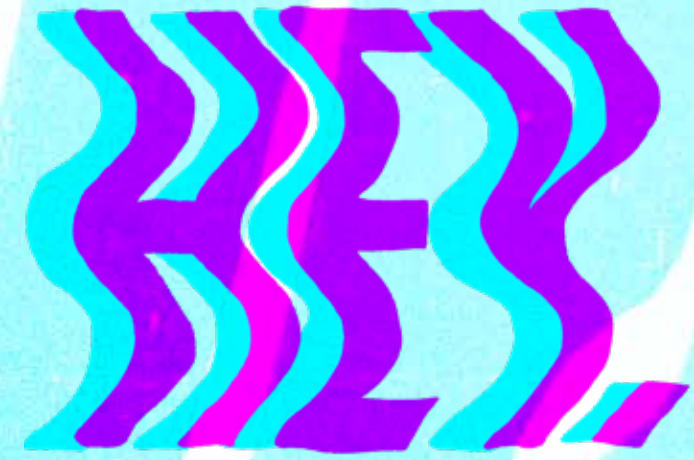




**TRUTH & CONSEQUENCES, LLC**  
**EMPLOYEE HANDBOOK**

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**You're working at  
Truth & Consequences.  
And that's pretty cool.**



## **YOUR GOALS:**

**Help our clients succeed.**

**Help our agency succeed.**

## **OUR GOAL:**

**Make T&C the most desirable agency in the world.**

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**We want the best talent in the business working here.**  
**We want the best clients to be clamoring to work with us.**

Someone with your talent could work anywhere. We're grateful that you've decided to spend time here. In return, we want to give you the tools to create your best work. It starts with fostering an environment that attracts equally talented peers and clients you're eager to work with. It also includes helping to take care of some of the things outside of the agency, like healthcare, getting your finances in order, and retirement planning.

We recognize the benefits of a healthy work/life balance, so we want you to take time away from your work. And we want you to feel like you're playing a part in building something for your future, which is why we offer you Partnership and profit-sharing—all with the ultimate goal of the agency becoming employee-owned.

We believe the benefits we offer are extremely rare, especially for an agency our size. We offer them because we hope this helps you have a more fulfilling life and motivates you to stay and contribute to our shared success.

# Who Are The Best Clients?



**They have a product or service that we can believe in.**

Their existence makes the world better in big or small ways.



**They want quality.**

They're not just looking to push something off their plate or get something done the cheapest way possible.



**They're good people.**

They treat each other well, and they treat us well. They want to partner with us. They're people you wouldn't mind spending time with outside of work.



