questions about conflicts of interest.

Outside Employment

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with the Zoo. All employees will be judged by the same performance standards and will be subject to the Zoo's scheduling demands, regardless of any existing outside work requirements.

If the Zoo determines that an employee's outside work interferes with performance or the ability to meet the requirements of Zoo as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with the Zoo.

Outside employment will present a conflict of interest if it has an adverse impact on the Zoo. See the Conflict of Interest Policy.

Personal Relationships in the Workplace

The employment of relatives or individuals involved in a consensual romantic or sexual relationship in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried over into day-to-day working relationships. The Zoo therefore prohibits the conduct described below:

For purposes of this policy, a relative is any person who is related by blood or marriage. This policy applies to all employees without regard to the gender or sexual orientation of the individuals involved.

No manager or supervisor may directly or indirectly supervise or manage a subordinate

employee who is a relative or with whom the manager or supervisor has an ongoing consensual romantic or sexual relationship. If such a relationship exists, the manager or supervisor must promptly report that fact to the Zoo's human resources director.

In other cases where a conflict or the potential for conflict arises because of the relationship between employees, even if there is no line of authority or reporting involved, the employees may, depending upon the circumstances, be separated by reassignment or terminated from employment. Employees in a close personal relationship (married or consensual romantic or sexual relationship) should refrain from public workplace displays of affection or excessive personal conversation. Personal relationships should not become disruptive to the work environment.

Violation of this policy (including but not limited to failure to disclose any of the personal relationships noted above) will subject the manager or supervisor to discipline up to and including termination.

Job Postings

The Zoo believes in promoting from within when practicable and, business conditions permitting, provides employees an opportunity to apply for positions that they are interested in and qualified for.

In general, notices of all openings are posted, although the Zoo reserves its discretionary right to not post a particular opening. While it is the Zoo's philosophy to promote from within whenever possible, there are business conditions that could cause a position to be filled without posting, or to post the position while simultaneously recruiting from the outside. The business conditions that could cause a decision to bypass posting, or to post the position while simultaneously recruiting from the outside, include, but are not limited to: organizational restructuring; position requirements that include skills, education, and/or experience that are not known to match any existing employee; critical operational needs, etc. In addition to these business conditions, Zoo management may request an exception when there are candidates within the same department or division who are qualified and/or already trained for the position.

To be eligible to apply for a posted job, employees must have performed competently for at least 60 calendar days in their current position. Employees must meet the minimum hiring specifications for the position, be capable of performing the essential functions of the job, and be an employee in good standing in terms of overall work record.

Employees who have a written warning on file within the last 60 days, or are on probation or suspension are not eligible to apply for posted jobs. Eligible employees can only apply for those posted jobs for which they possess the required skills, competencies and qualifications.

To apply for an open position, employees should submit a job posting application to the human

resources department listing job-related skills and accomplishments. It should also describe how their current experience with the Zoo and prior work experience and/or education qualifies them for the position.

The Zoo recognizes the benefit of developmental experiences and encourages employees to talk with their supervisors about their career plans. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization.

Employees are encouraged to notify their direct supervisor of their decision to apply for open positions. An applicant's supervisor may be contacted to verify performance, skills and attendance. Staffing limitations and/or other circumstances will be considered prior to a transfer of employment being approved. Employees selected for internal positions will be required to give adequate notice to their current supervisor.

Job posting is a way to inform employees of openings and to identify qualified and interested applicants who might not otherwise be known to the hiring manager. In the best interest of the Zoo, other recruiting sources may also be used to fill open positions.

The Zoo also encourages employees to identify friends or acquaintances who are interested in employment opportunities and refer qualified outside applicants for posted jobs. Employees should obtain permission from the individual before making a referral, share their knowledge of the organization, and not make commitments or oral promises of employment.

Information about vacant posted positions can be found in the internal posting book located at the human resources office.

Termination of Employment

The Zoo hires employees on an employment-at-will basis. There is no guarantee of continued employment and the Zoo may discharge an employee at any time with or without cause, just as an employee may resign at any time with or without reason. However, failure to show up for work does not constitute proper notice for resigning.

The Zoo will generally schedule exit interviews with full-time employees at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, repayment of outstanding debts to the Zoo, or return of Zoo-owned property. Suggestions, complaints and questions can also be voiced.

Notice

If an employee voluntarily terminates employment, he/she is expected to provide the Zoo with advance notice of termination. Advance notice is considered notice given at least two weeks prior to the last day of work. Failure to show up for work is not considered proper notice. If an employee fails to give adequate notice, they may be considered ineligible for re-hire with

regard to future employment.

Employee benefits will be affected by employment termination. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified of the benefits that may be continued and of the terms, conditions and limitations of such continuance.

Return of Property

Employees are responsible for all Zoo property, materials, or written information issued to them or in their possession or control. Employees must return all Zoo property immediately upon request or upon termination of employment. Where permitted by applicable laws, the Zoo may withhold from the employee's paycheck or final paycheck the cost of any items that are not returned when required. The Zoo may also take all action deemed appropriate to recover or protect its property.

EMPLOYEE CONDUCT AND WORK RULES

The successful business operation and reputation of the Zoo is built upon the principles of fair dealing and ethical conduct of its employees. The Zoo's reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

To ensure orderly operations and provide the best possible work environment, the Zoo expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

Corporate Compliance Program

This Fort Worth Zoological Association Compliance Program is designed to foster an environment of corporate responsibility. All directors and employees of the Zoo should at all times strive to observe high standards of business and personal ethics in the conduct of their Zoo-related duties and responsibilities.

This program provides a basic outline of ethical standards applicable to the Zoo. The program cannot cover every ethical standard. However, all employees should at all times be governed by the spirit of the Program, which is to do what common sense says is the "right thing to do."

While this program is not a contract, it is meant to be a guide to conduct that all Zoo employees must adhere to. This program is a dynamic document and may be modified or expanded with or without notice as more information and knowledge is gathered about best practices.

This program has been established among other things to:

- ✓ Promote compliance with all laws, regulations and standards applicable to the Zoo;
- ✓ Promote honesty and fairness in all business dealings;
- ✓ Ensure the Zoo's property, information and relationships are not used for personal gain; and
- ✓ Promote a harmonious and productive work environment.

The benefits of the program include:

- ✓ Commitment to the highest ethical standards and "doing what is right;"
- ✓ Achievement of good business practices; and
- ✓ Promotion of a procedure to detect and uncover unethical and/or illegal business practices.

Code of Conduct

Each Zoo employee and directors should strive to deal ethically and fairly with Zoo patrons and guests, other employees, vendors, suppliers and all with whom Zoo employees and directors come into contact on behalf of the Zoo. Any conduct that would call into question the Zoo's honesty, integrity or reputation is prohibited.

The following briefly describes conduct expected of all Zoo employees, personnel and directors:

Customer Service

Zoo personnel should at all times treat all Zoo patrons, and guests with courtesy and respect. Every interaction with a patron and guest reflects on the Zoo's reputation. Patrons and other guests must be treated without regard to gender, age, race, color, national origin or citizenship. Disabled patrons and other guests should at all times be treated with the utmost respect and in conformity with federal and state disability laws.

Creation of Records and Disclosure

Zoo personnel should ensure that all Zoo records are accurately prepared and maintained pursuant to law and Zoo policies. No Zoo employee will knowingly create or alter records that contain any false, fraudulent or deceptive information, including but not limited to financial documents.

No Zoo employee shall ever sign someone else's signature on a record or document unless he/she has expressly been authorized to do so and so indicate on the record.

Zoo records cannot be destroyed except pursuant to the Zoo's record retention policy.

Zoo personnel should not ever provide false information to the Zoo's board of directors, its accountants, or any Zoo manager, nor withhold material information from such persons when under a duty to report such information.

Compliance with Laws and Regulations

The Zoo will operate in accordance with all federal, state and local laws and regulations applicable to the Zoo.

Workplace Safety

Safety is of paramount concern. Employees should at all times follow all Zoo policies relating to the safety of Zoo employees, patrons, and guests.

Any employee who knows of a dangerous or hazardous condition at the Zoo must immediately report such condition to the security director.

Business Relationships and Conflicts Of Interest

A conflict of interest occurs when an employee or director's private interest interferes with the Zoo's interests. Every Zoo employee and director must take all reasonable steps to avoid a conflict of interest and even the appearance of a conflict of interest. Examples of possible conflict situations include but are not limited to:

- Having an ownership or other material interest or employment relationship with a Zoo vendor or supplier;
- Engaging in any outside activity that detracts from the employee or director's ability to devote appropriate time and attention to his or her duties for the Zoo.

Also see the Zoo's Conflicts of Interest Policy in the Employee Handbook.

Protection of Zoo Property and Confidential Information

Each Zoo employee has a duty to protect and preserve the Zoo's assets, property, equipment and supplies. Additionally, during employment with the Zoo, employees will learn of confidential and proprietary information and trade secrets belonging to the Zoo. This type of information may include but is not limited to non-public business, animal program, donor and personnel information. Except when compelled by law or when properly authorized by

management, no Zoo employee may disclose or use this information except when necessary for performing duties for the Zoo.

Reporting Suspected or Actual Compliance Concerns

Any Zoo personnel including an employee or volunteer who suspects or knows of any conduct that could be a violation of the Code of Conduct has a duty to promptly report those concerns to the Zoo's executive director. Alternatively, a report may be made to the human resources director. Reports may be made anonymously. They may be made in writing, orally or via email. All such reports will be kept confidential to the extent feasible. For example, the Zoo will conduct an investigation into any such report and if the report is determined to have merit, will take prompt and remedial action.

Under no circumstances will the Zoo retaliate or take any adverse action against an employee who in good faith makes a report under this program.

Harassment-Free Workplace

It is the policy of the Zoo to treat all employees with respect. Employees have the right to work in an environment that is free of conduct that is harassing or inappropriate. No employee shall be subjected to unsolicited and unwelcome sexual, ethnic, racial or religious overtures or conduct, either verbal or physical by any persons while engaged in legitimate Zoo business. No employee shall encourage or condone such overtures or conduct, either verbal or physical. Any employee who engages in, perpetuates or condones inappropriate behavior shall be subject to disciplinary action. Likewise, any persons conducting business with the Zoo (contractors, vendors, citizens, interns, volunteers, or agents thereof) are expected to treat Zoo employees with respect and to conform to the same workplace standards of conduct as Zoo employees.

In an effort to prevent sexual and other forms of harassment from occurring, this policy against harassment will be communicated to each employee. No employee is exempt from this policy.

