



Employee Handbook

Issue Date: January 5, 2026

Welcome to Graeber & Company!

We have always recognized that outstanding people are our main assets and the key to our success. Graeber & Company is a lifestyle salon and facial bar for dreamers with big long-term goals who know the importance of showing up with confidence in order to radiate the impact and change they set out to make in their communities. We are a leader in our marketplace because of our people and upholding our strong reputation. To ensure continued success, we feel it is important that all employees understand our policies and procedures and it's the responsibility of each individual to know and uphold all agreements and expectations. This employee handbook will familiarize you with various aspects of working with Graeber & Company. We encourage you to use it as a valuable resource for understanding all aspects of the company throughout your career with us.

If you have any questions, please do not hesitate to ask them.

Best wishes to you and thank you for taking the first step in furthering your career and being a part of Graeber & Company.

Shelby Bills
Owner/CEO

IMPORTANT INFORMATION

GRAEBER & COMPANY ENCOURAGES INDIVIDUAL SUCCESS AND NEITHER THE EMPLOYEE NOR THE EMPLOYER IS COMMITTED TO AN EMPLOYMENT RELATIONSHIP FOR A FIXED PERIOD OF TIME. EMPLOYMENT WITH GRAEBER & COMPANY IS AT-WILL. EITHER THE EMPLOYEE OR EMPLOYER HAS THE RIGHT TO TERMINATE THE EMPLOYMENT AT ANY TIME, FOR ANY REASON. THE LANGUAGE USED IN THIS HANDBOOK AND ANY VERBAL STATEMENTS BY MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, NOR IS THERE ANY DURATION OF EMPLOYMENT.

THE CONTENTS OF THIS HANDBOOK ARE SUMMARY GUIDELINES AND EXPECTATIONS FOR EMPLOYEES AND THEREFORE ARE NOT ALL INCLUSIVE AND WILL BE UPDATED IN REAL TIME. THE EMPLOYER RESERVES THE RIGHT TO SUSPEND, TERMINATE, INTERPRET OR CHANGE ANY OR ALL OF THE GUIDELINES MENTIONED, ALONG WITH ANY OTHER PROCEDURES, PRACTICES OR OTHER PROGRAMS OFFERED BY GRAEBER & COMPANY. THESE CHANGES MAY OCCUR AT ANY TIME, WITH OR WITHOUT NOTICE.

This handbook supersedes and replaces any and all prior handbooks, manuals, policies, procedures, practices or benefits. Because Graeber & Company is a growing, changing and evolving organization, it reserves the right to add to, modify or delete provisions of this Handbook at any time. For this reason, employees should check with their General Manager and then the Human Resource Department if needed to obtain current information regarding the status of any policy, procedure or practice.

No one has the authority to alter the at-will relationship, to enter into an employment agreement, or to make any agreement contrary to this Handbook or Company policy except Graeber & Company ownership.

Mission

Our mission at Graeber & Company is to provide first class service to our guests and team members through our 100% dedication to our superior guest experience, on-going education and solid business systems.

Vision

Graeber & Company is a lifestyle salon and facial bar for dreamers with big long-term goals who know the importance of showing up with confidence in order to radiate the impact and change they set out to make in their communities.

We cultivate growth oriented service providers and life-long careers that focus on developing both unmatched continued education in the field as well as developing the whole human through personal development and full-service support so that our service providers can focus on becoming the best at their craft, while being leaders in their industry and building balanced lives rich in experiences and relationships.

Internal Points of difference

- We are committed to constant improvement.
- The Golden Rule 2.0 – We will treat each other as THEY wish to be treated.
- We will take ownership by demonstrating initiative and accountability.
- We will celebrate every day.

- We will lead by example.
- We will inspire trust.
- We will always assume positive intent.
- We will care about each other's well-being.
- We will interact with a constant level of professionalism and remember that our tone/attitude as we enter the salon/spa will set the day for us and for others.
- We will be impeccable with our word.

PERSONAL ACCOUNTABILITY

How do we ensure that our company is performing at its highest level? How do **YOU** ensure that we consistently achieve a 5-star level of service? It starts with a few specific choices every day before you come to work.

Ensure that you are doing the right thing and making the right choices:

ENGAGE YOUR HEART – genuinely care for others – be kind- be warm – be yourself – put others needs and happiness beyond your own – and be passionate about what you do (or don't do it)

ENGAGE YOUR MIND – make great decisions – think about others – how can you make others happy – how can you make your career and your life easier, better? How can you improve the guest's experience?

ENGAGE YOUR ATTITUDE – enjoy your life, enjoy your time – enjoy what you do every day (or do something else) but make sure you are having fun (and your happiness will become contagious)

There's nothing stopping YOU from engaging your heart, mind and smile....so please make the right choice each morning. This is OUR place... and OUR life...so let's make both of them the very best that we can!

EVERY GUEST, EVERY DAY GUESTS BILL OF RIGHTS Creating a Point of Difference:

The way to create a stronger point of difference in the salon is by tightening the guest service experience. Incorporate the following into your service cycle:

1. Ensure that the guest is pre-booked from the last visit.
2. Upon entering the salon, guests are greeted by our Concierge Team and offered *Aveda comforting tea*, our signature blend coffee or cool water.
3. Hang the coat if they have one and escort them to our waiting area. (If they are new, a tour!)
4. Meet Service Providers for a face to face consultation.
5. We recommend that a portfolio is used to include the consultation and confirm the desired look. This is a major point of difference that creates value and fashion for the guest. (If we can convince our guest to alter their look ever so slightly, more of their friends will comment on it creating great referral opportunities.)
6. Service Providers conduct our signature aroma journey & stress relieving ritual, which no one else in our city offers.
7. If in the Salon -The guest is then escorted to the Lather Lounge for a relaxing shampoo and conditioning treatment.
8. After shampoo escort back to your station, turn the chair out and finish the hair is cut. When the stylist has completed 90% of the finish, they teach the guest how to complete it. At the same time, introducing what product they used to finish the hair (If we skip this step there is an 80% chance that the client will not know how to duplicate the look never being able to receive the compliments that they should to gain you new clients).
9. The stylist conducts a quick makeup touch up which is designed to brush off the hair and complete the highly fashionable look.
10. The guest is escorted to the product shelves to show the guest where the product lives on the shelf, the stylist simply picks up the products they used throughout the service and expresses "these are the

products that I used on you today so that you will be able to duplicate this look at home.”

Confirmation of the products recommended are written on the traveler.

11. The stylist then lets the guest and Concierge team know how many weeks and exact date from now they NEED to return to ensure their maintenance plan by verbally telling the guest and writing it on their traveler.
12. The Concierge Team books the next appointment.

When you do this, you will have created a WOW experience for the client. Please remember the following:

- The number 9 reason that women return to a salon is the hair cut or color itself. The number 1-8 reasons are all about how they were treated, the relationship they built and how they ended up feeling about the experience.
- 80% of first-time clients are retained when they buy 3 or more products (the reason is simple; they were able to duplicate their look at home and they received compliments accordingly.)
- 60% of first-time clients are retained when they buy 2 products.
- 40% are retained when they buy 1 product.

Policies & Procedures

Graeber & Company is dedicated to the principles of equal employment opportunity. We prohibit unlawful discrimination against applicants or employees based on age, race, sex, sexual orientation, color, religion, national origin, disability, genetic information or any other applicable status protected by Federal, State or local law.

Policy against Harassment and Discrimination:

Graeber & Company strives to maintain a work environment free of unlawful harassment. In doing so, Graeber & Company prohibits unlawful harassment because of age, race, sex, sexual orientation, color, religion, national origin, disability, genetic information, or any other applicable status protected by Federal, State or local law.

Unlawful harassment includes verbal or physical conduct that has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. Actions based on an individual's age, race, sex, sexual orientation, color, religion, national origin, disability, genetic information, or any other applicable status protected by Federal, State or local law will not be tolerated.

This policy applies to all employees including managers, supervisors, co-workers, and non-employees such as customers, clients, vendors, consultants, etc.

i. Sexual Harassment

Because sexual harassment raises issues that are to some extent unique in comparison to other harassment, Graeber & Company believes it warrants separate emphasis. Graeber & Company strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

1. Submission to such conduct is made explicitly or implicitly a term or condition of employment.
2. Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment.

3. Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

All employees are always expected to conduct themselves in a professional and businesslike manner.

ii. Complaint Procedure

If you believe there has been a violation of the discrimination policy or harassment based on the protected classes outlined above, including sexual harassment, please use the following complaint procedure. Graeber & Company expects employees to make a timely complaint to enable Graeber & Company to investigate and correct any behavior that may be in violation of this policy.

ii. Complaint Procedure continued

Report the incident to management who will investigate the matter and take corrective action. Your complaint will be kept as confidential as practical. If you prefer not to go to your direct manager with your complaint, you should report the incident to the Operations Manager.

Graeber & Company prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be investigated.

Company Property - Confidential Information Security

As a matter of course employees of Graeber & Company will have access to confidential and proprietary information appropriate to the nature of a given employee's function. This information includes but is not limited to trade secrets, software, education material, guides, protocol, systems, personnel information, pricing, client lists, financial results, contractual agreements, intellectual property and marketing/sales strategies. It is critical that we protect our clients and our business. It is a condition of employment that you not unduly obtain this information without a professional purpose, disclose this information to third parties or use it for personal gain whether during or after employment. Disclosure of Graeber & Company confidential and proprietary information without express written approval is prohibited.

