

Headfirst Companies Seasonal Team Guide

Version #7

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WELCOME TO HEADFIRST COMPANIES TEAM!

On behalf of your colleagues and teammates here at Headfirst, it's my pleasure to welcome you to our community.

In September of 1996, I returned to my hometown of DC after graduating from Stanford University and completing the first of my professional baseball seasons in the San Diego Padres minor league system. That fall, I started Headfirst with a single private pitching lesson, delivered in equal parts technique and mindset. Today, our organization is grounded by the same mission: to create experiences which develop and inspire the personal best in children, young adults, and ourselves.

For over a quarter century, Headfirst programs have impacted the lives of tens of thousands of young people from pre-school through high school. We operate award-winning Headfirst STEM, day, and sport camps in the DC, Maryland & Virginia area, and experiential Major League Baseball, National Football League, and Major League Soccer camps (operated in partnership with the Atlanta Falcons, Boston Red Sox, Chicago Cubs, D.C. United, New York Yankees, and Washington Nationals). We are proud that our Headfirst Honor Roll academic recruiting platform and global KI Concerts music performance tours are elite programs with national and international profiles.

This summer we're entrusting this legacy to you, and are excited to continue to deepen our impact while holding fast to the enduring principles that have always defined and guided us.

This Team Guide reflects that balance between our unwavering commitment to our core values and our never-ending journey to create and innovate. In our programs, we lean into teaching skills like resilience, self-efficacy, and optimism, and we've invited you to join our team because we see those same qualities in you.

We hope and expect you will hold yourself and those around you to high standards of integrity, ownership, and accountability, while always remembering that our success has been built on respecting, celebrating, and developing each person's *unique* gifts and potential. Thanks for joining our team! I hope that your experience with Headfirst is challenging, enjoyable, and rewarding, and I wish you every success during our time together.

Sincerely,

A handwritten signature in black ink that reads "Brendan". The signature is fluid and cursive, with a large initial "B" and a long, sweeping underline.

Brendan Sullivan
Founder & President
Headfirst Companies

This Seasonal Team Guide does not create an express or implied employment contract; it does not alter the "at-will" status of Headfirst employees or guarantee employment for any definite period of time.

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Introduction

INTRODUCTION

This Team Guide is designed as a resource for all Headfirst team members to learn more about our workplace rules and expectations. The Guide gives an overview of key policies affecting each team member's employment and, where necessary, directs users towards more in-depth resources. Headfirst's defining feature is our commitment to unlocking the personal best in our campers, ourselves, and each other – knowing, understanding, and living up to the high expectations we have set for members of our team is an important component of that commitment.

We encourage you to read this Guide carefully and follow up with your on-site leadership team or Headfirst Headquarters if you have other questions. Please note, this Guide contains important policies related to team members' employment and the workplace, but it is not intended as a definitive statement of policies and procedures in all scenarios; decisions will be made based upon each situation's specific circumstances and facts as necessary and appropriate.

As Headfirst continues to grow, the need may arise to revise, supplement, or discontinue one or more of the policies in this Guide, in whole or in part, and we reserve the right to do so at our discretion; the Guide does not preempt or replace applicable law. The most recent electronic version of the Guide [can be found here](#).

OUR PURPOSE

At Headfirst, we're dedicated to bringing out the personal best in high potential kids and young adults; and we believe wholeheartedly that *everyone*, given the right support structures, has high potential. Our job – and now, your job too – is to unlock that potential. Inherent to this purpose is a recognition of the unique gifts and skills in each of our campers and athletes, as well as an awareness that to best coach them we have to engage with them, understand them, and meet them where they are on their developmental journey. We bring a foundation of solid developmental building blocks to each of our activities and experiences, enabling kids to reinforce life-enhancing skills while having fun and making memories. This is the heart of what we do here at Headfirst, and we're excited and honored that you've made the choice to join us.

RESOURCES TO HELP YOU

Your Supervisor & Site Leadership

Your on-site supervisor is there to assist in properly addressing employment matters, and if a work-related problem arises, we encourage you to discuss the issue with them. If a situation remains unresolved or if, for any reason, you do not feel comfortable involving your supervisor, you should not hesitate to bring the matter directly to your Site Director/Site Leader.

Your Headfirst HQ Team

Throughout this Team Guide, we will reference instances where you may have the desire or need to contact the Headfirst Headquarters ("HQ") team. In addition to the circumstances specifically mentioned here, we strive to maintain open communication with all team members, and we welcome the opportunity to connect regarding any questions, concerns, complaints, or suggestions you may have. The HQ team is also here to provide additional

support for supervisors in their own management of sensitive issues, and any supervisor who does not feel equipped to properly resolve a matter brought to their attention should contact HQ for further assistance. (See details below.)

Resolving Your Questions or Concerns

We ask that you raise issues promptly whenever possible so that potential solutions or actions may be identified and undertaken as appropriate. When you bring an issue to our attention, the designated Headfirst representative(s) will seek to adequately investigate and attend to the matter, and whenever possible we will keep sensitive information confidential to the best of our ability. In particular, if a situation occurs where you believe that a condition of employment or a decision affecting you is unjust or inequitable, you are encouraged to contact HQ directly, and asked to do so promptly as any delay in reporting may diminish our ability to address the matter as thoroughly as possible. (See details below.)

Contact Information

For general questions or comments regarding the information found in the Seasonal Team Guide, or any other aspect of your employment, contact your site's designed point-of-contact or the Headfirst Talent Team at talent@headfirst.com.

For assistance regarding an urgent or confidential employment matter, contact Headfirst Human Resources.

Internal Human Resources Direct Phone: 202-625-1921, ext. 1220

Internal Human Resources Email: hr@headfirst.com

For frequently asked questions, hiring information, and in-season details, visit the [Headfirst Talent FAQs](#).

How We Do Business

AT-WILL EMPLOYMENT

Headfirst Companies are at-will employers. This means that each team member's employment relationship with Headfirst is considered to be up to the will, or decision, of the individual or the company - or an "employment at will" arrangement.

Headfirst values our team members and looks forward to a constructive and mutually-satisfactory employment relationship with each person, **but it is understood that either the team member or Headfirst may terminate employment at any time and for any reason, with or without cause and with or without notice, literally "at will."** No team member of the company has the authority to enter into an agreement for employment for any specified period of time or to make any agreement contrary to this arrangement. In keeping with this policy, nothing contained in this Team Guide is intended to, or acts to, create a contractual employment arrangement for any specific duration.

