



Company Handbook

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Table of Contents

[Welcome to Tandem](#)

[Who Is Tandem?](#)

[Our Values](#)

[We Believe](#)

[Our Mission](#)

[Our Strategy](#)

[Employment Policies](#)

[At-Will Employment](#)

[Equal Opportunity](#)

[Diversity and Inclusion](#)

[Harassment](#)

[Sexual Harassment](#)

[Other Harassment](#)

[Reporting Discrimination and Harassment](#)

[Reporting Procedure](#)

[Drugs, Alcohol, and Weapons](#)

[Personal Appearance](#)

[Work Time and Location](#)

[Expected Work Hours Per Week](#)

[Core Hours](#)

[Work from Home](#)

[Job Abandonment](#)

[Workplace and Workspace Privacy](#)

[Use of the Internet is Not Private](#)

[Online Communications Are Not Private](#)

[Personal Use of Online Systems](#)

[Conduct Rules Apply to All Online Communications](#)
[Professional Tone and Content](#)
[Side Projects and Outside Work](#)

[Employee Benefits and Perks](#)

[Computer Hardware](#)
[Purchase At Termination](#)
[Conferences and Continuing Education](#)
[Learning Budget](#)
[Speaker Support](#)

[Health, Disability, and Life Insurance](#)

[Time Off](#)
[Standard and Floating Holidays](#)
[Vacation](#)
[Conference](#)
[Sick Days](#)
[Bereavement](#)
[Civic Duty](#)
[No Work Location](#)
[New Parent Leave](#)
[Unpaid Time Off](#)
[Sabbatical](#)
[Termination PTO Payout](#)

[Retirement Plan](#)

[Company Operations](#)

[Data Security](#)
[Email Security](#)
[Password Security](#)
[Production Secrets and Tokens](#)
[HIPAA, PCI, PII, or Other Personal Information](#)
[Laptop Encryption and Security](#)
[Operating System and Software Updates](#)
[Breaches or Loss of Data](#)
[Use of Outside Materials](#)

[Time Tracking](#)

[When Assigned to a Single Project](#)
[When Assigned to Multiple Projects](#)
[When On the Beach](#)
[Contractors](#)
[General Guidelines](#)

[Expense Tracking and Reimbursement](#)

[Expense Tracking](#)
[Client Billable Expenses](#)

[Non-Billable Expenses](#)

[Manager Approval of Expense Reports](#)

[Corporate Credit Cards](#)

[Work Travel](#)

[Booking](#)

[Flights](#)

[Lodging](#)

[Car Travel](#)

[Lyft / Uber for Business](#)

[Rental Cars](#)

[Fuel Reimbursement](#)

[Distracted Driving](#)

[Per Diem Reimbursement](#)

[Inter-office Travel](#)

[Billable Travel](#)

[Performance Review Process](#)

[Peer Review Process](#)

[6-Month Review](#)

[Annual Review and Compensation Adjustment](#)

[Employee Referral Bonus](#)

Welcome to Tandem

When we started Tandem, our goals were simple: build a company we wanted to work at and solve problems that were interesting and meaningful. Part of growing into a company that we want to work at is developing a set of policies and guidelines that reflect and codify our values. This handbook is just that.

We are not the first to make our company handbook open publically. But, we liked the idea so much that we decided to follow in others' footsteps. Making this document available to potential candidates and clients signals our values both internally and to the outside world. And, it encourages us to maintain discipline and accountability for the things we believe.

--JC Grubbs, CEO at Tandem

Who Is Tandem?

Our Values

Ship Quality Work

We take pride in our work and strive for sustainable and maintainable solutions. We resist shortcuts, attend to detail, and validate our work.

Open the Door

We help each other, we value diversity, and we are inclusive. We provide feedback and encouragement constructively, gently, and often. Above all, we work together.

Rise to Challenge

We believe that obstacles are a path to growth. We remain cool under pressure. We talk about what needs fixing, and we work together to fix it.

Act with Integrity

We believe in the value of honesty and candor. We do the right thing for the team and the project, even when it's the hard thing. We strive to be trustworthy.

Focus on Client Success

The Tandem team gets stuff done! We value true understanding of our customer's business. We help them find the right solution for their problem - even if it's not what they expected.

Continuously Improve

We learn - and we teach - every day. We grow our early-stage developers and designers through apprenticeship. We strive to make experimentation and learning, for everyone on the team, both expected and safe.

We Believe

...that well-crafted experiences have a profound impact on life, society, and business. In particular, we believe this impact is most meaningful in the areas of health, education, safety, sustainability, and nourishment (the Impact Sector).

The purpose of a product may be business, social change, entertainment, or communication, but the important part is always the people.

We believe that for a product to be perceived as high quality it must have a strong business strategy, be solidly engineered, and delight its users in how it works, looks, and feels.

We believe that software products can and should improve the world by increasing commerce, connecting people, or in some other way benefiting society.

Our Mission

...is to help our clients reach their most ambitious goals by identifying new opportunities, conceiving solutions, bringing them to life in software, platforms, and services; and enabling them to work better and achieve more.

Our Strategy

...is to seamlessly integrate the practices of business strategy, human-centered research, UX/UI design, and agile software development; and to pursue meaningful work in the Impact Sector.

Employment Policies & Code of Conduct

At-Will Employment

Your employment with Tandem is on an “at-will” basis. This means your employment may be terminated at any time, with or without notice and with or without cause. Likewise, we respect your right to leave Tandem at any time, with or without notice and with or without cause.