Any disclosure of Graeber & Company confidential and proprietary information would cause immediate irreparable harm to Graeber & Company, not easily remediable by damages or other remedies at law.

Drug and Alcohol Use

Alert and rational behavior is required for the safe and adequate performance of job duties. Therefore, working after the apparent use of alcohol, a controlled substance or abuse of any other substance is prohibited.

Furthermore, the possession, purchase, or consumption (use) or sale of a controlled substance or alcohol on Graeber & Company premises or while conducting Graeber & Company business is prohibited.

Inspections: We reserve the right to conduct searches and inspections of any employee or Graeber & Company owned property without notice. Any employee who refuses to submit to a search will be subject to disciplinary action up to and including termination.

Graeber & Company strives to provide the best possible working conditions for its employees. Part of this effort is encouraging an open and frank atmosphere in which any problem, challenge, complaint, suggestion, or question can be discussed with **Graeber & Company management**.

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through this procedure. No employee will be penalized, formally or informally, for voicing a complaint with Graeber & Company in a reasonable, business like manner.

If a situation occurs when an employee disagrees or is dissatisfied with a company practice, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

The employee presents a problem to management after the incident occurs. If the Manager is unavailable or the employee believes it would be inappropriate to contact that person, the employee may present a problem to the Managing Owner. Normally this discussion should be held within 1-3 days of the incident, or in a timely manner.

If the solution offered is not satisfactory or the problem is unresolved, the employee may present the problem to the Managing Owner, if not previously done in step 1.

If the problem still cannot be resolved, the employee may present the problem to the General Manager and Managing Owner for review and final discussion.

Not every problem can be resolved to everyone's total satisfaction, but through understanding and discussion of problems, many situations can be resolved.

Attendance and Punctuality

Attendance and punctuality are an essential function of every employee's job. Absenteeism and tardiness place a burden on other employees, clients and Graeber & Company as a whole. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their manager and guest services as soon as possible in advance of the anticipated tardiness or absence.

If the absence is discussed in advance, then it is the employee's duty to fill the scheduled shift and notify management of change.

Poor attendance and excessive tardiness are disruptive and will not be tolerated.

Regular attendance and punctuality are an essential function of every employee's job. Employees with repeated unexcused absences or tardiness are subject to disciplinary action, up to and including termination of employment.

Timekeeping

Accurately recording time worked is the responsibility of every employee and should be recorded at the time they begin and end their work, as well as the beginning and ending time of each meal period. Graeber & Company keeps an accurate record of time worked in order to calculate employee wages. **Time worked is the time actually spent on the job performing assigned duties.**

Employees should report to work **15 minutes prior to their scheduled starting time** nor should they stay more than 15 minutes after their scheduled stop time without prior authorization from management.

Hourly Employees: It is the employees' responsibility to clock in and clock out on their time record to certify the accuracy of all time recorded, both employee and director must verify the accuracy of the changes.

Commission Employees: Accurate record keeping is a must when finalizing pay periods. If you notice a discrepancy on a specified service, you need to bring it to management prior to the end of the pay period and before the next pay period.

MEAL BREAK WAIVER AGREEMENT

I understand that as a service based business, taking clients, I have the option to waive my meal periods and breaks and take those during appointments while clients are . I agree to waive my meal periods as follows:

First Meal Break, I understand that I am entitled to an unpaid meal break of not less than 30 minutes on any day that I work more than five (5) hours. However, I understand that I can waive the meal period and work during such time when my total day's work will be completed within a work period of not more than six (6) hours.

Accordingly, I agree to waive the meal period whenever my total day's work will be completed within a work period of not more than six (6) hours.

Second Meal Break

I understand that I am entitled to a second unpaid meal break of not less than 30 minutes on any day that I work more than ten (10) hours. However, I understand that I can waive the second meal period and work during such time when my total day's work will be completed within a work period of not more than twelve (12) hours. Accordingly, I agree to waive the second meal break whenever my total day's work will be completed within a work period of not more than twelve (12) hours.

I enter into this agreement freely and voluntarily. I understand that this agreement can be revoked in writing by either me or the Company, without employment consequences, at any time.

REVOCATION: I hereby revoke this waiver and understand it is my responsibility to block out my breaks and meal periods on my schedule, along with clocking out for every break and meal on my time clock and then clocking back in when I return to work.

Time off Requests

1. A Time Off Request Form must be filled out for any / all time off needs and/or schedule changes.
2. Days off will be granted on a first come first serve basis
3. Guests that have specifically requested you and are already on your schedule for the day you are requesting off WILL NOT be moved if your time off request is a non-emergency and is less than 14 days in advance. In this circumstance your time off request will not be approved.
4. If you need more than 4-8 unpaid (FLEX) working days off/year you will need to open an extra work day 14+ days in advance or the day will need to be made up within 14 days prior or returning to work.

Work Schedules

Business hours are Mondays 9 AM to 6 PM, Tuesday thru Friday 8 AM to 8:30PM, and Saturdays 8 AM to 7 PM. Work schedules for employees vary throughout the company.

Guest Care Team ONLY: Management will advise employees of their individual work schedules and schedules will be available mid-month for the month following. Once the monthly schedule is posted it is the employee's responsibility to get any shift covered. If a shift cannot be covered it is the employee's responsibility to work the scheduled shift. Variations to accommodate the company may be made including evening hours, weekend hours, and educational events.

Time off requests may be made through the time off request form. Requests for time off are on a first come first served basis. If your request for time off would leave the company short staffed it will not be awarded. Please plan accordingly. **After all FLEX time is used all shifts must be made up 2 weeks prior to leave or within 2 weeks after returning.** Please check with Management to open schedules and verify station availability.

FLEX DAY'S

Service Providers: Full Time (35+ hours/week) employees are allotted 8 unpaid FLEX days to use per year. PART TIME (-35 HOURS/WEEK) ARE ALLOTTED 4 UNPAID FLEX DAYS. These days may be used whenever the employee chooses- for example vacation days, wellness days, sick days or for any other reason without a written doctor's authorization. These will not carry over from year to year. Use it or lose it. Please see the office admin for proper FLEX paperwork.

After the 4-8 FLEX days have been used it is the employee's responsibility to find an open station/room **14 days prior/14 days after the dates requested and** inform management of the schedule change. The employee will need to make up **ALL** additional time off after the FLEX days have been used prior to the end of year. It is imperative for the employees and the employer's success to understand the importance of this employment being a partnership. When the employee is not working there is no revenue being generated but there is still overhead that must be paid to continue company operations that affect the entire team. **NO FLEX DAYS USED DURING NOVEMBER & DECEMBER ALL DAYS MUST BE MADE UP.**

Illness

1. When illness is severe enough to require you to stay at home for the day, please contact a manager as soon as possible before your shift. 24 hour notice or day before notice is preferred. Same day or last minute call outs cause chaos.
You may call them at home or on their cell phone.
2. You must speak with a manager for your absence to be approved. A phone message, text or email will not be accepted.
3. Returning to work from illness, for illness, must be accompanied by a doctor's note to be approved.
4. It is never acceptable to hide, fall asleep or rest in any treatment room and/or offices.
5. If last minute call out is within 24 hours of scheduled appointments, cancellation policy will be honored for guests.

Covid-19

Revised 2025 guidelines apply

Holidays

The company will be closed in observance of the following unpaid holidays:
New Year's Day

Memorial Day & Saturday before
Fourth of July
Labor Day & Saturday before
Thanksgiving Day & Day After Thanksgiving
Christmas Eve Day & Christmas Day & The day after

Meetings

Every employee is expected to attend monthly meetings. Company meetings and celebrations are vital to our team's success. Your attendance and Input is valuable as well as learning from others. If a meeting is missed for any reason it is your responsibility to schedule a meeting with Management to receive all details within the week of your return.

Meal Periods

All full-time employees are provided with **one unpaid meal period of 60 minutes** in length each workday. See your manager to schedule meal periods to accommodate operating requirements.

Breaks / Lunch Breaks and mealtimes are scheduled around business needs and state law. The following is a recommended break and meal schedule. **Make sure to clock out during unpaid meal periods.**

Scheduled Shift HOURLY EMPLOYEES ONLY	Break / Lunch HOURLY EMPLOYEES ONLY
Less than 3.5 hours	No Break
3.5 – 5 hours	One paid 15 min. break
5 – 6 hours CLOCK OUT FOR MEAL	One paid 15 min break + 30 min <u>unpaid</u> mealtime
More than 6 hours CLOCK OUT FOR MEAL	Two paid 15 min breaks + 30 min <u>unpaid</u> mealtime
10+ hours CLOCK OUT FOR MEAL	Three paid 15 min breaks + 60 min <u>unpaid</u> mealtime

Paydays

All employees are paid bi-weekly. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

Pay dates are every other Friday, paid by direct deposit.

In the event that a regularly scheduled payday falls on a day off such as a weekend or holiday, employees will be paid on the first business day following the regularly scheduled payday.

Pay Advances

Graeber & Company does not provide pay advances on unearned wages to employees.

