



Where you stand.®

**Firm Culture Guide**

## Introduction: Welcome to our company culture guide!

We are delighted to welcome you to our firm. Whether you are an existing employee or new to our organization, this guide is for you. It has been designed to outline our company culture.

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Exceed  
Expectations

Personal  
Growth

Pursue Work-  
Life Harmony

Seek Financial  
Freedom

Fiduciary First

Protect Our  
Brand

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## What is a culture guide?

Many technical business books would define a culture guide as the “rules” employees must follow. We, however, don’t regard our Culture Guide as a “law book.” Instead, we view it as an expression of our company’s core values. Those values outline how we intend for each of our employees to act. We may use fancier words in our marketing materials, on our website, or in our company business plan. But as outlined in this guide, we advocate our six simple core values: Exceed Expectations; Pursue Work-Life Harmony; Personal Growth; Seek Financial Freedom; Fiduciary First; and Protect Our Brand.

If you strive to follow each of those core values, we will all get along and be happy. Life is too short to be unhappy in your career. As a result, we have built a culture that is driven by cooperation. The end goal is that all of us live the best life possible.

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## Who will follow our guide?

We expect employees to understand and follow the Culture guidelines. Failure to do so can result in corrective action, including termination of employment, a result that would not make any of us happy. It’s not fun to see a team member unhappy or to note that one of us is following only a few of our core values. So, while we don’t like to have rigid rules, we do need to ensure everyone is engaged in our company, follows our core values, and respects our Culture.

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## What if there is a change to the Culture Guide?

We’ve spent a great deal of time putting together our core values and explaining our company culture. We don’t expect many changes to be needed. However, since our organization is subject to change, we reserve the right to intercept, change, suspend, cancel, or dispute with or without notice all or any part of our Guide. In addition, this Guide supersedes all previous employee guides, manuals or memos that may have been issued from time to time on subjects covered in this document.

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## What if you have a culture related question or concern?

If you have any questions or concerns about our culture, speak up! You are responsible for reading, understanding, and following the core values outlined in this guide. Our objective is to provide a work environment and a company culture that is constructive to both your professional and personal well-being. If you have concerns, you need to let us know. That way we can help you.

## Core Value #1: Exceed Expectations

We exist to give the best service possible to our clients. In order to best serve our clients, we as professionals and employees must continually strive to be both self-aware and self-regulated. If each of us seeks to develop competence in each of these areas, we will be able to serve our clients at our highest level, not to mention be happier doing so.

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### Self-Awareness

The first step to best serving our clients is developing self-awareness. This means you need to understand your own emotional needs, assess your talents accurately, and cultivate a healthy level of self-confidence.

**Emotional Awareness** — *recognizing one's emotions and their effects.* If you have healthy emotional awareness you:

- Know which emotions you are feeling and why
- Realize the links between your feelings and a client's feelings to avoid any conflicts of interest
- Recognize how your feelings affect your performance
- Have a guiding awareness of your values and goals and seek to demonstrate them productively

**Accurate Self-Assessment** — *knowing your strengths and limitations.* If you have an accurate self-assessment you:

- Know your strengths and weaknesses and are not afraid to express them
- Seek reflection and learning from every life experience
- Are open to candid feedback, new perspectives, continuous learning, and self-

development

- Are able to manifest a sense of humor and perspective about yourself

**Self-Confidence** — *having sureness about your self-worth and capabilities.* If you have a healthy self-confidence you:

- Present yourself with self-assurance and have a presence
- Can voice views that are unpopular and go out on a limb for what is right
- Are decisive and able to make sound decisions despite uncertainties and pressures

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### Self-Regulation

The second step to best serving our clients is through self-regulation. This means being in control of yourself, being trustworthy, being conscientious, being adaptable, and finally, being innovative.

**Self-Control** — *managing disruptive emotions and impulses.* If you have mastered this competence, you will:

- Manage your impulsive feelings and distressing emotions well
- Stay composed, positive, and unflappable even under stress
- Think clearly and stay focused under pressure

**Trustworthiness** — *maintaining standards of honesty and integrity.* If you have mastered this competence, you will:

- Act ethically and be above reproach
- Build trust through your reliability and authenticity
- Admit your own mistakes and confront unethical actions in others
- Take tough, principled stands even when unpopular

**Conscientiousness** — *taking responsibility for personal performance.* If you have mastered this

competence, you will:

- Meet commitments and keep promises
- Hold yourself accountable for meeting your objectives
- Be organized and careful in your work