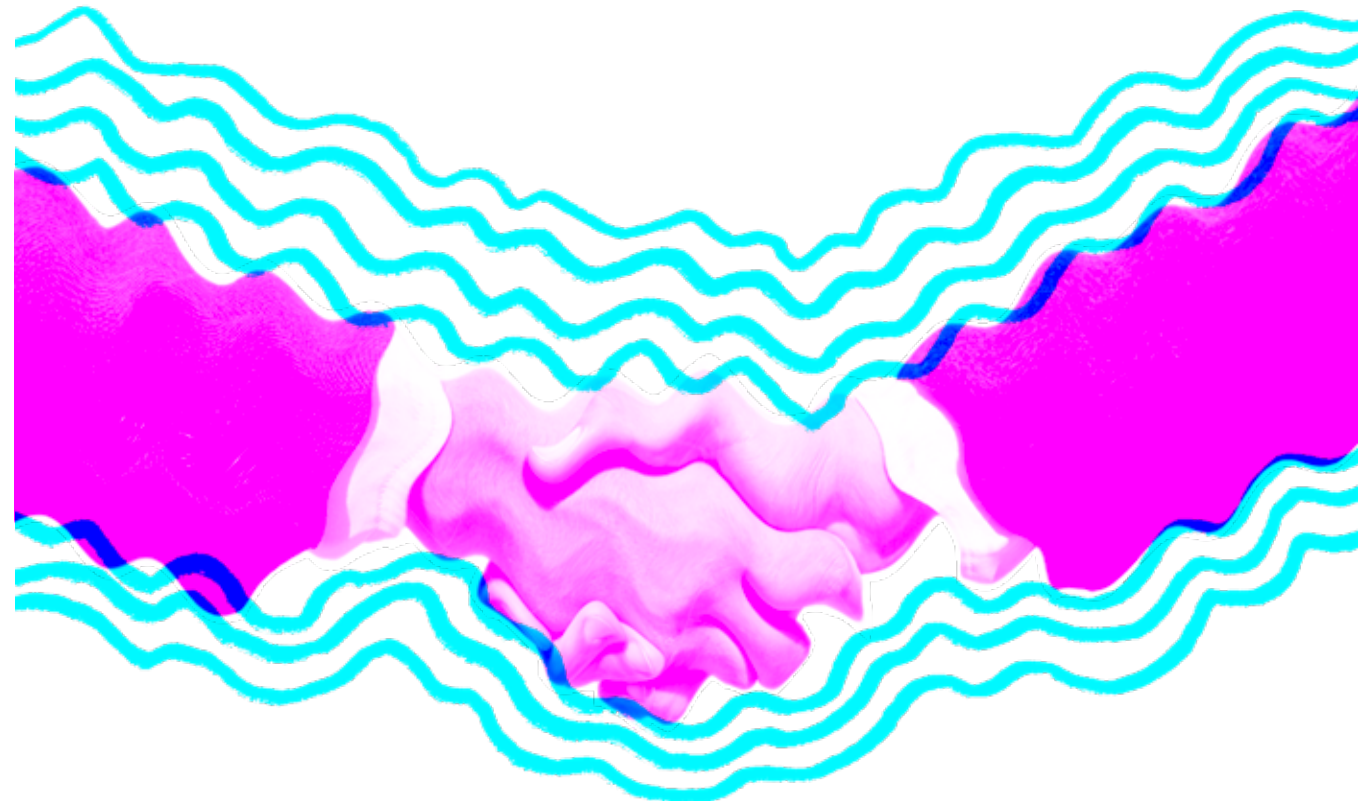
**They respect our people and our approach to work.**

There may be disagreements and challenging times with clients, but we will only work with clients who respect our people and our approach to work.

## We don't want to work with every client...

or only the biggest clients. Our selectivity will cause us to grow more slowly, and that's OK. Because it will create strong partnerships and encourage attention to detail that will naturally result in better work. We will do our best to assess clients to decide if they will be a good fit for T&C, and we want you to play a part in that decision.

Sometimes we will make the wrong decision. In those cases, those clients will be shown the door.





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## Please view this company as your own.

In fact, we hope that someday it will be. We've tried to build an agency focused on better ways of working, but we're not perfect and never will be. If you see something that could be done better...



Speak up.



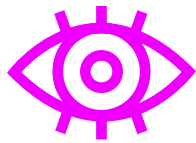
Chip in to  
help fix it.



Offer  
solutions.



# LET'S KEEP TRYING.



# YOUR MANAGER

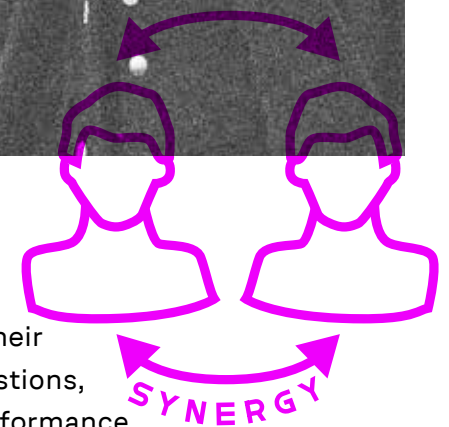
**You were hired here because you're a talented professional.**

Your coworkers are putting their trust in you to conduct yourself as such, and we assume you don't require a manager to watch over your every move. We trust you to do the right thing always. But we're not leaving you alone to tend the lighthouse, with only occasional visits from the Coast Guard to make sure you're still alive.



