



Associate

HANDBOOK





SWING YOUR BEST WHEN
YOU HAVE THE FEWEST
THINGS TO THINK ABOUT.”



BOBBY JONES ASSOCIATE HANDBOOK



TABLE OF CONTENTS

We are Bobby Jones.....4

WHAT YOU MUST KNOW

Hiring.....7

Leave of Absence13

Benefits.....20

Management.....28

Company Property.....29

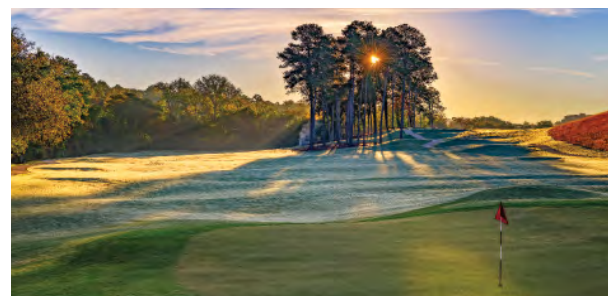
Associate Conduct.....35

Wages.....45

Safety & Health.....48

Termination51

Confirmation of Receipt53





We ARE BOBBY JONES

Dear Associate,

We are delighted you joined us in this adventure – *Bobby Jones Links*. You now represent one of the most iconic names in golf and all of sports.

Bobby Jones is the only golfer to win the Grand Slam – in 1930 he won all four major tournaments in one year – something that may never be done again. Equally important, he was a remarkable person. So many superlatives describe the man. Gentleman, sportsman, innovator, and dedicated to service perhaps describe him best.

After he quit tournament golf at age 28, Bobby Jones became an innovator and learner. He founded Augusta National Golf Club and The Masters, invented all kinds of new golf clubs, founded Coca-Cola bottling plants and practiced law. We embrace his spirit, his thirst for change, and drive to think in new ways. Yet, we also value tradition, character, integrity, and service. These are the hallmarks of any great organization, whether 100 years ago, or one today. This is why the tagline of our company is *where history and innovation play*.

Having our company named after Bobby Jones raises the bar for all of us. It means we'll expect more from you than most companies. But, as we hope you will see and experience, you should expect more from your company, *our company*, as well.

What is your job? *Your job is to make a difference*. This is actually our company's core purpose. It's not managing clubs

and making money. *It's making a difference*.

Whether it is mowing a green, loading golf bags, teaching a lesson, satisfying an unhappy customer, helping an associate, responding to an important email, preparing an entrée, writing a report, keeping your area clean, or hosting a wedding. Do it well. Make a difference when you do.

And how do you do that? You do it by offering exceptional service to our guests and serving your fellow associates

exceptionally. Let me repeat that: You do it by

offering exceptional service to our customers and by serving your associates

exceptionally. If you do both well, you'll thrive with us and succeed.

The famous innovator Richard Branson said, "If you are not making a difference in other people's lives, you should not be in business." Thus, we determine

our success by this measure. Not

the number of clubs we manage or how much money we make, but through making a

difference in the lives of the people we touch.

Today is a big day for us.

You joined the *Bobby Jones Links* team! *We are Bobby Jones. You are Bobby Jones. Let's do this.*

Best Wishes,

Whitney Crouse (Founder)

Steve Willy (Founder)

Whitney H. Crouse

Steve Willy



WHAT YOU MUST KNOW



ASSOCIATE PROMISE AND CREDO

We are Bobby Jones.

We are a family that makes a difference in the lives of others by offering extraordinary service, caring for each other, and having fun. We succeed by being excellent in everything we do, constantly innovating, encouraging autonomy and personal growth, while representing the humility, drive and loyalty of the great Bobby Jones.

We are Bobby Jones.

OUR CORE VALUES

Core values are the essential and enduring tenets of *Bobby Jones Links*. They are the glue that holds us together and will stand the test of time, permeating everything we do in our pursuit to make a difference. What follows are characteristics of the people who succeed at *Bobby Jones Links*. You will see these on your job description and on your performance review.

1. FLY THE FLAG

- Firmly believe in what we are doing
- Fight for the greater good of *Bobby Jones Links*
- Are loyal to our team at all times

2. REALLY GREAT AT WHAT WE DO

- Know and do our job really well
- Follow *Bobby Jones Links*' systems, policies, procedures, etc.

3. DRIVEN

- Do whatever it takes to get the job done
- Are ambitious and want to grow

4. DEDICATED TO SERVICE

- Offer outstanding, "do whatever it takes," customer service
- Contribute to the community and the well-being of fellow associates.

5. WILLING TO LEARN

- Understand that leaders are learners
- Are always learning how to do our job better and improve as individuals





“IT IS
my pleasure
EVERYTIME.”

COMPANY MOTTO

Where History and Innovation Play

THE THREE GOLDEN RULES OF SERVICE



- 1) We offer a warm welcome.
- 2) We fulfill the expressed and unexpressed needs of our customers.
- 3) We provide a fond farewell.



SERVICE STANDARDS

- 1) “Yes, is the answer. What is your question?”
- 2) We regularly surprise and delight our customers.
- 3) When a customer says, “thank you,” we always respond genuinely with “my pleasure”.
- 4) We read our members and guests, focusing on their pace and specific situation to deliver a more personalized service.
- 5) We use our customers’ names whenever possible to deliver a more personalized experience.
- 6) We make eye contact first with each customer within eyesight, while sharing a smile, speaking enthusiastically and connecting personally. We believe in interactions, not transactions.
- 7) We use elevated service language to create a memorable experience for our members.
We use phrases such as “good morning” and “good afternoon” instead of “hi”.
- 8) We answer the phone in three rings or less with a smile in our voice. We identify ourselves and our role and ask, “how may I serve you?”
- 9) We are empowered to take care of any customer situation that arises. We solve issues quickly and go above and beyond to create member satisfaction.
- 10) Rather than pointing, we escort customers towards their destination until they are comfortable with the directions.
- 11) We avoid conversations and activities that interfere with the customer’s environment or enjoyment.
- 12) We make a difference in our customers’ day. We go above and beyond to impact their lives in a positive way.
- 13) Service excellence is a team effort. We step out of our usual duties to assist our teammates.
- 14) We create a positive and supportive team work environment, treating each other with respect and dignity.
- 15) We are responsible to report and correct defects or problems before they affect the member or guest.
We deliver product and service excellence.
- 16) Our attire and demeanor reflect positively on our club and brand.
- 17) We respond to customer and associate requests in a timely manner. We answer customer emails and voice mails within 24 hours.
- 18) We are Bobby Jones too. Be positive both inside and out of the workplace and honor his character and legacy.

EQUAL EMPLOYMENT OPPORTUNITY

Bobby Jones Links is an equal opportunity employer and makes employment decisions on the basis of merit. We want to have the best available persons in every job. Under the laws enforced by EEOC, it is illegal to discriminate against someone because of that person's race, color, religion, sex (including sexual orientation and pregnancy), national origin, age (40 or older), disability (physical and mental), genetic information or any other consideration made unlawful by federal, state, or local laws. All such discrimination is unlawful. It is also illegal to retaliate against a person because he or she complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

The Company is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in Company operations and prohibits unlawful discrimination by any associate of the Company, including work supervisors and coworkers.

RELIGIOUS OR DISABILITY ACCOMMODATIONS

The Company will reasonably accommodate the religious observances and practices of an associate or prospective associate unless such accommodation creates an undue hardship on the conduct of the business. The following factors will be considered: (a) business necessity, (b) financial costs and expenses, and (c) resulting personnel problems. Any associate who requires a religious accommodation should speak with their immediate supervisor or the General Manager. Any associate with a disability who requires an accommodation should speak with their immediate supervisor or the General Manager. Generally, disability refers to a physical or mental impairment that substantially limits one or more of the major life activities of an individual. The Company will seek to reasonably accommodate qualified individuals with a disability. The associate has the responsibility to provide adequate information to the Company as part of the accommodation process. A qualified person with a disability means an individual with a disability who, with or without reasonable accommodation, can perform the essential functions of the position. Generally, such reasonable accommodation will be made unless it creates an undue hardship for the Company.

UNLAWFUL HARASSMENT

Bobby Jones Links is committed to providing a work environment free of unlawful harassment. Company policy prohibits sexual harassment and harassment based on race, color, religion, sex (including sexual orientation and pregnancy), national origin, age (40 or older), disability (physical or mental), genetic information or any other consideration made unlawful by federal, state, or local laws. All such harassment is unlawful. The Company's anti-harassment policy applies to all persons involved in the operation of the Company and prohibits unlawful harassment by any associate of the Company, including work supervisors, as well as vendors, guests, independent contractors and any other persons.

“Attitude
IS EVERYTHING.
IT’S NOT WHAT
YOU SAY, IT IS
HOW YOU SAY IT.”

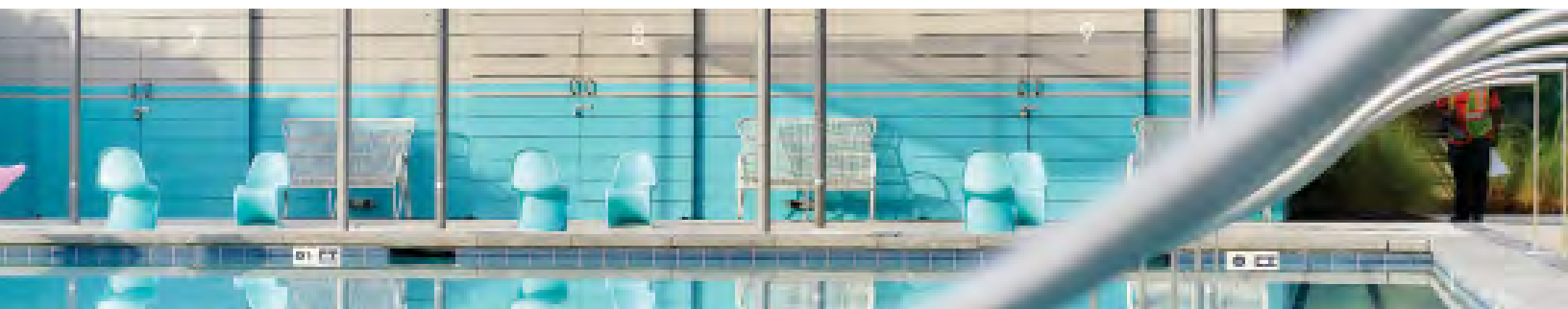
REPORTING CLAIMS OF DISCRIMINATION OR HARASSMENT

If you feel you have been discriminated against or harassed in any way, it is generally best to tell that person that you find such behavior offensive, that such behavior is against Company policy, and that you want him or her to immediately stop. However, if you are uncomfortable taking this action, or if the conduct does not stop after you have warned the offending person, you should immediately contact your supervisor. If you feel you cannot seek help from your supervisor, then you should contact his or her supervisor, a higher-level management person, or the Human Resources for assistance.

Any associate who observes any discrimination or harassment in violation of these principles should also discuss the matter immediately with their supervisor, the General Manager or the Vice President of Human Resources. The Company encourages all associates to report any incidents immediately so that complaints can be quickly and fairly resolved.

You can either discuss these issues verbally or submit a written complaint. The documentation should be specific and should include the names of the individuals involved and the names of any witnesses. If you need assistance with your complaint, or if you prefer to make a complaint in person, please speak with one of *Bobby Jones Links’* Vice Presidents of Operations. The Company will immediately undertake an effective, thorough, and objective investigation and attempt to resolve the situation.

Associates have a responsibility to cooperate in any investigation of unlawful discrimination and/or harassment. All associates are to cooperate fully with the investigation and resolution of all discrimination or harassment complaints.





RIGHT TO REVISE

This Associate Handbook contains the employment policies and practices of *Bobby Jones Links* in effect at the time of publication. All previously issued handbooks and any inconsistent policy statements or memoranda are superseded with the exception of properly executed, written employment agreements.

Bobby Jones Links reserves the right to revise, modify, delete, or add to any and all policies, procedures, work rules, or benefits stated in this handbook or in any other document, except for the policy of at-will employment. However, any such changes are generally communicated in writing and must be authorized by *Bobby Jones Links*. *Bobby Jones Links* is Whitney Crouse, Chairman and Steve Willy, President. Any changes to this handbook will generally be distributed to all associates so that associates will be aware of the new policies or procedures. No oral statements or representations can in any way alter the provisions of this handbook.

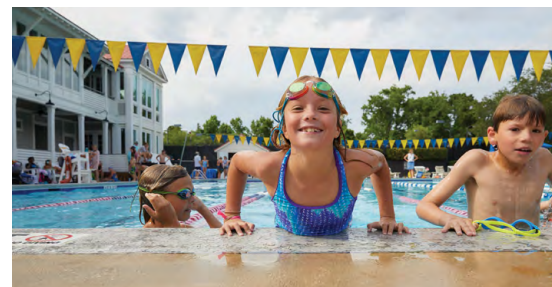
Nothing in this Associate Handbook or in any other personnel document, including benefit plan descriptions, creates or is intended to create a promise, contract or representation of continued employment for any associate.