**Adaptability** — *flexible in handling change*. If you have mastered this competence, you will:

- Smoothly handle multiple demands, shifting priorities, and rapid change
- Adapt your responses and tactics to fit fluid circumstances
- Behave flexibly, understanding that there is more than one right way to do things

**Innovativeness** — being comfortable with and open to novel ideas and new information. If you have mastered this competence, you will:

- Seek out fresh ideas from a wide variety of sources
- Entertain original solutions to problems
- Generate new ideas
- Take fresh perspectives and risks in your thinking

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## Documentation

Part of exceeding expectations is knowing what those are in the first place. It is very difficult to exceed expectations if we don't know where we stand on a project or task. It is your responsibility to fervently document tasks, projects, and add notes to tasks so that others on the team know where things stand too.

We also expect you to communicate clearly with clients, follow up in a timely fashion, and document any communications with a client.

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## Returning Phone Calls/Emails

Make every effort to return calls and emails to clients, prospects, and strategic partners within

24 hours (or one business day) whenever possible. If you can't return a call or email for some reason, let a team member know and let the individual know that you're working on their behalf and provide a timeline of when they can expect a response from you.

Similarly, please make sure to set out of office notifications when you plan to be absent so that anyone sending you an email gets a response letting them know you're out and when they can expect a response (and who they can reach out to in your absence in the event of an urgent request).

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## Look for Opportunities to Wow!

Write a personal note, send a small gift that follows our compliance policies, reach out to let someone know you appreciate them, there are many ways to go out of your way to exceed expectations and cause someone to say, "Wow!"

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## Core Value #2: Personal Growth

In life, as in nature, what doesn't grow dies. We want to continue to see each of our team members flourish, so we encourage you to continue adding leadership development and communication skills, additional education, and designations. There is always something to learn!

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## Continued Education

We encourage you to keep learning! We recognize that the skills and knowledge of our employees are critical to the success of the company. We offer continued educational reimbursement to encourage personal development, improve job-related skills, and

enhance employees' competitiveness when seeking reasonably attainable jobs within our company. Employees will be presented with continued education assistance at the discretion of their supervisor.

If there is a credential or certification course that you think would benefit you and our firm or our clients, bring it to our attention and let's discuss.

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## Be a Reader

Reading makes us better. We maintain a large library and designate resources for employees to use to read leadership, finance, psychology, and personal development books. If there's a book you want to read, let us know and we're fairly likely to purchase it for your reading enjoyment. Our only request is that you bring us 2-3 ideas that are relevant to our firm or our clients that we can use to become a better version of ourselves.

If you want to help us write a blog about the book you read, we are always looking for new reviews we can utilize on our social media. Connect with our Director of Marketing for more information.

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## Core Value #3: Pursue Work-Life Harmony

Pursuing work-life harmony means that each employee realizes that our work sector and our life sector need to be in harmony. This includes our habits, expectations, responsibilities, and relationships. It's important to realize that harmony is not about having more free time, making more money, or working fewer hours. Harmony is about living a fuller, richer life full of enjoyment and significance.

It means putting work in perspective as one of the many things you do and aspire to be great

at, while not allowing work to be the thing that defines you.

To help you live a more balanced life, flexibility is provided at our company. We call this perk "Lifestyle Benefits." Lifestyle Benefits help you merge your professional and personal life into a fruitful experience. The following are the Lifestyle Benefits we offer our employees:

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## Paid Time Off

First, we want you to understand that paid time off is an important benefit for you to take and use.

It combats burnout. Some people require more time off than others; it depends on the individual's constitution. Regardless, we want you to have the time to enjoy your personal life and personal interests outside of work.

Our policy includes all paid time off. This means all personal days, sick days, and vacation days are wrapped into this policy. If you need to take a personal day, take it. If you are sick, stay home -- we don't want your illness! And, if you need to take a vacation or simply get away, take the time. The following is an outline of our company paid time off policy for employees:

### Flexible Time Off Policy

Paid FTO is available to salaried full-time and salaried part-time employees following their first 90 days of service with our company.

Our company has an unrestricted FTO policy. This means no restrictions apply in terms of how many days and how much FTO is taken after the first 90 days of service. This is an honor system in which we feel you can take care of yourself without damaging the company or your own integrity by overusing the privilege.

We use a standard benchmark of 4 weeks (20 days) plus national holidays each year as a benefit guide. This is a guideline, so if you need a couple of extra days or don't want to take that much time off, no problem.