**We'll set you up with a manager.**

Everyone could use someone to help organize their responsibilities, direct their efforts, answer questions, offer feedback, and conduct reviews of your performance. It'll likely be an agency founder with a background similar to yours who can help you keep the light burning. They'll also help mentor you in the areas where you'd like to grow. Finally, we'll make sure that at least one Founding Partner is involved with every account.







# ABOUT THE MONEY

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1

Payroll is processed via direct deposit every other Friday.

2

If you don't get paid this week, you will next week.

3

Check your deposits to make sure the numbers are accurate.

**Do you believe  
you actually get  
paid for this?**



**‘Time’ is  
an abstract  
mental construct.  
Discuss.**



## **WORK HOURS**

---

**The agency makes money by completing client projects in a timely fashion, but when you get them done is up to you.**

Most of us are humming during the traditional 9-to-5 schedule, and you’re expected to be generally available during that time, but you’ll see conversations happening early mornings, late nights, and weekends. Don’t feel guilty about not responding right away. Set your phone to do-not-disturb. Take breaks.

This is a deadline-driven business, and we expect you to meet your deadlines with your best possible work. However, agencies often fail their people by setting unrealistic deadlines. If a timeline seems impractical to you, please speak up. We want to make sure that everyone is in agreement with the schedule prior to a job kicking off.

Moving a deadline prior to a job beginning can mean an uncomfortable conversation, but it’s far easier than the ones required after a missed deadline or poor result.





# PAID TIME OFF

## T&C doesn't stipulate the number of Paid Time Off (PTO) days you can take.

We only track the days you take for the purposes of project planning. We've heard that at some companies, this policy has led to people taking fewer days off than they should, and we don't want that to be the case here.

There's no vesting or waiting period before you can take days off, but please use good judgment and common sense. At the very least, you should take at least 10 days off each year to clear your mind of work, but take more if you need it.

1

**Avoid** abusing the policy by taking time off that negatively impacts your job and your agency.

2

**Communicate** and collaborate with your coworkers to ensure everyone takes leave without disrupting operations.

3

**Notify** your manager at least two weeks in advance if you're going to be away more than a day, and schedule your time on the T&C Master Calendar on Google and in Forecast.

4

**Plan** to delegate, postpone, or otherwise manage projects that will be affected by your time off.

## Your Manager Can Consider Rejecting Leave Requests If:

- 1** Other team members with similar or complementary duties have already asked for leave during the same time (a big reason why you should get your requests in early).
- 2** The time in question is too busy or includes an important deadline that you're responsible for.
- 3** You're appearing to abuse the policy. Managers have to prove that this is the case by presenting employees' inadequate deliverables.

## Your Manager Can't Reject Leave Requests If:

- 1** The intent is to discipline you.
- 2** They are forcing you to fulfill duties that aren't urgent.
- 3** They choose to approve leave for another employee who made a later request.





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## Holidays

Each year in December, we announce the holidays for the subsequent year. This is when our agency is officially closed for the day. Please check the Master Calendar on Google. If you don't see a holiday you observe listed, please make a suggestion to add it. And if it's not scheduled (like your Birthday... Happy Birthday!), feel free to take the day off yourself.



