

# Welcome

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Get ready to Rock 'n' Roll!

We are proud that you have decided to join the Hard Rock Cafe. Our goal is to provide our employees a safe, fun and challenging work environment, centered around the most important cultural phenomena of the 20th century: Rock 'n' Roll music. The unprecedented success we have enjoyed the past 4 decades is primarily due to the hard work and dedication of people like you.

We offer all who come through our doors a unique experience that is remembered long after they leave our 4 walls. This focus on the guests will be your most important priority.

Know that we are interested in your success at Hard Rock and hope to provide you with the support necessary for your long-term professional growth. The safety of our guests and employees is our first and foremost concern. We expect to attain great results by focusing on protecting our people, property and profits in everything we do. In addition, we can also anticipate repeat guest visits and increased financial performance by ensuring the highest food and merchandise quality, and of course, our signature Kick-Ass Service.

Understand that excellence is our standard... nothing else will do. Welcome to the family!

Love All – Serve All



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## **Mission**

To spread the spirit of Rock 'n' Roll by creating authentic experiences that rock.



## **Mottos**

Love All – Serve All

Take Time to Be Kind

Save the Planet

All Is One



## **Operating Values**

1. Practice honesty, integrity and professionalism.
2. Encourage everyone to maximize their potential.
3. Take personal accountability for getting results.
4. Create brand excitement through innovation.
5. Deliver Kick-Ass Service!



### **Identity is Instrumental**

Hard Rock is more than just a job, it's a lifestyle. It is a way for you to express and share your ability to have fun with everyone you meet. The secret of our success is knowing who we are and what we do. Tapping into that awareness and understanding your sense of "place" - that you work in an environment with like-minded, yet original characters - is empowering. We hope you continue to truly discover yourself with us and pass on those qualities that make you rock!

We believe that the true spirit comes from within the home and that you should treat people as if they were guests in your home... like family! YOU are a part of our family and we want YOU to be happy.



### **Express Yourself**

Your individualism and self-expression are strongly encouraged. Be yourself...we love it! You were hired for your personality and individuality and we rely on those elements to create unique and memorable experiences.

However, you must remember that working for this brand also carries a great deal of responsibility. We expect our employees to behave professionally and act with integrity at all times. These expectations are outlined in the company's Code of Ethics.



# Compliance

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Although we like to have fun, there are a few things with which we must comply. We always obey the law and we want a fair work environment for all. Basically, we want everyone to feel welcome and at home in our environment.



## Equal Opportunity Employment

We hire and promote our staff based solely on performance, regardless of:

- Race
- Veteran Status
- National Origin
- Religion
- Color
- Citizenship Status
- Marital Status
- Age
- Gender
- Sexual Orientation
- Disabilities \*
- Other classifications protected by law



In the U.S., Hard Rock Cafe complies with the Americans with Disabilities Act (ADA) of 1990. The ADA requires that employers grant reasonable accommodations to qualified disabled applicants and employees if they can perform their essential functions of a position with or without the accommodation. Please contact your GM if you need additional information.

In Europe, Hard Rock complies with the European Policy on Disabled People as detailed in the European directive.

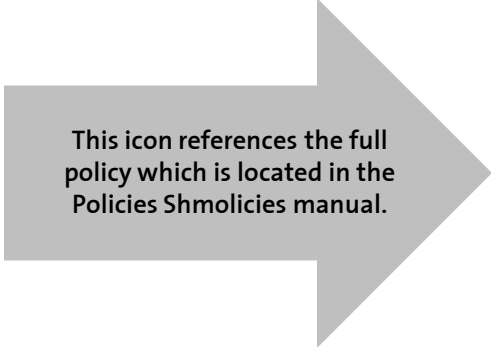
### **Employment At Will (U.S. only)**

This handbook is not intended to create a contract of employment and nothing in this handbook should be construed as a contract of employment or a guarantee of a job. In the U.S., you are an “at-will” employee. This means you are free to leave at any time and we are free to terminate your employment at any time, for any reason and without prior written notice. Any statutory regulation that is applicable to the country in which you are employed will supersede Hard Rock’s guidelines or policies. You should also know that we have the right to change our policies at any time without prior notice.

The company’s policy for discipline in no way limits or alters this “at-will” relationship. Violation of company policies and rules may warrant disciplinary action up to and including termination. Forms of discipline that the company may elect to use include verbal, written and final warnings. The company may, at its sole and absolute discretion, deviate from any order of progressive disciplinary actions and utilize whatever form of discipline deemed appropriate under the circumstances, up to and including immediate termination of employment.

In other words, you can quit at any time for any reason and not give notice. Likewise, we can terminate you at any time and for any reason without notice.

If you do quit, please know that vacation payout is not guaranteed. State laws govern the payout of eligible vacation. Unless otherwise dictated by law, you must leave the company on good terms, working out a two-week notice in order to receive eligible vacation pay.



This icon references the full policy which is located in the Policies Shmololicies manual.



Policy PG-2

### Discrimination and Harassment

It is against Hard Rock Cafe policy for any employee, male or female, regardless of national origin, to discriminate against or harass another staff member by:

- Creating an intimidating, hostile, or offensive working environment
- Discriminating against them or displaying unwelcome conduct because of their gender, race, age, sexual orientation, disability, marital status, religion or other legally protected class
- Using demeaning or inappropriate language or verbal slurs
- Posting, forwarding or displaying cartoons or jokes that are directed at a particular group or protected class
- Sabotaging another employee's work
- Granting job favors to those participating in consensual sexual activities
- Displaying, storing or transmitting sexually oriented materials
- Making sexually suggestive comments or physical contact in an unwelcome manner
- Making romantic advances – despite an employee's rejection of the advance
- Unwelcome conduct coming from Managers, Supervisors, co-workers, guests, vendors, or anyone else with whom the employee interacts with on the job



Who Cares Poster

### **Discrimination and Harassment (continued)**

The aforementioned examples are not an exhaustive list of potential discrimination and harassment actions. Hard Rock Cafe has implemented a Corporate Compliance Program, which provides details on methods of responding to harassment and other violations of company policy. The manual is available in hard copy format at every location, as well as online in the Hard Rock Portal - please contact one of the Cafe Managers to review it.

Any staff member who believes he or she has been the subject of discrimination or harassment is encouraged to report the alleged act to the General Manager, Director of Operations, Corporate Employee Relations Department, or any other Manager the employee is comfortable speaking with, within 48 hours of the incident.

Employees should not assume that any member of management is already aware of their concern. Staff members should also be aware of Hard Rock's "No Retaliation" policy. The Company will protect every employee who files complaints or provides information about a complaint against any form of retaliation.

After a prompt, complete and objective investigation, any employee, Supervisor, Manager, or agent who has been found to have harassed another employee will promptly be subject to appropriate sanctions. Further questions can be directed to your General Manager, or in the U.S., you may call our toll-free Employee Relations phone number at 1-800-235-7625, ext.#2444/2445. In the E.U., you may contact the Human Resources Director for Europe at (00) 44-207-493-5743 / HR Department extension.



Policy PG-4



### **Alcohol Management Policy**

Hard Rock Cafe is committed to managing alcohol consumption in a professional and responsible manner, to allow for a safe, enjoyable, and entertaining experience. It is our responsibility to monitor our guests' behavior in regards to the consumption of alcohol. To do this, you must understand the following procedures:

- The party must produce one photo I.D. for each alcohol beverage ordered\*
- No alcohol beverages will be served for any purpose to anyone under the legal drinking age. Proof of age will be required for all guests who appear under the age of 30 (remember to check the date of birth and compare the photo to the person who presents it)\*
- We will immediately stop serving additional alcohol beverages to anyone who exhibits signs of intoxication and inform a Manager
- We will not let our served guests leave the restaurant intoxicated with the intention of driving without us arranging transportation
- No intoxicated guests will be allowed to enter the restaurant and an attempt will be made to secure transportation for them (Hard Rock could be held accountable for their actions.)

