INTRODUCTION

Welcome

We are so excited that you have decided to join Biohabitats. Welcome and congratulations! You are not here by accident. We hired you for a reason. Relax, be yourself, and get ready to do some good in the world.

You will find that we are driven by our mission, fueled by our passion, and united by our values. Not only are we out to Restore the Earth and Inspire Ecological Stewardship, we are out to prove that operating a for-profit business while practicing environmental and social responsibility is the only way to mainstream a culture of ecological compassion and literacy.

At Biohabitats, you will be given an incredible amount of freedom and autonomy. We call this self-management, and it goes for everyone—from interns to our Leadership Council. We know that sounds awesome, but here’s the rub: with freedom comes a ton of responsibility, accountability, and ownership. Since you control your own destiny here, you likely be more emotional about your work. We believe that’s better than the alternative. Can you imagine coming to work each day and not caring? We can’t.

While our primary work focuses on restoring healthy ecosystems and all the species that inhabit this planet, our Team Members remain our number one priority. A healthy, fully engaged, and mindful organization, we are better able to serve our fellow Team Members, our valued clients, and the diversity of life that depends on our actions. We call this Wholeness. Practice compassion be mindful, and nurture relationships, and you will do well here.

As Keith reminds us, “Life on Earth is interconnected and interdependent, and subject to the same set of operating conditions, life has evolved a set of strategies that have sustained over 3.8 billion years. Life’s principles represent these overarching patterns found amongst the species surviving and thriving on Earth. Life integrates and optimizes these strategies to create conditions conducive to life. By learning from these deep design lessons, we can model innovative strategies, measure our designs against these sustainable benchmarks, and allow ourselves to be mentored by nature’s genius using life’s principles as our aspirational ideals.”

Keith Bowers, FASLA, FLA, PWS
President and Founder
Landscape Architect/Restoration Ecologist, Southeast Atlantic Bioregion Team Leader

Purpose

HEADWATERS SERVES THREE PURPOSES.

First, it is a purposeful attempt to find a better way to run an organization that is both good for people and all the species we share this planet with. How can we reshape business that prizes cooperation, humility and long-term thinking, a system that serves ecological regeneration and conscientious consumption? A business that celebrates all life on this planet, the uniqueness and diversity each one of us brings, and the quest to realize the evolutionary potential of all species.

Second, it codifies our practices, enumerates our corporate policies and benefits in compliance with prevailing laws and regulations, and provides a framework, moral compass and ground rules that allow us to move in the same direction, with purpose, perseverance and passion.

And finally, it prompts us to step-back and be reminded of our organizational philosophy, to continually question its usefulness and to seek better ways of operating our business to achieve our mission. At the same time, it provides a useful introduction to new Team Members who are joining us on this journey.

For the Wild,

Keith Bowers

“Life on Earth is interconnected and interdependent, and subject to the same set of operating conditions, life has evolved a set of strategies that have sustained over 3.8 billion years. Life’s principles represent these overarching patterns found amongst the species surviving and thriving on Earth. Life integrates and optimizes these strategies to create conditions conducive to life. By learning from these deep design lessons, we can model innovative strategies, measure our designs against these sustainable benchmarks, and allow ourselves to be mentored by nature’s genius using life’s principles as our aspirational ideals.”

— Biomimicry 3.8
MISSION

Restore the Earth & Inspire Ecological Stewardship. Inspire communities to rediscover a sense of place through preserving indigenous ecosystems, restoring biological diversity, and inspiring ecological stewardship.

A bold mission, but is it possible in today’s ever-changing world? You bet it is. Since pioneering the practice of ecological restoration in the 1980s, Biohabitats continues to remove the boundaries between conservation biology, restoration ecology, landscape ecology, landscape architecture, civil engineering, and urban planning. Our work strives to be more than “sustainable;” it strives to be regenerative.

Nature, and the full array of life this planet has to offer, is at the very, very core of what we are about. Increasingly we find ourselves living in an artificial world. A world where ecosystem processes are compromised and biodiversity is marginalized and commoditized. Nature, in its wildest and raw form, is at the essence of what we are about. Wild nature provides the blueprint for ensuring that we know how to conserve, restore, and regenerate the full expression of biological diversity and ecosystem functions to ensure our survival. It is at the heart of our collective souls.

VISION

We envision a world that respects Earth’s ecological limits, heals damaged ecological processes, and catalyzes mutually beneficial relationships between the land and all forms of life. We envision a time when our economy recognizes the true value of natural capital and ecosystem services; when conservation, ecological restoration and regenerative design are embodied in all land-use and development decisions.

Biohabitats’ DNA

DNA contains the genetic information that allows all modern living things to function, grow and reproduce. Biohabitats’ DNA strands include:

• Core Values + Drivers: our values are at the core of all we do.
• Safe Space: we relate to one another with trust and compassion.
• Advice Decision Making: there is no single way to manage business issues well.
• Learning Organization: we are not perfect; sometimes we fail; but we learn and apply that knowledge the next time.
• Information Sharing + Transparency: we are accountable and responsible for our decisions and actions.

“You can’t know who you are until you know where you are.”
— Wendell Berry, Novelist, Poet and Environmental Activist

Knowing where we are requires us to reflect on our past and to announce our aspirations for the future — our collective roots. In doing so, we will have a much better understanding of who we are.

Biohabitats’ five core values and three drivers serve as the foundation for how we restore the earth and inspire ecological stewardship.

REVERE WILD NATURE

Nature, and the full array of life this planet has to offer, is at the very core of what we are about. Increasingly we find ourselves living in an artificial world. A world where ecosystem processes are compromised, and biodiversity is marginalized and commoditized. Nature, in its wildest and raw form, is at the essence of what we are about. Wild nature provides the blueprint for ensuring that we know how to conserve, restore, and regenerate the full expression of biological diversity and ecosystem functions to ensure our survival. It is at the heart of our collective souls.

HEAL COMPASSIONATELY

Nature is under assault. We are entering the next great extinction of flora and fauna. Our climate is shifting faster than ever before, and many of our ecosystem processes are beginning to break down. We know it’s not enough to slow...
down or even halt these impacts. We know that what we need to do is heal by making whole our relationship with the earth and with each other. The core of what we do—conservation, restoration, and regeneration—is about healing. And healing embodies a sense of caring—caring for the land and caring for each other.

**PRACTICE WHOLENESS**

Life on Earth is interconnected, and damage to a part entails damage to the whole. Thinking and acting whole means feeling a sense of connection to all of life—to other people, to new ideas, to the world around us. We have a responsibility to honor our obligations to future generations of all beings and to take their interests into account when we reflect on the consequences of our actions. On a smaller scale, we feel an obligation to see our work within its larger process and maintain an awareness of how the work we do is embedded in larger systems and processes. Accordingly, our virtues are cooperation, respect, prudence, foresight, and justice. Living by the principle of reciprocity, giving as we receive, re-creates the richness of life.

**ACT WITH UNCOMPROMISING INTEGRITY**

Integrity in our work is doing our best to restore biodiversity and ecological processes. We must seek ways to employ our innovation, creativity, passion, commitment, synergy, or whatever else is necessary to realize our potential. We respect the best interests of others above ourselves. Our core values are driven by a desire to practice our craft in a passionate, collaborative, and fun way.

**VALUES**

**Revere Wild Nature**

- We make decisions based on an informed understanding of what’s good and right for the earth, including the full diversity of life.
- We steadfastly support the rights of nature to thrive and evolve.
- We would rather be outside in the wild than in our office.

**Heal Compassionately**

- We demonstrate care, empathy and kindness for the disenfranchised, disempowered and voiceless.
- We set an example by treating fellow team members, clients, colleagues and community members with respect, selflessness and humility.
- We speak from the heart.

**Practice Wholeness**

- We balance life and work, health and productivity and risk and reward.
- We protect the best interests of others above ourselves.
- We look out for the long-term wellbeing of Biohabitats.

**Act with Uncompromising Integrity**

- We do what is right, even if it is difficult and uncomfortable.
- We demonstrate honesty and humility.
- We are quick to admit mistakes.

**Evolve to be the Best**

- We explore new and creative ways of doing things.
- We are willing to change direction, take calculated risks, and fail.
- We share information openly, honestly and proactively.

**Resolving Conflicts**

As a self-managing organization, disagreements are resolved among Team Members. We each hold each other to account for our mutual commitments and responsibilities. A clear conflict resolution process, together with appropriate training, gives Team Members the path and skills to work through disagreements with maturity and grace. Some basic principles that underlie Biohabitats’ approach to conflict resolution include:

- Consider each other’s strengths more than weaknesses and consider opportunities more than problems.
- When we feel like blaming, we take it as an invitation to reflect on how we might be part of the problem (and the solution).
- We resolve disagreements with those directly impacted.
- We can only change ourselves—we acknowledge that we are all works in progress, and we want to improve our own self-management.
- We take ownership for our thoughts, beliefs, words, and actions.
- We don’t spread rumors.
- We don’t talk behind someone’s back.

**CONFLICT RESOLUTION PROCESS**

Conflict is inevitable and will happen from time to time. Most conflicts should be resolved using the Conflict Resolution process described below. However, if the conflict involves harassment, discrimination, or any other concern of a legal or ethical nature, Team Members are not required to follow this process and may speak to any member of leadership with which they feel comfortable. Accepting that conflict will inevitably happen, we expect Team Members to resolve differences by:

**Step 1: Reflect and Define**

- Doing some self-reflection: ask yourself if this is really a conflict that needs solving, or something for you to do differently next time.
- Define the conflict: consider each other’s strengths rather than weaknesses.
To facilitate transparency, Biohabitats commits to sharing about removing any barriers that hinder our Team Members within our organization:

- All financial information (see Open Book Management)
- Meeting minutes, background information and presentations associated with our Leadership Council, Bioregion Check-ins, Shareholder meetings and Board of Director meetings
- Policies and strategic positions
- Endorsements, pledges and sponsorships
- Client relationships and projects

Team Members commit to:

- Sharing relevant information with others
- Respectfully and confidentially handling difficult and sensitive information, including conflicts and resolutions
- Taking initiative to forward information that they believe may be helpful to another’s activities, even if it is not requested.
- Responding to inquiries made of them by other Team Members in a respectful and responsive manner.
- Respecting the safe space protocol.

We understand the need to balance our intent for transparency and openness with sensitivity to individual privacy, confidentiality and the occasional need for frank discussions. Therefore, we protect information when we are legally required to do so (e.g., Non-Disclosure Agreements, intellectual property) or when it is not completely ours to share (e.g., confidential employment records, health records, etc.).

**ADVICE DECISION MAKING**

Biohabitats defines Advice Decision Making as seeking and gaining input and guidance from Team Members prior to making decisions, with the intention of improving our performance, aligning our direction, and embodying our core values. A distributed Advice Decision Making (ADM) allows Team Members the freedom to seize opportunities and make decisions for the collective good of the organization. Yet it also ensures that decisions consider other team members’ voices and past experience. ADM is key to making self-management work throughout Biohabitats.

**Advice Decision Making Ground Rules**

Any team member can make any decision regarding client service, project delivery and business operations as long as ADM Ground Rules and Processes are followed.

ADM is not intended for day-to-day decision-making that is within the purview of your role at Biohabitats. For example, if you were purchasing field equipment that is a part of your Bioregion office or project budget, you are not obligated to follow the ADM process. However, if you are making any decisions that will materially or financially impact your fellow Team Members, your client or Biohabitats, you are required to respect the following ADM Ground Rules and Process:

- Take accountability and responsibility for following the ADM process.
- Listen to all viewpoints, be willing to hear all perspectives and explore all potential outcomes.
- Embrace diversity and appreciate the differences in perspectives.
- Be aware of our assumptions and be open to sharing those assumptions with others.

**Advice Decision Making Process**

When making a decision that will materially or financially impact your fellow Team Members, your client or Biohabitats, you are expected to adhere to the following process:

1. Team Members are under no obligation to make any decisions. Team Members may share that responsibility or ask someone else with expertise in the matter to take it on.
2. Identify the issue, challenge or request you need advice on so that you can make an informed decision.
3. Identify Team Members who are impacted by that decision or who could have perspective or valuable input, including people who might have alternative perspectives (varies: usually under 5 people). It is recommended that newer or less experienced Team Members seek input from more senior Team Members.
4. For larger or more risky decisions, the wider the net must be cast including, when necessary, the Leadership Council and/or Keith.
5. Advice can come via posting on the Commons with calls for advice, informal chats, email or a meeting(s). “Advisors” first listen to the issue, challenge or request, and then ask questions to ensure clarity and understanding.
6. Advisors may then offer their perspective and advice.
7. All of those included in the advice process should consult our annual budget and strategic plan to ensure alignment.
8. Team Members must seriously consider all advice, the point is not to achieve a watered-down compromise that accommodates everybody’s wishes.

**LEARNING ORGANIZATION**

Biohabitats embraces the framework of a Learning Organization, in which we are committed to creating, acquiring, and transferring knowledge, and at modifying our individual and collective behaviors to reflect new knowledge and insights. We do this through five main activities:

- Systematic problem solving
- Experimentation with new approaches
- Learning from our own experience and history
- Learning from the experiences and best practices of others
- Transferring knowledge quickly and efficiently throughout our organization.

**Our Core Values, DNA, and Approach**

Our practice can best be defined as a blend of sound science, place-based design and ecological democracy. It is rooted in deep ecology with an underpinning that all species have rights, and that we have an ethical obligation to ensure that our actions do not interfere with their evolutionary potential. It is ingrained with the intent to design with ‘place’ and all its complexity, diversity and life. And it is infused with a sense of compassion, fairness and equity for all peoples and their communities.