Nothing in this handbook or any other company document should be understood as creating a contract, guaranteed or continued employment, a right to termination only “for cause,” or any other guarantee of continued benefits or employment. Only the CEO has the authority to make promises or negotiate with regard to guaranteed or continued employment, and any such promises are only effective if placed in writing and signed by the CEO.

If a written contract between you and Tandem is inconsistent with this handbook, the written contract is controlling.

Nothing in this handbook will be interpreted, applied, or enforced to interfere with, restrain, or coerce employees in the exercise of their rights under Section 7 of the National Labor Relations Act.

Equal Opportunity

Tandem is committed to the principles of equal opportunity employment in all aspects of employment, including but not limited to recruiting, hiring, placement, transfer, training, promotion, rates of pay, and other compensation, termination, and all other terms, conditions, and privileges of employment.

We are committed to complying with all federal, state, and local laws providing equal employment opportunities, and all other employment laws and regulations. It is our intent to maintain a work environment that is free of harassment, discrimination, or retaliation (for the reporting of harassment or discrimination) because of age (40 and older) race, color, national origin, religion, sex (including sexual orientation, gender identity, pregnancy and pregnancy related conditions), disability (physical or mental), genetic information (including family medical history and characteristics), body size, marital status, citizenship status, employment status, credit history, arrest and conviction history, crime victim status, order of protection status, veteran status, uniformed servicemember status, or any other status protected by federal, state, or local laws.

In addition, if you have a disability, are pregnant, recovering from childbirth, have a condition related to pregnancy or a religious reason that affects your ability to perform your job, you have the right to request one or more reasonable accommodations. A reasonable accommodation means a

modification to access the work site or an adjustment to the work process or work schedule that would enable you to perform your job within your disability or condition.

We are all responsible for upholding this policy. You may discuss questions regarding equal employment opportunity with your manager or any other designated member of the management team.

Diversity and Inclusion

Tandem is committed to creating a workforce that reflects the diversity found in our society. We employ a lot of great people who do many different types of work. Our development and design departments contain the largest number of employees, and are ably assisted by our sales, administrative, and executive departments. Our goal is equity and diversity within each department, and also across the company as a whole.

Tandem recognizes that our society contains systemic barriers that deny access, opportunity, and participation to certain disadvantaged and underrepresented groups. The technology industry, in particular, has extensive structural issues that make it difficult for gender minorities, underrepresented racial groups, and people with disabilities to participate fully.

Tandem recognizes further that we can build a better, more meaningful, and higher-quality software when we have an equitable work environment and a diverse staff at all levels, and within all departments.

Therefore, as both a business and a human imperative, Tandem is committed to equity in recruitment, hiring, training, professional development, and advancement. We will identify and determine ways to remove existing employment and advancement barriers, and take positive steps to attract and assist the integration and full participation of underrepresented groups.

Harassment

Tandem has a strict policy against all types of workplace harassment and discrimination. We require all employees to complete an annual workplace harassment prevention training course. All forms of harassment of, or by, employees, vendors, visitors, customers, and clients are strictly prohibited and will not be tolerated.

Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment; (2) submission to, or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. While it is not possible to identify every act that constitutes or may constitute sexual harassment, the following are some examples of sexual harassment:

- Unwelcome requests for sexual favors
- Lewd or derogatory comments or jokes
- Comments regarding sexual behavior or the body of another
- Sexual innuendo and other vocal activity such as catcalls or whistles
- Obscene letters, notes, emails, invitations, photographs, cartoons, articles, or other written or pictorial materials of a sexual nature
- Repeated requests for dates after being informed that the interest is unwelcome
- Retaliating against another for refusing a sexual advance or reporting an incident of possible sexual harassment to the Company or any government agency
- Offering or providing favors or employment benefits such as promotions, favorable evaluations, favorable assigned duties or shifts, etc., in exchange for sexual favors
- Any unwanted physical touching or assaults, or blocking or impeding movements

Other Harassment

Other workplace harassment is verbal or physical conduct that insults or shows hostility or aversion toward an individual because of the individual's age, race, color, national origin, ancestry, religion, sex, pregnancy (including childbirth, lactation, and related medical conditions), disability, genetic information (including family medical history and characteristics), marital status, citizenship status, employment status, credit history, arrest and conviction history, crime victim status, order of protection status, veteran status, uniformed servicemember status, or any other status protected by federal, state, or local laws.

Again, while it is not possible to list all the circumstances that may constitute other forms of workplace harassment, the following are some examples of conduct that may constitute workplace harassment:

- The use of disparaging or abusive words or phrases, slurs, negative stereotyping, or threatening, intimidating, or hostile acts that relate to the above protected categories
- Written or graphic material that insults, stereotypes, or shows aversion or hostility toward an individual or group because of one of the above protected categories and that is placed on walls, bulletin boards, email, voicemail, or elsewhere on our premises, or circulated in the workplace
- A display of symbols, slogans, or items that are associated with hate or intolerance toward any select group.

Reporting Discrimination and Harassment

If you feel that you have witnessed or have been subjected to any form of discrimination or harassment, immediately notify your manager or any member of the leadership team.

Tandem prohibits retaliation against employees who, based on a reasonable belief, provide information about, complain, or assist in the investigation of any complaint of harassment or discrimination.

We will promptly and thoroughly investigate any claim and take appropriate action where we find a claim has merit. To the extent possible, we will retain the confidentiality of those who report suspected or alleged violations of the harassment policy.

Discipline for violation of this policy may include, but is not limited to, reprimand, suspension, demotion, transfer, and termination of employment. If the company determines that harassment or discrimination occurred, corrective action will be taken to effectively end the harassment. As necessary, the company may monitor any incident of harassment or discrimination to assure the

inappropriate behavior has stopped. In all cases, the company will follow up as necessary to ensure that no individual is retaliated against for making a complaint or cooperating with an investigation.