AT-WILL EMPLOYMENT STATUS

Bobby Jones Links associates are employed on an at-will basis. Employment at-will may be terminated with or without cause and with or without notice at any time by the associate or the company. Nothing in this handbook shall limit the right to terminate at-will employment. No work supervisor or associate has any authority to enter into an agreement for employment for any specified period of time or to make an agreement for employment on other than at-will terms. Only *Bobby Jones Links* has the authority to make any such agreement, which is binding only if it is in writing.





HIRING

REGULAR FULL-TIME ASSOCIATE

This category applies if your employment is expected to be for an indefinite period of time, and you are scheduled to average **30 or more hours per week**. However, the company is not obligated to provide a regular full-time associate a minimum of 30 hours of work within a week. You are generally eligible to participate in Company provided fringe benefits, subject to the terms, conditions, and limitations of each benefit program.

REGULAR PART-TIME ASSOCIATE

This category applies if your employment is expected to be for an indefinite period of time and you are scheduled to work an average of **less than 30 hours per week**. As with full-time associates, the company is not obligated to provide a part-time associate any set number of hours within a particular week. You are generally ineligible to participate in Company provided fringe benefits, subject to the terms, conditions, and limitations of each benefit program.

SEASONAL FULL-TIME ASSOCIATE

This category applies if your employment is for a specific period of time, typically less than one year, and you are expected to work at **least 30 hours per week**. However, the Company is not obligated to provide a seasonal full-time associate a minimum of 30 hours of work within a week. You are generally ineligible to participate in company provided fringe benefits.

SEASONAL PART-TIME ASSOCIATE

This category applies if your employment is for a specific period of time, typically less than one year and you are expected to work **less than 30 hours per week**. You are generally ineligible to participate in Company provided fringe benefits.



NEW HIRES

The first 90 days of continuous employment at *Bobby Jones Links* is considered an introductory period. During this time you will learn your responsibilities, get acquainted with fellow associates, and determine whether or not you are happy with your job. Your work supervisor will closely monitor your performance.

EXEMPT

Exempt associates are classified as such if their job duties are exempt from the overtime provisions of the Federal and State wage and hour laws. Exempt associates are not eligible for overtime pay. Their salaries are calculated on a weekly basis. For additional information regarding deductions from pay for an exempt associate, see the Wages section.

NON-EXEMPT

Non-exempt associates receive overtime pay in accordance with our overtime policy. Their wages are calculated on an hourly basis.

JOB DUTIES

During the introductory period, your work supervisor will explain your job responsibilities and the performance standards expected of you. Be aware that your job responsibilities may change at any time during your employment. From time to time, you may be asked to work on special projects, or to assist with other work necessary or important to the operation of your department or *Bobby Jones Links*. Your cooperation and assistance in performing such additional work is expected. *Bobby Jones Links* reserves the right, at any time, with or without notice, to alter or change job responsibilities, reassign or transfer job positions, or assign additional job responsibilities.

JOB DESCRIPTIONS

You will be given a job description outlining your responsibilities. All job descriptions at *Bobby Jones Links* include the extremely important five core values of our company.

OUR CORE VALUES

FLY THE FLAG

- Firmly believe in what we are doing
- Fight for the greater good of *Bobby Jones Links*
 - Are loyal to our team at all times

REALLY GREAT AT WHAT WE DO

- Know and do our job really well
- Follow *Bobby Jones Links*' systems, policies, procedures, etc.

DRIVEN

- Do whatever it takes to get the job done
 - Are ambitious and want to grow

DEDICATED TO SERVICE

- Offer outstanding, "do whatever it takes," customer service
- Contribute to the community and the well being of fellow associates

WILLING TO LEARN

- Understand that leaders are learners
 - Are always learning how to do our job better and improve as individuals



“DO WHATEVER IT TAKES TO GET THE
job done.”



PERFORMANCE REVIEWS

All *Bobby Jones Links* associates will be periodically reviewed with *Bobby Jones Links*' 5-5-5 Performance Review Form. These reviews are based on your adherence to *Bobby Jones Links*' five core values, GWC People Analyzer and your job performance. Associates should sign *Bobby Jones Links*' 5-5-5 Performance Review Form designating acknowledgement of the review with their supervisor.

MAXIMUM ALLOWABLE RAISE

Raises are not mandatory or guaranteed and are at the option of an associate's supervisor. Raises based on performance, and at the time of an annual review, will be limited to a preset maximum which varies from year to year. Raises resulting from promotion or exceptional performance will be addressed on a case-by-case basis. All full-time *Bobby Jones Links* associates will receive their annual reviews no later than February 28, with any change of pay status taking effective the first full pay period in March.

PROMOTIONS

Associates will be promoted based on performance and ability. Seniority is an important factor when considering someone for promotion but is not the deciding factor.





LEAVES OF ABSENCE

FAMILY / MEDICAL LEAVE POLICY

The federal Family & Medical Leave Act of 1993 (FMLA) as amended in 2008 requires employers with 50 or more associates to provide eligible associates with unpaid leave. There are two types of leave available, including the basic 12-week leave entitlement (Basic FMLA Leave), as well as the military family leave entitlements (Military Family Leave) described in this policy. In addition to FMLA leave, you may also be eligible for leave under a similar state law. To find out about the availability of state leave, please contact one of *Bobby Jones Links'* Human Resources at hr@bobbyjoneslinks.com.

This policy governs leave qualifying under the FMLA and the Company's other leave policies, such as Personal Days. If you are taking leave other than FMLA leave, please review the Company's specific policy on that type of leave.

ELIGIBILITY FOR FMLA LEAVE

Associates are eligible for FMLA leave if they:

- Have worked for the company for at least 12 months in the last 7 years;
- Have worked at least 1,250 hours for the company during the 12 calendar months immediately preceding the request for leave; and
- Are employed at a work site that has 50 or more associates within a 75-mile radius.

Associates with any questions about their eligibility for FMLA leave should contact the Vice President of Human Resources for more information.

BASIC FMLA LEAVE

Associates who meet the eligibility requirements described above are eligible to take up to 12 weeks of unpaid leave during any 12-month period for one of the following reasons:

- 1) To care for the associate's son or daughter during the first 12 months following birth;
- 2) To care for a child during the first 12 months following placement with the associate for adoption or foster care;
- 3) To care for a spouse, son, daughter, or parent ("covered relation") with a serious health condition;
- 4) For incapacity due to the associate's pregnancy, prenatal medical or child birth; or
- 5) Because of the associate's own serious health condition that renders the associate unable to perform an essential function of his or her position.

For purposes of calculating the 12-month period during which 12 weeks of leave may be taken, *Bobby Jones Links* uses a rolling 12-month period measured backward from the date an associate uses any FMLA leave. Under most circumstances, leave under federal and state law will run at the same time and the eligible associate will be entitled to a total of 12 weeks of family / medical

leave in the designated 12-month period.

In cases where the same company employs a married couple, the two spouses together may take a combined total of 12 weeks' leave during any 12-month period for reasons 1 and 2, or to care for the same individual pursuant to reason 3.

MILITARY FAMILY LEAVE

There are two types of Military Family Leave available:

QUALIFYING EXIGENCY LEAVE. Associates meeting the eligibility requirements described above may be entitled to use up to 12 weeks of their Basic FMLA Leave entitlement to address certain qualifying exigencies. Leave may be used if the associate's spouse, son, or daughter, is on active duty or called to active duty status in the National Guard or Reserves in support of a contingency operation. Qualifying exigencies may include:

- Short-notice deployment (up to 7 days of leave)
- Attending certain military events
- Arranging for alternative childcare
- Addressing certain financial and legal arrangements
- Periods of rest and recuperation for the service member (up to 5 days of leave)
- Attending certain counseling sessions
- Attending post-deployment activities (available for up to 90 days after the termination of the covered service member's active duty status)
- Other activities arising out of the service member's active duty or call to active duty and agreed upon by the company and the associate

LEAVE TO CARE FOR A COVERED SERVICE MEMBER. There is also a special leave entitlement that permits associates who meet the eligibility requirements for FMLA leave to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National

Guard or Reserves, who has been rendered medically unfit to perform his or her duties due to a serious injury or illness incurred in the line of duty while on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

When both husband and wife work for the same employer, the aggregate amount of leave that can be taken by the husband and wife to care for a covered service member is 26 weeks in a single 12-month period.

“UNDERSTAND THAT
leaders
ARE LEARNERS.”





USE OF LEAVE

An associate does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary. Associates must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the employer's operations. Military Family Leave due to qualifying exigencies may also be taken on an intermittent basis. Leave may not be taken on an intermittent basis when used to care for the associate's own child during the first year following birth, or to care for a child placed with the associate for foster care or adoption, unless both the employer and associate agree to such intermittent leave.

PAY, BENEFITS, & PROTECTIONS DURING FAMILY / MEDICAL LEAVE

FMLA leave is unpaid leave. However, if leave is taken because of associate's own serious health condition the associate may be eligible for short- or long-term disability payments and/or workers' compensation benefits under those insurance plans, if applicable.

Associates may choose to use accrued PTO during FMLA leave. An associate may choose to use accrued PTO during FMLA leave. The substitution of paid leave time for unpaid leave time does not extend the 12-week leave period. Furthermore, in no case can the substitution of paid leave time for unpaid leave time result in the receipt of more than 100 percent of an associate's salary.

During an approved FMLA leave, the company will maintain the associate's health benefits as if the associate continued to be actively employed. If paid leave is substituted for unpaid FMLA leave, the company will deduct the associate's portion of the health plan premium as a regular payroll deduction. If leave is unpaid, the associate must pay his or her portion of the premium. Associates must contact the Vice President of Human Resources, to make arrangements to pay their portion of the premium. An associate's healthcare coverage will cease if the associate's premium payment is more than 30 days late. If the payment is more than 15 days late, the company will send the associate a letter to this effect. If the company does not receive the co-payment within 15 days after the date of that letter, the associate's coverage may cease. If the associate elects not to return to work for at least 30 calendar days at the end of the leave period, the associate will be required to reimburse the company for the cost of the premiums paid by the company for maintaining coverage during the unpaid leave, unless the associate cannot return to work because of a serious health condition or other circumstances beyond the associate's control. During FMLA leave, the employer must maintain the associate's health coverage under any "group health plan" on the same terms as if the associate had continued to work. Use of FMLA leave will not result in the loss of any employment benefit that accrued prior to the start of the associate's leave.

Upon return from FMLA leave, most associates will be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms. However, an associate has no greater right to reinstatement than if he or she had been continuously employed rather than on leave. For example, if an associate on family/medical leave would have been laid off had he or she not gone on leave, or if the associate's job is eliminated during the leave and no equivalent or comparable job is available, then the associate would not be entitled to reinstatement. In addition, an associate's use of family/medical leave will not result in the loss of any employment benefit that the associate earned before using family/medical leave.





Reinstatement after family/medical leave may be denied to certain salaried "key" associates under the following conditions:

- An associate requesting reinstatement was among the highest-paid 10 percent of salaried associates employed within 75 miles of the work site at which the associate worked at the time of the leave request;
- The refusal to reinstate is necessary because reinstatement would cause substantial and grievous economic injury to the Company's operations;
- The associate is notified of the Company's intent to refuse

reinstatement at the time the Company determines the refusal is necessary; and

- If leave has already begun, the Company gives the associate a reasonable opportunity to return to work following the notice described previously.

TIME ACCRUAL

Associates will not be paid for holidays during unpaid FMLA leave. Associates on FMLA leave will not continue to accrue personal days during unpaid FMLA leave.

ASSOCIATE RESPONSIBILITIES WHEN REQUESTING FMLA LEAVE

If the need to use FMLA leave is foreseeable, the associate must give the company at least 30 days' prior notice of the need to take leave. When 30 days' notice is not possible, the associate must give notice as soon as practicable (within 1 or 2 business days of learning of the need for leave except in extraordinary circumstances). Failure to provide such notice may be grounds for delaying the start of the FMLA leave.

Requests for FMLA leave should be submitted to Human Resources using the Request for Family/Medical Leave form (available from the support center). When submitting a request for leave, the associate must provide sufficient information for the company to determine if the leave might qualify as FMLA leave, and also provide information on the anticipated date when the leave would start as well as the duration of the leave. Sufficient information may include that the associate is unable to perform job functions; that a family member is unable to perform daily activities; that the associate or family member needs hospitalization or continuing treatment by a healthcare provider; or the circumstances supporting the need for military family leave. Associates also must inform the company if the requested leave is for a reason for which FMLA leave was previously taken or certified. Associates also will be required to provide a certification and periodic recertification supporting the need for leave.

