



Villaire Organization

POLICY AGAINST DISCRIMINATION, HARASSMENT, AND RETALIATION

The Villaire Organization independently owns and operates this McDonald's brand restaurant and is your employer, not McDonald's Corporation or McDonald's USA. **The Villaire Organization** cares about you and the experience you have working in our restaurant. This Policy against Discrimination, Harassment, and Retaliation (the "Policy") describes our expectations for all employees, supervisors, and managers as we work together to maintain a respectful workplace, free from discrimination, harassment, and retaliation. We are committed to supporting this Policy because it is important to us that you work in a safe, respectful, and inclusive workplace.

Discrimination, Harassment, and Retaliation – Definitions and Their Applications

What is discrimination?

For purposes of this Policy, discrimination is treating someone or a group of people differently because of certain characteristics, including the characteristics listed below. We are committed to following the law and to making employment decisions for the right reasons. This means that hiring and firing decisions, pay, promotions, assignments, and career development opportunities will be made based on your performance and the needs of the business, not on characteristics that are protected under the law. We will not make decisions based on sex, sex stereotyping, pregnancy (this includes pregnancy, childbirth, and medical conditions related to pregnancy, childbirth, or breastfeeding), race (including, but not limited to, hairstyle and hair texture), color, religion, ancestry or national origin, age, disability, medical condition, sexual orientation, gender, gender identity, gender expression, status of being transgender, military or veteran status, citizenship status, genetic information, or any other protected group status or characteristic as defined by local laws. We also prohibit discrimination with respect to marital, familial, and/or parental status (including, for example, whether you are married, single, have biological or adopted children, or are planning to have children).

What is harassment?

For purposes of this Policy, harassment is any type of unwelcome conduct based upon the characteristics discussed above and other protected characteristics as defined by local laws. Here, all employees must treat each other with respect and contribute to creating a work environment that is free from harassment. Any harassing conduct that creates a hostile work environment for our employees will not be tolerated. This is also true of harassment based on characteristics described above, including gender, race, age, sexual orientation, disability status, citizenship status, military service, or any other characteristics protected under the law.

This Policy prohibits a wide range of conduct – even if the conduct only offends some employees, but not other employees. Offensive words or actions can be in the form of sexually suggestive comments; inappropriate jokes; teasing about a person's appearance or their age, race, or sex; insults, unwanted nicknames, or stereotyping based on the factors listed above; and the sharing of emails, texts, or pictures that are degrading, make someone uncomfortable, or are insulting, even if the conduct is not sexual in nature.

What is sexual harassment?

We also will not tolerate sexual harassment. For purposes of this Policy, sexual harassment includes unwelcome advances or sexually suggestive comments, requests for sexual acts, and other conduct based on sex, where agreeing to the conduct becomes a condition of employment, or the conduct is used as the basis for an employment decision, or the conduct creates an intimidating, hostile, or offensive work environment. Even if this conduct is not being used as a basis for an employment decision, it may still be unwelcome. Unwelcome sexual conduct is inappropriate and never acceptable.

Here are some examples of inappropriate behavior: touching any person in a sexual manner; making comments about a person’s body; intentionally brushing up against another person; staring at a person in a way that makes them feel uncomfortable; and sharing pictures, jokes, cartoons, or any materials of a sexual nature. This Policy prohibits sexual harassment, sexual orientation harassment, gender identity harassment, gender expression harassment, and more severe physical misconduct, such as sexual assault.

What is retaliation?

You will not be retaliated against for raising concerns or complaints about behavior that you believe potentially violates this Policy. This Policy – and the law – does not allow any type of retaliation against someone who, in good faith, makes a complaint or participates in an investigation of a complaint.