No more than 1 week of FTO may be taken at one time, except under extraordinary circumstances. Requests for more than 1 week of FTO should be in writing at least 90 days prior to the beginning of the requested FTO period and approved by your mentor (i.e., the person you report to for 1:1s) so that the team is not left in a lurch. You and your mentor should be tracking your own time out of the office and ensure any time off isn't affecting you or the firm's ability to reach goals.

The honor system doesn't mean we don't have rules.

Rule #1 is you can't do anything that creates a lower quality of service for our clients or violates our values.

Rule #2 is respect your colleagues.

Employees are encouraged to make the most of their FTO time and always strive to perform at their highest level of excellence and productivity during working time. We encourage you to take days off in reasonable intervals throughout the year to ensure you can operate efficiently throughout the year and no one ends up in burnout.

This policy will be reviewed by all staff and management on a periodic basis. If an employee is determined to be taking advantage of the flexible time off policy, our company reserves the right to restrict FTO for employees without notice. The bottom line is we believe you can take care of yourself and act and behave professionally. Take FTO when you need it. However, if you abuse it by taking too many sick days, personal days, and vacation days, the result

will be that you will lose the privilege.

Under this policy FTO is not accrued or carried over. Because FTO does not accrue, no unused FTO will be paid out upon separation of employment for any reason.

### **Paid Sick Time**

Where applicable state law requires Employer to provide minimum paid sick time to Employee, such sick time will be provided in accordance with and to the extent required by that law. Any such sick time will run concurrently with FTO taken for qualifying reasons and will be tracked separately as required by applicable law.

### **Holidays**

Our company observes the following paid holidays per year for all salaried employees:

*New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, Christmas*

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## **Office Hours/Flex Time**

Our office is open for business from 8am to 5pm CT Monday through Friday, except for Holidays. The standard workweek is 40 hours. It is ideal to have all employees working during office hours. However, we do build a degree of flexibility into our schedule to account for employees being in different time zones and for personal needs. Unless otherwise noted in your employment contract or job description, please be available during normal working hours.

We want each of you to work in the way that is best for you, so long as client and company needs are met. If you need to schedule a doctor appointment and cannot do it outside of office hours, by all means take care of yourself.

If you need to work early/late to achieve results, you can adjust. Our goal is to get results, and if

you can get these results by making a flexible schedule for yourself without adversely affecting your colleagues or our clients, then do so! We want you to be productive and honorable when it comes to your working hours.

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## Lunch Breaks

It's very important that you have healthy eating habits. These habits give you necessary energy to be productive throughout the day. We want you to take a lunch break. Many people will bring their lunch, eat at their desk, take a short break to run personal errands, or attend personal appointments. Use your best judgment regarding lunch, but please do eat!

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## Break Periods

Do us a favor: take periodic breaks throughout the day. We recommend a 10-minute rest period every few hours.

Breathe, go for a walk, pick a yoga pose... we don't care what you do during your break, just take one. Breaks make you more productive!

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## Weather/Emergency Closings

At times, emergencies such as severe weather, fires, or power failures can disrupt company operations. The decision to close the office will be made by the executive management team. In severe cases, we will operate by the Company disaster plan.

When the decision is made to close the office, employees will receive official notification from an executive team member. If you have a weather-related emergency and cannot make it into the office, we expect you to try to work from home.

If you experience an internet outage, or a localized weather issue and you're a remote employee, please let your mentor know so that we don't worry about you.

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## Health-Related Issues

Employees who become aware of any health-related issue, including pregnancy, should notify our company of their change in health status. This policy has been instituted strictly to protect the employee. Frankly, we don't want you working if you are not healthy! A leave of absence may be granted on a case-by-case basis, including for pregnancy. If the need arises for a leave of absence, employees should notify us with their request.

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## Parental Leave

Congratulations, your family is growing! We are a family-oriented team and believe that family is important. We urge you to take the time you need to be with your new little person as you adjust to your new normal.

As a firm, we allow for up to 6 weeks of Parental Leave for the birth of your child, to care for your newborn child, or for the adoption of a child. Within these parameters, a parent may use as much or as little time as they deem fit for their situation.

Eligible employees are full-time employees (non-owners) who have been employed by our firm for 12 months or longer.

Parental Leave may not be longer than 6 consecutive weeks.

We respectfully request that as much advance notice as possible be given if you intend to utilize Parental Leave so that we have as much time as possible to identify job responsibilities that may

need to be reassigned and so that we have ample time to train others on your job responsibilities as well.