Science forms the core of our practice. Science that is as informed by rigorous field investigations and metacognitive re-
search as it is from knowing the land and learning its stories. While the science provides us with the facts, stories provide the context to help us see solutions from a whole-systems perspective. Patterns, connections and relationships continuously reveal themselves through stories, providing a rich tapestry of life that forms the basis of our design ethos. From this tapestry emerge the three basic tenets of our work:

**LIVING**
All life has intrinsic value. Life is complex, diverse and symbiotic. It is unpredictable, mysterious and awe-inspiring. Life affords us countless possibilities and unbounded potential. The celebration of life and living systems is at the heart of everything we do at Biohabitats.

**ENGAGING**
Active engagement seeks to reveal potential and purpose. It awakens us to the essence of place and uncovers the patterns that connect us to the living world. At Biohabitats, inclusiveness, empowerment, transparency, justice and fairness define the art of effective engagement, and guide the way we approach our work.

**EVOLVING**
Life evolves, adapting to changing conditions and working with new possibilities from random mutations. From evolution comes diversity, and diversity leads to complexity, resiliency and richness—characteristics that define our work. To us, evolution is more than a biological process; it is a way of continuing to improve our practice. Inherent in our approach is the capacity to adapt and change; the capability to unleash possibilities from that change. This provides space for creativity and drives innovation.

**Performance Expectations**

**1. EMBODY BIOHABITATS’ MISSION, CORE VALUES + DNA**
Our mission defines our purpose—Restore the Earth and Inspire Ecological Stewardship. It’s what we aspire to accomplish in concert with our clients, stakeholders, vendors and fellow Team Members, turning them into enthusiastic supporters not only because we provide great service, but because the value we bring to them goes far beyond just our services.

In delivering exceptional service, we expect you to excel at the following core competencies:
- Focus on relationships
- Be accessible and respond in a timely manner
- Listen first, communicate clearly and often
- Honor commitments and go the extra mile
- Face the bad times head-on, acknowledge mistakes and fix them
- Think long term

**2. DEMONSTRATE GROWTH IN YOUR PROFESSIONAL ROLE(S)**
Each of us comes to Biohabitats with a set of skills and knowledge based on our academic training. Some of us may be trained as aquatic ecologists while others are trained in accounting. Over the course of our careers, we gain experience in fulfilling certain roles within an organization. These roles may include being a part of a project team, managing projects, overseeing contracts, processing billing or taking on a leadership position. These roles will most likely evolve over time as you gain more experience and responsibility.

In demonstrating growth in your role(s), we expect you to excel at the following:
- Produce work products that meet or exceed expectations
- Apply critical judgment, consider options and seek input and advice
- Support the work of the team by putting in the effort required to meet task or project deliverables/deadlines
- Complete work in a timely and thorough manner
- Communicate effectively and proactively with Team Members to support better project outcomes and improved coordination

**3. MODEL EXCEPTIONAL SERVICE**
For Biohabitats, exceptional service is about going beyond what is realistically expected of us. It is about surprising, and often delighting, our clients, stakeholders, vendors and fellow Team Members, turning them into enthusiastic supporters not only because we provide great service, but because the value we bring to them goes far beyond just our services.

In delivering exceptional service, we expect you to excel at the following core competencies:
- Honor commitments and go the extra mile
- Face the bad times head-on, acknowledge mistakes and fix them
- Think long term

**4. PRACTICE CONTINUOUS LEARNING.**
How, after all, can Biohabitats improve without first learning something new? Solving a problem, introducing a product, and reengineering a process all require seeing the world in a different light and acting accordingly. Embracing the concept of a learning organization, Biohabitats strives to be skilled at creating, acquiring, and transferring knowledge, and modifying its behavior to reflect new knowledge and insights.

In embracing a culture of learning, we expect you to excel at the following:
- Apply critical thinking skills and collaborate with others to problem solve
- Experiment with new approaches whenever feasible
- Learn from your experience and history
- Learn from your experience and acknowledge the constraints posed by your history; be open to new ideas and new approaches
- Share knowledge quickly and efficiently throughout Biohabitats

**5. ENSURE THE WELL-BEING AND FINANCIAL HEALTH OF BIOHABITATS.**
Everyone in Biohabitats contributes directly or indirectly to our well-being and financial health. It is important that our actions are aligned around ensuring that Biohabitats maintains the financial wherewithal to invest in our people, our clients and our operations, while giving back to the communities we serve and the planet we protect. While purpose, not profit is our primary objective, we understand that the well-being and financial health of Biohabitats is what sustains our growth and development as an organization.

In contributing to the well-being and financial health of Biohabitats, we expect you to excel at the following:
- Make decisions that contribute to our long-term well-being and financial health
- Respect deadlines and budgets
- Seek ways to do more with less

**Organization Morphology**

**ARCHETYPE – ORGANIZATION FRAMEWORK**
Biohabitats organizational archetype is a living system based on the following principles:
- Networks: All of our work is interconnected through networks of relationships working to restore life-sustaining processes. We embrace collaborative relationships that encourage diversity, facilitate the sharing of abundance, and maintain systemic health.
- Nested Systems: We are comprised of nested systems within systems, where each individual system is an integrated whole, simultaneously comprised of smaller sub-systems as well as being integrated into larger systems.
- Cycles: We are defined and maintained through the cyclical exchange of resources between our Team Members, clients, vendors, communities and the ecosystems we work in. We are interconnected and interconnected.
- Flows: While our work depends on continual flows of energy, water and nutrients to maintain basic biological functions, organizationally we depend on intellectual capital, financial capital and emotional capital to fuel our work and nourish our passion.
- Development: All life changes all the time, and this does Biohabitats. We continue to learn, adapt, develop and evolve through a continuous process of practicing self-reflection, humility and compassion.
- Dynamic Balance: While we may be in constant flux and transformation, we remain relatively stable over time. Like nature, we have no need for central command and control. Our dynamic balance is achieved through self-management, wholeness and evolutionary purpose.

We embrace nature’s genius, unfolding through the diversity of life and the evolution of consciousness.

Biohabitats, like complex, adaptive, self-organizing ecological systems, strives to embrace many similar characteristics:
- Biohabitats consists of Team Members, fluid project teams, guilds, Bioregions and shareholders, all acting in a holistic way to achieve our evolutionary potential—Restore the Earth and Inspire Ecological Stewardship.
- Our interactions and relationships are aligned through our collective purpose, which are codified in our Values Blueprint and DNA. They result in an emergent behavior where Biohabitats is greater than our individual contributions.
- We rely on signals and information (sensing) from both internal and external environments and react accordingly. We self-organize, adjust relationships, and do what it takes to adapt to changes.

As a learning organization, we learn from history and the environment to ensure that Biohabitats continues to thrive as a purpose driven, performance oriented, and values led organization.
As a Benefit Corporation, Biohabitats, Inc. is obligated to Wholeness:

GUILDS – OPERATIONAL FRAMEWORK

Using the living system archetype, Biohabitats organizational self-management is built on: Self-Management: We operate effectively at multiple scales with a system based on peer relationships, without the need for either hierarchy or consensus. We do this through trust, responsibility, accountability and a structured information and decision-making process.

Wholeness: We operate with a consistent set of practices that bring all of who we are to work. We believe in creating a safe and caring workplace where we nurture relationships, resolve conflicts, cultivate collaboration and encourage continuous learning.

Evolutionary Purpose: Through our individual lens, we share a collective purpose that is bigger than ourselves. Instead of trying to predict and control the future, we sense and respond to our surroundings, co-evolving as we grow. Growth is only an objective insofar as our purpose can be manifested on a larger scale. And while our primary objective is purpose, we need profits to carry us through this journey.

BUSINESS – CORPORATE FRAMEWORK

Biohabitats is a privately held Maryland-chartered sub-chapter S Benefit Corporation. It is a wholly owned subsidiary of Biosphere, Inc., an employee-owned privately held Maryland S Corporation. Biohabitats Contracting LLC, is a privately held, wholly owned subsidiary of Biosphere, Inc.

As a Benefit Corporation, Biohabitats, Inc. is obligated to demonstrate a material, positive impact on society and the environment, as measured by a third-party standard, though activities that promote a combination of specific public benefits.

Biosphere, Biohabitats and Biohabitats Contracting LLC are governed by a board of directors and consist of shareholders and managing partners. (Refer to the Commons for a current list)

GUILDS – OPERATIONAL FRAMEWORK

In nature, guilds form around key species that can generate and support large numbers of reciprocal relationships. In human systems, guilds form around overarching purposes that benefit the broader health and viability of the community, place, or field of endeavor that guild members depend upon. Biohabitats’ guilds define the operational framework of our organization.

Biohabitats consists of two guilds: Project Delivery and Operations. These two guilds serve as the operational framework for our business. Through a web of systemically reciprocal exchanges, these guilds bring together the various roles necessary to operate our business. Biohabitats’ guilds prosper to the degree that each team member is increasingly conscious of and invested in all other Team Members’ continuing wellbeing and ability to respond to changing internal and external conditions.

Project Delivery: Roles within this guild are primarily focused on delivering exceptional client service while applying our trade; conservation planning, ecological restoration, regenerative design, integrated water strategies, research and development, etc. Supporting roles include the acquisition of work and the management of projects.

Operations: Roles within this guild are primarily concerned with making sure that our internal operations fully support our project delivery while maintaining a culture of wholeness and fiduciary responsibility.

BIOREGIONS – GEOGRAPHIC FRAMEWORK

Bioregions serve as our geographic organizing unit. Conservation planning, ecological restoration and regenerative design must reflect both the natural processes and the influence of human activity on the landscape to be successful. That’s why our offices aren’t defined by political boundaries, but instead by bioregions—areas that share common physical and ecological attributes as well as human communities. This structure allows us to address local communities’ shared values and concerns and focus on specific local ecological and biophysical processes. This kind of in-depth expertise enables us to fit the solution to the site. We recognize that bioregions are not isolated. Certain ecological processes and laws of nature are applicable everywhere. So, we collaborate. And as we learn from one another, you gain the collective knowledge and experience of all our bioregion offices.

A full list of Bioregion office locations and contacts can be found on our website, biohabitats.com.

VOCATION + ROLES – WORKING FRAMEWORK

The diversity of professional vocations we all have achieved through education and experience (i.e. Biologist, Office Manager, Communications Director, Landscape Architect, GIS Technician, Administrator, etc.) contributes to the wholeness of Biohabitats. At Biohabitats, we believe the role(s) you fill are just as important as your vocation. Everyone has different aspirations with what they want to do with their life. Some of us want to fulfill a singular role that relates directly to our vocation, while others may want to venture into project management, leadership positions or operations.

We want you to find the roles that you like and excel in. The fluid arrangement of roles (instead of rigid job descriptions) allows us to better match your talent with our collective and evolving needs. Regardless of whether you focus intensely on one role throughout your career or take on multiple roles, we want to make sure there is a place for you at Biohabitats. The more successful you are, the more successful we all are.

A current list of Biohabitats’ Roles includes:

(These are ever evolving. An up-to-date list is posted on the Commons)

ROLES

- Project Team Member
- Project Management
  - Assistant Project Manager
  - Project Manager
  - Senior Project Manager
- Client Manager
- Business Development
- Proposal Production
- Marketing and Public Relations
- Communications
- Graphics
- Contracts/People/Culture
- Accounting
- Board of Directors
- Leadership Council
- Team Leader
- Operations Team Leader
- Bioregion Team Leader
- Administrative Assistance
- Mentor
- Practice Leader
- Advocate
- Bioregion Manager
- Office Management

RECOGNITION – ACHIEVEMENT FRAMEWORK

We believe all Team Members should be recognized for their professional achievements, contributions and commitment to Biohabitats, our mission and the profession.

- Professional achievements may include client and peer recognition for outstanding work; licensure, certifications and endorsements; publication, and career milestones.
- Contributions may include outstanding service to Biohabitats’ clients and the communities Team Members serve, along with the ecosystems Team Members restore.
- Commitment may include personal and professional growth; sharing wisdom, knowledge and passion with others; serving the communities and causes Team Members care deeply about; the number of years dedicated to Biohabitats and career, and the investments made as a shareholder in Biohabitats.

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We strive to recognize Team Member contributions and commitment several ways, including accolades, celebrations, contributions, grants, and rewards.

**TERMINOLOGY**

Terminology is important, so we want to make sure we are on the same page:

**Team Members, not Employees:** We are all part of a collective whole at Biohabitats. We are more than a person who has been employed for wages or salary. We are a group of individuals who have come together to work as a team, bringing all of who we are to work for a collective purpose.

**Advocates and Mentors, not Supervisors:** We are not here to ‘supervise’ your behavior and actions. Rather all Team Members are accountable and responsible for their own actions. You are encouraged to grow into the roles that align with your talents and experience, and to embrace opportunities that align with your personal aspirations. To support your growth, we offer Advocates and Mentors.

- Advocates are assigned to each team member, assisting in professional development, supporting career goals, championing achievements and successes, and gauging performance.
- Mentoring at Biohabitats is a voluntary, mutually agreeable relationship with a fellow team member intended to help you learn, grow and become more effective in your job. It provides you with the opportunity to align your personal career goals to Biohabitats’ organizational goals.

**Leaders, not Managers and Bosses:** As we continue to move toward a structure of self-management and whole-ness, where there is no dominant control, we do not have ‘managers’ and ‘bosses,’ rather we have leaders. Leaders are Team Members who have taken on roles that nurture relationships, cultivate collaboration and coordinate activities.

**Titles**

We are not big on titles. Job titles and descriptions rarely do justice to the unique talents we nurture and the combination of roles we play. They also seem too static to account for the fluid nature of our work. When we can’t turn to a job description to tell us what to do, we tend to find our own unique way in filling a role with exuberance and meaning.

But we do recognize that it may be important for Team Members to convey to clients, colleagues and peers, who they are, the role(s) they serve, and the authority they possess. That’s okay. Using the guide below, Biohabitats will leave it up to Team Members to create their own title, as long as everyone is honest.

**TITLE GUIDE**

Biohabitats suggests using any one or combination of the following labels:

**Senior:** In order to apply the label ‘Senior’ to a title, Biohabitats advocates that Team Members have a minimum of 12 years of experience in the vocation/role they serve.

