

FOR THE LOVE OF FRIDAYS.

\\ OUR HANDBOOK TO MAKING EVERY DAY FRIDAY. \\



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FOR THE LOVE OF FRIDAYS.

This handbook is for information only, and nothing in the handbook is intended to create a contract of continued employment, employment for a specified term, or any contractual obligation or legally enforceable obligations on the part of the Company.

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\\ WELCOME TO FRIDAYS! \\

FOR THE LOVE OF FRIDAYS... WHY?

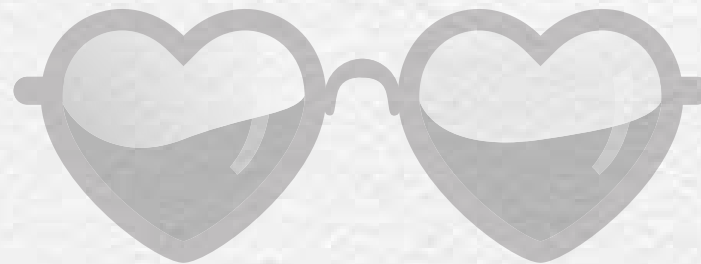
Because who wouldn't love everything a Friday stands for... Fun, friends, and the anticipation of "What can be", right?

In here, we're committed to bringing everything Fridays to life – for our Guests and for each other. With more than 900 restaurants in about 60 countries, we take some serious pride in the fact that we are dedicated to building on our legacy, both nationally and globally, through delivering phenomenal Fridays experiences that include deliciously indulgent food, in the Best Corner Bars in Town, served up by the very BEST PEOPLE in the business.

Our Team Members are the special ingredients who bring it all together, giving life to Fridays. They create unique moments that incorporate their own personalities with innovative ways that engage with and celebrate our Guests, serving up tailor-made experiences for each of our Guests!

Now that *you're* part of the Fridays family, we want *you* to check out this handbook to better understand why we love Fridays so much and to learn about how we all work together (through our Values, Theories and Philosophies) to ensure that **In Here, It's Always Friday®**.

LOVE AT FIRST



SITE

What has people standing six deep and is full of electricity? America's most iconic bar – TGI Fridays, where the love began. Manhattan's Upper East Side would never be the same again.

\\ HOW IT ALL STARTED \\

Where in 1965 could young adults on Manhattan's Upper East Side enjoy great food and great drinks, meet up with good friends and make new ones in a fun, exciting environment???

Nowhere.

That's until Alan Stillman opened TGI Fridays at the corner of First Avenue and 63rd.

People couldn't help but fall in love with this exciting place that made everyone feel as though it was Friday, no matter what day of the week they walked in. The food was great; the Bartenders were mixing up creative cocktails, and the service was so fun and so engaging the sound of the bar bell celebrated "ring the bell" service all night long. It was the Fridays experience.

The concept was wildly successful. Folks stood six-deep around the bar and spilled outside the restaurant, becoming known as the first "cocktail party on the streets." It was on First and 63rd in New York City that America's most iconic bar and grill was born.

From that moment on, Fridays has been known for bringing that fun, Fridays Factor energy to every table, every day, every shift. We capture what it's like to be Friday all day, every day! And, we consistently deliver authentic, personal experiences that include fresh, craveable food and handcrafted beverages – provided by people who truly do it all for the Love of Fridays. And, because of that, our Guests *expect* that **In Here, It's Always Friday®**.

So, with that said, you may be wondering just *how* we do these things and do them so well?

Well, whether it's creating that perfect bite or delicious sip, developing strong friendships with fellow Team Members, or building great connections with Guests, everything we do is guided by Our Credo, Our Values, and Our Pledge – all unique to Fridays. And, we support and cultivate these beliefs through our Theories and Philosophies, something we will cover later on.

These things define what's important to us and set the bar for *what* we do, and *how* we do it.



\\ OUR PROMISE: IN HERE, IT'S ALWAYS FRIDAY®\\

You want to know why we make that promise?

Well, it's because Fridays was built on our Credo, Values, Theories and Philosophies, all upheld by our Pledge that **We Are Fridays**. We love everything a Friday stands for, including laughter, friends and the fun that every Friday brings.

Friday is the day everyone looks forward to because it holds the unlimited potential that anything and everything great is just ahead. It's the day that kicks off the fun, energy, and excitement and creates that awesome feeling that everyone knows. And, that's why we're so passionate about making sure that every single day feels just as fantastic as a Friday. It's our promise!

Our beliefs are the heart and soul of who we are at Fridays, and in combination, they serve as our foundation. It's the base for why we're so awesome!



OUR CREDO

Our Credo embraces the Love of all things Friday. It empowers and encourages us, daring us to be different in a fun and rewarding way for both our Team Members and our Guests. Our Credo ensures that we deliver on our promise that “In Here, It’s Always Friday®”.

Whatever you do, do with **Integrity.**
Wherever you go, go as a **Leader.**
Whomever you serve, **serve with Caring.**
Whenever you dream, **dream with your All.**
And never, ever give up.



OUR VALUES

Our Values represent what it means to be part of the Fridays family and to serve as our guide on how to stay true to the Fridays brand.

INTEGRITY

Employing the highest ethical standards, demonstrating honesty, respect, and open communication

INNOVATION

Approaching new challenges with diversity of thought, creativity, resourcefulness and agility, and reacting quickly and effectively to provide innovative solutions

GUEST FOCUS

Dedicating ourselves to delivering experiences that delight our Guests

EMPOWERMENT

Encouraging Team Members to take initiative and do what is right

ACCOUNTABILITY

Delivering on our performance commitments and taking responsibility for our actions and our own situation

RESPONSIBILITY

Ensuring that our actions deliver returns for our stakeholders while ensuring benefit to our Team Members, Guests, owners, business partners, and suppliers, as well as the environment and the communities we serve

FRIDAYS FACTOR

Daring to be different, in a fun and rewarding way

The thing is – we LIVE these Values every day. They’re not just slogans on a poster. We’re committed to open communication and honesty. And all of our Team Members, you included, are encouraged to share their points of view about what’s working and what’s not. Everyone has a voice, and everyone’s expected to use it!

OUR PLEDGE

WE ARE FRIDAYS

We are the “turning work into play.”
The dare to be different.
And the laughter that’s just the right kind of loud.

WE ARE FRIDAYS

The experiences prepared just for sharing.
The stories amongst friends.
And the reason to celebrate the smallest of wins.