EQUAL EMPLOYMENT OPPORTUNITY

Headfirst bases our employment practices and decisions on business needs, job requirements, and individual qualifications and contributions without regard to age; race; color; national origin; religion; creed; gender; sex; sexual orientation; gender identity and/or expression; genetic information; marital, civil union, or domestic partnership status; past or present military service, family or parental status; family medical history or genetic information; disability status; or other characteristic or status protected by governing law or regulation. We also will make all reasonable accommodations under the Americans with Disabilities Act and applicable local disability law as detailed further in the Inclusion & Reasonable Accommodations section of this Team Guide.

Headfirst believes in fostering a fair, safe, and supportive professional environment where all team members are respected and recognized based upon their individual contributions and abilities. This policy applies to all phases of the employment relationship, and we are committed to doing the following:

1. recruit, hire, train, and promote team members without regard to protected status;
2. execute all pre-employment and employment decisions, including decisions resulting from background investigation, without regard to protected status;
3. base all promotion decisions on job and performance related-requirements without regard to protected status; and
4. assure that all personnel actions, including but not limited to, compensation, benefits, transfers, training, and other terms and conditions of employment, will be administered without regard to protected status.

WORKPLACE DISCRIMINATION & HARASSMENT

In keeping with this policy, Headfirst is committed to maintaining a workplace free of discriminatory harassment, and expects and requires the cooperation of all team members in so doing. For purposes of this policy, discriminatory harassment includes:

1. hostile physical contact or threats of such contact, or any other actions that may be considered hostile or threatening in nature that are engaged in while on company premises or while otherwise representing Headfirst or acting on Headfirst's behalf;

- 2.slurs, threats, derogatory comments, or unwelcome jokes directed at an individual or group because of some real or perceived attribute related to a protected status or characteristic; and/or
- 3.unwelcome sexual advances or physical contact of a sexual nature, circulated or displayed images or video of a graphic or obscene sexually-oriented nature, or sexually-oriented comments or statements, including those made in jest.

Any Headfirst team member who believes they have been the target of discriminatory harassment, or has knowledge of harassing activity directed at a fellow team member, is encouraged to report it immediately to their Site Director/Site Leader or, if they are uncomfortable going to their on-site leadership for any reason, to the HR Department directly. A team member will not, under any circumstances, be retaliated against for reporting an incident which they believe in good faith to be discriminatory harassment.

Headfirst will conduct a prompt investigation, and take appropriate action based on our findings. Team members are expected to fully cooperate in all efforts to investigate and address alleged incidents, and to exercise discretion as necessary and appropriate in order to preserve the integrity of the investigation and the privacy of the individual(s) involved at all times, even after employment ends.

Any individual who is found, after an investigation is completed, to have violated this policy by engaging in discriminatory harassment or by retaliating against a team member for reporting an alleged incident of discriminatory harassment in good faith will be subject to timely disciplinary action, up to and including termination.

BACKGROUND CHECKS & FITNESS TO WORK

You will receive an authorization form outlining your rights in the background investigation process and under the Fair Credit & Reporting Act as part of your onboarding process. All offers of employment are contingent upon the satisfactory outcome of a background investigation which includes an inquiry into public and confidential information related to professional and personal history.

This inquiry may include, but is not limited to: collection of an individual's answers to self-reporting questions; searches (fingerprint-based and/or name-based) of federal, state, and county criminal history records, sex offender databases, and child protective services and/or child abuse registries; verification of social security number, prior employment, and/or education; drug and alcohol testing; personal and/or professional reference checks; driver's license and motor vehicle checks; and/or public knowledge checks.

The nature and scope of each investigation will be determined by Headfirst based upon the specific role and professional responsibilities contemplated (including the level and types of confidential information to which the individual may have access), the state of employment, and the information obtained at each step of the process; all investigations will be conducted in accordance with federal, state, and local law. Where information received as part of the background check process necessitates additional inquiry, or a complaint arises against a current team member, further investigation and/or checks may be pursued.

Please contact HR for additional information on Headfirst's organizational Fitness to Work guidelines and procedures for conducting comprehensive, fair, and compliant background investigations.

TEAM MEMBER INCLUSION & REASONABLE ACCOMODATIONS

Headfirst is dedicated to the principle of inclusion in the workplace; in accordance with the Americans with Disabilities Act (ADA) and the Americans with Disabilities Amendments Act (ADAAA), where a qualified individual with a disability makes us aware of their disability, we will provide reasonable accommodations so that they can perform the essential functions of a job unless doing so creates or results in undue hardship or in a direct threat to workplace safety.

Team members with a disability who believe they need a reasonable accommodation to perform the essential functions of their job should contact the HR Department immediately. Upon notification that a disability may exist, we may need additional information or communication with the individual and/or their health care provider(s) to determine whether an appropriate accommodation can be identified and implemented.

Individuals who possess a disability which may compromise the health, safety, and well-being of themselves or others in the workplace when the threat cannot be eliminated by reasonable accommodation will not be hired, or, if they are a current team member, will be placed on leave until an organizational decision has been made regarding the team member's immediate employment situation. Headfirst's HR Department is responsible for determinations regarding the interpretation and implementation of this policy, including the resolution of questions regarding reasonable accommodation, workplace safety, and undue hardship.

Please contact HR with any questions or requests for accommodation. This policy is neither exhaustive nor exclusive. We are committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in compliance with all applicable federal, state, and local laws.

IMMIGRATION LAW COMPLIANCE

Headfirst is committed to employing only United States citizens and noncitizens who are authorized to work in the U.S. In compliance with the Immigration Reform and Control Act of 1986, as a condition of employment each new team member must take two actions:

1. complete the Employment Eligibility Verification Form I-9 prior to their first day of work, and
2. present documentation establishing identity and employment eligibility to an authorized Headfirst representative within three (3) days of their first day of work.

A rehired (or returning) team member must complete a new Form I-9 and present the necessary documentation unless both of the following two conditions are met:

1. the team member is rehired within three years from the date their Form I-9 was previously completed and
2. the team member remains employment-authorized per the previous Form I-9 and the documentation the team member submitted previously is not expired.