Reporting Procedure

In the event that you need to report an incident of harassment of any kind, including those involving a client, contractor, or other vendor, reach out to your direct manager. If you are not comfortable sharing details with your manager, go to another member of Tandem's leadership team or to Tandem's HR vendor, Launchways. Managers will move such meetings to the top of their priority list, ahead of other team and client responsibilities.

When reporting an incident, you can expect the following:

- A second party will be present as an observer. This will be a member of the leadership team or a representative from Launchways. The observer's main role is to take notes. Before the meeting, you will be asked that you are comfortable with the observer being present and can request a different observer.
- The meeting will occur in a private space where you cannot be seen or overheard. You can also request that the meeting not occur in the office (if not remote).
- During the meeting, the manager will ask you open-ended questions to gather the facts of the situation and event(s).
- Both the manager and observer will take notes throughout the meeting to document the facts of the situation, focusing on specific behaviors, when and where they occurred, and the impact of those behaviors.
- Your safety is our top priority. The manager will ask you if you feel safe at work and what could help make you feel safe.
- We cannot guarantee complete confidentiality but promise to abide by 'limited confidentiality', information that you share will be limited to those who "need to know." We may gather information from others involved in the situation, if necessary.
- After the meeting, the manager will consult with the CEO to discuss next steps, possible investigation, or corrective actions. They will follow up with you immediately after that conversation.

It is our priority to resolve incidents as quickly as possible in a way that minimizes and rectifies harm.

Drugs, Alcohol, and Weapons

Our priority at Tandem is to create a safe, comfortable, and productive environment for everyone we work with. We realize that alcohol can contribute to a culture of harassment or one that feels unsafe for some employees, even as it can foster camaraderie and friendship among others. Above all other considerations, our drug and alcohol policy is intended to preempt and avoid harassment and make work at Tandem feel safe.

Alcohol may be available at company events or during Happy Hours at the office but it is the responsibility of every employee to ensure that their individual consumption is not making anyone else feel uncomfortable or unsafe. The presence or consumption of alcohol in no way excuses violations of our Employment Policies.

Illegal drugs should not be used, bought, sold, or distributed while at work, either in the office or outside of the office while representing Tandem. Activity of a criminal nature will reflect poorly on future employment and may result in termination.

Under no circumstances will weapons be allowed at Tandem offices, our events, community spaces, or in other spaces where we gather as a team. Weapons include but are not limited to guns, explosives (including fireworks), and large knives such as those used for hunting or display, as well as any other item used for the purpose of causing injury or harm to others. Anyone seen in possession of one of these items will be asked to leave immediately, and will only be allowed to return without the weapon. Tandem employees and attendees at Tandem events are further expected to comply with all state and local laws on this matter.

Personal Appearance

Tandem expects employees to dress with good judgment. We're all unique and you can choose what makes you comfortable whether it is casual or business attire. Our work environment encourages employees to dress comfortably for work.

Our goal is to provide a workplace environment that is comfortable and inclusive for all employees. We expect that your attire, although casual, will exhibit common sense and professionalism.

Courtesy towards coworkers and your professional image are the factors you need to use to assess whether you are dressing in attire that is appropriate.

If a client is expected to be in the office, on a video call or you are attending a client meeting in person, we ask that you match the client's dress code. Exceptions are made if the client has business formal dress code. Tandem will never ask you to wear a suit and tie.

For example, if your client has business formal, don't wear jeans and t-shirt, choose pants and a collared shirt or blouse.

Do not wear anything that other employees might find offensive or that might make coworkers uncomfortable. Clothing with hate-related messaging is never OK and our Code of Conduct should be considered when choosing attire.

Work Time and Location

We work on small project teams and, as such, things move very quickly. We make and reverse decisions as new information guides us. It is difficult to keep up with team progress when you're not present and participating in the conversations as they happen. As a result, we place a high premium on being online and active in our workspace(s) at the same time, even though it limits who we can

hire. However, we also recognize the benefits and attractiveness of flexibility in work time and environment.

Expected Work Hours Per Week

Employees are expected to work a minimum of 40 hours per week but are not expected to work significantly beyond 40 hours. As a consulting shop, we commit the majority of our working time to producing value for customers first and our internal projects second. As an overriding principle, this means that whenever there are client responsibilities these will always take precedence over any internal responsibilities, meetings, or activities.

Employees should rarely exceed 50 hours of work in a given week. If you feel that the completion of your tasks require more than 50 hours on a regular basis, this should be addressed with your manager and mitigated to avoid burnout and lower quality of work.

Core Hours

Whether co-locating at company or client offices, or working remotely, our core working hours are from 10am-4pm in your local time zone. The goal of core hours is to ensure that we can communicate, pair and collaborate in a high-bandwidth way during the majority of our work day while still allowing us the flexibility that real life requires.

You may notice that 10am-4pm for five days doesn't add up to 40 hours - yet 40 is generally what we expect to do. How you organize your work time outside of core hours is at your discretion, whether this be early mornings, late evenings, or weekends (though weekend work is not recommended). However, core hours does not mean that work responsibilities won't be scheduled outside of these hours. If a client needs an 8:30am meeting or a 4:30pm meeting we should make every attempt to accommodate.

Work from Home

While working from home, we expect you to follow our WFH guidelines and be available online during core hours for pairing, ad hoc conversations, daily standup meetings and all client meetings. If your project team lead or manager decides that working remotely is not working for a given situation you may be asked to temporarily work at an office for the sake of the client or project.