EMPLOYER RESPONSIBILITIES

When an associate requests leave, the company will inform the associate whether he or she is eligible under the FMLA. If the as-

associate is eligible, the associate will be given a written notice that includes details on any additional information he or she will be required to provide. If the associate is not eligible under the FMLA, the company will provide the associate with a written notice indicating the reason for ineligibility. If leave will be designated as FMLA-protected, the company will inform the associate in writing and provide information on the amount of leave that will be counted against your 12 or 26 week entitlement.

MEDICAL CERTIFICATION

If the associate is requesting leave because of the associate's own or a covered relation's serious health condition, the associate and the relevant healthcare provider must supply appropriate medical certification. Associates may obtain Medical Certification forms from the support center. When the associate requests leave, the company will notify the associate of the requirement for medical certification and when it is due (no more than 15 days after you request leave). If the associate provides at least 30 days' notice of medical leave, he or she should also provide the medical certification before leave begins. Failure to provide requested medical certification in a timely manner may result in denial of leave until it is provided. The company, at its expense, may require an examination by a second healthcare provider designated by the company, if it reasonably doubts the medical certification initially provided. If the second healthcare provider's opinion conflicts with the original medical certification, the company, at its expense, may require a third, mutually agreeable, healthcare provider to conduct an examination and provide a final and binding opinion. The company may require subsequent medical recertification. Failure to provide requested certification within 15 days, except in extraordinary circumstances, may result in the delay of further leave until it is provided.

Bobby Jones Links will require certification by the associate's health care provider that the associate is fit to return to his or her job. Failure to provide certification by the health care provider of the associate's fitness to return to work will result in denial of reinstatement for the associate until the certificate is obtained.

REPORTING WHILE ON LEAVE

If an associate takes leave because of the associate's own serious health condition or to care for a covered relation, the associate must contact the company on the first and third Tuesday of each month regarding the status of the condition and his or her intention to return to work. In addition, the associate must give notice as soon as practicable (within two business days, if feasible) if the dates of the leave change, are extended, or were unknown initially.

INTERMITTENT & REDUCED-SCHEDULE LEAVE

Leave because of a serious health condition, or either type of family military leave may be taken intermittently (in separate blocks of time due to a single health condition) or on a reduced-schedule leave (reducing the usual number of hours worked per workweek or work-day) if medically necessary. If leave is unpaid, the company will reduce the associate's salary based on the amount of time actually worked. In addition, while an associate is on an inter-

“WE FIRMLY
believe
IN WHAT WE
ARE DOING.”





mittent or reduced-schedule leave, the company may temporarily transfer the associate to an available alternative position that better accommodates the recurring leave and which has equivalent pay and benefits.

JURY DUTY & WITNESS LEAVE

Jury duty is an obligation and a privilege of citizenship, and we encourage our associates to serve when asked to do so. Associates should produce the notification document from the court when making the request to attend jury service.

During jury duty, associates will be paid according to state law. In the absence of state/local laws governing jury duty pay, the associate will be paid their regular pay for up to two weeks based up to a maximum of eight (8) hours per day. This policy is also applicable when testifying as a witness in a judicial proceeding by subpoena. After completing their service, associates are expected to endorse their jury paycheck to *Bobby Jones Links*.

Associates should strive to meet member or guest commitments at all times during their absence. When jury duty does not demand your services for a full day, associates should return to their job.

MILITARY LEAVE

Associates who wish to serve in the military and take military leave should contact their work supervisor for more information about their rights before and after such leave. You are entitled to reinstatement upon completion of military service, provided you return or apply for reinstatement within the time allowed by law. The Company will grant military leave as necessary in compliance with all applicable state and federal regulations.

TIME OFF FOR VOTING

If an associate does not have sufficient time outside of working hours to vote in an official state-sanctioned election, the associate may take off enough working time to vote. Such time off shall be taken at the beginning or the end of the regular working shift, whichever allows for more free time, and the time taken off shall be combined with the voting time available outside of working hours to a maximum of two hours combined. Under these circumstances, an associate will be allowed a maximum of two hours of

time off during an election day without loss of pay. When possible, an associate requesting time off to vote shall give his or her work supervisor at least two days notice.

PERSONAL LEAVE OF ABSENCE

An associate may be granted a leave of absence without pay for sufficiently valid or necessary reasons. Requests for leave will be considered on the basis of the associate's length of service, performance, responsibility level, the reason for the request, and the expected impact of the leave on the company. Associates must use accrued Personal Days prior to the start of a leave of absence. It is understood that following a leave of absence without pay, there is no guarantee of any kind of re-employment offered to the associate by *Bobby Jones Links*. Associates who return from leave without pay will receive first consideration for open jobs, but they do not have a "right" to their old jobs.

Request any leave in writing as far in advance as possible, keep in touch with your work supervisor during your leave, and give prompt notice of any change in your anticipated return date. If your leave expires and you fail to return to work without contacting your work supervisor, the Company will assume that you do not plan to return and that you have voluntarily resigned.

The duration of a leave of absence, if granted, will be no longer than 8 weeks. When an associate returns from a leave of absence without pay, we will determine how that time will be applied to their length of service.

Typically, all benefits lapse during a leave of absence without pay unless otherwise required by law to be maintained. Earned personal day credits do not accrue. Medical and other group insurance benefits lapse at the end of the month following the commencement of a leave of absence without pay. Some group benefits can be continued during the leave. Please see your General Manager for additional information.





Bobby Jones Links benefit plans are an important part of your total compensation package. Our ability to attract and retain superior associates who continue to build our business is enhanced by providing a solid benefit foundation. *Bobby Jones Links* programs are designed to support our associates and their dependents when they need it the most – at times of illness, injury, disability, or death.

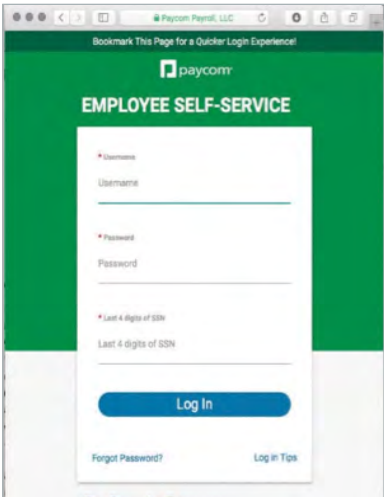
The areas of coverage are outlined in this document; however, a more detailed explanation of each benefit can be found in the *Bobby Jones Links* Benefits at a Glance and the Summary Plan Descriptions document available in Paycom Employee-Self-Serve.

Note: In some cases, a Club may not choose to participate in all of the services that *Bobby Jones Links* is able to offer. In these situations, not all full time associates are eligible for all company benefits. For additional information regarding your Club and its participation in the benefits listed here, please contact your General Manager.

The Company reserves the right to amend or terminate any of these programs at its discretion. For more complete information regarding our benefit programs, please contact your General Manager.

ELIGIBILITY

All regular full-time associates (minimum 30hours per week) who are managers become eligible for company benefits on the first day of the new month following hire date and non-managers become eligible on the first day of a new month following 60 days of continuous employment. Associates are responsible for enrolling in benefits via Paycom Employee Self-Serve. Associates may enroll up to 60 days before eligibility and up to 30 days after. However, missed payroll deductions (premiums) for late enrollment will need to be made up and are the responsibility of the associate. Failure to enroll in a timely manner will result in the associate having to wait until the next open enrollment or qualifying life event. Associates not wishing to participate are required to decline benefits in Paycom Employee Self-Serve. These guidelines are strictly enforced by Federal ERISA laws and insurance carriers, and strict adherence to these policies is mandatory.



MEDICAL COVERAGE

You are offered a choice of medical options and varying levels of coverage. These plans cover most of your normal health care needs, and the Company pays a substantial part of the cost. Associates have the option of selecting coverage for dependents. Payroll deductions are taken on a pre-tax basis. Payroll deductions will begin with the first paycheck following the date coverage

begins based on your eligibility. Upon separation of employment, coverage will be carried through the end of the month and payroll deductions will end with the final paycheck. Payroll deductions will not be prorated in either the first or final paycheck. A prescription drug program is included in all plans, as well as a mail order program for some maintenance prescriptions.

DENTAL & VISION COVERAGE

A dental and vision program is offered to all eligible full-time associates. You do not have to be enrolled in the medical plan to participate in the dental or vision plan. Associates have the option of selecting coverage for their dependents. Payroll deductions are taken on a pre-tax basis.

LIFE INSURANCE

The Company provides a life insurance plan to all eligible full-time associates. You will need to designate a beneficiary by completing a Beneficiary Designation in Paycom Employee Self-Serve. Upon termination, please ask your General Manager for the "Life Conversion & Waiver of Life Premium" form. Termed associates may contact The Standard and elect a conversion to an individual Life policy and pay the premium directly to the carrier.

LONG-TERM DISABILITY

The Company provides benefits in the event of an extended illness or injury that would require an associate to be out of work for more than 90 calendar days, if approved by a physician's certification. The Company incurs the entire cost of the premiums for these plans.

ANTHEM VOLUNTARY PLANS

Bobby Jones Links offers a variety of plans through Anthem. For instance, you may sign up for Accident, Cancer, Critical Illness, Short Term Disability and other such coverage. These plans are part of a voluntary group plan. Premiums are paid by the associate through bi-weekly payroll deductions. Associates may choose to port their coverage upon termination. Please contact Anthem at 855-397-9267 or email hr@bobbyjoneslinks.com for more information.

PERSONAL TIME OFF

All regular full-time associates are eligible to earn and accrue personal days. Personal days may be used for vacation, sickness, religious holidays, moving, court appearances, family matters, etc.

ELIGIBILITY & REQUIREMENTS:

All regular full-time associates are eligible to earn and accrue personal days with pay subject to the policy rules. Part-time and temporary/seasonal associates are not eligible to earn personal days. Although associates accrue personal days from date of hire, they are not eligible to be paid for personal days until they have successfully completed 180 days of continuous employment.

"ALWAYS LEARNING
HOW TO DO THEIR
JOB BETTER AND
improve
AS A PERSON."

- Associates must request personal time in Paycom ESS and receive approval from their supervisor prior to taking scheduled time off.
- Associates will be paid for personal days at their current regular rate of pay.
- Associates may not receive personal day pay in lieu of taking time off.
- Personal days will not be used for calculating overtime pay.
- Personal days falling on a Bobby Jones Links recognized holiday will not count against personal days but rather will be considered holiday leave.

ACCRUAL RATES:

Full-Time Exempt – 4 weeks (160 hours) per year

The accrual rate is 6.15 hours per biweekly pay period which may be prorated upon the start or termination of employment. In no case can the accrued number of personal days exceed the maximum annual accrual (160 hours). All accrued, but unused, hours will rollover each calendar year.

Full-Time Non-Exempt – accrual rate per schedule below:

TENURE	MAXIMUM ANNUAL ACCRUAL
0-5 years of service	3 weeks (120 hours) per year
5+ years of service	4 weeks (160 hours) per year

For full-time non-exempt associates who have had 0-5 years of continuous employment, the accrual rate is .0576 per hour worked. For full-time non-exempt associates who have had 5+ years of continuous employment, the accrual rate is .07692 per hour worked. In no case can the accrued number of personal days exceed the maximum annual accrual (120 hours for less than five years of service and 160 hours for five years of service or more). All accrued, but unused, hours will rollover each calendar year.



HOURLY ASSOCIATE WORKS AN AVERAGE OF 80 HOURS PER PAY PERIOD	ACCRUAL AMOUNT
Less than 5 years of continuous full-time service	4.61 hours/pay period
5+ years of continuous full-time service*	6.15 hours/pay period
HOURLY ASSOCIATE WORKS AN AVERAGE OF 64 HOURS PER PAY PERIOD	ACCRUAL AMOUNT
Less than 5 years of continuous full-time service	3.67 hours/pay period
5+ years of continuous full-time service*	4.92 hours/pay period
HOURLY ASSOCIATE WORKS AN AVERAGE OF 60 HOURS PER PAY PERIOD	ACCRUAL AMOUNT
Less than 5 years of continuous full-time service	3.46 hours/pay period
5+ years of continuous full-time service*	4.62 hours/pay period

**Effective the first full pay period following the Associate's anniversary date.*



When an associate moves from part-time to full-time, the accruals listed above begin on the next full pay period following the date of the status change.

When an associate moves from full-time to part-time, the accruals listed above end on the date of the status change.

PAYMENT OF ACCRUED BUT UNUSED PERSONAL DAYS

Personal days accrued, but unused, may be paid upon separation at the discretion of Bobby Jones Links management. Personal days will not be paid if:

- the associate has not completed one year (52 weeks) of continuous employment;
- termination was for cause, misconduct, or unsatisfactory performance; OR
- the associate fails to work out adequate two-week notice.

PARENTAL LEAVE

Bobby Jones Links provides leave for adoptive and natural mothers and for spouses as a benefit of employment.