WE ARE FRIDAYS

We are committed to letting Monday in on our big secret.
The chance to “go BIG.”
And the opportunity to shine.

WE ARE FRIDAYS



OUR THEORIES AND PHILOSOPHIES

Let’s keep it real; being in business as long as we have, we know problems sometimes creep into our day. So, we’ve invented some pretty innovative ways to solve them – often before they start. We use these simple theories and philosophies to help all of us stay focused on our common goals.

THE FOUR WALLS THEORY

Teaches us that the elements that contribute to our success or failure exist within our Four Walls and are controlled by both Management and Team Members. Factors such as great food (prepared and served quickly by friendly people) in an energetic and fun atmosphere are internal and are the only ones we can really control.

TRIANGLE THEORY

Reminds us of the need when making decisions, to positively balance the impact on each of the three stakeholders in our business...our Guests, our Team Members and our owners. In order to deliver the experience each deserves, we need to maximize the results for everyone involved. We need to consider, and always take into account the effect our decisions have on each side of the triangle and work to keep each side in balance.

ELEPHANT PULL THEORY

Deals with a team working together with unified efforts to overcome a persistent and overwhelming problem. Imagine five people trying to lift a 1,000-pound elephant. The elephant represents an overwhelming problem. Each person is trying to tackle the problem alone. Then, one enterprising person suggests that they work together to lift the elephant with a rope. They organize themselves, and pull on their ropes simultaneously. The problem is solved! To solve overwhelming problems, we must be organized, communicate daily, and work together as a team.

THE BEACH BALL THEORY

Illustrates the process of making sound decisions. It focuses on receiving input from all perspectives, making a decision, and receiving support for that decision from all sides. Imagine a huge beach ball with three differently colored sides. Three individuals are standing around the beach ball, and each person can only see one color of the beach ball. The colors of the beach ball represent each person’s perspective or the decisions they make based upon available information; all perspectives are needed to reach the best decisions.

OUR THEORIES AND PHILOSOPHIES CON'T

CLOAK THEORY

Explains the need for Team Members and Managers to show their personalities to Guests and treat Guests as if they were in our own homes. We believe that when Team Members and Managers put on their uniforms, they should not “take off” their personalities.

THE CORNER BAR THEORY

Discusses the need for our Bartenders to be more than excellent technicians. The key to being the Best Corner Bar in Town is making each Guest feel comfortable, and this theory is an extension of our Cloak Theory.

THE BUBBLE THEORY

Focuses on proactivity. The “Bubble” is the focal point of activity, and it moves throughout the course of the day or shift. It is the center of action and problem-solving opportunities. Teams must establish a solid, consistent routine that allows them to stay ahead of the Bubble!

PROBLEM TREE THEORY

Illustrates the need to accurately identify the problem by focusing on the root and not the symptoms. To get through the problem-solving process, don’t get lost in the branches (or symptoms). Look for the root of the problem.

BACK DOCK THEORY

Serves as a reminder that actions scream and words whisper. Your standards are represented by the condition of your Back Dock, which all Team Members, purveyors, and Management can see.

SUCCESS SYNDROME THEORY

Serves as a constant reminder of the consequences that can occur when the Guest is no longer our number one priority. Always remember that delivering that Fridays experience to our Guests is at the core of our success!

FIVE EASY PIECES THEORY

Illustrates concern for our Guests’ satisfaction. We cheerfully go out of our way to serve a quality product prepared to individual tastes. Many Team Members and Managers take requests one step further and move heaven and earth to get our Guests exactly what they want – even if the ingredients are not in the restaurant!

STEEL POLE THEORY

Picture a steel pole used to strengthen a structure like a building. It is used to withstand the pressure of outside forces and the impact of time, as well as keep the structure safe and intact. In our business, the equivalents of steel poles are the standards we use that tie us to our Guest. A steel pole won’t yield, and neither should our standards. Our standards strengthen our ties with our Guests, and we should never compromise our Guests or our Team Members.

THE OYSTER THEORY

Stresses our role in protecting Guests from irritants that may spoil their experience. We are to the Guest what the shell is to the oyster. If we protect our Guests and prevent irritants from spoiling the experience, they will be loyal patrons and our best form of advertising.

THE HAMBURGER STAND THEORY

Stresses the need to be organized and proactive. It illustrates our responsibility for ensuring our teams are set up for success. Each station is its own hamburger stand and must be organized and set up for success on a daily basis.

When you're passionate about a great place and all it has to offer, you can't wait to share it — and protect all that makes it special. That's why we offer a variety of benefits designed to keep you "FIT FOR FRIDAYS" - to unleash your potential and bring the spirit of Fridays to life.

CHEERS TO YOUR
**HEALTH,
WEALTH,
AND LIFESTYLE.**



\\ FRIDAYS TAKES CARE OF YOU \\



BENEFITS

As a Fridays Team Member, you'll have some great perks like access to inspirational leaders, rewarding interactions and some really unforgettable moments. And when it comes to supporting your health, wealth and lifestyle, we've also got you covered with some really cool benefits. Here are just a handful of some of the great benefits we provide (check out our benefits booklet to get the full list):

HEALTHCARE

Finding the right healthcare these days can be tricky. But, we got you covered with some services to help you determine the right medical, dental and vision coverage. Our plans are designed with you in mind – to keep you healthy (and happy)!

EDUCATION ASSISTANCE

Growing your career is important to you; so, it is important to us too! That's why we're all about supporting your development and career goals by offering tuition reimbursement and student loans.

401(k)

We're talking free money here. We match money you put into your retirement plan. You'll thank us one day.

DINING DISCOUNTS

Did someone say discounts? Yep! As a Team Member, you'll get countless opportunities to indulge in all of our fresh, handcrafted food and non-alcoholic beverages at a discounted price, but don't be stingy. We want you to bring along your friends and family too and build some lasting memories on us!

PASSPORT PROGRAM

Travel much? We offer the ability to work in another restaurant while you're away at school or traveling the states. It's an awesome way to pick up some shifts, make some cash and check out other Fridays locations while you're away or on vacay.

Your window to sign up for benefits is limited. So, if you have any benefits questions, ask your supervisor or contact Team Member Services at 1.800. FRIDAYS (1.800.374.3297).

For all of the details, check out our benefit booklet at www.tgifridays.com/jobs.