Occasionally it is necessary to be out of pocket or away from the computer during core hours - receiving important deliveries, family care, doctors appointments, and so on. This is part of real life, however, employees are expected to:

- Minimize this time and its resulting impact on work productivity
- Let team leads and clients know ahead of time, at the earliest possible opportunity

This is a privilege of remote working and should be used sparingly only in situations where other accommodations cannot be made. If you are not working for a period of 3 hours or more, these hours away should be recorded as PTO.

Job Abandonment

If you fail to show up for work or call/email in with an acceptable reason for the absence for a period of three consecutive working days, you will be considered to have abandoned your job and voluntarily resigned from Tandem.

Workplace and Workspace Privacy

As an employer, it is not Tandem's goal to monitor or track our employees unless necessary and we do so in as few ways as possible. We want you to feel a sense of ownership towards your personal workspaces and be comfortable in your work environment. However, in order to ensure the safety and wellbeing of our team, company property (e.g. desks, lockers, laptops, and other devices) is subject to search. For instance, this might be used if management learns that an employee has brought a gun to work or has stolen company property.

This means that while the company will always try to respect employee privacy, employees do not have a right to privacy while working on-site at an office or off-site using property that belongs to Tandem. The company reserves the right to search company property at any time, without warning, to ensure compliance with our policies, including those that cover employee safety, workplace violence, harassment, theft, and possession of prohibited items. If you use a lock on any item of company property, you must be willing to provide a copy of the key, combination, or code to a member of the management team.

Use of the Internet is Not Private

Tandem network traffic is not being actively monitored by anyone, but because it is a company resource that is managed according to company policy, you should not expect privacy in anything you do online while attached to a company network. The company has both the ability and the right to look at employee usage of the Internet (including but not limited to, the sites you visit, the amount of time you spend online, etc) in order to protect employee safety and wellbeing, as well as company property and interests.

Online Communications Are Not Private

Email messages and other digital communications, including Slack, and any attachments sent and received from a Tandem owned system or account are the property of Tandem. We reserve the right to access, monitor, read, and/or copy email messages at any time, for any reason. You should not expect privacy for any email or message you send using Tandem accounts, including messages that you consider to be personal or label with a designation such as "Personal" or "Private."

Personal Use of Online Systems

The email system and other online communication tools are intended for official company business. If you send personal messages through the company systems, you should exercise discretion as to the number and type of messages you send.

Conduct Rules Apply to All Online Communications

All of our policies and rules of conduct apply to employee use of email, chat and other communication systems. This means, for example, that you may not use the email, chat, or other communication systems to send harassing or discriminatory messages, including messages with explicit sexual content or pornographic images; to send threatening messages; or to reveal company trade secrets.

Professional Tone and Content

We expect you to exercise discretion in using electronic communications. When you send an email using a Tandem email address or Tandem social account, you are representing Tandem. Make sure that your messages are professional and appropriate, in both tone and content. Remember, although email or social media may seem like a private conversation, they can be printed, saved, and forwarded to unintended recipients. You should not send any email/message/update/etc. that you wouldn't want our team, your family, or our competitors to read.

Side Projects and Outside Work

Tandem encourages our team members to explore their personal passions and ideas outside of the workplace. This includes personal projects in software and technology and even paid contracting engagements. However, there are a few guidelines that should be followed if you wish to pursue these interests.

1. If you are intending to work on a personal project for yourself that may at some point become commercialized it should be disclosed to your manager with as much advance notice as possible. They will discuss the project with you to ensure that there is no potential conflict of interest with Tandem or its clients and if not, we'll document this so that you may retain all of the intellectual property rights around this project.
2. If you plan to work on a paid engagement by a 3rd-party, you should similarly disclose this to your manager to ensure there is no conflict of interest with Tandem or its clients as there may be legal agreements which could unknowingly be breached.
3. Whatever work you choose to do outside of Tandem (whether personal or as a contractor) should not affect your work at Tandem in any way.
4. Outside work should never include any elements (either in terms of intellectual property or actual deliverables such as code or design) that were created for Tandem or its clients.

Employee Benefits and Perks

Computer Hardware

You have a choice in your computing environment provided it runs on MacOS.

1. **Company Provided (and owned) Hardware** - 13" Macbook Pro w/ Retina Display with 512Gb of storage, and 16Gb of RAM. This may be purchased new or a used machine purchased within the two years from company storage.
2. **Bring Your Own Device** - You may bring your own device to use for work provided that this device complies with the data security policies of the company including full-disk encryption and compliance with inspection upon request.

Company owned laptops are available to be replaced every 30 months with equivalent versions. The used laptop will be traded-in for a credit when upgraded.

If your company owned device needs servicing, work with the office administrator to make an appointment with Apple through our business account.

Employees who have elected to bring their own device may at any time choose to have the company purchase a laptop for them.

Purchase At Termination

Upon an employee's voluntary termination from Tandem, the employee may purchase their used laptop for equivalent market value, IF it is past it's 30 month life cycle. The office administrator can let you know the market price and deduct the cost from your final paycheck.

Conferences and Continuing Education

Learning Budget

Each Tandem team member has an annual budget of \$750 to spend on learning activities related to their work. You can spend this budget on classes, online training, books, screencasts, etc. You can also use the learning budget to attend industry related conferences. The budget can be applied to 100% of conference registration fees and 50% of travel expenses (flights and hotel) but it does not cover meals and other incidental costs.