ELIGIBILITY

- Associate must be regular Full-Time and eligible for company benefits.
- Associate must have completed one year (52 weeks) of continuous employment.
- Associate must be in good employment standing with Bobby Jones Links (i.e. not on Performance Improvement Plan and have not received a Corrective Action in the last 90 days).

The benefits are as follows:

Two (2) weeks paid at base rate to start within one week of birth/adoption.

- Associate may request up to 12 weeks of additional unpaid leave per FMLA eligibility and requirements.
- Parental Leave must be taken consecutively and will run concurrently with any FMLA leave.
- Associates may use accrued personal days in addition to the two weeks of paid parental leave which will run concurrently with an FMLA leave.
- Total parental leave time should not exceed 12 weeks.
- The Company will continue to cover the employer portion of the associate's health insurance premiums during the parental leave if the associate continues to work for Bobby Jones Links for at least 30 days following the return from parental leave.

COMMUNICATIONS REQUIRED FOR PATERNAL LEAVE

The associate must request parental leave a minimum 30 days in advance if possible. If this is not possible, please place your request as soon as possible once you become aware of it.

Ideally by start of 3rd trimester:

- Notify your General Manager of your request for parental leave.
- Email "Parental Leave Request" to Bobby Jones Links Human Resources at hr@bobbyjoneslinks.com
- Follow-up emails may be needed confirm the date of birth.

Within 30 days after birth:

- Submit a "Qualifying Event" in Paycom ESS to add the baby for health coverage, if applicable
- Paycom ESS > Benefits > Qualifying Events > Add Qualifying Event

Prior to the start of parental leave, the associate and Bobby Jones Links Human Resources will create a leave plan and return to work plan that also includes the leave time. The associate is expected to communicate with Bobby Jones Links Human Resources if the leave plan or return to work plan needs to be amended while on leave.

HOLIDAYS

We recognize the following as official paid company holidays:

New Year's Day ■ Memorial Day ■ Fourth of July ■ Labor Day ■ Thanksgiving Day ■ Christmas Day

Regular full-time hourly associates will be paid for eight (8) hours of work whether they work or not. If you are required to work on an official company holiday, you will also be paid straight time for the hours worked. Any hours actually worked over 40 hours during the week will be paid at overtime rates.

COMMUNITY SERVICE DAY

Our CORE purpose is Make a Difference and that includes making a difference in our communities. All regular full-time employees are eligible to take one paid day (up to 8 consecutive hours) per calendar year for community service volunteer work. A minimum notice of one week is required and all requests must be entered via Paycom Employee Self-Serve. Enter the organization/event description in the Reason field. Work supervisors have the right to deny requests based on business needs and certain peak seasons. Work supervisors have the discretion to ask for verification of the event, so make sure to keep any documentation regarding the event. There is no carryover of any unused Community Service time.

BIRTHDAY

All regular full-time associates are eligible to receive one paid day (up to 8 consecutive hours) in celebration of their birthday. A minimum notice of one week is required and all requests must be submitted via Paycom Employee Self-Serve. The associate should select "Birthday" as the type on the Paycom Time Off Request form. The request must be approved by the associate's supervisor. If the associate is not scheduled to work on their birthday or it is not feasible due to club responsibilities to be away on the actual birthday, the associate and supervisor can agree to schedule the paid day off on another day in the same month.

BEREAVEMENT LEAVE

FUNERAL LEAVE FOR AN IMMEDIATE FAMILY MEMBER

When a death occurs in an associates' immediate family, all Regular Full-Time associates may take up to three (3) days off with pay to attend the funeral or make funeral arrangements. The Company may require verification of the need for the leave.

IMMEDIATE FAMILY DEFINED FOR BEREAVEMENT LEAVE

Immediate family members are defined as an associates' spouse, parents, stepparents, siblings, children, stepchildren, grandparent, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, or grandchild.

NON-FAMILY MEMBER FUNERAL LEAVE

All regular full-time associates may take up to 8 consecutive hours off with pay to attend the funeral of a close, non-family member. This time off will be considered by the associates' work supervisor on a case-by-case basis. The supervisor should confirm that the time is recorded accurately on the time cards. The Company may require verification of the need for the leave.

WORKERS' COMPENSATION

Bobby Jones Links, in accordance with state law, provides insurance coverage for associates in case of work-related injury. The workers' compensation benefits provided to injured associates may include:

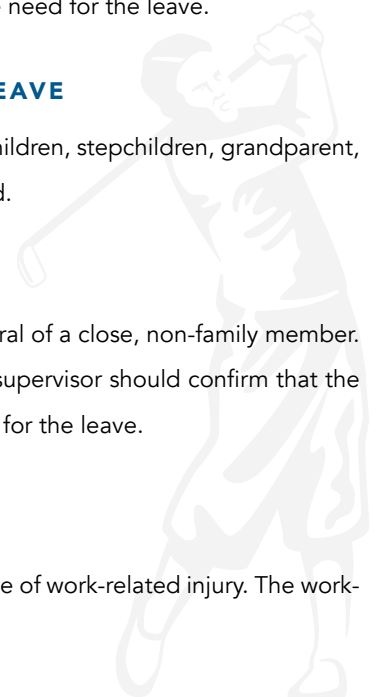
- Medical care;
- Cash benefits, tax free, to replace lost wages; and
- Assistance to help qualified injured associates return to suitable employment.

Should you sustain a work-related injury, you must immediately notify your work supervisor. The Company reserves the right to require a post-accident drug/alcohol test. Should your injury require the attention of a doctor, you can obtain a list of approved physicians by contacting your work supervisor. In the case of an emergency, you should go to the nearest hospital emergency room for treatment and then utilize the panel of physicians if additional treatment is necessary.

To ensure that you receive any workers' compensation benefits to which you may be entitled, you will need to:

- Immediately report any work-related injury to your work supervisor;
- Seek medical treatment and follow-up care if required;
- Complete a written statement of the incident and return it to your work supervisor; and
- Provide the Company with a certification from your health care provider regarding the need for workers' compensation disability leave, as well as your eventual ability to return to work from the leave.

Upon submission of a medical certification that an associate is able to return to work after a workers' compensation leave, the associate under most circumstances will be reinstated to his or her same position held at the time the leave began, or to an equivalent



position, if available. An associate returning from a workers' compensation leave has no greater right to reinstatement than if the associate had been continuously employed rather than on leave. For example, if the associate on workers' compensation leave would have been laid off had he or she not gone on leave, or if the associate's position has been eliminated or filled in order to avoid undermining the Company's ability to operate safely and efficiently during the leave, and no equivalent or comparable positions are available, then the associate would not be entitled to reinstatement.

An associate's return depends on his or her qualifications for any existing openings. If, after returning from a workers' compensation disability leave, an associate is unable to perform the essential functions of his or her job because of a physical or mental disability, the Company's obligations to the associate may include reasonable accommodation, as governed by the Americans with Disabilities Act.

DISCOUNTED PURCHASES AT YOUR CLUB

PRO SHOP MERCHANDISE

You may purchase pro shop merchandise at cost plus 10% at your home club only. Pro shop merchandise must be on display for at least 30 days before it can be purchased at this discount. With regard to any associate special orders, the money must be collected before the merchandise is given out. The Head Pro or General Manager must approve this order if the amount is over \$250. The associate must pay the club for the charges, and, in turn, the club will pay the vendor.

FOOD & BEVERAGE

While on duty, purchases of food and beverages are at 50% off the retail or regular cost. Fountain drinks are free while on duty. Associates may be requested to bring their own cup. All purchases must be paid for at the time of sale – no credit is allowed. All purchases made from the beverage carts are always at regular price.

GOLF PRIVILEGES

In general, these are our associate golf play policies. They may vary slightly from club to club. Nonetheless, the following are some terrific benefits:

- Associates may play at no charge at their home club on a space available basis (without a tee time); unless they pay the prevailing retail fees or rates. Guests playing with them pay a cart fee. At our private clubs, this play is limited to the day the club is closed, usually Mondays.
- For play at other *Bobby Jones Links* courses, associates must have the General Manager, or Head Professional of their club, arrange it for them. The associate will be expected to pay a cart fee, and any guests will pay the industry rate of \$25 or in some circumstances this could be higher.
- Associates may not play during their scheduled shift.





AWARDS FOR EXCELLENCE

GRAND SLAM AWARDS

While your job description asks that you continually seek new and better ways to serve guests and operate your club, we recognize and reward members of the company who have gone beyond the call of duty, suggested a great idea, or provided extraordinary service to a member or guest. Associates who do so become members of our **Grand Slam Club**.

Grand Slam winners receive awards in **\$25**, **\$50**, and **\$100** increments. The better the outstanding idea or accomplishment, the higher the award.



CLOVERLEAF AWARD

Each month at each club, a Cloverleaf Award is recognized. A cash award is given, and a reserved parking space awarded for his/her use for the following month. Great ideas, exceptional service, going above the call of duty, etc. win these awards.

THE BOBBY JONES AWARD

This is one of our most distinguished awards. Selected from the twelve previous Associates of the Month winners, the winner of this award receives a significant cash award. The winner is usually an exceptional member of the team and may come from any club, from any department, regardless of pay, or seniority. Department heads are not eligible for this award.

PROFESSIONAL DUES

The club will reimburse associates for the annual PGA, GCSAA, or CMAA dues for associates in designated positions if they are a member or apprentice in one of these associations and have completed their 90-day introductory period.

GPTP tuition or travel for continuing education, trade shows, and/or required association classes will be paid on a case-by-case basis, and at the discretion of your General Manager.

OPEN DOOR

Suggestions for improving *Bobby Jones Links* are always welcome. At some time, you may have a complaint, suggestion, or question about your job, your working conditions, or the treatment you are receiving. Your good-faith complaints, questions, and suggestions also are of concern to the Company. We ask you to first discuss your concerns with your work supervisor, following these steps:

- Within a week of the occurrence, bring the situation to the attention of your immediate work supervisor, who will then investigate and provide a solution or explanation.
- If you need assistance with your complaint, or if you prefer to make a complaint in person, please contact the Director of Payroll and Bobby Jones Links Human Resources at hr@bobbyjoneslinks.com.
- If the problem is not resolved, you may present the problem in writing to one of *Bobby Jones Links*' Vice Presidents of Operations who will attempt to reach a final resolution. We encourage you to bring the matter to one of the Vice Presidents of Operations as soon as possible.

This procedure, which we believe is important for both you and the Company, cannot guarantee that every problem will be resolved to your satisfaction. However, *Bobby Jones Links* values your observations and you should feel free to raise issues of concern, in good faith, without the fear of retaliation.



PERSONAL INFORMATION

Bobby Jones Links is required by law to keep certain information current for all associates. Changes of name, address, email, telephone number or other matters such as tax withholding status are the responsibility of the associate to maintain within the Paycom Employee Self-Service system.

EMPLOYMENT OF RELATIVES

Relatives of associates may be eligible for employment with *Bobby Jones Links* only if individuals involved do not work in a direct supervisory relationship, or in job positions in which a conflict of interest could arise. The Company defines "relatives" as spouses, children, siblings, parents, in-laws, and step-relatives. Present associates who marry will be permitted to continue working in the job position held only if they do not work in a direct supervisory relationship with one another or in job positions involving conflict of interest. Any exceptions to this policy must be approved by one of the Vice Presidents of Operations of *Bobby Jones Links*.

EMPLOYMENT OF MINORS

There are specific state and federal laws that govern the employment of minors. Minors under sixteen (16) years of age will not be employed or permitted to work at anytime, except under Department of Labor guidelines. If an individual is employed who is 16 or 17 years of age, there are assignment restrictions. The Department Head and supervisor must assure that 16 and 17 year old associates are not assigned responsibilities involving heavy machinery, heavy lifting, liquor distribution, or other duties which conflict with local, state, and federal laws. Respective state laws regarding the minimum age of associates to sell and distribute liquor apply in each club.



WAIVER OF PRIVACY

The company has the right, but not the duty, to monitor any and all aspects of its computer system and phone system, including, but not limited to, monitoring sites associates visit on the Internet, reviewing material downloaded or uploaded by associates, reviewing phone messages sent and received by associates and reviewing mail sent and received by associates.

Associates waive any right to privacy in anything they create, store, send or receive on the computer or through the phone system.

EMPLOYER PROPERTY

Desks, computers and software programs are *Bobby Jones Links* property and must be maintained according to Company rules and regulations. They must be kept clean and are to be used only for work-related purposes. *Bobby Jones Links* reserves the right to inspect all Company property to ensure compliance with its rules and regulations, without notice to the associate and at any time, not necessarily in the associate's presence.

Bobby Jones Links may periodically need to assign and/or change "passwords" and personal codes for voice mail, email, computer, etc. These communication technologies and related storage media and databases are to be used only for Company business and they remain the property of *Bobby Jones Links*. *Bobby Jones Links* reserves the right to keep a record of all passwords and codes used and/or may be able to override any such password system.