Retaliation means being punished or experiencing a negative employment action because you raised a concern or complaint of a potential Policy violation or participated in an investigation. Examples of retaliation include an employee experiencing a reduction in pay, hours, or favorable work assignments. Other examples of retaliation include an employee: being disciplined without a legitimate reason; receiving a performance evaluation that is lower than it should be based on relevant performance factors; experiencing verbal or physical abuse; or being unduly scrutinized for non-work-related reasons.

If you believe that you are being retaliated against or treated poorly because you raised a concern, made a complaint, or participated in the investigation of a concern or complaint, please contact any of the resources listed below as soon as possible so that we can take appropriate steps.

When, Where, and to Whom does this Policy apply?

This Policy applies to all employees – on restaurant property or offsite with other employees, contractors, or vendors. In addition, we will not tolerate harassment of employees by non-employees (for example: interns, temporary workers, independent contractors, franchisees, guests, customers, vendors, and suppliers), and we will not tolerate harassment of non-employees by employees.

If you have questions regarding the applicable policies around dating and/or socializing with your co-workers, please review our organization’s dating policy found in the Crew Policies Handbook or reach out to one of the resources identified on the Resource page for more information.

What if others around me make sexual jokes, and I seem to be the only person who feels uncomfortable?

All employees are entitled to a workplace free from harassment. Jokes, teasing, and sharing pictures, emails, or videos that are sexual, degrading, or insulting in nature are frequently considered harassment, even if they are shared as a joke. This type of conduct is simply not OK in our workplace, and we support employees who bring it to the attention of the resources available to them and identified in more detail below.

A regular restaurant guest or employee of a vendor frequently pays me a lot of attention, including complimenting me on my looks, and it makes me uncomfortable. Is there anything I can do?

Yes, we want you to feel comfortable and safe at work, even if the offending behavior is done by someone who is not an employee of the restaurant. We encourage you to raise concerns or complaints regarding unwelcome attention of a physical or sexual nature so that it can be addressed, and you feel comfortable and safe at work.

What to Do When You Experience or Witness Discrimination, Harassment, or Retaliation – Knowing When and How to Raise a Concern or Complaint

What do I do if I think I am being treated in a manner that violates this Policy?

If you experience or observe conduct that potentially violates this Policy, we want to hear from you! We will support you if you tell the person who is making you feel uncomfortable to stop, but you are not required to, because we recognize that doing so is not always easy or possible. No employee is required to confront a person who is making them feel uncomfortable before raising a concern or complaint. There are multiple individuals who will support you as soon as you contact them. These individuals and resources -- listed below are here to ensure that any offensive conduct stops and appropriate action is taken.

- The Restaurant's General Manager
- The Restaurant's Store Supervisor
- The Director of Operations
- The Owner/Operator

You will find a complete list of these individuals and their contact information at the end of this policy.

We encourage you to report potential violations of this Policy even if it is your manager or supervisor who you think may be violating the Policy. When you let one of the resources listed above know that discrimination, harassment, or retaliation has or may have occurred, we will ensure that the appropriate steps are taken as outlined in this Policy and will support you through the process, including during any investigation, and after it is concluded.

What if I think I might have been subjected to discrimination, harassment, or retaliation, but I'm not sure?

We want you to feel comfortable and safe at work. We encourage and support you contacting one of the available resources identified above to discuss your concern. We are here to support you through that process and assist you with any behavior you believe may violate this Policy.

We also encourage you to raise concerns or complaints not only about your own experiences, but also about any possible violations of the Policy you observe. Raising concerns or complaints regarding conduct you observe that may violate this Policy – even if you're not sure whether or not it violates the Policy – will help us ensure a safe and respectful workplace, free from discrimination, harassment, and retaliation. Working together to eliminate any offensive or uncomfortable behavior is crucial to maintaining a positive working environment for you and all of our employees.

You can also choose to reach out to third parties such as local law enforcement or one of McDonald's third-party Employee Assistance Programs ("EAPs") such as the McResource Line and the Employee Resource Connection. These EAPs are free and confidential and can help support you during many different kinds of situations. The services provided by the EAPs include counseling, referrals, and other support services that may be helpful.