The learning budget is accounted for through the expense tracking system, which means that you pay for these expenses and then submit a receipt to receive reimbursement. Please get approval from your manager before making a purchase that you would like to apply towards your learning budget.

The learning budget renews at the first of the calendar year. Employees who join the company mid-year will have a prorated learning budget. Unused portions of the learning budget do not roll over to future years and are not returned to employees upon termination.

Speaker Support

It makes Tandem look great when our team members speak at industry conferences, so we love to support them when they are invited or accepted to speak. For each domestic event (within the continental US), Tandem will pay for flights, hotel, and transportation up to \$1,500. This does not cover meals and other incidental expenses.

Employees are encouraged to work with team leads, management, and the sales team if they plan to submit to speak at a conference. This will help us ensure that there are no scheduling conflicts and that we can appropriately support you.

Reimbursement for speaker support is accounted for through the expense tracking system, which means that you pay for these expenses and then submit receipts to receive reimbursement.

Health, Disability, and Life Insurance

Tandem's standard benefits package includes 100% employer-paid policies for medical, dental, and vision insurance, short and long-term disability insurance, and life insurance. Coverage includes employees, spouses, families, and domestic partners¹. All of the company's benefit policies are managed through Launchways using HR Management software, [Employee Navigator](#). It is your responsibility to keep Launchways and the office administrator updated on any change of life events within 30 days of said change, this may include change of address, marriage or additional family dependents

While we make every attempt to select insurance carriers that offer the widest network of providers it is impossible for us to accommodate every healthcare provider. From time to time we may switch carriers or plans. At these times we will take a survey of current employees to evaluate whether new networks and plans have adequate coverage. The choice of carrier will factor into the provider network but will also be informed by economics and regulatory changes.

Time Off

Tandem offers time off, paid and unpaid, in accordance with state laws to be used when taking time off from your regularly scheduled working hour. Common time off categories are outlined here. All types of time off are requested through Zenefits and can be taken in increments as low as 2 hours.

Paid Time Off (PTO) requests are subject to your manager's approval as well as team or department staffing needs. We understand that unscheduled absences occasionally happen; however, when

¹ A note on domestic partners: currently very few plans cover domestic partnership though the normal premium process due to special IRS rules that cover the way employee deductions are handled in this case. Tandem will compensate by providing salary adjustments which will cover the additional taxes that must be paid by policyholders who elect to have a domestic partner covered under Tandem plans.

possible, PTO should be requested with a minimum of 2 weeks notice. Every attempt will be made to approve your time off as requested, but in cases where it significantly impacts business operation we may ask for adjustments to be made if your request is made with less than 2 weeks notice.

It is the employee's responsibility to notify their team lead, clients, and any other necessary party of any outages as soon as possible.

Standard and Floating Holidays

Tandem is closed for business on the following paid company holidays:

- Martin Luther King, Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- New Years Day
- Christmas Day - *if not observed an employee may substitute for another observed holiday*

Employees are given an additional two (2) paid Floating Holidays which may be taken at another time of personal importance. Floating Holidays are offered per calendar year and do not roll over to the next year.

Vacation Paid Time Off (PTO)

All employees start their employment with 3 weeks of Vacation PTO and earn an additional week of PTO each year up to 5 weeks. Vacation PTO renews on the yearly anniversary of your start date. Up to 40 hours of unused PTO may be rolled over from one year to the next. See Termination PTO Payout below for more information.

Conference PTO

Development and design employees (including apprentices) may take up to 3 PTO days per calendar year to attend a conference or industry focused event. These dates are requested in the company's HR system, and should be approved by your manager in advance of making plans. If you are speaking at the conference no days will be deducted from your PTO conference days, but you should still submit the time off request under this category. Conference PTO days do not roll over to the next year and are not paid out upon termination.

Sick Days

All employees receive paid time off to take care of themselves or a family member due to illness, injury or for a doctor's appointment. Sick days are tracked separately from other paid-time-off and are governed by an accrual process per calendar year in which employees accrue one hour of paid sick time for every 30 hours worked. In the event of a sickness before enough hours have accrued, the system allows you to fall into a negative balance up to the number of weeks remaining in the calendar year.

All time off related to sickness or injury should be recorded in the company's HR system. If your sickness lasts longer than what you can accrue in a year, the remaining balance will pull from Vacation PTO. For extended illnesses (beyond 8 days) you may request short-term disability insurance. Sick days are not paid out upon termination.

Bereavement

Employees may take up to 40-hours of paid bereavement leave in the event of the death of a close relative or friend. The need for this time off should be reported to your manager as soon as possible and recorded in the company's HR system. In the event that an employee needs to take more than forty hours, they may take additional time off using their vacation PTO or choose unpaid time off.

Civic Duty

Tandem offers paid time off to vote in a statewide election and/or in the event of a jury duty summons. Please submit the request and inform your manager of your summons with at least two weeks notice.

No Work Location

In the event of power failure, internet outage or a natural disaster which interferes in your ability to work either remotely or at a local office, Tandem offers a category of time-off called No Work Location. If this happens to you, please contact your manager immediately to document the circumstances and log your time off through this category in the company's HR system. This type of time off is meant for extreme, unexpected circumstances. If the situation persists for more than three consecutive days, you may need to pull down from Vacation PTO or use unpaid time off.

New Parent Leave

Tandem offers 8 weeks of paid leave for all full time employees, regardless of gender or sexual identity, after the birth or adoption of a child. This time is for the new parent to welcome the newborn or newly adopted child or children into their home and family. The leave should be taken within a year (12-months) after the birth or adoption of the child. If parents decide that they wish to take more than 8 weeks they may utilize short-term disability, if approved by the carrier.

