



## **Operating Norms**

**Safety:** Safety on the farm is our number one priority. Without fail, we always consider safety factors before proceeding to the task at hand. We cannot succeed if we cannot ensure that everyone is safe. There are no stupid questions. Anyone can call a "time out" to get more information and clarity to assure we all leave at the end of the day with all fingers and toes intact.

**Sustainability Mindset:** In everything we do we consider the health of the planet. Immediately second to safety we ask: How can we do this in the most resource efficient fashion? How can we minimize our ecological impact?

**Schedule:** Work at the farm is not run by a time clock. Day to day changes can and will occur to accommodate Mother Nature, soil and crop conditions, equipment needs and crew capacity. General schedules will be set on a week by week basis but significant changes and the reason for them will be communicated as necessary.

**Respect & Assuming Positive Intent:** Every team member brings something important to the farm. In all our interactions we strive to recognize and show respect for this fact. Always start from a place of assuming each team member is doing their best and working with good intentions. Each individual team member deserves to have their voice heard. Each team member should strive to share their views with respect and kindness and expect that respect and kindness will be returned.

**Teamwork Comes First:** The success of Vilicus Farms is dependent on our ability to work together as a team. Without the ability to respectfully communicate, think critically, and problem-solve *together* as equals, we will not achieve all that we are capable of. Each individual has an important role to play in team success. Acknowledging individual contributions as different but integral for the farm's overall success is fundamental.

**Over-Communicate:** We cannot all be everywhere, doing everything, at once. When it comes to keeping team members and management up-to-date on what is happening, we can *never* communicate too much information. Throughout the day we should know where we all are and how operations are progressing. If you are concerned about another team member's activities, remember to approach with curiosity and an intent to learn-not to criticize or judge. No-one should be asking, "I wonder what got accomplished?" at the end of the day. At the end of each day every employee is required to check in and let the Farm Operations Foreman know what was accomplished and what is needed for a good start to next day.

All of these Vilicus Farms operating norms work best when they are implemented as a whole. In thorough communication we facilitate better team work and safety. In practicing sustainable decision-making we show respect for both our planet and our neighbors. When we begin every task or conversation with a mindset of respect, curiosity, and admiration for the skills and abilities of the rest of the team members, we enable healthy communication and successful teamwork.