Are Supervisors and Managers required to inform other relevant restaurant resources of concerns or complaints of potential Policy violations?

Yes. If an employee supervises or manages people, they have multiple responsibilities with respect to this Policy. Supervisors and managers must set a positive example by ensuring their own conduct, including their employment decisions and workplace behaviors, are free of discrimination and harassment.

It is also all supervisors' and managers' responsibility to take steps to eliminate all discrimination, harassment, and retaliation. This responsibility requires all supervisors and managers to promptly notify The Director of Operations and/or Owner/Operator if they have observed or become aware of any conduct that could violate this Policy. For example, if an employee provides a supervisor or manager with information that they are uncomfortable because of another person's conduct, the supervisor or manager is required to promptly raise that concern with Director of Operations and/or the Owner/Operator so that it can be reviewed and addressed appropriately. Our Employment Practices attorney may also be consulted. In addition, where the circumstances warrant, a supervisor or manager may believe the restaurant should consider taking certain steps, such as a shift or location change, to ensure the safety and health of an employee who believes they are in a work circumstance that violates this Policy. Before taking such steps, always first consult with the Store Supervisor and Director of Operations.

What if I feel my safety is threatened?

The resources listed above will do all they can to ensure your safety, but we need to hear from you to address your concerns. As mentioned above, you can also choose to reach out to third parties such as local law enforcement, which you can do on your own or with the assistance of the above resources. Your safety is of the highest importance to us. Again, you are not required to contact a third party either before you contact restaurant resources or at any time, but that may be another resource for you.

The Process After a Complaint is Made or a Concern is Raised

What happens after I raise a concern or complaint?

We encourage you to contact the resources listed on the resource page regarding possible violations of this Policy. These resources will help you with any concerns you have regarding any potential violations of this Policy. Complaints will be taken seriously and investigated thoroughly and fairly. This means that a neutral person will conduct the investigation. That person may be someone affiliated with The Villaire Organization or an outside third-party investigator, depending on the circumstances. The neutral person will talk to you, possible witnesses, and the person who allegedly engaged in the conduct that you believe may violate the Policy. While the investigation is taking place, we will take appropriate steps to ensure your safety in the workplace. Those steps are dependent on the circumstances and may include a temporary reassignment or leave for the person who allegedly violated the Policy, immediate directions to others to stop certain behaviors, and/or employee training.

After the investigation of your complaint is completed and appropriate steps are taken, you can still provide information about any other situation that makes you feel uncomfortable. Also, if you feel like you are being punished or treated poorly after you made a complaint, you should reach out to the Director of Operations or Owner/Operator immediately.

If at any time you have questions about the process or the status of an investigation, please reach out to one of the above resources. You will also be updated and notified once the investigation has been concluded. If the person accused of discrimination, harassment, or retaliation has questions or concerns regarding the process, they should reach out to one of the above resources, but they should not discuss the issues with the complainant.

What happens if I tell someone about a possible Policy violation? Will I experience retaliation?

Employees who provide information about conduct they believe may violate this Policy will not be retaliated against in any way. This protection against retaliation also applies to those who provide information in an investigation of alleged Policy violations raised by someone else. All employees have a duty to cooperate in investigations or otherwise respond to questions regarding alleged harassment, alleged inappropriate conduct, or potential policy violations.

Complaints will be taken seriously and investigated thoroughly, impartially, and in a timely manner.

With respect to the information that is shared by employees, it will be treated as confidentially as possible and permitted by law. This includes information regarding: the identity of individuals who raise concerns regarding harassment, alleged victims, witnesses, and alleged harassers, along with information obtained as part of an investigation. For example, while it is sometimes important to share information provided regarding the complaint to thoroughly investigate it, the number of people who are aware of the complaint and the identity of the people involved will be limited to what the law or an effective investigation and next steps require. We also note that if you are a minor, local or state law may require us to report your name and the information we have about the alleged harm in certain circumstances.