Family and Medical Leave

Graeber & Company provides up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

- a. Incapacity due to pregnancy, prenatal medical care or childbirth;
- b. To care for the employee's child after birth, or placement for adoption or foster care;
- c. To care for the employee's spouse, child, or parent, who has a serious health condition.
- d. Serious health condition that makes the employee unable to perform the employee's job.

Definition of Serious Health Condition

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents a qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than 3 consecutive full calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of continuing treatment.

Use of Leave

The maximum time allowed for FMLA Leave is 12 weeks in the 12-month calendar year.

An employee 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. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt Graeber and Company operations.

Employees taking intermittent or reduced scheduled leave based on planned medical treatment and those taking intermittent or reduced scheduled family leave may be required to temporarily transfer to another job with equivalent pay and benefits that better accommodates that type of leave.

The Organization requires employees to use accrued paid leave while taking FMLA leave. In order to use paid leave for FMLA leave, employees must comply with Graeber & Company's normal paid leave policies. If an employee fails to follow Graeber & Company policies, the employee cannot use accrued paid leave, but can take unpaid leave. FMLA leave is without pay when paid leave benefits are exhausted.

Employee Responsibilities

Employees must provide **30 days advance notice of the need to take FMLA** leave when the need is foreseeable. When 30 days' notice is not possible, the employee must provide notice as soon as practical and generally must comply with Graeber & Company normal call-in procedures.

Employees must provide enough information for Graeber & Company to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Enough information may include that the employee is unable to perform job functions; the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees also must inform Graeber & Company if the requested leave is for a reason for which FMLA leave was previously taken or certified.

Employees also may be required to provide a certification and periodic recertification supporting the need for leave. Graeber & Company may require second and third medical opinions at Graeber & Company expense. Documentation confirming family relationship, adoption or foster care may be required. If notification and appropriate certification are not provided in a timely manner, approval for leave may be denied. Continued absence after denial of leave may result in disciplinary action in accordance with Graeber & Company attendance guideline. Employees on leave must contact the General Manager or Managing Partner at least two days before their first day of return.

Unlawful Acts

FMLA makes it unlawful for Graeber & Company to:

Interfere with, restrain, or deny the exercise of any right provided under FMLA;
Discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- *Resignation – voluntary employment termination initiated by an employee.
- *Discharge – involuntary employment termination initiated by the organization.
- *Retirement – voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

Resignation

Resignation is a voluntary act initiated by the employee to terminate employment with Graeber & Company. Graeber & Company requests at least 2 weeks' written notice of resignation from employees.

The company handles all guest communication and will offer an employee contact details if they are staying in the area and providing services if they are leaving the company and following protocol. We will also invite the guests to stay with the company, get matched with another provider and will be offered incentives to stay with our [company](#). We know it's up to each guest to choose where they want their services provided and by whom - The company obtained the guest and received all guest contact details - this does not belong to the employee and was not given to the employee.

General Job Descriptions:

Job Description: Hairstylists & Estheticians

Position Title: Licensed Hairstylist & Estheticians

Reports To: Salon Manager/General Manager

Employment Type: Full-Time/Part-Time

Hairstylist/Esthetician Role & Responsibilities

Role Overview:

As a valued team member of Graeber & Company, your role as a Hairstylist and/or Esthetician is critical to delivering exceptional client experiences, maintaining a clean and professional work environment, contributing to the overall success of the salon and the team. Below are your ongoing duties and responsibilities to ensure alignment with the salon's mission and standards.

Day-to-Day Responsibilities

Guest Services:

Deliver Five-Star Services:

- Greet each guest warmly, ensuring they feel welcomed and relaxed.
- Conduct thorough consultations to ensure guest satisfaction, pricing agreements and recommend additional services or products as needed.
- Provide high-quality haircuts, coloring, styling, and specialty treatments that exceed guest expectations.
Complete Graeber Signature Service cycle with every guest.
- Stay current with trends and techniques to continually elevate service offerings. (Attend minimum 4 hands on, technical courses per year)

Ensure Guest Comfort & Connection:

- Follow up on guest satisfaction and encourage ongoing loyalty through exceptional service and professional recommendations.

Team & Salon Support:

Collaborate With the Team:

- Assist teammates as needed, such as with shared cleaning duties, client services or during high-demand periods.

- Actively participate in team education sessions, meetings, community events, PDM's and mentorship opportunities.

Promote a Positive Environment:

- Maintain professionalism and a collaborative attitude to support the success of the entire salon company and team.
- Contribute ideas for improving processes, guest experiences, or team cohesion.

Maintenance & Cleanliness:

Work Area:

- Clean and sanitize all tools, equipment, and your workstation after each service. (state board standards)
- Ensure counters are clean, stations organized, mirrors clean, drawers closed, floors are swept and work areas are tidy between appointments.
- Keep up on all towels used throughout the service

Contribute to Overall Salon Upkeep:

- Participate in daily cleaning tasks, including organizing supplies, restocking back bar and retail areas, tearing foils, folding towels and any projects around the salon.
- Assist with daily, weekly or monthly deep-cleaning efforts, such as shampoo bowls, storage spaces, and backbar areas.

Product Knowledge & Retail Support:

- Share product recommendations with clients based on their individual needs and service outcomes.
- Participate in salon promotions by staying informed about retail items and engaging in upselling when appropriate.

Weekly/Monthly Expectations:

Engage in Ongoing Education:

- Attend training sessions and team meetings to stay aligned with salon goals and industry innovations.

Assist With Special Projects:

- Support salon events, social media content creation, or promotional initiatives when needed.

Key Performance Indicators (KPIs):

- Client Retention Rate: Maintain a high percentage of returning clients through outstanding service.
- Rebook: 70%+ guests rebooked to meet minimum standards
- Service & Retail Goals: Meet or exceed monthly sales and service targets.

- Team Collaboration: Contribute to a positive team dynamic and support salon-wide initiatives.

By consistently upholding these responsibilities, you'll play a vital role in ensuring the ongoing success and reputation of Graeber & Company.

General Job Descriptions:

Job Description: Salon General Assistant

Position Title: General Assistant

Reports To: Salon Manager/General Manager

Employment Type: Full-Time/Part-Time

Overview:

The Salon General Assistant is a vital team member, ensuring the salon operates efficiently and providing an exceptional experience for both clients and team members. This role involves supporting the company overall, the stylists, maintaining the salon's cleanliness and organization, and delivering excellent customer service. The ideal candidate is detail-oriented, proactive, ambitious and passionate about creating a welcoming environment. You are our extra set of hands, care taker and oversee the cleanliness and organization of our entire work areas along with building your technical skill and career development.

Responsibilities:

Daily Tasks:

1. Salon Maintenance & Cleanliness:

- Sweep floors after services to maintain a tidy workspace.
- Sanitize tools, equipment, and workstations.
- Restock supplies at styling stations, shampoo areas, color lab and backbars.
- Empty trash bins and keep common areas, such as the restrooms and waiting area, also organized and clean.
- Wash, dry, fold, and store towels and capes throughout the day.

2. Stylist & Team Support:

- Assist stylists during services by handing tools, mixing colors, or setting up stations.
- Provide shampooing and conditioning services to clients as needed.
- Offer beverages or refreshments to clients to enhance their experience.
- Prepare clients for services by draping capes and ensuring their comfort.

3. Guest Relations:

- Greet clients warmly. give tours and escort them to their assigned stylist or esthetician.
- Inform clients of any delays and ensure their needs are addressed.

- Support the front desk with appointment confirmations, product recommendations, and scheduling assistance during busy times and inventory.

Weekly Tasks:

1. Deep clean salon equipment and common areas (e.g., shampoo bowls, dryers, mirrors).
2. Take inventory of supplies and notify management of shortages.
3. Restock and organize retail shelves to maintain a polished appearance.
4. Support promotional or marketing activities, such as preparing materials for events or displays.
5. Assist with unpacking and organizing new product shipments.
6. Participate in team meetings (weekly & monthly) and training sessions to stay updated on salon policies and procedures.

Monthly Tasks:

Contribute to seasonal deep cleaning efforts, such as reorganizing storage areas, deep cleaning areas onsite (laundry room, lather lounge, color lab, salon space, retail store front, restrooms etc..).

Requirements:

- Current Cosmetology License
- Strong organizational and multitasking skills.
- Ability to work in a fast-paced environment while maintaining a positive attitude while adapting to a changing environment.
- Flexible schedule, including evenings and weekends.
- Physical stamina to stand, bend, and lift for extended periods.
- High school diploma or equivalent (preferred).

Skills & Attributes:

- Team player with excellent communication skills.
- Attention to detail and proactive problem-solving.
- Friendly demeanor and ability to provide outstanding customer service.

Benefits:

- Hourly base wage.
- Opportunities for growth and professional development within the salon.

- Hands on experience
- Technical skill development alongside masters in the industry.
- Discounts on salon services and retail products.
- Supportive and dynamic team environment.

Salon Concierge Job Description

Position Title: Salon Concierge

Reports To: Salon Manager/General Manager

Employment Type: Full-Time/Part-Time

Location: [Salon Name], [Location]

Role Purpose

The Salon Concierge is responsible for creating an exceptional guest experience through outstanding customer service, retail sales support, and hospitality. As the first point of contact, the Concierge ensures every client feels welcomed and valued while managing the day-to-day operations of the front desk. This role also includes promoting retail products, maintaining a polished environment, and supporting the overall success of the salon.

