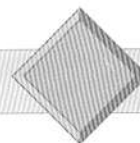
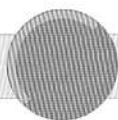
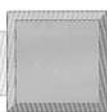


The **Disney** *Look*



*Guidelines for Cast Members
at the Walt Disney World Resort*



The Disney Look

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T h e D i s n e y L o o k

A M e s s a g e f r o m

D i c k a n d J u d s o n



Dick Nunis, Chairman of Walt Disney Attractions, and Judson Green, President, discuss our Appearance Policy . . .

Judson: Ever since Disneyland opened, our Guests have commented on the elements that set our Theme Parks above the rest: cleanliness, friendly employees, and an exceptional show.

Our Cast Members have played a fundamental role in our success, with their smiles and willingness to help, and the "Disney Look" that they exemplify through their appearance. We have always felt very strongly that the Disney Look is an essential part of the show.

Dick: The emphasis on appearance began even before opening day at Disneyland. In those early days, Walt said, "I don't want anybody hired who has anything to do with an amusement park. I want employees hired who are eager, energetic, willing to learn, will make mistakes, but will prosper from those mistakes and will help develop a new concept in outdoor entertainment."

We actually had our first written appearance policy in 1958. Many of

the women of that particular time were wearing "high-fashion" hair colors of pink, blue, green and purple. Some of the men's styles were also a bit extreme, like the French crew cut and ducktail. Neither of these styles complemented the themed attractions and locations within Disneyland.

It is still true today that fashion trends sometimes follow extremes, and we believe these exceptions in hairstyles, lipstick, fingernail polish, jewelry and the like, draw the Guest's attention from the total experience — the show that we're trying to create.

Judson: One of our most important concerns about the Appearance Policy is consistency. Each of us must make a commitment to follow the standards of appearance and enforce them so that, as a team, we maintain the tradition of the Disney Look.

As you read this book, we hope you will renew your commitment to this special Disney tradition. By doing so, you will play a role in maintaining our Company's position as the world's leading resort destination.

T h e D i s n e y L o o k

P o l i c i e s

a n d P e o p l e



More important than any policy or book of policies is how the policies are applied. The stated objective of this handbook is "consistency," and when consistency is applied to people it's called "fairness." People who feel they are being treated fairly have greater respect for supervision and Company policies.

Fairness, however, should never be misinterpreted as a synonym for friendliness. A policy is not being administered fairly if those who monitor and enforce it are more concerned with being liked, are trying to avoid unpleasant situations, are letting someone else handle their problems, or are otherwise enforcing the policy inconsistently.

Supervisors are in the position of role model; it is a supervisor's responsibility to study the policies, put them into practice by setting the example, and then manage the area within the guidelines.

If a Cast Member needs to be spoken to about an Appearance Policy issue, it should be done in private. A personal and positive approach works best, in which the policy and the reasons behind it are explained. Whether or not each of us agrees with a particular part of the policy is immaterial; it still must be followed.

This Disney Look book is a reference guide to open and honest communication about our Appearance Policy.

T h e D i s n e y L o o k
C o s t u m i n g



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In keeping with the Disney traditions, very careful attention has been given to every aspect of every part of the show at Disneyland Park and the Walt Disney World Resort. The design and creation of the costumes for every location are based on the story and theme that is being portrayed.

Many approaches and concepts are considered before any one costume design is selected. Once that selection has been made, the durability, launderability, construction, and functional aspects of a garment are then considered. And serious thought is given to what design will best complement the majority of people and the range of sizes necessary.

When ordering fabrics, the show area

in which they'll appear is also taken into consideration. The weight of the fabric and color that best coordinates with building exteriors and interiors, and with the designs of our costumes, are important to our final decision. In addition to these considerations, climate conditions and laundering must be evaluated.

We are all aware of how human nature works and realize that it's normal to look upon clothing in a very personal manner. But our costumes must satisfy the needs of all conditions, situations, and Cast Members. And it is important that each of us gives the same attention to reflecting the Disney Look to our Guests through our appearance.