Parental Leave policies are subject to revisions. In the event of a revision, notice will be given not less than 30 days in advance of a new calendar year in which the change is taking place.

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## Parking

If you are on-site in our Overland Park office, you may park on any side of the building where available parking spots are located. There are no assigned parking spots and there is ample parking available.

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## Time Off for Volunteer Work

Community involvement is important to our company! If you would like to take PTO time to volunteer at a local charity, participate in a community event, or attend a national event or conference, we want to help you get involved. We ask that you give ample notice so our company and your co-workers can plan accordingly. In addition, use your best judgment in terms of how much volunteer work you pursue. We don't want your desire to change the world to over-extend you personally or professionally.

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## Jury Duty/Military Leave

It's your right, as a citizen, to participate in jury duty when you are asked. In addition, we consider military leave the greatest gift to our freedom.

If you are summoned for jury duty or are an active member of the military, please let us know and we will do our best to work with you.

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## Technology

We want you to have the best tools available to get the job completed. Sometimes this means giving you technology tools or allowances that you can use toward productivity tools. If there is a software application, iTunes app, or resource that you believe would benefit your (and possibly colleagues') productivity, let's chat about it!

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## Core Value #4: Seek Financial Freedom

We want you to have financial success. If we had a money tree, we would just give it to you. However, we don't. Therefore, the combination of paying employees a fair wage, offering monetary benefits, and encouraging employees to live a full, rich life makes the management of finances critical.

The following is information about how the company views the wages and extra monetary benefits we offer to help you seek financial freedom in your life.

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## Financial Advice

Everyone needs financial advice. At any point in your career where you need an objective opinion about your financial situation, we will help you. We can either provide the service to you, or we will help you find a financial professional to guide you. No one should live with the stress of financial burdens. Find the courage to ask for help if you are suffering from financial stress.

## Wage and Salary Increases

Performance means everything. We strive to pay a fair wage to each employee. Each employee's hourly wage or annual salary will be reviewed yearly. The employee's review date will usually be conducted on or about the same time each year (generally in the Spring). Such reviews may be conducted more frequently for newly created positions or based on a recent promotion.

Increases will be determined on the basis of performance, adherence to company core values, ability to meet or exceed duties per your job description, and achievement of performance goals. Although the Company's salary ranges and hourly wage schedules will be adjusted on an ongoing basis, we do not grant "cost of living" increases per se. Performance is the key to wage increases in our Company. Any issue regarding wage, employment status, or overtime issues will be handled by our legal counsel and follow the Federal and State laws.

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## Retirement Planning

### **401(K) Profit Sharing Plan**

The 401(k) profit sharing plan offers our employees a unique opportunity for savings, financial growth, and favorable tax treatment.

The 401(k) plan helps contributors save in several ways:

- Gross taxable income is reduced
- The Company makes a matching contribution of the employees' contributions
- Convenience of payroll deduction in an amount employee chooses

The 401(k) plan is administered by Spectrum Pension Consultants, with separate accounts established for each employee to either direct their own investments (subject to pre-clearance and the terms and conditions outlined in our compliance

policies) or managed by our firm. We make a matching contribution equal to 100% of Elective Deferrals that does not exceed 3% and 50% of Elective Deferrals between 3-5% of annual compensation. For any year, a Contributing Participant's Elective Deferrals shall not exceed the current published limits (indexed for cost-of-living increases according to law). Please see the Administrator for current limits. Eligibility is immediate for all employees.

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## Insurance Planning

This guide does not contain the complete terms and/or conditions of any insurance benefit plans. It is intended only to provide general explanations. If there is ever any conflict between the guide and any documents issued by one of the insurance carriers, the carrier's guideline regulations will be regarded as authoritative.

We offer the following insurance programs for regular full-time employees, subject to the carrier's policies and procedures:

### **Health Allowance**

Employer will pay \$300 per month to assist with the cost of obtaining and maintaining health insurance either through ACA marketplace, a privately owned policy, or coverage through a partner's workplace plan. We do not currently offer a group health plan.

### **Group Insurance Benefits**

Through our affiliation with NAPFA, you have access to deeply discounted group long term disability, short term disability, life, dental, vision, and accidental death & dismemberment insurance. The Company does not pay any portion of premiums associated with these benefits. For more information please visit: [www.NAPFAGroupBenefits.com](http://www.NAPFAGroupBenefits.com)

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## Paydays

Paychecks are deposited directly into an employee's bank account. We can split the paycheck into multiple accounts upon request so that you can direct your funds to specific accounts in an automated way. Any changes requested in writing must be verified verbally at least 3 business days prior to a pay date. Paydays are on the 15<sup>th</sup> and last day of each month (or the business day before if they fall on a weekend or bank holiday).