If both of the above conditions are satisfied, Headfirst may rely on the team member's previously executed and verified documentation in accordance with U.S. Citizenship and Immigration Services guidelines. Team members seeking more information on Headfirst's policies and processes related to immigration or immigration law compliance are encouraged to contact the HR Department; questions or complaints may be raised without fear of reprisal.

EMPLOYEE CLASSIFICATION

Employee status must be organized by classification or category in order to ensure the proper administration of employee policies and benefits and to otherwise address employment issues that may arise; accordingly, the classification of the position each team member holds at Headfirst may affect the status of certain obligations or benefits associated with employment. While it is generally the responsibility of department leaders, in consultation with the HR Department, to ensure that the positions under their purview are properly classified for purposes of each issue or benefit type, we encourage individual team members to contact HR with any questions about employee classifications that may impact employment status and benefits eligibility or the Headfirst Companies Employee Work Classifications & Categories policy.

Please remember, these classifications do not guarantee employment for any specified period of time and the right to terminate the employment relationship at will is retained by both the team member and Headfirst. Any team member who is unclear on their classification under this policy, or has questions regarding these classifications' application to employment status and benefits eligibility, should contact the HR Department.

TERMINATION OF EMPLOYMENT

At times, circumstances may necessitate a team member's resignation or termination from employment with Headfirst.

If a team member makes the decision to resign – which one may do at any time for any reason in accordance with the at-will nature of the employment relationship – they should notify their Site Director/Site Leader of the resignation in writing.

Team members who want to leave in good standing and be eligible for rehire will submit their written notice at least two weeks prior to the resignation effective date. In certain circumstances, Headfirst may opt to accelerate a team member's resignation effective date and make the resignation effective immediately or on any other date; under these circumstances, the team member will be paid through their last day actually worked.

If Headfirst exercises its right to terminate the employment relationship at any time, with or without cause, it is in the best interest of the team member and the company to make the termination effective immediately; to accommodate immediate termination, Headfirst may opt to provide separation pay for eligible team members at its sole discretion.

Where a team member voluntarily resigns, an exit interview may be scheduled to resolve any outstanding administrative questions, collect or review any applicable separation paperwork, and provide the team member with the opportunity to discuss their job-related experiences with Headfirst. A team member may initiate an exit interview by contacting HR. If a team member's decision to resign is related to a situation that may be remedied, they are encouraged to bring the concern(s) to HR before making a final decision to separate from employment.

Upon resignation or termination, the team member is responsible for ensuring that all Headfirst property, including both physical property and intellectual property/confidential information, is returned to their supervisor, Site Director/Site Leader, or appropriate HQ representative immediately, and in all cases within 7 days of their last day of work. Where necessary, we reserve the right to take any legally-permissible action deemed appropriate to recover or protect Headfirst property.

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How We Work

REPRESENTING THE COMPANY

It is the entire team's responsibility to positively represent themselves, their fellow team members, and the Headfirst organization as a whole. This means that everyone is expected to practice good judgment both on- and off-site as trusted members of the team. For instance, team members must only wear Headfirst-issued uniform and branded items in ways and in environments that align with the company values, and care must be taken to always positively represent -- and actively refrain from engaging in any type of conduct that could have an adverse effect on -- the business or reputation of Headfirst, or a Headfirst team member, official, or partner.

Only the President is authorized to represent Headfirst Companies publicly in the media. All team members, including members of the on-site leadership team, must seek authorization directly from the President prior to speaking – whether officially or unofficially – for or on behalf of Headfirst in any public or semi-public forum, *including* on social media.

CODE OF PERSONAL APPEARANCE

We hold ourselves to a high standard in everything we do here at Headfirst. While we embrace differences in perspective and personal expression, our team embodies and exemplifies the brand and culture of Headfirst Companies, and our appearance should reflect the same professionalism and polish as our work product.

Position-specific attire and personal grooming standards take into account the role's demands and expectations; the anticipated degree and nature of contact with partners, customers, and campers; and the work environment as a whole. These position-specific standards will be communicated separately in training and are conditions of employment for all team members. In all cases, the standards set for team members will be within reason and applied fairly and equitably while respecting each individual's personal circumstances, including their race, religion, gender, physical/mental condition, nationality, and family status.

Where a team member's personal circumstances would require an exception be made from the company code of personal appearance, they must contact Headfirst Human Resources via hr@headfirst.com to obtain the necessary form(s) and/or instructions on submitting a request for an accommodation; a team member who does not contact the HR team in advance in accordance with this policy and instead reports to work out of compliance with the applicable code of personal appearance may be sent home and their spot on the roster may be assigned to another team member until Headfirst receives the necessary documentation and/or until another comparable job assignment is available. Questions regarding appropriate personal appearance or potential accommodations should be addressed directly to the HR team.

WORKPLACE SAFETY

Headfirst has established workplace safety measures designed to assist in promoting and providing a safe and healthful work environment for team members, campers, and visitors. We provide information to team members about workplace safety and health issues through regular internal communication channels such as onboarding and training materials, team member meetings, bulletin board postings, or other written communications.

You are expected to understand and obey all Headfirst workplace safety rules, and to exercise caution and good judgment in all work activities. You must immediately report any unsafe condition to your supervisor. Team members who violate safety standards, who cause hazardous or dangerous situations, or who fail to report -- or,

where appropriate, remedy -- such situations, may be subject to disciplinary action up to and including termination of employment.

Headfirst maintains workers' compensation insurances designed to cover injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the team member is hospitalized, immediately. **In the case of accidents that result in injury or illness, regardless of how insignificant the affliction may appear, you must immediately notify your supervisor and Safety Coordinator, and complete any required paperwork promptly.** This will enable an eligible team member to qualify for workers' compensation coverage as quickly as possible; failure to do so may jeopardize eligibility for workers' compensation or lead to delays in processing claims.

If you have feedback, suggestions, or ideas related to how we can improve workplace safety, you are encouraged to raise them with your onsite Leadership team's Safety Representative. **If you need to report a workplace safety issue, please contact our HR Department immediately at 202-625-1921, extension 1220 or hr@headfirst.com.** Reports can be made anonymously; good faith reports can be made without fear of reprisal.

NUT-FREE PROGRAMS

Headfirst programs are peanut- and nut-free. Seasonal team members are expected to follow these guidelines to ensure a safe camp experience for all campers and staff.