## Sick Days

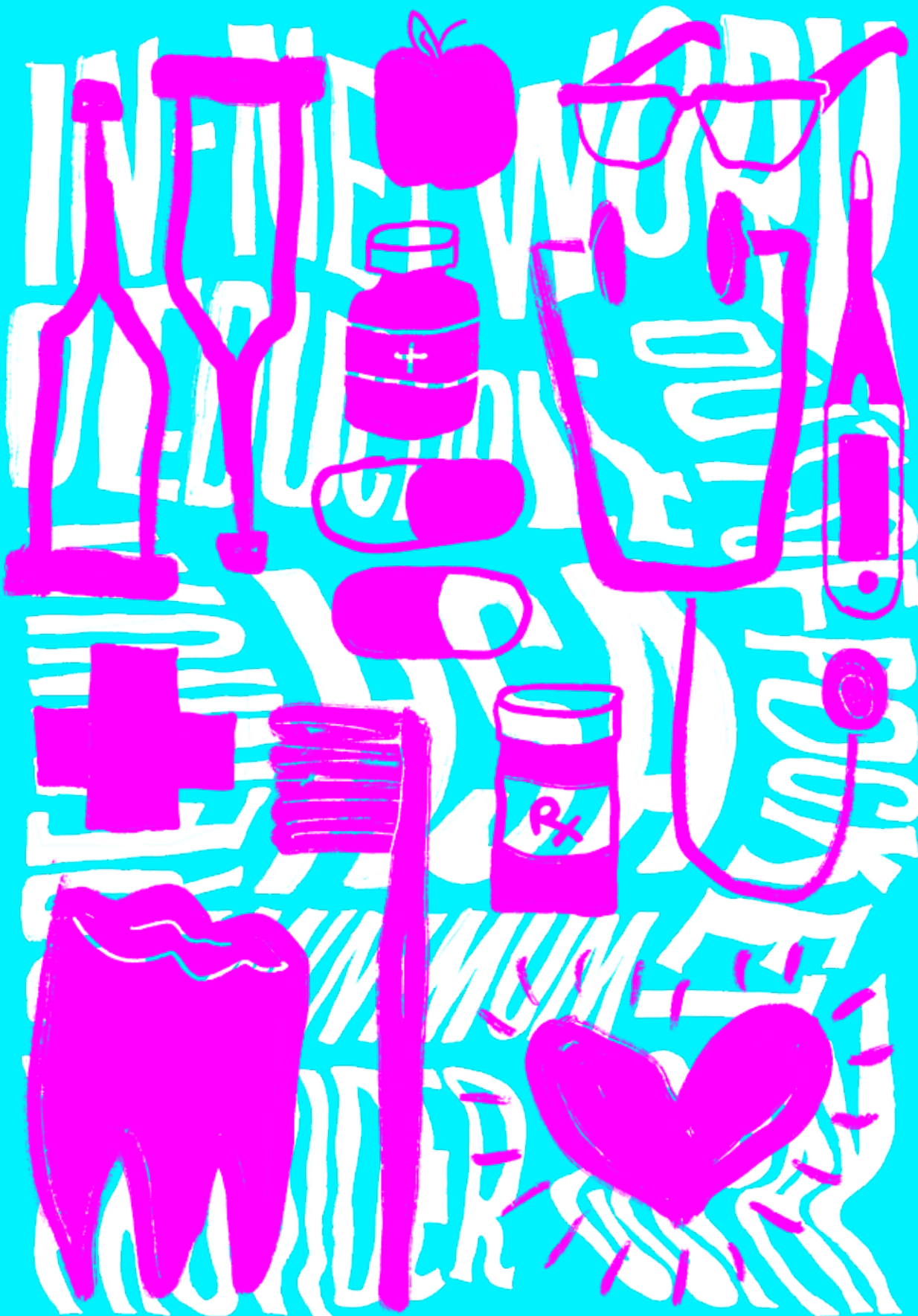
If you're not feeling well, we want you to get better, and not make anyone else sick. So please stay away from us and others. If you can get your work done at home, great. If you just need to crash in bed or on the couch, go for it—just please let the people know who are counting on you that you need their help for a day or two.



If you're going to be out more than five consecutive days, please have a conversation with your manager. These hopefully rare occurrences will need to be addressed individually.

**Effective communication is vital to make our policy work for everyone.**





# MEDICAL & DENTAL

## Here's the short version:

For those of you familiar with how healthcare insurance works: T&C offers Independence Blue Cross, and we pay 100% of your premium for you and your family—nothing comes out of your paycheck. We don't want you to have to worry about how you'd pay for healthcare should you need it. It also offers vision benefits, and dental coverage for your children, and a little for you as well.

## The longer version is a bit more complicated:

Every insurer offers a range of plans that we choose from. We review the offerings each year, and we can pick up to three to offer to you. They change a little bit each year (costs go up, premiums and co-pays go up, etc.), so it's best we talk about that when it's time to select options. That way so we don't have to update this document every year.