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## Variable Compensation & Bonuses

Variable compensation is part of our total compensation package. We may utilize any combination of incentive pay in the form of non-discretionary bonuses, periodic discretionary bonuses, as well as business development-related compensation for licensed individuals. Incentive bonuses are tied to both the success of the firm as well as your personal performance.

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## Core Value #5: Fiduciary First

In work and in life, to get the best results, you must engage the most excellent people. We have learned that the most excellent people are also people of high integrity. Integrity means doing the right thing even when the price is painful or one's personal interest is at risk.

Put others first. Do the right thing. Treat others with respect. Have integrity.

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## Fiduciary Promise

By working with us, you are agreeing to abide by our Fiduciary Promise. A current copy of our Fiduciary Promise is available in our disclosures. Please ask the CCO for a copy if you haven't already been given one. This is an oath we make to our clients, so it is important that you know what it says and agree to abide by the tenants outlined.

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## Equal Opportunity Employment

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at our company will be based on merit, qualifications, and abilities. We do not discriminate in employment opportunities or practices because of race, color, religion, sex, national origin, age, or disability.

We will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This guide governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

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## Substance Abuse

Our company is committed to providing a safe and productive workplace for our employees. In keeping with this commitment, alcohol and drug abuse policies have been established for all staff members, regardless of rank or position, including both regular and temporary employees.

These policies apply during working hours to all employees of our company while they are on company premises or elsewhere on company

business.

You may not:

- Engage in the manufacture, distribution, possession, sale, or purchase of controlled substances of abuse
- Be under the influence of illegal drugs or substances of abuse at any time
- Work while under the influence of any legal or illegal drug, alcohol, or any prescription drug that impairs performance

If you need to take time off to recover from a surgery or injury that causes you to take any drug which may impair you, please let us know so that we can make appropriate accommodations.

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## Tobacco Products

The use of tobacco products is not permitted. Each employee has, as part of their employment agreement, agreed to refrain from using tobacco products in any form and nicotine use in general, at any time while employed by us.

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## Employment Termination

We hate to see you go, but if you have to leave us, we request that you provide us at least 4 weeks written notice since it takes a while to find and hire a qualified person to take over the work you are performing. Since employment with us is based on mutual consent, both the employee and our company have the right to terminate employment at will, with or without cause, at any time.

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## Safety

Each employee is expected to exercise caution and common sense in all work activities. Please

report any unsafe conditions to management. In the case of an accident that results in injury, regardless of how insignificant the injury may appear, employees should notify the management team.

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## Building Security

All employees who are issued key fobs or keys to the office are responsible for their safekeeping. The last employee, or a designated employee, who departs the office at the end of the business day assumes the responsibility to ensure that all doors are securely locked, and all appliances and lights are turned off with exception of the lights normally left on for security purposes.

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## Visitors in the Workplace

We want your friends and family to see where you work and pop in from time-to-time to give us an update on how they are doing, assuming it's not every day! Please use common sense on when the appropriate time is for them to stop by. And, when they come in, please ensure all confidential client information is safeguarded and protected.

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## Absence Without Notice

We would worry about you if you didn't come to work. If you don't want us to alert your next of kin or send the police to track you down, please let us know when you are coming in late or are unable to work due to illness or an accident. This will allow our company to arrange for temporary coverage of your duties and help other employees to continue work in your absence.

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## Core Value #6: Protect Our Brand

Our company takes pride in our reputation. Protecting our brand means you will not do anything that tarnishes our company name, employees, strategic partners, and/or clients—our brand. In order to do so we ask the following:

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### Obligating the Company

Only authorized persons may purchase supplies in the name of our company. No employee whose regular duties do not include purchasing shall incur any expense on behalf of the company or bind the company by any promise or representation without written approval.

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### Expense Reimbursement

Expenses incurred by an employee must have received prior approval. Reimbursements may be included in the employee's next regular paycheck or issued separately, at the company's discretion. The reimbursement request will be processed like an invoice.

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### Computer and Internet Use

To remain competitive, better serve our clients and provide our employees with the best tools to do their jobs, our Company makes available to our workforce access to one or more forms of electronic media and services, including computers, email, telephones, voicemail, eFax, online services, video conferencing services, and internet, to name a few.