The Disney Look Costuming



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T h e D i s n e y L o o k

P e r s o n a l

A p p e a r a n c e



Many of you may not even remember amusement parks prior to the new concept of a Disneyland themed experience. With few exceptions, they were dirty, hazardous places run by sloppy, rude employees. In fact, most amusement parks had bad reputations and were not considered suitable for the entire family.

Walt Disney changed all that when he opened Disneyland Park. Disneyland Park wasn't an "amusement park," it was a themed show where families could have fun together. This image has been maintained through the years . . . and is one for which we are known throughout the world today.

Disneyland Park and the Walt Disney World Resort attract an international audience — an audience with varying cultural backgrounds

and tastes. Each Guest who makes up our audience is our "boss." He or she makes our show possible and pays our wages. If we displease our Guests, they might not return; and without an audience, there is no show. For this reason, anything that could be considered offensive, distracting, or not in the best interest of our Disney show, such as a gold design in a tooth or a conspicuous tattoo, will not be permitted.

The appearance guidelines contained in this handbook have been established by Disneyland Park and the Walt Disney World Resort and may be changed at any time. Failure of any Cast Member to adhere to these or any subsequently established or modified standards will result in appropriate disciplinary action, not excluding termination.

The Disney Look for Hosts



Costumes

Costumes should be clean and neat at all times. If a costume change becomes necessary during your shift, you should report immediately to your Costume Issue location for a change of costume. Any questions pertaining to a costume should be checked with Costuming to make sure the appearance meets the requirements for the Disney Look.

As a condition of your continued employment with the Company, you are responsible for maintaining an appropriate weight and size so that it does not detract from the show and does not exceed the range of sizes for your costume.

Name Tags

We are a first-name organization. All Cast Members have been issued a name tag, which should be worn with pride in an upright, readable position. Since name tags are an integral part of the costume, they should always be visible and should be transferred to the outer-

most layer of clothing you are wearing.

Name tags should be worn in the left shoulder area. Based on costume design, this placement may vary. Please check with your supervisor for clarification. Name tags should not be worn as tie clips, on shirt collars, nor on waistbands.

Throughout our corporation, the only pin that can be worn on a name tag is the most recent Company service pin. In addition to the service pin, and subject to the approval of the Vice President of Costuming, Walt Disney Attractions, individual divisions have specific pins and/or name tags that may be worn by their Cast Members.

All names on Company name tags shall be the Cast Member's full, legal first, middle, or last name, or a derivative of that name. Any deviation from the above must be approved by the Cast Member's division director.

The Disney Look for Hosts



Pins and Decorations

The only pins or decorations that can be worn on a costume are those approved by the Company, such as, but not limited to name tags, language pins, and themed pins issued by Costume Issue. All Company-issued special-event ribbons and decorations, other than those listed above, must have the approval of the Vice President of Costuming, Walt Disney Attractions.

Undergarments

Cast Members are required to wear appropriate undergarments at all times.

Hair Hairstyling

The following are the Disney Look guidelines for hairstyles:

- A neat, natural style.
- Neatly cut and tapered so that it does not extend beyond or cover any part

of the ears. Hair must not stick out over the shirt collar.

- Hair must be neatly tapered on the back and sides, forming a smooth, symmetrical appearance. The overall style must be balanced proportionally.
- Putting hair behind the ears, pinning it under, or tucking it under a hat is unacceptable.
- Extreme asymmetrical or bi-level styles are unacceptable.
- Shaving of the head or any portion of the head or eyebrows is unacceptable.
- Hair products may be used to create a soft, natural hairstyle within these guidelines.
- Appropriate hair confinement should be used in food-service areas where required by law.
- Hair extensions, wigs, and hairpieces. See "Wigs and Hairpieces."