\*Outside of the U.S., locations will be trained on (and must adhere to) the laws and age requirements in the country / locale in which they operate

**Remember, it's not just the number of drinks but also the rate at which alcohol enters the bloodstream that can affect a guest.** The rate at which alcohol is absorbed will depend upon a number of factors unique to each guest, which is why it is so important to pay attention and observe their behaviors in order to determine if they are visibly intoxicated.

**Signs of intoxication are included, but not limited to:**

- Slurred speech
- Irrational statements
- Loud speech
- Loss of coordination
- Foul language
- Drowsiness
- Belligerence
- Difficulty walking
- Glassy or bloodshot eyes

### Alcohol Management Policy (continued)

**As an employee of Hard Rock, you are expected to notify a Manager if you witness any of these behaviors.** The Manager will be responsible for discontinuing service. It is always important to stress that our decision is based upon a guest's personal safety.

#### **Prior to allowing a guest to leave:**

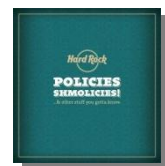
- Offer purchase of appetizers/food items (if refused, the Manager can elect to comp an item)
- Offer non-alcoholic beverages
- Offer to call a taxi

**If leaving the Cafe in their current condition may result in injury to themselves or other parties and the efforts listed above have failed, notify the police. If the guest leaves prior to the police arriving, an attempt should be made to get a description of the vehicle and the license tag number.**

#### **Our internal policy for staff and Managers is:**

- No employee is entitled to have more than 2 alcohol beverages when visiting Hard Rock off duty
- Employees must sit at a table (not the bar)
- The Hard Rock should not be the primary destination when going out for drinks
- Alcohol consumption before, during and immediately following a "shift worked" is prohibited
- Your particular location may have a more strict (but not more lenient) policy regarding alcohol consumption when off duty – please consult your Location Supplement in the event this is the case

For further details and our comprehensive Alcohol Management and I.D. Policy, please see your position's *Guide 2 Greatness* and the Policy Manual, *Policies Shmolicies*.



Policy OP-7

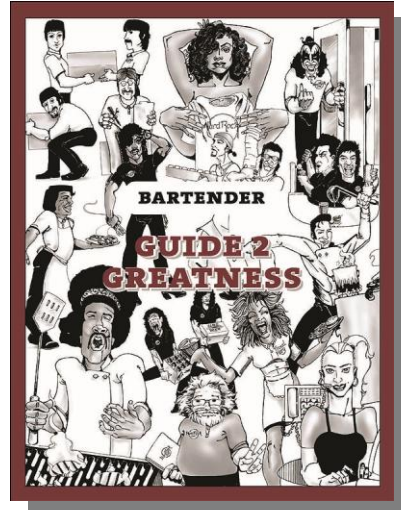
# Expectations and Conduct

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## The Training Process

The Training Process begins with Orientation, and ends with your Trainer's and Manager's final sign-off. You will receive a training schedule with a detailed outline and your Trainer will guide you through the daily procedures of your department. There is a specific department manual for each position, called the Guide 2 Greatness, which you will use and refer to during your designated training days.

The training program is designed to be informative, yet informal, and should showcase your commitment and desire to be a part of "The Real Deal." If you ever have any questions, do not hesitate to ask your Trainer or a Manager. We are here to help you...especially through those first hectic days. We don't want you to feel lost... we're cool like that!



Guide 2 Greatness Manual

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## What You Should Expect From Us

- We will provide you with knowledgeable Trainers who will teach you the skills and attitude needed for success
- We will coach you and evaluate your performance
- We will provide honest feedback on your strengths and opportunities
- We will recognize and reward you for delivering exceptional service

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## What We Will Expect From You

- To be yourself
- 100% effort toward your own development
- To reach your full potential by utilizing the resources and support available
- To be open-minded... with the ability to do things in the "Hard Rock" style
- To deliver Kick-Ass Service
- To live our Mission & Values and to practice our philosophies
- To provide feedback to your Managers

## Expectations and Conduct

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### Appearance & Uniforms

This is your “business card.” Your appearance and uniform should reflect your pride, dedication, and individuality. For specifics, see your Guide 2 Greatness, but here are some basics:

#### Appearance should be:

- Neat
- Well-groomed

#### Uniforms should be:

- Clean
- Like new

Remember, there’s only one chance to make a good first impression. Your appearance should make the guest feel comfortable... and, don’t forget to showcase our cool HRC logo pins!



### Attendance

Never underestimate your role in the Hard Rock Cafe machine. Your part is important and essential. One missing link in the chain can stop progress! It’s all about teamwork. If you drop the ball, then someone else has to pick it up! If you’re scheduled for a shift, be punctual. If you are going to be late or absent, please give us the courtesy of a phone call (at least two hours in advance, whenever possible) and speak with the M.O.D. (that’s Manager on Duty).



Tardiness or absenteeism may result in disciplinary action up to and including termination. You’re going to love working here – don’t jeopardize your employment for reasons that are totally within your control.

### Offensive Language

We like to be irreverent - it is our culture after all. Some people may interpret irreverence as the ability to use offensive language, otherwise known as “explicatives” at work. We do allow some freedom of expression, however, as long as it is not in front of guests or another employee. It is one thing to drop a plate on your foot and yell out an explicative in the dish room. It is another thing to call your co-worker a &%\$\*! We would categorize this behavior as rudeness to a co-worker that would result in disciplinary action up to and including termination.



### Introduction Period

Every new staff member is hired on a 90-day\* probationary period. We believe that people make the difference. This time allows us to evaluate your performance as a new employee, and allows you the opportunity to “check us out.”

\*This probationary period may vary from country to country within the E.U. locations.

### **Dissatisfied Guests**

These are considered “windows of opportunity” for us. Guest obsession is our #1 priority. At any point a guest complains about something, you should:

- Be positive
- Listen to the guest’s problem... put yourself in their place
- Always show concern... but never give excuses
- Never argue with them
- Take the initiative, apologize and take responsibility
- Make the guest feel special by assuring them that we will correct the situation
- Inform a Manager

A little extra effort on the front-end and learning to “read” your guests can avoid and smooth out any potential problems that may arise. Problems are easier to solve when you’re on good terms with the guests.



### **Ownership**

This is your home... be part of the solution! You spend the entire shift pleasing guests, so you know first hand when things go wrong. If they do, you should:

- Take control of the situation
- Assume responsibility for your guest
- Do whatever is necessary to please your guests
- Make the situation a positive one
- Inform a Manager of the situation

### **Code of Conduct**

This Code of Conduct (the “Code”) sets forth the standards of conduct, which Hard Rock requires of all its directors, officers and employees, including directors, officers and employees of all Hard Rock’s subsidiary companies.

Questions involving the application of the Code should be referred to your Department Head or Human Resources. Any allegation that an individual has violated any of its provisions should be referred as well.

Strict compliance with the code is expected and any violation may result in disciplinary action, including dismissal, and in certain cases, violators may be reported to the appropriate authorities.

### **The Code Details**

#### **Honest and Ethical Conduct**

Hard Rock requires honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships.

#### **Disclosures**

Hard Rock promotes full, fair, accurate, timely and understandable disclosure in reports and documents, including financial statements, which Hard Rock files with the Registrar of Companies and with the Securities and Exchange Commission, and in other public communications made by the Company. Each individual shall, in so far as he/she is able to, seek to ensure that:

- No unrecorded fund or asset of Hard Rock is established or maintained for any reason
- No false, artificial or misleading entries in Hard Rock’s books and records shall be made for any reason
- All reporting of information should be complete, accurate, honest and timely and should be a fair representation of the facts

#### **Compliance**

Each individual is required to support and promote Hard Rock’s long-standing commitment to operate in compliance with all applicable laws, rules and regulations in each jurisdiction in which it carries on business.