What happens if I am asked to participate in an investigation?

Employees are expected to fully cooperate in any investigation into any potential Policy violations or other violations of the law even if they themselves did not raise the initial concern or complaint. We need your help to make sure that all concerns and complaints are investigated in a thorough, impartial, and timely manner. All employees have a duty to cooperate in investigations regarding alleged Policy violations.

What happens after an investigation?

If our investigation confirms that this Policy has been violated or that inappropriate conduct has occurred, we will take appropriate timely actions to ensure the conduct does not continue. The type of action taken will depend on the nature and severity of the violation that has occurred and other relevant factors. It may include corrective action with respect to the employee who violated the Policy in a variety of forms, including termination, reassignment to another job or location, changes in reporting relationships, written warning, training, coaching, counseling, and/or other measures that we find appropriate for the circumstances.

After the investigation of your complaint is completed, if you have any continuing concerns or wish to provide additional information about your complaint or any other situation that makes you feel uncomfortable, please reach out to the resources listed above. Also, if you feel like you are being retaliated against, punished, or treated poorly after you made a complaint, you should reach out to one of the available resources immediately. Your concerns will be reviewed, and appropriate action will be taken. We care about you and the experience you have working here. We have resources to assist you. We are all in this together, and we are stronger and better when we work together to keep our workplace a respectful, safe, and inclusive work environment.

CONTACT INFORMATION

Villaire Organization

Store Staff

Store #	Address	City	Store Phone #	General Manager	Area Supervisor
3845	1178 Hwy 31 N	Petoskey, MI 49770	231-347-1711	James Good	Lee
3892	5050 N Huron Rd	Oscoda, MI 48750	989-739-3111	Cara Ash	Jeannie
4639	1020 S Main St	Cheboygan, MI 49721	231-627-2251	Michelle Lopiccolo	Lee
5504	7370 Genesee St	Genesee, MI 48437	810-640-2749	Alexis Greer	Debbie B
12245	925 S Ortonville Rd	Ortonville, MI 48462	248-627-6225	Debbie Blackmer	Debbie B
15600	503 Morenci Ave	Mio, MI 48647	989-826-8418	Debbie Kopacz	Debbie K
17896	213 N State St	Otisville, MI 48463	810-631-4044	Anna Owen	Debbie B
20444	3989 S Lapeer Rd	Metamora, MI 48455	810-678-8920	Jennifer Coffin	Debbie B
21854	6153 M 68	Indian River, MI 48749	231-238-0216	Stefanie Seaman	Lee
22634	2770 S M 33	Rose City, MI 48654	989-685-3773	Chris Widener	Jeannie
25700	1440 Bridge St	Charlevoix, MI 49720	231-547-5710	Jessica Good	Lee
26496	405 N 5th St	Roscommon, MI 48653	989-275-0533	Kaiden Irvine	Jeannie
30801	605 East Lake St	Tawas City, MI 48763	989-362-3956	LeeAnne Stiller	Jeannie
35919	747 Spring St	Petoskey, MI 49770	231-487-0088	Crystal Hunt	Lee

You may also reach out to: Management Staff

Debbie Blackmer	Area Supervisor	989-660-9024	Southern Stores
Debbie Kopacz	Area Supervisor	989-820-0370	Northeastern Stores
Jeannie Wright	Area Supervisor	989-225-3076	Northeastern Stores
Tracey Borowicz	Area Supervisor	231-420-2681	Northern Stores
Lee Socolovitch	Area Supervisor	231-420-1272	Northern Stores
Ashley Villaire	Director of Operations	810-444-3163	Northern Stores
Justin Villaire	Director of Operations	810-287-1037	Northeastern Stores
Cynthia Villaire	Owner/Operator	810-606-0885	
Scott Villaire	Owner/Operator	810-606-0885	