Headfirst implements a no food sharing policy and counselors are trained to monitor lunchrooms spaces with vigilance for the safety of everyone onsite. At the end of each eating period, all tables are wiped down and all campers and staff will wash their hands with soap to ensure they are thoroughly clean prior to their next activity.

Headfirst team members may not bring any Peanuts or Tree-Nuts to camp.

WORKPLACE CONDUCT

Since both the practice *and* the perception of a positive camp environment are critical for Headfirst's mission, reputation, and overall success, all team members are expected to demonstrate integrity and professionalism in the workplace at all times and conduct themselves in a manner that reflects positively on the organization, our business partners, and fellow team members. This includes showing respect to colleagues, business partners, and customers, and adhering in all aspects of our work to Headfirst's policies and standards.

Team members across all roles and levels of the organization are expected to maintain polite, constructive, and professional relationships with all colleagues, business partners, campers and camper families, and the community at large. Supervisors and leadership team members must never abuse their authority, and team members likewise are expected to follow their supervisor's instructions and execute their responsibilities in a competent and timely manner. Communication should always be undertaken with professionalism, integrity, discretion, and honesty.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace, however, the below list includes some examples of conduct that violate Headfirst's basic standards and expectations for team member behavior:

- Unauthorized use or possession of company property
- Falsifying company records, including, but not limited to, time card (i.e. clock-in/clock-out) records
- Working under the influence of alcohol or illegal drugs, possessing alcohol or illegal drugs on-site, or any other violation of the Substance Use policy
- Selling food or other items to campers without authorization
- Possessing dangerous or unauthorized materials in the workplace, such as fireworks, explosives, or firearms

- Leaving assigned work location, group/camper(s), team, and/or program during the workday without authorization
- Sleeping on the job or other deliberate non-performance of work
- Damaging employer-owned or facility partner-owned property through negligence or improper use
- Having egregious or excessive instances of tardiness or absenteeism, or any absence without notice (see the Absence policy for further details)
- Using profane or vulgar language in the presence of campers, camper families, or colleagues
- Fighting, threatening violence, or otherwise acting or speaking aggressively to any individual in or around the workplace
- Behaving in an insubordinate or otherwise disrespectful manner to a supervisor
- Creating or contributing – whether through words or actions -- towards a hostile work environment
- Engaging in discriminatory harassment
- Violating safety rules, including failure to report accident, injury, or dangerous situation
- Disclosing business “secrets” or confidential information
- Negligence, breach of trust, or dishonesty
- Any action or behavior – whether recent or simply recently discovered – which violates, or is otherwise not in keeping with, Headfirst Companies’ Fitness to Work policy
- Theft or unauthorized possession of, or the use of, property belonging to any co-worker, camper, visitor, or customer of Headfirst Companies
- Soliciting gifts or tips from customers
- Conduct that is publicly or socially inappropriate or which may reflect negatively upon the company
- Violating any company technology use policy
- Posting information, images, or comment on the internet (including social media sites) that is harassing, negative, or harmful towards a member of Headfirst Companies community; such conduct would include, but is not limited to, any posting which violates the privacy rights of others
 - Please note, **all** unauthorized posting of photos and/or personal information of campers or camper families – regardless of the degree to which such postings are accessible to the general public -- are considered to be privacy rights violations, negatively affects the relationship between Headfirst Companies and a camper family or partner, or creates a hostile work environment for any team member

Failure to follow this policy is considered serious misconduct and may result in disciplinary action up to and including termination of employment.

ATTENDANCE & PUNCTUALITY

In order to ensure we’re all doing our part to maintain a safe and smooth camp experience, and out of consideration of your fellow team members, your reliability and punctuality in reporting for scheduled trainings and/or work is critical.

Because being absent or late interferes with the time needed for preparation and communication ahead of camp and places a burden on other team members, you are expected to be at your assigned workplace and ready to work at your designated start time (found in your offer letter) each scheduled workday.

We use the information in our timekeeping system to track attendance and hours worked, so it’s important that each team member clocks in and out at the beginning and end of each scheduled workday. Team members receiving an hourly wage will not begin to earn compensation for the day until they clock in and until their designated start time; for instance, if an hourly team member’s designated arrival time is 8:00am but they clock-in at 8:05am, their pay for the day will start accruing at 8:05am.

Early Arrivals

To earn compensation for an early arrival (i.e., arriving early and clocking-in prior to your designated start time) the earlier start must have been approved ahead of time by on-site leadership; if you are asked to arrive early to work prior to your regular start time, please speak to your on-site leadership team to verify the extra time has been approved. Obtaining approval is critical, as it is otherwise understood that team members will not, and should not, start working until their designated start time.

Absences

Absences from work, repeated late arrivals, excessive requests for leave, or substantial changes in season to the availability you provided during the hiring process may impact camp scheduling decisions, eligibility for leadership opportunities, promotions, bonuses, and recommendations/references post-camp, or, in extreme cases, result in termination.

Because of the detrimental impact on campers and fellow counselors, allowances for half days of work, leaving early, or coming to work late will not be granted without the express approval of the Site Director/Site Leader.

Per the policy of Headfirst Companies, your employment is defined as seasonal. Seasonal team members are eligible for paid time off where mandated by state and/or local law; all other absences from camp will be unpaid.

Anticipated Absences

Team members must submit anticipated absences to Headquarters for approval in advance, prior to the upcoming week's schedule being posted.

This includes but is not limited to absences from work for a scheduled medical procedure or condition, or because of a religious holiday or observance, or partial day availability.

Team members must fill out the [Talent Helpline Schedule Change form](#) online. Requests will be reviewed promptly and approved if Headquarters determines that the absence can be covered and causes neither a safety risk nor undue hardship to the team member's fellow counselors. The request will be confirmed by Headquarters via email, with the onsite Site Director/Site Leader informed.

Unanticipated Absences

Unanticipated absences include any schedule change that does not meet the conditions of an anticipated absence, namely, schedule changes submitted after the upcoming week's schedule has been posted.

Unanticipated absences include:

- oLate arrivals
- oNo call, no shows
- oSchedule changes submitted after the upcoming schedule has been posted

Late Arrivals

A team member who has not received prior approval for a late camp arrival through a conversation with on-site leadership, with Headquarters informed, and is not at their assigned workplace prepared to work at the beginning of their scheduled work time is considered late. One minute or greater is considered late.