Employees should give the rest of the team as much notice as possible before they take new parent leave, though there is no requirement for how far in advance notification needs to be given. Parenthood can be unexpected and sensitive, but the more that a team can anticipate the absence, the easier it will be to handle.

Unpaid Time Off

Employees may take up to 40-hours unpaid per anniversary cycle. Any unpaid time must be approved by your manager prior to beginning leave and once approved emailed to the Office Administrator to manually enter into payroll; this type of leave will not show up in the company's HR system time off request field. If unpaid leave is due to an illness or other issue covered by Short Term Disability (STD) you may request STD benefit after the 8th day of missed work. However, if STD is not available or not approved an extended leave may result in termination.

Sabbatical

To reward employees who have been with Tandem for a significant period of time we offer the option to take a sabbatical. This gives employees an opportunity to explore new skills, cultures, and ideas. Sabbaticals bring creativity and innovation back to Tandem upon an employee's return.

Employees who have been with the company for 5 full years (60 months), can take up to 8 consecutive weeks of unpaid leave. Sabbatical time is inclusive of weekends and company holidays. In other words, if a company holiday occurs during a sabbatical, it does not increase the total time the sabbatical can be taken.

Employee health insurance and some benefits will be maintained and paid by Tandem during this period to the extent allowed by the insurance carrier. Employees will still be able to use their health insurance and access funds in their pre-tax accounts. Pre-tax deductions will be stopped during the sabbatical and will need to be restarted upon return.

If an employee does not return to work or leaves the company within the 6 months following the leave, they will need to pay the company back for the cost of benefits, including administrative upkeep of pre-tax accounts, during their leave.

No PTO or sick time is accrued during a sabbatical. PTO accrued within the same year as the sabbatical cannot be rolled over to the next year. Sabbaticals cannot happen consecutively with PTO. Sabbatical time and PTO must be at least 8 weeks apart.

Employees must notify their manager a minimum of 8 weeks in advance of taking a sabbatical. Because sabbaticals affect Tandem's project schedules, clients expectations and cash flow, the sabbatical timing may need to be adjusted and in rare cases may be denied.

Once a sabbatical is approved, employees are expected to proactively communicate with their team, clients, and management about the sabbatical, delegation of work and when they will return. Employees are encouraged to continue to write blog posts for Tandem and otherwise contribute to and engage with the Tandem community.

While on leave, employees may not apply for unemployment insurance. Employees may not accept any work as employees or contractors for more than 20 hours per week during their sabbatical. If you take employment of any kind, it must be approved by your manager. Outside employment should meet the restrictions in the non-solicit section of your employment contract, and must not conflict in any way with your responsibilities within our company. Employees may not work for competitors or clients, nor take an ownership position with any other company.

Termination PTO Payout

When an employee leaves the company voluntarily, they will be paid out for any unused vacation PTO that would have been accrued pro-rata from their most recent anniversary based on their then current level of available PTO (this is despite the fact that during employment vacation PTO does not accrue per se but is granted in full upon anniversary date). Employees who are terminated involuntarily, or for cause, will only be paid out for unused PTO if their state of residence requires such action.

Retirement Plan

Employees are eligible to join the company's Simple IRA retirement plan after their first full six months of employment, including apprentices. The company will offer a matching contribution to the IRA account up to 3% of an employee's salary. Adjustments to contributions to the IRA may only be made once per month and should be made as early in the month as possible to ensure they can

be submitted in a timely manner. You must request the opening of an account through the office manager to enroll.

Company Operations

Data Security

Email Security

To avoid email viruses, phishing for account information, and other threats, employees should not open email attachments from people and businesses they don't recognize, particularly if the email appears to have been forwarded multiple times or has a nonexistent or peculiar subject heading. Even if you know the sender, do not open an email attachment that has a strange name or is not referenced in the body of the email; it may have been transmitted automatically, without the sender's knowledge.

If you believe your computer has been infected by a virus, worm, or other security threat to Tandem's system, inform management immediately.

Password Security

Employees may not share passwords related to company business with anyone, including coworkers or family members. Revealing passwords related to company or client systems could allow an outsider to attack Tandem or its clients, or obtain sensitive information. We use 1Password for Teams to share passwords amongst ourselves and with clients. DO NOT under any circumstances send or accept passwords or other access credentials via email.

Production Secrets and Tokens

Any access keys, API tokens, or account passwords related to client projects should be protected. Don't store them in source control and don't send them in email. Text message, iMessage, or on the phone are the best options.

HIPAA, PCI, PII, or Other Personal Information

When working with clients who are required by law to comply with regulations such as HIPAA, PCI, or FERPA, do everything you can to avoid needing sensitive data to be present on company hardware. If it is absolutely necessary for company hardware to contain sensitive data, first notify a member of the management team for approval. Never provide or accept this information via email -- only through encrypted channels. Once the data on the machine, encrypt it at rest, and delete it as soon as it is no longer essential.

Laptop Encryption and Security

All employees must keep the hard disks on their computers encrypted, OR keep all work related content (including source code) on an encrypted partition. This requirement applies equally to company owned devices or to personal devices being used for company purposes. Put a strong password on all computers, and require it both at login and when the computer goes to sleep or is otherwise left unattended.

Operating System and Software Updates

Operating systems and installed software should be kept up to date such that the latest security patches are applied in a timely manner. If you are using a client-provided computer please work with the client stakeholders to understand their backup, install, and update procedures.

Breaches or Loss of Data

Information provided to Tandem by its clients is covered under strict non-disclosure agreements and all breaches must be communicated and handled expeditiously. This applies to any scenario in which you believe that sensitive information may have become available to outside parties.