#### **Violations**

Any individual should promptly report any violations of this code of which that individual becomes aware to a Department Head or Human Resources.

## Code of Conduct (continued)

### Accountability

Hard Rock's VP of Business Affairs is accountable for ensuring adherence to this code (including ensuring prompt and consistent enforcement) and in this regard reports to Hard Rock's Audit Committee, which is comprised solely of independent non-executive directors. The VP of Business Affairs will give a report to the Audit Committee concerning adherence to this code at least once, annually.

### Whistleblowing Protection

Hard Rock will make every effort to ensure protection for individuals who report questionable behavior in light of this Code, in accordance with the Group's Whistle blowing Policy, a copy of which can be obtained from the Human Resources Department.

### Waivers

Any waivers to this code for executive officers and directors may be made only by the Board and must be promptly disclosed to shareholders, along with reasons for the waiver.



Code of Conduct



Policy PG-10



### Code of Ethics

The purpose of the Code of Ethics is to ensure that all Hard Rock employees are informed, educated and held accountable for practicing ethical behavior during their employment.

As a Hard Rock employee, I understand that I am responsible for the following conduct and ethical issues:

#### Obeying the Law

I am expected to conduct business in accordance with applicable federal, state and local laws and regulations.

#### Ethical Business Behavior


I shall act with integrity in my relationships with guests, co-workers, partners, and vendors. Improper conduct of others shall be reported to a Manager, the Cornerstone Hotline (1-888-662-5025), the Corporate Human Resources, the European HR Department if in the E.U. (00) 44-207-493-5743, or Business Affairs Department. *(Reference: Policy PG-8, Ethical Business Practices; Policy PG-9, Whistle Blowing; Policy PG-10, Code of Conduct; Policy GL-11, Delegation of Authority; Policy GL-9, Accepting Gifts)*

#### Accurate Cash Handling & Procedural Adherence

All financial books and records must accurately reflect all funds, assets, transactions and information pertaining to Hard Rock's business. I shall report all financial transactions (including daily cash drops and safe counts) in a timely and truthful manner, attesting that, to the best of my knowledge, the information provided is accurate. *(Reference: Policy OP-16, Cash Handling; Policy OP-12, Cafe Invoices; Policy OP-15, Petty Cash; Policy OP-3, Inventory)*

#### Conflict of Interests / Negotiation and Execution of Contracts

Outside employment and business activities must not conflict with my ability to perform my work nor involve a conflict of interest. If I am responsible for bidding and negotiating contracts, I shall abide by all applicable laws and regulations that pertain to the acquisition of goods and services. In the case of a potential conflict of interest (actual or perceived), I shall provide full disclosure and obtain approval from a higher-ranking member of the company. *(Reference: Policy GL-17, Conflict of Interest; Policy PG-8, Ethical Business Practices)*

Policies & Guidelines	Policy PG-12
<b>CODE OF ETHICS</b>	
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<b>Confidentiality</b>	
I shall keep all proprietary and private information and/or documents protected and secure. I will forward all public relations matters to Coyne Public Relations or the Corporate Marketing Department. <i>(Reference: Policy PG-13, Confidential &amp; Non-disclosure Agreement, Company Property)</i>	
	
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### Code of Ethics (continued)

#### Confidentiality

I shall keep all proprietary and business information and/or documents protected and secure. I will forward all public relations matters to Coyne Public Relations or the Corporate Marketing Department. *(Reference: Policy PG 12- Confidential & Non-disclosure Agreement/Company Property)*

#### Harassment & Discrimination

I acknowledge that Hard Rock maintains a “zero tolerance” policy for any form of harassment or discrimination. I will treat other employees, guests, partners and vendors fairly and equally. If I witness any form of harassment, I will report the incident to a Manager or to another company representative that I am comfortable speaking with.  
*(Reference: Policy PG-4, Discrimination & Harassment; Policy PG-7, Personal Relationships)*

#### Food Safety and Sanitation

If I am in food service, I shall be trained in proper food safety and handling procedures. I will maintain these standards and report any violations to a member of management or to the Corporate Risk Manager. *(Reference: Policy SF-11, Food Safety)*

#### Guest and Employee Safety

I understand that Hard Rock strives to maintain a safe working environment for all staff and guests. I will report any employee or guest accidents and any unsafe condition on our property, to a Manager immediately, even if the occurrence does not require medical treatment. *(Reference: Policy SF-1, Safety; Policy SF-5, Guest Accidents; Policy SF-8, Worker’s Compensation; Policy OP-4, Maintenance)*

#### Responsible Alcohol Service

I understand that it is the responsibility of each staff member to ensure that Hard Rock is serving alcohol to guests in a responsible manner. I will contact a Manager when I feel that a guest should not receive continued service. Managers are expected to advise the guest in a professional manner while attempting to ensure that they are safely removed from the premises when appropriate. *(Reference: Policy OP-7, Alcohol Awareness)*

Policy PG-12

**CODE OF ETHICS**

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
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**Alcohol/Substance Abuse – Behavior**  
I understand that each and every Hard Rock employee shall adhere to the company alcohol consumption policy in reference to the workplace and company sponsored social events, conferences, off-site meetings and cafe dining. I understand that when visiting a Hard Rock branded property as a patron, no more than 2 drinks should be consumed during the visit. When attending a sponsored event, conference or off-site meeting, I understand that Hard Rock suggests that employees consider carefully their consumption of alcohol on the company premises while off duty and while attending company functions, noting that the company intends to hold me accountable for my actions and behavior that may be compromising to the brand or business. I understand that disciplinary action will be taken.

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 Page 2 of 3 June 2009

#### Code of Ethics (page 2)

**Code of Ethics (continued)**

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The use of illegal substances before or during scheduled work time or at any company sponsored event is strictly prohibited. (Reference: Policy OP-7, Alcohol Awareness, Policy PG-5, Alcohol/Substance Abuse)

If I need more detailed information regarding any of the above outlined standards, I will review the specific policy in *Policies Shmolicies* (which is available electronically on the Portal and in hard copy at every Hard Rock Cafe). If I am faced with an ethical dilemma or suspect that improper conduct is taking place, the following resources are available to me: Manager, General Manager, Director of Operations, Area V.P., Human Resources Manager or any other Director within the Company that I feel comfortable talking to. (Cornerstone Hotline – 1-888-662-5025; If in the E.U., Corporate European HR Department – 44-207-493-5743)

In return, I can expect that all inquiries will be treated with dignity, respect, and confidentiality. Hard Rock culture is a lot of things. It’s fun, it’s heritage... and it’s also doing what I say I will do. Hard Rock thrives on best practices, sharing ideas and concepts that work best for our culture. I acknowledge that this Code of Ethics has been designed as a company standard to hold Hard Rock employees accountable for upholding core company values.

Policies & Guidelines Policy PG-12

**CODE OF ETHICS**

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I have read and understand the Code of Ethics. My signature below shall serve as my acknowledgement of my commitment to abide by these standards. I understand that failure to follow the Code of Ethics may result in disciplinary action up to and including termination. I also understand that if I witness, and do not report, any violations of the Code of Ethics, I am liable and may be subject disciplinary action as stated above.