Offensive conduct or harassment of a sexual nature, or based on race, color, religion, age, sex, national origin, disability, or any protected status is prohibited. This may include but is not limited to:

- Offensive physical actions, written or spoken, and graphic communication (for example, obscene hand or finger gestures or sexually explicit drawings)
- Any type of physical contact when the action is unwelcomed by recipient (for example, brushing up against someone in an offensive manner)
- Expectations, requests, demands or pressure for sexual favors
- Slurs, jokes, posters, cartoons, and gestures that are offensive

Any such offensive conduct will be considered a prohibited form of harassment when any of the following are true:

- There is a promise or implied promise of preferential treatment or negative consequence regarding employment decisions or status
- Such conduct has the effect of creating an intimidating or hostile or offensive work environment, or unreasonably interferes with a person's work performance
- A third party is offended by the sexual conduct or communication of others

With respect to sexual harassment, the Zoo prohibits the following:

- Unwelcome sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual or otherwise offensive nature, especially where:
 - Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
 - Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
 - Such conduct has the purpose or effect of creating an intimidating, hostile, or offensive working environment

Examples of the types of conduct expressly prohibited by this policy include, but are not limited to, the following:

- Touching, such as rubbing or massaging someone's neck or shoulders, stroking someone's hair, or brushing against another's body
- Sexually suggestive touching
- Grabbing, groping, kissing, fondling
- Offensive whistling
- Lewd, off-color and/or sexually oriented comments or jokes
- Foul or obscene language
- Leering, staring, stalking
- Suggestive or sexually explicit posters, calendars, photographs, graffiti, cartoons
- Unwanted or offensive letters or poems
- Sitting or gesturing sexually
- Sexually, racially or otherwise offensive email or voicemail messages
- Sexually oriented or explicit remarks, including written or oral references to sexual conduct, gossip regarding one's sex life, body, sexual activities, deficiencies or prowess
- Questions about one's sex life or experiences
- Repeated requests for dates
- Sexual favors in return for employment rewards, or threats if sexual favors are not provided
- Sexual assault or rape
- Any other conduct or behavior deemed inappropriate by the Zoo

An employee's intentions and motives are not the decisive factors in considering alleged harassing behavior. The effect of one employee's behavior upon another employee is the decisive factor. If an employee's behavior is considered to be offensive by another employee or if it has an intimidating effect upon another employee, racial, sexual, ethnic, or religious harassment may be present. The welcomeness, frequency and severity of the behavior determine whether or not harassment has occurred.

Harassment is considered a form of employee misconduct. Disciplinary action, up to and including termination, will be taken against any employee engaging in this type of behavior. Any supervisor or manager who has knowledge of such behavior yet takes no action to end it is also subject to disciplinary action.

Complaint Procedure

Each member of management is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise, and is responsible for reporting any conduct that is in violation of this policy. Further, employees are responsible for respecting the rights of their coworkers.

If an employee experiences any job-related harassment based on the employee's sex, race, national origin, disability or another factor, or believes that they have been treated in an unlawful, discriminatory manner, they should promptly report the incident to the human resources director. If the employee prefers not to report the matter to the human resources director, then the employee may raise the matter with the executive director. This policy applies to all incidents of alleged harassment and discrimination, including those which occur off-premises, or off-hours, where the alleged offender is a supervisor, coworker, or even a non-employee with whom the employee is involved, directly or indirectly, in a business or potential business relationship.

Should the alleged harassment or discrimination occur at a time other than normal business hours, the complaint should be filed as early as practicable on the first business day following the alleged incident.

The Zoo takes complaints of discrimination and harassment very seriously. Thus, there is no need to follow any formal chain of command when filing a complaint, or discussing or expressing any issue of concern regarding alleged discrimination or harassment, and employees may bypass anyone in their direct chain of command and file a complaint or discuss or express any issue of concern with human resources at any time. Human resources will undertake an investigation of any complaints. All complaints will be kept confidential to the maximum extent possible.

All employees have a duty to report any conduct that they believe violates this policy. In addition, every employee has a duty to cooperate with any investigation conducted by the Zoo, regardless of whether the investigation is being conducted by Zoo officials or outside parties retained by the Zoo for this purpose.

If the Zoo determines that an employee is guilty of harassing another individual, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

The Zoo prohibits any form of retaliation against any employee for reporting a violation of this policy, filing a complaint under this policy, or assisting in a complaint investigation. However, if, after investigating any complaint of harassment or unlawful discrimination, the Zoo determines that the complaint is frivolous and was not made in good faith or that an employee has provided false information regarding the complaint, disciplinary action up to and including termination may be taken against the individual who filed the complaint or who gave the false information.

Alcohol and Controlled Substances

The Fort Worth Zoo is committed to being a drug-free and safe workplace. Employees must be physically and mentally fit to perform their duties in a safe and efficient manner. Therefore, no employee shall work or report to work while under the influence of alcohol, illegal drugs or any substance that would affect his/her ability to perform the job in a safe and efficient manner.

No employee shall consume, display or have in his/her possession, including the workplace or in company vehicles, alcoholic beverages or illegal drugs at any time during the workday, including during lunch, breaks and on-call hours. To do so could jeopardize the safety of other employees, the animal collection, company equipment and the company's relations with the public, and is a prime cause for disciplinary action, up to and including termination. The exception to this rule is when at company functions or other business activities, the Zoo authorizes the responsible consumption of a limited amount of alcoholic beverages.

This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy continues to apply to all employees and all applicants for employment of the Zoo.

Drug-free Awareness

Illegal drug use and alcohol misuse have a number of adverse health and safety consequences. Information about those consequences and sources of help for drug/alcohol problems is available in the human resources office.

Employees should report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with their doctors about the medications' effect on their fitness for duty and ability to work safely and promptly disclose any work restrictions to the human resources department. Employees should not, however, disclose underlying medical conditions unless directed to do so.

Work Rules

1. Whenever employees are working, are operating any Zoo vehicle, are present on Zoo premises or are conducting company related work off-site, they are prohibited from:

- using, possessing, buying, selling, manufacturing or dispensing an illegal drug (to include possession of drug paraphernalia);
- being under the influence of alcohol or an illegal drug as defined in this policy; and
- possessing or consuming alcohol (except when the Zoo authorizes the responsible consumption of a limited amount of alcoholic beverages at a Zoo function for certain employees).

2. The presence of any detectable amount of any illegal drug or illegal controlled substance in an employee's body system while performing company business or while in a company facility is prohibited.

3. The Zoo will also not allow any employee to perform their duties while taking prescribed drugs that are adversely affecting the employee's ability to safely and effectively perform their job duties. Employees taking a prescribed medication must carry it in the container labeled by a licensed pharmacist and/or be prepared to produce this if asked. If an employee in a safety-sensitive position, such as animal keeper, is taking a prescription medicine that adversely affects the employee's ability to safely and effectively perform the employee's duties, the employee should report that fact to the human resources department.

4. Any illegal drugs or drug paraphernalia will be turned over to an appropriate law enforcement agency and may result in criminal prosecution.

Required Testing

Pre-employment: All applicants must pass a drug test before beginning work or receiving an offer of employment. Refusal to consent to testing will result in disqualification of further employment consideration.

Random: All Zoo employees will be subject to random drug testing. As used in this policy, "random testing" means a method of selection of employees for testing. The selection will result in an equal probability that any employee will be tested. Furthermore, the Zoo has no discretion to waive the selection of an employee selected by this random selection method. Random testing will occur a minimum of three times per year.

Reasonable Suspicion: Employees are subject to drug and/or alcohol testing based upon (but not limited to) observations by a supervisor or manager of apparent workplace use, possession or impairment. Human resources and the employee's department director shall be consulted before sending an employee for testing. All levels of supervision making this decision must utilize the "Observation Checklist" to document specific observations and behaviors that create a reasonable suspicion that the person is under the influence of illegal drugs and/or alcohol. If

the results of the "Observation Checklist" indicate further action is justified, the employee will be sent for reasonable suspicion drug testing. *Under no circumstances will the employee be allowed to drive him or herself to the testing facility. A member of the security department will escort the employee to the testing facility.*

Post-accident: Employees are subject to drug and/or alcohol testing when they cause or contribute to accidents that seriously damage a Zoo vehicle, machinery, equipment or property and/or result in an injury to themselves or another person requiring off-site medical attention. A probable belief circumstance will be presumed to arise in any instance involving a work-related accident or injury in which an employee who was operating a motorized vehicle is found to be responsible for causing the accident. In any of these instances, the investigation and subsequent testing must take place the same day of the accident. *Under no circumstances will the employee be allowed to drive him or herself to the testing facility.*

Consent: Before undergoing a drug/alcohol test, all employees and applicants will be requested to consent to the test in writing. Refusal to sign the consent will subject the employee to termination and an applicant to not being hired.

Collection and Testing Procedures

Employees subject to drug and/or alcohol testing shall be driven to a Zoo-designated medical facility and directed to provide a urine specimen. Employees may provide specimens in private unless they appear to be submitting altered, adulterated or substitute specimens. Collected specimens shall be sent to a federally certified laboratory and tested for evidence of marijuana, barbiturates, cocaine, opiates, amphetamines, PCP, benzodiazepines, methadone, methaqualone and propoxyphane use. (Where indicated, specimens may be tested for other illegal drugs.) The laboratory shall screen all specimens and confirm all positive screens. There shall be a chain of custody from the time specimens are collected through testing and storage.

The laboratory shall transmit all positive drug test results to a Medical Review Officer ("MRO") who shall offer persons with positive results a reasonable opportunity to rebut or explain the results. Persons with positive test results may also ask the MRO to have their split specimen sent to another federally certified laboratory to be tested at the applicant's or employee's own expense. Such requests must be made within 72 hours of notice of test results. If the second facility fails to find any evidence of drug use in the split specimen, the employee or applicant will be treated as passing the test. In no event shall a positive test result be communicated to the Zoo until such time that the MRO has confirmed the test to be positive.

Consequences

Applicants who refuse to cooperate in a drug test or who test positive will not be hired.

Employees who refuse to cooperate in required tests will be terminated.

Employees will be paid for time spent in alcohol/drug testing.

If being tested for reasonable suspicion, the employee will be suspended without pay pending the results of the drug/alcohol test. If the results of the test turn out to be negative, the employee will be paid backpay for the work days not worked during the suspension.

Employees who have tested positive, or otherwise violated this policy, are subject to discipline, up to and including termination. Depending upon the circumstances and the employee's work history/record, the Zoo may offer an employee who violates this policy or tests positive the opportunity to return to work on a last-chance basis pursuant to mutually agreeable terms, which could include follow-up drug testing at times and frequencies determined by the Zoo for a minimum of one (1) year but not more than two (2) years, as well as a waiver of the right to contest any termination resulting from a subsequent positive test. If the employee tests positive after completing the rehabilitation program, they will be subject to immediate termination.

Confidentiality

Information and records relating to positive test results, drug and alcohol dependencies and legitimate medical explanations provided to the MRO shall be kept confidential to the extent required by law and maintained in secure files separate from normal personnel files. Such records and information may be disclosed among managers and supervisors on a need-to-know basis and may also be disclosed where relevant to a grievance, charge, claim or other legal proceeding initiated by or on behalf of an employee or applicant.

Inspections

The Zoo reserves the right to inspect all portions of its premises for drugs, alcohol or other contraband. All employees, contractors and visitors may be asked to cooperate in inspections of their persons, work areas and property (including but not limited to vehicles and packages) that might conceal a drug, alcohol or other contraband. As part of this required cooperation, all employees, contractors and guests will be asked to consent to the search of their own personal property. Employees who possess such contraband or refuse to cooperate in such inspections are subject to appropriate discipline, up to and including discharge.