If any company device, or personal device being used for company purposes, is lost or stolen, bring it to the attention of the management team immediately.

Use of Outside Materials

Employees will refrain from the use of any outside materials in their work that may be covered under confidentiality agreements with a 3rd-party (not inclusive of Tandem or it's clients). Employees who have entered into such agreements with former employers agree not to use any such material in their work at Tandem to avoid breach of their personal agreements or to expose Tandem or our clients to infringement of Intellectual Property and the potential introduction of harmful or malicious code, etc.

Time Tracking

We bill customers on a fixed weekly rate rather than hourly. This makes the billing process very predictable for customers and preserves a measure of flexibility for us in terms of staffing. When an outage occurs for PTO or sick time we credit clients back for those days.

In order to have an accurate picture of our costs and where we are spending time we ask that employees follow some guidelines for keeping track of time. Generally we don't expect hours to be logged on Saturdays and Sundays.

When Assigned to a Single Project

On days that you work for this project, please log straight 8 hours of effort regardless of how you distributed work throughout your day. Please choose the appropriate task when logging time based

on the activity (not what team you are associated with) for example "Research, UX, Design", "Software Development", or "Project Management"

For times that you are not working on your assigned project (out sick, on PTO, at a conference or don't have working internet), please log 8 hours to the Outage task associated with the project. This is important because it will continue to associate your time to the project but it will not add billable hours.

When Assigned to Multiple Projects

On days that you work for any or all of these projects, please log a total of 8 hours and allocate them roughly proportionally to the projects you worked on. For example, if you spent 75% of your day on Project A and 25% on project B you would log maybe 2 hours to Project A and 6 to Project B. Please do not log overtime, just make sure you're totaling 8 hours. Please choose the appropriate task when logging time based on the activity (not what team you are associated with) for example "Research, UX, Design", "Software Development", or "Project Management"

On days that you are sick, on PTO, or at a conference, please evenly distribute 8 hours across all your projects under the Outage task. For example, if you are on 2 projects you would just log 4 hours to each for the day that you were out.

When On the Beach

On days that you are working but on the beach, please log a total of 8 hours to the Beach project and choose the task that is relevant to the team you are associated with.

On days that you are sick, on PTO, or at a conference, please log a total of 8 hours to the Beach project under the Outage task.

Contractors

Contractors assigned to a single project are asked to log the exact number of hours worked each day instead of a straight 8 hours. Please choose the appropriate task when logging time based on the activity (not what team you are associated with) for example "Research, UX, Design", "Software Development", or "Project Management"

On weekdays that you are not engaged on a project (sick, conference, no internet), please log the hours to the Outage task associated with the project you are assigned. This is important because it will continue to associate your time to the project but it will not add billable hours for the time you weren't working.

Contractors paid through an agency will still be asked to log hours in Tandem's tracking system in addition to the tracking required by their own agency. This is so we can keep an accurate accounting for client billing and future planning in real time.

General Guidelines

If you are at any point unsure of how to interpret these rules or perhaps what projects you are currently assigned to please ask your manager or project lead before logging time.

Lastly, in an effort to more closely follow our projects for account management we would like everyone to enter their time daily if possible but at a minimum before leaving the office each Friday.

Expense Tracking and Reimbursement

Expense Tracking

Generally employees are not expected to spend personal funds on company expenses. Most expenses that you need in the day to day, should be requested through the office manager, charged to company accounts & shipped to you or handled by a team member with a company card when in person. However you will need to submit reimbursement reports for learning budget / professional development expenses and the occasional team or client outing expense.

Tandem uses Expensify for expense report tracking and reimbursements whether reimbursable, client billable or on a company credit card. The following rules apply to all - (1) Expenses over \$25 must have an accompanying receipt. (2) All expenses must be submitted within 30-days of the receipt date. Any expenses submitted later than 30-days after the receipt date will NOT be reimbursed - we often have client's who have similar policies so these need to be submitted in a timely manner.

Expense reimbursements are made through ACH to coincide with our bi-monthly payroll cycle. You can track which expenses have been reimbursed through Expensify.

Client Billable Expenses

Expenses that should be billable to a client must be approved by the project lead and client in advance and marked as "billable" in Expensify. Some examples of billable expenses are:

- Software or online services purchased exclusively for client use
- Materials or digital assets (fonts, graphics, software libraries requiring a license, etc) used in client projects
- Pre-approved travel expenses: flights, hotels, cabs, and meals while away from your home office

Non-Billable Expenses

Non-billable expenses are not applied to client invoices and are covered by the company. Examples of acceptable non-billable expenses are:

- Transportation to client sites and meetings (does not include your regular commute)
- Software licenses/SaaS subscriptions purchased for work purposes
- Meals with clients for sales or work purposes
- Hardware accessories (not laptops or monitors)
- Expenses applied towards your learning budget

All expenses over \$75 must be pre-approved by your manager.

If you are a manager, all expenses over \$200 must be pre-approved by someone with budget authority.

Manager Approval of Expense Reports

If you manage other Tandem employees you will be responsible for approving their expense reports. Please note that any reports which do not comply with the above policies should be rejected and sent back to the employee for correction prior to approving.

Expense reports should be approved or rejected for correction within 1 week of submission. All Submitted reports must be final approved by the 5th day of the next month to be counted in monthly budget reporting and/or client billing.