Key Responsibilities

Customer Service

- Greet all clients warmly and professionally, ensuring they feel welcomed and cared for from arrival to departure.
- Efficiently manage the check-in and check-out process, including appointment confirmation, payment processing, and scheduling future visits.
- Respond promptly to client inquiries via phone, email, and in-person with detailed knowledge of salon services and offerings.
- Handle concerns or complaints with professionalism, providing solutions to ensure client satisfaction.

Retail Sales

- Provide personalized product recommendations that align with client services and needs.
- Educate clients on the benefits and usage of salon retail products to enhance their results.
- Maintain retail displays, ensure shelves are well-stocked, and assist with inventory management.

- Help the salon meet or exceed retail sales goals by actively promoting products, specials, and seasonal offerings.

Hospitality

- Maintain a clean, organized, and inviting front desk and waiting area to reflect the salon's luxury standards.
- Offer refreshments or amenities to ensure client comfort during their visit.
- Coordinate client transitions between services, ensuring smooth communication between guests and stylists.

Operational Support

- Confirm and manage appointments, including reminders, rescheduling, and cancellations.
- Monitor daily schedules to optimize time management and minimize gaps between services.
- Assist with gift card purchases, event preparation, and promotional initiatives.
- Support back-end operations, including data entry and administrative tasks, to ensure smooth salon operations.

Qualifications

- Previous experience in customer service, hospitality, or a salon/spa environment preferred.
- Strong organizational and multitasking skills in a fast-paced environment.
- Proficiency with salon management software (experience with [specific software] is a plus).
- Excellent verbal and written communication skills.
- Sales-oriented mindset with a focus on helping clients find solutions.

Key Attributes

- Friendly, approachable, and professional demeanor.
- Attention to detail and ability to problem-solve proactively.
- Team-oriented with a collaborative mindset.
- Passion for delivering exceptional service in a luxury environment.

Performance Expectations

- Maintain high client satisfaction scores through exceptional customer service.
- Achieve or exceed monthly retail sales goals.

- Uphold salon standards by ensuring a clean, professional, and welcoming environment.
- Effectively manage schedules to optimize salon productivity.

Compensation & Benefits

- Competitive hourly wage with opportunities for retail sales incentives.
- Employee discounts on services and products.
- Opportunities for growth and advancement within the salon.
- A supportive and professional team environment.

Personal Appearance

What we wear to work reflects the pride we have in the company and ourselves. To favorably impress our guests, members of the public and the industry, it is important for all employees to present a professional appearance. Dress, grooming, and personal cleanliness standards contribute to the morale of all employees.

During business hours or when representing Graeber & Company, employees are expected to present a clean and neat appearance and dress according to the requirements of their positions. Employees who appear for work inappropriately dressed will be sent home and directed to return in appropriate attire.

Under such circumstances, employees will not be compensated for the time away from work.

If you are unsure if an outfit is appropriate, please discuss the item with your manager before wearing it to work.

To assist in the marketing and sale of Aveda products, all sales personnel are expected to use Aveda products themselves. To that end, Graeber & Company makes it available to purchase Aveda products at a discounted amount. With respect to the Aveda mission and in setting the Aveda climate, we would like to ask that only Aveda pure plant aromas are worn during business hours.

See Dress Code Sheet

Personal Items

To ensure safety, security, and professionalism personal items such as purses, backpacks, cell phones, etc... must be placed away from the salon, facial bar & retail area. We encourage team members to leave personal items or valuables at home.

Graeber & Company - Professional Image & Unified Look

All Graeber & Company Team Members are expected to **dress professionally** whenever they are working in the salon (on or off hours) and when representing Graeber & Company at classes and other external functions. As a rule, if you are not 100% sure whether your clothing choice is appropriate, bring an alternate to work with you.

Specific Dress Code: Solid Black Top and Black Bottoms (min 80%+ with peeks of color) – only your accessories (jewelry/shoes/belts) may be color***When management schedules special attire days...all general expectations apply.*

All employees determined to be out of dress code will be asked to return home to change and/or purchase appropriate clothing to wear or wear a black smock for the remainder of the workday.

General Expectations:

YES! Please wear....

All black wardrobe (80%+ black with peeks of color)
Aveda products and aromas
Aveda makeup
Fashionable Accessories
Black Aveda T-shirts (any day of the week)
Tights/nylons with shorter attire
Clean, pressed clothing
Professional necklines
Remember Classy & Professional attire

What NOT to wear...

Graeber & Company - Dress Code

All Graeber & Company Team Members are expected to **dress professionally** whenever they are working in the salon (on or off hours) and when representing Graeber & Company at classes and other external functions. As a rule, if you are not 100% sure whether or not your clothing choice is appropriate, bring an alternate to work with you. All employees determined to be out of dress code will be asked to return home to change and/or purchase appropriate clothing to wear. See page 16 of the employee handbook.

General Expectations:

What NOT to wear...

Flip flops
Jeans (of any kind)
No ripped pants
Shirts that expose your midriff
Pants that expose undergarments
Hoodies
Casual tees
Low cut tops
Short shorts
Mini dresses
Tennis Shoes
Non-Aveda Aroma
Non-Aveda Make-up / Hair Products
Tops that leave armpits exposed
Clothing with pictures/team names/writing/slogans/etc.
Sweatpants/sweatshirts or other athletic specific clothing
Skirts shorter than mid-thigh
Colored Tights
Hats (baseball, torn, casual or unprofessional)



SHOES

Shoes always need to be clean and in good shape. We want to be trendy but comfortable as taking care of our body is always number one. We are allowed Fashion sandals, (when feet are neatly pedicured) but no flip flops, white bottomed sneakers, or athletic shoes as they are too casual.

Remember 2 dressy to 1 casual applies to shoes as well!

DRESSY



DO NOT



SUMMER



DO NOT



WHOOPS *i did it again*

BLACK JEANS



LEGGINGS



NO GOS



HATS



HAIR IS THE CROWN *you never take off*

POLISHED PONY



GOLDEN
RULE

If wearing a pony
make sure it's
polished trendy,
not like you are
struggling to
go on

STRUGGLE PONY

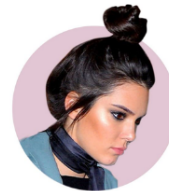


POLISHED STYLES

WHOOPS



THE STRUGGLE BUN



GOLDEN RULE
Your style should be
polished and finished,
not just rolled out bed



NAILED IT



GOLDEN
RULE

Your hair should
look fresh not
greasy! After all we
are in the biz of
beauty. Let dry
shampoo be your
BFF!

FRESH AF



GOLDEN RULE
Keep the color
on your nails -
not hands. Nails
should be fresh
- no chips



THIS ONE IS FOR *the guys*

POLISHED



BED HEAD



GOLDEN RULE

If wearing hair longer, make sure it's polished trendy, not like you are struggling to go on

THE STRUGGLE BEARD



GOLDEN RULE

Your beard should look pinterest worthy - not slept on

POLISHED



FRESH AF



GOLDEN RULE

Your hair should look fresh not greasy! After all we are in the biz of beauty. Let dry shampoo be your BFF!

GOLDEN RULE
Keep the color off your hands. Nails should be clean and neatly manicured.



Staff Lounge

Courtesy: The Staff Lounge belongs to the entire team – please be courteous. It is not your personal kitchen / bedroom.

For **Employee Use ONLY!**

Cleanliness General Rules:

1. Wash and Rinse all dishes.
2. Do not slam cupboard doors.
3. Throw away all the garbage.
4. Pick up after yourself. - take all items home daily (including refrigerator)
5. The back door is to remain closed at all times.
6. Do not take magazines off the salon floor without replacing them – the magazines are for guests.
7. Be conscientious- can service providers/clients hear you? If so, please keep it down

Cleanliness

Maintaining the appearance, cleanliness and sanitation of our space is of high priority to all of us at Graeber & Company. Our reputation for a clean environment is vital to our continued success. Clean your workspace prior to each guest's appointment, proper clean up and shut down of each workspace daily. Keep your space clean and sanitary and maintain the guidelines for state and federal regulations.

You will be asked to participate in daily, monthly and deep cleaning of our entire space. You are responsible for the upkeep, cleanliness and sanitation of your own personal space and all primary areas. You may pay for the deep clean if you choose not to pitch in, but all other daily upkeep is expected by every team member. Graeber & Company will continue to pay for the weekly floors, trash and restroom cleanliness as well as the weekly primary wipe down cleaning.

Education

You are expected to participate in a minimum of 4 Hair/2 Esthetic Education classes/seminars/technical etc... each year. These do not need to be priced classes, some may be complimentary.

Inventory

Please keep proper inventory levels maintained and allow 1-2 weeks for new product arrival. Proper Inventory levels are vital to our success.

Laundry

Laundry is the responsibility of ALL team members. It is expected that everyone who works will do a minimum of 2+ loads per shift.

All service providers MUST put soiled laundry in the backroom on a regular basis (not just at the end of your shift).

All team members that have down time while in the back room should process a load of laundry.

- Fold dry laundry
- Put wet laundry in dryer
- Start a new load in the washer.