RAILLY BEYOND THE ALLEY

We work (and play) hard to create a place that feels as good as a Friday feels every day. That starts with our Alley Rallies – our version of a pre-shift pep rally. The energy created during an Alley Rally is the driving momentum that's carries that Friday feeling throughout our Four Walls to every table, every shift, every day.

LEARNING AND DEVELOPMENT



You play a lead role in taking that energy from an Alley Rally and using your own Love of Fridays to create those special connections with Guests. We are only at our best when you are at your best! When you bring your Fridays Factor to work every day, show up with your personality and your Love of Fridays, everyone wins – you, our Team, our Guests and our Stakeholders!

Now, don't get us wrong. It takes hard work to deliver our promise and the expectations of Fridays. But, we also know that through collaboration, mutual respect, and infusing a little bit (okay, a lot a bit) of fun along the way helps us deliver our very best! So, our mantra? Work hard. Play Hard.

FOR THE LOVE OF YOUR CAREER

Becoming a member of the Fridays family is the start to a lifelong career that develops and empowers you, excites your passion and recognizes your contributions. Fridays isn't a stepping-stone to a career; we embrace your potential, prepare you for greatness and open the doors to a world of possibilities (with international locations, we mean that literally)!

HOURLY TEAM MEMBERS

Ongoing training, career advancement and new friends are just a few good reasons to work at Fridays. We believe that training should be enjoyable and engaging, and it all begins on day one. We also understand individuality, so our training program is targeted specifically for your role with a variety of learning experiences to accelerate your personal path to success.

New hire training for front- and back-of-house is designed as a “blended learning” experience, which means you get a mix of online, video-based and Coach-led on-the-job-training. Fridays culture and history are core elements to understanding how we operate, and our unique theories and philosophies are interwoven throughout the training. We make sure you're successful by providing daily and end-of-training validations that you prove you know your stuff.

As a Team Member, there are many opportunities to advance your career from becoming a Bartender, a Certified Coach, a New Restaurant Opening Trainer, or a Manager. And you could do them all! Talk to your manager about ways to grow with Fridays .

ASSOCIATE MANAGER TRAINING

If you're already a Certified Coach, we offer the Associate Manager Program.

This 8-week in-restaurant program prepares coaches to serve in an entry-level leadership role. As an Associate Manager, you'll be responsible for supervising scheduled shifts and ensuring Guests always receive that uniquely Fridays experience.

LEARNING AND DEVELOPMENT CON'T

RESTAURANT MANAGERS

For all you Managers out there, the spirit, hope and the great feeling of a Friday is already alive and well in you. You understand what it takes to tap into the potential of your Team Members. You're already a great leader — someone with the intuition for seeing what a situation calls for. You're a coach who knows how to celebrate, inspire, respect, and value every member of your team. For you, service standards never take a back booth — and opinions always matter.

Sure, we have high expectations of you, but don't worry; you will receive comprehensive training that will set you up for success. So, bring all you've got to the table. Soon, you'll be equipped with everything you need to succeed — from tools and secrets to the very teachings of our Fridays ways in one of the best, world-class training programs in the industry that includes our very own online university, STRIPES U.

Check out some of the training and development opportunities for Restaurant Managers:

RESTAURANT MANAGEMENT ESSENTIALS (RME)

Fridays core management training program provides our new managers with the knowledge, skills, and experience to hit the ground running. This 8-week program focuses not just on the basics of running a shift, but also on what it takes to lead a team, while reinforcing and celebrating our unique Fridays culture. We give a huge welcome to our new managers in a 3-day workshop held at our Support Center. This workshop is the capstone of the new manager training and prepares Managers to deliver the “In Here, It's Always Friday®” experience every shift, every day.

KITCHEN MANAGEMENT ESSENTIALS (KME)

Kitchen Manager Essentials is a self-paced program that includes online training and on-the-job learning activities to prepare participants to lead the back-of-the-house team and deliver the Fridays experience.

GENERAL MANAGER ESSENTIALS (GME)

Our General Managers are responsible for delivering our promise, “In Here, It's Always Friday®”. General Manager Essentials provides the information, practice, and thought leadership to ensure that our managers are confident in taking over the most critical role in the restaurant.

MULTI-UNIT LEADERSHIP DEVELOPMENT PROGRAM (MULD)

At Fridays, we believe that ongoing development for General Managers is an investment in our future. That's why we provide continuous learning opportunities through our Multi-Unit Leadership Development Program which features individualized development plans, online coursework and on-the-job training designed to build competency and proficiency to become a successful multi-unit leader.



LEARNING AND DEVELOPMENT CON'T

SUPPORT CENTER TEAM MEMBERS

In our support center, you know that everything matters. And you love details — and making things happen. Fridays offers great Team Members like you a unique opportunity to help shape the architecture of our Fridays future – through the development of our food, drinks, atmosphere and people.

To prepare and support you for success, we offer training and development that includes several components:

ORIENTATION AND ON-BOARDING

We immerse you in our culture so you understand how to work in a Fridays way by applying lessons learned through our history and icons, theories and philosophies, and recognition and leadership behaviors. You will also connect with some great Team Members in other roles so you understand how we work as a family to provide that amazing Fridays Guest Experience.

LEADERSHIP RESTAURANT IMMERSION

You will actually walk in the shoes of our Team Members in our restaurant operations. What better way to connect and understand how your role supports the needs of our restaurant teams and their Guests than to shadow and observe our awesome Team Members in action?

LEADERSHIP DEVELOPMENT

Our Credo says, “Wherever you go, go as a leader.” To help you lead effectively, we offer multiple leadership development opportunities like Harvard ManageMentor® leadership curriculum, project management, Situational Leadership®, development planning, on-the-job experiences and stretch assignments that apply leadership best practices to role model our Credo and Values. Our Accelerated Leadership Development (ALD) focuses on enhancing the quality of leadership among our Directors and VP-level leaders. Through a combination of formal and informal development activities, we’re offering a fun, unique learning experience that builds on your current leadership abilities and prepares you to move forward in their careers with Fridays.

In a nut shell: We have a bunch of opportunities to help you grow with FRIDAYS!





Now that you're up and running as part of the Fridays family, you'll want to stay on top of things and be in the know on the latest happenings.

STRIPES NATION

Want to connect with other Team Members across the company? Across the nation? How about across the globe? No problem. You'll have access to Stripes Nation, our own internal social media platform that allows you to share and collaborate with other Team Members across Stripes Nation!