Schedule Changes Submitted After the Schedule is Posted

When advance notification is not possible, the team member must notify their Site Director/Site Leader and Headquarters as soon as possible, using a direct line of contact to their Site Director/Site Leader and the Talent Helpline Schedule Change request form.

- Headfirst Companies reserves the right to request that team members provide a doctor’s note to verify claims of illness that result in emergency absences.
- Because of the importance of consistency throughout the week for campers, emergency absences on Mondays may result in a team member being taken off of the schedule for the week.

No Call, No Shows

Not reporting to work and not calling to report the absence constitutes a “no call/no show” and is a serious matter. Team members who fail to report to work and fail to contact their Site Director/Site Leader or Headquarters are subject to termination, effective immediately. Team members who experience medical emergencies which result in a no call/no show will be required to submit documentation verifying their claims once they are well enough to do so.

Job Abandonment

If a team member does not report to work for three (3) consecutive days or more without notifying Headquarters or their Site Director/Site Leader, they will be considered to have voluntarily terminated the employment relationship and they will not be scheduled further.

Repercussions for Unanticipated Absences

Unanticipated absences of all types will lead to conversations with the onsite Leadership team regarding work expectations and completing a signed acknowledgement of the unanticipated absence. In addition, repeated unanticipated absences will be logged and may impact camp scheduling decisions, eligibility for leadership opportunities, promotions, bonuses, and recommendations/references post-camp, or, in extreme cases, result in termination.

WORK SCHEDULES & PRESENCE ON SITE

Work schedules for team members vary throughout the organization. You will be advised of your individual work schedule via the Headfirst scheduling system, which updates every week in-season by Friday morning for the upcoming week. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week. **Enrollment levels are not always predictable, and may require seasonal staff members to be flexible in their schedule, and in program and location assignments.**

In the event that scheduled staff exceeds staffing needs, Headfirst may need to implement a reduction in workforce plan which may terminate, suspend, or temporarily reduce hours for a team member or group of team members. Site Directors/Site Leaders will attempt to adjust staffing levels to the business demands in a variety of methods to help reduce impact to their team.

No seasonal team member may leave site during their assigned work hours under any circumstances other than a scheduled Headfirst group trip (at the Headfirst Summer Camps St. Albans/National Cathedral School location, each Zone is considered its own site; team members may leave their Zone to travel to another Zone during work hours, but only as required in the performance of their duties). Should an emergency arise, the team member must contact their Site Director/Site Leader immediately in order to ensure that the necessary coverage of campers can be put in place before the team member leaves site.

PROHIBITED SUBSTANCES

Headfirst Companies camp-operating properties and facility partners are tobacco- and smoke-free.

No team member may use, possess, distribute, sell, or otherwise be under the influence of any prohibited substance:

- while on any Headfirst Companies camp-operating property; and/or
- while engaged in any camp-related activities; and/or
- while wearing a Headfirst-issued uniform (on campus or off campus).

Headfirst defines the phrase “prohibited substance” to include

- illegal drugs;
- inhalants (including all e-cigarettes and vaporized aerosols, commonly known as vapes);
- marijuana;
- alcohol; and
- certain medications, including prescription medications.*

* It is the responsibility of any team member taking prescribed or over-the-counter medications to consult with the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with safe performance of their job. **If the use of a medication could compromise the safety of the team member, their campers, or anyone else on site, it is the team member’s responsibility to notify the HR Department in advance and use appropriate personnel procedures (e.g., request time off, request change of duty, etc.) to avoid unsafe workplace practices.**

The legal use of prescribed and over-the-counter medication is permitted on the job only if it does not impair a team member’s ability to perform the essential functions of the job effectively and in a safe manner that does not endanger themselves or others.

Headfirst will strive to provide reasonable accommodation to alter job duties or functions while a team member is taking a prescription medication that may result in on-the-job risks. If circumstances require a conversation with a team member regarding use of a prescribed medication, they will not be asked to disclose the underlying medication condition for which the prescription medication is being taken. ***In all cases, any medication that is permitted under this policy must be stored securely and must not be accessible to others.***

Violations of this policy may lead to disciplinary action, up to and including termination of employment. Such violations may also have legal consequences. It is at the discretion of the HR Department and Headfirst’s President to decide on the appropriate course of disciplinary action depending on the circumstances of the case.

Team members with questions on this policy or issues or concerns related to substance use in the workplace should speak with the HR Department without delay.

Work-Related Accidents & Performance Issues

Team members who are involved in a work-related accident while on the job or on-site may be required to undergo alcohol and drug testing where the accident results in personal injury or property damage, or where the circumstances of the accident are unclear. Likewise, team members who exhibit signs or symptoms of some form of substance abuse impacting their performance (e.g., attendance issues, taking long breaks or unaccounted-for disappearances, falling asleep at work, trouble focusing, etc.) may be required to undergo alcohol and drug testing. Team members who refuse drug or alcohol testing under these circumstances may be discharged.

CELL PHONES & WEARABLE TECHNOLOGY

All staff are expected to adhere to the Headfirst cell phone-free camp policy, powering down and putting away cell phones for the duration of their shift.

At DC camp locations, cell phones will be stored and locked in Yondr pouches for the entire shift. A central camp phone and associated number will be available to receive calls for urgent contact with staff from anyone off site (ie family members).

While you are on site, your campers and your fellow team members need you to be giving your undivided attention to what is going on around you.

Headphones, including earbuds, must be put away and stored. If you are using a smartwatch as your required timekeeping device, it must be turned to 'Do Not Disturb' or you must ensure Bluetooth is not enabled.

Failure to comply with this policy may result in dismissal from camp for the day or week, and/or impact future scheduling decisions; furthermore, you may be required to have a conversation with your Site Director/Site Leader before being permitted to return to camp.

You may not take or retain on your personal devices any pictures, videos, or other information/images of any camper or camper family member. Likewise, you may not take or retain on your personal devices any pictures, videos, or other information/images of any fellow Headfirst counselor, leadership team member, or business partner while at work without their express permission.

Changing Areas, Restrooms & Locker Rooms

The possession of a camera or cell phone with photo capabilities in an area where children change or use the restroom is a serious matter and any team member's device found in those areas will be detained by Headfirst Companies staff and, if circumstances so dictate, reported to the proper authorities.