Parking

All employees can utilize downtown parking garages, or parking lots – check with your accountant to verify if these parking permits are tax deductible. Cannot park in street parking the entire block around 5th & Main - that is left open for guest parking needs.

Phone Systems

To ensure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller and hang up only after the caller has done so.

No personal phone calls will be allowed on the salon/facial bar or retail floor. Any non-work-related conversations must be made outside, in the break area or away from the reception area.

Safety

To assist in providing a safe and healthy work environment for employees, customers, and visitors, Graeber & Company has established a workplace safety program. Its success depends on the alertness and personal commitment of all employees. Some of the best safety improvement ideas come from employees. Those with ideas, concerns, or suggestions for improved safety conditions in the workplace are encouraged to raise them with their manager or another person of management.

Reports and concerns about workplace safety issues may be made without fear of reprisal. Each employee is expected to obey safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe condition to the appropriate management. Violations of safety standards, causing hazardous or dangerous situations, or failing to report, or where appropriate, remedy such situations, will not be tolerated.

In the case of accidents that result in injury, regardless of how insignificant the injury may appear, employees should immediately notify management. Such reports are necessary to comply with laws and workers' compensation procedures.

Smoking

In keeping with Graeber & Company's intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace. This is to include any smoking device i.e.: cigarettes, E-cigarettes, Vaping or any other smoking device.

Employees who choose to smoke must do so off company premises and out of sight of any guests entering, waiting, or leaving Graeber & Company. The Veltex Building is a non-smoking location, any fines company received will be passed on to the employee.

Suggestion Program

As employees of Graeber & Company, you can contribute to our future success and growth by submitting suggestions for practical work-improvement or cost-saving ideas. All suggestions should contain a description of the problem or condition to be improved, a detailed explanation of the solution or improvement, and any reasons why it should be implemented. If you have questions regarding your idea, contact your manager for help.

Travelers

Service Providers are expected to check out every guest using a Traveler. The Traveler provides necessary service information and pricing as well as future maintenance and products used. To ensure accurate record keeping please provide every guest with a Traveler before sending them up to the front guest service area. Travelers communicate ALL information needed; guest signature for any price difference, additional services or changes, accurate service performed, 2-3 products recommended for home care, exact time to return for next appointment, color charge when applicable and any upgrades/add-ons added to the amount.

Vish & Color Pricing

Graeber & Company believes in 100% transparency, especially when it comes to pricing. Service providers are expected to check out every color guest with a Vish Color Charge on their ticket. Vish is an app that allows us to separate the color cost from the cost of the technical service. Vish use ensures accurate record keeping, from the amount of color used for inventory to the formula used for each guest. Vish Color Charges must be added to the guest ticket before the end of the service - processing time can be utilized for this.

Discounted Services

Any discounts applied to a ticket must be approved by management.

Visitors in the workplace

To provide for the safety and security of employees and the facilities and Graeber & Company only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee's welfare, and avoids potential distractions and disturbances. If someone is waiting for you to complete your shift please make sure they are not waiting around longer than 5 minutes, if it is longer, they can wait outside while you finish your shift.

Community Contribution/Donation

We recognize and appreciate the support our community provides in our career. Thus, we are pleased to offer the following opportunity for you to provide service(s) for them.

All Employees must be in dress code when performing services in the salon regardless of whether the service is being performed during scheduled or off hours.

Donation Opportunities

1. No Commissions will be paid on these services
2. Employees may accept tips
3. Up To 4 donated services per employee per year will be accepted

Accelerated Bonus Commission & Level Promotions Disqualifiers

At Graeber & Company, we are committed to creating a supportive and collaborative environment that allows every team member to thrive. To maintain fairness and uphold our team & guests standards, we have established specific disqualifiers for accelerated bonus commission eligibility and level promotions.

Disqualifiers:

Failure to meet the following criteria may result in disqualification from accelerated bonus commission eligibility and/or level promotions:

1. Time Clock Inaccuracies

- More than two (2) inaccuracies per pay period (e.g., missed punches, incorrect clock-ins/outs) will disqualify you. It is essential to ensure accuracy in tracking your hours.

2. Participation in Daily Cleaning Duties

- Active participation in daily cleaning and upkeep duties is required to maintain our salon's professional standards. More than two (2) incomplete daily duties participation in a pay period to contribute will result in disqualification.

3. Performance Improvement Plan (PIP)

- Being placed on a Performance Improvement Plan (PIP) indicates the need for development in critical areas. Individuals on a PIP are not eligible for accelerated bonuses or promotions during the stated PIP period.

4. Color Reweigh Accuracy

- Maintaining an 90% per month or higher reweigh accuracy for color waste is a team standard. Falling below this benchmark will disqualify you from accelerated opportunities until improvements are demonstrated.

Gratuities/Tips

1. Graeber & Company will accept tips from guests on your behalf. We see tips as a tool that service providers can use to measure their service delivery. We expect that our team members recognize that tips need to be earned...not expected.
2. Graeber & Company will accept tips in the following forms:
 - b. Credit Card/Check
3. All Credit Card/Check tips will be processed through payroll, taxed accordingly and paid out on employee Paychecks.
4. If an employee received a cash tip you must track cash tips for tax purposes and file all appropriate forms.

Tiping Policy for Employee Services

1. It is recommended that employees tip each other in the amount of the full cost of the service.
2. Employees can agree together to “trade” services and/or decline tips – (“trade services still have a product charge –see above list)
3. If you do not discuss tipping prior to getting an employee service, please plan to tip as outlined above.
4. If an associate helps you during the day it is your responsibility to tip them out accordingly

Family / Friend Service Discount: We recognize and appreciate the support your family and friends provide you in your career. Thus, we are pleased to offer the following opportunity for you to provide service/s for them at a reduced rate or product charge. These services must be on the books and done during off time.

Note: All Employees must be in dress code when performing services in the salon regardless of whether the service is being performed during regular business day or on off hours.

Performance Evaluation

Management and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance evaluations are conducted at the end of an employee’s initial period in any new position. This period allows management and the employee to discuss the job responsibilities, standards, and performance requirements of the new position. Additional annual formal performance evaluations are conducted to provide both management and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

Please note that a performance evaluation does not automatically trigger an increase in pay.

Performance Reviews

1. Performance Reviews for team members typically will take place according to the following schedule:
 - c. 90 days after initial hire date
 - d. annually
 - e. prior to any promotion / significant change in responsibilities
2. Performance Reviews can be requested by any team member at any time
3. Performance Reviews **ARE NOT** always accompanied by a change in compensation

Payroll / Compensation

Full Time vs. Part Time - Full Time = 35+ hours worked / week

New Requests – Guests that have not been to the salon in the past (they are new to the salon) AND they call specifically requesting you for their service.

Retention – Your retention is measured by calculating how many of your guests return to see you within three months of their visit.

Ex. You did 100 services in January. During February, March & April 60 of those 100 guests returned to see you. Your retention rate is 60%. (60 divided by 100 = 60%)

Retail Commission Bonus

1. All Service employees will have the opportunity to earn retail commission according to the
 - a. Retail Bonus can be revoked at any time due to 3+ tardiness, 3+ same day cancellations that require clients to be moved, 2+ meetings missed within that retail bonus quarter.

Commission scale below.

2. Retail commission will be paid Monthly on the following pay date following the end of the month
3. Retail Commission Scale:
 - a. **Employees must sell a minimum:**
 - b. 30% Buying or \$1,500/mo = 10%
 - c. 40% Buying or \$2,500/mo = 11%
 - d. 50% Buying or \$3,500/mo = 12%

Money Owed to Graeber and Company

At any time when an employee owes money to Graeber and Company for product, services education or other expenses incurred by Graeber and Company on behalf of the employee, and/or their friends & family THE employee agrees to reimburse Graeber and Company from their paycheck including their final paycheck.

Sign & Date

Product Discounts:

Staff Orders

All team members may order Back Bar product for personal use

All Staff Orders will be sent Venmo, CashApp, Zelle or mobile payment type whichever the company is using

Procedure:

1. Fill out staff order form (ordered every other month)
2. Pre-pay through mobile payment prior to pickup - must be paid in full within 72 hours.

Returns / Exchanges not acceptable for staff orders

Front Line and/or Management will check in / process your order and set it aside for you.

Using Technical Assistants at Graeber & Company

Using technical associates is a privilege earned by stylists who have worked hard to ensure a great guest experience is had; stylists with high retention, stylists with high productivity who have the ability to multitask without taking away from the experience. These stylists also have a desire and are willing to help educate and lead at Graeber & Company. Once you as a stylist have hit \$10,500 per month in gross service sales you are **PRIORITY** for assistant use.

Stylists **MUST book out** on the associates schedule **PRIOR** to asking them for services.

THE BOOK IS KING – Each assistant is required to look at the book prior to accepting a new service. If a non-priority stylist asks at the same time as a priority stylist and nothing is on the books, then of course the service goes to the priority stylist. If a stylist asks for a specific time, **then the assistant will go and put that time on the book to ensure communication and efficiency.**

Assistants are not hired to do what you do not want to do – they aren't here to provide a service that you “don't feel like doing” – THEY ARE HERE TO HELP YOU **GROW** YOUR SERVICE INCOME ONCE YOU HAVE REACHED CAPACITY! (SEE ABOVE CRITERIA)

Please TIP your assistants based on daily services they helped with. – Appreciate those helping you grow your business!