Prior authorization must be obtained before any Company property may be removed from the premises.

For security reasons, associates should not leave personal belongings of value in the workplace. Personal items are subject to inspection and search, with or without notice, with or without the associate's prior consent.



Terminated associates should remove any personal items at the time they leave *Bobby Jones Links*. Personal items left in the workplace are subject to disposal if not claimed at the time of an associate's termination.

USE OF ELECTRONIC MEDIA

Bobby Jones Links uses various forms of electronic communication including, but not limited to computers, email, telephones, Internet, cell phones, PDA's, etc. All electronic communications, including all software, databases, hardware, and digital files, remain the sole property of *Bobby Jones Links* and are to be used only for Company business and not for any personal use.

Electronic communication and media may not be used in any manner that would be discriminatory, harassing, or obscene, or for any other purpose that is illegal, against Company policy, or not in the best interest of the Company.

Associates who misuse electronic communications and engage in defamation, copyright or trademark infringement, misappropriation of trade secrets, discrimination, harassment, or related actions will be subject to discipline and/or immediate termination.

Associates may not install personal software on Company computer systems.

All electronic information created by any associate using any means of electronic communication is the property of *Bobby Jones Links* and remains the property of *Bobby Jones Links*. Personal passwords may be used for purposes of security, but the use of a personal password does not affect the Company's ownership of the electronic information. *Bobby Jones Links* will override all personal passwords if necessary for any reason.

Bobby Jones Links reserves the right to access and review electronic files, messages, mail, and other digital archives, and to monitor the use of electronic communications as necessary to ensure that no misuse or violation of Company policy or any law occurs. Associates are not permitted to access the electronic communications of other associates or third parties unless directed to do so by Company management.

No associate may install or use anonymous email transmission programs or encryption of email communications, except as specifically authorized by *Bobby Jones Links*.

Associates who use devices on which information may be received and/or stored, including but not limited to cell phones, cordless phones, portable computers, fax machines, and voice mail communications are required to use these methods in strict compliance with the trade secrets and confidential communication policy established by the Company. These communications tools should not be used for communicating confidential or sensitive information or any trade secrets.

Access to the Internet, websites, and other types of Company-paid computer access are to be used for Company-related business only. Any information about *Bobby Jones Links*, its products or services, or other types of information that will appear in the

electronic media about the Company must be approved by *Bobby Jones Links* before the information is placed on an electronic information resource that is accessible to others.

SOCIAL MEDIA

Social media can be a fun and rewarding way to share your life and opinions with family, friends, and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions about your use of social media, we have established these guidelines for appropriate use of social media, which apply to all associates.


In the rapidly expanding world of electronic communication, social media can mean many things. Social media includes all means of communicating or posting information or content of any sort on the internet, including to your own or someone else's web log or blog, journal or diary, personal web site, social networking or affinity web site, video channel or site, web bulletin board, or chat room, whether or not associated or affiliated with the Company, as well as any other form of electronic communication.

The same principles and guidelines found in this handbook apply to your activities online. Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow associates or otherwise adversely affects customers, vendors, people who work on behalf of the Company or the Company's legitimate business interests may result in disciplinary action up to and including termination.

OFF-DUTY USE OF SOCIAL MEDIA. Associates may maintain personal websites or web logs on their own time using their own facilities. Associates must ensure that social media activity does not interfere with their work. In general, the company considers social media activities to be personal endeavors, and associates may use them to express their thoughts or promote their ideas as long as they do not conflict with company policies or business.

ON-DUTY USE OF SOCIAL MEDIA. Limited to Department Heads for promoting the club via the club's social media page and the Sales Department associates. Social media activity during work time must be directly related to their work, approved by their work supervisor, and does not identify or reference company clients, guests, or vendors without expressed permission. The company monitors associate use of company computers and the Internet, including associate blogging and social networking activity. Unauthorized use while on-duty is a violation of company policy.

INTRA-COMPANY SOCIAL MEDIA NETWORKING. Bobby Jones' associates are encouraged to engage with Bobby Jones' social profiles and Bobby Jones' clubs' profiles on LinkedIn, Facebook, Instagram and Twitter.

 /company/bobbyjones/

 /bobbyjoneslinks

 /bobbyjoneslinks/

 /bobbyjoneslinks

Additionally, associates will be added to private, intra-company Facebook groups to encourage associates and properties to share best practices and ideas. Intra-company social groups are maintained and managed by Bobby Jones' marketing department. Groups exists to support our associates', customers' and company's growth, wellbeing, best interests, and strategic goals. Any posts that are do align with this mission will be removed from the company's social media groups.

RESPECT. Demonstrate respect for the dignity of the company, its owners, its guests, its vendors, and its associates. A social media site is a public place, and associates should avoid inappropriate comments. For example, do not use ethnic slurs, personal insults, or obscenity, or use language that may be considered inflammatory. Even if a message is posted anonymously, it may be possible to trace it back to the sender.

POST DISCLAIMERS. If an associate identifies himself or herself as a company associate or discusses matters related to the company on a social media site, the site must include a disclaimer on the front page stating that it does not express the views of the company and that the associate is expressing only his or her personal views. For example: "The views expressed on this website/ Web log are mine alone and do not necessarily reflect the views of my employer." Place the disclaimer in a prominent position and repeat it for each posting expressing an opinion related to the company or the company's business. Associates must keep in mind that if they post information on a social media site that is in violation of company policy and/or federal, state, or local law, the disclaimer will not shield them from disciplinary action.

COMPETITION. Associates should not use social media to criticize the company's competition and should not use it to compete with the company.

CONFIDENTIALITY. Do not identify or reference company clients, guests, or vendors without express permission. Associates may write about their jobs in general but may not disclose any confidential or proprietary information. For examples of confidential information, please refer to the confidentiality policy. When in doubt, ask before publishing.

HOW WE DO BUSINESS. Processes, policies, and ideas related to how the company does business belongs to the company. Do not post them on a social media site without the company's permission.

NEW IDEAS. Please remember that new ideas related to work or the company's business belongs to the company. Do not post them on a social media site without the company's permission.

TRADEMARKS & COPYRIGHTS. Do not use the company's or others' trademarks on a social media site, or reproduce the company's or others' material without first obtaining permission.

LEGAL. Associates are expected to comply with all applicable laws, including but not limited to, Federal Trade Commission (FTC) guidelines, copyright, trademark, and harassment laws.

DISCIPLINE. Violations of this policy may result in disciplinary action up to and including immediate termination of employment. Note: Nothing in this policy is meant to, nor should it be interpreted to, in any way limit your rights under any applicable federal, state, or local laws, including your rights under the National Labor Relations Act.

EXTERNAL COMMUNICATIONS AND MEDIA RELATIONS

This External Communications Policy sets forth the policies of Bobby Jones Links and its affiliated entities (collectively, the "company") regarding how company representatives may communicate with outside parties. This policy applies to all company associates, directors, officers, consultants and contractors. Any violation of this policy should be brought to the attention of Bobby Jones Links' marketing or an Authorized Spokesperson and may constitute grounds for termination of employment.

GENERAL POLICY. It is the Bobby Jones' policy that only an authorized spokesperson may engage in discussions about the company with third parties. No other individual is authorized to speak on behalf of the company. Any other insider who is contacted by

a third party must refer the third Bobby Jones' marketing department.

Specifically, no insider, other than an authorized spokesperson, may communicate material, nonpublic information of the company to a third party. An authorized spokesperson may only provide material, nonpublic information to a third party if such information has been previously or is simultaneously publicly disseminated. This will typically be a press release or conference call that is open to the public.

Occasionally, employees may be contacted by outside sources or the media requesting information about the company or its associates, directors or officers or operations. In order to avoid providing inaccurate, incomplete or material information to outside sources, all outside inquiries regarding the Bobby Jones Links or its associates, directors or officers or operations must be referred to Bobby Jones Links' Marketing Department. Only authorized spokespersons are authorized to make or approve public statements pertaining to the Bobby Jones Links or its associates, directors or officers or operations.

In the event of non-intentional disclosure by an insider of information that might be material, nonpublic information, the insider must immediately inform Bobby Jones' marketing department.

An authorized spokesperson may not depart from the principles set forth in this Policy without the explicit prior approval of the Bobby Jones' marketing department.

PRESS RELEASES. Bobby Jones Links will issue press releases from time to time to disclose information that is important. Press releases will be prepared and reviewed in accordance with the company's established practices. Press releases will be approved by and issued under the supervision of an authorized spokesperson.

PRODUCT AND COMPANY INFORMATION. No insider shall disclose to third parties any material, nonpublic information regarding the company or its products and services.

COMPETITOR INFORMATION. No Insider shall discuss financial or operational information about competitors. An authorized spokesperson should say that the company does not comment about its competitors and suggest that the third party call the competitor directly.

RUMORS. No insider may comment on rumors. An authorized spokesperson is permitted to state that the company has a policy against commenting on rumors.

INDIRECT COMMUNICATIONS; CHAT ROOMS; SOCIAL MEDIA: OTHER ELECTRONIC COMMUNICATIONS METHODS. Any communication that would constitute a violation of this policy if made directly by an insider to a third party shall also constitute a violation if made indirectly to a third party. No insider shall contribute to or participate in "chat rooms," on social media, or use other electronic communications methods (as defined below) with respect to Bobby Jones Links or companies engaged in business with Bobby Jones Links to the extent any such information regarding Bobby Jones Links or any other party is gained as a result of the insider's relationship with Bobby Jones Links or any other insider. The posts in these forums may contain misleading or unsubstantiated information. Accordingly, no insider may discuss the company or company-related information in such a forum. Posts in these forums can result in the disclosure of material nonpublic information and may bring significant legal and financial risk to the company and are therefore prohibited. Any use of chat rooms or other electronic communications methods, including blogs or social media sites, must be in strict compliance with this policy, Bobby social media guidelines and Bobby Jones' general electronic communications policies.

VIOLATION OF THIS POLICY. A violation of this Policy may result in immediate termination of employment.

KEY TERMS. As used in this Policy, the following terms have the following meanings:

“Authorized Spokesperson” means the Founding Partners, Partners, VP of Marketing and Sales, or person(s) performing similar functions, or any other Company employee or representative who has been authorized by the Founding Partners or Partners to speak with a third party with respect to a particular topic or on a particular occasion.

“Insider” means an associate, officer, director, consultant or contractor of the company.

“Material Information”: It is not possible to define all categories of material information. However, information should be regarded as material if there is a reasonable likelihood that it would be considered important to a competitor.

While it may be difficult under this standard to determine whether particular information is material, there are various categories of information that are particularly sensitive and, as a general rule, should always be considered material. Examples of such information may include:

- Significant corporate events, such as a pending or proposed sale, joint venture, outside investment, the acquisition or disposition of a significant business or asset or a change in control of the company
- Financial results, financial condition, earnings, projections or forecasts
- Business plans or budgets
- Creation of significant financial obligations or significant changes in financial obligation
- Significant developments involving business relationships
- Product/service announcements of a significant nature
- Significant developments in research and development or relating to intellectual property
- Major personnel changes
- Either positive or negative information may be material

“Nonpublic Information” means information that has not been publicly disseminated and is otherwise not available to the general public.

“Other Electronic Communications Methods” means blogs, electronic mail messaging, text messaging, audio messaging or video messaging; social media site or website comments; or other communications using messaging systems embedded in software applications (such as LinkedIn In-mail, Google Talk or Facebook Messenger) whether or not viewers of the communications are the general public, or a limited group of individuals granted rights to view the information.

“Publicly Disseminated” means that information has been made available through the distribution of a press release through a widely disseminated news or wire service.

“Third Party” means competitors, industry professionals, vendors, reporters and any other party who is not bound by a duty of confidentiality to the company.

HOUSEKEEPING

All associates are expected to keep their work areas clean, organized, and free of hazards. Attention to detail is a *Bobby Jones Links* hallmark. Associates are also required to help with general housekeeping in all common work areas. All food/drinks should be stored appropriately in the refrigerator and should be clearly labeled with the associate’s name. People using common areas such as lunch rooms and restrooms are expected to keep them sanitary. Please clean up after meals and dispose of trash properly. All food items must be removed and/or disposed of.



ASSOCIATE CONDUCT

BOBBY JONES LINKS GUEST SERVICE

By far this is the most important part of this handbook. **Extraordinary guest service is your number one priority.** Your mission is to make guests and members happy. **You will never, ever get in trouble, or be reprimanded for trying to please a guest or member.** While we may agree to approach a situation differently in the future, trying and failing is far better than failing to try.

THE THREE GOLDEN RULES OF SERVICE

- 1) We offer a warm welcome.
- 2) We fulfill the expressed and unexpressed needs of our customers.
- 3) We provide a fond farewell.