SOCIAL MEDIA CODE OF CONDUCT

You are responsible for the content of all the text, audio, video, or images that you place, post, or send over the internet; your messages, personal websites and pages, emails, texts, posts, and social media interactions are all accessible to the community at large. Anything you send or post which can be tied back to Headfirst or associated with Headfirst or any Headfirst community member thus must be consistent with Headfirst's mission, values, and policies. Fraudulent, abusive, profane, harassing, derogatory, inflammatory, or obscene messages involving in any way Headfirst or a Headfirst camper, camper family, or team member are expressly prohibited.

You may not post any pictures, videos, or other information/images of any camper or camper family member on any social media platform (including but not limited to Snapchat, Twitter, Instagram, or Facebook); likewise, **you may not post any pictures, videos, or other information/images of any fellow Headfirst counselor, leadership team member, or business partner unless you have their express permission.** The only exceptions to this policy are seasonal social media interns (aka, Bloggers), who are responsible for capturing camp memories (i.e., making Headfirst-generated content) and who therefore may take and post content as appropriate in accordance with their job description and responsibilities.

You may, in limited circumstances, engage with Headfirst-generated content on social media platforms provided that

- 1.any activity is limited to the same platform to which Headfirst posted the content, and
- 2.any activity is posted only to your personal social media account, and
- 3.your personal social media account is marked Private.

For instance, you may not take a photo of campers that was posted on our camper family blog and circulate it on any other social media platform, however, you may retweet a Headfirst Twitter post via your personal, Private Twitter account. All other use of Headfirst-generated content or any other photos, videos, or logos of Headfirst or our programs, campers and camper families, and/or team members and business partners is prohibited without the prior written approval of Headfirst's President. You are solely responsible for any legal liability arising from or relating to your online activity.

Headfirst team members must not initiate outside contact with campers, including virtual contact, and under no circumstances should a team member encourage access, provide access information to, or otherwise engage or participate in communicating with a camper through a personal website, social media account, blog, or email address. Likewise, adult team members (those 18 years of age or older at the time of employment) must abide by these same rules and standards in regard to virtual contact with minor team members (those under the age of 18 at the time of employment).

If you do not agree to have your image used in any media by Headfirst Companies for operational and marketing use, please contact the HR Department for a “Media Opt Out” form.

RESPONSIBLE USE OF COMPANY PROPERTY & INFORMATION

Team members should treat company property and information, both tangible and intangible, with care and respect. This includes, but is not limited to, refraining from misuse or excessive personal use of company technology or equipment and adhering to all rules, policies, and agreements surrounding Headfirst confidential information and intellectual property. Team members are also expected to take all reasonable steps to help protect company facilities from being compromised, damaged, or vandalized.

Due to the nature of our work, Headfirst team members will often be entrusted with or have access to Confidential Information including, but not limited to:

- financial, medical, personal, or otherwise non-public information on customers and/or staff;
- proprietary business and/or operational information;
- curricula;
- operating manuals;
- trainings;
- trade secrets; and
- any oral or written information and materials that are marked as proprietary or confidential, or that you are told – or that you reasonably could be expected to know – contain proprietary or confidential information.

Both during and after employment with Headfirst, team members are prohibited from using, disclosing, publishing, or distributing to any outside third person or entity, as well as from removing from Headfirst premises, any Confidential Information except as authorized in writing by Headfirst’s President or Legal Counsel. Where a team member is provided with or granted access to Confidential Information in the course of their employment, they are expected to exercise good judgment, only disseminating this information as necessary to execute their job and ensure the safety and well-being of others.

These guidelines represent general directions regarding the proper treatment of company property and information; please contact the HR Department with any questions, or refer to your employment agreement and onboarding documentation and trainings regarding your specific commitments and obligations.

DISPUTE RESOLUTION ONSITE

Headfirst is committed to providing the best possible working conditions for our team members. We strive to ensure fair and honest treatment of all, and team members are expected to treat each other with mutual respect in all circumstance. Nevertheless, we recognize that disagreements may arise from time to time.

If you have a complaint, disagreement, or question about any aspect of your employment, you are encouraged to first bring the matter to your supervisor. If a solution cannot be reached, you and your supervisor should jointly bring the matter to your Site Director/Site Leader. If the matter still cannot be resolved, the Site Director/Site Leader will contact the HR Department for further intervention; concerns may be raised to Headfirst’s President as warranted, whose decision will be final.

While we may not be able to resolve every dispute to every team member’s total satisfaction, we value the input and perspective that each person provides and want to foster an environment where team members feel comfortable and supported in reporting their concerns. What’s more, it is only through understanding and discussion of mutual problems can you and your colleagues and leadership team develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure Headfirst’s continued success as an organization. No team member will be penalized, formally or informally, for voicing a complaint with Headfirst in a reasonable, business-like manner, or for using the problem resolution procedure.

If a situation occurs where you believe that a condition of employment or a decision affecting you is unjust, inequitable, or otherwise requires mediation, or if you have a concern about harassment or other unlawful conduct, you are encouraged to contact the HR Department at 202-625-1921 ext. 1220 or email hr@headfirst.com. Whenever possible, please reach out promptly, as a delay in reporting your complaint or concern appropriately can diminish the company's opportunity to address such complaint or concern.

FRATERNIZATION

Supervisors are responsible for establishing and maintaining a professional business environment for, from, and amongst their team. Intimate or social relationships between colleagues without a supervisor-direct report relationship will be addressed only when and if they create work environment issues. Unless a prior relationship exists and has been disclosed to the HR Department, an intimate relationship between individuals who have a supervisor-direct report relationship is not appropriate; if such a situation develops during the course of employment, the involved supervisor must communicate this fact to the HR Department so that appropriate action can be taken.

With the exception of company-sponsored functions, fraternization between seasonal team members and Headfirst customers or associates of our customers is not allowed unless a prior relationship exists and has been disclosed to the HR Department.

DUTY OF FIDELITY

Team members are expected to avoid any personal, financial, or business interests that may compromise or hinder their capability or willingness to perform their job to the best of their ability.

PERSONNEL RECORDS

It is the responsibility of each team member to ensure that Headfirst has accurate and current personnel data (including, but not limited to legal name, marital status, mailing address(es), emergency contacts, tax information, etc.) and promptly notify us of any changes in personnel data. You may go to your online self-service portal that you used to complete your onboarding tasks in order to make the necessary changes.