**Vocation:** Use the vocation(s) you primarily serve (i.e. Aquatic Biologist, Landscape Architect, Ecological Engineer, etc.).

**Role(s):** Project Manager, Communications Director, etc.

**Licensure/Certification:** P.E., PLA, PWS, etc.

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**CERTIFIED B-CORP**

B Corps are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency. As a certified B Corp, Biohabitats meets the highest standards of verified social and environmental performance, public transparency, and legal accountability, and aspires to use the power of markets to solve social and environmental problems. Collectively, B Corps lead a growing global movement of people using business as a force for good.

**JUST LABEL**

The JUST Label is a transparent set of metrics that are designed to help create a better, more socially just and equitable world. Posted on our website and the Commons, Biohabitats Just Label discloses our operations, including how we treat Team Members and where we make financial and community investments. It represents Biohabitats progress toward becoming an equitable organization.

This approach requires reporting on a range of organization-and employee-related indicators. Each of the indicator metrics asks for simple yet specific and measurable accountabilities in order for Biohabitats to be recognized at a One, Two, or Three Star Level, which is then summarized on the JUST label.

**1% FOR THE PLANET**

1% for the Planet is a global network of businesses, nonprofits, and individuals working together for a healthy planet. Business members commit to supporting approved environmental nonprofit partners by donating the equivalent of 1% of sales through a combination of monetary, in-kind, and approved advertising contributions.

Launched by Patagonia founder, Yvon Chouinard, and Blue Ribbon File founder, Craig Mathews, 1% for the Planet advises on giving strategies, certifies donations, and brings dollars and doers together to accelerate smart environmental giving. Endorsement + Pledges

An active list of endorsements and pledges are posted on the Commons and Biohabitats web site. Following the DNA, Team Members may commit Biohabitats to an endorsement, pledge or sponsorship if it supports Biohabitats Mission and is aligned with Biohabitats Core Values.
REVERE WILD NATURE

NATURE RIGHTS

Biohabitats core value – wild Nature – embodies the premise that nature, and all of its expressions on this planet, both living and inert, have certain unalienable rights. At the heart of our mission, ‘Restore the Earth and Inspire Ecological Stewardship’, resides the belief that we have an ethical responsibility to respect and act on the right of nature to exist including the right for all species to live out their natural evolutionary potential.

Biohabitats strives to uphold the rights of nature in our business operations and applied practice. We are committed to finding and implementing ways to eliminate, minimize and mitigate our impact on nature, ensuring that the earth has a right to exist, to persist and to continue the vital cycles, structures, functions and processes that sustain all living beings. We are committed to:

• First, to do no harm.
• Conserving, restoring and regenerating ecosystem processes that support the health and wellbeing of all species on the planet.
• Supporting the right of all species to have a voice in their fate.
• Following the Precautionary Principle in all of our business operations and applied practice, http://www.precautionaryprinciple.eu including the purchase, production and recommendation of goods and services.
• Ensuring that all our products and services have a positive, regenerative impact on the ecological, cultural and spiritual systems that support a healthy, equitable and just world.
• Recognizing the traditions of ancestral and indigenous people as a wealth and strength to conserve ecosystems and restore biological diversity.

In support of Nature Rights, Biohabitats endorses and supports several declarations, organizations and causes. (refer to the Commons and Biohabitats’ web site for a current list)

PRECAUTIONARY PRINCIPLE

Biohabitats strives to follow the Precautionary Principle, which states that if an action or policy has a suspected risk of causing harm to the earth, life, or the public, in absence of scientific consensus (that the action or policy is not harmful), the burden of proof that it is not harmful falls on those taking that action. When an activity raises threats of harm to human health or the environment, Biohabitats will practice precautionary measures even if some cause and effect relationships are not fully established scientifically.

Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.

CLIMATE-FRIENDLY

Biohabitats strives to be climate-friendly in both our business operations and applied work. We recognize the detrimental effects that our carbon-based economy and lifestyle are having on the planet, including loss of arctic ice, glaciers and permafrost, accelerated sea level rise, alteration of sea currents, longer and more intense weather including heat waves, storm events and shifting plant and animal ranges. Climate change is a direct assault on the earth and all living species. Responsibility and action must be taken.

Biohabitats is committed to finding and implementing ways to eliminate, minimize and mitigate our role in contributing to carbon-based emissions and other human actions that jeopardize the ability of our climate to sustain all life on this planet.

Biohabitats aims to be a leader and inspiration to other businesses in the hopes of directing positive change with respect to climate action.
CARBON-FREE

As part of our Climate-friendly policy, Biohabitats' goal is to be a 100% carbon-free organization in our business operations (by 2025) and our applied work (projects) (by 2030). Recognizing that we are in a period of transitioning from carbon-based fuels to renewable energy, we explore and implement actions to first eliminate, second to minimize and finally to offset our use of carbon-based fuels. In doing so, we strive to practice the following actions:

• Undergo an independent energy efficiency audit for each office.
• Power all offices with renewable energy (where available).
• Electric, hybrid and low emission company vehicles utilized.
• Use mass transit as first choice for business travel (minimizing airline travel).
• Purchase goods and services, including food and water that embodies a low carbon footprint.
• Facilitate the use of alternative modes of transportation for commuting to and from work.
• Specify materials, processes and methods in our applied work that eliminate and/or embody a lower carbon footprint.
• Educate our clients on the carbon footprint of their projects.
• Conduct an annual review of our carbon footprint to assess progress toward our goals and publicly reporting on our efforts.
• Identify, measure and track our carbon footprint in both our operations and applied work.
• Publicly report on our annual carbon footprint, including our efforts to eliminate, reduce and offset our carbon use.
• Offset our carbon footprint within each of our Bioregions.

CARBON OFFSETS

Each year, Biohabitats initiates actions to offset our carbon footprint by investing in carbon offset measures in disenfranchised communities within the Bioregions we work.

HAZARDOUS CHEMICALS + TOXIC SUBSTANCES

FREE WORKPLACE

Biohabitats strives to be hazardous chemical and toxic substance free in both our business operations and applied work. We recognize the detrimental effects that hazardous chemicals and toxic substances are having on ecological systems, including contaminating soil, water and air, disrupting food webs, causing reproductive abnormalities and death, along with contributing to the illness and untimely death of countless species. Additionally, many hazardous chemicals and toxic substances cause a variety of illnesses and contribute to the premature deaths of thousands of people each year. The manufacture and use of hazardous chemicals and toxic substances is a direct assault on the earth and all living species. Responsibility and action must be taken.

Biohabitats is committed to finding and implementing ways to eliminate, minimize and mitigate our role in the production, use and disposal of hazardous chemicals and toxic substances. Biohabitats aims to be a leader and inspiration to other businesses in the hopes of directing positive change with respect to the elimination of these deadly chemicals and toxic substances.

As part of our Hazardous Chemical and Toxic Substance Free Workplace policy, Biohabitats strives to:

• Avoid the use of ‘Red List’ materials in all our projects (Red List Materials as defined by the Living Building Challenge).
• To be a 100% hazardous chemical and toxic substance-free organization in our business operations by 2025.
• To be 100% hazardous chemical and toxic substance-free organization in our applied work by 2030.
• Safely disposing of all e-waste and other hazardous materials purchased for Bioregion and virtual home offices.

Recognizing that we are in a period of transition, we explore and implement actions to first eliminate, second to minimize and finally to offset our use of hazardous chemical and toxic substances.

POSITIVE ENVIRONMENTAL AND SOCIAL IMPACTS

Embedded in Biohabitats core fiber is an unwavering commitment to producing and delivering only products and services that have positive societal and environmental impacts, regenerate the quality of life for all species on Earth, and make a positive contribution to community and society. This commitment begins with the types of products and services Biohabitats produces, continues with business operations and endures through the legacy of work.

Product Service Offerings: Biohabitats commits to the making, providing and supporting of products and services that adhere to our Core Values, follow our Approach and advance our Mission. Embedded in our services and products is our commitment to Nature Rights, Human Rights & Social Justice, and Climate Friendly initiatives. Biohabitats uses a ‘Go-No-Go’ process to screen all potential opportunities for compliance to our values, approach, DNA and mission.

Business Operations: Biohabitats commits to provisioning and supporting products and services that are environmentally and socially responsible, balanced with being Locally Sourced and cost effective, for all our Bioregion and virtual offices. Each purchasing decision adheres to our Core Values and strives to include companies and service providers that support Biohabitats commitment to Nature Rights, Human Rights & Social Justice, Climate Friendly initiatives and Local Sourcing. Each year Biohabitats examines the provisioning of goods and services to continually make improvements.

Legacy of Work: Biohabitats strives to produce products and services, and support companies and services providers that leave a legacy of ecological health, community wholeness, cultural richness, and economic vitality.

HUMAN RIGHTS AND SOCIAL JUSTICE

As Biohabitats, we are guided and sustained by our Mission, Core Values and DNA, which outline our responsibilities to our fellow Team Members, our clients, our communities, and the rights of nature. In addition to our ethical responsibility to respect and act on the rights of nature, we also subscribe to the Universal Declaration of Human Rights and its two corresponding covenants, The International Covenant on Civil and Political Rights and The International Covenant on Economic, Social, and Cultural Rights.

Our workplace practices and policies on providing fair compensation, equal opportunity, living wages, flexible leave/family time, safe and healthy workplaces, transparency and other commitments to human rights reflect our belief that the success of Biohabitats is linked with Team Members satisfaction and wellbeing.

We respect the dignity and human rights of our Team Members as well as those working in our external supply chain. We endeavor to ensure that we do not infringe on human rights, avoid complicity in the human rights abuses of others, and comply with the laws of the countries in which we do business.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Biohabitats, Inc. provides equal employment opportunities to all qualified Team Members and qualified applicants for employment without discrimination on the basis of race, color, creed, religion, creed, color, sex (including pregnancy and gender identity), sexual orientation, marital status, parent status, citizenship status, national origin, age, disability, familial medical history or genetic information, military service, or any other non-merit-based factor.

This policy applies to all the terms and conditions of employment including, but not limited to, hiring, placement, training, compensation, benefits, transfer, promotion, leave of absence, termination, layoff and recall.

If you have any questions or concerns about any type of discrimination, become aware of possible discrimination, or believe that you may have been subject to discrimination, immediately contact your Bioregion Team Leader, Operations Team Leader, or any other member of the Leadership Council that you feel safe speaking with. This applies whether the party involved is a Team Member, vendor, client, or other member of the public with whom you come in contact as part of your employment. Anyone witnessing or receiving a report about possible discrimination must report the situation to their Bioregion Team Leader or Operations Team Leader immediately.
Biohabitats will investigate all reports promptly and thoroughly. Adverse action will not be taken against a Team Member because he or she, in good faith, reports or participates in an investigation under this policy. Similarly, Biohabitats prohibits any form of retaliation against any Team Member who files a discrimination complaint or participates in an investigation. As with discrimination itself, retaliation is illegal and will result in disciplinary action, up to and including termination.

Biohabitats is committed to gender diversity and inclusiveness in our workforce. Our goal is to have a workforce that is gender balanced in all job classifications and levels and to ensure that women are treated on the same basis as men in terms of recruitment, hiring, training, promotion, and leadership positions. This goal means having relatively equal numbers of Team Members of both genders in the organization, and most importantly, to have women, as well as men, in senior leadership, executive, and board positions. Biohabitats conducts an annual review of its workforce gender diversity in each role and level and, as appropriate, acts to rectify gender imbalances in a reasonable and timely manner.

ETHNIC AND RACIAL DIVERSITY
Biohabitats is committed to ethnic and racial diversity and inclusiveness in our workforce. We encourage the hiring, retaining and promoting of ethnically and racially diverse Team Members.

Biohabitats monitors recruiting, retention, promotion and other employment-related policies to ensure that diversity is a key goal.

Our goal is to have a workforce that is ethnically and racially diverse in all job classifications and levels and to ensure that everyone is treated on the same basis in terms of recruitment, hiring, training, promotion, and leadership positions. This means we will follow strict personnel procedures that ensure equal employment-related opportunity for all people without regard to race, color, religion, DNA, national origin, gender, sexual orientation, age, ancestry, marital status, and disability, veteran or draft status. We will advertise for job openings in locations where minority and underserved populations are more likely to become aware of employment opportunities.

PEOPLES WITH DISABILITIES
Biohabitats is committed to providing equal opportunities and access for people with disabilities. In compliance with applicable federal, state, provincial, or local law, Biohabitats does not exclude otherwise qualified persons with disabili- ties from participating in employment opportunities. As well, Biohabitats will evaluate and respond to all requests to make a reasonable accommodation, modification, or adjustment in its facilities, programs, policies, jobs, services, and activities to ensure equal opportunity for qualified individuals with disabilities.

If you are a qualified individual with a disability and you require a reasonable accommodation to perform the essential functions of your job, notify your Bioregion Team Leader. To facilitate this process, you may be asked about the type of accommodation you believe is necessary, the functional limitations caused by your disability, and/or permission to obtain information from your physician.

EMPLOYMENT-AT-WILL
Biohabitats is an at-will employer. This means that regardless of any provision in this handbook, either you or Biohabitats may terminate the employment relationship at any time, for any reason, with or without cause or notice.

Nothing in this handbook or in any document or statement shall limit the right to terminate employment at will unless the Team Member has a written contract of employment stating otherwise that is signed by the Team Member and the Operations Team Leader. No one is authorized to modify this policy or enter into any employment agreement, oral or written, with any Team Member that is contrary to this policy unless there is a signed writing stating otherwise between the Team Member and the Operations Team Leader.

FULL TIME EMPLOYMENT AS A PRIMARY BASIS OF BIOHABITATS WORKFORCE
Biohabitats is committed to providing full-time employment as the primary basis of our workforce.