The Disney Look for Hosts



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Hair Coloring

The Disney Look does not include extremes in dyeing, bleaching, or coloring. Frosting and streaking are unacceptable. If the hair color is changed, it must be a natural-looking color and well maintained.

Sideburns

Sideburns should be neatly trimmed and may be permitted to extend to the bottom of the earlobe, following their natural contour. Flares or muttonchops are unacceptable.

Mustaches and Beards

Mustaches and beards are unacceptable. Exceptions to this are individuals hired before the establishment of this policy.

Wigs and Hairpieces

Wigs, hairpieces, and hair extensions (also known as hair weaving) are unacceptable unless for medical-cosmetic

purposes. Medical verification in writing from a doctor is needed if a wig, hairpiece, or hair extension is worn. Please refer to "Medical Exceptions" for proper procedure.

Fingernails

Clean, presentable fingernails are a must. Fingernails should not extend beyond the tip of the finger.

After-Shave and Deodorant

Due to close contact with Guests and fellow Cast Members, the use of an anti-perspirant or deodorant is required. For the same reasons, the use of strong, heavy scents and fragrances is discouraged. If you choose to wear a scent or fragrance product, please be considerate of others and select a light, mild scent.

T h e D i s n e y L o o k

f o r H o s t s



Jewelry

Small rings, class rings, wedding bands, conservative tie clips, and a conservative, business-style watch are permitted. Only one ring on each hand is permitted. A small ring is defined as the same size or smaller than a men's class ring. A ring may be worn on any finger. Necklaces, bracelets, ankle bracelets, and earrings are unacceptable. A medical alert necklace, bracelet, or ankle bracelet is acceptable.

Shoes

Hosts in costume, unless otherwise advised, are required to provide their own leather lace-up oxford shoes with a plain toe and defined or sculpted heel. Flat styles and wedge styles are unacceptable. Shoes should be polished and kept in good repair. Approved shoes and socks are required the first day in costume. Check with your supervision prior to purchasing work shoes and socks to ensure proper style and color. It is recommended that rubber-soled

shoes be worn in food areas as a safety precaution.

Hats

The only hats and sun visors that can be worn are those issued by Costume Issue as part of the costume. Check with Costume Issue for proper positioning of the hat.

Sunglasses

Sunglasses are a block to interpersonal communications with Guests and should be avoided if possible. As a general rule, they may be worn in jobs where glare from water, countertops, etc., would prevent you from doing your job safely or efficiently. Glasses with silver-coated or dark, opaque lenses that don't allow your eyes to be seen are unacceptable. Sunglasses are not to be worn at night, in dark areas, or indoors, nor are they to be allowed simply because they are prescribed. Sunglasses that turn a light shade of

The Disney Look for Hosts



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gray, brown, or green are acceptable. Sunglasses, when worn, should have a conservative frame style and color, with no contrasting logos. Sunglasses should not detract from the costume or contradict the theme of the show. The use of leashes or cords with sunglasses must have the approval of the Appearance Coordinator.

Medical Exceptions

Any medical exceptions to the Disney Look, such as shoes or hairpieces, must be presented to the Company doctor.

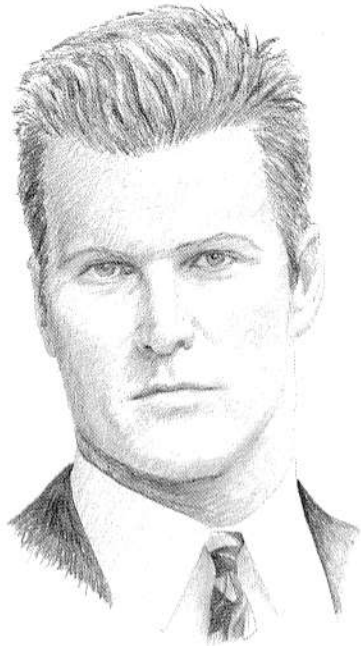
- A copy is to be retained at Health Services.
- A copy is to be sent to your supervisor, who must call the Appearance Coordinator to review.
- Permanent medical exceptions must be updated annually.