Our Company encourages the use of these media and associated services because they can

make communication more efficient and effective and because they are valuable sources of information about vendors, clients, technology, and new products and services. However, all employees and everyone connected with the organization should remember that electronic media and services provided by the Company are company property and their purpose is to facilitate and support Company business. All computer users have the responsibility to use these resources in a professional, ethical, and lawful manner.

To ensure that all employees are responsible, the following guidelines have been established for using email and the internet. No policy can lay down rules to cover every possible situation. Instead, it is designed to express our philosophy and set forth general principles when using electronic media and services.

Electronic media cannot be used for knowingly transmitting, retrieving, or storing any communication that is:

1. Discriminatory or harassing
2. Derogatory to any individual or group
3. Obscene, sexually explicit, or pornographic
4. Defamatory or threatening
5. In violation of any license governing the use of software
6. Engaged in for any purpose that is illegal or contrary to our company policy or business interests

The Company reserves the right, at its discretion, to review any employee's electronic files and messages to the extent necessary to ensure electronic media and services are being used in compliance with the law, this policy, and other company policies. Employees should not assume electronic communications are completely private. Accordingly, if they have sensitive personal information to transmit, they should use other means.

All employees must follow our technology policy as

outlined in our compliance manual.

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## Telephone/Cell Phone Use

Our Company telephones are intended for the use of serving our clients and conducting Company business. Personal usage during business hours is discouraged except in emergencies. All personal telephone calls should be kept brief to avoid congestion on the telephone line, or cell phones should be used.

Regarding cell phones: We are not going to say not to use them while you are at work. However, you should use your best judgment on their level of use. Our goal is for you to be focused on work, while at work. If your cell phone is distracting you from doing so, you need make an adjustment.

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## Social Media Use

Our company embraces the responsible use of social media, however, please follow our compliance policies regarding what we can and cannot say on social media. If you are going to link your social media to our firm or indicate that you work for our firm (in any way), then you must have your social media backed up for review purposes.

Do not make comments that can be construed as discriminatory or harassing, political, abusive, obscene, sexually explicit, threatening, or defamatory. That includes both posts you make as well as those you comment on since those can also be viewed by others.

Remember, you represent our firm and we expect that your online presence will reflect that appropriately.

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## Public Image

A professional appearance is important anytime that you come in contact with our clients or potential clients. Employees should be well-groomed and dressed appropriately for our business and for their position in particular.

The following items are considered inappropriate working attire:

- Spaghetti-strap shirts
- Short mini skirts
- Sheer (see through) clothing
- Ripped/distressed clothing
- T-shirts (unless they have our Company logo on them)
- Any item of clothing that looks like it was recently pulled out of a laundry pile

When meeting with a client, the dress code is more business professional, to include attire such as:

- Slacks and dress shirt and tie if meeting client for the first time
- Dress or skirt and blouse
- Blazers or suits are optional

If management occasionally designates "casual days," appropriate guidelines will be provided to you. Consult your mentor or an executive team member if you have any questions about appropriate business attire. If at any time our Company feels you are dressed inappropriately for working in our office environment and meeting with clients, we reserve the right to ask you to change.

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## Preserve Confidentiality

The protection of confidential information and trade secrets is vital to the interests and success of our Company. Such confidential information includes, but is not limited to, the following examples:

- All client data
- Compensation data
- Financial information
- Marketing strategies
- Pending projects and proposals
- Proprietary production processes
- Personnel/Payroll records
- Conversations between any persons associated with the Company

Employees who improperly use or disclose client information, trade secrets, or confidential business information will be subject to corrective action, including but not limited to legal action, even if they do not actually benefit from the disclosed information.

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## Outside Employment

Employees may hold outside jobs in non-related businesses or professions as long as the employee meets the performance standards of their job description. Unless an alternative work schedule has been approved, employees will be subject to our Company's office hours and flex-time policy, regardless of any existing outside work assignments. Office space, equipment, and materials are not to be used for outside employment.

Any outside business activities (including volunteer positions held as a Director, Officer or Board Member) must be disclosed in writing and approved by the CCO since we are required to disclose such information to the public.

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## Other Policies

It's impossible to spell out every possible standard and scenario we might face as employees and a company. Instead, we rely on one another's good judgment to uphold a high standard of integrity and the core values in our

Company. We expect all employees to be guided by both their motivation and the spirit of this Guide. Sometimes, identifying the right thing to do isn't an easy call. If you aren't sure, it is your responsibility to ask!