All Team Members are classified as either regular or temporary. Regular Team Members are Team Members hired without a specific termination date. Temporary Team Members are Team Members hired for a defined and limited period with a specific, predetermined termination date. Temporary positions will not be construed at any time as conferring any contractual or other rights for an indefinite term position. Team Members also are classified as either exempt or nonexempt according to provisions of federal and state law. Biohabitats will designate Team Members as exempt or non-exempt upon hiring or reassignment of duties. Exempt Team Members are those Team Members who are exempt from overtime and minimum wage standards. Non-exempt Team Members are subject to minimum wage requirements and receive overtime pay as required by federal and state law.

Regular full-time Team Members remain at will Team Members (as designated by State Law).

Regular Part-time Team Members are those Team Members working fewer than 30 hours per week. Regular part-time Team Members are not eligible for all regularly offered benefits. Regular part-time Team Members remain at-will Team Members (as designated by State Law).

Temporary Team Members are typically non-exempt Team Members who are paid hourly under a Letter of Agreement for a specified period of time. Temporary Team Members are not eligible for benefits except entry into our 401K plan. Temporary Team Members remain at-will Team Members (as designated by State Law).
Your group health and retirement-related programs are available to you and your covered dependents. The effective date of this coverage is following 90 days of the occurrence of the event.

For more information regarding COBRA, please contact the Operations Team Leader.

FLEXIBLE LEAVE PAID TIME OFF WITH FAMILY LEAVE

Restoring the earth and inspiring ecological stewardship can be hard work. Biohabitats believes that taking time away from work to get out and enjoy nature, recharge our mind and spirit, have fun and enjoy the company of our family and friends is critically important.

Biohabitats also believes in taking responsibility for managing our own time, our workload and our performance results. To that end, Biohabitats has adopted a Flexible Leave Paid Time Off (PTO) policy, in which each Team Member is afforded the flexibility to take as much time off as they like, whenever they plan it, so long as they are accountable for the on-the-job injury. This coverage begins on the first day of work with Biohabitats. Any injury must be immediately reported to the Bioregion Team Leader.

COBRA

You and your covered dependents will have the opportunity to continue medical and/or dental benefits for a period of up to 36 months, wholly at your expense, under the provisions of the Consolidated Omnibus Budget Reconciliation Act (COBRA) if you are separated from Biohabitats. You and your covered dependents would otherwise end because:

- your employment terminates, for a reason other than gross misconduct; or
- you pass away; or
- your employment status changes due to a reduction in hours; or
- your child ceases to be a ‘dependent child’ under the terms of the medical plan; or
- you become divorced or legally separated; or
- you become entitled to Medicare.

In the event of divorce, legal separation, or a child’s loss of dependent status, you or a family member must notify the Operations Team Leader within 60 days of the occurrence of the event.

TAKING TIME OFF

Everyone needs to rejuvenate health, spirit and mind. Here are some guidelines:

Vacation - To ensure a sustainable business, Biohabitats has already planned for Team Members to take time off. It’s baked into our performance expectations, so don’t miss out. Biohabitats’ expectation is that Team Members need to take time off to rejuvenate and restore wholeness. If Team Members need more time off because of a once-in-a-lifetime trip planned, that’s awesome, just make sure to plan ahead and follow the DNA.

Holidays: Time with family is important, spend it with them. Biohabitats observes most of the common holidays, see the Holiday Policy, on these days there is no need to plan for time off. However, there may be other holidays where it would be great to spend time with family and loved ones. Go ahead, just make sure to plan and follow the DNA.

Sick Time: If you need to be quarantined, STAY HOME. If some work can be done, great. Stay in bed if needed. Biohabitats wants the entire team to be healthy, whole and accountable to themselves and their family, fellow Team Members, clients and Biohabitats. Please remember Team Members are ALWAYS responsible and accountable to themselves and their family, fellow Team Members, clients, community and to Biohabitats.

In the event of divorce, legal separation, or a child’s loss of dependent status, you or a family member must notify the Operations Team Leader.

COBRA

You and your covered dependents will have the opportunity to continue medical and/or dental benefits for a period of up to 36 months, wholly at your expense, under the provisions of the Consolidated Omnibus Budget Reconciliation Act (COBRA) if you are separated from Biohabitats.
FAMILY FRIENDLY LEAVE

Caring for Family in Times of Need: Team Members may use the Flexible Leave PTO to care for family in times of need. Please make sure to follow the Taking Time Off guidelines above.

New Parents: Congratulations!! New parents may use the Flexible Leave PTO to care for biological or adopted child. While Biohabitats encourages you to take as much time as needed, Biohabitats recommends considering the following guidelines:

- If you are a secondary caregiver, Flexible Leave PTO may be used to cover your absence. Biohabitats suggests taking up to three weeks off, either continuously or staggered.
- Team Members eligible to purchase stock (2+ years of service with Biohabitats and voted to become a stockholder) may trade their accrued vacation payout for shares of Biosphere stock (as available).
- A 5% match will be earned based on the value of the vacation accrual used to purchase shares.

Team Members with more than $10,000 in PTO liability
- The value of accrued vacation as of January 1, 2017 will be paid on a quarterly basis between March 31, 2017 and June 30, 2018. Biohabitats reserves the right to adjust the amount and timing of the paycheck but will ensure all accrued vacation is paid by June 30, 2018.
- Team Members eligible to purchase stock (2+ years of service with Biohabitats and voted to become a stockholder) may trade their accrued vacation payout for shares of Biosphere stock (as available).
- A 5% match will be earned based on the value of the vacation accrual used to purchase shares.

ILLNESS AND OR DISABILITY

Biohabitats hopes for a speedy recovery for any ill or injured team member. All Team Member’s health and well-being are important to us. Please call in and let us know if you are ill or injured. Fellow Team Members will work to cover your responsibilities.

Biohabitats expects Team Members to use Short-Term Disability to cover applicable illnesses or injuries prior to using Flexible Leave PTO. Flexible Leave PTO can then be used in addition to short-term disability payments to make up full weekly compensation. Biohabitats does not provide additional Flexible Leave PTO compensation if you require long-term disability.

Team Members eligible to purchase stock (2+ years of service with Biohabitats and voted to become a stockholder) may trade their accrued vacation payout for shares of Biosphere stock (as available). A 5% match will be earned based on the value of the vacation accrual used to purchase shares.

JOB SECURITY

If leave is planned and follows the DNA, or if the leave is for illness, short-term disability or for family friendly reasons, then your job is secure. If long-term disability is required, then Biohabitats will work to secure your position, but cannot guarantee it after the first 12 weeks of absence.

The leave rights outlined in Headwaters are applicable to all Team Members, provided they meet the eligibility requirements for a particular leave. Many states, however, have additional leave protections that certain Team Members may be entitled to receive. If you have the need for time off that is not covered under a policy listed in Headwaters, please discuss your need with your Bioregion Team Leader or Operations Team Leader so that Biohabitats can determine if your request is protected under any additional state laws.

TRANSITION (TEMPORARY)

With the enactment of this policy, Team Members are eligible to receive compensation for unpaid PTO accrued in accordance with the previous policy. Biohabitats will reimburse Team Members as follows:

Team Members with less than $10,000 in PTO liability
- The value of accrued vacation as of January 1, 2017 will be paid on a quarterly basis between March 31, 2017 and June 30, 2018. Biohabitats reserves the right to adjust the amount and timing of the paycheck but will ensure all accrued vacation is paid by June 30, 2018.

biohabitats recognizes the following holidays and will be closed for business:
- New Year’s Eve (1/2 day)
- New Year’s Day
- Martin Luther King Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve (1/2 day)
- Christmas Day

If one of these holidays falls on a Saturday, then Biohabitats will be closed the Friday beforehand. If the holiday falls on a Sunday, then Biohabitats will be closed on Monday. Exempt Team Members will be compensated for these holidays. Non-exempt Team Members will not be compensated.

Team Members are free to take other holidays off as well, as long as Biohabitats Team Leaders are notified ahead of time (see the Flexible Leave Paid Time Off policy).

LACTATION/BREASTFEEDING

As part of our family-friendly policies and benefits, Biohabitats supports breastfeeding mothers by accommodating the mother who wishes to express breast milk during her workday when separated from her newborn child.

For up to one year after the child’s birth or as prescribed by State law, any Team Member who is breastfeeding her child is free to take the time she needs to express breast milk for her baby. Biohabitats will make a room or private space available for this purpose. Team Members may store breast milk during this time.

MOONLIGHTING

On occasion, Team Members may decide to seek employment outside of Biohabitats. That’s okay as long as it doesn’t prevent you from meeting your Performance Expectations and you follow the Taking Time Off outlined above, if applicable. However, Biohabitats does consider it a conflict of interest if Team Members are in the employ of a vendor, client or competitor, or provides similar services as Biohabitats, all of which is grounds for dismissal. Team Members that are employed outside of Biohabitats are required to keep their Bioregion Team Leader notified of outside employment and their terms of work.

SABBATICALS

Biohabitats does not offer paid sabbaticals. If you are interested in taking an unpaid sabbatical, please speak with your Advocate and Bioregion Team Leader.

HOLIDAYS

Biohabits recognizes the following holidays and will be closed for business:
- New Year’s Eve (1/2 day)
- New Year’s Day
- Martin Luther King Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve (1/2 day)
- Christmas Day
Practice Wholeness. All Biohabitats Team Members are subject to this provision, and alcohol abuses are known to increase absenteeism and associated with drug and alcohol abuse. Moreover, drug and weapons on company property does not supersede company policy. Any Team Member in violation of this policy will be subject to disciplinary action, up to and including termination.

“Dangerous weapons” include firearms, explosives, knives, and other weapons that might be considered dangerous or could cause harm. You are responsible for making sure that no firearms or similar work or work of equal value will be compensated on the same pay scale. Biohabitats conducts an annual review of the pay scale of all Team Members by classification to ensure there is no gender-based bias.

COMPENSATION FRAMEWORK
Aligned behind a collective set of core values, an unrelenting drive to deliver exceptional service and the skills needed to keep us on the leading edge.

For Team Members struggling to meet Biohabitats Performance Expectations, the Compensation Committee, in consultation with the Operations Team Leader, determines the Annual Compensation Adjustment for each Team Member. For Team Members struggling to meet Biohabitats Performance Expectations, the Compensation Committee, in consultation with Biohabitats Performance Expectations at the annual check-in.

The Compensation Committee may also allocate a higher annual compensation adjustment for Team Members that greatly exceed Biohabitats Performance Expectations.

Cost of Living Index: Using the Cost of Living Index, the Compensation Committee sets the cost of Living adjustment for all Team Members.

Change in Role(s): When a Team Member changes or takes on additional roles as part of their work responsibilities, they are eligible for compensation adjustments. The Compensation Committee, in consultation with Biohabitats Team Leaders and Advocates, determines the amount of compensation adjustment for changes in role(s).

Merit Increases: Team Members who are recognized by their peers for outstanding work or have achieved licenses, certifications or peer endorsements for their contributions to their profession, are eligible for compensation adjustments. The Compensation Committee, in consultation with Biohabitats' Performance Expectations, and the under-valuation of work performed by job classifications with the lowest pay.

Biohabitats recognizes that there are real and merited differences in Team Member compensation scales within the organization’s equity compensation program but puts a realistic and equitable maximum limit on the differences in this compensation at 1:8, where 1 represents the compensation of the lowest compensated, full-time Team Member and 18 represents the compensation of the highest compensated Team Member.

GENDER PAY SCALE EQUITY
Biohabitats strives for gender pay equity and Biohabitats’ goal is to eliminate systemic bias and discrimination that relates to the under—valuation of work traditionally performed by women and to ensure that women are treated on the same basis as men in terms of compensation for the work they perform. All Team Members performing the same or similar work or work of equal value will be compensated on the same pay scale.

Biohabitats is committed to providing a Living Wage for all Team Members. A Living Wage is defined as financial compensation that reflects what individuals need to support themselves and their families above the poverty line, based on the actual costs of living in a specific community.

A Living Wage helps with the basic and essential costs of living and helps to provide an adequate standard of living. Biohabitats will use the Poverty in America: Living Wage Calculator as the tool for determining the minimum Living Wage it needs to pay Biohabitats Team Members.

Biohabitats offers compensation packages that typically include the following:

• Base Salary or Hourly Wage
• Profit Sharing Performance Bonus
• Retirement Savings Plan
• Group Health Benefits

Each Team Member’s base salary or hourly wage is based on a number of factors, including the number and complexity of the role(s) being performed, years of experience, internal pay and gender scale equity, and market conditions.

For contracts requiring pre-assignment drug screening, each Biohabitats Team Member assigned to that contract must undergo a drug test within contract—specified days prior to start of work on that contract. Periodic drug screening may be necessary throughout the life of the contract.

Biohabitats will test any Team Member who causes or contributes to the job accident or “near miss” in which injuries or serious property damage results, or the potential for such exists.

Refusal to submit to a required drug screen can result in immediate termination. Team Members who test positive on a drug/alcohol screen face disciplinary action, up to and including termination of employment. The disciplinary action taken will be determined solely by Biohabitats based on a variety of factors. Team Members who are not terminated for a first offense will be expected to immediately terminate the inappropriate and prohibited use of drugs and/or alcohol and may be required to seek assistance as a condition of continued employment. Additionally, Biohabitats reserves the right to re-test the Team Member without notice and as frequently as deemed necessary. A second positive screen will result in immediate termination of employment.

2 Medical examinations and/or testing procedures outlined in this section may be restricted where inconsistent with state or local laws(s) or existing collective bargaining agreements.

SMOKING
Smoking is prohibited in the office, company vehicles and on company grounds, during fieldwork and at client facilities, at all times. This policy applies to all tobacco and tobacco—related products, including—smokeless tobacco and devices and vapor cigarettes (e—cigarettes). Use your discretion and be polite.

LIVING WAGE POLICY
Biohabitats is committed to providing a Living Wage for all Team Members. A Living Wage is defined as financial compensation that reflects what individuals need to support themselves and their families above the poverty line, based on the actual costs of living in a specific community.

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• Profit Sharing Performance Bonus
• Retirement Savings Plan
• Group Health Benefits

Each Team Member’s base salary or hourly wage is based on a number of factors, including the number and complexity of the role(s) being performed, years of experience, internal pay and gender scale equity, and market conditions.