Crimes Involving Drugs

The Zoo prohibits all employees from manufacturing, distributing, dispensing, possessing or using an illegal drug in or on Zoo premises or while conducting company business. Zoo employees are also prohibited from misusing legally prescribed or over-the-counter (OTC) drugs. Law enforcement personnel shall be notified, as appropriate, where criminal activity is suspected.

The Zoo does not desire to intrude into the private lives of its employees, but recognizes that employee's off-the-job involvement with drugs and alcohol may have an impact on the workplace. Therefore, the Zoo reserves the right to take appropriate disciplinary action for drug usage/sale/distribution while off company premises. Employees observed participating in drug usage/sale/distribution while off company premises may be subject to reasonable suspicion

drug testing. All employees who are convicted of, plead guilty to, or are sentenced for a crime involving an illegal drug are required to report the conviction, plea or sentence to human resources within five days. Failure to comply will result in automatic discharge. Cooperation in complying may result in suspension without pay to allow management to review the nature of the charges and the employee's past record with the Zoo.

Definitions

"Company Premises" includes, but is not limited to, all buildings, offices, facilities, grounds, parking lots, lockers, places and vehicles owned, leased or managed by the Zoo or on any site on which the Zoo is conducting business.

"Illegal Drug" means a substance whose use or possession is controlled by federal law but that is not being used or possessed under the supervision of a licensed health care professional.

"Refuse to Cooperate" means to obstruct the collection or testing process; to submit an altered, adulterated or substitute sample; to fail to show up for a scheduled test; to refuse to complete the requested drug testing forms, including a consent form; or to fail to promptly provide specimen(s) for testing when directed to do so, without a valid medical basis for the failure. Employees who leave the scene of an accident without justifiable explanation prior to submission to drug and alcohol testing will also be considered to have refused to cooperate and will automatically be subject to discharge.

"Under the Influence of Alcohol" means an alcohol concentration equal to or greater than .04, or actions, appearance, speech or bodily odors that reasonably cause a supervisor to conclude that an employee is impaired because of alcohol use.

"Under the Influence of Drugs" means a confirmed positive test result for illegal drug use per this policy. In addition, it means the misuse of legal drugs (prescription and possibly over-the-counter) where there is not a valid prescription from a physician for the lawful use of a drug in the course of medical treatment (containers must include the patient's name, the name of the substance, quantity/amount to be taken, and the period of authorization).

Smoking

In keeping with the Zoo's intent to provide a safe and healthful work environment, smoking in the workplace is prohibited in certain areas and buildings of the Zoo. All Zoo buildings are designated as non-smoking areas and this includes, but is not limited to: offices, conference areas, waiting rooms, meeting rooms, restrooms, halls, stairways, lobbies or any other areas to which the public has access. Employees are required to smoke only in designated employee smoking areas.

Workplace Monitoring

All computers and computer systems on the Zoo's premises are the property of the Zoo. Consequently, the Zoo may at any time access or monitor any Zoo computer or computer system, including the contents of any document, communication, or files. No employee should have any expectations of privacy or confidentiality regarding any such information stored, created, received, or transmitted on any Zoo computer, including any email communication (whether through the Zoo's email server or through a private email system).

The Zoo conducts video surveillance of non-private workplace areas. Video monitoring is used to identify safety concerns, maintain quality control, detect theft and misconduct, and discourage or prevent acts of harassment and workplace violence.

Computer, Internet & Social Media

Business Purposes

All Zoo computers and computer systems should be used for authorized Zoo business only. As a limited exception to this policy, employees may send private emails or access the Internet for personal reasons on a Zoo computer on an occasional, brief period, but only under the following conditions:

- The personal use must occur only during personal, non-work time (lunch or other authorized breaks or before or after the employee's actual work hours);
- The personal use must not interfere in any way with the performance and work of other Zoo employees;
- No employee should engage in any non-Zoo business endeavors while using the Zoo's computers or computer system;
- The personal use must not involve any communication or the downloading of any information that is offensive or demeaning, including any communication that could be construed as harassment based on race, national origin, gender, age, disability, religion, or other protected status;
- No employee should ever access any Internet site from a Zoo computer containing any obscene, pornographic, or otherwise degrading or offensive content;
- No employee should ever disclose or transmit any confidential Zoo information in any private email communication; and
- No employee should play any computer games while on the Zoo's premises.

The internet is to be used to further the Zoo's mission, to provide effective service of the highest quality to the Zoo's guests and staff and to support other direct job-related purposes. Supervisors should work with employees to determine the appropriateness of using the internet for professional activities and career development. The various modes of

internet/intranet access are Zoo resources and are provided as business tools to employees who may use them for research, professional development and work-related communications. Limited personal use of Internet resources is a special exception to the general prohibition against the personal use of Zoo computer equipment and software.

Employees are individually liable for any and all damages incurred as a result of violating Zoo security policy, copyright and licensing agreements. All Zoo policies and procedures apply to employees' conduct on the internet, especially but not exclusively, relating to: intellectual property, confidentiality, company information dissemination, standards of conduct, misuse of company resources, anti-harassment and information and data security. Violation of these policies and/or state and federal laws can lead to disciplinary action up to and including termination and possible criminal prosecution.

Email Communications

The purpose of the Zoo's email system is to promote effective communications on Zoo business matters. All email messages transmitted on the Zoo's computer system should therefore be appropriate to that purpose. Because emails can potentially be preserved for long periods of time, it is critical that any email message be professional. No employee may ever transmit an email that could be considered offensive or degrading or that could be construed as harassment based on race, national origin, gender, age, disability, religion, or other protected status.

Reference to Zoo Affiliation in Emails and Other Communications

No employee should ever send a communication including but not limited to emails (whether on a Zoo computer or any other computer) concerning any non-Zoo endeavor or activity that the employee represents or implies is Zoo-affiliated or Zoo-authorized, unless the employee's manager approves otherwise in advance.

Non-Authorized Electronic Equipment

Only Zoo-authorized and Zoo-furnished computer equipment and associated peripheral equipment may be used on the Zoo premises. No personal computers or data storage devices (e.g., thumb drives or external hard drives) may be used or connected to a Zoo computer or its computer system without advance approval of the employee's manager.

Software

The Zoo has licensed the use of certain commercial software application programs for business purposes. Third parties retain the ownership and distribution rights to such software. No employee may create, use or distribute copies of such software that are not in compliance with the license agreements for the software. Violations of this policy can lead to disciplinary action up to and including termination.

Confidentiality of Electronic Communications

As noted above, electronic mail is subject at all times to monitoring and the release of specific information is subject to applicable state and federal laws and Zoo rules, policies and procedures on confidentiality. Existing rules, policies and procedures governing the sharing of confidential information also apply to the sharing of information via commercial software. There is the possibility that any message could be shared with or without employee permission or knowledge.

It is a violation of Zoo policy for any employee, including system administrators and supervisors, to access electronic mail and computer systems files to satisfy curiosity about the affairs of others. Employees found to have engaged in such activities will be subject to disciplinary action up to and including termination.

Message Tone for Electronic Communications

Zoo employees are expected to communicate with courtesy and restraint with both internal and external recipients. Electronic mail should reflect the professionalism of the Zoo and should not include language that could be construed as profane, discriminatory, obscene, sexually harassing, threatening or retaliatory. Employees should remember that email is a form of business communication and the language they use should reflect that fact at all times.

Internet/Intranet Security

The Zoo has the right to inspect any and all files stored in private areas of the network in order to assure compliance with policy and state and federal laws. The Zoo will comply with reasonable requests from law enforcement and regulatory agencies for logs, diaries, archives or files on individual internet activities. Existing rules, policies and procedures governing the sharing of work-related or other confidential information also apply to the sharing of information via the internet/intranet. The Zoo has taken necessary actions to assure the safety and security of its network. Any employee who attempts to disable, defeat or circumvent Zoo security measures is subject to disciplinary action up to and including termination.

Blogging, Chat Rooms and Social Networking

The Zoo recognizes that many employees enjoy participating in social media by posting comments in blogs, web chat rooms, or social networking sites such as Facebook. The Zoo acknowledges that employees who wish to do so engage in this during their off-work time. However, particularly given the Zoo's very visible status in the community, certain risks can exist when a Zoo employee posts comments relating to or reflecting on the Zoo.

Just as with any other type of conduct whether on or off the Zoo premises, any on-line conduct that adversely affects your job performance, or other Zoo employees' job performance, or otherwise adversely affect Zoo patrons, suppliers, or others with whom the Zoo transacts business is prohibited.

An employee should therefore keep the following in mind:

Be Respectful

In any social media postings, always be fair and courteous to fellow Zoo employees, patrons, benefactors, suppliers, and others who transact business with the Zoo. Also keep in mind that you are more likely to resolve work-related complaints by utilizing the Zoo's Open Door Policy rather than by posting comments on a social media site. Nevertheless, if you decide to post work-related complaints or criticisms, avoid using statements, photographs, video, or audio that reasonably could be viewed as malicious, obscene, threatening, or intimidating, that disparages patrons, benefactors, suppliers, or others who transact business with the Zoo, or that could constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, national origin, gender, age, disability, religion, or any other protected status.

Be Honest and Accurate

Make sure you are always honest and accurate when posting any information on a social media site. If you make a mistake, correct it promptly. Do not post any information or rumors that you know to be false about the Zoo, fellow employees, patrons, benefactors, suppliers, and others who transact business with the Zoo.

Post Only Appropriate and Respectful Conduct

When posting on a social media site, an employee should at all times maintain the confidentiality of the Zoo's confidential information. Also you should only express your personal opinions; do not represent yourself as a spokesperson for the Zoo. If the Zoo is a subject of a posting, be clear that you are a Zoo employee and that your views do not represent those of the Zoo.

Violations

Any violations of this Computer, Internet, and Social Media Policy will subject the employee to discipline up to and including discharge. The level of discipline will be determined based upon all the relevant facts.

Personal Mobile Device

The Zoo does not prohibit an employee's possession or sporadic, brief use of a personal cell phone or smartphone while on the Zoo premises. However, such use should be on rare occasions (typically while not on duty) and should never occur in a situation that could be potentially dangerous (for example, while driving a vehicle on Zoo business or while being physically near the Zoo's animals). Excessive or non-sporadic use of a personal mobile device while on the Zoo's premises is prohibited. Any sporadic use of a personal cell phone or

smartphone must comply with the Zoo's policies, including its Anti-Discrimination, Anti-Harassment, and Social Media policies.

Employees should not use a smartphone or any other authorized personal mobile device to play games or surf the internet while on duty and/or in any area where Zoo guests can observe the employee.

Other types of personal mobile devices (for example, iPads or other handheld gaming devices) are not permitted on the Zoo's premises without the advance approval of department head.

Any violations of this policy will subject the employee to discipline up to and including termination.

Employee Photograph Policy

The Zoo does not prohibit its employees from taking personal photographs on Zoo premises so long as: (1) photographs are not taken in behind-the-scenes or staff-only areas of the Zoo; (2) the photographs are used solely for a personal and purely non-commercial purpose; and (3) the photographs do not violate any other Zoo policy, such as the Anti-Discrimination, Anti-Harassment and Blogging, Chat Rooms and Social Networking policies. Employees are not permitted to videotape on Zoo premises without express advance authorization from the employee's department head.