A Few Reminders

You are responsible for all costume pieces received. If an item is misplaced, you may be required to pay for it. Keep your locker locked at all times. Costume changes should be made at the end of your shift, and you should know your sizes to avoid congestion and delay.

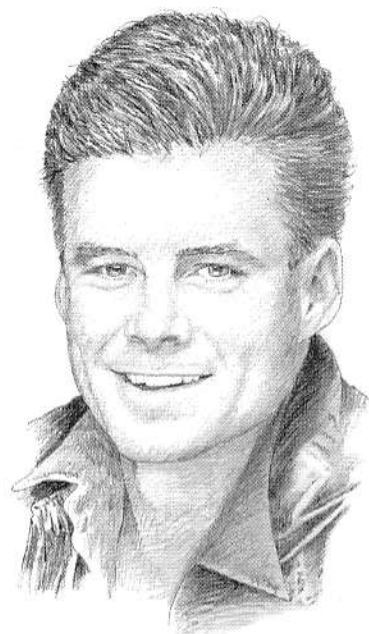
T h e D i s n e y L o o
f o r H o s t s

Acceptable Hairstyles



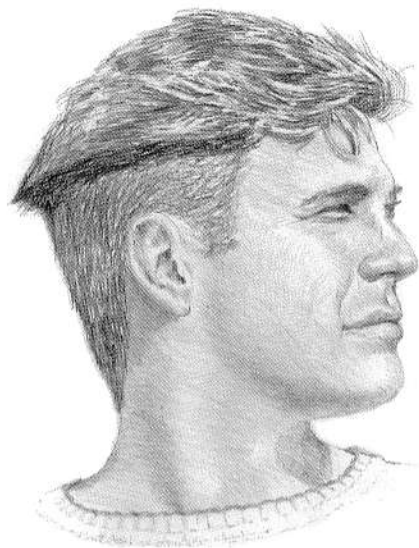
T h e D i s n e y L o o k

f o r H o s t s



T h e D i s n e y L o o k
f o r H o s t s

Unacceptable Hairstyles



The Disney Look for Hostesses



Costumes

Costumes should be clean and neat at all times. If a costume change becomes necessary during your shift, you should report immediately to your Costume Issue location for a change of costume. Any questions pertaining to a costume should be checked with Costuming to make sure the appearance meets the requirements for the Disney Look.

As a condition of your continued employment with the Company, you are responsible for maintaining an appropriate weight and size so that it does not detract from the show and does not exceed the range of sizes for your costume.

Name Tags

We are a first-name organization. All Cast Members have been issued a name tag, which should be worn with pride in an upright, readable position. Since name tags are an integral part of the costume, they should always be visible and should be transferred to the outermost layer of clothing you are wearing.

Name tags should be worn in the left

shoulder area. Based on costume design, this placement may vary. Please check with your supervisor for clarification. Name tags should not be worn on blouse collars, nor on waistbands.

Throughout our corporation, the only pin that can be worn on a name tag is the most recent Company service pin. In addition to the service pin, and subject to the approval of the Vice President of Costuming, Walt Disney Attractions, individual divisions have specific pins and/or name tags that may be worn by their Cast Members.

All names on Company name tags shall be the Cast Member's full, legal, first, middle or last name, or a derivative of the name. Any deviation from the above must be approved by the Cast Member's division director.

Pins and Decorations

The only pins or decorations that can be worn on a costume are those approved by the Company, such as, but not limited to name tags, language pins

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f o r H o s t e s s e s



and themed pins issued by Costume Issue. All Company-issued special-event ribbons and decorations, other than those listed above, must have the approval of the Vice President of Costuming, Walt Disney Attractions.

Undergarments

Hostesses are required to wear appropriate undergarments, such as underwear, slip, and a bra, at all times.