HOTSCHEDULES

Always on the go? We've got you covered with smartphone scheduling technology that allows you to check schedules and switch shifts quickly.

COMMUNICATION BOARD

Restaurant managers will keep this board updated with everything that's going on in the restaurant. It's definitely something every Team Member should check out before every shift. You don't want to miss out on any info!

TEAM MEETINGS/ALLEY RALLIES

Whether you work in a restaurant or at the Support Center, this is when you'll get together to go over focus areas. Depending on your restaurant or department, these meetings could happen once a shift or once a month.

STRIPES WEEKLY

A weekly email sent out to our Restaurant Managers that communicates everything you need to know to keep your team and our Guests happy.

M.E.N.U. (MY ELECTRONIC NEWS UPDATE)

Our company intranet site. It's updated daily with anything and everything going on in the company. Reading it is a great way to start your day...and actually, it's kind of expected. All restaurant managers and Support Center Team Members have access to M.E.N.U. through the restaurant or office and home computers.

HR STUFF

GOT A QUESTION ABOUT PAY OR BENEFITS?

Contact Team Member Services at 1.800.FRIDAYS (1.800.374.3297) and select option 2. You will be able to connect with our benefit partners to answer all of your questions.

GOT ISSUES OR NEED TO TALK?

If you ever have a question or a situation to report and either aren't sure who to talk to or prefer to stay anonymous, we've got your back. You can always talk to your manager; however, we have a Team Member Relations hotline set up to help you through whatever comes up. Just call 1.800.FRIDAYS (1.800.374.3297) and select option 3 for Team Member Relations. For more information about our hotline and our Open Door Policy, check out the House Rules and Policies section.

GETTING PAID

Our workweek is from Tuesday to Monday (ok, technically it’s from Tuesday at 4:01 a.m. to the next Tuesday at 4:00 a.m. for you Monday night restaurant closers), and paychecks are issued bi-weekly – in other words, payday is every other Tuesday (some states vary on this policy; so, check with your supervisor on when you’ll get paid).

Want instant access to your money or just want to save a few trees? Lucky for you, you’ll be able to sign up for direct deposit. Once you’re all set up, you’ll be able to log in to a site to see or print your pay statements from there.

And before we forget, there are a few more pay-related items we want you to know:

- Exempt or Non-Exempt? Federal law lists Team Members as either exempt or non-exempt based on specific job responsibilities. What does that mean? Well, if you’re a salaried Team Member and not eligible to receive overtime, you’re classified as “Exempt.” For all the hourlies out there, you’re classified as “Non-Exempt.” That means if you work over 40 hours, you’re getting overtime (overtime laws change from state to state; so, ask your supervisor for the specifics).
- All Non-Exempt (hourly) Team Members must clock in their hours either by clocking into MICROS or by using a log-in site, depending on your position (you’ll cover the specifics in orientation with your supervisor).
- Tipped Team Members only – In some states, you may make less than minimum wage before tips. This is legal... really! However, we promise that if you don’t make minimum wage with your hourly rate of pay and tips combined, we’ll make up the difference. NOTE: we’re unable to cash any personal checks or advance pay, and we are unable to lend company money...it’s a strict policy; so, it’s not worth asking for exceptions.
- Pay Statement Key – Your pay statement (the thing that comes attached to your check) lets you know your gross pay, net pay, year-to-date earnings, total hours worked, rate of pay, overtime pay, tips declared, and deductions.
- Confused about all the acronyms on your paycheck? Talk to your supervisor or contact Team Member Services at 1.800.FRIDAYS (1.800.374.3297) and press option 2.

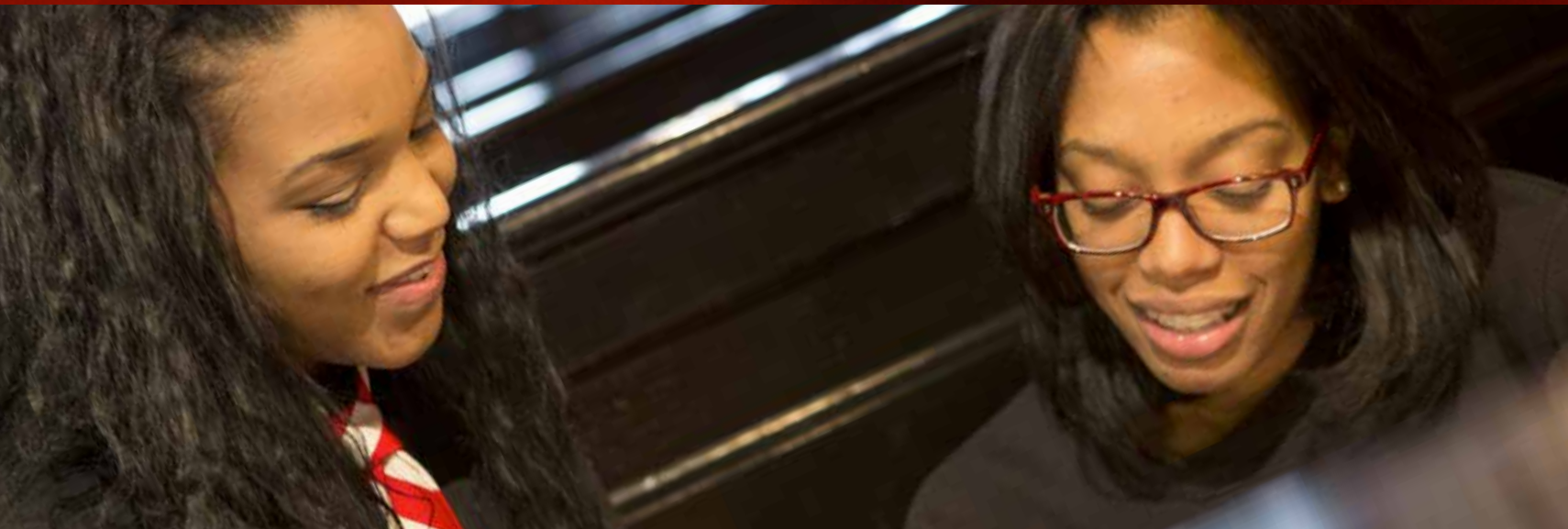
IT’S IN THE

DETAILS

From the development and marketing of new menu items to setting up the IT infrastructure that allows seamless communication between the front and back of the house (and everything in between), everyone plays a part in making every day Friday.