If an employee has an interest in taking photographs for a commercial or other purpose prohibited by the policy described above, the employee must contact the communications department in advance. The Zoo retains the discretion to approve or disapprove any such proposal. If an employee is asked to take photographs or videos on behalf of the Zoo during work hours, then such photographs and videos shall be deemed a work-made-for-hire and the Zoo will have exclusive worldwide and lifetime rights of any photographs or videos taken by the employee during work hours. The employee agrees to do all such things and execute any further documents necessary to confirm the ownership of such photographs or videos by the Zoo.

All photographs, films or other images taken at the Zoo during non-working hours remain subject to the general Fort Worth Zoo Photography Policy, which can be found on the Fort Worth Zoo website, www.fortworthzoo.org, and posted within the Fort Worth Zoo facility.

Workplace Violence Prevention

The Zoo is committed to preventing workplace violence and to maintaining a safe work environment. Given the increasing violence in society in general, the Zoo has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

All employees and guests should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of the Zoo without proper authorization.

Conduct that threatens, intimidates, or coerces another employee, a guest or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age or any characteristic protected by federal, state or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by guests, vendors, solicitors or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to security or a supervisor. Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede.

The Zoo will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practicable. In order to maintain workplace safety and the integrity of its investigation, the Zoo may suspend employees, either with or without pay, pending investigation.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

The Zoo encourages employees to bring their disputes or differences with other employees to the attention of their supervisors or the Human Resources department before the situation escalates. The Zoo is eager to assist in the resolution of employee disputes, and will not discipline employees for raising such concerns.

Visitors in the Workplace

To provide for the safety and security of employees and the facilities at the Zoo, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

If an unauthorized individual is observed on the Zoo's premises, employees should immediately notify Security.

Note: Guests will need prior approval from department directors to go into behind-the-scenes areas and approval from the animal programs director or the animal collections director to go into animal areas.

Any unauthorized contact with collection and/or non-collection animals will result in disciplinary action up to and including termination.

Solicitation

The Zoo recognizes that employees may have other interests in events and organizations outside the workplace. However, in the interest of maintaining a proper business environment and preventing interference with work and inconvenience to others, employees may not distribute literature or printed materials of any kind, sell commercial merchandise, solicit financial contributions, or solicit for any other cause during working time. Employees who are not on working time (e.g., those on lunch break, work breaks, or any other periods in which employees are not on the clock) may not solicit employees who are on working time for any cause or distribute literature of any kind to them. This policy also prohibits solicitations via the Zoo's email and other communication systems. Furthermore, employees may not distribute literature (other than those approved by the Zoo management) or printed material of any kind in working areas at any time.

Examples of impermissible forms of solicitation include:

- The collection of money, goods or gifts for religious groups
- The collection of money, goods or gifts for political groups
- Commercial sale of goods, services or subscriptions outside the scope of official Zoo business
- Personal sale of goods, services or subscriptions outside the scope of official Zoo business (e.g. selling of furniture, tickets, etc.)
- Circulation of petitions
- The distribution of literature not approved by the Zoo
- The solicitation of memberships, fees, or dues

Non-employees are likewise prohibited from distributing material or soliciting employees on the Zoo's premises at any time. Please report any such solicitation by outsiders to Zoo security.

To maintain an effective avenue for communicating with our employees, the Zoo maintains bulletin boards for official use. These bulletin boards are located in areas that employees frequently visit in order to ensure that employees have constant access to posted information.

The Zoo's bulletin boards are used to communicate official government information on equal employment opportunity, wage and hour laws, health and safety, and other issues. They are also used to communicate information regarding Zoo policy and its business and

announcements, including, but not limited to, Zoo information, safety rules, health items, benefit programs, and notices announcing special events.

Employees may not post, tape, tack, or affix in any way any form of non-approved literature, printed or written materials, photographs, or notices of any kind on bulletin boards or their glass coverings (where applicable), on the walls, in time clock areas, or anywhere else on Zoo property. Violation of this policy may result in disciplinary action, up to and including termination.

Zoo bulletin boards and electronic mail systems may not be used by employees or outside parties for the posting of commercial notes and advertisements, announcements and witticisms, sales of personal property, or any other matters. Employees and outside parties are also prohibited from distributing literature and soliciting other employees, as stated in the Zoo's solicitations and distribution of literature policy. (Please see the policy, set forth in this handbook, for details.)

Discipline

The purpose of this policy is to state the Zoo's position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

The Zoo's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory performance in the future.

Although employment with the Zoo is based on mutual consent and both the employee and the Zoo have the right to terminate employment at will, with or without cause or advance notice, the Zoo may use progressive discipline at its discretion.

Disciplinary action may call for any of four steps – verbal warning, written warning, suspension with or without pay, or termination of employment – depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are passed.

The Zoo recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, when warranted, termination of employment.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal or possession of property
- Falsification of timekeeping records
- Working under the influence of alcohol or illegal drugs
- Possession, distribution, sale, transfer or use of alcohol or illegal drugs in the workplace, while on duty or while operating employer-owned vehicles or equipment
- Fighting or threatening violence in the workplace
- Sleeping while on duty
- Boisterous or disruptive activity in the workplace
- Negligence or improper conduct leading to damage of employer-owned or personal property
- Insubordination or other disrespectful conduct
- Violation of safety or health rules
- Smoking in prohibited areas
- Sexual or other unlawful or unwelcome harassment
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace
- Excessive absenteeism or any absence without notice
- Unauthorized absence from work station during the workday
- Unauthorized use of telephones, mail system or other employer-owned equipment
- Unauthorized disclosure of business "secrets" or confidential or proprietary information
- Violation of personnel policies
- Unsatisfactory performance or conduct

Problem Resolution

The Zoo is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from Zoo supervisors and management.

The Zoo strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect.

If an employee disagree with established rules of conduct, policies or practices, or has a concern about the work environment, he/she can express their concern to their immediate supervisor and/or department manager, in a reasonable, business-like manner.

If a situation occurs when an employee believes that a condition of employment or a decision affecting that employee is unjust or inequitable, he/she is encouraged to make use of the following steps.

1. The employee should promptly present the problem to his/her immediate supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to

contact that person, the employee may present the problem to his/her department manager.

2. If unable to resolve the problem, the employee's supervisor/manager may present the problem to human resources. Human resources may involve division heads and/or the executive director if necessary.
 - a. Human resources will evaluate the problem with the appropriate parties. A fair resolution to the problem will be sought. Human resources will inform the employee of the decision. Human Resources, in consultation with the executive director, has full authority to make any adjustment deemed appropriate to resolve the problem.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment.

Absenteeism

Orderly and efficient services for Zoo guests and good employee morale require regular attendance at work by all employees. Absenteeism places an unfair burden on fellow employees and supervisors. Subject to the FMLA and other law, excessive absences may result in disciplinary action up to and including termination.

Tardiness

It is the policy of the Fort Worth Zoo to encourage habits of good attendance and punctuality on the part of its employees. Management recognizes that circumstances beyond an employee's control may cause them to be late for work for all or part of the day. Excessive tardiness may result in disciplinary action, up to and including termination.

Reporting Absences/Tardiness

Department supervisors/managers will instruct employees as to the precise procedures to be used in reporting an absence or tardiness. An employee who is unable to report to work at the scheduled starting time must contact their **supervisor** as early as possible prior to the employee's regular start time. Reporting to someone other than the employee's supervisor will not be considered notice. Failure of an employee to report to work or call to notify their supervisor of their absence (no call/no show) for three consecutive shifts will result in disciplinary action, up to and including termination.

Driver Insurability

Certain employees may be required to drive a Zoo vehicle (car, van, cart, equipment, etc.) for business use, or may otherwise drive a Zoo vehicle from time to time in connection with the performance of their duties. Employees driving a Zoo vehicle, or their own vehicle for Zoo business, must observe all vehicle and traffic regulations at all times, and operate the vehicle in a safe, courteous and responsible manner. This includes wearing seat belts at all times, and ensuring that passengers do as well.

The Zoo reserves the right to review the motor vehicle records of any employee driving a Zoo vehicle, or using their own vehicle on Zoo business, at any time, in its discretion. Employees driving a Zoo vehicle or using their own vehicle on Zoo business, are responsible for maintaining a valid driver license at all times, must maintain a clean driving record, and must be insurable under the Zoo's insurance policy. Employees must report any accidents in which they are involved as a driver or any violations of any motor vehicle laws for which they are cited by a law enforcement authority. Such reports must be made immediately or as soon as possible following the event. The employee must turn over copies of documentation relating to such incidents and must cooperate in verifying the information.

No employee with a suspended or revoked license or not covered by the Zoo's insurance policy may drive a Zoo vehicle, or use their own vehicle for Zoo business, at any time. No employee may operate a Zoo vehicle, or use their own vehicle for Zoo business, under the influence of alcohol, illegal drugs or any other drug that may affect his or her driving ability.

Violations of this policy may result in disciplinary action, up to and including termination of employment.

If a Zoo employee becomes uninsurable under the Zoo's insurance policy, the employee may be reassigned to another position provided such a position is available. If a position is not available employment may be terminated.

The Zoo has a fleet of vehicles used for business purposes. Employees should make every attempt to use one of these vehicles before using a personal vehicle for Zoo business.

Driving records will be run every year to ensure acceptable motor vehicle record to maintain zoo standards of insurability.

Use of Equipment and Vehicles

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Employees should notify their supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job.

The improper, careless, negligent, destructive, or unsafe use or operation of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

APPEARANCE STANDARDS

The Fort Worth Zoo believes that the success of the Zoo is determined in part by establishing and maintaining a proper "Zoo" atmosphere, which is in turn determined by the image employees project. Employees are expected to observe and maintain proper habits of personal grooming and hygiene at all times. The following appearance guidelines allow employees to dress in a manner consistent with the nature of the work performed and employees are expected to follow these guidelines.

Employees who, in the opinion of supervisory personnel, are inappropriately dressed may be sent home and required to return to work under the approved guidelines. Employees will not be paid for this time away from work.

Failure to adhere to the Zoo's appearance standards is a serious breach of policy and may result in disciplinary action, up to and including termination of employment.