Employee Name (printed)	Employee Signature	Date
Supervisor Name (printed)	Supervisor Signature	Date

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Page 3 of 3 June 2009



**Code of Ethics (page 3)  
Acknowledgement**

**Policy PG-11**



# Rewards & Recognition

## Service Awards & Milestone Awards



Service Awards Poster

One thing we are known for is recognizing our staff for tenure, good deeds, and exceptional service. Service Awards are an integral part of the Hard Rock culture and best of all, they can be proudly displayed on your uniform for all to see!

### Anniversary

After 40+ years of Rockin' the Planet, Hard Rock Cafe is still leading the pack. Every year, on your date of hire, Hard Rock recognizes your commitment! Anniversaries are special, indeed. It's like your own Hard Rock birthday. We like to honor and celebrate this occasion by awarding you an anniversary pin commemorating another year of service.



The 10-year Rolex

Many of you will decide that this will be your career and not just a job. One of the main perks for sticking around is the famous 10-year Rolex watch... a dream of many Hard Rockers! As long as you average 25 hours a week for a total of 10 years, the Hard Rock Rolex will be yours. *Note: Break in Service rules apply when calculating years of service.*



TCB Pin

### Takin' Care of Business

Doing a great job may be a "given" for you, but we love to recognize our employees for their exceptional performance. Every day, you are on stage. You may receive a TCB pin from your Manager for "taking care of business".

## Rewards & Recognition

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### Employee-of-the-Month

Every month, the Managers get together and select 2 employees who really made a name for themselves... one from the Front-of-the-House / Retail and one from the Back-of-the-House. It's really cool to be nominated as Employee-of-the-Month, not to mention you get this collectible pin.



### Ambassador Program

Like a bridge over troubled water, these are the true warriors... taking the concepts of our mottos to the front lines of the battle and involving themselves in the efforts of social and environmental concerns. These Rockers donate time and energy to the causes of goodwill, recycling and other social causes.



Ambassador Pin

As you may know, our beliefs and actions are not confined to the restaurant. The success of our concept and logo have made us realize that we could actually make a difference in the world by expanding our area of service.

Wherever there is a Hard Rock, we are there helping causes in need. Staying true to our mission statement, values, and mottos, we commit ourselves to supporting local charities and international projects.



### Bright Ideas

We welcome your suggestions and feedback. Hard Rock loves to recognize our staff for submitting ideas to help out the company. If we use your idea, you may get some cash...and the cool Bright Ideas pin ain't bad either.



Bright Ideas Pin



Hero Pin

### Heroes

Four times per year, we select one outstanding employee to be recognized as our Hard Rock Hero based on attitude, performance, and teamwork. It is a great honor for Heroes to be recognized and rewarded by their peers.

# Operations

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## The Cornerstones

### Double Checking

This means going back and constantly re-checking. This is just a way of following up to ensure that we exceed guests' expectations. It is:

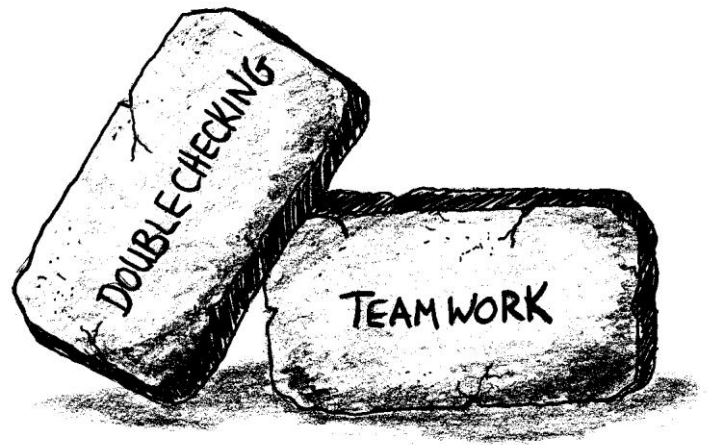
- An ongoing attention to detail
- A relationship between all Rockers

### Teamwork

This is the key to any successful business. It is assisting your co-workers without them even asking for help. We depend on each other by:

- Sharing the work load
- Constantly participating

"That is not my job". Five words not found in our vocabulary.



### Staff Photos

Yours is the face that launched a thousand ships... whatever that means. For us, however, it means that we may use your face and likeness for company purposes, such as training materials, advertisements, and the employee newspaper. Just like tourists, we love taking pictures of Hard Rockers! Say, "Cheese!"



### Celebrities

Recognized as the place to see and be seen, Hard Rock Cafe appeals to those people who live in the spotlight. Celebrities continue to be a part of the mystique surrounding the Hard Rock. However, it is our policy not to draw attention or tell guests that celebrities may be dining in the restaurant, because it:

- Decreases table turns
- Causes security problems
- Infringes on the celebrity's dining experience

Sorry, staff members are not allowed to ask celebrities for their autograph or photo.



Mick Jagger and Rob Thomas



### Media Responses

Hard Rock is a recognized brand throughout the world. No employee is authorized to act as a spokesperson for Hard Rock to the media, unless directed to do so by the President/CEO or the Vice President of Marketing. This ensures that the protection of the brand image is maintained.

Coyne PR in New York City handles all of our media inquiries. During normal business hours (M-F, 8am to 5pm EST), call the Coyne office number: 973-588-2000. Contact – John Gogarty. If it is after normal business hours, he can be reached at 908-403-6714 or [Jgogarty@coynepr.com](mailto:Jgogarty@coynepr.com) . For dialing from outside of the U.S., use (001) country prefix.



### **Guests With Special Needs**

As part of our belief in “Take Time to be Kind”, we treat special needs guests with dignity and respect. When at all possible, guests with physical challenges should receive the next available table. Challenges include:

#### **Hearing Impaired**

- Face guests directly...they may be able to read lips
- Seat people who use sign language in well-lit areas
- Try to seat hearing-impaired guests in quieter areas

#### **Visually Impaired**

- Offer to read the menu to them
- Announce your arrival and departure
- Refrain from feeding, petting, or distracting guide dogs
- Some visually impaired guests have partial sight - always try to seat guests in a well-lit area

#### **Mobility Impaired**

- Be familiar with wheelchair access areas and elevators
- Ask before assuming that the guest would like assistance
- Seat guests in an area that provides ample aisle space

## Meetings

Periodically, we get together to bounce ideas off of each other and to share our knowledge. Although the meetings are quite informal, we do require that you bring your undivided attention. Occasionally, you will be asked to attend a “mandatory” meeting. Of course we’ll compensate you for your time.



### Sound Check

We gather together before the shift to discuss the following:

- Daily specials
- Upcoming events
- Sales goals
- Staff outings
- Policy changes
- Awards/recognition
- Daily happenings
- Daily shift Rocker
- PX List
- Employment anniversaries
- Today in Rock History
- Training Tip of the Week
- Memo piece of the Week
- Value / Motto of the Week

Sound Check

	MON	TUE	WED	THU	FRI	SAT	SUN	WTD	GOAL	YTD
CD										
CD/DVD										
Merch										
Other										
TOTAL										

Set List

Additionally, your Cafe may provide this information in a shift book, Bulletin Board, etc.



### All-Staff Meetings

Several times a year we have a family meeting to discuss the important issues of our Hard Rock world like guideline changes, employee recognition, and the Hero awards.



### Departmental Meetings

Several times a year, each department has a meeting to improve conditions in their area. Ideas, concerns, and staff recognition are discussed between the Department Manager and your peers.

### Meal Breaks and Rest Periods

Enthusiastic, high-energy employees are a vital part of running a successful operation. Therefore, upon reasonable request, the taking of rest breaks and/or meal periods will be allowed, if not required. It is the responsibility of the management team and hourly staff at each location to coordinate appropriate breaks during each shift in accordance to local laws.

Your Managers are responsible for permitting breaks for hourly employees upon reasonable request. Meal and break periods will be granted based upon the number of hours worked and state law requirements.