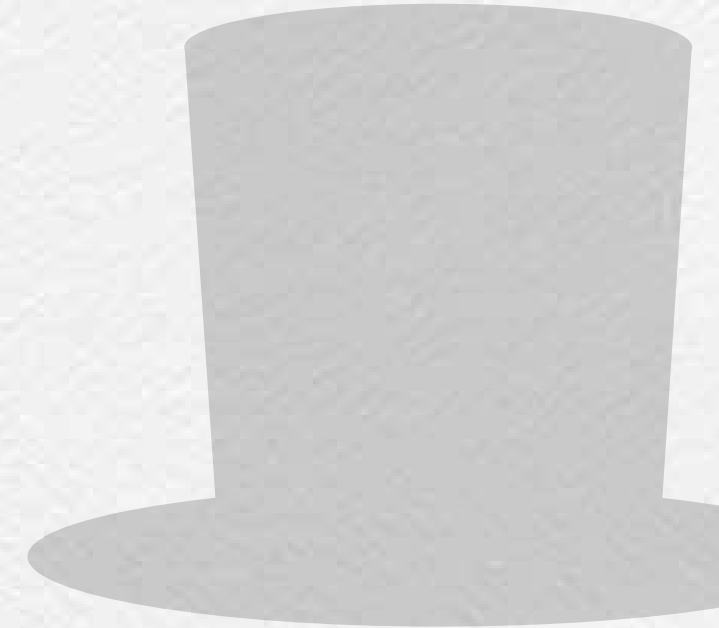
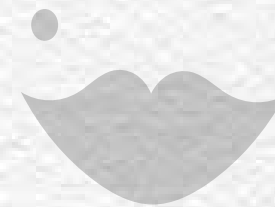
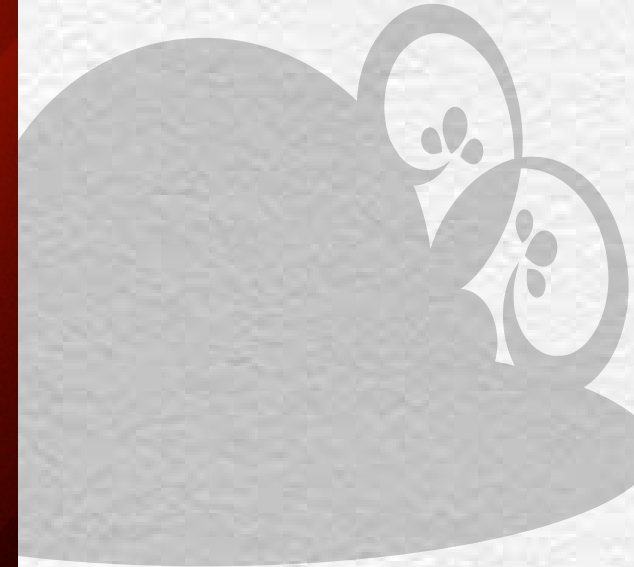
\\ LEGAL MADE US DO IT \\

Our house rules and policies are designed to keep the fun coming and good times going, all while making sure we provide a great and safe working environment for you. This way, we can put our best foot forward for our Guests and for one another!



ROCK IT OUT RESPONSIBLY

Fridays is brimming with responsible Team Members who create unique Fridays experiences every day of the week, all done in Fridays Factor fashion and within some parameters that our Legal department wants to make sure you keep on your radar... here we go!





HOUSE RULES

1. **Don't Get Mad; Get a Manager** – There are going to be some Guests/co-workers who'll drive you nuts, we get that; but before you blow up on anyone, take a deep breath and grab your supervisor. It doesn't matter who is right. Either way, it's wrong.
2. **Don't Play Favorites** – We don't tolerate unlawful discrimination of any kind towards our Guests, Team Members, or Managers. Period. See the Equal Employment Opportunity Policy below for more information on this.
3. **Show Up** – If you're scheduled to work, you've gotta be there. If you know you can't make it, call your supervisor (not a co-worker and no emails). Restaurant Team Members may need to cover their shift in this situation. Also, you may be required to provide a doctor's note for the absence...a real doctor's note (see the next rule). Talk to your supervisor about any flexible work options that are available to you... but a "No Call, No Show" won't be one of those options; trust us. Some absences or tardiness may be excused, but that is up to your supervisor.
4. **Follow Your Leader** – When your supervisor asks you to do something, you need to do it. You don't want to be called that 13-letter word – "insubordinate." If you think the request is crazy, take it up with his/her boss afterwards.
5. **If It's Written, It Must Be True** – Falsifying any document is a big no-no...sorry, HUGE no-no. Some examples are employment records, time records (hint: clocking in and out is a "you" thing...not a "your-buddy-who-got-there-before-you" thing) and basically anything that has your name on it.
6. **Shhhh** – There are a lot of haters out there who would love to get their hands on our recipes, tests, or new marketing ideas ...so if you're in on any confidential stuff, keep it to yourself!
7. **Sell Food, Not Vacuum Cleaners** – If you *don't* work here, don't even think about soliciting or distributing literature to Team Members or anyone else on work property. If you *do* work here, you can't solicit during work time to working Team Members and can't distribute literature in work areas.
8. **Just Say "No"** – You can't possess or be under the influence of any intoxicant at work or on work property. This also means no parking lot parties whether on the clock or off. When you're at a company get-together, you are expected to follow our S.U.R.F. (Serving Up Responsible Fun) alcohol awareness policy.
9. **Don't Bite the Hand that Feeds You** – This is serious stuff. You can't steal money or property from the Company, your co-workers or Guests. This also means you can't wrongfully give away food or beverages. Yes, that counts!

POLICIES

As laws vary from state to state and are changed from time to time, these policies are subject to change in order to comply with applicable laws. Read these policies carefully because each of us is responsible to uphold them! Although Legal made us do it, these policies are here for a reason and are a huge part of why Fridays is run with such integrity and responsibility. So, soak it up! You'll be happy you're in the know after you read it all. Plus, you'll feel smarter.

OPEN DOOR POLICY

So you've got a problem. The first step, if you are comfortable, is to talk to your supervisor. Their doors are *always* open for you. If they can't help you, they know who can.