All attire and/or uniforms supplied by the Zoo must be kept in a neat, clean and properly maintained condition at the employee's expense. Zoo-provided uniform apparel should not be used as personal attire outside the work location. Uniforms that no longer meet the Zoo's standard of appearance must be replaced. Employees who terminate employment with the Zoo are required to return Zoo-supplied apparel in a clean and neat condition. The following apply to all employees, except as designated by specific departmental requirements:

- Attire/uniforms must properly fit the employee
- Attire/uniforms must be maintained in a neat, clean and well-kept manner
- Alteration, other than sizing, to any Zoo issued uniform is prohibited without prior written approval
- Employees should arrive for work in uniform
- Uniform shirts must be tucked into pants with appropriate belt
- Name badge and/or identification badges are required to be worn by employees at all times

- Short/skort length must be below fingertips when arms held at sides
- Appropriate undergarments must be worn
- Zoo logo T-shirts may be worn as part of uniform only as required by department

Grooming

- All employees must maintain good personal hygiene
- Hair must be neat, clean and properly maintained
- Fad haircuts and colorations are not permitted
- Mustaches and beards must be well-trimmed; stubble is unacceptable
- Hair length on male employees must be kept to above collar length, or secured in pony tail or under approved Zoo hat
- Fingernails must be maintained in a clean, appropriate manner
- Female employees may wear conservative makeup. Male employees are not allowed to wear makeup
- Prominent tattoos must be covered

Jewelry

- Female employees are allowed to wear up to two earrings per ear
- Male employees are not allowed to wear earrings
- No visible body piercing, other than ears, allowed
- Additional jewelry standards established within individual department guidelines

General Information

- Tobacco usage is not permitted at any time in any Zoo building
- Tobacco usage is not permitted in any area of the Zoo accessible to guests
- Tobacco usage is not permitted while employee is in any Zoo vehicle, on or off Zoo property
- Gum chewing is not permitted while in contact with guests or while in areas accessible to guests
- Eating is not permitted while walking through guest-accessible areas
- Personal pager and cellular telephone usage is not allowed

EMPLOYMENT RECORDS

Employment Categories

It is the intent of Zoo to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not

guarantee employment for any specified period of time. Accordingly, the right to terminate the employment relationship at will at any time is retained by both the employee and the Zoo.

Each employee is designated as either NONEXEMPT or EXEMPT pursuant to applicable wage and hour laws. Unlike EXEMPT employees, NONEXEMPT employees are entitled to overtime pay under the applicable wage and hour laws.

In addition to the above categories, each employee will generally belong to one other employment category:

Regular full-time employees are those who are not in a temporary status and who are regularly scheduled to work the Zoo's full-time schedule. Generally, they are eligible for the Zoo's benefit package, subject to the terms, conditions, and limitations of each benefit program.

Seasonal employees are those who are not assigned to a regular status and whose hours vary seasonally. While they do receive all legally mandated benefits (such as Social Security and workers' compensation insurance), they are ineligible for all of the Zoo's other benefit programs. (Seasonal staff may qualify for the 401K plan if they meet the minimum eligibility requirements.)

Temporary employees are those who are hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change.

Job Descriptions

The Zoo makes every effort to create and maintain accurate job descriptions for all positions within the organization. Each description includes a job summary section (giving a general overview of the job's purpose), an essential duties and responsibilities section, a supervisory responsibilities section, a qualifications section (including education and/or experience, language skills, mathematical skills, reasoning ability and any certification required), a physical demands section, and a work environment section.

The Zoo maintains job descriptions to aid in orienting new employees to their jobs, identifying the requirements of each position, establishing hiring criteria, setting standards for employee performance evaluations, and establishing a basis for making reasonable accommodations for individuals with disabilities.

The human resources department and the department manager prepare job descriptions when new positions are created. Existing job descriptions are also reviewed and revised in order to ensure that they are up-to-date. Job descriptions may also be rewritten periodically to reflect any changes in the position's duties and responsibilities.

Employees should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as necessary. Contact the human resources department if you have any questions or concerns about your job description.

Employment Verification

All employment verifications must originate from the human resources department. Telephone or written requests should be forwarded to the human resources department for completion. For those former employees who list the Zoo as a former employer or reference, the human resources department will respond in writing only to those reference check inquiries that are submitted in writing. It is the policy of the Zoo to provide neutral references concerning former employees. Responses to such inquiries will confirm only dates of employment, wage rates, and position(s) held.

Personnel Files

The Zoo maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of the Zoo, and access to the information they contain is restricted. Generally, only supervisors and management personnel of the Zoo who have a legitimate reason to review information in a file are allowed to do so.

Personal Data Change

It is the responsibility of each employee to promptly notify Zoo of any changes in personal data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, and other such status reports should be accurate and current at all times. If any personal data has changed, notify the human resources department.

Performance Evaluations

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis.

All written performance reviews will be based on performance in relation to job responsibilities and may also take into account conduct, demeanor, and record of attendance and tardiness.

A performance review is not a contract or a commitment to provide a salary or other form of

compensation adjustment, a promotion, a bonus, continued employment, or retention. A performance review is only one of several factors that the Zoo uses in making these and other employment decisions.

Any comments made on a performance review by an employee's supervisor or other Zoo representative, or statements made by such individuals during any discussions regarding the appraisal, or performance or future, including during any coaching or counseling session, should not be construed as a promise or guarantee, since circumstances may change in the future, including business conditions, and performance. Performance evaluations will be placed in the employee's personnel file kept in human resources.

The employee's supervisor may conduct special written performance evaluations at any time to advise the employee of the existence of performance or disciplinary problems.

Merit-based pay adjustments may be awarded by the Zoo in an effort to recognize truly superior employee performance. The decision to award such an adjustment is dependent upon numerous factors, including the information documented by this process.

Salary Administration

Salary administration at the Zoo aims to achieve consistent pay practices, comply with federal and state laws, mirror our commitment to Equal Employment Opportunity, and offer competitive salaries within the labor market. Because recruiting and retaining talented employees is critical to the Zoo's success, the Zoo is committed to paying its employees equitable wages that reflect the requirements and responsibilities of their positions and are comparable to the pay received by similarly situated employees in other nonprofit organizations in the area.

Compensation for every position is determined by several factors, including the essential duties and responsibilities of the job, and salary survey data on pay practices of other zoo positions. The Zoo periodically reviews its salary administration and restructures as necessary. Merit-based pay adjustments may be awarded in conjunction with superior employee performance that is documented.

Employees should bring their pay-related questions or concerns to the attention of their immediate supervisors, who are responsible for the fair administration of departmental pay practices. The human resources department is also available to answer specific questions about salary administration.

PAYROLL

Timekeeping

Accurately recording time worked is the responsibility of every nonexempt (hourly) employee. Federal and state laws require the Zoo to keep an accurate record of time worked in order to calculate employee pay and, when applicable, benefits. Time worked is all the time actually spent on the job performing assigned duties.

Nonexempt employees are required to use the time clock system to record hours worked. This is the Zoo's official timekeeping record for payroll administration.

If there is a problem with the time clock, the employee should notify their supervisor immediately.

Employees should clock in no sooner than five minutes before/after their scheduled shift and clock out no later than five minutes before/after their scheduled shift. If the employee misses an entry into the timekeeping system, the employee will notify their supervisor as soon as possible. The supervisor will email Payroll the employee's work hours. Employees who consistently miss time clock entries will be subject to disciplinary action.

Nonexempt employees are only permitted to work overtime with prior authorization from their supervisor. Overtime includes clocking in early, clocking in late or working through the scheduled break. Nonexempt employees who work overtime without prior authorization will be subject to disciplinary action.

Employees may not clock in or out for another employee.

Exempt employees are required to record time worked and absences on the Zoo's official time record form. This form is completed biweekly and submitted to the employee's supervisor for approval prior to being submitted to payroll for processing.

Altering, falsifying, or tampering with time records may result in disciplinary action, up to and including termination of employment.

The supervisor will review and approve the time record before submitting it to payroll for processing. If corrections or modifications are made to the time record, the supervisor must verify the accuracy of the changes by initialing the time record.

Overtime

When operating requirements or other needs cannot be met during regular working hours,

employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. All overtime work must receive the supervisor's prior authorization. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime compensation is paid to all nonexempt (hourly) employees in accordance with federal and state wage and hour restrictions. Overtime pay is based on actual hours worked. Time off on PTO and holidays or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

Failure to work scheduled overtime or overtime worked without prior authorization from the supervisor may result in disciplinary action, up to and including termination.

Call Back Pay

Call back is defined as an unscheduled request made by an appropriate management official for an employee to return to work due to unforeseen or emergency work. Pay will only be awarded to nonexempt (hourly) employees when an employee is called back to work for emergency situations after leaving the premises. When an employee is called back to work, the employee will be guaranteed a minimum of two hours compensation. The employee is required to clock in immediately upon arrival and clock out when leaving the worksite. The 'call back' hours **actually worked** (and as recorded on the time clock) will be counted as hours worked for the purpose of determining overtime. Any portion of the two hours 'call back' that was **not actually worked** will be paid at the employee's straight time rate and will not be considered as hours worked for the purpose of determining overtime.

Break Periods

Supervisors will schedule break periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during break periods and will not be compensated for that time. If a break period is missed, the employee is responsible for notifying his or her supervisor so that timekeeping records may reflect the hours worked. Break times and length will vary by department.

When leaving property for breaks or any other non-business related activity all hourly employees are required to clock out/in unless otherwise directed by manager.

Payroll Checks

Payroll checks are available for distribution biweekly on designated Fridays at the close of the employee's shift. Employees should see their supervisor for specific information about location and time that payroll checks may be picked up in their department.

Administrative Pay Corrections

The Zoo takes all reasonable steps to ensure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the event that there is an error in the amount of pay (underpayment, incorrect deduction, or overpayment) it is the responsibility of the employee to promptly bring the discrepancy to the attention of their immediate supervisor. The supervisor will contact Payroll so that corrections can be made as quickly as possible. In the event of an overpayment, the Zoo may recoup those wages from future earnings.

Direct Deposit

The Zoo offers direct deposit to all employees. It is the employee's responsibility to ensure that wages are being deposited correctly into the designated bank account each payday. It is the employee's responsibility to notify, with enough notice to make corrections, the human resources department of any changes in banking information or any discrepancies. The authorization Human Resources has on file will remain in effect until replaced with a substituted form or this authorization is terminated in writing. At the Zoo's discretion, this authorization may not apply to final wages due upon termination of employment.

Employees will receive an itemized statement of wages when the Zoo makes direct deposits.

All new/changed direct deposits may take up to 2 pay periods to take effect. The first pay period is considered the pre-notification which is the process for verifying the bank information provided. This information is sent with a \$0.00 amount. If the pre-notification is successful, the direct deposit will be effective on the next payday.

EMPLOYEE BENEFITS

Employee Discounts

Employees receive a 40 percent discount on food items purchased at all major food locations. Employees also receive a 30 percent discount on all Fort Worth Zoo merchandise purchased in the Safari Gift Shop, General Store and Toadally Texas Treats.

Employees are not to give or receive unauthorized discounts at Zoo restaurants, concession stands, merchandise shops, carts or any other locations where goods are sold within the Zoo. In order to receive an employee discount, the employee must present to the cashier his/her current Zoo-issued employee ID at the time of purchase. **A discount will be applied to one (1) transaction per employee.** Loaning Zoo-issued employee ID to any person is strictly prohibited and is subject to disciplinary action, up to and including termination.

Free Admission

Employees receive free admission to the Fort Worth Zoo throughout their employment. Employees must use their current Zoo-issued ID to gain entrance to the Zoo via the **front entrance**.

Guests of employees may not enter the zoo via any entry point other than the **main entrance**, and each guest must have a ticket. Managers, directors and division heads may escort or authorize business associates through perimeter gates. Division heads may escort or authorize business associates and guests through perimeter gates. Violation of this policy will result in disciplinary action, up to and including termination.

Guest Passes

After 60 consecutive days of employment, all employees are entitled to receive eight guest passes per calendar year. Employees must present their Zoo-issued ID at the human resources office in order to receive their passes.