Rest breaks are compensated. Meal period compensation varies by location. It may be necessary to record time taken for meals (check with a manager to ensure proper meal period documentation).

Breaks must be taken in an authorized area. Normally employees will not be permitted to leave the premises during rest breaks/meal periods. We do recognize that on occasion, personal emergencies may arise and it may be necessary to address these issues during your break. Please ensure that you have a Manager's approval prior to leaving the premises.

Schedules are written based on projected business needs; therefore, employees choosing not to take a break are not entitled to arrive later than the scheduled starting time or leave before the normal end of the scheduled shift.

In some locations, the law requires you to receive a break and/or a meal period and it cannot be forfeited. In other locations, employees are permitted to forfeit their rest break and/or meal period if they have signed a waiver, releasing Hard Rock of responsibility for any variation to this policy. Additionally, you will be electronically prompted each shift to reinstate your desire to take a meal break. This prompt supersedes any prior signed waiver. Employees wishing to have their breaks/meals reinstated indefinitely can sign a "Hard Rock Cafe Break/Meal Activation" form, which is available from the management team.



### Tips (U.S. only)

All tips received by an employee, including tips received directly from guests and tip-outs from other employees, are property of the employee and may not be taken or redistributed by cafe management for any reason.

Employees must report in the POS system each day all tips received from customers and other employees (tip-outs paid to indirectly tipped employees should be deducted from the total tips reported).

Hard Rock does not have a mandatory tip-pooling policy and employee participation in tip-pooling arrangements is completely voluntary -- Managers cannot mandate employee tip-outs in any form or fashion. Employee job positions that are not customarily tipped cannot participate in any tip-pooling arrangement.



This prohibits Managers, Supervisors, Kitchen Staff, Dishwashers, Hosts, Retail Sales Associates (RSA's), Expos and any other non-customarily-tipped employees from sharing tips or receiving tip-outs from Servers or Bartenders. The only job positions eligible to receive tips are Servers, Bartenders, Bussers and Food Runners.

In the U.S., Hard Rock has an agreement with the IRS that outlines the training and reporting of tips, with which we are obligated to comply. "Tips" training will be conducted for tipped positions during orientation and is a condition of employment.



### Cash Handling

Handling cash may be part of the job for Servers, Bartenders and Retail Sales Associates. It is important that they count their bank accurately before they start each shift. If the amount is not correct, please notify a Manager immediately.

If there is a discrepancy with your bank at the end of a shift, you may be subject to disciplinary action up to and including termination.

### **Bounty**

This is probably not your first gig in the restaurant or retail industry, so that means you know people. We want the best, and therefore we have an employee referral incentive program for both staff and Manager employees.

- If you had a great Manager before, refer them and if they get hired, you get a bounty\* of \$3000 (US)
- If you refer a fellow staff applicant and they get hired, you get a bounty\* of \$100 (US); and every subsequent referral after that is \$150 (US)

\*Manager referrals must stay with the company at least 90 days and complete the applicable training before a bounty is distributed. Staff referrals must complete their position training before a bounty is distributed.



### **Development and Transfers**

Every member of our family has the chance to become “head of the household.” In other words, General Manager of a Hard Rock Cafe (hey, it’s possible!). We believe in each other.

- You control your own destiny...you achieve what you believe
- We prefer to promote from within – so we’ll post job opportunities within the Cafe for your review and interest

Speaking of promotions, there may be management opportunities, as well. By proving yourself, you can join one of the most ambitious and exciting management teams in the world.

Like to move around a lot, but still stay within the Hard Rock family? Then you will want to know how we handle transfers.

- First, you must be in good performance standing within your home Cafe
- You must have worked there for at least 6 months before becoming eligible for a transfer
- Let your management team know about your interest and ask your GM if they will authorize your “Transfer Request” form. This form should be faxed to the receiving location
- If the location you wish to transfer to is hiring, they may decide to put you through the interview process prior to making you an offer
- Hard Rock does not sponsor visa or work permits, therefore the employee must have the proper permits to work in the country to which they wish to transfer

## Performance Reviews

We believe in helping you better yourself. A one-on-one meeting, called a Performance Review, normally held at least once a year with your immediate supervisor, focuses on your strengths and areas of opportunity. You can't grow, if you don't know!

### Pay Increases

For taking care of us, we want to take care of you. If the management team deems necessary, pay adjustments are considered based upon company and job performance, and typically happen once a year, on the anniversary of one of the following:

- Your date-of-hire
- Last pay raise
- Last promotion

Pay increases are not a guarantee, and are subject to management discretion.

**Hard Rock Cafe – Server**  
Staff Evaluation

Server Name: \_\_\_\_\_

Manager Name: \_\_\_\_\_

For each category, place a numerical rating (from 1 to 5, with 5 being 1st) Please consult the "Evaluation Chart" on the following page for

	EXCELLENT (5)	VERY GOOD (4)	GOOD (3)	NEEDS IMPROVEMENT (2)	UNACCEPTABLE (1)
<b>PUNCTUALITY</b>	Excellent record. Consistently present and on time. Always manager of absence or tardiness.	Rarely late or absent. Always notifies manager of absence or tardiness.	Attendance and punctuality are good.	Irregular attendance. Has several questionable absences. Frequently late.	Is late at least 3 times in a month (without a doctor's note).
<b>APPEARANCE / UNIFORM</b>	Always looks the very best possible. Uniform always neat and clean. Many HRC pins, usually displayed at all times.	Uniform always neat and clean. Takes extra effort in appearance.	Uniform generally looks good. Appearance meets our expectations. Wears at least 3 HRC pins.	Appearance meets our expectations. Takes very little effort in appearance.	Uniform in poor. No effort at cleanliness or appearance.
<b>ATTITUDE</b>	Is the role model for attitude. Is always polite, sincere and helpful. Exceptional enthusiasm at all times.	Enjoy job. Accepts direction & leadership easily. Willing to put in extra effort.	Accepts direction & leadership easily and behaves in an acceptable manner.	Has serious attitude towards direction & leadership. Is impulsive and temperamental.	Antagonistic toward any direction or leadership. Rude and insensitive.
<b>INITIATIVE</b>	Self-starter. Takes on/completes new tasks on own initiative.	Has high degree of initiative and is constructive.	Proceeds with assigned responsibilities.	Requires extra supervision. Committed with doing only as much as others.	Makes very little effort to get job done. Waits to be told.
<b>QUALITY / QUANTITY OF WORK</b>	Quality / Quantity of work provided is exceptional. Exceeds our standards. "Turns & Burns".	Quality / Quantity of work provided often exceeds expectations.	Quality / Quantity of work provided meets our expectations.	Quality / Quantity of work provided falls below our standards. Needs double checking and correcting.	Unacceptable. Does not meet our work standards.
<b>PRODUCT KNOWLEDGE</b>	Is able to confidently answer detailed menu and drink questions. Always suggestively sells.	Is able to answer simple menu questions and knows some alcohol drink recipes. Regularly suggestively sells.	Is able to answer some basic menu questions and knows all non-alcohol beverages. Occasionally suggestively sells.	Struggles when answering product questions. Has to be reminded to encourage suggestively sell.	Shows no interest in learning specific product knowledge. Does not suggestively sell.
<b>TEAMWORK</b>	Extremely cooperative in working with others. Initiates and promotes teamwork in every area possible.	Volunteers to assist co-workers. Gets the job done. Runs food and pre-buss regularly.	Maintains good relationship with co-workers. Satisfactory teamwork.	Looks out for own interests before co-workers. Has to be asked to use food/pre-buss tableware.	Unwilling to work with or assist others. Falls to cooperate. Never runs food or pre-buss tables.
<b>SERVICE</b>	Shines Room appearance and guest areas always exceed expectations. Consistently creates "Having Fun". Always anticipates the guest's needs.	Shines Room appearance and guest areas exceed expectations. Focuses on providing good guest service. Regularly double checks the guest's needs.	Maintains dining room appearance. Meets basic guest expectations of a server. Practices the art of "full hands in, full hands out".	Needs supervision to maintain dining room appearance. Is not very organized with handling multiple tasks. Below HRC standards in delivering guest service.	Does not maintain dining room appearance. Does not provide good guest service. May have had complaints from guests/staff about lack of service.
<b>PRODUCTIVITY</b>	Is extremely productive. Exceeds others in sales per hour goals, average spend goals. Regularly generates "perfect checks". Always uses life time to the fullest.	Exceeds sales per hour goals and average spend goals. Occasionally generates "perfect checks". Makes good use of life time.	Meets sales per hour goals. Meets average spend goals. Uses life time wisely.	Is below sales per hour goals. Is below average spend goals. Never checks for "perfect checks".	Is not productive at all. Brings down the rest of the team. Does not meet sales per hour goals or average spend goals. Wastes a lot of "down" time.
<b>FINANCIAL / COST CONTROL</b>	Exceptional accuracy with check-in and check-outs. Has ideas and helps maintain materials and prevents waste or damage.	Good job on check-in and check-outs. Maintains materials and prevents waste or damage.	Check-in and check-outs are accurate on most shifts. Good effort to maintain materials and avoid waste or damage.	Check-in and check-outs need correction on a consistent basis. Often does not maintain materials or prevent waste or damage.	Check-in and check-outs need constant adjustment and does not maintain materials causing waste or damage.
<b>SAFETY / SANITATION</b>	Exceeds all Hard Rock standards of sanitation. Makes work and guest environment safer.	Meets all Hard Rock standards of sanitation and strives for make work and guest area safer.	Meets all Hard Rock standards of sanitation and safety.	Often fails to follow Hard Rock sanitation standards and does not always create a safe work and guest environment.	Fails to meet all Hard Rock standards of sanitation and safety and sanitation and is a liability to the company.