Headfirst will maintain a personnel file for each team member in accordance with the law. Before being hired, each prospective team member must complete the appropriate job application. After being hired, team members must:

- complete all assigned onboarding paperwork and documentation;
- fully and accurately complete the confidential release and waiver authorizing the background check and a summary of rights under the Fair Credit Reporting Act, as well as any other required background check steps as instructed;
- review and affirm that they understand and agree to comply with all the terms and conditions of employment set forth in this Team Guide, the Rules of Engagement, and any other document assigned to them; and
- provide proof of eligibility to work in the United States in accordance with Headfirst's immigration law compliance policy.

Team members whose employment is contingent upon specific certification(s) must present a copy of their certification to Headfirst by their first day of employment.

Headfirst requires that any information pertaining to current or former team members remains confidential and accurate. Where we receive a request for employment information from a third party, Headfirst will confirm to prospective employers your position held, dates of employment, and social security number when the third party

is able to first produce this information for Headfirst's confirmation; Headfirst will not provide any other information about your employment, including a formal reference or letter of recommendation from the company, without first obtaining a completed and signed consent form from you.

Headfirst HQ team members may also provide a reference or letter of recommendation for a current or former team member in their individual capacity. All requests for information, including reference checks, employment verifications, and letters of recommendation, must be passed along to the HR Department; on-site leadership are not authorized to provide employment verifications or references without the express written permission of the HR Department.

PARKING

Parking is available at or around each camp location, however, at some locations space is limited and team members will be required to obtain parking passes, which are distributed at pre-season training on a first-come-first-served basis. At each location, team members must park in the area(s) designated or reserved for Headfirst, and all vehicles must be removed from the premises at the end of each work day. Where complimentary parking is provided, it is considered a privilege, not a right. Violations will result in disciplinary action and/or revocation of the privilege.

VISITORS

Visitors are not allowed on any Headfirst site unless it is an emergency and then, only with the prior approval, and under the supervision, of the Site Director/Site Leader. Where an individual is granted that permission, they must adhere to Headfirst's policy requiring any visitor who will have access to Headfirst-affiliated minors that is greater than that of a spectator to successfully complete the applicable background investigation prior to being on site.

4

How We Thrive

TIMEKEEPING & PAYROLL

Accurately recording time worked is the responsibility of every team member. Time worked is all the time actually spent on the job performing assigned duties in accordance with your specific role and assigned start time. Altering, falsifying, tampering with time records, or recording time on another team member's time record may result in disciplinary action, up to and including termination of employment.

Seasonal team members are paid every other Friday. Each pay period will include earnings for all work performed through the end of the previous payroll period. The current year's seasonal payroll schedule will be made available prior to the start of the camp season. Seasonal team members that attend trainings **in person** prior to the start of camp will be paid for their attendance with their first regular in-season payroll (provided that the team member has accurately completed the requisite direct deposit/contact information sections of their onboarding paperwork in a timely manner).

To ensure the secure, cost-effective and convenient electronic availability of your earnings, Headfirst pays team members via direct deposit unless otherwise requested in writing. For paper checks, Headfirst will use the mailing address provided as part of the onboarding process and is not responsible for checks that are lost or delayed due to incorrect information being provided by the team member.

If there is an error in your pay, please follow the instructions provided to you during onboarding and/or training to complete a Payroll Inquiry. All corrections/adjustments will be processed as soon as possible.

If you are *overpaid* due to a technological or clerical error, you are expected to notify the Accounting Department immediately at accounting@headfirst.com. Knowingly and willfully failing to tell Headfirst of an obvious overpayment will be considered a violation of the company conduct code. If Headfirst discovers an overpayment error of between \$10.00 and \$100.00, we reserve the right to take action to recover the overpayment by making a deduction from a future payroll (or payrolls, depending upon the amount in need of recovery) or by pursuing a separate transaction as needed, provided we do so within one month of the overpayment event; if Headfirst discovers an overpayment error in excess of \$100.00, we reserve the right to take the actions listed above and/or any other legally-allowed action to recover the funds within the period provided by the relevant statute of limitations.

DEDUCTIONS FROM PAY & TAX FORMS

Mandatory deductions for federal, state, and/or district withholding taxes are based on the exemption forms that each new team member completes during the onboarding process. Headfirst programs sometimes operate in more than one jurisdiction, or on the border of two jurisdictions; accordingly, at times team members may cross state lines to work at a Headfirst program. The HR Department sends out withholding paperwork based on "worked in" location unless the team member provides information or instructions indicating otherwise.

It is the team member's responsibility to obtain and submit any and all appropriate state and/or district tax form(s), and to notify the Accounting Department promptly in writing at accounting@headfirst.com if the number of exemptions has changed. Headfirst cannot provide tax advice. The appropriate forms need to be completed in order to be taxed accordingly.

Mandatory deductions under the Federal Social Security Act, providing retirement, disability, and Medicare benefits are also taken. Other deductions or garnishments may be requested in writing by the team member, government agencies, or by the court, and will be complied with accordingly.

PERFORMANCE MANAGEMENT

We believe the most effective way to ensure that each person has the best possible opportunity to exceed expectations is to make sure that those expectations are clearly established early on. Communication with new team members about their role and responsibilities starts at the very beginning of their professional relationship with Headfirst via carefully and thoughtfully crafted job descriptions and continues through detailed and interactive new hire orientations tailored to individual departments, divisions, and programs.

Once a team member is up and running, our performance management process is holistic and designed to support the fast-paced, high-growth entrepreneurial environment that we thrive in. Central to our approach to performance management is our knowledge that our success as both an innovative business and as a mission-driven community is built upon our ability to empower and cultivate our smart, inquisitive, and exceptionally talented team. To do this, we believe that always knowing the direction you're working toward and that your work is aligned with an overall business objective is critical to workplace fulfillment and engagement.

Our supervisors manage performance through frequent, on-going, forward-focused discussions centered upon regularly set goals which align with not only personal objectives but also the larger strategic objectives of the department and the company as a whole. Where possible, we gather input from peers, supervisors, and direct reports alike in order to ensure that we are both recognizing exceptional effort and work where it already exists and providing the kind of actionable, insightful, and constructive feedback that can facilitate real professional growth going forward.