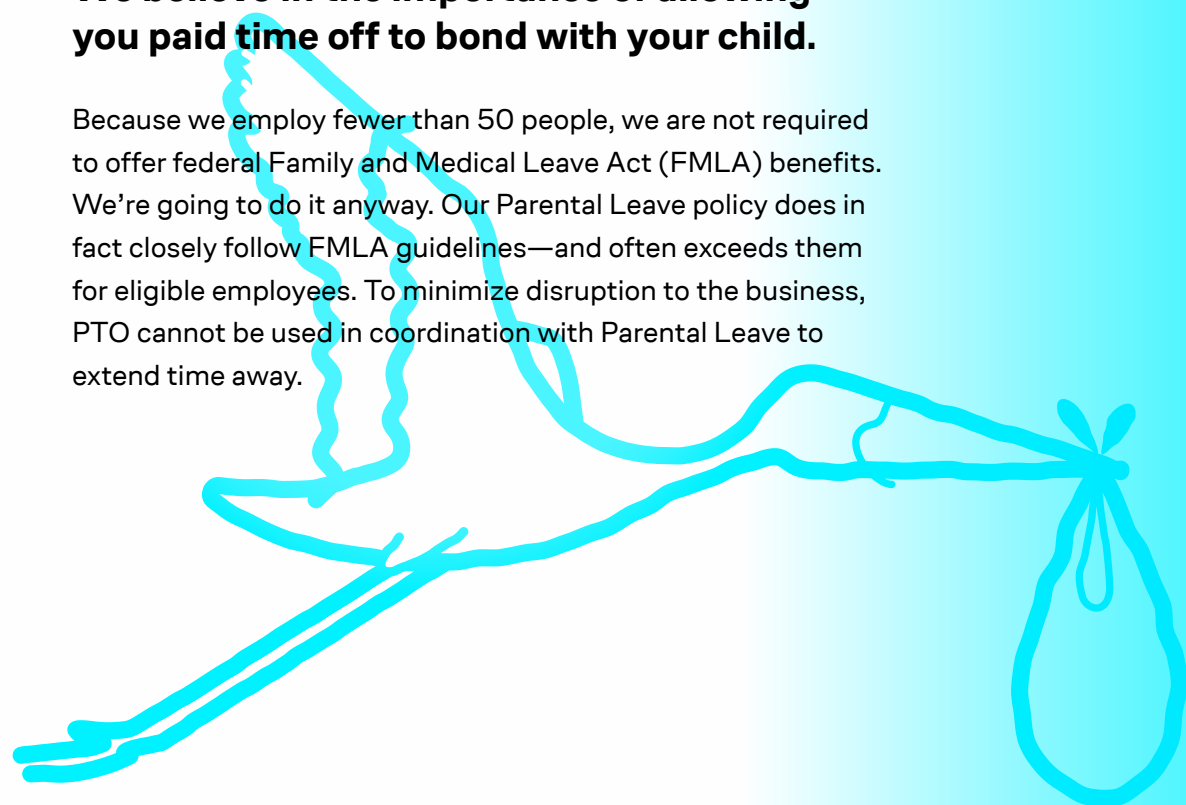
Healthcare options in our country suck. Just know we're trying to make them suck less so.



# PARENTAL LEAVE

## We believe in the importance of allowing you paid time off to bond with your child.

Because we employ fewer than 50 people, we are not required to offer federal Family and Medical Leave Act (FMLA) benefits. We're going to do it anyway. Our Parental Leave policy does in fact closely follow FMLA guidelines—and often exceeds them for eligible employees. To minimize disruption to the business, PTO cannot be used in coordination with Parental Leave to extend time away.



## T&C offers Qualifying Paid Parental Leave benefits to eligible employees.

### Paid Parental Leave:

If you are eligible, T&C will grant up to 16 weeks of Qualifying Paid Parental Leave separate from, and in addition to, any physician-certified Medical Leave resulting from pregnancy or childbirth-related disabilities. The entire 16-week period of Paid Parental Leave must be taken continuously and completed within six months of the birth or placement of the child.

### Non-Qualifying Paid Parental Leave:

If you are not eligible, then you may take up to six weeks of Paid Parental Leave, followed immediately by up to six weeks of unpaid leave (all must be taken continuously within six months of the birth of your child). If you are adopting a child age six or older, you may take up to four weeks of Qualifying Paid Parental Leave.