Hair Hairstyling

The following are the Disney Look guidelines for hairstyles:

- Hostesses should keep their hair neatly combed and arranged in an attractive, classic, easy-to-maintain style.
- Hairstyles must be symmetrical in appearance and balanced proportionally.
- If hair is teased or back-combed, it should be kept to a minimum and should be for body and shape only.

- Hair below shoulder length may need some confinement so it will not fall forward over the face while working.
- Hair products may be used to create a soft, natural hairstyle within these guidelines.
- Extreme asymmetrical or bi-level styles are unacceptable.
- Shaving of the head or any portion of the head or eyebrows is unacceptable.
- Hair extensions, wigs, and hairpieces. See "Wigs and Hairpieces."

Hair Color

The Disney Look does not include extremes in dyeing, bleaching, or coloring. Frosting and streaking are unacceptable. If hair color is changed, it must be a natural-looking color and well maintained.

Hair Accessories

In keeping with the Disney Look and costume theming, the following hair accessories are acceptable:

- A plain barrette, comb, or headband (no wider than one inch), in gold,

T h e D i s n e y L o o k

f o r H o s t e s s e s



and themed pins issued by Costume Issue. All Company-issued special-event ribbons and decorations, other than those listed above, must have the approval of the Vice President of Costuming, Walt Disney Attractions.

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Hair Accessories

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- A plain barrette, comb, or headband (no wider than one inch), in gold,

The Disney Look for Hostesses



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silver, pearl, tortoiseshell, clear, or black. No more than three barrettes or combs should be worn.

- If a hair ribbon is worn, it should be a solid color that matches the costume, no wider than one inch, and should not exceed four inches in length when tied.

Hair ribbons are for the express purpose of holding the hair away from the face, and not as a decorative addition to the costume. Appropriate hair confinement should be used in food-service areas where required by law.

Wigs and Hairpieces

Wigs, hairpieces, and hair extensions (also known as hair weaving) are unacceptable unless for medical-cosmetic purposes. Medical verification in writing from a doctor is needed if a wig, hairpiece, or hair extension is worn. Please refer to "Medical Exceptions" for the proper procedure.

Makeup

It is our policy to encourage the use of makeup within the guidelines set forth in this manual to enhance natural features and create a fresh, natural appearance.

Foundation

Foundation base should be worn in a shade complementary to your natural skin tone. Application should be well blended in order to achieve a natural look, and to avoid stains on costumes.

Blush

A blush is acceptable when used to accentuate the cheeks and complement the skin tone.

Eye Makeup

Mascara may be applied lightly in shades of brown or black to accentuate eyelashes. Eyeliner, false eyelashes, or eye shadows in any color are unacceptable.

The Disney Look *for Hostesses*



Eyebrows

Eye-brow pencil may be applied lightly to highlight the eyebrows in shades as close to the natural hair color as possible, and applied in such a way as to resemble natural eyebrows.

Lipstick

Lipstick should be applied to complement your appearance.

Perfume and Deodorant

Due to close contact with Guests and fellow Cast Members, the use of an anti-perspirant or deodorant is required. For the same reason, the use of strong, heavy scents and fragrances is discouraged. If you choose to wear a scent or fragrance product, please be considerate of others and select a light, mild scent.

Fingernails

Fingernails should be kept clean, and, if polish is used, it should be clear or a cream enamel in a color that is close in value to your skin tone. Polishes that are red, dark, bright, frosted, gold-, or silver-toned are unacceptable. Fingernails should not exceed one-fourth of an inch beyond the fingertip.

Jewelry

Small rings, class rings, wedding sets, earrings and a conservative, business-style wrist watch are permitted. Necklaces, bracelets, and ankle bracelets are unacceptable. A medical alert necklace, bracelet, or ankle bracelet is acceptable.

Rings

You may wear one small ring per hand on any finger, with the exception being a wedding set. A small ring is defined as the same size or smaller than a women's class ring.