Assessing, managing, and coaching team and individual performance is something that every supervisor should consider a major responsibility of their role; however, ultimately each team member has control over their own professional performance, and our expectation is that you will hold yourself accountable for performing to the best of your abilities. The performance management process is designed to help you do that by serving and supporting you through your personal career development journey. Please reach out to HR with any performance management questions, comments, or concerns.

TRAINING & DEVELOPMENT

While we believe that fostering a culture of understanding benefits every aspect of our community, we are particularly committed to ensuring that we provide training dedicated to identifying, preventing, and reporting any situation or behavior which threatens the emotional, physical, or mental health and well-being of those within the Headfirst community.

To this end, we require all new team members, regardless of site, role, or responsibilities, to complete mandatory trainings on identifying, preventing, and reporting both:

1. workplace discriminatory harassment in all its forms and
2. child abuse and neglect.

Our training opportunities will continue to evolve as we do. In the spirit of recognizing and rewarding curiosity and exploration, we highly encourage supervisors to actively partner with their Site Director/Site Leader and HQ to identify resources and plan training extensions, checkpoints, and in-season refreshers which they believe will most benefit their team.

Training Attendance

Attendance is mandatory at all pre-season and in-season trainings necessary for your position. To ensure that you feel properly prepared for their first day on-site, you will also be required to view webinars – these may be watched at your convenience, but must be completed prior to your first day of camp. The current year's training dates are shared in advance. Please note that some training dates are subject to change; you will be notified via email or phone call of any changes closer to training. Compensation for mandatory trainings that are attended in person is provided in accordance with any *training wage* listed in your offer letter.

PHYSICAL REQUIREMENTS & HEALTHCARE

It is expected that you are capable of performing the essential functions of your job and participating in assigned work duties and that if you have a health concern or special medical need requiring reasonable accommodation you will proactively communicate all necessary information to Headfirst.

You should ensure that Headfirst has complete and correct health history and emergency information and that you have provided written authorization for Headfirst leadership to seek emergency treatment and for healthcare providers to provide any treatment deemed necessary. Specific medical information may be shared on a “need to know” basis with Headfirst leadership and will be regarded as confidential.

Please note, Headfirst does not provide healthcare coverage for seasonal team members for non-work-related illness or injury (refer to the Workplace Safety section for additional information on work-related illness or injury); individuals must carry their own insurance for medical coverage.

In certain jurisdictions, Headfirst is required to collect and maintain additional medical records on seasonal team members. You will be informed of any additional requirements during your pre-employment onboarding, and will not be permitted to work on-site until all documentation has been submitted.

How We Lead

CAMPER INCLUSION & REASONABLE ACCOMMODATION

Headfirst is committed to creating an atmosphere of inclusion within our camp community. We encourage unity through teamwork while also celebrating the fact that we all have unique skills and abilities. We will provide reasonable accommodations upon request, and strive to work together to ensure equal access for all camp programs, services, and activities.

Communication between team members and campers is at the heart of a successful camp experience. Team members will get to know each camper individually, building a strong bond by enjoying camp activities together, and by talking to each camper about their background, likes and dislikes, and feelings.

We recognize that campers will have different levels of verbal and non-verbal communication abilities; team members will ask questions and observe camper behavior to try to understand each camper's verbal and non-verbal cues. **Team members are trained to never confiscate any assistive technology (e.g., communication books or boards, paper and pencil, and/or electronic devices) a camper might be using to communicate.**

What is more, although we make inclusion part of the everyday conversation at camp, unless deemed necessary by the parent or caregiver, a camper's *specific* disability will only be discussed by and among team members as needed to protect the camper's physical, emotional, and mental well-being (see Talking to Campers About Disabilities below for additional guidance).

Where a camper has special needs that may impact their ability to navigate camp without accommodation, the camper's parent or guardian is asked to communicate further with Headfirst with the objective of exploring potential ways to accommodate the camper in a manner which would allow them to participate in camp.

To this end, the camper's parent or guardian may provide -- or be asked to provide -- detailed information on one or more of the following:

- 1.tools and/or supports the camper uses during the school year to help them learn and strategies to help caregivers understand behaviors;
- 2.any warning signs caregivers should watch for, or triggering situations or conversations to avoid;
- 3.adaptive coping strategies to be used to support the camper;
- 4.type and degree of assistance the camper will require for various camp activities;
- 5.any other special concerns or information relevant to safeguarding the camper's well-being at camp (for instance, if the camper tends to wander from the rest of their class during transitions in school); and
- 6.when team members should call the camper's parent or guardian (parents/guardians always will be called in the event of an emergency or other urgent or serious matter).

A parent or guardian of a child with special needs or developmental disabilities must consult with the Headfirst Customer Experience team prior to camp before registration can be considered complete. Headfirst will make accommodations to the fullest extent possible based on available resources; one-on-one assistance is not guaranteed. Any personal aide attending camp with a special needs camper will be required to successfully complete, or provide proof of completion of, a background investigation in accordance with Headfirst policies and procedures before they will be able to remain at camp during the camp day.

Talking to Campers About Disabilities

Children are naturally curious, and campers may ask team members questions about perceived differences between them and other campers. Team members should approach these teachable moments wisely by emphasizing both the importance of respecting differences and the similarities between themselves and the other individual. Team members should always ensure that any response given is developmentally appropriate, and done in a way that protects the camper's privacy; where a team member feels unsure of the correct way to manage a sensitive conversation, they should never hesitate to involve their site's senior leadership.

PREVENTING, IDENTIFYING, & REPORTING CHILD ABUSE & NEGLECT

Headfirst Companies are committed to taking meaningful action to protect the safety and well-being of all campers through policies and practices which not only comply with applicable federal, state, and local law, but also meet or exceed industry standards. Our Guidelines for Reporting Child Abuse and Neglect establish organizational protocol and procedures for protecting against, identifying, and responding to suspected incidents of child abuse and neglect. The aim of the Guidelines is to help foster an understanding of child abuse factors, signs, and laws which may help prevent abuse or neglect, and to ensure all team members, agents, independent contractors, and vendors of Headfirst Companies are as prepared as possible to recognize abuse and potential abuse, and know how to respond to any incident, allegation, or suspicion that may arise.

Need a hand?

We're here for you! If you have questions, comments, or concerns about any of the content you see (or don't see), please reach out for assistance.

Headfirst HR Team
202-625-1921
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