**You are eligible to request Parental Leave if all of the following apply to you:**

**1**

You are a regular full-time employee.

**2**

You need time off for parental bonding due to the addition of a new child to your household, whether by birth or placement (adoption, foster care, or other custody of a child younger than six years old).

**3**

You've been employed by T&C for at least 12 months (not necessarily consecutively).



# ADDITIONAL MEDICAL & MATERNAL BENEFITS

T&C provides enhanced  
maternity benefits comprised  
of two different leaves.

## Medical Leave:

If you are disabled due to pregnancy and childbirth, you may be eligible for up to 10 weeks of Paid Medical Leave. You should refer to T&C's Medical Leave policy for more information and discuss your specific disability period duration with your doctor.



## Parental Leave:

In addition to your Medical Leave, if you would like to take additional time off after your pregnancy-related disability ends to bond with your child, you are eligible for up to 16 weeks of Paid Parental Leave if you meet the criteria as set forth above.



**26**  
WEEKS

If you are eligible for the maximum Medical Leave and Parental Leave benefits, you can have up to a combined total of 26 weeks of fully paid leave during and after pregnancy.

Unless you are actually returning to work right after the medical portion of your maternity benefit ends, you should request your Parental Leave immediately after Medical Leave.





## Duration

**Parental Leave begins on the date of birth/ placement of the child or the date requested by an eligible employee if before or after the birth/ placement of a child.**

If you are eligible for the Qualifying Paid Parental Leave, it will end on the earlier of (a) the date on which you return to work after starting Qualifying Paid Parental Leave; (b) after a total of 16 weeks of leave; or (c) six months from the birth/ placement of the child.

Qualifying Paid Parental Leave must be taken continuously. If you return to work or otherwise stop the Qualifying Paid Parental Leave at any point, or if it is six months after the birth/ placement of the child, your pay benefit will cease and you will forfeit any remaining weeks. If you are taking Non-Qualifying Paid Parental Leave, you may receive up to four weeks of paid leave within six months of the birth/ placement of your child.

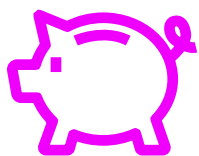
## Initiating a Leave, Returning to Work, and Reinstatement

To help minimize disruption, you should notify your manager of your leave plans in writing, at least four months in advance if intending to take a Qualifying Paid Parental Leave and two months in advance if intending to take Non-Qualifying Paid Parental Leave. If that amount of notice is impractical, you should provide as much notice as is practical under the circumstances.

## Health Benefits for your New Child

After the birth or placement, enroll your child in your T&C Healthcare benefits within 31 days (day one is date of birth) by contacting Jim Walls.

Employees will not be required to perform any work for T&C while on leave.



# RETIREMENT & FINANCIAL PLANNING

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**Unlike many businesses our size, T&C offers a 401(k) plan.**

It's administered through HumanInterest.com. They offer a variety of low-fee investment options via Vanguard, widely regarded as one of the industry's best. T&C will match your contributions dollar-for-dollar for up to 6% of your salary. Of course, you can always contribute more on your own—up to the current federal maximum.

Like our PTO policy, there is no waiting (aka, “vesting”) period before you can participate.



**We also offer you free, optional advice from a Certified Financial Planner via Morgan Stanley.**

The consulting is “fee-only,” which means they’re not trying to steer you toward financial products for which they earn a commission. We offer this service in case you’d like guidance on how best to reduce debt, prepare for major life events like getting married, buying a home, having children, preparing for college, or saving for retirement.

When you’re ready for it, just ask Jim Walls.



# FREELANCE WORK

**You can work on things outside of the agency, as long as it doesn't interfere with your performance at T&C,**

and you aren't compromising anything confidential or proprietary. If something seems like it would be a conflict of interest or in conflict with one of our clients, ask us.

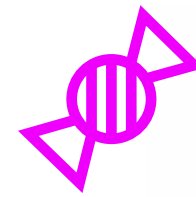
And it probably goes without saying, but you are not permitted to solicit freelance work from our clients, current or former.