The Disney Look for Hostesses



Earrings

A single earring in each ear is acceptable. It must be a simple, matched pair in gold, silver, or a color that blends with the costume. The shape of the earring must be in good taste and complement the costume. Earrings can be clip-on or pierced, and must be worn on the bottom of the earlobe. Dangle or hoop earrings are unacceptable. Earrings cannot exceed three-fourths inch in size (approximately the size of a penny).

Skirt Lengths

Although there are standard skirt lengths for each area or location, they can sometimes change when a costume is redesigned. Please check with Costuming for further information if needed. When a costume with a full-length skirt is worn, it should be no longer than ankle-length.

Shoes and Hosiery

Hostesses in costume, unless otherwise advised, are required to provide their own leather pump-style shoes with a plain toe and defined or sculpted heel. Shoes should be polished and kept in good repair. Flat styles and wedge styles are unacceptable. Unless otherwise specified, flesh-tone color hosiery is required to be worn at all times. The correct shoes and hosiery are required the first day in costume. Check with your supervision prior to purchasing work shoes and hosiery to ensure proper style and color. It is recommended that rubber-soled shoes be worn in food areas as a safety precaution.

Hats

The only hats and sun visors that can be worn are those issued by Costume as part of the costume. Check with Costume on proper positioning of the hat.



Sunglasses

Sunglasses are a block to interpersonal communications with Guests and should be avoided if possible. As a general rule, they may be worn in jobs where glare from water, countertops, etc., would prevent Cast Members from doing their job safely or efficiently. Glasses with silver-coated or dark, opaque lenses that don't allow your eyes to be seen are unacceptable. Sunglasses are not to be worn at night, in dark areas, or indoors, nor are they to be allowed simply because they are prescribed. Sunglasses that turn a light shade of gray, brown, or green are acceptable. Sunglasses, when worn, should have a conservative frame style and color, with no contrasting logos. Sunglasses should not detract from the costume or contradict the theme of the show. The use of leashes or cords with sunglasses must have the approval of the Appearance Coordinator.

Medical Exceptions

Any medical exceptions to the Disney Look, such as shoes or hairpieces, must be presented to the Company doctor.

- A copy is to be retained at Health Services.
- A copy is to be sent to your supervisor, who must call the Appearance Coordinator to review.
- Permanent medical exceptions must be updated annually.

A Few Reminders

You are responsible for all costume pieces received. If an item is misplaced, you may be required to pay for it. Keep your locker locked at all times. Costume changes should be made at the end of your shift, and you should know your sizes to avoid congestion and delay.

Entertainment

Entertainers will adhere to the appearance standards as set forth in this manual. Any exceptions must first have the approval of the Vice President of Entertainment and the Vice President of Costuming.

Tattoos

Conspicuous tattoos are not considered to be in the best interest of our Disney show and are unacceptable. A tattoo can be considered conspicuous when it is visible. Methods to conceal tattoos, such as, but not limited to, makeup or bandages, are unacceptable.

The Disney Look for Non-Costumed Cast Members



Guidelines for Men

To eliminate confusion and to be consistent, these guidelines must be followed:

Personal Attire

- ▲ A suit with or without a vest, color-coordinated short- or long-sleeved dress shirt, and a tie. Jacket optional when wearing a tie. Suspenders/braces are acceptable when coordinated to a suit.
- ▲ Sport coat or blazer, trousers, short- or long-sleeved dress shirt, and a tie. Sport coat optional when wearing a tie.
- ▲ Sport coat or blazer, trousers, open-neck sport shirt, or turtleneck sweater. When not wearing a tie, coat must be worn when away from the immediate work area.

T h e D i s n e y L o o k

f o r N o n - C o s t u m e d

C a s t M e m b e r s



Fabrics

Fabrics should be those traditionally acceptable for business, such as woven polyesters, tweed, wool or wool-like fabrics, and cotton-polyester blends. Denim fabric is unacceptable. Leather and suede, or leather and suede looks, are unacceptable for an entire garment; however, leather and suede trims are acceptable.