TEAM MEMBER COMPENSATION ADJUSTMENTS
Adjustments to Team Member’s compensation take place as follows:

Profile Sharing Performance Bonus: All Team Members are eligible for Biohabitats Profile Sharing Performance Bonus each quarter (See Biohabitats Profile Sharing Performance Bonus above).

Annual Compensation Adjustment Allowance: At the beginning of each year, Biohabitats calculates an Annual Compensation Adjustment Allowance for adjusting salaries and hourly wages. The Leadership Council’s Compensation Committee, in consultation with the Operations Team Leader, determines the Annual Compensation Adjustment Allowance for each year. The total allowance amount is based on three primary factors:

• Biohabitats recent financial performance,
• Biohabitats cash position, and
• Biohabitats financial outlook for the pending year.

The Annual Compensation Adjustment Allowance is approved by the Leadership Council. Allocation of the Annual Compensation Adjustment Allowance is based on the philosophy that:

• Most Team Members are performing to their fullest capacity and capability (trust),
• Most Team Members are doing what they need to do to meet and exceed Biohabitats’ Performance Expectations (accountability) and
• Most Team Members should share equally in the Annual Compensation Adjustment Allowance.

Based on this philosophy, the Compensation Committee, in close consultation with each Boregion Team Leader, determines the Annual Compensation Adjustment for each Team Member.
Annual compensation adjustment letters are distributed to Team Members outlining their adjustments for the pending year. Team Members are encouraged to review their adjustments and talk to their Advocates and Bioregion Team Leaders about any issues or concerns they may have.

Compensation adjustments are distributed during the first pay period following the Spring Equinox (March 21) each calendar year.

Annual Compensation Bonuses, Stock Shares = Dividends
- For Highly Compensated Team Members (defined by Team Members that earn more than $120,000 a year or own more than a 5% stake in Biohabitats) annual compensation adjustments may be distributed as salary increases and/or annual compensation bonuses.
- On occasion, Biohabitats may offer eligible Team Members stock shares in Biohabitats stock in place of cash compensation.
- On occasion, Biohabitats may offer Biohabitats Stockholders dividends in place of cash compensation.
- In accordance with Keith’s stock distribution plan, Team Members may exercise stock options by converting their cash compensation to Biohabitats stock. Conversion rates are based on the current published stock value.

BIOHABITATS PAY SCALE
Biohabitats uses published industry surveys, market analysis, and general market observations to provide guidance on pay scales for each position in Biohabitats. Pay scales may vary depending on geographic location and associated cost of living indexes and market conditions.

Biohabitats reserves the right, when needed, to offer compensation and compensation adjustments outside the Pay Scale ranges provided that they conform to Biohabitats Living Wages and Pay Scale Equity policies.

PAYDAY
Project time (Billable) is the major source of income for Biohabitats. Therefore, electronic time sheets are to be updated daily and submitted by the end of day each Friday. Time sheets should be submitted on time and correct to ensure accurate payroll. If Team Members are unable to submit time sheets by the end of day Friday, please inform your Bioregion Team Leader to make other arrangements.

Pay periods are bi-weekly beginning on Saturday at 12:00 am and ending Friday at 11:59 pm. Payday is every other Friday. Direct deposit is available and highly encouraged.

Report any errors in your paycheck, directly to the Operations Team Leader.

RETIREMENT SAVINGS PLAN
Biohabitats sponsors a retirement savings plan – a 401(K) Plan for all eligible Team Members, provided that age and service requirements have been met per the plan documents. Under this plan, Team Members can save money toward their retirement on a tax-deferred basis – that is, federal and state income taxes are not applied on investment earnings until the money is withdrawn at retirement.

Team Members may begin contributing to 401(K) plan the month following the hire date. Biohabitats 401(K) plan is an automatic enrollment plan where 3% of pay will be deposited into a 401(K) account unless a waiver is requested. Biohabitats will match 401(K) contributions up to a pre-determined maximum of 15% of 401(K) contributions up to a maximum of 5% of total salary after one year of employment. The matching percentage may change on a quarterly basis depending on the profitability of Biohabitats. Team Members are considered eligible if they do change. Team Members that elect not to participate in the plan will not be eligible to receive any benefits from this program.

PROFIT SHARING PERFORMANCE BONUS
Being a purposefully driven, performance-oriented and principle-led organization is fundamental to Biohabitats being. While Biohabitats’ purpose and values provide the basis for Biohabitats’ performance, ultimately, all Team Members are responsible for the collective financial success of Biohabitats. All Team Members should be rewarded for Biohabitats success. With this in mind, Biohabitats has created a Profit Sharing Performance Bonus.

The bonus is based on three principles:
- One for all and all for one. Biohabitats’ success depends on the shared efforts from each Team Member, of each Bioregion office, and of the collective whole of Biohabitats.
- Biohabitats must be profitable to survive and prosper. Without profit, Biohabitats cannot persist as a purpose-driven organization.
- Biohabitats’ values are embodied in Team Members’ performances.

Following these principles, the Biohabitats Profit Sharing Performance Bonus is based on the following:

1. The bonus pool is derived from the cumulative accrual-based net income (profit) of Biohabitats each quarter.
2. Bonuses will be calculated on a quarterly basis. Distribution of bonuses is dependent on cash basis profitability. In certain circumstances, Biohabitats may need to defer the distribution of bonuses until the cash basis profitability allows Biohabitats to securely make profit sharing, performance payments.
3. For eligible shareholders, Biohabitats will provide a 10% match to bonuses used to purchase shares of Biohabitats stock.

There are three ways to share in the Profit Sharing Performance Bonus.

Company-wide Performance – Company-wide net profits
- Performance Metric: Net Profit (cumulative through the year)
- Share: 5% of quarterly net profits
- Distribution: Equal share of the pool between all Team Members (part-time pro-rated)

Bioregion Profit Sharing – Bioregion offices that exceed their financial performance targets.
- Bioregion offices are eligible to share in two performance rewards:
  - Performance Metric: 5-10% Net Profit (cumulative through the year)
  - Share: 5% of quarterly net profits
  - Distribution: Equal share of the pool between technical Bioregion Team Members (10% part-time pro-rated)

- OR -
  - Performance Metric: >10% Net Profit (cumulative through the year)
  - Share: 10% of quarterly net profits
  - Distribution: Equal share of the pool between technical Bioregion Team Members (10% part-time pro-rated)

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Bioregion Budget Sharing - >2 out of the 3 must be met to be eligible for this reward
- Performance Metric: Quarterly multiplier exceeds target multiplier as per the budget
- Performance Metric: Pre-allocated overhead rate is below budgeted pre-allocated overhead rate
- Performance Metric: Cumulative NSR exceeds budgeted NSR

Share: 5% of quarterly net profits
Distribution: Equal share of the pool between technical Bioregion Team Members (regular part-time pro-rated)

As Biohabitats continues to grow and evolve, we believe that an internal ownership transition strategy is the best way to carry forward Biohabitats’ Mission and Core Values. In addition to rewarding Team Members for their commitment and dedication to Biohabitats, we also see this as Biohabitats’ primary means to transition ownership of Biohabitats from Keith Bowers to the next generation of Team Members.

WHAT DOES IT MEAN TO OWN A PIECE OF BIOHABITATS?
Being a shareholder in Biohabitats means owning a piece of Biohabitats. It means Team Members have a stake in their future. It is an investment in both hard work and Biohabitats’ future. It is a commitment to Biohabitats’ Purpose, Vision, and Mission. As a shareholder in Biohabitats, Team Members share in Biohabitats’ income, losses, deductions,
As Biohabitats increases in value, so does shareholder investment. While the rewards can be significant, Team Members also share in the risks and liabilities associated with Biohabitats. At any time, Team Members are free to sell shares to Keith or other shareholders. As a shareholder, Team Members are putting their trust in Biohabitats, and Biohabitats is putting its conviction in you.

Biohabitats is currently owned 100% by our holding company, Biosphere, Inc. In most cases, the opportunity to purchase shares in Biohabitats will be done via the purchase of shares in Biosphere, Inc. Biosphere, Inc. also owns Biohabitats Contracting LLC and your purchase of shares in Biosphere, Inc will provide you ownership in both Biohabitats, Inc. and Biohabitats Contracting, LLC. While each purchase may be unique to the transaction at hand, the references in this section concerning stock sales of Biohabitats will in most cases be made through the purchase of stock in Biosphere, Inc.

ELIGIBILITY
To be eligible for Biohabitats stock ownership program, Team Members must be a Regular Full Time or Part Time Team Member for a minimum of five years. When reaching the five-year anniversary, Team Members may be nominated by the existing shareholders for consideration to purchase stock. Shareholders will consider Team Members overall contributions to Biohabitats, embodiment of Biohabitats Core Values, and love for what Biohabitats does. Once selected, Team Members will be eligible to become an owner of Biohabitats.

On occasion, Biohabitats may also consider stock as a form of compensation for key Team Members as a result of mergers or acquisitions, or in recruiting highly sought-after candidates for key roles in Biohabitats. In these cases, Biohabitats may waive the five-year Biohabitats tenure requirement, but decisions for consideration of stock will still be vetted with the existing shareholders.

STOCKHOLDERS AGREEMENT
The Biosphere Stockholder Agreement governs the value, purchase, distribution, and sale of Biohabitats stock. Team Members may find a copy of the current Biosphere Stockholder Agreement, along with a list of current shareholders, on the Commons. Biohabitats highly encourages Team Members to carefully review the Stockholder Agreement if planning to purchase stock. Biohabitats encourages Team Members to share the Stockholders Agreement with family and legal counsel. Prior to purchasing stock, Team Members will be asked to sign the Stockholders Agreement.

SAFE WORKPLACE
Maintaining a safe workplace is essential to Biohabitats operations, and it is our policy to promote safety on the job and to comply with applicable laws regarding safety in the workplace. The health and well-being of Team Members is foremost among Biohabitats concerns. For this reason, Team Members are expected to assist Biohabitats in maintaining safe working conditions. Team Members are required to follow common sense safety practices and to report any unsafe condition to their Bioregion Team Leaders. Safety is a state of mind and requires constant vigilance and common sense. Safety is everyone’s responsibility.

This policy applies to all Team Members while at work or engaged in work-related activities.

Biohabitats recognizes that the responsibilities for safety and health are shared. Team Members who have questions about Biohabitats safety and health program should contact their Bioregion Team Leader or the Operations Team Leader.

Team Members are responsible to comply with the Biohabitats safety rules and regulations and for continuously practicing safety while performing their duties. Team Members are required to work during each scheduled workday able to safely and competently perform their job duties. If a Team Member is unable to safely or competently perform his or her job duties for any reason he or she is required to inform their Bioregion Team Leader. Additionally, Team Members who observe or experience unsafe working conditions are required to immediately report the unsafe working conditions to their Bioregion Team Leader.

All workplace accidents, injuries and illnesses involving Team Members, even those that are not serious, must be immediately reported to their Bioregion Team Leader and Operations Team Leader. Similarly, all accidents and injuries involving Biohabitats clients, vendors, contractors or any other person who is on Biohabitats premises, even those that are not serious, must be immediately reported to their Bioregion Team Leaders.

It is only through full knowledge of every accident or injury that Biohabitats can become a safer, healthier place to work for everyone. Team Members’ notification to Biohabitats of unsafe working conditions or of workplace accidents, injuries or illnesses is essential to administering this policy. Team Members may be assured that they will not be penalized in any way for reporting unsafe working conditions or workplace accidents, injuries or illnesses.

Biohabitats, Inc. will comply with all aspects of the Occupational Safety and Health Administration (OSHA) requirements and the Emergency Preparedness and Occupational Health Directorate (EPOHD) when working in Canada. To promote safety in the workplace, Biohabitats will arrange and pay for CPR/First Aid classes for any Team Member, anytime.

HANDLING HAZARDOUS CHEMICALS + TOXIC SUBSTANCES
As part of Biohabitats Hazardous Chemical and Toxic Substance Free Workplace policy, Biohabitats’ goal is to be a 100% hazardous chemical and toxic substance free organization in the business operations (by 2022) and applied work (by 2030). Recognizing that Biohabitats is in a period of transition, the goal is to provide guidance on safe methods for handling flammable liquids, toxic chemicals and highly reactive chemicals identified as hazardous substances by the Environmental Protection Agency (EPA), OSHA/MOSH and applicable state agencies.

In general, hazardous materials and chemicals are not to be used in the workplaces. If Biohabitats encounters hazardous materials or chemicals during work at other locations, Biohabitats will take immediate corrective action to eliminate health and safety risks to Team Members. Biohabitats will comply with all aspects of OSHA requirements to prevent injuries or health and safety risks to Team Members.

If encountered or used, hazardous chemicals and toxic substances must be handled in a manner which poses no substantial hazard to human or animal health and shall not be deliberately discarded with the general waste, deposited or buried in soil, or by any route into the sanitary sewer system. The handling and disposal of these materials shall follow this policy and all applicable Federal, Provincial and State regulations to assure that any hazardous materials encountered or generated in the activities of Biohabitats does not pose a hazard to human or animal health and the environment.

ACCIDENT REPORTS
Written Accident Reports must be completed within 24 hours of an injury, including:

• Specific circumstances of the accident
• The Team Member’s description of the injury
• Witness’s description of the accident circumstances and the injury
• Names of additional witnesses

REIGNITION
On occasion, Team Members may choose to resign from Biohabitats. We request that Team Members provide Biohabitats at least two weeks’ notice. If a Team Member’s resignation is unexpected, Biohabitats will be expected to negotiate the sale of shares to an existing Team Member or shareholder. Team Members are encouraged to negotiate a fair purchase price for their shares to ensure that the sale of shares is beneficial to the Biohabitats stock owner program.