SERVICE STANDARDS

- 1) "Yes, is the answer. What is your question?"
- 2) We regularly surprise and delight our customers.
- 3) When a customer says, "thank you," we always respond genuinely with "my pleasure".
- 4) We read our members and guests, focusing on their pace and specific situation to deliver a more personalized service.
- 5) We use our customers' names whenever possible to deliver a more personalized experience.
- 6) We make eye contact first with each customer within eyesight, while sharing a smile, speaking enthusiastically and connecting personally. We believe in interactions, not transactions.
- 7) We use elevated service language to create a memorable experience for our members.
We use phrases such as "good morning" and "good afternoon" instead of "hi".
- 8) We answer the phone in three rings or less with a smile in our voice. We identify ourselves and our role and ask, "how may I serve you?"
- 9) We are empowered to take care of any customer situation that arises. We solve issues quickly and go above and beyond to create member satisfaction.
- 10) Rather than pointing, we escort customers towards their destination until they are comfortable with the directions.
- 11) We avoid conversations and activities that interfere with the customer's environment or enjoyment.
- 12) We make a difference in our customers' day. We go above and beyond to impact their lives in a positive way.
- 13) Service excellence is a team effort. We step out of our usual duties to assist our teammates.
- 14) We create a positive and supportive team work environment, treating each other with respect and dignity.



15) We are responsible to report and correct defects or problems before they affect the member or guest.

We deliver product and service excellence.

16) Our attire and demeanor reflect positively on our club and brand.

17) We respond to customer and associate requests in a timely manner. We answer customer emails and voice mails within 24 hours.

18) We are Bobby Jones too. Be positive both inside and out of the workplace and honor his character and legacy.

SOME ABOVE & BEYOND EXAMPLES

The following are true examples of “no problem” guest service by *Bobby Jones Links* associates:

- A guest left his cellular phone in a golf cart with no identification on it. An associate called some of the pre-programmed numbers on the phone until she figured out who the owner was. Then she personally delivered the phone to the guest on her way home from work.
- A member returned a shirt he purchased at the club saying it was the wrong size. Clearly, he had worn it many times and it was not resalable. However, the associate offered to give the member a refund or to allow him to exchange it for another shirt.
- A guest making the turn came in to buy a hot dog for lunch. However, the staff had just put new dogs on the warmer and they weren't ready yet. What did they do? They offered to run it out to him on the tenth hole when they were ready. And they did. And we had a very happy guest.
- A guest locked his keys in his car. An associate gave him a ride home to get a new set, even though it was in the middle of a busy day.
- An angry guest complained that his golf cart died on the 15th hole and that he had to carry his bag the last three holes. The associates in the pro shop apologized and gave him a certificate for a free round of golf at a non-peak time of play.

Essentially, the above makes us a great type of company. If a guest has a request or complaint, for the most part the answer is: **“I'd be happy to take care of it for you.”**

THE ONE EXCEPTION – ABUSIVE GUESTS

As you can see, we'll do just about anything to make a guest happy. However, **we will not tolerate guests who are abusive to**

associates or the staff. In the rare instance when a guest clearly crosses the line and threatens you in any way, please see your supervisor or General Manager immediately. You are not expected to tolerate irrational, abusive behavior.

BUSINESS ETHICS & CONDUCT

The successful business operation and reputation of *Bobby Jones Links* is built upon the principles of fair dealing and ethical conduct of our associates. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of *Bobby Jones Links* is dependent upon our guests' trust and we are dedicated to preserving that trust. Associates owe a duty to *Bobby Jones Links*, its guests, and co-workers to act in a way that will merit the continued trust and confidence of the public. *Bobby Jones Links* will comply with all applicable laws and regulations and expects its directors, officers, and associates to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate work supervisor. Compliance with this policy of business ethics and conduct is the responsibility of every *Bobby Jones Links* associate.

CONFIDENTIALITY

Associates are to keep confidential any company-related information they may acquire or become aware of through working at *Bobby Jones Links*. Confidential information includes, but is not limited to, trade secrets, processes, data, procedures, discoveries, developments, designs, improvements, techniques, marketing plans, strategies, forecasts, new products, unpublished financial statements, budgets, projects, licenses, prices, costs, guest and suppliers' lists, and guest information regarding sales. Such confidential information has been created, discovered, or developed by, or has otherwise become known to *Bobby Jones Links*, or is information in which property rights have been assigned or otherwise conveyed to *Bobby Jones Links*.

GOODWILL

We value our reputation in the business community. The Company and our associates have worked hard to gain that reputation and believe that the *Bobby Jones Links* name itself is a business asset, or in other words, goodwill. This goodwill can be damaged or destroyed by negative comments regarding *Bobby Jones Links* by people currently or previously employed by the Company. Such comments have the potential to harm *Bobby Jones Links* financially and are therefore prohibited. Violation of this policy could result in *Bobby Jones Links* seeking to recover damages against you that it suffered as a result of such comments.

CONFLICT OF INTEREST

PERSONAL RELATIONSHIPS

All associates must avoid situations involving actual or potential conflict of interest. Personal or romantic involvement with a Club Member, guest, competitor, supplier, or associate of *Bobby Jones Links*, which impairs an associate's ability to exercise good judgment on behalf of the Company, creates an actual or potential conflict of interest. Work supervisor-subordinate romantic or personal

*“Never,
EVER HAVE A
BAD ATTITUDE
WITH A GUEST.”*

relationships also can lead to supervisory problems, possible claims of sexual harassment, and morale problems.

An associate involved in any of the types of relationships or situations described in this policy should immediately and fully disclose the relevant circumstances to his or her immediate work supervisor, or any other appropriate work supervisor, for a determination about whether a potential or actual conflict exists. If an actual or potential conflict is determined, *Bobby Jones Links* will take whatever corrective action that is appropriate according to the circumstances. Failure to disclose facts shall constitute grounds for disciplinary action, up to and including termination.

ACCEPTANCE OF GIFTS FROM VENDORS & OTHERS

Associates may from time to time receive a gift from a vendor, supplier or other business acquaintance. This policy will define procedures to ensure that gifts do not influence business decisions, transactions or services.

To avoid any suggestion of impropriety, *Bobby Jones Links* requires that associates decline accepting gifts having more than nominal value (\$50) from individuals or entities that transact, or desire to transact, business with the Company. For gifts, trips, etc, over \$50 in value, the associate must have his or her direct work supervisor's approval before accepting gifts, trips, etc.

This policy is designed to protect associates from potential conflicts of interest. Gift givers may incorrectly assume that they earned favored status or that an associate is beholden to them. Colleagues and fellow associates may view the acceptance of a gift suspiciously and may conclude that an associate who accepts a gift is unable to act objectively and without bias.

This policy does not preclude participation in meals or events having business-related purpose, nor does it preclude accepting an occasional invitation to what might be considered a social event, such as a golf outing or sporting event. *Bobby Jones Links* encourages friendly and professional relationships between its associates and those of its business partners. Associates should not, however, accept repeated invitations of this kind from a single individual or company and all trips or outings valued at more than \$50 must be approved by the Club's General Manager before the trip or outing takes place.

It is recognized that accepted customs, practices and business etiquette may on occasion require the acceptance of small tokens of appreciation and goodwill. Associates are expected to exercise their best judgment on such occasions and, as necessary, seek guidance from their work supervisors. Gifts are generally acceptable when an entire club or department is a collective recipient, provided that the gift is modest and appropriate for the circumstances (e.g., candy or fruit at the holidays).

Suppliers and subcontractors often purchase season tickets to sporting and theater events, to be used for business entertainment. Acceptance of tickets is appropriate, provided that cost is modest and invitations are not repeated and the associate receives prior approval from his or her work supervisor. Management personnel who are offered tickets are also encouraged to share the proffered gift with other personnel.

Associates who have questions regarding this policy or who are uncertain as to whether a conflict of interest exists should confer with their work supervisor or the Club's General Manager.

Acceptance of a gift in violation of this policy may subject an associate to discipline including termination of employment.

DRESS CODE

Associates working directly with guests or members are required to wear a uniform and nametag at all times. Showing up for work not in uniform, or without your nametag, may result in disciplinary action. This is a very important policy at all of our clubs.

Associates will pay a portion of the cost for uniforms issued to them. If you resign or are terminated during your introductory period, you must return the uniforms assigned to you.

DRUG & ALCOHOL ABUSE

The Company recognizes its responsibility to provide a safe, drug free work environment and protection for its associates, guests and business guests. Our business culture, driven by a commitment to excellence in all areas and staffed by dedicated professionals, simply has no room for and is incompatible with substance abuse in any form. We are particularly interested in your safety, health and job performance as well as the reputation of the Company and its associates in the community.

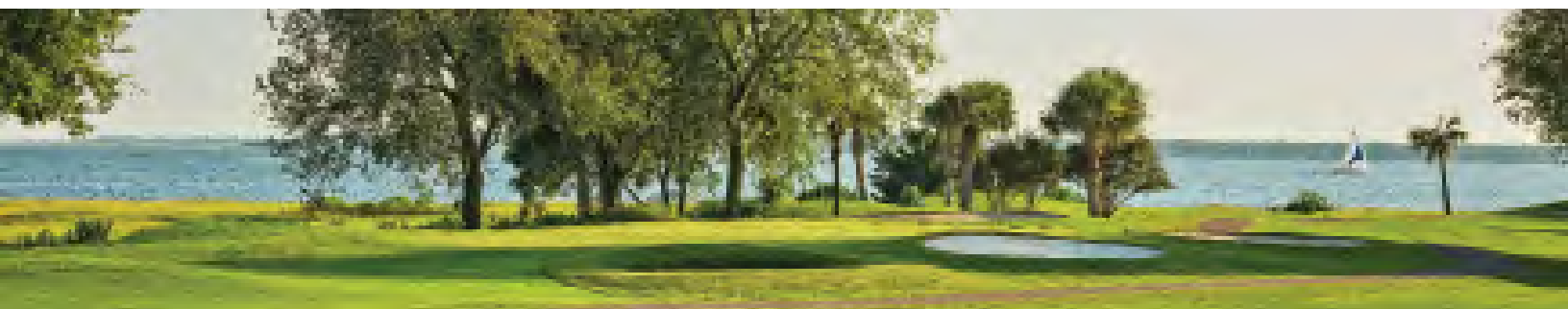
To this end, we will take all appropriate steps to ensure a drug free workplace. We ask that you help in this endeavor by notifying management of any alcohol or drug-related activity. **Job applicants and associates may be asked to provide body substance samples (such as urine and/or blood) to determine the illicit or illegal use of drugs and alcohol.**

The Company reserves the right to require associates to submit to a drug/alcohol test after a work-related injury or for reasonable suspicion. "Reasonable suspicion" is defined as an observation or incident reported to or by a member of management, which, when reviewed under the totality of the circumstances, causes the work supervisor to determine the possibility of a policy violation. A positive test result or refusal to submit to drug testing may result in disciplinary action, up to and including termination of employment.

The Company prohibits the following:

- Reporting to work under the influence of alcohol or illegal drugs or substances, including prescription drugs illegally used.
- The illegal use, sale, manufacture, distribution or possession of drugs while on Company business or premises, or while operating vehicles on Company business.
- The use, sale, possession, transfer or purchase of alcoholic beverages on Company premises during business hours or while performing Company business.
- Working under the influence of prescription and nonprescription drugs that could impair judgment or motor functions and place persons or property in jeopardy.

These activities constitute serious violations of Company rules, jeopardize the Company and can create situations that are unsafe or that substantially interfere with job performance. Associates in violation of the policy are subject to appropriate disciplinary action, up to and including termination. Additionally, the Company reserves the right to require an associate to undergo a medical evaluation under appropriate circumstances, to the extent permitted by applicable law.





OFF-DUTY CONDUCT

While *Bobby Jones Links* does not seek to interfere with the off-duty and personal conduct of its associates, certain types of off-duty conduct may interfere with the Company's legitimate business interests. For this reason, associates are expected to conduct their personal affairs in a manner that does not adversely affect the Company's or their own integrity, reputation, or credibility. Illegal or immoral off-duty conduct by an associate that adversely affects the Company's legitimate business interests or the associate's ability to perform his or her job will not be tolerated.

While employed by *Bobby Jones Links*, associates are expected to devote their energies to their jobs with the Company. The following types of employment elsewhere are strictly prohibited:

- Additional employment that conflicts with an associate's work schedule, duties, and responsibilities at the Company;
- Additional employment that creates a conflict of interest or is incompatible with the associate's position with the Company;
- Additional employment that impairs or has a detrimental effect on the associate's work performance with the Company;
- Additional employment that requires the associate to conduct work or related activities on Company property during the employer's working hours or using Company facilities and/or equipment; and
- Additional employment that directly or indirectly competes with the business or the interests of the Company.