Shoes

Dress shoes and socks in good business taste are acceptable. Casual footwear, such as athletic shoes, cowboy boots, and sandals, are not considered traditional business attire and are unacceptable.

Jewelry

Lapel pins, tie bars, tie clips, collar bars, and cufflinks are acceptable.

Please refer to The Disney Look for Hosts section for all other guidelines.

Guidelines for Women

To eliminate confusion and to be consistent, these guidelines must be followed:

Personal Attire

- ▲ A skirted suit with dress blouse or sweater.
- ▲ Dress with or without a jacket.
- ▲ Skirt with blouse or sweater.
- ▲ Pant outfits, which consist of slacks, a blouse or sweater, and a jacket, are acceptable. When wearing slacks, a jacket must be worn when away from the immediate work area. Pants should be long enough to touch the instep. Ankle-length pants and stirrup styles are unacceptable.

The Disney Look for Non-Costumed Cast Members



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The following styles are unacceptable:

- ▲ Jumpsuits.
- ▲ Jeans and denim pants.
- ▲ T-shirts, halter tops, and tube tops.
- ▲ Sundresses and casual sportswear.
- ▲ Sleeveless tops or dresses.

Dress and Skirt Length

Dress and skirt lengths range from the top of the knee to the bottom of the calf. Slits, kick pleats, and buttoned or snapped closures should not exceed five inches above mid-knee.

Fabrics

Fabrics should be those traditionally acceptable for business, such as woven polyesters, tweed, wool or wool-like fabrics, and cotton-polyester blends.

Fabrics that are unacceptable are denim, sheers, clinging fabrics, wide knits or crochets, crepe satins, or elaborate print fabrics that suggest

casual sportswear. Leather and suede or leather and suede looks, are unacceptable for an entire garment; however, leather and suede trims are acceptable.

Shoes

Dress shoes in good business taste are acceptable. Casual footwear, such as flats, athletic shoes, casual sandals, and casual boots, are unacceptable. If dress boots are worn, the skirt must cover the top of the boot.

Hosiery

Hosiery/nylons must be worn at all times. Acceptable hosiery/nylons must be SHEER, in subdued shades that complement the outfit you are wearing.

Acceptable subdued shades are black, navy, ivory, white, gray, taupe, brown, and natural flesh tones.

Unacceptable hosiery: bright

T h e D i s n e y L o o k

f o r N o n - C o s t u m e d

C a s t M e m b e r s



colored, shimmer, opaque, patterned, textured, seamed, accessorized and/or legging styles.

The color of the hosiery must be tastefully coordinated with the outfit. One classic approach in selecting hosiery color is to match the colors of hosiery, hemline, and shoes to create a well-coordinated look. When in doubt, natural flesh-tone hosiery is classic and always appropriate.

Socks of any variety are unacceptable.

Jewelry

- ▲ No more than two necklaces may be worn at one time, and they should blend easily with one another and the outfit. (Please, no glitter jewelry for business.)
- ▲ Necklaces should be in good business taste and should not exceed 30 inches.

▲ If the chain has a pendant, the pendant should not exceed two inches in diameter.

▲ A simple pin, brooch, or scarf clip in good business taste is acceptable.

▲ A single earring in each ear is acceptable. It must be a simple, matched pair in gold, silver, or a color that blends with the outfit. The shape of the earring must be in good taste and complement the outfit. Earrings can be clip-on or pierced, and must be worn on the bottom of the earlobe. Dangle or hoop earrings are unacceptable. Earrings cannot exceed three-fourths inch in size (approximately the size of a penny).

▲ Bracelets and ankle bracelets are unacceptable.

Please refer to The Disney Look for Hostesses section concerning all other guidelines.

T h e D i s n e y L o o k

A p p e a r a n c e

D i s c i p l i n e P o l i c y

Every Cast Member is responsible for following the Appearance Policy guidelines.