But let's face it; you can't *always* talk to your supervisor about your problems or maybe the problem *is* your supervisor. So what next? Call 1.800.FRIDAYS (1.800.374.3297) and hit option 3. We've got folks standing by who can take things to the next level. If you want, they'll keep what you've got to say under wraps, but if anyone gets on your case for calling, please let us know.

You are what makes Fridays great. So please let us know if ANYTHING (or *anyone*) gets in the way of celebrating our Love of Fridays or interferes with delivering that Fridays experience. You matter!

ANTI-HARASSMENT POLICY

It's simple; we do not condone or tolerate sexual or *any other* type of harassment of our Guests, Team Members or Managers by *anyone*. Period.

Our definition of sexual harassment is *any* unwelcome behaviors, sexual advances, requests for sexual favors, including *any/other* verbal or physical conduct of a sexual nature.

Now, there are the two types of sexual harassment recognized by federal law:

- **Quid pro quo** – where employment decisions like hiring, firing, or promotions depend on a Team Member or Manager providing sexual favors.
 - An example of that would be if a Team Member is promised a promotion in exchange for a sexual favor or if a Team Member is fired for not submitting to sexual advances.

- **Hostile work environment** – where the work environment is made uncomfortable, intimidating, hostile, or offensive due to unwelcomed sexual conduct and the conduct unreasonably interferes with Team Member work performance.
 - An example of that would be if any Team Member or Manager is approached with unwanted sexual advances. However, a hostile work environment *does not* have to involve *any* sexual advances at all. Making offensive sexual comments or jokes, discussions about sex and/or displaying sexually oriented materials is also recognized as creating a hostile work environment.

Remember that the victim of sexual harassment may be either a man or a woman, and the harasser may also be either a man or a woman. The victim and the harasser do not have to be of the opposite sex either.

In addition, the victim does not have to be the person to whom the sexual conduct is directed but could be anyone affected by the offensive conduct. If it offends you, it's harassment.

Retaliation against anyone for reporting unlawful behavior is strictly prohibited. We don't play that.

If you observe or experience harassment of any sort, notify your Manager or contact Team Member Relations at 1.800.FRIDAYS (1.800.374.3297) and hit option 3. We got your back.

GETTING PAID POLICY

We're seriously NOT ok with anyone asking you, instructing you, coercing you, or even just permitting you to work for free. If you think you might not have been paid for any time that you worked or if you are told or it's implied that you not clock in for your hours worked, notify your Manager immediately or contact the Team Member Relations at 1.800.FRIDAYS (1.800.374.3297) and hit option 3 immediately. You can be assured that your concerns will be investigated.

CONCEALED WEAPON POLICY

We take the safety of our Team Members extremely seriously. So we prohibit ANYONE from carrying handguns, firearms, or prohibited weapons of any kind in the restaurant or in the Support Center, regardless of whether the carrier has a legal permit/license to carry a concealed weapon. The only exceptions to this "No Packing" policy are police officers, members of any state and federal law enforcement agencies and security guards. So unless you're rockin' po-po status, you're going to be subject to termination for violating this policy. If you know about anyone in violation of this policy, please report it immediately to your supervisor.



POLICIES CON'T

DRUG-FREE WORKPLACE POLICY

We're committed to providing Team Members with a work environment that is free of the problems associated with the use and abuse of alcohol, prescription or street drugs. So the non-prescriptive use, sale, possession, transfer, distribution, dispensation, manufacture, purchase, or being under the influence of controlled substances or the possession of paraphernalia related to controlled substances by Team Members at any time on company premises or while on company business is strictly prohibited. So don't come to work high or drunk, and don't be that guy that brings the "stuff" onto the premise because anyone who violates this policy is subject to termination. Seriously.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

We're all about individuality; so, of course we're an Equal Opportunity Employer! This means that we do not unlawfully discriminate against or show preference to any person due to race, color, religion, national origin, sex, age, qualifying disability, sexual orientation, or any other classification that may be protected under the law in hiring, training, advancement, promotion, use of facilities, compensation, or other privileges of employment. Supervisors who become aware of unlawful discrimination, regardless of the source, have the *responsibility* to take appropriate action. It's in our Values!

Any Team Member with a disability who requires accommodation should speak with their supervisor. We will make every effort to make reasonable accommodations unless it creates an undue hardship for the Company.

If you feel you have been the victim of unlawful discrimination, immediately inform any supervisor with whom you feel comfortable or call 1.800.FRIDAYS (1.800.374.3297) and hit option 3. You have a responsibility to report unlawful discrimination by anyone whether you are the person unlawfully discriminated against or merely observe the unlawful discriminatory behavior. And FYI: retaliation against anyone for reporting unlawful behavior is strictly prohibited.

POLICIES CON'T

EMPLOYMENT AT WILL

Team Members and Management are free to leave the employment of Fridays at any time. By the same token, Fridays is free to terminate the employment relationship at any time – with or without notice. The Company may make decisions regarding other terms of employment, including demotion, promotion, compensation, benefits, and job duties, with or without cause or advance notice.

VIOLENCE IN THE WORKPLACE POLICY

Your safety is huge for us. Acts or threats of physical violence, including intimidation, harassment, and/or coercion, which involve or affect the Company or which occur on the Company’s premises will not be tolerated or condoned. Violators of this policy may be subject to discipline, up to and including termination. Again... we don’t play.