**You'll be glad  
we had this talk.**



# ANNUAL REVIEWS

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**The work of each employee is reviewed on an ongoing basis.**

Once a year, ideally on your anniversary date, your manager will meet with you to exchange ideas that will strengthen your working relationship, review the past year, and discuss T&C's needs in the coming year. The purpose of the review is to encourage the exchange of ideas in order to create positive change within the agency.

Also, please know you can ask your manager for guidance whenever you'd like. Active feedback is the most immediate path toward improvement and should happen every day at T&C.






# PARTNERSHIP

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**When T&C was established, we pledged to distribute 20% of our profit back to our employees.**

That number will likely increase over time, and ultimately, our goal is to transfer full ownership of our founders' shares over to our employees.

After one year, employees can make a case to the current partners for inclusion in the partnership. Just prior to your one-year anniversary, you'll be asked to reflect on your first year at T&C. You'll prepare a case for why you feel you've earned the right to be referred to as a partner, and you'll present your case to the current board members on or around your anniversary date. You will be informed of their decision after a brief conference.



**When you are an owner of a company like ours, you share any profits the company makes.**

# What Does “Partner” Mean?

1

**Employee partners get to choose a peer to represent their interests on the T&C Board.**

This representative serves for two years and votes on all substantial company decisions, like whether or not to work with a particular client, or changes in benefits like this one. Maybe that person will be you.

2

**You will be given Units in the company that represent a percentage of ownership.**

At the end of each year, after all income and expenses are tallied, we will make a decision of how much to distribute in profits. Each partner will receive a percentage of profits based on their number of Units. We may also choose to make periodic distributions of profit from time to time.

3

**The Units have real value that equate to equity in the agency.**

As the agency grows, so does the value of your Units. If you eventually decide that you want to leave the agency, you sell your Units back to the agency at the current market value, determined by an independent valuation.

**In other employee-owned companies, this is considered a form of retirement planning.**

However, having all of your fortunes tied up solely in the success of one company is exactly the opposite of what every financial advisor would suggest, that is why we ALSO have our 401(k) plan, which allows you to (hopefully) properly diversify your investments.







# ETC. & OTHERWISE

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## **This document is not a contract.**

It doesn't guarantee you payment for any period of time.

You can quit anytime you want, with no notice (though it would be nice if you at least gave us a little notice). We can also end your employment when we'd like, with or without cause.

You are not permitted to work with our clients in any capacity for a period of 12 months following your final employment date, and in many cases, that includes working directly for them (which our clients typically agree to avoid when they sign our contract).