Server Comments: \_\_\_\_\_

Signature & Date: \_\_\_\_\_

Manager Comments: \_\_\_\_\_

Signature & Date: \_\_\_\_\_

Next Evaluation Date: \_\_\_\_\_

Specific Goal(s) by Next Evaluation: \_\_\_\_\_

Staff Performance Appraisal

### Staff Promotions

Where else could we find hard working and responsible employees, except right under our roof? Our decisions to promote staff to other staff positions within the Cafe are based on:

- Job performance
- Availability in the new department
- Consent from both Department Managers

# Safety, Sanitation & Security

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## Sanitation

As the leaders in the restaurant industry, we feel that there is no substitute for proper sanitary procedures. For the welfare of the staff and guests, we follow strict health codes. Bacteria can spread from one person to another directly, through bodily contact, or by infected food handlers contaminating food. Because of the large amount of “hands-on” preparation, personal hygiene plays a major role in the prevention of food contamination. There are very serious consequences for failure to follow all health codes and policies which may include:

- Poor public image
- Spread of disease and illness
- Closing of the restaurant by the health department
- Possible income loss or loss of your job

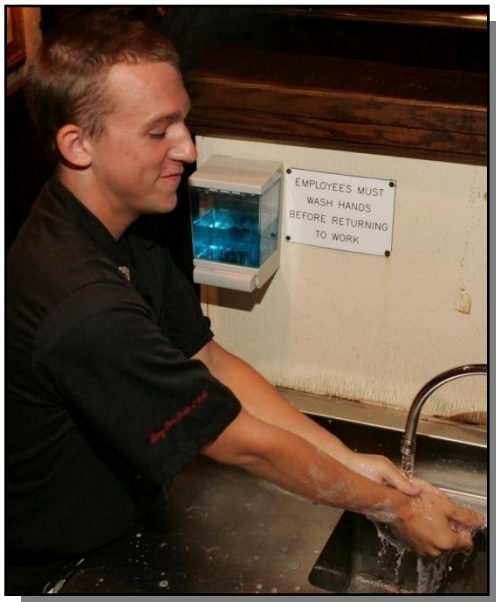
Viruses such as Hepatitis A are primarily spread by infected workers. Symptoms will include:

- Jaundice
- Nausea
- Abdominal cramps
- Not feeling well

If you experience any of these symptoms, you **MUST** tell the Manager-on-Duty, immediately.



## The ABC's of Sanitation



- A. Bathe daily, just prior to reporting for work.
- B. Always wear a clean uniform for each shift.
- C. Do **NOT** smoke in food production areas or dishrooms. Check your Location Supplement for the designated smoking areas and policies in your unit.
- D. Report any illnesses, cuts, sores, etc. to your supervisor immediately. Cuts should be covered with a band aid and a glove where appropriate. If you think you are sick (with symptoms of fever, nausea, diarrhea or yellow skin), notify your Manager immediately!

## Safety and Sanitation & Security

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- E. Keep hair clean and well-trimmed.
- F. Do not eat while working with food.
- G. Keep fingernails trimmed and clean.
- H. Wash hands frequently, paying particular attention to any substances that might get underneath the nails.
- I. Never taste food with your fingers or dirty utensils.
- J. Discard food that comes in contact with the floor. Do not try to clean and serve it.
- K. Always wear the appropriate glove (vinyl and/or cutting) when handling food.
- L. Sanitizer Bucket:
  - Keep away from food and below food
  - Rinse towel often before cleaning counters
  - Change solutions frequently and provide back-up buckets of solutions for busy periods
- M. Only pick up silverware by the handle and glassware by the base.

Always wash hands after any of the following:

- Sneezing
- Coughing
- Using the restroom
- Eating
- Smoking
- Combing or brushing your hair
- Blowing your nose
- Handling garbage or garbage cans
- Handling spoiled food
- Handling dirty laundry/linens
- Handling dirty dishes, including: utensils, ketchup bottles, ashtrays
- Taking a break

**Hard Rock complies with all individual country / locale - specific regulations. In the U.S., safety and sanitation training is conducted for all employees annually. In the E.U., country-specific regulations can be found in your location's Health and Safety Manual.**



### Smoking

The staff cannot “light up” in any food service area, food prep area, behind any bar, or in any guest area. Consult your Location Supplement on the designated staff smoking area, if there is one.



### Safety

Safety is always a concern. We strive to provide the safest environment for our staff and guests. Let your Manager know of any unsafe condition or accident in the restaurant, no matter how small. They will handle all incidents and fill out the proper reports. Always show guests your concern, but never admit guilt or liability.