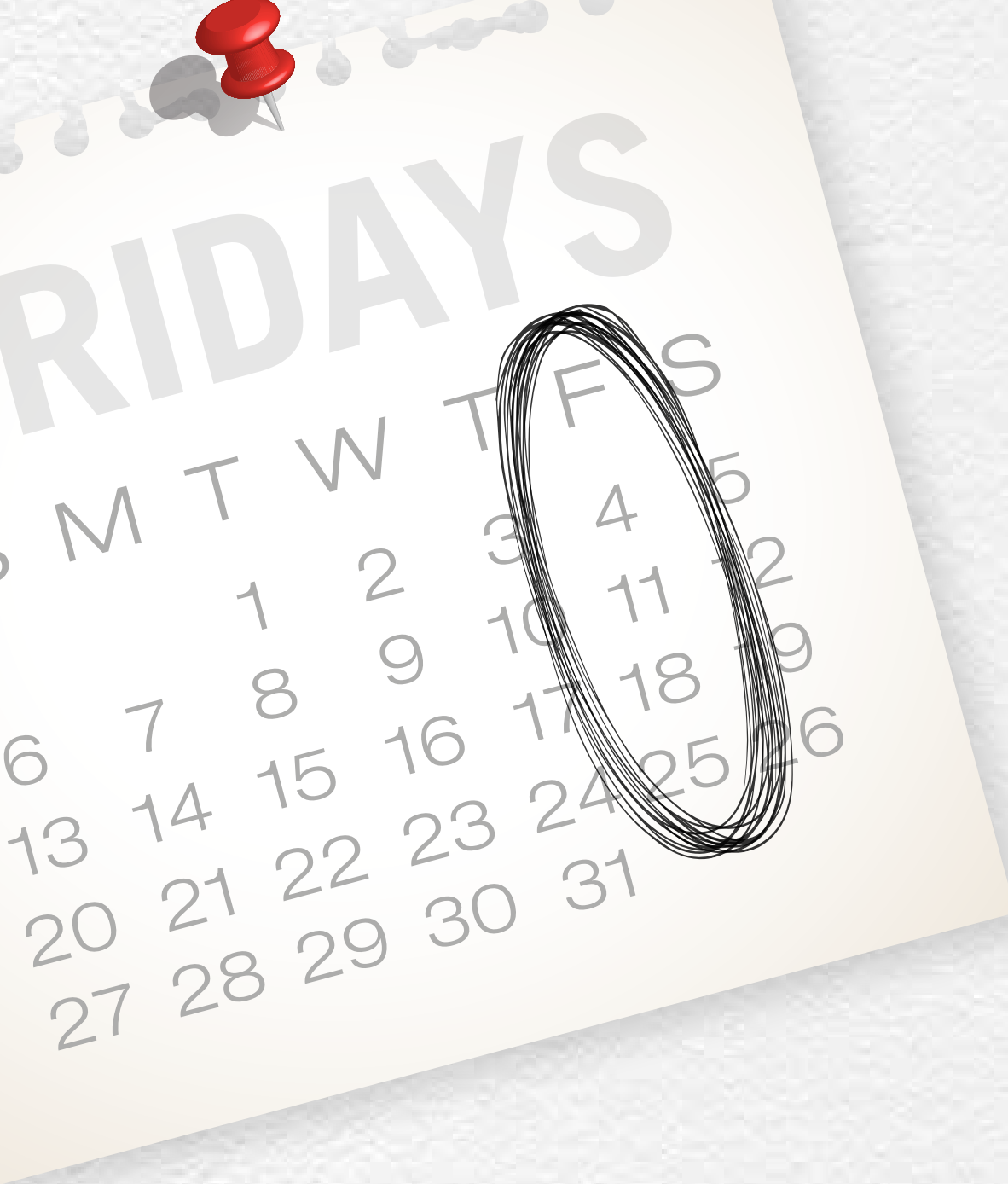
SOCIAL MEDIA POLICY

Making harassing or threatening comments or statements about the Company, its products, Team Members, Guests, vendors, partners, affiliates, and others (including competitors) that violate our Equal Employment Opportunity policy or disclosing trade secrets or other confidential information, such as recipes, in a public forum, including, but not limited to Facebook, Twitter, Instagram, YouTube, or any other Internet websites may result in disciplinary action, up to and including termination and/or legal action. This policy does not apply to situations where employees are discussing their terms and conditions of employment in a manner that does not violate our ban on disclosure of confidential information or our Equal Employment Opportunity policy on discrimination and harassment. Seriously, think about whether it’s really worth messing up your source of income before you hit the “post” button.

FRATERNIZATION POLICY

We all know it’s a bad idea, and yet some people still have difficulty with the “don’t date where you work” thing. You know the story. Relationships (including being closely related or being roommates) can lead to accusations of favoritism, sexual harassment, and an overall bad vibe for everyone else. So here’s the rule: don’t live with, date, or be closely related to your supervisor or anyone directly reporting to you in your restaurant or department. Period. It is strongly advised that supervisors do not spend an inordinate amount of social time with direct reports.





GREAT THINGS COME TO THOSE WHO COME TO FRIDAYS

We're so proud of what Fridays represents. We've made it our mission to recognize and reward people who are bringing the spirit of Friday to life every day. From providing awesome benefits to giving out some well-deserved stellar awards, we salute those who do it all for the Love of Fridays.

\\ REWARDS AND RECOGNITION \\

It's awesome when you love your job, and even better when it loves you back. Fridays culture is built on reward, and our recognition programs are designed to recognize, celebrate, and encourage you to continue on your pathway of success.

Are you the modest type who prefers to keep your good deeds on the down low while continuing to embrace all things Friday? No worries! You can speak with your Manager to figure out a type of reward that fits your style. So, let's raise a glass and salute everything you do for the Love of Fridays – and let's check out some of the reward programs we offer.



EMPLOYEE RECOGNITION PROGRAMS

RECOGNITION PIN PROGRAM

We started giving out pins in the mid-70s when the General Manager of one of the first restaurants in Dallas, TX bought some brass stars at an Army/Navy surplus store. Without making a big fuss about it, he gave them to some key Team Members, Guests, and fellow Team Members started asking where they came from and the President and CEO even noticed! So, he decided to get in on the action himself. Ever since, we've been giving out pins, patches, and stars to celebrate the achievements of our Team Members and to let them know we couldn't do it without them!

SUPPORT CENTER TOWN HALL RECOGNITION

About four times a year, the Support Center gets together for an update on the business and to show some love to some of our killer Team Members. The Team Member could get anything from a letter of appreciation to a rubber chicken (seriously, it happened). However the presenter wants to say, "Thanks for the awesome work!" is exactly how it goes down.

ANNUAL AWARDS CELEBRATIONS

We roll out the red carpet, literally, for our best Fridays Team Members. Our True Believer awards recognize Fridays Team Members who are the True Believers of the Fridays brand. The winners get a swanky trip, tons of bragging rights, and the opportunity to be recognized as the best of the best with the coveted Myrna Award!