Employee Newsletters

The Zoo publishes and distributes various employee newsletters and forms of communication.

These are the only communications approved for employee distribution. The public relations department, prior to distribution, must approve all other communications.

Regular Full-Time Employee Benefits

These benefits apply to regular full-time Fort Worth Zoo employees only.

Eligible employees at the Zoo are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification.

Medical Benefits

The Zoo's group health plan provides employees and their dependents access to medical, dental, and vision care insurance benefits. Regular full-time employees are generally eligible to participate in the group health plan.

Eligible employees may participate in the health insurance plan subject to all terms and

conditions of the agreement between the Zoo and the insurance carrier.

Details of many of these programs can be found in the Employee Benefit Guide located on the public drive in the HR folder. The Employee Benefit Guide and information on cost of coverage will be provided in advance of enrollment to eligible employees.

Contact the human resources department for more information about medical insurance benefits.

Paid Time Off (PTO)

Paid Time Off (PTO) is an all-purpose time-off bank for eligible regular (exempt and nonexempt) full-time employees to use for vacation, holidays, illness and personal business. PTO banking provides employees with more flexibility to use time off to meet personal needs while simultaneously recognizing the employee's individual responsibility to manage paid time off.

Eligible employees begin to accrue PTO hours on the first day of a pay period following their hire date and according to the schedule below.

The amount of PTO employees accrue each pay period depends upon the length of their employment, as shown in the following schedule:

<u>Service Length</u>	<u>Accrual Hours</u>
New employee through end of year 4	7.70 hours per pay period
Start of year 5 through end of year 11	9.23 hours per pay period
Start of year 12 going forward	10.78 hours per pay period

PTO Use

Whenever possible, PTO must be scheduled in advance for time off for vacations, holidays, personal leave appointments, or other reasons. This time off is subject to supervisory approval, department staffing needs and established departmental procedures. Subject to the FMLA, the use of planned PTO is subject to advance approval and said request should be submitted to the employee's manager (using standard PTO Request Form) at least five days prior to the requested time off. PTO requests in excess of 10 consecutive days will require signature of department head and executive director.

Requests will be reviewed and approved based on a number of factors, including business needs and staffing requirements.

PTO for regular, nonexempt (hourly) employees can be used in minimum increments of 15 minutes. **Note:** If a regular, nonexempt (hourly) employee fails to work a total of 40 hours in any work week, the employee's accrued PTO time will be automatically reduced to the

extent that the hours worked **plus** the added PTO hours total 40 hours. Regular exempt (salaried) employees may use PTO hours only in minimum increments of two hours. PTO is paid at the employee's base pay rate at the time of absence or, if applicable, cash out. **PTO hours do not count toward hours worked for the purpose of determining overtime.**

Employees are accountable and responsible for managing their own PTO banks to allow for adequate reserves and are encouraged to keep a minimum balance of 40 PTO hours (5 days) at all times in the event of an emergency or illness. If an employee does not have sufficient PTO to cover missed time, pay will only reflect hours actually worked. Employees remain subject to the Zoo's attendance policies whether or not they have accrued time in their PTO.

Roll-Over of PTO

Accrued but unused PTO will continue to accumulate for use in future years.

FMLA

In accordance with the Zoo's FMLA Policy, all accrued but unused PTO time must be taken at the inception of FMLA leave until exhausted (except for any PTO subject to cash-out as evidenced by a signed PTO Election Form).

Option to Cash-Out PTO

Employees who have been employed for a minimum of six (6) months and who at the time of the election noted below have at least eighty (80) hours of accrued PTO are eligible once per calendar year to receive a cash out of forty (40) hours of PTO.

To take advantage of this benefit for a particular calendar year, an eligible employee must sign a PTO Election Form in December of the previous year. Once elected for a particular calendar year by signing the PTO Election Form, the election cannot be revoked. If elected for a particular calendar year, the employee will be paid in cash for forty (40) hours of PTO during the last pay period of that calendar year. However, if an employee who has signed a PTO Election Form for a particular calendar year discontinues employment during that year before the employee has accrued forty (40) hours of PTO that year, then at the discontinuation of employment, the employee will only be paid the PTO the employee has accrued that calendar year up to forty (40) hours. All PTO elected to be cashed out cannot be used for an employee's time off.

End of Employment

Any employee who has worked a minimum of six (6) months and who either: (i) is terminated by the Zoo without cause; or (ii) quits the Zoo's employ by providing the Zoo at least two (2) weeks written notice of their intent to quit and continues to work during such period (except for hardship cases as determined by the Zoo in its discretion), will be paid accrued but unused

PTO as described below. "Cause" in this paragraph means serious misconduct such as misappropriation of funds or property, fighting, offensive or vulgar conduct toward customers, insubordination, violation of harassment policies, violation of drug policies, and the like. Any PTO due an eligible employee at the end of employment will be capped as follows:

- An employee who has worked at least six (6) months but less than five (5) full years will be paid accrued unused PTO not to exceed eighty (80) hours;
- An employee who has worked at least five (5) full years but less than twelve (12) full years will be paid accrued unused PTO not to exceed one hundred twenty (120) hours;
- An employee who has worked at least twelve (12) full years will be paid accrued unused PTO not to exceed one hundred sixty (160) hours.

PTO hours may not be taken during the period between the time the employee gives notice of intent to quit and the last day of employment (except for hardship cases as determined by the Zoo in its discretion). Any PTO subject to a cash-out election will be paid at the end of termination as provided in the previous section. Any such cash-out PTO will count toward the accrued unused PTO described in this section.

Time Off to Vote

The Zoo encourages employees to fulfill their civic responsibilities by participating in elections. Generally, employees are able to find time to vote either before or after their regular work schedule. If employees are unable to vote in an election during their nonworking hours, the Zoo will grant up to 2 hours of **unpaid** time off to vote.

Employees should request time off to vote from their supervisor at least two working days prior to the election day, if practicable. Advance notice is required so that the necessary time off can be scheduled at the beginning or end of the work shift, whichever provides the least disruption to the normal work schedule.

Bereavement Leave

Employees who wish to take time off due to the death of an immediate family member should notify their supervisor as soon as possible.

Up to three days of paid bereavement leave will be provided to regular employees. Bereavement pay will be calculated on the employee's base pay rate times the number of hours the employee needs to attain a 40-hour work week.

Employees may, with their supervisor's approval, use any available paid leave for additional time off as necessary.

This policy pertains to the employee's spouse, parents, stepparents, siblings, children, stepchildren, grandparents, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, grandchildren or domestic partner.

Jury/Witness Duty

The Zoo encourages employees to fulfill their civic responsibility by serving jury/witness duty when required. Regular employees may request up to five days of paid jury/witness duty leave no more than once every 12-month period.

Jury/witness duty pay will be calculated on the employee's base pay rate times the number of hours the employee needs to attain a 40-hour workweek.

If an employee is required to serve beyond the period of paid jury/witness duty leave, paid jury/witness duty for this extended period of time must be approved by the employee's supervisor and/or the executive director.

Employees must show the jury duty or witness summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Additionally, a copy of the jury duty or witness summons (and actual number of days served) should be forwarded to the Human Resources department for the employee's personnel file. Employees are expected to report for work whenever the court schedule permits.

Either the Zoo or the employee may request an excuse/postponement from jury duty if, in the Zoo's judgment, the employee's absence would create serious operational difficulties.

The Zoo will continue to provide health insurance benefits for the full term of the jury duty or witness absence. PTO hours and holiday benefits will continue to accrue during paid or unpaid jury/witness duty leave.

Family and Medical Leave Act (FMLA)

FMLA Eligibility

To be eligible for FMLA leave, an employee must have been employed by the Zoo for at least 12 months and have worked at least 1,250 hours in the 12 months immediately preceding the taking of FMLA leave.

Reasons for and Amount of FMLA Leave

Eligible employees can take up to 12 weeks of FMLA leave in a 12-month period because:

of the birth and to care for their newborn child;

- of the placement with them of a child for adoption or foster care;
- to care for their spouse, child, or parent who has a serious health condition;
- their own serious health condition prevents them from performing their job duties; or
- their spouse, child, or parent is called up for or is on active duty in the Armed Forces and employees' circumstances justify their need for leave.

Eligible employees can also take up to 26 weeks of FMLA leave in a single 12-month period because their spouse, child, parent, or next of kin (nearest blood relative) is seriously ill or injured as a result of serving on active duty in the Armed Forces.

“Serious Health Condition” as used in this policy means an illness, injury, impairment or physical or mental condition that involves either inpatient care or continuing treatment by a health care provider.

“Child” as used in this policy means biological children, adopted children, foster children, stepchildren, legal wards, or children for whom employees have day-to-day and financial responsibility. Children must be under age 18, or over 18 and incapable of self-care because of a physical or mental disability.

The Zoo designates the 12-month period in which employees can take FMLA leave for these reasons by measuring forward from the date of first FMLA leave usage.

Requesting FMLA Leave

Employees requesting FMLA leave must give 30 days' advance notice to their supervisors. If the need for leave is unforeseeable, such as in the case of medical emergencies, employees must inform their supervisors as soon as they are aware of the need for leave. If FMLA leave is taken because of employees' or their family members' serious health condition or for service member family leave, employees will receive a Certification of Health Care Provider form to complete and submit before the leave begins or within 15 days if advance notice is not provided. Employees who request FMLA leave because their spouse, parent, or child is called up for or is on active duty in the Armed Forces will receive an Active Duty Certification form to complete and submit. The Zoo may under certain circumstances require recertification of a medical condition.

After employees submit all of the required forms, they will be notified in writing whether their request for FMLA leave is approved. During leave, employees must keep their supervisors informed of the estimated duration of leave and their intended date to return from leave.

Scheduling FMLA Leave

FMLA leave can be taken all at once or, under certain circumstances, on an intermittent or reduced leave schedule. Intermittent leave is leave taken in separate blocks of time for a FMLA-

qualifying reason. An FMLA reduced leave schedule is a work schedule that reduces employees' usual number of working hours per workday or workweek. Employees will be informed whether they can take intermittent leave or a reduced leave schedule when they apply for FMLA leave.

Pay and Benefits During FMLA Leave

FMLA leave is generally unpaid. The Zoo requires employees to substitute all of their paid time off for FMLA unpaid leave, including PTO, workers' compensation, and short-term disability. If an employee receives benefits from workers' compensation or the Zoo's short-term disability plan, then an employee need not substitute his or her accrued PTO except in certain limited circumstances by mutual agreement between the employee and the Zoo. FMLA leave taken after employees' paid time off is exhausted is unpaid. An employee on FMLA leave will continue to be covered by the Zoo's group health plan to the extent the employee was covered at the time of the leave's commencement. During the leave, such an employee remains responsible for paying the employee's portion of the group health plan premium.

Employees on short-term disability or workers' compensation leave are required to take FMLA leave concurrently.

Return from Leave

Employees returning from FMLA leave due to their own serious health condition must present a fitness-for-duty certification from their health care provider prior to returning to work. Employees returning from FMLA leave will be reinstated to their former positions or to positions with equivalent pay, benefits, and other employment terms and conditions. Certain "key" employees, who are among the highest paid employees of the Zoo, might not be reinstated to any position; "key" employees will be notified of their status when they apply for FMLA leave.