If a Team Member’s resignation is unexpected, the Team Member or shareholder is encouraged to consider the following:

1. Team Members are encouraged to consider selling their shares to Keith or other shareholders. As shareholders, Team Members may find a copy of the current Biosphere Stockholders Agreement, along with a list of current shareholders, on the Commons. Biohabitats highly encourages Team Members to carefully review the Stockholder Agreement if planning to purchase stock. Biohabitats encourages Team Members to share the Stockholders Agreement with family and legal counsel. Prior to purchasing stock, Team Members will be asked to sign the Stockholders Agreement.

2. If a Team Member is unable to safely or competently perform his or her job duties for any reason he or she is required to inform their Bioregion Team Leader. Additionally, Team Members who observe or experience unsafe working conditions are required to immediately report the unsafe working conditions to their Bioregion Team Leader.

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In general, severance pay, Profit Sharing Performance Bonus and outplacement services will not be provided to Team Members who resign. Team Members can expect the following upon leaving Biohabitats:

**TERMINATION**

Terminating a Team Member is always unpleasant but sometimes necessary. If that happens, we will act lawfully and respectfully. In accordance with its employment-at-will policy, Biohabitats may terminate a team member with or without cause and with or without notice.

Team Members can expect the following upon leaving Biohabitats:

- **Wages and Bonuses:** Any compensation that Team Members are entitled to at the time they separate from service, should be delivered to the Team Members’ Bioregion Team Leader. Within the spirit of Biohabitats information sharing and transparency, we will announce your resignation with the Biohabitats team unless you would rather announce it yourself.

- **Savings Plan:** For Team Members enrolled in the Medical and assigned to the retirement savings plan, all contributions. Team Members are encouraged to reference their 401(k) plan summary for distribution options.

- **Flexible Leave Paid Time Off with Family Leave:** Since Paid Time Off is unlimited, there is no unused vacation, sick time or unpaid leave time. Accordingly, Biohabitats does not compensate Team Members for unused paid time off upon resignation or termination.

- **Biohabitats Inc. Stock Ownership Program:** Team Members that are terminated without cause may be eligible to receive a pro-rated share of the current quarter Profit Sharing Performance Bonus.

- **Outplacement Services:** Biohabitats encourages Team Members to learn what’s behind the balance sheets, income statements, budgets and project cost accounting. The more everyone knows, the more all Team Members can help shape Biohabitats’ collective future.

Biohabitats encourages Team Members to learn what they need for personal and professional development. Biohabitats is a private company, and for strategic business reasons, it is important that Team Members and their family members not share Biohabitats’ financial information with anyone outside the organization. Failure to keep financial information within Biohabitats and immediate family members can result in termination.

**QUALITY ASSURANCE / QUALITY CONTROL**

Quality Assurance:

- Quality Assurance: The act of ensuring that something is what it is supposed to be. Quality Assurance has different meanings:
  - **Assurance:** The act of ensuring a service is delivered or a product is made correctly. Any compensation that Team Members are entitled to at the time they separate from service should be delivered to the Team Members’ Bioregion Team Leader. Within the spirit of Biohabitats information sharing and transparency, we will announce your resignation with the Biohabitats team unless you would rather announce it yourself.

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**QUALITY ASSURANCE / QUALITY CONTROL**

(To progress)

What is QA/QC?

- Occurs throughout project history
- Can assume many forms (formal review, day-to-day conversations)
- Everyone has important input

The terms “quality assurance” and “quality control” are often used interchangeably to refer to ways of ensuring the quality of a service or product. The terms, however, have different meanings:

- **Assurance:** The act of giving confidence, the state of being certain or the act of making certain.

- **Quality Assurance:** The planned and systematic activities implemented in a quality system so that quality requirements for a product or service will be fulfilled.

- **Control:** An evaluation to indicate needed corrective responses; the act of guiding a process in which variability is attributable to a constant system of chance causes.

**HARASSMENT AND SEXUAL HARASSMENT**

Biohabitats’ policy is to maintain a safe work environment in which all Team Members are free from harassment of any kind. Biohabitats prohibits harassment of one Team Member by another, employee, manager or third party for any reason, including, but not limited to: race, color, religion, sex, sexual orientation, gender identity, national origin, age, physical or mental disability, veteran status, uniform service member
status, genetic information, or any other status protected by law.

The conduct prohibited by this policy includes conduct in any form including, but not limited to, e-mail, voice mail, Internet activity, text messages, images, objects, writings, words, gestures, or physical contact.

Harassment can include: slurs, threats, derogatory names, comments, objects or visual depictions; unwelcome jokes or teasing, stereotyping, and other similar verbal, written or physical contact that is based on a protected status or denigrates or shows hostility or aversion toward a protected status.

Sexual harassment can include a range of subtle or not-so-subtle behaviors and may involve individuals of the same or different gender. Sexual harassment includes: unwelcome sexual advances, requests for sexual favors, and/or verbal or physical contact of a sexual nature including, but not limited to, sexually related images, jokes, teasing, unwanted touching or other sexually-related conduct where such conduct:

- requires submission to the conduct as a term or condition of employment or is used as a basis for employment decisions;
- substantially interferes with an individual’s work performance or;
- creates an intimidating, hostile, or offensive working environment.

Additionally, direct or implied requests by a person in a supervising capacity for sexual favors in exchange for job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitute sexual harassment.

A victim of harassment does not have to be the intended recipient of the harassing behavior. It can be anyone who finds the behavior offensive and feels affected by such behavior. If you believe you have been harassed or become aware of possible harassment, you should report the situation immediately to your Biohabitats Team Leader, Operations Team Leader, or any other member of the Leadership Council with whom you feel comfortable. This applies whether the party involved is a Team Member, someone in leadership, vendor, client, or other member of the public with whom you come in contact as part of your employment. Anyone witnessing or receiving a report about possible harassment must report the situation to the Operations Team Leader immediately.

Biohabitats will investigate all reports promptly, thoroughly, and as confidentially as possible. Adverse action will not be taken against a Team Member because he or she, in good faith, reports or participates in an investigation of a violation of this policy. Similarly, Biohabitats prohibits any form of retaliation against any Team Member who files a harassment complaint or participates in an investigation under this policy. As with harassment itself, retaliation is illegal and may result in disciplinary action, up to and including termination.

RESPONSIBLE INVESTING

Biohabitats is committed to socially responsible investing (SRI) and advocacy. Socially responsible investing is an investment in health, wholeness, wellbeing and prosperity of people, community, environment and country, as well as in the prosperity of any organization. Biohabitats supports investing in only ethical business that have positive societal and environmental benefits, that support and protect Team Members and their families and treat them fairly and with respect, that are human rights compliant, that do not condone, support, or participate in practices, products or services that are harmful to society and the environment, and that follow progressive sustainable practices that contribute to sustainable economies, communities, and societies.

Specifically, Biohabitats will not invest in companies that:

- Adult Entertainment
- Tobacco
- Gambling
- Animal Testing
- Military & Defense
- Carbon-Based Energy
- Extraction of Natural Resources without a commitment to biodiversity conservation, ecological restoration and social justice.

LOCAL SOURCING

Local sourcing or buying local is an important component of healthy and sustainable communities and economies. Local sourcing represents an opportunity for organizations to ensure a sustainable supply of goods and services while building a more locally based, self-sustaining, economy and strengthening the social health of communities. Biohabitats will search out local sourcing opportunities for Biohabitats business operations and applied practice needs.

When possible, Biohabitats will make:

- Purchases on goods and services to sustain Biohabitats business operations, from sources within a 300-mile radius from Biohabitats Bioregion offices
- Design and specify materials, products and services for Biohabitats applied work that is within a 300-mile radius of the project site.

AUTHORIZATION FOR EMPLOYMENT IN THE UNITED STATES

While Biohabitats embraces diversity within the workplace, Biohabitats is required under federal regulations to have all new Team Members complete and sign Federal Form I-9, Employment Eligibility Verification Form, and to present documents of identity and eligibility to work in the US. If you are working for Biohabitats under a work authorization, Biohabitats must re-verify your employment eligibility on the original I-9 form prior to the expiration date.

Former Team Members who are rehired must also complete the form if they have not completed an I-9 with Biohabitats, Inc. within the past three years, or if their previous I-9 is no longer retained or valid. If a Team Member at any time cannot verify the right to work in the United States, Biohabitats may be obligated to terminate that Team Member’s employment.

CREDIT CARDS

Certain Team Members will be issued a charge card as deemed necessary for business use only. The card may only be used for work related purchases and expenses. All material items purchased with this card become the property of Biohabitats, Inc. Personal use of this card is forbidden and may result in termination of the Team Member. All charges must be entered on expense reports on a bi-weekly basis along with copies of the receipts. Abuse will result in the revocation of the charge card and potential reimbursement of funds charged to Biohabitats.

BIOHABITATS VEHICLES

Team Members are encouraged to use company vehicles (when available) for all business activities. Team Members are responsible for any speedng and/or parking tickets and any other moving violations while driving company vehicles. If a Team Member uses his/her personal vehicle for company use (commuting excluded), Biohabitats will reimburse the Team Member at a rate currently recognized by the IRS (plus tolls and parking). If the Team Member leaves directly from home to an appointment, commuting miles will be deducted from the total miles driven. Records of mileage must be reported on the expense sheets and billed to the appropriate project if applicable.

A Team Member may use company vehicles for personal use provided they receive support from their Bioregion Team Leader or Operations Team Leader. Team Members will be charged the current mileage rate while using Biohabitats, Inc. vehicles for personal use. Use of cell phones or any other device that may distract the driver is prohibited. Team Members are responsible for ensuring the vehicle is in safe condition prior to operating and that the vehicle is returned in the same condition.

Team Members who drive on behalf of Biohabitats must:

- maintain a valid, unrestricted driver’s license.
- Employees are required to report any restrictions to their licenses within 24 hours of the restriction prohibiting the employee from performing their job requirements.
- maintain sufficient insurance coverage on their vehicle. Proof of current insurance must be provided at any time upon demand.
- may have their driving record checked at any time at the discretion of Biohabitats.

BIOHABITATS BOATS

Biohabitats uses both motorized and non-motorized boats to perform project-related services for clients. All Biohabitats boats (motorized, canoes, kayaks, barges, etc.) must be operated, equipped and maintained in accordance with regulations established by applicable state Navigation Law, or the United States Coast Guard, depending upon waters of operation.

All boat operators must wear a suitably rated personal flotation device at all times the boat is in the water. Motorized boats must be equipped with a hand held or permanently mounted two-way communications device (radio, cell phone, etc.) capable of summoning emergency assistance in the area that the boat is operating at the time.

Boat operators must be a current Biohabitats Team Member that is completely familiar with the proper use of their device. All motorized boats must display required navigation lights at all times between sunset to sunrise, and during daylight periods of reduced visibility. All manually propelled boats, including canoes and kayaks, in lieu of carrying the prescribed lights may carry a lighted lantern (flashlight or cell phone light) that shows a white light.

All operators of Biohabitats’ motorized boats must be a current Team Member and must have completed a U.S. Coast Guard approved boater safety course. Current documentation of completion must be on-file at the Chesapeake/Delaware Bays Bioregion office.

The safe use and operation of a boat, and all related decisions, are the sole responsibility of the Boat Operator. It is the Boat Operator’s responsibility to see that the following minimum information is filed with their Project Manager, Bioregion Team Leader, or the Operations Team Leader.
Act With Uncompromising Integrity

Motorized boats are to only be used for related project or business activities. Motorized boats are not to be used for recreational or personal use. Canoes, kayaks and non-motorized boats may be used for recreation during the hours between sunrise and sunset provided Team Members follow the protocols outlined above.

All boating accidents must be immediately reported to the operator of a Biohabitats boat, while operating Biohabitats boat, must be reported by the Boat Operator to the Operations Team Leader within 24 hours.

Information Technology

Social Media and Networking Policy

Biohabitats recognizes that Team Members may use social media sites or have personal email accounts. Social media can take many different forms, including, but not limited to, internet forums, blogs & microblogs, online profiles, wikis, podcasts, pictures and video, email, instant messaging, music-sharing, and voice over IP. Likewise, there are numerous examples of social media applications including, but not limited to, LinkedIn, Facebook, Wikipedia, YouTube, Twitter, Vejo, Flickr, Second Life, Yahoo groups, WordPress, and Zoom Info.

Ultimately, Team Members are solely responsible for what they post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any conduct that adversely impacts performance expectation, co-worker’s performance expectations or otherwise adversely affects members, clients, suppliers, people who work on behalf of Biohabitats or Biohabitats’ legitimate business interests, or does not follow the DNA, may result in termination. This applies to all Team Members using social media, whether such use occurs during or after work hours.

Make sure posts/contributions to social media are always honest and accurate, and if a mistake is made, correct it quickly. Be open about any previous posts that have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that are knowingly false about Biohabitats, fellow associates, clients, suppliers, or people working on behalf of Biohabitats.

Team Members using social media are prohibited from:

- Posting any trade secrets, confidential, sensitive or proprietary information about Biohabitats or any of Biohabitats clients. Do not post internal reports, policies, procedures or other internal business-related confidential communications.
- Posting Biohabitats email addresses or providing fellow Team Member telephone numbers.
- Posting any statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage clients, co-workers or suppliers, or that might constitute bullying, discrimination, or harassment.
- Posting any false or misleading statements.
- Posting or using Biohabitats logos or trademarks.

Team Members using social media should also be mindful:

- To use privacy settings when appropriate.
- That if you see unfavorable opinions, negative comments or criticism about yourself or the Company, do not try to have the post removed or send a written reply that will escalate the situation. Rather, forward this information to Biohabitats internal Human Resources department.
- That if you endorse or promote Biohabitats, you must disclose that you are employed by Biohabitats.
- To be respectful of others. Stick to the facts; try to give accurate information and correct mistakes right away.

Computer Security

You should not provide a password to other Team Members or to anyone outside Biohabitats and should never access any technical resources using another Team Member’s password.