WORLD BARTENDER CHAMPIONSHIPS

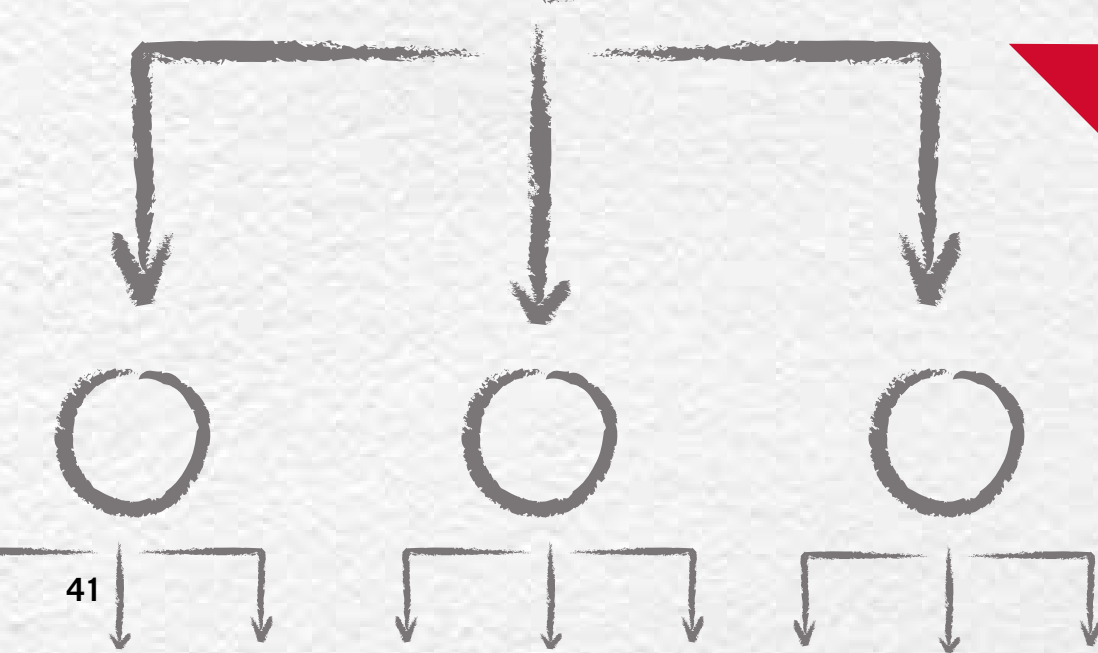
We invented working flair bartending; so, we're pretty good at it. And to find the best of the best, we hold restaurant level, regional, divisional, and World Bartender competitions where our competent and confident Bartenders are tested on recipe knowledge, pouring accuracy, and their general ability to ROCK IT OUT behind the bar. The winner leaves with a ton of cool stuff, including a cash prize and the title of the WORLD'S Best Bartender.

TWO WORDS: THANK YOU

Recognition for us is really about saying and living those two words. We say "Thank You" often because we have reason to. We call each other Team Members because we believe that no single aspect of our business can function without the other... that no one person can do their job well without the support of their Fridays family... because it's true and because we're all awesome like that.



FRIDAY IT FORWARD



Part of keeping the fun coming and the good times going is making sure we support one another and we support the communities in which we serve. The spirit of giving is alive and well at Fridays, and what makes it extra special is that when we give back we do it from the heart and all for the Love of Fridays.

\\ GIVING BACK \\



Providing great, authentic service goes far beyond the Four Walls of our restaurants. At Fridays, not only are we passionate about supporting one another but we're also passionate about giving back to those in need and committed to running our business in a socially responsible way (which for us is the only way). As a matter of fact, it's our goal to make the world better one Friday at a time!

For us, being socially responsible means taking care of our incredible Fridays people, our communities in which we serve, and our environment around us. And, we do that through the following ways:

FOR OUR TEAM MEMBERS

We REALLY care about our Team Members. As we see it, we are all family, the Fridays family. And without our family, we can't bring the Fridays experience to life every day for every Guest. Just like family, we want to ensure we can support our Team Members when they need it most. That's why Fridays has **Have a Heart**, our internal charity that ensures we can provide care to our Fridays family.

Since its inception, Have a Heart has provided millions of dollars in assistance to Team Members who have faced a major issue such as unexpected medical bills, a personal tragedy, or impact from a natural disaster.

Team Members can choose to contribute through payroll deductions and/or participate in year-round fundraisers and activities for Have a Heart. Thousands of Fridays Team Members contribute to the Have a Heart Fund, helping to make sure the resources are there to help their fellow Team Members in their time of need.

Through Have a Heart, Fridays is also making dreams come true. Our **Have a Heart Life Changer Program** provides grants to Team Members, helping them pursue life-changing dreams. Our Credo says, "Whenever you dream, dream with your all." Fridays is now committed to also making those dreams come true.



FOR OUR COMMUNITY

Fridays has consistently raised funds over the years through our World Bartender Championships, in partnership with multiple hunger relief organizations, providing millions of meals to those in need across the U.S., and we continue to partner with organizations to fight hunger.

In addition, Fridays partners with its suppliers to help support the needs of the communities where we serve. Through our partnership with Performance Food Group, we've donated several thousand pounds of food to food banks across the country. And, all for the Love of Fridays!

FOR OUR ENVIRONMENT

Being socially responsible and a good steward of our environment is a huge part of expressing our Love of Fridays. Just as we're committed to delivering that Fridays experience to every Guest, every day, every shift, we're absolutely committed to protecting and preserving our environment... because how else could we share our Love of Fridays unless we take care of our surroundings, right?

So, we're doing some really cool things as part of that commitment. We've developed a sustainability program that focuses on reducing our energy and water usage and identifying opportunities to increase recycling – both in our restaurants and at the Support Center.

We're dedicated to working with suppliers who share all of our Values and will continue to support minority and women-owned businesses by making them a significant part of our supply chain. We believe it's really important to not only communicate what we're doing but to also ensure we're authentic and completely transparent about how our socially responsible practices are being implemented. We want everyone to know how we're making a difference one Friday at a time!



TURN
GOOD TIMES
**INTO
GREAT
TIMES**

Now that you're part of our Fridays family, you're officially responsible for delivering that Fridays experience and embracing the Love of all things Friday – including the fun, excitement, and real, pure potential that Fridays holds.

\\ TIME TO SIGN THE LINE \\



**Now, you know it all! Ready for
that Fridays feeling every day?
Sign the line and make it official!**

I, _____ do hereby

dedicate myself to delivering on a shared promise of

**FUN, FRIENDSHIP, RESPECT, CARING,
MEMORIES, OPPORTUNITY, DEDICATION,
SHARING, AND PASSION.** I vow to show

MY LOVE OF FRIDAYS by treating each and
every day as 24 hours of pure potential for my
Guests, for my Team Members, and for *myself*.

\\ _____