****Exceptions:** Of course, there are exceptions to every rule. If a chemical needs to come off the hair and could be damaging to the guest THAT is PRIORITY. If a CORRECTIVE COLOR walks in the door and a non-priority stylist has them, they can book out time on the book if it's open– BOOK is KING!*

Now all of this being said, no one should “block” another stylist from using assistants if they are in need. We are here to create an EXTRAORDINARY guest experience and if any individual gets in the way of that process that person is truly in the wrong. If you need clarification or examples, please come talk to MANAGEMENT. The first question we will always ask, “Is it good for the guest?” This above all else is our number one priority – without the guest none of us exist. To be a TRUE TEAM PLAYER you must help others even if you don't want to.

Employee Service Program

We value the importance of keeping up our own personal appearances as well as taking care of our bodies. Our guests, friends, family and other people we meet in the community are looking to us as professionals for their own hair, skin, beauty and wellness needs. Graeber & Company has put together a great employee service package just for you.

*ONLY ONE employee service on the books per day per provider per day. Employees may only receive services on their day off, booked the same day and will commit to asking the service providers permission to schedule on their regular work day.

Employees understand that it's up to the provider if they would rather come in on a day off or if they are fine with it being booked on a regularly scheduled workday. I understand that any employee service is moveable or may get shuffled if a full paying guest walks in or schedules the same day.

*I understand that it is proper protocol to TIP my team member cash or other method (not through the salon) on the full-service price that I receive.

Salon Services -Amenities Charges on the following services:

Employee & Services

Cut + Style

Service	Amenities Charge	
Haircut+Wash+ Treatment	\$25	Amenities Service under 'House' Dry HC \$0
Blowout + Style	\$25	
Up Do (no shampoo)	\$25	
Extension Services	\$25	Hair purchased on own credit card
Must be booked as amenities charge on the schedule		

Color + Style

All Color Services	\$25 + Aveda Color Charge	Amenities Service under 'House' + Aveda Color Charge
Must be booked as amenities charge on the schedule		

Treatments

Service	Actual Cost	50% Discount
Keratin Complex	\$395	\$197.50
Add On Bond Repair	\$45	\$22.50
Add On Shine	\$30	\$15
Add On Scalp Pro Trt	\$45	\$22.50
Use code 'es' for 50% discount on ticket (service goes under house)		

Retail Items

Employees receive 40% off of retail items
Use discount "er" for 40% discount

***ONLY ONE employee service on the books per day per provider per day. Employees may only receive services on their day off, while clocked out, booked the same day and will commit to asking the service providers permission to schedule on their regular work day.**

Spa Facials

Service	Actual Cost	50% Discount
30 min Focus facial	\$75	\$37.50
60 Min Signature Facial	\$125	\$62.50
Add on Plant Peel	\$25	\$12.50
Dermaplaning	\$65	\$32.50
Use discount code 'es' for 50% off service.		

Waxing + Tinting

Service	Actual Cost	50% Discount
Brow	\$25	\$12.50
Lip	\$20	\$10
Nose	\$14	\$7.00
Lash Lift	\$69	\$34.50
Lash Tint	\$25	\$12.50
Brow Lamination	\$70	\$35
Brow Tint	\$25	\$12.50
Use discount code 'es' for 50% off service.		

HydraFacial

Service	Actual Cost	50% Discount
30 Min Signature	\$199	\$99.50
45 Min Deluxe	\$295	\$147.50
60 Min Platinum	\$325	\$162.50
Add on Hand	\$45	\$22.50
Add on LED Therapy	\$45	\$22.50
Add on Neck & Dec	\$95	\$47.50
Signature Microneedling	\$275	\$137.50
Use discount code 'es' for 50% off service. No discount for HFX Lip & Eye Perks		

Friends And Family Program

We know how much our family and friends support our careers and our dreams; we would like to honor up to **FOUR (4)** friends and/or family of your choice to receive deep discounts with **YOU** at Graeber & Company. Friends and family assignments may be updated in January of each year and may not be swapped out at any time.

Pick up to 4 friends or family to receive the discounts stated below. To receive this Friends & Family Perk they must be booked on the schedule as an appointment on YOUR OFF HOURS and marked accordingly as a Family & Friend member and show an ID upon arrival. All F & F services must be done **before or after a shift or you may come in on a day off**.

Each friend and family service must have approved paperwork attached to accurate receipts and payment submitted to management the same day as service.

- Step 1. Schedule accurate F+F appointments on the schedule during your off hours.
- Step 2. Appointment checked in
- Step 3. Ticket updated to reflect accurate service(s) rendered
- Step 4. Amenities charge added to ticket
- Step 5. Color charge added (must match salon Scale)
- Step 6. Payment collected by *Concierge Team (no tips through computer- cash only from F+F)

*Service providers may not check out their own guests. It is the service provider's responsibility to ensure ticket and payment accuracy.

Step 7. Print ticket and attached to appropriate F+F form

Step 8. Submit to Management on Sydney's desk in black tray same day of appointment.

I agree to the above information, and understand that if protocol isn't accurately followed, it is subject to: write up, loss of F+F perk, and possible termination. Any money owed will be deducted from my next paycheck.

***The people you choose for your Friends & Family cannot be switched, changed or replaced for any reason during the year. In January you will have an opportunity to update your Friends & Family list.**

*These are non-revenue services for the provider, the above fees go under house to cover operating costs.

Friends & Family Services

***Only for pre-approved F+F**

Hair Stylist's F+F only Cut + Style

Service	Amenities Charge	
All Cut & Style Services	\$25 Amenities fee	Amenities Service under 'House'
Blowout + Style		
Up Do (no shampoo)		
Extensions		Hair ordered on own credit card
Must be booked as amenities charge on the schedule		

Color + Style

All Color Services	\$25 Amenities Fee + Aveda Color Charge	Amenities Service under 'House' + Aveda Color Charge
Must be booked as amenities charge on the schedule		

Treatments

Service	Actual Cost	No Discounts on Treatments
Keratin Complex	\$395	
Add On Bond Repair	\$45	
Add On Shine	\$30	
Add On Scalp Pro Trt	\$45	

Esthetician's F+F only Spa Facials

Service	Amenities Charge	
30 min Focus facial	\$25	Amenities Service under 'House'
60 Min Signature Facial	\$25	
Add on Plant Peel	\$25	
Dermaplaning	\$25	
No discounts on peels & masques		

Waxing + Tinting

Service	Amenities Charge	
Facial Waxing + Tint	50% Discount	Amenities Service under 'House'
Dermaplaning	\$25	

HydraFacial

Service	Actual Cost	20% Discount
30 Min Signature	\$199	20% Savings
45 Min Deluxe	\$295	
60 Min Platinum	\$325	
Add on Hand	\$45	
Add on LED Therapy	\$45	
Add on Neck & Dec	\$95	
Signature Microneedling	\$275	
Use discount code 'ff20' on ticket No discounts on HFX Lip & Eye Perks		

LUXURY LANGUAGE

DON'Ts

Hi or Hello

What's going on?

Hi, my name is _____

How's it going?

Sure!

Okay.

No Problem.

For sure.

I don't know.

Yep, we can get you in.

She's not here.

Is something wrong?

Is everything okay?

How's your hair?

Do you want more water?

Would you like something to drink?

Bye!

Buh-Bye! Have fun today!

See ya later!

Bye, guys!

Thanks!

Do's

Good morning/afternoon/evening

How may I be of assistance?

Good morning, I am _____. How may I assist you today?

Welcome to Graeber & Company, how are you today?

Certainly!

Yes, I would be happy to.

It would be my pleasure.

Absolutely OR Certainly OR My Pleasure

I would be happy to find out for you OR If you would please give me a moment, I would be happy to find that information for you.

I do have availability. May I confirm the following details with you?

I apologize, but she is currently out of the office. May I offer assistance, or would you like to leave a message?

Is there anything I may assist you with?

How are your services going today?

Did you enjoy your haircut/color/facial/wax service today?

May I offer you cold filtered water?

Would you like Aveda Comforting Tea, Coffee or water?

Have a great day!

I hope you enjoy your day!

Thank you, Mr. Jones. Please come visit us again.

It was a pleasure meeting you. Have a wonderful day.

Thank you for visiting us! We hope to see you soon!

As of August 2026 all service pricing increased 20%+ to offset inflation and additional cost of doing business. I understand that my service commission is calculated on my *net service* amount after the deductions listed below. In 2026 we did a full audit and increased pricing per level again with a price per minute increase. These were overall company business decisions that the service provider did not qualify for a level jump, price increase or reach any benchmarks to receive this service pricing increase; this is to offset the increased cost of doing business for the company and an increased cost of living for each employee.

I understand that my service commission is calculated on my **net service** amount after the deductions listed below.

Deductions calculated on the gross services include but are not limited to:

Amenities Fee prior to commission split - 10%-see offer letter for breakdown

HydraFacial Fee -

\$50 product cost comes off of the service price

\$50 machine deduction cost comes off of the service price until we reach 150 memberships or 800 HFX services (\$48,000 device investment)

HydraScalp product cost before commission is \$130 per 1 treatment area
additional vile cost is \$48 before commission

Marketing Fees:

New Client offer - \$20service discount off gross service pricing to obtain a new client

I acknowledge that static priced services (services that pricing never changes) will be paid out at a flat commission rate of 42%.