Associates who wish to engage in additional employment that may create a real or apparent conflict of interest must submit a written request to *Bobby Jones Links* explaining the details of the additional employment. If the additional employment is authorized, *Bobby Jones Links* assumes no responsibility for it. *Bobby Jones Links* shall not provide workers' compensation coverage or any other benefit for injuries occurring from or arising out of additional employment. Authorization to engage in additional employment can be revoked at any time.

PROHIBITED CONDUCT

The following conduct is prohibited and will not be tolerated by *Bobby Jones Links*. This list of prohibited conduct is illustrative only; other types of conduct that threaten security, personal safety, associate welfare and Company operations also may be prohibited.

- Falsifying employment records, employment information, or other Company records;
- Recording the work time of another associate or allowing any other associate to record your work time, or falsifying any time card, either your own or another associate's;
- Theft and deliberate or careless damage or destruction of any Company property, or the property of any associate or guest;
- Removing or borrowing Company property without prior authorization;
- Unauthorized use of Company equipment, time, materials, or facilities;
- Provoking a fight or fighting during working hours or on Company property;

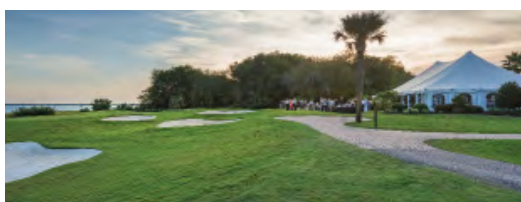
- Participating in horseplay or practical jokes on Company time or on Company premises;
- Carrying firearms or any other dangerous weapons on Company premises at any time, according to state law;
- Engaging in criminal conduct whether or not related to job performance;
- Causing, creating, or participating in a disruption of any kind during working hours on Company property;
- Insubordination, including but not limited to failure or refusal to obey the orders or instructions of a work supervisor or member of management, or the use of abusive or threatening language toward a work supervisor or member of management;
- General unreliability/loss of confidence: Accrued, unrelated incidents that result in a general loss of confidence in the associate's ability to successfully continue employment. (Examples: tardiness, poor work quality, and lack of courtesy with guests.)
- Using abusive language at any time on Company premises;
- Failing to report for work without proper notification or satisfactory explanation for two (2) consecutive days;
- Failing to obtain permission to leave work for any reason during normal working hours;
- Failing to observe working schedules, including rest and lunch periods;
- Failing to provide a physician's certificate with a release to full duty when requested or required to do so;
- Sleeping or malingering on the job;
- Working overtime without authorization or refusing to work assigned overtime;
- Wearing disturbing, unprofessional or inappropriate styles of dress or hair while working;
- Violating any safety, health, security or Company policy, rule, or procedure;
- Committing a fraudulent act or a breach of trust under any circumstances;
- Committing of or involvement in any act of unlawful discrimination / harassment of another individual.

This list is intended to be representative of the types of activities that may result in appropriate corrective action. It is not exhaustive and is not intended to be comprehensive. This statement of prohibited conduct does not alter the Company's policy of at-will employment. Either you or *Bobby Jones Links* remains free to terminate the employment relationship at any time, with or without reason or advance notice.

All associates are expected to meet *Bobby Jones Links*' standards of work performance. Work performance encompasses many factors, including attendance, punctuality, personal conduct, grooming, job proficiency, reporting and general compliance with the Company's policies and procedures in a timely fashion.

If an associate does not meet these standards, the Company may, under appropriate circumstances, take corrective action, other than immediate dismissal.

The intent of corrective action is to formally document problems while providing the associate with a reasonable time within which to improve performance. The process is designed to encourage development by providing associates with guidance in areas that need improvement such as poor work performance, attendance problems, personal conduct, general compliance with the Company's policies and procedures and/or other disciplinary problems.



PERSONAL CONVERSATIONS AND TELEPHONE CALLS

Personal conversations between associates or between an associate and their guest should not occur in customers' presence. If a customer can hear your personal conversation or comments, associates should converse at a later time or in a different location. The same best practice is true for personal phone calls. Telephone service must be available during normal working hours for effective communication with our guests and other business associates. Limit personal telephone calls to those that are necessary. Your personal calls should be brief. We may employ electronic or mechanical devices to monitor associates' phone calls so that we may assess the productivity and performance of our associates.

USE OF CELL PHONES

Excessive personal calls or texting during the workday, regardless of the phone used, can interfere with productivity and guest service and be distracting to others. You are therefore asked to make any personal calls and texts on non-work time where possible and to ensure that friends and family members are aware of the company's policy.

PUNCTUALITY & ATTENDANCE

We encourage habits of good attendance and punctuality. We recognize circumstances beyond your control may cause absence from work for all or part of a day. However, excessive unauthorized absences, chronic tardiness or excessive leaving early is unacceptable.

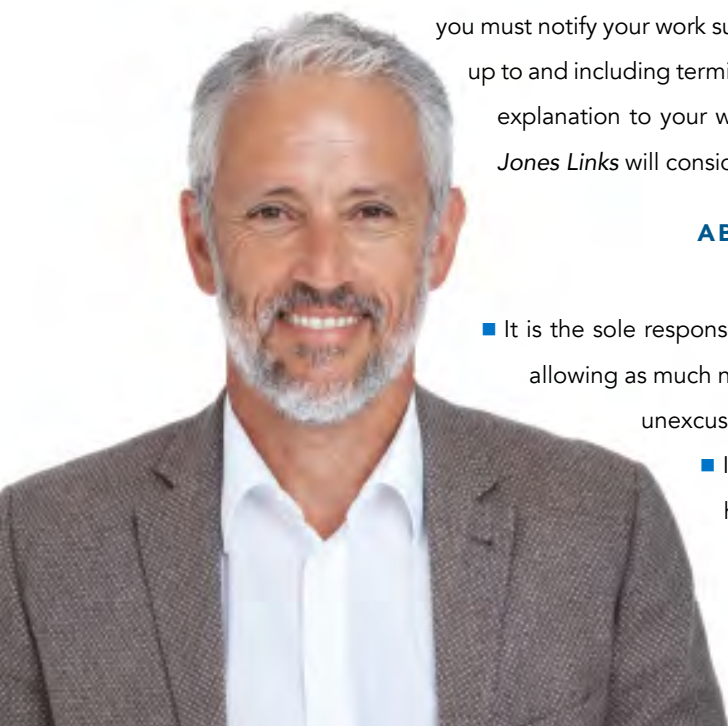
Any tardiness, leaving early or absence causes problems for your fellow associates and your work supervisor. When you are absent, others must perform your assigned work.

We expect you to report to work when and where scheduled. Associates that are approved to work from home are expected to be available and responsive during normal business hours. You must notify your work supervisor and other necessary team members in advance whenever you are unable to report. You must call your work supervisor and other necessary associates if you will be delayed in reporting to work.

If possible, you should give your work supervisor advance notice of an absence. In the event you are absent without advance notice, you must notify your work supervisor as soon as possible. Failure to do so can lead to disciplinary action, up to and including termination. If you fail to report for work without proper notification or satisfactory explanation to your work supervisor and your absence continues for a period of 2 days, *Bobby Jones Links* will consider that you have abandoned your employment and voluntarily resigned.

ABSENTEEISM AND TARDINESS GUIDELINES & NOTIFICATION PROCEDURE:

- It is the sole responsibility of the associate to notify his/her supervisor of absence or tardiness, allowing as much notice as reasonably possible. Failure to properly notify the club results in an unexcused absence.
- In order to minimize disruption, a associate's supervisor should know about his/her absence as soon as is practical. **You should clear planned absences with your supervisor within 48 hours of the start of your shift.**



“TAKE *ownership* OF GUESTS’ PROBLEMS AND REQUESTS.”



- Unplanned absences or tardiness, such as those that result from sickness or other emergency, should be reported to your supervisor by the start of the associate’s shift on each day of absence, unless the associate has been granted an authorized leave, in which case different procedures apply.
- Any associate absent for more than two (2) consecutive workdays due to illness may be required to submit a doctor’s statement to his/her supervisor before being permitted to return to work. Also, the Company has the right to request a doctor’s statement for any absence due to illness if your supervisor feels it is necessary. It is critical that the notice from your doctor states that you are able to return to full duty without any restrictions.
- If you are absent for two consecutive days without giving proper notice or satisfactory explanation to your immediate supervisor or higher, you will be considered to have abandoned your job, and thus voluntarily resigned.

SMOKING & CHEWING TOBACCO

Smoking by associates must be done in designated areas, and only during breaks. Smoking in the presence of members or guests is prohibited. Chewing tobacco is also not permitted in the clubhouse areas or around guests.

BUSINESS USE OF PERSONAL & COMPANY VEHICLES

The company provides vehicles for business use to allow associates to drive for company-designated business. The company will reimburse associates for business use of personal vehicles according to the guidelines below. The company retains the right to amend or terminate this policy at any time. (The term “vehicle,” as used in these guidelines, includes, but is not limited to, cars, trucks, golf carts, etc.)

Associates that drive company vehicles must have a valid driver’s license. Associates approved to drive on company business are required to inform their supervisor of any changes that may affect either their legal or physical ability to drive or their continued insurability.

Associates holding jobs requiring regular driving for business as an essential job function must, as a condition of employment, be able to meet the driver approval standards of this policy at all times.

Associates who drive a vehicle on company business must exercise due diligence to drive safely and to maintain the security of the vehicle and its contents. Associates are also responsible for any driving infractions or fines as a result of their driving.

Non associates are prohibited from driving company vehicles.

Associates who use their personal vehicles for approved business purposes will receive a mileage allowance for such usage. This

“WE STEP OUT OF OUR USUAL DUTIES TO *assist our teammates.*”

allowance is to compensate for the cost of gasoline, oil, depreciation and insurance. Associates who operate personal vehicles for company business should obtain auto liability coverage for bodily injury and property damage with a special endorsement for business use, when necessary as determined by their personal insurance agent.

Associates must report any accident, theft or malicious damage involving a company vehicle to their supervisor, regardless of the extent of damage or lack of injuries. Such reports must be made as soon as possible but no later than 48 hours after the incident. Associates are expected to cooperate fully with authorities in the event of an accident. However, associates should make no voluntary statement other than in reply to questions of investigating officers.

Associates are not permitted, under any circumstances, to operate a company vehicle or a personal vehicle for company business when any physical or mental impairment causes the associate to be unable to drive safely. Additionally, associates shall not operate any company vehicle at any time or operate any personal vehicle while on company business while using or consuming alcohol, illegal drugs or prescription medications that may affect their ability to drive. These prohibitions include circumstances in which the associate is temporarily unable to operate a vehicle safely or legally because of impairment, illness, medication or intoxication.

Drivers need to be aware when use of the cell phone is creating a distraction from safe driving and adjust their usage accordingly, including pulling off the road to continue/ finish the conversation if needed. Drivers should complete calls while the vehicle is parked and/or use the phone in a “hands free” mode via a headset or speaker. While driving, attention to the road and safety should always take precedence over conducting business over the phone.

ASSOCIATE PARKING

All associates are required to park at the far end of the clubhouse parking lots, thereby saving the best spaces for our guests.



PAYMENT OF WAGES

It is our policy and practice to accurately compensate associates and to do so in compliance with all applicable state and federal laws. To ensure that you are paid properly for all time worked and that no improper deductions are made, you must record correctly all work time and review your paychecks promptly in Paycom Employee Self-Serve (ESS) to identify and to report all errors. You also must not engage in off-the-clock or unrecorded work.

REVIEW YOUR PAY STUB

We make every effort to ensure our associates are paid correctly. Occasionally, however, inadvertent mistakes can happen. When mistakes do happen and are called to our attention, we promptly will make any correction that is necessary. Please review your pay stub each pay period to make sure it is correct. If you believe a mistake has occurred or if you have any questions, please use the reporting procedure outlined below. You can access your pay stubs in Paycom ESS.

NON-EXEMPT ASSOCIATES

If you are eligible for overtime pay, you must maintain a record of the total hours you work each day. These hours must be accurately recorded in the timekeeping system. Each associate must verify that the reported hours worked are complete and accurate (and that there is no unrecorded or “off-the-clock” work). Your time record must accurately reflect all regular and overtime hours worked, any absences, early or late arrivals, early or late departures and meal breaks. At the end of each week, you should submit your completed time information for verification and approval. When you receive each pay check, please verify immediately that you were paid correctly for all regular and overtime hours worked each workweek.

EXEMPT ASSOCIATES

If you are classified as an exempt salaried associate, you will receive a salary which is intended to compensate you for all hours that you may work for the Company. This salary will be established at the time of hire or when you become classified as an exempt associate. While it may be subject to review and modification from time to time, such as during salary review times, the salary will be a predetermined amount that will not be subject to deductions for variations in the quantity or quality of the work you perform. You will receive your full salary for any workweek in which work is performed. However, under federal law, your salary is subject to certain deductions. For example, absent contrary state law requirements, your salary can be reduced for the following reasons in a workweek in which work was performed:

- Full day absences for personal reasons, including vacation
- Full day disciplinary suspensions for infractions of safety rules of major significance (including those that could cause serious harm to others)



“Extra-ordinary
GUEST SERVICE
IS YOUR NUMBER
ONE PRIORITY.”