Workers' Compensation Insurance

The Zoo provides workers' compensation insurance at no cost to all employees. This insurance covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits.

Employees who sustain work-related injuries or illnesses must inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. Supervisors are required to immediately report all work-related injuries to human resources.

Neither the Zoo nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity sponsored by the Zoo. Participants will be

required to sign a waiver of liability prior to participation.

Short Term Disability

The Zoo provides a short-term disability (STD) benefits to eligible employees who are unable to work because of a qualifying disability due to an injury or illness.

An employee receiving workers' compensation is ineligible for this benefit. To be eligible for continued disability benefits, the employee must not engage in outside employment and is expected to avoid activities that may delay recovery and a return to work.

Details of the STD benefit plan including benefit amounts are available in the Employee Benefits Guide.

Contact the human resources department for more information about STD benefits.

Modified Duty

An employee with a temporary medical condition that prevents the employee from performing all the functions of their position may be offered modified duties *on a temporary basis only*. "Modified duty" is defined as working the employee's usual and customary job but with some reasonable modifications to meet medical restrictions imposed by a treating physician. Provided the employee's treating physician outlines specific restrictions, the employee will be offered modified duty for a maximum of four (4) weeks. Modified duty is acceptable provided the employee can still perform some productive work and such duty does not become a hardship on the department.

If a modified duty assignment is offered by the Zoo, an employee's refusal to accept the offer may affect the employee's right to worker's compensation benefits under applicable law if the employee is entitled to such benefits. If the employee qualifies for FMLA leave, an employee's refusal to accept the offer will not affect their rights under the FMLA.

Apart from the modified duty described above, the Zoo does not offer light duty positions for employees who cannot perform all the functions of their position due to a medical condition.

MEDIA CONTACT

It is every employee's responsibility to present a positive image of the Zoo. The public relations (PR) department is solely responsible for working with the media (newspapers, television, magazines, radio stations, etc.).

If an employee is approached by a media representative (i.e. reporter, photographer, videographer, etc.) either on or off Zoo grounds, please **do not** begin a discussion until a representative from the PR department has been notified and either gives authorization to speak to the person or comes to assist you. If the person does not identify himself/herself as a media representative until after you have already begun to be questioned, it is the employee's responsibility to stop immediately but politely, and contact the PR department. **It is against Zoo policy for any employee to proceed with an interview without the proper permission. Failure to adhere to this policy may result in disciplinary action, up to and including termination.**

Procedures to follow if an employee is approached and/or contacted by a media representative:

- 1. SEASONAL EMPLOYEES:** Contact a supervisor so that PR can be notified when a media representative is present. If possible, please tell the supervisor the name of the representative, their employer and the subject of the interview.
REGULAR EMPLOYEES: Contact the PR department directly with the name of the representative, their employer and the subject of the interview.
- 2. DURING THE WEEK:** Contact the PR director or manager. If neither person is available, contact Security at ext. 7100 or the Zoo receptionist at extension 7500 and have them locate a PR representative for you immediately. Be sure to let the officer or receptionist know that media is on Zoo grounds at that time.
ON WEEKENDS: Contact security at ext. 7100, and they will contact a PR representative. Be sure to let security know that media is on Zoo grounds at that time.

These procedures are for the benefit of all employees and the Zoo. The public relations department is here to help employees make a positive impression during an interview.

SAFETY

Safety must be everyone's prime consideration at all times. The safety of our guests and employees must never be sacrificed for any reason. The Fort Worth Zoo's safety guidelines are aimed at minimizing the exposure of our employees, guests, and animals to health and safety risks. To accomplish this objective, all Zoo employees are expected to work diligently to

maintain safe and healthful working conditions and to adhere to proper operating practices and procedures designed to prevent injuries and illnesses.

Employees are responsible for following safety procedures to protect our guests and animal collection, and for taking an active part in protecting themselves, their fellow employees and their work environment. In addition, employees must use safety equipment, where required. Employees are to report all unsafe equipment and/or hazards to their supervisor/manager immediately. If an employee should come upon a safety situation that requires immediate attention, Security should be contacted at ext. 7100.

Personal Safety

The Zoo is committed to providing its employees safe and secure work environment, however, the best way to protect against personal theft or threats to safety is to avoid being in a vulnerable situation. Some tips to help maintain a safe work environment are:

- Report suspicious people or vehicles to security
- Be aware of your surroundings
- Keep valuable items such as money, credit cards, jewelry with you at all times or locked up in a safe place
- Report broken locks and windows and poorly lit areas
- When working late, ask a colleague or security to escort you to your vehicle
- Wear protective gear when necessary
- Be mindful of hazards such as slippery floors, electrical cords, etc.
- Do not operate machinery that you are not properly trained to operate
- Use your legs when lifting objects

Vandalism

If you observe someone, guest or employee, attempting to do harm to the animals, Zoo property or guest property, immediately notify security. If you discover an act of vandalism has occurred, report the incident to security.

Zoonotic Diseases

A zoonotic disease is a disease that can be transmitted from animal to human or human to animal. Washing your hands is the most effective thing you can do to prevent the spread of contagious disease. When washing your hands, always use warm water and soap and be sure to scrub under fingernails and between fingers. Wash for at least 15 seconds.

Emergency Response

The Emergency Response Plan is a set of guidelines that was established for all Zoo employees to follow during emergencies.

Response Teams

Response teams are groups of various qualified Zoo personnel (and sometimes outside emergency response professionals) who have expertise dealing with emergency situations. The Fort Worth Zoo has two different response teams that will deal with specific types of emergencies; the Emergency Response Team (ERT) and the Animal Response Team (ART). The ERT is prepared and trained to respond to all emergencies. The ART will take command of all animal-related incidents. Both response teams have defined protocols that mitigate the negative effects of any emergency situation.

How to Report an Emergency

If an employee knows of an emergency situation, the first priority is to call the security base by radio (Unit 500) or by telephone at ext. 7100. Provide as much information as possible regarding the emergency situation. The security base officer will be able to utilize the radio and telephone systems to pass information to necessary individuals. **Never call 911.** Security will call for emergency assistance if needed and act as liaison with emergency services personnel.

Be aware of your surroundings at all times when reporting emergencies. Proper radio and telephone etiquette must be observed to ensure that accurate information is relayed. Remember, guests may overhear your conversations on both the radio and telephone. Every effort must be made to ensure that guests remain calm while a response is being organized.

To assist in managing the emergency information, certain situations will use **codes** to alert Zoo staff:

Code Red = Animal escape

Code Adam = Lost child

Lost Child = Child is found without a parent/guardian

Medical Emergency = A serious injury or illness

After calling the code, clearly and calmly give the details of the emergency situation. If you do not carry a two-way radio, the telephone is the next quickest way to notify Security.

Media

During an emergency, members of the news media may approach employees.

Under no circumstances should statements be made without authorization of the executive

director, director of communications, or their designated personnel. Zoo staff should refrain from making any comments to the news media or members of the public.

You may be asked to provide security or your supervisor a statement as a witness to/participant in the situation. Employees should never discuss the emergency, make speculations as to the cause or give the names of those involved to the press or anyone else.

Emergency Situations

This section outlines procedures for the immediate and appropriate response for events such as:

- Severe Weather
- Lost Child
- Guest/Employee Injury/Medical Emergency
- Hazardous Material Spills
- Fire
- Bomb Threat
- Robbery
- Animal Escape

Severe Weather

Security will monitor the National Weather Service Broadcast Radio for severe weather warnings 24 hours a day. When a severe weather warning is issued that could affect the Zoo, security will obtain approval from management to proceed with a severe weather plan. Staff will be alerted via radio transmission that severe weather is approaching.

Due to limited shelter space, consideration will be made to evacuate the Zoo only if time permits so guests can find shelter elsewhere. If evacuation is necessary, the revenue operations director or manager on duty (MOD) will coordinate evacuation with the security Director and Zoo Director.

Flooding

A major portion of the Zoo lies within the 100-year flood plain, and flash flooding during severe thunderstorms is a constant threat. When conditions are such that flooding may occur, security and the revenue operations director will monitor the weather. If evacuation is necessary the revenue operations director will coordinate with security, the executive director and revenue operations staff the procedures for evacuation. Guests and employees should evacuate the Zoo before areas are cut off by water.

If guests have not evacuated the Zoo, direct them to the upper guest pathway from Raptor Canyon through Asian Falls.

Require guests to wait (when instructed by your supervisor or security) until the water level in the creek recedes before attempting to cross bridges. Do not take any chances; rising waters are deceptive and dangerous.

Tornados

Tornados are not uncommon in north Texas. If you see approaching storms or any of the danger signs, be prepared to take shelter immediately. Some signs to watch for are dark or greenish clouds, hail, low rotating clouds, gusting winds and a roaring sound.

The security base will announce (by radio and/or telephone) tornado watches and tornado warnings.

A tornado watch means that conditions are prime for tornado development and usually cover a large area.

A tornado warning means that a tornado has been spotted, or has been indicated by radar. Tornado warnings usually only cover small areas, so it is imperative to seek shelter immediately until the storm has passed.

Many of the buildings in the Zoo are not permanent structures and thus are not considered approved shelters in the event of severe storms or tornados. Following are acceptable buildings to retreat to in a tornado:

- Education Building
- World of Primates
- Animal Hospital
- MOLA
- Zoo Creek Cafe
- Crocodile Cafe
- Bluebonnet Cafe

Remember to assist guests and, if necessary, coworkers to shelter. Stay away from windows. If caught outside take shelter in a ditch or culvert. Do not get into vehicles.

Hailstorm

Hailstorms occur most often in the spring and typically accompany thunderstorms. Hailstorms are difficult to forecast and can come on suddenly, so it is important to act quickly if caught in a storm. When hail starts to fall, shelter yourself and our guests. Hail comes down at great speed, especially when it is accompanied by violent winds. Hail can cause serious injuries. Assist guests and coworkers to approved shelters:

- Education Building
- World of Primates
- Animal Hospital
- MOLA
- Zoo Creek Cafe
- Crocodile Cafe
- Bluebonnet Cafe

Evacuation

If an event occurs that requires evacuation, the executive director or designee will initiate the departure of all Zoo personnel and guests. Employees will be notified by security that an evacuation is taking place. Guest relations will make an announcement, if during operating hours, to alert guests to the evacuation.

Before leaving an area, employees should, if possible, turn off all electrical equipment. Animal staff should attempt to secure animals. Under any and all circumstances, please remember that safety of life always comes first.