These services include but are not limited to:

Add on Shine Treatments

Add on Finishers

Add on Scalp Treatments

Add on Grey Blending

Add on Custom Toners

Add on Bond Repair Treatments

Add on Keratin Complex Express Treatments (after \$55 product cost deduction)

Keratin Complex Full Treatments (*after \$55 product cost deduction*)

Grounds for Immediate Termination are as follows but are not limited to:

Violating State Licensure Laws

See **Rule 800:** Unprofessional Conduct is conduct which has endangered or is likely to endanger the health, welfare, or safety of the public. The General public is not licensed to have in possession or to perform chemical services without obtaining a state license. This kind of Unprofessional Conduct is subject to license suspension or revocation by the Idaho State Cosmetology Board.

Idaho Law 54-822

Reason for refusal, revocation or suspension of license:

If a licensee performs services while intoxicated, illegal drugs or deliberately misuses or abuses prescription drugs. This includes volunteering, community events, company representative activities/events.

Violating Aveda Agreement:

We have a contractual obligation to carry only Aveda products and or products we have been approved by Aveda. Using another line **or giving professional products to clients** is considered negligent and will end in immediate termination.

Theft

Theft of Graeber & Company or it's employees personal or intellectual property. Including but not limited to time clock theft, ticket theft (undercharging/discounting without approval, not verifying F&F tickets with the accurate service + color charges, not verifying own employee ticket to ensure accuracy and account for all services and color charge added, not adding salon scale color charge to the ticket, falsifying and tickets, color formulas or data) cash, commission, retail bonus or price gouging client tickets (adding on costs for services/products the client didn't receive) etc...

Bodily Harm:

Threats or physical harm to another employee, guest or anyone affiliated with Graeber & Company.

Slander/Defamation of Character of Graeber & Company or any Employee or Affiliates

Any attack on Graeber & Company, its employees or affiliates with intent to harm their character or reputation as result of a fraudulent statement or action of another individual via slander or libel.

Why Vish for the salon?

We believe in being transparent with the guest about what exactly they are paying for. No more blanket cost for color- we're talking more personalization than ever!

Each stylist will have a base hourly cost determined by their level, and color used will be added as a Aveda hair color cost - ticket item.

Tracking color was the reason the Vish app was created, and forms the PARTS part of the Parts + Labor = Pricing. How does the app do this? By using our Products feature, you can enter products specific to your salon, price them, and then weigh them with either our bluetooth SalonScale or another scale of your choice using manual entry.

Explaining that the salon is separating parts from labor is a critical part of their understanding. Similar to a mechanic- we're only charging them for labor (cost of device) plus per gram actually used, not just a blanket added price for hair color. Guests will be able to see a breakdown on their receipt, and our goal is to be 100% transparent on what they are paying for :) Each Stylist is responsible for adding the exact amount of color used to the ticket along with any other add ons. Guest care will have access to every session each day and add the color cost to each ticket in real time.

Graeber & Company Cancellation Policy

We kindly ask that you give us 24 hours notice if you must cancel an appointment. If less than 24 hours is given on any service appointment, a 50% cancellation fee will be charged to your credit card. If a notice is not given a service, a cancellation fee of 100% of your service fee will be charged to your credit card."

- Guests with 1 offense will receive a verbal warning and their accounts will be flagged. Guest Care will follow up with proper paper documentation for management. Guests will not be charged for their 1st offense.
- Guests with 2 offenses will be given a verbal warning, and credit card on file will be required to book further services.
- Guests with 3 or more offenses will only be charged with proper documentation.

Only Management is authorized to charge guests for the cancellation policy.

***If a guest reschedules during the 14 days immediately after the original appointment, the cancellation policy will be waived.**

Situations that warrant cancellation policy waivers are as follows but are not limited to:

1. Guest is canceling last minute due to an emergency
2. Guest is canceling due to illness
3. Guests are canceling due to a life altering event beyond their control. Ie. death, family emergency, weather, etc.

I understand that cancellation policy charges will be dealt with based upon the discretion of management. I understand that the cancellation policy is meant to hold repeat offenders responsible and not to punish new guests or situational cancellations.

Agreement to Replacement of Guest Personal Belongings/Clothing

I agree to release Graeber & Company Salon and Day Spa from any liability regarding the destruction, damage or loss of any personal belongings (including but limited to: clothing, shoes or handbag) of the guest during a service that I provide. I agree to utilize proper protection that is provided and available from Graeber & Company. I understand that in the event that a guest's personal belongings are damaged during a service that I perform, **I am responsible for reimbursing the guest the cost of replacing the damaged belongings.** I give Graeber & Company Salon and Day Spa permission to deduct the cost of replacing the damaged belongings from my paycheck. We do not hang coats on stations or over chairs - use the coat closet. Do not leave purses on the floor - hang them or put them inside the cabinet.

Client Complaint/Adjustment Procedure

Service provider responsibility:

If any part of the service does not go as planned, employees are required to fill out a guest challenge form with details and inform management the same day. Situations that warrant a Client Challenge Form are as follows but not limited to: hair color didn't turn out as planned, integrity of hair is damaged due to chemical process, scalp or skin is damaged due to chemical process, haircut did not turn out as planned - too short, etc. The guest was unhappy with the service outcome for any reason. If a guest is unhappy with service, it is protocol to reschedule an appointment urgently to correct the issue. This may mean coming in outside of normally scheduled hours ie. day off, before or after a normal shift. Corrections are expected to be rescheduled & performed within 72 hrs of the original service date. Guest happiness and satisfaction is top priority. **Guests will not be charged for services that they are unhappy with, and notify GM the same day.** Staff will eat their commission and so will Graeber & Company.

Management's Responsibility:

In the event that management delegates the resolution, they will notify the original stylist and gather any additional needed details. When a corrective plan of action has been agreed upon by the guest, the stylist will be informed. Every attempt will be made to reschedule the guest with the original service provider. Unfortunately, there are cases that a guest does not want to see the same service provider. In this case, management will reschedule the guest with the appropriate provider. If the guest paid for the original service, any payment will be refunded from the original provider and given to the service provider performing the correction. A Challenge Form will be filled out by the provider making the adjustment. The guest will not be charged for any correction as a result of a decision made by a service provider.

Chemical Waivers & Color Correction Forms:

For any service that warrants extra processing time, product or could possibly harm the integrity of the hair, a chemical waiver/color correction form AND test strand is required before performing the service. These services are as follows but are not limited to: permanent waves, color correction, lifting over previously lightened hair, relaxers, coloring over hair that has been previously colored at home, coloring hair that has been previously permed etc. Any service that results in the damage to the integrity of the hair, damage to the scalp or skin, melting or breaking of the hair performed without a test strand AND a chemical waiver/color correction form will require an intensive treatment plan and or compensation to the guest (refund) at the expense of the service provider. Once a treatment plan/refund has been agreed upon by the company & guest, the amount will be deducted from the service providers paycheck.

Photo Use & Release of Liability

I hereby grant and authorize **Graeber & Company** the right to take, edit, alter, copy, exhibit, publish, distribute and make use of any and all pictures or video taken of me and/or photos of the work I complete during the duration of my employment by Graeber & Company to be used and/or for legally promotional materials including but not limited to newsletters, flyers, posters, social media, brochures, advertisements, and websites without payment or any other consideration. This authorization extends to all languages, media, formats and markets now known or hereafter devised. This authorization shall continue indefinitely unless I otherwise revoke said authorization in writing. I agree that if I take any steps to make a claim for damages against **Graeber and Company**, its agents, employees or any other released parties arising out of my employment at Graeber & Company, I shall be obligated to pay all attorneys' fees and any additional costs incurred as a result of such claim.

****Graeber & Company Paid Time Off (PTO) Policy****

Graeber & Company is committed to supporting long-term team members while maintaining exceptional guest experience and business sustainability. This Paid Time Off (PTO) program is designed to reward tenure, consistency, and performance while ensuring operational stability.

PTO is a **privilege, not a guarantee**, and is offered at the **sole discretion of the Company** based on eligibility, performance, and business needs.

Eligibility - PTO is available only to full-time W-2 service providers who meet all of the following requirements:

- Average a minimum of **35 hours per week**
- Meet tenure requirements:
 - **One (1) week (35 hours) of PTO** after **three (3) years** of continuous employment
 - **Two (2) weeks (70 hours) of PTO** after **eight (8) years** of continuous employment
- Are meeting minimum productivity standards
- Have no active corrective action, disciplinary action, or Performance Improvement Plan (PIP)
- Are meeting all scheduling, availability, and attendance expectations

- Eligibility begins based on the employee's **anniversary hire date**, within the PTO calendar year.