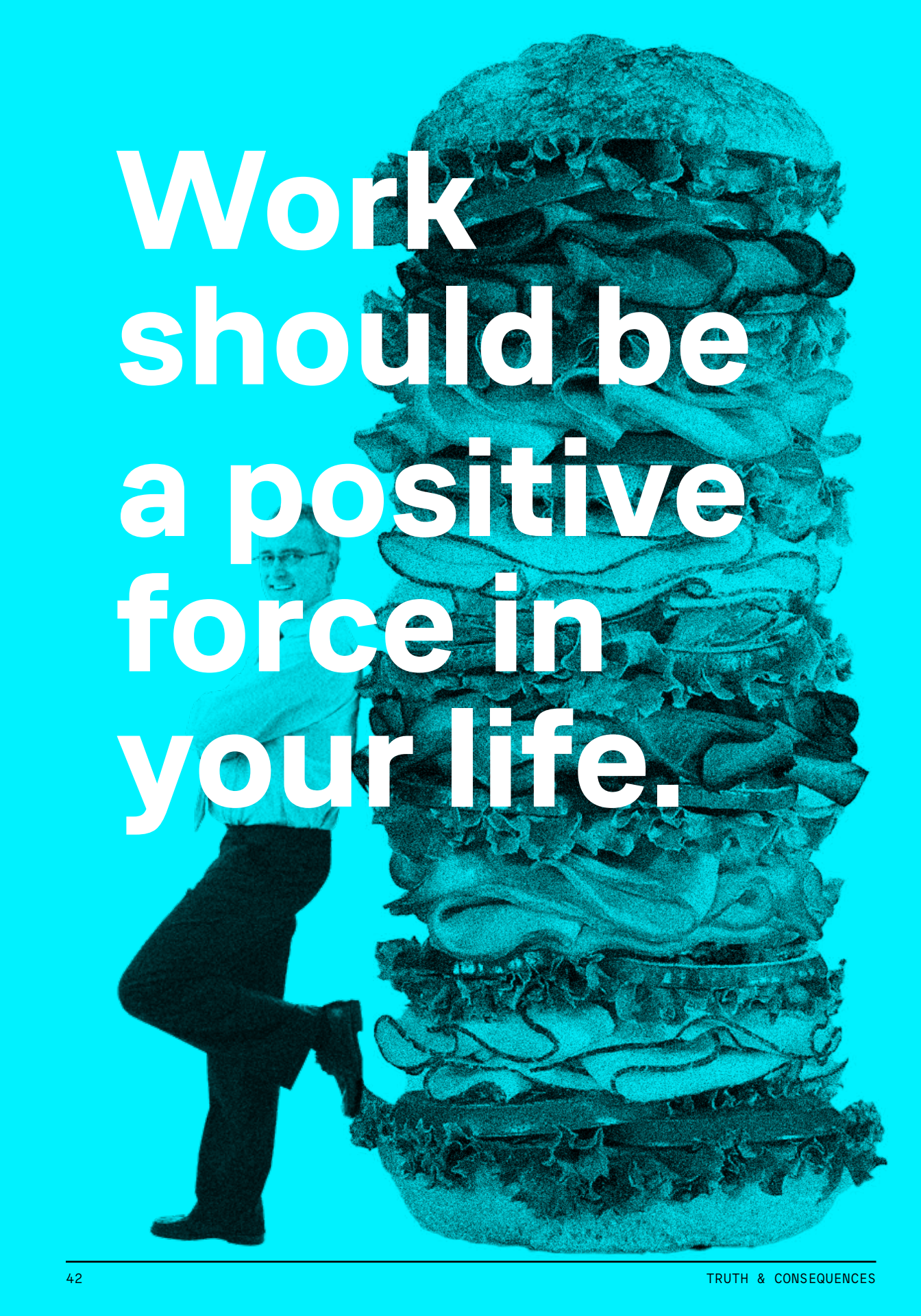


## **In most cases, the work we create for our clients is owned by them.**

When we want to share it in, say, a case study or on social media, we show them exactly what we intend to share, how we're going to describe the work, and get their written permission. Not doing so could ruin a relationship with a client. Or it could even trigger a lawsuit, especially if it's work that wasn't intended to be out in the public.

If we have shared the work on our site or on social media, we encourage you to please share by linking to it.

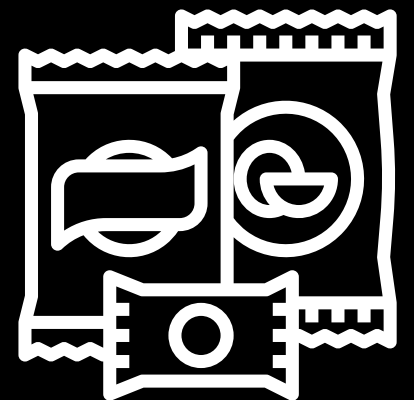
But if we have not shared the work publicly, you don't have permission to promote it publicly, either. If you're in doubt, please ask.



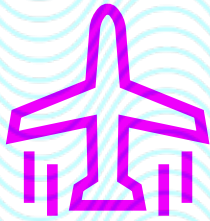
# Work should be a positive force in your life.

When you're engaged in something meaningful that you enjoy, time slips away. Be mindful of how your time here is spent. Don't neglect yourself or those you care about.

And if you see something that can make your time here better, **play a part in making it so.**







## T&C PASSPORT

Meeting new people expands your horizons and broadens your perspectives. Go forth and meet your coworkers (and future co-partners) and make sure to ask them to stamp your passport to prove you've been there!

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**THANK YOU FOR  
BEING A VERY  
IMPORTANT PART OF  
TRUTH & CONSEQUENCES.**