Employees should assist guests out of buildings via the main entrance if possible, but if emergency prevents access, guests/employees should evacuate via designated exits and out of the Zoo through designated evacuation exit gates. Those gates are:

<u>Employees/Guests in these areas:</u>	<u>Evacuate through these gates:</u>
Elephant/Giraffe/Rhino Asian Falls	Elephant/Security Gate (#2) 1989 Colonial Parkway
Safari Shop/Education/Revenue Operations/Primate/MOLA	Main Entrance Gate 1700 Flamingo Dr.
Zoo Creek Cafe/Pavilion Bird Row/Raptor Canyon	2640 Gate (#5) 2640 Park Place Dr.
Outdoor Learning Theater Texas Wild!	Texas Gate (#7) 2350 Tiger Trail

Lost Children

A Code Adam alert is a notice that a child is missing. The Code Adam alert triggers a Zoo-wide response of systematically searching for the missing child. A thorough description of the child is relayed to security and to employees throughout the Zoo. Employees monitor buildings, exits

and parking lots to make sure that no child matching the description wanders out alone, or is removed from the premises by an inappropriate person. If you are approached by a parent or guardian who has lost their child, do the following:

- 1) Contact the security base to inform them you have a "Code Adam." Be prepared to give a detailed description of the child (race, gender, age and description of clothes the child is wearing including type and color of jacket, color of shirt or pants) and the last place the child was seen.
- 2) **Never announce the child's name over the radio.**
- 3) Stay with the parent/guardian until a security officer arrives.
- 4) The security base will announce (on radio channels) a "Code Adam" and repeat the description of the child over the radio.
- 5) All employees should make every effort to locate the missing child. This includes searching bathrooms, exhibits, and parking lots.
- 6) If an employee locates the child, he/she should contact the security base and security will initiate the reunion of the child and his/her parent/guardian.
- 7) After the child and parent/guardian are reunited the security base will cancel the "Code Adam" alert.

Conversely, if an employee finds a child wandering about without an obvious parent/guardian (the parents are lost) a "Lost Child" alert will be called in to the security base. If this occurs do the following:

- 1) Contact the security base and be prepared to give a detailed description of the child (race, gender, age and description of clothes the child is wearing including type and color of jacket, color of shirt or pants) and the location the child was found.
- 2) **Never announce the child's name over the radio.**
- 3) Stay with the child until a security officer arrives.
- 4) The security base will announce a "Lost Child" alert and repeat the description of the child over the radio. The child will be escorted to guest relations until the parent/guardian is found.
- 5) If an employee locates the parent, he/she will contact security and security will initiate the reunion of the child and his/her parent/guardian.
- 6) After the child and parent/guardian are reunited security will cancel the "Lost Child" alert.

Guest/Employee Injury/Medical Emergency

All employees must be observant of unsafe conditions that may lead to an accident, and take immediate action that is appropriate to prevent or avoid personal/guest injuries. Any employee who is a victim of, or witness to, any accident shall immediately report such accident to his/her immediate supervisor and/or security.

Injuries to employees/guest are typically caused by negligence, a known or unknown health condition, or they are simply generic injuries (slips/falls) that are not a direct result of an action on anyone's part.

The Zoo attempts to provide a safe environment for employees and guests as well as reduce losses resulting from accidents and injuries.

For the purpose of this section, employee/guest injuries are classified into two categories: minor and major.

Examples of minor injuries include cuts, scrapes, stings and splinters. If an employee/guest receives a minor injury:

- 1) Contact the security base and inform them of the type of injury and location of the employee/guest. Security will dispatch an officer to that location if medical assistance is needed.
- 2) Stay with the individual until security arrives.
- 3) Offer items in a first aid kit (do not administer first aid).
- 4) Injured employees must complete a First Report of Injury form and submit to their supervisor.

Examples of major injury include severe cuts, broken bones, head trauma, heart attack, heatstroke, loss of consciousness, etc. If an employee/guest receives major injury:

- 1) Contact security and inform the base officer of the type of injury and your location. Security will dispatch an officer to that location.
- 2) Security will assess the situation and determine if emergency personnel need to be notified. A security officer will act as the liaison officer and will assist the responding emergency personnel.
- 3) Stay with the employee/guest and assure him/her that help is coming. Do not administer first aid.

Hazardous Material Spill or Leak

Most hazardous spills will occur near or around the primary location of the liquids or gases being stored. Each hazardous material user must be ready and equipped to handle a spill. Critical elements for a safe and effective response are: information and knowledge of materials used, adequate spill response supplies, adequate training, and knowing when and who to call for assistance.

The engineering office and security base have material safety data sheets (MSDS) that will provide important information about the hazardous material.

Should a hazardous material spill occur:

- 1) Contact the security base and inform the officer of the type of material spill and the location of the incident. Security will dispatch an officer to that location.
- 2) Do not enter the effected area.
- 3) Do not use cell phones or radios in the effected area; they can trigger gas explosions.
- 4) Assist with evacuating guests if the spill/leak occurs in a public area. Employees and guests should stay upwind from the spill/leak.

Fire

The risk of fire at the Zoo is a serious concern, both from a property loss and an injury hazard standpoint. The best time to think about fire safety is before a fire starts.

Fire prevention involves elimination or control of conditions or substances that could ignite or fuel a fire.

In reality, it's impossible to completely get rid of fire hazards in the workplace. But that's not to say that an employee can't do a number of things to control these hazards:

- 1) Keep heat producing equipment (copiers, computers, coffee makers, etc.) clean and away from flammable materials. Always turn off this equipment when leaving the area for a prolonged period or for the day.
- 2) Make sure that any malfunctioning electrical equipment is disconnected and do not use until properly repaired or replaced.
- 3) Do not use machinery with frayed or cracked electrical cords.

- 4) Never overload circuits or plug extension cords into other extension cords.
- 5) Keep all combustible materials in appropriate locations away from ignition sources and keep those locations free of debris.

Maintenance of a clean and orderly workplace is an essential element of fire prevention.

Should a fire occur or if smoke is seen or smelled:

- 1) Contact the security base and give the exact location of the fire.
- 2) Know the location of and how to use the fire extinguisher in your area.
- 3) Assist guests out of the building or area. If necessary refer to the Zoo's evacuation plan.

Reducing the risk of workplace fires through active participation of all employees is vital. Each employee should feel free to report any condition that they feel could be a fire hazard to their supervisor or security.

Bomb Threat

Potential bombing incidents constitute a serious threat to employees, guests, assets and operations. The majority of threats at the Zoo are hoaxes. The goal of the person making the threat is to create panic and disrupt daily operations. Some threats may be real and therefore it is critical not to assume the threat is a joke.

Bomb threats usually occur by telephone, but, threats may also be communicated by regular mail or e-mail. Bomb threats may also be implied, by the discovery of a suspicious package, envelope or other article that, at face value, may look or sound like a bomb.

If an employee receives a bomb threat the following steps must be observed:

- 1) Notify the security base **by telephone** (Ext. 7100). DO NOT use a radio. Give the officer all of the information you received from the caller. If the threat is in the form of a note attached to an object, give the location of the object.
- 2) Security will immediately call 911 to report the bomb threat. Security will respond to the area, and await arrival of fire department personnel. If a suspected object or package is observed, no attempt should be made to remove it.
- 3) Keep guests and others away from the immediate area.

4) Do not evacuate a building until instructed to do so. If an evacuation is called, employees should follow all directions given by the Fort Worth Fire Department and/or their supervisor.

5) All radio transmissions during the threat should be limited and carefully worded, with no references to the threat.

Robbery

Although the Zoo has never encountered a robbery, it is nevertheless an ever-present concern; especially for those employees who work in environments where cash and other valuable items are readily available. Robbery is one of the most serious and potentially dangerous crimes that can occur at the Zoo. Of the crimes that businesses face, robbery involves the least loss of money or other assets. Unlike other crimes, however; robbery puts the employees in physical danger. Personal safety is always the most important consideration when planning how to react to an armed robbery. In the event of a robbery:

- 1) Remain calm and be cooperative with the suspect.
- 2) Listen carefully to the demands of the suspect.
- 3) Do not promote confrontation.
- 4) Give the money and/or merchandise to the suspect.
- 5) Make a mental note of what the suspect looks like and what he/she is wearing.
- 6) If one is available, press the "Assistance Needed" button at your location.
- 7) Notify the security base and the immediate supervisor as soon as possible, after the event.

Animal Escape

While animal escapes are rare, under the right circumstances, it can occur. Therefore, all employees should be vigilant in their daily routines in order to prevent escape.

In the event of an escaped animal, efficient response is crucial to the safety of guests, employees and animals. Should an employee observe an escaped the following guidelines should be followed:

1) By radio or telephone, report the escape (**Code Red**) to the security base. *The employee first witnessing an animal escape must use whatever means necessary to send out the alarm.

2) Never issue a panicked message, talk as calmly as possible, especially over the radio. Keep radio messages short, factual and speak clearly.

3) Provide security with the following information:

- What animal has escaped
- Any known injuries to animal or human
- Where escaped animal is located and/or direction of travel
- Who is onsite and monitoring the animal

4) The security base officer will call for radio silence except for emergency transmissions or traffic related to the escape. All other radio traffic should cease at this time.

5) Always maintain visual contact with the animal from a safe distance. A member of the ART will arrive and coordinate the recapture.

6) Respect the animal's flight distance.

- An animal's flight distance is the distance at which an animal will flee from a pursuer. Employees involved with an escaped animal must keep a safe distance away from the animal to prevent the animal from fleeing or attacking. **Do not approach or chase the animal** and avoid threatening postures such as pointing objects.

During an escape, always stay calm, do not panic. Acting recklessly may have detrimental results. Remember the safety of the guests and staff is paramount.

ZOO OPERATIONS

Zoo Hours *

The Zoo is open 365 days a year

Daily Operations

Summer Hours

10 a.m. - 5 p.m. with extended weekend hours

Winter Hours

10 a.m. - 4 p.m. with abbreviated holiday hours

Holiday Operations

Hours will vary (employees will be notified of operating hours in advance)

* Heavy attendance may result in extended hours of operation

Guest Relations/Membership Office

Location and Hours

The guest relations office is located at the front gate area of the Zoo opposite the Safari Gift Shop. If a guest has a question an employee cannot answer, please send them to the guest relations office or call ext. 7337.

Services Provided

Please direct guests to the guest relations/membership office for assistance with any of the following:

- Lost and Found
- Paging/Announcements
- General Zoo Information
- Maps/Directions - DFW area
- ADA Information
- Zoo Membership
- Staff ID Processing
- Report Problems with Vending Machines

Membership

Membership entitles guests to unlimited visitation and invitations to certain events in exchange for an annual donation to the Zoo.

Zoo Restrictions

For the safety of our animals, there are restrictions on items that can be brought into the Zoo. Please explain these restrictions to Zoo guests when necessary.

- No glass bottles
- No roller blades, skate shoes or skateboards
- No bicycles

- No lids or straws for cups
- No alcoholic beverages
- No pets or other domestic animals
(Approved Guide Animals are acceptable)
- No laser pointers

CONCLUSION

The information in this handbook has been provided to serve as a guide to help each employee perform to the best of his/her abilities. This is a summary of some of the procedures, rules and regulations that are applicable to employees of the Fort Worth Zoo. Employment can be terminated with or without cause and with or without notice at any time at the option of the employee or the Zoo. The policies, procedures, rules and regulations included here are not intended to be exhaustive and are subject to modification or deletion at any time with or without notice. The information and procedures set forth in this orientation book do not constitute an employment contract.

This handbook should be used as a reference when needed. Questions regarding any policies or procedures set forth in this manual should be directed to human resources for clarification.