- Family and Medical Leave absences (either full or partial day absences)
- To offset amounts received as payment for jury and witness fees or military pay
- Unpaid disciplinary suspensions of one or more full days for significant infractions of major workplace conduct rules set forth in written policies
- The first or last week of employment in the event you work less than a full week

Your salary also may be reduced for certain types of deductions, such as: your portion of health, dental or life insurance premiums; state, federal or local taxes, social security. In any workweek in which you performed any work, your salary will not be reduced for any of the following reasons:

- Partial day absences for personal reasons, sickness or disability
- Your absence because the facility is closed on a scheduled work day
- Absences for jury duty, attendance as a witness, or military leave in any week in which you have performed any work
- Any other deductions prohibited by state or federal law

**TO REPORT VIOLATIONS OF THIS POLICY, COMMUNICATE CONCERNS,
OR OBTAIN MORE INFORMATION**

It is a violation of the Company's policy for any associate to falsify a time record, or to alter another associate's time record. It is also a serious violation of Company policy for any associate or work supervisor to instruct another associate to incorrectly or falsely report hours worked or alter another associate's time record to under- or over-report hours worked. If any work supervisor or associate instructs you to (1) incorrectly or falsely under- or over-report your hours worked, (2) alter another associate's time records to inaccurately or falsely report that associate's hours worked, or (3) conceal any falsification of time records or to violate this policy, do not do so. Instead, report it immediately to the Bobby Jones Links Vice President of Human Resources.

You should not work any hours outside of your scheduled work day unless your supervisor has authorized the unscheduled work in advance. Do not start work early, finish work late, work during a meal break or perform any other extra or overtime work unless you are authorized to do so by your supervisor and that time is recorded on your time record. Failure to comply with this policy can result in disciplinary action, up to and including termination. Associates are prohibited from performing any "off-the-clock" work. "Off-the-clock" work means work you may perform but fail to report on your time record. Any associate who fails to report or inaccurately reports any hours worked will be subject to disciplinary action, up to and including termination.

If you have questions about deductions from your pay, please contact your immediate supervisor for clarification. If they are unable to sufficiently explain why there is a discrepancy between what you were paid and what your actual hours worked were, you should contact the General Manager. This should resolve your concern. However, if you need to contact someone for further clarification, you should contact the Bobby Jones Links Vice President of Human Resources. If you believe your wages have been subject to any

improper deductions or your pay does not accurately reflect all hours worked, you should report your concerns to your supervisor immediately. If your supervisor is unavailable or if you believe it would be inappropriate to contact that person or if you have not received a prompt and fully acceptable reply within three business days, you should immediately contact the Vice President of Operations or the Vice President of Human Resources.

Reports will be fully investigated and corrective action will be taken, up to and including termination of any associate(s) who violates this policy.

In addition, the Company will not allow any form of retaliation against individuals who report alleged violations of this policy or who cooperate in the Company's investigation of such reports. Retaliation is unacceptable. Any form of retaliation in violation of this policy will result in disciplinary action, up to and including termination.

OVERTIME FOR NON-EXEMPT ASSOCIATES

When operating requirements or other needs cannot be met during regular working hours, associates may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided.

Approval from a work supervisor is required for any non-exempt associate to work overtime. Bobby Jones Links provides compensation for all overtime hours worked by non-exempt associates in accordance with state and federal law.

Requests for overtime should be submitted in the event the associate is unable to complete their tasks in order to meet a deadline. Please note that while your interest in working overtime is greatly appreciated, it cannot be used simply for the purpose of increased income.

Only actual hours worked in a given workweek can apply in calculating overtime. Time used for holiday or Personal Day or other forms of leave of absence do not count as time worked for the purpose of overtime calculation.

After a non-exempt associate has worked 40 hours in a work week, all additional time is paid at a rate of 1.5 times the associate's hourly rate. When calculating overtime, only the hours actually worked will be counted.

TIMEKEEPING REQUIREMENTS

Accurately recording time worked is the responsibility of every non-exempt associate. Federal and state laws require Bobby Jones Links to keep an accurate record of time worked in order to calculate associate pay and benefits. Time worked is all the time actually spent on the job performing assigned duties. Non-exempt associates should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons.

Non-exempt associates should report to work no more than 7 minutes prior to their scheduled starting time nor stay more than 7 minutes after their scheduled stop time without express prior authorization from their work supervisor. If non-exempt associates arrive to work prior to their scheduled starting time, they should not clock-in and start working until their scheduled start time.

Your work supervisor must approve overtime work. Altering, falsifying, tampering with time records, or recording time on another associate's time record may result in disciplinary action, up to and including termination of employment.

It is the associates' responsibility to submit accurate time records. The work supervisor will review and approve the time record before submitting it for payroll processing.

WORK SCHEDULES

Your work supervisor will inform you of your scheduled workdays and the hours you are expected to work each day. Generally, the regular workweek is Monday through Sunday and averages forty (40) hours for non-exempt full-time associates. Your workweek may vary from time-to-time as projects dictate. We reserve the right to assign duties and to change starting and stopping times according to need.

Guest service is essential to our success, so you are expected to be in attendance and on the job ready to work at your starting time. Likewise, you are expected to work until your regularly scheduled departure time unless your work supervisor gives you permission to leave early.

If you are unable to work or will report late, you must telephone your work supervisor personally and no later than your regular starting time. It will not be acceptable to have another party call for you unless it is impossible for you to call personally.

Favorable schedules and hours will be given on a basis of seniority. Every effort will be made to accommodate associates requesting certain hours and days off. However, seniority and the operational need of your club take precedence if there are conflicts.



SAFETY & HEALTH

SECURITY/WORKPLACE VIOLENCE

All associates, customers, vendors and business associates should be treated with courtesy and respect at all times. Bobby Jones Links has developed guidelines to help maintain a secure workplace. Be aware of persons loitering for no apparent reason in parking areas, walkways, entrances and exits, and service areas. Report any suspicious persons or activities to security personnel, your work supervisor or the Club's General Manager. Secure your desk or office at the end of the day. When called away from your work area for an extended length of time, do not leave valuable and/or personal articles in or around your workstation that may be accessible. The security of facilities as well as the welfare of our associates depends upon the alertness and sensitivity of every individual to potential security risks. You should immediately notify your supervisor when unknown persons are acting in a suspicious manner in or around the facilities, or when keys, security passes, or identification badges are missing.

Bobby Jones Links provides a safe workplace for all associates. To ensure a safe workplace and to reduce the risk of violence, all associates should review and understand the provisions of this workplace violence policy. Associates are expected to refrain from



fighting, “horseplay” or other conduct that may be dangerous to others. Conduct that threatens intimidates or coerces another associate, customer, vendor or business associate is prohibited.

The Company does not tolerate any type of workplace violence committed by or against associates. Associates are prohibited from making threats or engaging in violent activities. Bobby Jones Links treats threats coming from an abusive personal relationship as it does other forms of violence. This list of behaviors provides examples of conduct that is prohibited:

- Causing physical injury to another person.
- Making threatening remarks.
- Displaying aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress.
- Intentionally damaging employer property or property of another associate.
- Possessing a weapon while on company property or while on company business, depending on state law.
- Committing acts motivated by, or related to, sexual harassment or domestic violence.

REPORTING PROCEDURES

Any potentially dangerous situations must be immediately reported to a supervisor. These incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately, and information will be disclosed to others only on a need-to-know basis.

Although the Company does not expect associates to be skilled at identifying potentially dangerous persons, associates are expected to exercise good judgment and to inform a member of management if any person, including other associates, exhibits behavior that could be a sign of a potentially dangerous situation. Such behavior includes:

- Discussing weapons or bringing them to the workplace.
- Displaying overt signs of extreme stress, resentment, hostility or anger.
- Making threatening remarks.
- Showing sudden or significant deterioration of performance.
- Displaying irrational or inappropriate behavior.

“ACKNOWLEDGE GUESTS WITH A *smile & greeting.*”

ENFORCEMENT

Threats, threatening conduct, or any other acts of aggression or violence in the workplace will not be tolerated. Any associate determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-associates engaged in violent acts on the employer's premises will be reported to the proper authorities and fully prosecuted.

SAFETY

All associates are responsible for their own safety, as well as that of others in the workplace. To help us maintain a safe workplace, everyone must be safety-conscious at all times. Associates must report all work-related injuries or illnesses immediately to their work supervisor.

Associates that are assigned to work locations or projects that have health / safety plans in place are expected to comply with these plans. This may include the use of Personal Protective Equipment (PPE), safety training, etc.

Bobby Jones Links provides information to associates about workplace safety and health issues through regular internal communication channels such as meetings, bulletin board postings, memos, or other written communications.

Some of the best safety improvement ideas come from associates. Those with ideas, concerns, or suggestions for improved safety in the workplace are encouraged to raise them with their work supervisor, or with another work supervisor. Reports and concerns about workplace safety issues may be made anonymously if the associate wishes. All reports can be made without fear of reprisal. Each associate is expected to obey safety rules and to exercise caution in all work activities. Associates must immediately report any unsafe condition to the appropriate work supervisor.

Associates who violate safety standards, who cause hazardous or dangerous situations, or who fail to report or, where appropriate, remedy such situations, may be subject to disciplinary action, up to and including termination of employment. In the case of accidents that result in injury, regardless of how insignificant the injury may appear, associates should immediately notify their work supervisor. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

INCLEMENT WEATHER/NATURAL DISASTERS/OFF-SEASON

We expect you to make a good faith effort to get to work during inclement weather conditions, but not take undue risks to your personal safety. In the event of severe weather or a natural disaster that prevents associates from safely traveling to and from work, you must notify your work supervisor by phone, if telephone service is functional or by any other available means. Due to the nature of our business, if necessary, you may be sent home during off-season and poor weather days.



ASSOCIATE REFERENCES

All requests for references must be directed to one of the Vice President of Operations or the Bobby Jones Links Human Resources department. No other work supervisor or associate is authorized to release references for current or former associates.

By policy, *Bobby Jones Links* discloses only the dates of employment and the title of the last position held of former associates. If you authorize the disclosure in writing, *Bobby Jones Links* also will inform prospective employers of the amount of salary or wage you last earned.

VOLUNTARY TERMINATION

Voluntary termination results when an associate voluntarily resigns his or her employment at *Bobby Jones Links*, or fails to report to work for two consecutively scheduled workdays without proper notice or satisfactory explanation to, or approval by, his or her work supervisor. All Company-owned property, including vehicles, keys, phones, PDA's, equipment and instruments, software, credit cards, and all manuals and other proprietary material, must be returned immediately upon termination of employment.

As a courtesy, we expect you to give a minimum of two-week written notice of your intent to resign or retire.

Bobby Jones Links reserves the right to have you leave work immediately upon receipt of your notice of resignation and is not obligated to compensate you for your notice period. Your final pay will be available on the next scheduled payday, or as required by state law and subject to return of all company property.

If any *Bobby Jones Links* property in your possession is lost or stolen, the cost of replacing such property shall be deducted from your final paycheck.



“THE *Secret*
TO GOLF, AS IN LIFE,
IS TO TURN THREE
SHOTS INTO TWO.”



CONFIRMATION OF RECEIPT

I have received my copy of *Bobby Jones Links* Associate Handbook. I understand and agree that it is my responsibility to read and familiarize myself with the policies and procedures contained in the handbook.

I understand that except for employment at-will status, the Company can change any and all policies or practices at any time. *Bobby Jones Links* reserves the right to change my hours, wages, and working conditions at any time. I understand and agree that no work supervisor or representative of the Company other than Steve Willy or Whitney Crouse has authority to enter into any agreement, express or implied, for employment for any specific period of time, or to make any agreement for employment other than at-will; only Steve Willy or Whitney Crouse have the authority to make any such agreement and then only in writing, signed by one of them.

I further acknowledge that *Bobby Jones Links* has a right to monitor my use of the computer, email and phone. I understand that if I violate the company's policies regarding the use of the Internet, email and phone as explained in this handbook that I may be subject to disciplinary action, up to and including termination.

I understand and agree that nothing in the Associate Handbook creates or is intended to create a promise, contract or representation of continued employment and that employment at *Bobby Jones Links* is employment at-will; employment may be terminated at the will of either the Company or me. My signature certifies that I understand that the foregoing agreement on at-will status is the sole and entire agreement between *Bobby Jones Links* and me concerning the duration of my employment and the circumstances under which my employment may be terminated. It supersedes all prior agreements, understandings, and representations concerning my employment with *Bobby Jones Links*.

ASSOCIATE'S NAME

ASSOCIATE'S SIGNATURE

DATE



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