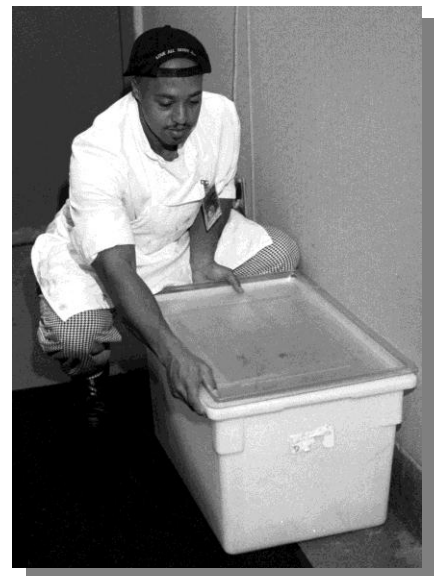
### Employee Safety

Practicing safety on the job is the responsibility of everyone in the restaurant, and you should care about your safety and the safety of others. The most common injuries to restaurant employees include:

- Cuts
- Injuries from slips & falls
- Burns
- Strains from lifting, pulling, & pushing objects

Remember, knowledge is power, and safety is no accident. Most accidents and injuries are caused by employee negligence or the mishandling of equipment. Basic guidelines for practicing safety include:

- Safe storage of items
- Proper lifting techniques
- Tool and equipment safety
- Chemical safety
- General restaurant safety



### Proper Lifting Techniques

Ask for help or use lifting equipment (handtrucks) for heavy loads

- Never carry an item that obstructs your view of where you are going
- For a firm grip on items, keep your hands free from grease, oil, or water
- Keep your elbows and arms close to your body when lifting
- When lifting something low to the ground or on the floor, lift with your legs, not your back
- To keep your balance when you turn with a load, turn your whole body
- Lift slowly and smoothly
- Hold objects being lifted, close to your body



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### Tools, Equipment & Safety

- Use the right tool for the right job... don't invent new uses for tools
- Make sure that the tool or equipment is in good repair and has all safety guards in place
- Make sure all electrical equipment is properly grounded and cords are in good repair
- Always cut away from yourself when using knives or sharp tools
- Unplug or disconnect power sources when you are cleaning equipment

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### Safe Storage of Items

- Store and stack items at a safe height
- Place heavier items where they can be easily accessed and on the middle storage shelves... light objects should be stored on lower & upper shelves
- Obey all safety signage on items (flammable, eye protection required, no smoking, etc.)

### Chemical Safety

The purpose of having accessible chemical awareness information is to inform all employees about the chemical items that are used at the restaurant. The information is kept in a chemical awareness area, found in a centrally-located place (see Location Supplement) for easy access by everyone.

You will find the following information:

- What type of product it is (cleaning agent, solvent, detergent, etc.)
- Who the manufacturer is
- Where it is located in the restaurant (kitchen, storeroom, etc.)
- If it is hazardous (acid, flammable, etc.)
- How you can be exposed to the hazard or increase the hazard (skin, vapors, improper mixing, etc.)
- How to handle the substance properly (gloves, goggles, etc.)
- What to do if you are exposed
- What to do if there is a spill or an emergency



### General Restaurant Safety

Although there are many more procedures, the following are a few guidelines aimed specifically at restaurant safety:

- Never run or horseplay in the restaurant
- Always wear slip-resistant shoes (see your Manager for list of approved shoes)
- Watch for spills and wet spots on the floor... draw attention to it by placing a “wet floor” sign down, standing over it, or covering it with a towel, napkin, etc. until it is cleaned up
- Keep all exits and aisles clear of obstructions
- Replace or repair tools or equipment that are not in good working condition
- Wear clothes that fit properly... bulky clothes can get caught in equipment or on corners
- Watch for jewelry items that can get caught in equipment
- Wear proper safety equipment on the job (gloves, goggles, back brace, etc.)
- Always sweep up broken glass... do not use your hands
- Glassware should never be taken into a food preparation area or food line
- Always use an ice scoop to scoop ice... never use a glass or your hands
- Place mats in corners, high traffic areas, and areas exposed to water
- Report any hazard to your Manager, immediately!



### Emergency Procedures

One can only hope that you will never be involved in a situation where human life is in danger, but knowing how to react and avoid such situations can mean the difference between life and death. You should familiarize yourself with all emergency procedures, especially:

- Robbery Procedures
- Fire Procedures
- First Aid Procedures



### Robbery Procedures

- Stay calm
- Do not try to be a hero... cash can be replaced, human life cannot
- Quickly obey any commands given by the robber
- Do not chase or follow the robber
- Inform the Manager immediately
- Call the police immediately after the robbers leave the Cafe
- Do not discuss the details with anyone until the police arrive

**Knowing how to react could mean the difference between life and death.**



### Fire Procedures

The Location Supplement, with your department-specific instructions on evacuation procedures, must be reviewed so that in the event of a fire you know how to properly react.

Basic procedures will include:

- Never panic or yell “FIRE”
- Escorting guests out calmly
- Checking the restrooms for guests
- Opening all fire exits
- Keeping guests from re-entering the building
- Reporting for roll call in the designated area
- Ask your Manager what the code word for fire is
- Managers are qualified to handle fire procedures

### First Aid Procedures

Working in a high-volume restaurant, you are more likely to have to deal with a crisis, such as a person choking. You should familiarize yourself with all crisis guidelines found in the Location Supplement, specifically:

- CPR
- Mouth-to-mouth resuscitation
- First Aid for choking

#### Helpful hints to remember:

- Know where your First Aid kits are located
- Do not give guests any medication, including aspirin
- Contact a Manager in any emergency



### Staff Security

The security of our “family members” is very important to us. Increasing employee awareness is the key to preventing an incident from happening. Following are some suggestions for basic staff security:

- Look for a well-lit area to park when arriving at work
- Staff should leave in pairs if it's late at night
- Be aware of your surroundings...look around the entire area as you are leaving or arriving
- Keep your keys in your hand when leaving the restaurant
- Never discuss tips or count money in front of guests
- Never tell guests what time you will be coming to or leaving from work
- If possible, travel with someone when using public transportation
- Change where you park everyday... developing routines is never a good idea
- Never give out any personal information about yourself over the phone...if the information is needed, your manager will ask you for it



#### Entering or Leaving the Building

When coming to or leaving from the Hard Rock Cafe, you must enter and exit through the designated staff entrance. Ask your Trainer about your location's enter/exit policy.

# Basic Policies

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## Policies Shmolices

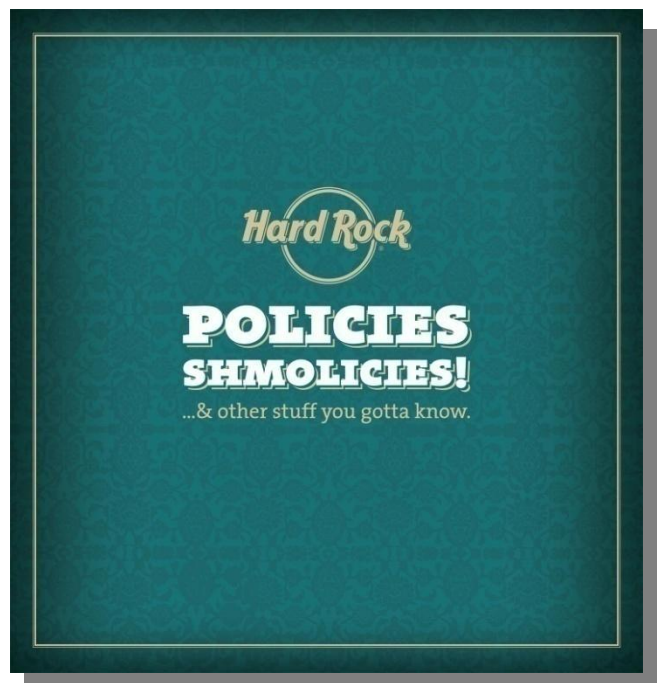
Positive energy and unflinching commitment to guest service fuel our organization, but our chassis is built on a firm framework of expectations and policies.

This informative binder is chocked full of company policies and procedures. It's always cool to have some standards to live by, but remember these policies are not a contract.

In the U.S., nothing contained in the manual is intended to alter your at-will employment. You remain free to leave at any time and we have the same freedom to terminate your employment at any time and for any reason without prior notice.

Policies Shmolices helps keep our "family" informed of all the expectations and benefits we have to offer. Since it is your responsibility to be familiar with the contents of this manual, you should ask your Manager for some time to read through it. If you have questions, feel free to ask for clarification.

The manual is updated at least once per year to ensure we all remain in compliance, and you may ask to read it at any time.