Although Team Members may have passwords to access computer, voicemail, and email systems, these technical resources belong to Biohabitats, and are to be accessible at all times by Biohabitats. Biohabitats may override any applicable passwords or codes to inspect, investigate, or search a Team Members files and messages. All passwords must be made available to the Bioregion Team Leader or Operations Team Leader upon request.

Electronic Mail

Biohabitats e-mail system is intended for business use. Biohabitats recognizes that from time to time Team Members may use e-mail for personal reasons, but such use should be kept to a minimum and may not ever interfere with company business. Personal uses that are excessive or interfere with Biohabitats operations are not permitted.

Internet

The intended use for all Internet communications is for company business or to gain technical or analytical information. The Internet shall be used in a professional, ethical and lawful manner. Abuse of this policy will be handled on an individual basis.

Use of the Internet must not disrupt the operation of the company network and it must not interfere with productivity. Viewing, downloading and distributing unauthorized information from the Internet is prohibited.

To protect the integrity and functionality of the Company’s computer systems, there will be no unauthorized downloading of software. Please use the Advice Decision Making process and coordinate with the Bioregion Team Leader and Operations Team Leader before purchasing or downloading software.

Inspections

Biohabitats leads with trust. However, for safety, legal and other business reasons, there may be times when Biohabitats finds the need to carry out inspections. To the extent permitted by law, Biohabitats reserves the right to inspect packages, purses, brief cases, or any other possessions or articles carried to and from Biohabitats’ property or project sites. Biohabitats reserves the right to search Team Member’s office, desk, files, equipment or any other area or article on Biohabitats premises.

Team Members are expected to fully cooperate in an inspection. If a Team Member is believed to be in possession of stolen property or illegal or unauthorized substances or have otherwise violated any Biohabitats’ policy, they will be subject to disciplinary action, up to and including termination.

Team Member Development

We want Team Members to thrive at Biohabitats, to do rewarding work, to achieve their personal and professional aspirations, and to perform at their highest levels.
Developing Team Members’ personal and professional strengths, uniqueness and capacity to self-reflect is critical to the health and prosperity of Biohabitats. It enables all of us to make good choices, build enduring relationships, accomplish personal and professional goals, and achieve something bigger than any one of us could do alone.

Biohabitats’ performance expectations and appraisal process are different from most organizations. Rather than trying to change people’s behaviors based on a preconceived list of criteria administered from others, Biohabitats believes in elevating performance following the tenants of self-management, wholeness and evolutionary purpose, by:

1. Self-directed personal and professional development uniquely tailored to each individual.
2. Common Performance Expectations that embody Biohabitats’ mission and values.

Refer the Appendix for a full description of Team Member Development.

MENTORING

Mentoring seeks to build wisdom – the ability to apply skills, knowledge and experience to new situations and processes. Mentoring at Biohabitats is a voluntary, mutually agreed-upon relationship with a fellow Team Member intended to help us learn, grow and become more effective in our jobs. It provides an opportunity to align personal career goals with Biohabitats organizational goals.

Mentors help by:
- Providing advice and counseling on career and professional goals.
- Introductions to colleagues, allied professionals, clients and professional networks.
- Helping establish new professional relationships.
- Exposing new ideas, techniques and processes.
- Providing context and history associated with Biohabitats culture and inner-workings.
- Championing achievements and successes.

While mentors will not be involved in Developmental Work Plans, they will be there to provide peer advice and support as needed. Mentees are free to decide the type of relationship, support and duration of their mentorship. Mentees and their mentor set the agenda and determine how it will evolve over time. This is strictly voluntary. Mentees and Mentors may elect to establish or end a mentorship relationship at any time.

LEADERSHIP COUNCIL

Biohabitats believes in building an organization that reflects the values, skills and passion that all of us bring to work each day.

Rather than a top-down, command and control approach to leadership, Biohabitats believes that leadership should be cultivated, nurtured and practiced throughout the organization. Everyone in the organization, regardless of position, skill level or tenure, should have the opportunity to participate in the leadership of Biohabitats. The Leadership Council provides all Team Members the opportunity to participate in the day-to-day management and long-term strategic initiatives of Biohabitats.

THE LEADERSHIP COUNCIL:
- Encourages diversity of perspectives, ideas and opinions.
- Strengthens our commitment to the whole.
- Leads to more collective and informed decision-making.
- Builds internal capacity and skills that are centered around our core purpose and values.
- Fosters greater transparency and fairness.

The Leadership Council provides Team Members with the opportunity to:
- Play a pivotal role in Biohabitats collective future.
- Participate in on-the-job leadership training and mentoring.
- Enrich collective skill sets and experience.
- Gain insight into the trials and tribulations of running a business.

The Leadership Council is a two-year annual appointment commencing on the Spring Equinox. The Leadership Council is made up of the following members:
- Corporate Officers (Permanent)
- 2 – Practice Leads (Permanent rotating basis between all Practice Leads)
- 3 – At Large (Rotating on a staggered 2-year term)
- At Large #1 (Biohabitats Shareholder Representative
- At Large #2 (At least one team member from outside the Chesapeake/ Delaware Bioregion)
- At Large #3 (unrestricted).

The outgoing Leadership Council selects new At Large members based on the strength of their self-nomination and support nominations from fellow Team Members. All Exempt Regular Full Time and Part Time Team Members are eligible provided they have been with Biohabitats for a minimum of one continuous year.

SELF-ORGANIZE

Biohabitats subscribes to Self-Management; our DNA provides guidelines for firm-wide Decision-Making, Communication, Safe Spaces and Conflict Resolution. As such, Biohabitats supports Team Members who wish to self-organize to address issues and resolve concerns.

BRAINGARDENS

Braingardens are Biohabitats lunch-and-learns. Periodically Team Members or outside guests are invited to give a lunchtime presentation on a particular skill, a project, something they have learned, an experience or a story. Typically, Braingardens are scheduled for one hour with time for questions and answers. Braingardens are recorded and posted on the Commons for future learning.

WALK-ABOUTS

Walk-Abouts take their cue from the Australian Aborigines’ rite of passage, taking an extended trip into the wilderness to seek wisdom and spiritual wholeness. Biohabitats takes this notion by introducing a topic in an informal setting, and then letting the dialogue drift through the ‘wilderness’ to uncover insights, gain greater understanding of Team Members’ wisdom, to acknowledge what Team Members don’t know and to walk away with greater purpose and intent.

While Walk-Abouts are typically scheduled at the end of the day, with drink and nourishment, any Team Member can call for a Walk-About at any time. Walk-Abouts are recorded and posted on the Commons for future learning.

QUARTERLY CONFLUENCE

At the end of each quarter the entire organization comes together for a Quarterly Confluence, where Biohabitats celebrates accomplishments, reviews financial performance, reinforces core values, examines business strategies, and looks for ways to continually improve our impact on the world. This gathering is Team Members’ opportunity to give recognition to co-workers, learn about the financial health of the organization, share thoughts and suggestions on how Biohabitats is doing, and to actively contribute to the strategic direction of Biohabitats. Biohabitats also takes this opportunity to recognize the contributions and achievements of Team Members with the Golden Acorn Award.

ACADEMIC COURSES

To support Team Members’ quest to continue their education, Biohabitats offers up to full tuition reimbursement for accredited academic courses. While Biohabitats prefers that academic courses be related to our work, other learning opportunities may also be appropriate. Here is how it works.

Select an accredited educational course. Fill out and submit a Tuition Reimbursement Application to the Bioregion Team Leader for the tuition along with a copy of the application/registration form from the school. Once the application is approved, Biohabitats will reimburse Team Members after the completion of the course as follows:
- If an “A” or “B” is received, the Team Member will be reimbursed 100% of the tuition cost.
- If a “C” is received, the Team Member will be reimbursed 50% of the tuition cost.
- If a “D” or below is received the Team Member drops out of the course, Biohabitats will not reimburse the tuition cost.

Present the official transcript to your Bioregional Team Leader after the completion of the course to receive reimbursement. Attending and studying is on Team Members own time. Team Members are responsible for all indirect costs related to tuition including, books and required lab fees, housing, transportation, and extra-curricular activities.

Team Members must be currently employed with Biohabitats to receive reimbursement.

PROFESSIONAL ORGANIZATIONS

Biohabitats encourages each Team Member to become a member and participate in a professional organization related to their profession. Biohabitats will pay the membership fee for one professional organization per year as selected by the Team Member and endorsed by your Bioregion Team Leader. Biohabitats will also consider supporting professional activities initiated by the Team Member and sponsored by the organization. This will be treated on a case-by-case basis. Biohabitats will consider requests to join additional organizations on a case-by-case basis.
Biohabitats highly encourages Team Members to share their experience by hosting a Brain Garden, posting material on the Commons and disseminating information in informal exchanges with Team Members.

**LICENSURE/CERTIFICATION**

Biohabitats encourages Team Members to seek professional licensure and certification in their professional field(s). Biohabitats will sponsor application fees and support the use of Flexible PTO to participate in training and study for exams. Biohabitats will also pay annual license/certification fee(s) for the length of time with Biohabitats. If Team Members join Biohabitats already licensed or certified, Biohabitats will continue to pay the associated annual fee(s) for the length of time with Biohabitats.

**TRAINING**

Training to gain technical competency, business skills and relationship building are an important part of Biohabitats’ collective success. Biohabitats facilitates three types of training opportunities; Mentoring (see above), In-House Training, and Self-Guided Learning.

**In-House Training:** From time to time, Biohabitats offers in-house training to Team Members on various aspects of business operations, DNA, communications and applied practice, including group discussions, self-study guides, outside experts, and various media platforms. Time associated with participating in in-house training is part of your workweek. Expenses are covered by Biohabitats.

**Self-Guided Training:** Biohabitats encourages all Team Members to take advantage of training opportunities outside of Biohabitats. If Team Members are requested by Biohabitats to enroll in a self-guided training program, Biohabitats will cover all expenses. If Team Members desire to take a self-guided training program on their own they must follow the DNA. Biohabitats will consider covering all, part, or none of the expenses depending on current financial position, workload, and alignment with Biohabitats’ mission and core values.

To attend a conference, workshop or seminar for the coming year, Team Members must complete a conference request form and submit it to their Boregion Team Leader by October 1. Completing this form helps ensure that Biohabitats is prepared to make smart decisions and manage the time and costs associated with these opportunities. When completing the conference request form, please include as much information as you can, and keep in mind your Boregion’s business development goals.

Your Boregion Team Leader will vet all marketing conference requests from your Boregion and submit his/her request list to the conference planning team, which consists of the Operations Team Leader, the Communications Director, and the Practice Leaders, by the end of October. If your request did not make your boregion’s list, your boregion leader will let you know at that time. The conference planning team will compile and review all Boregion Team Leaders’ requests by mid-November and finalize the conference calendar for the coming year. Should a conference opportunity arise after the conference calendar has been set, Team Members should complete a conference request form and submit it to their Boregion Team Leader for review. Boregion Team Leaders evaluates the request with the conference team to ensure that the request can be accommodated.

Biohabitats highly encourages Team Members to share their experience by hosting a Brain Garden, posting material on the Commons and disseminating information in informal exchanges with Team Members.

**BIOBOOKS**

Interested in reading a book or subscribing to a professional journal, newspaper or magazine? Just let Biohabitats know, it’s on us, as long as it is related to Biohabitats Mission, furthers comprehension of Biohabitats business operations or applied practice areas, or supports personal/professional mastery goals. Biohabitats will purchase it directly or reimburse Team Members for the purchase.
Being Passionate, Collaborative, and Fun

ADVOCACY FRAMEWORK
Advocacy can take many forms including public education, public relations campaigns, signing petitions and declarations, defending and promoting rights, lobbying, and litigation. For Biohabitats, advocacy can also mean offering relevant pro-bono services or financial support.

As a representative of Biohabitats any Team Member may take on an environmental or social cause as long as they follow the Advocacy Test. Remember, responsibility to Biohabitats clients, work and teammates comes first.

GOLDEN ACORN
To support advocacy and corporate responsibility, Biohabitats supports the charities favored by exceptional Team Members. Each quarter the Golden Acorn award is given to a Biohabitats Team Member or group of Biohabitats Team Members by their peers for embodying Biohabitats core values, demonstrating an exceptional work ethic, and exhibiting an unrelenting passion for what we do. In recognition of their service, Biohabitats makes a $250 donation in their name to the charitable organization of their choice.

COMMUNITY VOLUNTEERING
Biohabitats believes in giving back. One way to do this is to volunteer for causes that we are passionate about, where we can put our talents to good use; and where we can share our skills with others. Biohabitats supports volunteer activities that:
- Serve the communities and Bioregions in which Team Members live and work.
- Address issues related to social and environmental justice, environmental education, biodiversity conservation and ecological restoration.
- Align with Biohabitats Mission and Core Values.

Using Flexible Leave Paid Time Off with Family Leave, Biohabitats encourages Team Members to spend a minimum of 16 hours annually participating in volunteer activities to recognized charitable non-profit organizations.

HAPPINESS
A large part of being Whole is to work in an environment that makes us happy. One that is professionally and personally fulfilling, nurturing and compassionate, operating with grace and accountability.
- Biohabitats’ Core Values and DNA set the foundation for a happy work environment.
- Biohabitats’ philosophy of Self-Management, Wholeness and Evolutionary Purpose provides the framework for building a happy workplace.
- Biohabitats’ Flexible Leave Paid Time Off with Family Leave and Flexible Work Hours policies allow flexible work schedules to accommodate non-work demands.
- Biohabitats’ DNA process provides Team Members with the means to discuss problems that may be affecting happiness with your Advocate, Bioregion Team Leader, Leadership Council or Keith Bowers.

Not only are Team Members sharing a part of their life with us, they also have entrusted Biohabitats with their abilities and gifts. As part of Biohabitats annual Culture Survey, Team Members have a chance to tell Biohabitats how well they are doing in meeting happiness expectations.

Biohabitats, Company and Organizations – shall mean Biohabitats, Inc.