PTO Year

- PTO follows a **calendar year: January 1 – December 31**
- PTO **does not roll over** into the next year
- Unused PTO expires annually under a **use-it-or-lose-it** policy

PTO Usage Requirements

- PTO must be taken in **full-week increments only**
- PTO **cannot** be used by individual days or partial weeks
- PTO must be taken **consecutively**
- PTO may not be split across multiple weeks

Definition of a PTO Week

A "week" of PTO is based on the employee's **normal scheduled workweek**:

- Employees scheduled **three (3) days per week** must take three consecutive days
- Employees scheduled **four (4) days per week** must take four consecutive days
- Four (4) days is the maximum PTO week

Blackout Dates

PTO may **not** be used during the following blackout periods:

- The week of Thanksgiving
- The week of Christmas

- The week between Christmas and New Year's

The Company reserves the right to declare additional blackout dates as needed based on business demands.

Request & Approval Process

- PTO requests must be submitted **at least 30 days in advance**
- All PTO requests require **manager approval**
- Approval is based on:
 - Staffing levels
 - Business needs
 - Operational coverage
- PTO approval is **not guaranteed** and is granted at the discretion of the Company

PTO Pay Calculation

PTO pay is calculated using the employee's **average commission earnings from the previous six (6) months**, excluding tips.

- The hourly level base for PTO Pay:

Tips, bonuses, and incentives are **not included**

PTO pay does not replace missed shifts, required make-up time, or unapproved absences.

Revocation of Approved PTO

Approved PTO may be **revoked** prior to the PTO start date if:

- The employee falls below the minimum average of **35 hours per week**
- The employee enters corrective action or a PIP
- Staffing or operational needs change unexpectedly

Ineligible Uses of PTO

PTO may not be used to:

- Avoid required make-up time
- Replace missed shifts
- Cover schedule violations
- Justify unapproved absences

Unapproved absences are **not considered PTO**.

Separation of Employment

- PTO is **not paid out** upon resignation or termination
- Any unused PTO is **forfeited** at separation, regardless of reason

PTO Tracking & Responsibility

- PTO is tracked and managed by Graeber & Company
- Employees are responsible for:
 - Submitting PTO requests correctly
 - Receiving written approval before booking travel

- Blocking schedules only after approval is confirmed

Policy Discretion

Graeber & Company reserves the right to modify, suspend, or discontinue this PTO program at any time.

Paid Time Off (PTO) Agreement Addendum

(Employee Signature Required)

Graeber & Company – PTO Agreement Addendum

This Agreement supplements the Employee Handbook and outlines the terms and conditions for participation in the Company's PTO program.

Acknowledgment

Employee understands and agrees that:

- PTO is a **privilege, not a guarantee**
- PTO is offered at the **sole discretion of the Company**
- PTO approval is contingent upon eligibility, performance, and business needs
- Business needs take priority over PTO requests

Eligibility Confirmation

Employee must meet all eligibility requirements as outlined in the PTO Policy, including tenure, average hours, productivity, and performance standards.

PTO Use & Compensation

Employee acknowledges that:

- PTO must be taken in **full-week increments only**
- PTO may not be taken by individual days
- PTO must be taken consecutively

PTO compensation is calculated as follows:

- Calculated using the employee's base level hourly PTO pay
- Tip calculations are excluded from PTO pay

Blackout Dates

Employee understands PTO may not be used during designated blackout periods, including Thanksgiving week, Christmas week, and the week between Christmas and New Year's.

Revocation & Forfeiture

Employee understands:

- Approved PTO may be revoked if eligibility changes
- PTO is not paid out upon separation
- Unused PTO is forfeited at year-end or separation

Employee Acknowledgment

I acknowledge that I have read, understand, and agree to the terms of this PTO Agreement Addendum.

Employee Name: _____

Employee Signature: _____

Date: _____

Who is eligible for PTO? Full-time service providers who average at least 32 hours per week and meet tenure, productivity, and performance standards.

When do I qualify for PTO?

- After 3+ years and average 35 hours/wk: 1 week of PTO (35 hours)

- After 8+ years average 35 hours/wk: 2 weeks of PTO (70 hours)
Eligibility begins based on your anniversary hire date.

Can I take PTO for individual days? No. PTO must be taken in full-week increments only and cannot be broken into individual days.

What counts as a “week” of PTO? A PTO week is based on your normal scheduled workweek:

- 3 scheduled days = 3 consecutive days
- 4 scheduled days = 4 consecutive days

Does PTO roll over? No. PTO expires at the end of each calendar year.

Can PTO be revoked after approval? Yes, if eligibility changes or staffing needs shift.

Is PTO paid out if I leave the company? No. PTO is forfeited upon separation.

Asana PTO Workflow

(Week-Based PTO Requests Only)

Project: PTO Requests – Service Providers

Section 1: PTO Request Submitted

Task Title: PTO Request – [Employee Name] – [Week Dates]

Required Form Fields:

- Requested PTO week (full week only)
- Confirmation of 30-day notice
- Acknowledgment of blackout dates
- Agreement that PTO must be taken as a full week
- Acknowledgment PTO may be revoked

Section 2: Eligibility Review

Checklist:

- ☐ Full-time service provider
- ☐ Meets tenure requirement
- ☐ Averaging 35+ hours/week
- ☐ Meeting productivity standards
- ☐ No corrective action or PIP

Section 3: Staffing Review

Checklist:

- ☐ Not during blackout dates
- ☐ Coverage available
- ☐ Guest experience protected

Section 4: Decision

- ☐ Approved → Move to “Approved PTO”
- ☐ Denied → Move to “Denied PTO” (with notes)

Section 5: Approved PTO

Checklist:

- ☐ Employee notified in writing
- ☐ Schedule blocked **after approval**
- ☐ PTO recorded internally

Section 6: Pre-PTO Eligibility Check

Checklist:

- ☐ Employee still meets 35-hour average
- ☐ No corrective action or PIP
- ☐ Staffing still supports PTO

Section 7: Post-PTO Review

Checklist:

- ☐ PTO completed as approved
- ☐ No violations occurred

Automation Suggestions

- Block tasks with partial-week dates
- Auto-comment if blackout dates selected
- Notify leadership if PTO is revoked

Team Referral Credit Opportunity

Grow Our Community. Grow Your Education.

At Graeber & Company, referrals are built on trust and no one represents our brand better than our team. The **Team Referral Credit Opportunity** is designed to reward team members who help bring new guests into the salon while investing directly in their own professional growth.

This program supports team members who want to **grow their skills, elevate their career, and invest in themselves**, while also helping the entire company win.

New Client Definition

A **new client** is defined as an individual who has **never received a service at Graeber & Company** at any time in the past.

- Guests who have previously visited the salon—regardless of how long ago—do **not** qualify
- Referral eligibility is determined solely by salon booking records
- Eligible on FULL PRICE services only.

How the Referral Program Works

Each team member is assigned a **personalized referral link**.

- **Only one service provider receives the referral credit**—the team member whose referral link is used
- Referral credits are issued **only after the guest completes, pays for, and checks out from their first service**

Referral Outcomes:

- **Guest completes first service & checks out:**
 - ✓ Referral credit issued
- **Guest no-shows:**
 - ✗ No referral credit
- **Guest cancels and rebooks later:**
 - ✓ Referral credit issued after completed service
- **Guest does not use the \$20 gift card:**
 - ✗ No referral credit

Referral Credit Value

- 🎁 **New Guest Receives:**
\$20 gift card toward their first service
- 📁 **Team Member Receives:**
25 referral credits deposited into their **client Wallet** after the first service is paid and closed out - 100% referral credits exchanged for Education 50% in edu \$\$
- **Maximum referral credits earned per year:**
\$500

How Referral Credits Support Education

Referral credits are a **professional development benefit**, not cash compensation.

- Referral credits accumulate throughout the year
- **50% of earned referral credits** are transferred into the team member's **Education Fund**
- **Education Fund deposits occur quarterly**
- Funds may be used toward **approved education, advanced training, certifications, or professional development**

Simple Example

4 referrals in a quarter

100 referral credits

→ **\$50 deposit into your Education Fund**

Annual Use & Expiration

- Referral credits and Education Funds **do not roll over into the next calendar year**
- Any unused credits or funds remaining at year-end will **expire**
- Team members are encouraged to plan education within the year funds are earned

Recognition

Team members who actively participate in the referral program **may be recognized** through team shoutouts, internal recognition, or education milestones.

Important Policies & Disclaimers

Employment & Compensation

- Referral credits and Education Funds:
 - Have **no cash value**
 - Are **not earned wages**
 - Are **not taxable income**
 - Are **not reported as wages**
- These benefits are **discretionary** and provided at the company's discretion

Separation or Leave

- Referral credits and Education Funds are:
 - **Forfeited upon resignation or termination for any reason**
 - **Not transferable**
 - **Not usable during extended leave**
 - **Not usable after notice of resignation has been given**
- There is **no payout** of unused credits or funds under any circumstance

Fraud & Misuse

The following actions are **strictly prohibited**:

- Self-referrals
- Referring immediate household members
- Friends & Family
- Fraudulent bookings or misuse of referral links

Violations will:

- Void all referral credits
- Result in **immediate termination**

Program Modifications

Graeber & Company reserves the right to **modify, pause, or discontinue** this program at any time, with or without notice. Participation in this program does not guarantee future availability.

Why This Program Exists

This referral program is about more than incentives—it's about:

- Growing the right kind of guests
- Investing in education and mastery for our team
- Rewarding team members who champion our brand

When you help grow the business, **the business reinvests in you.**