The Policy Manual



## Open Door Policy

The lines are open! Come talk to us about anything and everything. Our doors are sooo wide open that if you use the proper "communication channel" by speaking to your immediate Supervisor and you're not satisfied with their answer, you can talk to their Manager, or someone you feel comfortable with, and so on until you reach the Chief Executive Officer. We also encourage departing staff to participate in an exit interview with a Manager to discuss their reason for leaving. If we miss the opportunity to speak with you, call us at 1-800-235-7625 ext. 2445. In the E.U., contact Corporate Human Resources Department at (00) 44-207-493-5743.

### Formal Grievance Process

Employees are encouraged to discuss any work-related problem(s) with management at any time. In most cases, employees should talk to their immediate Supervisor first. However, in cases where this may not be appropriate, employees are encouraged to contact the next level of supervision or Corporate Human Resources Manager. The Human Resources Manager can be reached at: 800-235-7625, ext. 2445. We also utilize an outside company in the U.S. who can take complaints as well, via our Cornerstone Hotline. This number is: 888-662-5025. For E.U. employees, contact the Corporate Human Resources Department at (00) 44-207-493-5743.

Please remember, if we don't know about it, we cannot fix it. Please don't assume problems or issues are obvious to Managers or to the Corporate Office.

If you do have a grievance, it is important to give us as many details as possible. If complaints are too general it is hard to investigate and resolve.

In some instances, it may be appropriate to keep a complaint anonymous. In other situations this may not be possible. Since every situation is unique, it is impossible to tell you in advance which ones can be kept anonymous and which ones cannot. We can promise that only those individuals who need to know will be made aware of the situation.



### Personal Relationships

To avoid the potential for favoritism or discrimination, and to ensure the fair and consistent treatment of all staff members, **personal relationships between management and hourly staff within the company are prohibited**. In situations when employees cohabit, marry, become related, or otherwise establish an intimate relationship (dating, domestic partner, or significant other), Hard Rock reserves the right to take necessary action to prevent a real or perceived conflict of interest, up to and including the separation of employment of at least one of the employees.



### Disciplinary Procedures

Individuality and flexibility are common ideals at Hard Rock Cafe. Unfortunately, there are times when someone violates policy and procedure.

Verbal and written warnings are generally given before employment is terminated. However, Hard Rock has the right to determine what action will be taken. This means you could be terminated immediately without prior notice. Here are some examples of situations where a prior verbal or written warning is generally given:

- Tardiness
- Smoking in non-designated areas
- Being out of uniform
- Improper shift change



### Termination

Some conduct does not warrant a prior warning. You can be terminated immediately for:

- Rudeness to guest
- Fighting
- Theft
- Falsification of records
- No call/No shows for 2 consecutive shifts (scheduled and on-call). Or 2 no-call/no-shows within a 6 month period of time
- Unauthorized misuse or destruction of company property
- Discrimination and/or harassment of a co-worker, Manager, guest, or applicant
- Dishonesty
- Forging a Manager's or employee's signature
- Drug or alcohol use or possession before or during a shift
- Insubordination
- Bringing any weapons to work
- Any behavior which violates the company's Code of Ethics

**Don't let this list discourage you... choosing the service industry takes commitment and dedication. We picked you and we look forward to a long lasting relationship with our staff.**



# Benefits (U.S. only\*)

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## Holidays

Given this business is a 365-day a year operation, and we strive to be competitive in our respective markets, the official holiday schedule for the locations is as follows:

- Thanksgiving Day
- Christmas Day

This holiday schedule may vary by location, please check your Location Supplement, Benefits Highlights, or management team.



## Vacation

### Hourly

All hourly employees who average 50 hours per pay period may accrue vacation based on the average number of straight time hours worked on an anniversary year basis.

Vacation time accrues during the employee's first year of employment and becomes eligible for use on his or her one-year anniversary.

### Salaried

All salaried employees will accrue vacation based on a 40-hour workweek.

Vacation time accrues during the employee's first year of employment and becomes eligible for use on his/her one-year anniversary.



## Sick Time

### Hourly

All hourly employees who work 50 hours per pay period will accrue sick time, which will be eligible for use after six months of service. Employees have the opportunity to accrue up to 48 hours per rolling calendar year. Management has the right to request proof of illness at any time. Any employee not furnishing such requested proof will not be entitled to sick leave pay.

### Salaried

Salaried Cafe Employees have ten days of sick time (80 hours) per anniversary year. During the first year of service, employees with proof of illness may use up to five days (40 hours) after six months of service.

\*Non-U.S. locations, please consult with your management.



## **Family and Medical Leave**

In the U.S., under the Family and Medical Leave Act of 1993, employees may be eligible to take an unpaid leave of absence from work, up to 12 weeks, for family and medical care circumstances such as: a birth, adoption of a child, or to attend to a serious health condition of a parent, child, spouse, or yourself and still have a job to come back to. If you would like more information on how to request such a leave, or just want to know more about the Act, ask anyone on your management team, or contact the Benefits Department in Corporate Human Resources at 1-800-235-ROCK.



Policy TA-8



## **Benefits Information Online**

A full description of available benefits from Hard Rock is accessible online for hourly employees at <http://hardrockers.hardrock.com>. You will also receive your Benefits Highlights brochure during Orientation, as well as login instructions for online access. If you have any questions, you may contact the Hard Rock Healthline at 888-279-1971 or the Corporate Benefits Department at 407-445-7625 x2979.



## **E.U. Location Benefits**

Benefits in the E.U. will vary from country to country. During your Orientation, you will be notified of applicable benefits for your position and locale.

# The Handbook...

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## **The Hard Rock Handbook:**

- Is an internal document used specifically for training, orientation and employee education. The Handbook is not all-inclusive and is only a guideline. For more detailed information, please refer to Policies Shmololicies and your Location Supplement. But remember, neither this handbook, Policies Shmololicies, nor your Location Supplement are contracts and nothing contained in any of these documents is intended to create a contract, express or implied. Your employment is at-will.
- Will be superseded by any statutory regulation that is applicable to the country and/or state in which you are employed.
- Applies to every Manager and staff member hired or affiliated with Hard Rock Cafe.
- Supersedes any previous handbook or unwritten policies, as of November 2011.
- Can only be changed by the Corporate Support Center's Human Resources Dept. without notice, at any time. If changes are made, you will be notified by your management team and the updated information will be posted for your review.



# Acknowledgement

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## I Got It!

I acknowledge that I have received and read the Hard Rock Employee Handbook. In addition, I understand that Hard Rock Cafe has a more detailed policy manual called Policies Shmolities that includes additional policies that are not in this handbook.

I realize that I have access to this policy manual, via the Hard Rock Portal or through my Manager. I also understand it is my responsibility to familiarize myself with these policies and to seek clarification or guidance, if needed (of course, since policies change from time to time and often without notice, this means keeping current by asking my managers for updates).

As is the case with this Employee Handbook, the Policies Shmolities manual is not a contract and nothing contained in the manual is intended to create a contract, express or implied.

\_\_\_\_\_  
Employee Name (please print)

\_\_\_\_\_  
Employee Signature

\_\_\_\_ / \_\_\_\_ / \_\_\_\_  
Date

## IMPORTANT!

It is important for you to understand the purpose of this handbook. We are providing you with information about our company and things that we think you should know to help you do your job. This handbook is not intended to create a contract of employment and nothing in this handbook should be construed as a contract of employment or a guarantee of a job. In the U.S., you are an at-will employee. This means you are free to leave at any time and we are free to terminate your employment at any time, for any reason and without prior written notice. Any statutory regulation that is applicable to the country in which you are employed will supersede Hard Rock's guidelines or policies. You should also know that we have the right to change our policies at any time without prior notice