Ensuring consistent administration of the guidelines of the Walt Disney World Appearance Policy is the responsibility of supervision, Appearance Coordinators, and Personnel Management.

The discipline policy governing the Appearance Policy is as follows:

1. All Walt Disney World Cast Members are covered by this policy.
2. Cast Members who do not meet the Company's Appearance Policy will be informed of the specific area of non-compliance and told that the guidelines must be met immediately, if applicable, or within the next consecutive five (5) days. This discussion will be noted on the Supervisor's Record Card.
3. Cast Members who do not comply with this policy as directed (in step 2) will be given an oral reprimand and warned that guidelines must be met immediately if applicable, or within the next consecutive three (3) days, or additional disciplinary action will be taken.
 - 3.1 The Cast Member, upon meeting the guideline, will be required to report to supervision for management verification that the guideline has been officially met.
 - 3.2 Management will be responsible for closely monitoring the situation to ensure that the Cast Member does not start his or her shift (at the end of the three (3)-day period) if the guidelines have not been met.
 - 3.3 If the Cast Member fails to

comply immediately, or within the three (3)-day time limit, OR, if within twelve (12) months following this incident the Cast Member again fails to meet the guidelines, the Cast Member will be suspended and will be given written discipline which contains the following wording:

"You are being placed on suspension for failure to comply with the Company's Appearance Policy. The suspension begins on [date] and ends on [date] unless you meet the guidelines of the Company's Appearance Policy and report back to this office before the end of the suspension. You will not be paid for the duration of this suspension. Failure to return to work or reporting to work on your next scheduled shift not in compliance will result in your dismissal for continued violation of Company policy."

4. A Cast Member who has once been warned by written discipline on this matter and who fails to meet the guidelines within a period of twelve (12) months following such disciplinary action will be subject to dismissal for continued violation of Company policy.
5. All oral and written discipline must be noted on the Supervisor's Record Card. Copies of all written discipline should be given to the Cast Member and to Personnel Management.
6. Any deviation from the provisions of this procedure should be discussed with Personnel Management.

Where Cast Members Learn About the Appearance Policy

The Disney Look is explained to every prospective Cast Member in his or her employment interview. The applicant agrees to comply with the appearance policies before a job offer is made. *The Disney Look* is given to every new Cast Member, including Participants. The new Cast Member signs a form acknowledging that he or she has received, read, and agrees to comply with the appearance policies.

The Disney University orientation program explains the reasoning behind the Appearance Policy to all new Cast Members. (It is the supervisor's responsibility to see that each Cast Member has attended this program.)

The Appearance Policy is explained in detail for all Cast Members who attend divisional orientation programs. Supervisors cover this policy again with every new Cast Member.

Even with this reinforcement of the message, Cast Members may not remember everything they need to know about the Disney Look or may need clarification.

Why We Can't Allow Exceptions

Some Cast Members may feel that because they work backstage, the appearance guidelines should be less strict for them. Several reasons prevent this from being possible. First, allowing backstage Cast Members to follow different guidelines would not meet our goal of consistency. Secondly, if we

had separate guidelines for backstage and on-stage Cast Members, our operation would be restricted because we couldn't move people between the two areas. In addition, such discrepancies may be discriminatory from a legal perspective.

What About the "Exceptions" We Sometimes See?

It is very difficult to administer such a detailed policy to so many Cast Members without ever seeing one instance of inconsistency. The Cast Members we may see who are breaking the rules should be spoken to by their supervisors. As is the case with any rule, there will always be people who will not conform without guidance.

Can't a Guideline Be Changed If It Would Enhance the Show?

The suggestion for hosts to wear handlebar mustaches on Main Street, U.S.A., sounds like a good idea. But then shouldn't that be permitted in Frontierland, too, along with longer hair styles that are typical of the frontier days? The problem is that to allow Cast Members to add these "authentic" details would create inconsistency and make it very difficult to enforce the Appearance Policy. It also puts restrictions on where Cast Members can work, making it very difficult to set work schedules.