Team Members, not Employees – We are all part of a collective whole at Biohabitats. We are more than a person who has been employed for wages or salary. We are a group of individual members who have come together to work as team, bringing all of who we are to work for a collective purpose.

Advocates and Mentors, not Supervisors – We are not here to ‘supervise’ your behavior and actions. Rather all Team Members are accountable and responsible for their own actions. You are encouraged to grow into the roles that align with their individual talents and experience, and to embrace opportunities that align with your personal aspirations. To support your growth, we offer Advocates and Mentors.

Advocates are assigned to each team member, assisting in professional development, supporting career goals, championing achievements and successes, and gauging performance.

Mentoring at Biohabitats is a voluntary, mutually agreeable relationship with a fellow team member intended to help you learn, grow and become more effective in your job. It provides you with the opportunity to align your personal career goals to Biohabitats’ organizational goals.

Leaders, not Managers + Bosses – As we continue to move toward a structure of self-management and wholeness, where there is no dominant control, we do not have ‘managers’ and ‘bosses’, rather we have leaders. Leaders are Team Members who have taken on roles that nurture relationships, cultivate collaboration and coordinate activities.
We want Team Members to thrive at Biohabitats, to do rewarding work, to achieve their personal and professional aspirations, and to perform at their highest levels.

Developing Team Members’ personal and professional strengths, uniqueness and capacity to self-reflect is critical to the health and prosperity of Biohabitats. It enables all of us to make good choices, build enduring relationships, accomplish personal and professional goals, and achieve something bigger than any one of us could do alone.

Biohabitats’ performance expectations and appraisal process are different from most organisations. Rather than trying to change people’s behaviors based on a preconceived list of criteria administered from others, Biohabitats believes in elevating performance following the tenants of self-management, wholeness and evolutionary purpose, by:

1. Self-directed personal and professional development uniquely tailored to each individual.
2. Common Performance Expectations that embody Biohabitats mission and values.

Mastery means that one is aiming toward a certain level of competence in a subject or skill area that we can perform without supervision and are further capable of teaching to others. Each of us has one or more (usually more) areas of mastery. The “bar” in any area is constantly being raised, so maintaining mastery is a life-long journey that requires effort, commitment and purpose.

To facilitate the mastery process, each Team Member is expected to prepare a Development Mastery Plan (Mastery Plan). Mastery Plans consist of establishing personal (voluntary) and professional (required) mastery goals.

Personal Development Mastery is all about working to become our best person and bringing out the best in others! It will help us in all areas of our life - not just work. Personal Mastery is an opportunity, through support and encouragement from Biohabitats, to work on goals that may or may not be related to workplace performance. While Biohabitats doesn’t require Team Members to establish Personal Development Mastery goals, we do encourage you to consider how your personal development contributes to your professional growth and success.

Professional Development Mastery challenges us to become a self-directed learner and to seek out a body of knowledge that will help us grow within our role(s) at Biohabitats. It’s about continuously exploring and applying new ways to supplement and improve skills, experience and interests. We all want a chance to do what we naturally do best, every day. With the support of their Advocate, Team Members are required to establish Professional Development Mastery goals.
Team Member Development

Mastery Plans allow each Team Member to work on developmental skills unique to their own interests and growth. To achieve Biohabitats’ Mission, we need all Team Members to work toward a set of common goals, or expectations. Biohabitats Performance Expectations provides a common basis for each one of us to work toward a greater purpose - Restoring the Earth and Inspiring Ecological Stewardship, while embodying Biohabitats core values. It allows us to apply our unique gifts and talents to ensure organizational success, while reinforcing the collective whole.

Measuring and evaluating our performance is critical to understanding our individual as well as our collective growth. Since external feedback will always be with us – from clients, stakeholders, subcontractors and governmental agencies, applying our unique gifts and talents to ensure organizational achievement of Biohabitats’ Mission, we need all Team Members and receiving critical feedback. However, feedback, no matter how well given, is based on someone else’s projection. It is imperative that we learn to master the art of delivering and receiving critical feedback. However, feedback, no matter how well given, is based on someone else’s projection.

Building the capacity in each one of us to self-reflect on our performance must be our ultimate goal. The best way to be self-managing, self-directing and self-governing is to build our internal capacity to be self-reflective and self-authoring.

Self-reflection is the ability to reflect on our actions, so we can engage in a process of continuous learning. It involves paying critical attention to the practical values and theories which inform everyday actions, by examining practice reflectively and reflexively. This leads to developmental insight.

Self-authorship relies on internal generation and coordination of one’s beliefs, values and internal loyalties, instead of depending on external values, beliefs, and interpersonal loyalties.

Self-reflection and self-authorship reinforces our values of healing and wholeness, building skills that will transcend our professional lives into our personal well-being.

“What better way to build accountability, responsibility and self-direction than to build the capacity and capability to perform authentic self-reflection.”

— Keith Bowers, Biohabitats Founder and CEO

GUIDING PRINCIPLES

The following principles guide our Team Member development:

1. We approach each Team Member’s developmental growth with love, acceptance and connection, rather than fear, judgment and separation.
2. We want every Team Member to thrive at Biohabitats. It’s in our collective best interests.
3. Our Mission, Vision, Core Values and DNA are everything. We champion them every chance we get.
4. We strive to provide conditions that enable each Team Member to lead the most enriching lives they can.
5. We want Team Members to be successful.

COMPONENTS

Team Member Development consists of the following components.

Advisors

Advocating on your behalf is our primary means of supporting your personal and professional development. Each Team Member will be assigned an Advocate. Advocates are there to support Team Members through their journey, providing on-going continuous support and critical feedback. The role of the Advocate is to observe performance, monitor progress, ask the right questions, provide constructive feedback, facilitate self-reflection and self-authorship, and assist Team Members in meeting their Personal/Professional Developmental Work Plans and Biohabitats Common Performance Expectations.

Advisors are not your supervisor or manager. Team Members are self-directed and self-managed. Advocates are your champions. They are here to provide support in the following ways:

- Support Team Members in achieving their Mastery Plan
- Support Team Members in exceeding Biohabitats Performance Expectations
- Facilitate the Annual Check-In with Team Members
- Encourage self-reflection and self-authorship
- Provide opportunities for gaining new skills and taking on new roles
- Offer learning opportunities geared toward Team Member’s specific needs
- Provide on-going career guidance and support
- Champion Team Member growth, development, achievements and successes

We expect Advocates and Team Members to have a direct, open, honest and equitable relationship. At any time, Team Members are free to select a different Advocate, as long as everyone agrees.

PERSONAL/PROFESSIONAL DEVELOPMENT MASTERY PLAN

Each Team Member, with the support of their Advocate, prepares an annual Personal/Professional Development Mastery Plan (Mastery Plan) (see Appendix A). Team Members will select their own goals, strategies, and objectives, while identifying needed support for what they hope to accomplish for the coming year. Goals can be personal, professional or a combination of both. Plans can be updated and revised as needed. Just remember, Professional Development Mastery goals are required; Personal Development Mastery goals are voluntary.

COMMON PERFORMANCE EXPECTATIONS

Biohabitats has established 5 Common Performance Expectations that are aligned with our Mission and Core Values (see Operating Instructions for a full description):

1. Embody Biohabitats’ Mission, Core Values and DNA
2. Demonstrate Growth in Your Professional Role(s)
3. Model Exceptional Service
4. Practice Continuous Learning
5. Ensure the Well-Being and Financial Health of Biohabitats

FEEDBACK, SELF-REFLECTION & SELF-AUTHORSHIP

Following Biohabitats DNA, every Team Member is encouraged to both give and receive continuous constructive critical feedback, through peer reviews and during the Annual Check-In.

Practicing self-reflection and self-authorship is the ultimate goal and keystone of developmental mastery. Advocates work with Team Members, as thinking partners, to evaluate and provide advice regarding their efforts at achieving their Mastery goals and Biohabitats Performance Expectations. To practice self-reflection, Advocates may ask Team Members questions like:

- How did that work?
- What effect did that have?
- How did that work out?
- What would you have done differently?

Self-authorship involves building the capacity to trust our internal voice, creating an internal foundation that guides reactions to reality and acting in support of internal commitments.

ANNUAL CHECK-IN

The annual check-in is a more formal meeting between the Team Member and the advocate to reflect on the previous year, document progress and performance, and update the Team Members’ Mastery Plan to reflect revised goals. The Annual Check-In includes self-reflection on Mastery goals and Biohabitats Performance Expectations, peer feedback and Advocate reflections. Annual Check-Ins are typically scheduled for January and February but may vary depending on Team Member preferences.

TIME AND RESOURCES

Biohabitats provides Team Members with the time and resources they need to pursue their Mastery Plans. With Flexible Leave Paid Time Off, Team Members are encouraged to self-manage their time accordingly.

Biohabitats is committed to providing training for serving as Advocates and for giving and receiving critical feedback, self-reflection and self-authorship. Additionally, Biohabitats operational and office resources are at the full disposal of Team Members in pursuit of their Plans. Biohabitats will also consider special requests for providing resources that are not readily available.

INFORMATION SHARING AND TRANSPARENCY

Sharing our Mastery Plans with each other provides strength and organizational alignment. It gives each of us the agency to support one another in our journey to grow and realize our full potential. The more we can help each other
succeed, the more we ensure the success of Biohabitats in realizing our collective Mission. For these reasons, and in support of Biohabitats DNA, we have created a platform on the Commons where Team Members may choose to share their Mastery Plans and view fellow Team Members’ Master Plans. Our collective responsibility is to help each other succeed.

**Process**

The following steps outline Biohabitats’ Team Member Development process.

### ON-BOARDING

**Team Member Responsibilities:**

1. Become familiar with the Team Member Development process.
2. Become familiar with Biohabitats Universal Performance Expectations.
3. Schedule a time to meet with your Advocate to review your Master Plan and to become better acquainted with the Team Member Development Process.
4. Meet with your Advocate.
5. With support from your Advocate, prepare your annual Mastery Plan.

**Advocate Responsibilities:**

1. Meet with your Team Member prepared to answer questions about the Team Member Development process and the Universal Performance Expectations, as well as provide guidance on preparing the Mastery Plan.

### ON-GOING

Team Members are expected to develop an on-going rapport with their Advocate to share real-time feedback in a safe and constructive manner.

**Team Member Responsibilities:**

1. Monitor your progress, adapt to changes, keep your Advocate informed, solicit feedback and practice self-reflection.
2. Update your Mastery Plan as needed.

**Advocate Responsibilities:**

1. Monitor your Team Members progress and performance, provide critical feedback and practice self-reflection.
2. Provide guidance on updated Mastery Plan as needed.

### Annual Check-In

**PREPARATION**

**Team Member Responsibilities:**

- Reflect and document on the progress you made toward meeting Mastery Plan goals.
- Reflect and document on how well you are meeting Biohabitats Performance Expectations.
- Update your Mastery Plan for the coming year.
- In collaboration with your Advocate, select and solicit 3-5 peers to provide feedback on your performance and contributions in meeting Biohabitats Performance Expectations.
- Schedule a time to meet with your Advocate for Annual Check-In (typically Jan-Feb).

**Advocate Responsibilities:**

1. Reflect on your Team Member’s progress in meeting their Mastery goals.
2. Collaborate with your Team Member in the selection and solicitation of 3-5 peers.
3. Reflect on your Team Members performance regarding their progress on their Mastery Goals and Biohabitats Performance Expectations.

**Peer Responsibilities:**

1. Provide timely feedback on Team Member’s performance and contributions in meeting Biohabitats Performance Expectations.

### CHECK-IN MEETING

**Team Member Responsibilities:**

1. Come prepared to the Annual Check-In with your self-reflection evaluation, peer feedback, and updated Mastery Plan.
2. Document and file the annual check-in.

**Advocate Responsibilities:**

1. Work with your Team Member, as thinking partners, to evaluate their efforts toward achieving their Mastery goals, along with their performance and contributions towards Biohabitats Performance Expectations.
2. Review your Team Members updated Mastery Plan and provide guidance, support and encouragement.

**PERFORMANCE AND COMPENSATION**

Personal and Professional Development Mastery are a part of our commitment to Wholeness. While we don’t tie compensation to Team Member’s Personal and Professional Development Mastery Plans, we do evaluate Team Members’ commitment to exceeding and contributing to Biohabitats Performance Expectations, including demonstrating growth in the role(s) that Team Members perform. Biohabitats Compensation Framework outlines how adjustments to compensation are made.
APPENDICES

Acknowledgment of Receipt

Please e-sign and return one electronic copy to Biohabitats and keep one for yourself.

I am in receipt of a copy of Biohabitats’ Headwaters: A Guide to Biohabitats’ Benefits, Policies & Cultural Practices (Headwaters). I understand and agree that I am responsible for familiarizing myself with Headwaters and the information contained therein. I will read it carefully and will comply with all its rules and policies.

Obviously, Headwaters cannot explain every company rule or policy nor provide the final answer to every challenge that may arise. Detailed explanations have been omitted to keep Headwaters easily readable, but Headwaters will provide Team Members with a guide for consistent action. Therefore, Team Members should use it for that purpose and consult it as a reference when I have questions about Biohabitats, Inc. day-to-day rules and policies. If I have any questions, I will ask my Bioregion Team Leader or Operations Team Leader.

I hereby agree to the terms and conditions of employment with Biohabitats, as outlined in Headwaters, and its other policies that may not be in Headwaters, without exception.

I understand and agree that, except for employment-at-will status, Biohabitats can change the provisions of Headwaters at any time and for any reason, and without notice.

I certify, by my signature below, that I understand and agree that my employment status with Biohabitats is at-will, and that Biohabitats or I may terminate my employment at any time and for any reason, or for no reason, with or without notice. I further understand and agree that the at-will nature of my employment cannot be modified by implication, conduct, or any oral or written statement, except by a written employment contract for a specific term that is signed by me and by two (2) corporate officers of Biohabitats. I understand and agree that nothing in Headwaters creates, or is intended to create, a promise or representation of continued employment.

Signature:

Print Name: ___________________________ Date: ________________