Corporate Credit Cards

Some Tandem team members are issued company credit cards for use in their work. All individuals possessing a company card must comply with the following:

- All credit card expenses over \$250 must be pre-approved prior by your manager
- You will need to complete an expense report each month and accurately categorize the expenses on your card. Guidelines and category explanations are in Tandem's Confluence "How To" space. This does not apply to the food-specific virtual cards.
- Any expense over \$75 or an expense being billed back to a client requires an accompanying receipt

Work Travel

We don't travel heavily as part of our regular work but will occasionally visit clients in remote cities, perform user research, travel for sales, attend conferences, or visit other Tandem offices. The following policies apply to all travel at Tandem regardless of the purpose.

Booking

All travel expenses to be covered by Tandem or clients must be booked by the administrative staff on behalf of the employee. The purpose of this is so that we can manage travel budgets and ensure that travel policies are observed for insurance, liability, and safety concerns.

Flights

Flights should be requested as far in advance as possible to reduce cost. Individuals can provide an airline of choice but this airline will only be used if the ticket prices are within reasonable range of the average cost for mainstream airlines.

When planning travel please provide the administrative staff with your desired flight times with some flexibility. They will attempt to accommodate desired flight times but will opt for less expensive options if possible.

Flights will be booked in the standard economy cabin, upgrades are at the individual's expense. Tandem will cover one checked bag fee per flight but carry-on is preferable.

Lodging

Lodging will be in hotels, with preference given to Marriott, Hyatt, or Hilton; Tandem has corporate accounts with these brands. When traveling with fellow team members, separate rooms will be booked for each individual and all team members will stay in the same hotel.

Car Travel

It is strongly preferred that individuals use ride-sharing or public transit while traveling for business purposes (even within home regions).

Lyft / Uber for Business

Team members who wish to use Lyft may take advantage of our Lyft for Business account which will put Lyft fees on our corporate card. If travel is in a region that is not supported by Lyft, Tandem also has an Uber Business account. Team members are not automatically added to the account so please request access from your office's administrative assistant.

Rental Cars

If it is absolutely necessary for an employee to rent a car, they will need to provide a photocopy of their valid driver's license and up-to-date comprehensive car insurance coverage. Additional insurance coverage should be purchased through the rental company. Rentals shall be for economy or compact vehicles, upgrades are at the expense of the individual.

Fuel Reimbursement

Fuel reimbursement for personal vehicles will be at the federal rate for the calendar year in which the travel occurred and can be submitted through Expensify. Fuel reimbursement for rented vehicles will be covered by Tandem or the client as a travel expense.

Distracted Driving

Tandem employees who are driving personal or rented vehicles for company purposes will avoid talking on the phone, sending/reading text messages, or performing other activities considered distracting to the driver.

Per Diem Reimbursement

Tandem will reimburse meal expenses while traveling for work at a rate of \$75/day. Breakfast, lunch, and dinner are eligible in the per diem to be allocated at the employee's discretion. The per diem includes meals, drinks with meals, tax, and tip but does not cover other incidentals. The per diem is prorated based on the employee's departure and return, e.g. the breakfast meal is not reimbursable when the employee's work travel begins at 3pm. Receipts will need to be supplied for all per diem expenses.

Inter-office Travel

Any request for inter-office travel should be discussed with your manager and submitted to the office administrator in advance for approval and booking.

Billable Travel

All travel on behalf of clients should be approved by the client prior to booking. It is Tandem's policy that all travel for ongoing engagements be covered by the client. Please keep in mind that additional restrictions on travel may be imposed by the client so please check with your project's engagement manager for details.

Performance Review Process

At Tandem we feel that feedback is an essential part of our growth as individuals and as an organization. As such, timely feedback amongst all team members is encouraged and supported provided that is delivered in a manner that is actionable and kind. Aside from ad-hoc feedback there is a biannual cadence of more formal 360-degree peer feedback: 6-Month Reviews and an Annual Review.

Peer Review Process

Before each round of 360-degree feedback your manager will send out our standard feedback form to at least 10 peers who have worked with you over the prior six months. These co-workers will have 7 days to submit their feedback. Once all feedback is collected, your manager will synthesize the responses and provide you with a writeup including action items and objectives for your next review.

As a respondent, you are encouraged to keep several things in mind when providing feedback:

1. Remember our core values of "Open the Door" and "Continuously Improve". We should be providing feedback that is kind and oriented towards helping someone improve - consider the kind of feedback that you would like to receive.
2. You should review the career path for the individual's role and provide feedback in the context of where this person is at in their career and what they can do to move forward.
3. Your feedback will be anonymous to the individual you are reviewing but it will not be anonymous to their manager. The manager may choose to reach out for more detail from you.

6-Month Review

Each team member will receive feedback from their manager (based on peer reviews) at 6 months after their anniversary date. The goal of the six month review is to check in on progress from your previous annual review and to set some possible objectives for the next six months.

Annual Review and Compensation Adjustment

As your anniversary date nears, your manager will send out another round of 360-degree feedback. They will also work with the finance team (CEO/CFO) to determine an appropriate salary adjustment within the salary band for your current role, or the one you may be stepping up into if you are receiving a title change.

If your annual review occurs after your actual anniversary date your salary adjustment will be retroactive to your anniversary date. In such a case you will receive a catch-up ACH payment on the next payroll after your review is delivered.

Employee Referral Bonus

As a company with a strong culture we want to work with people who align with our values and our way of working. And, in a job market where great people have lots of options, achieving our hiring goals can be tough. We need everyone on the Tandem team to be involved in attracting top-tier talent. For any referred candidate who is hired at a Level 2 position or higher and stays employed at Tandem for at least 90-days we will pay a \$1,000 hiring bonus to the referring employee.

Note: All references to "Tandem" or "company" in this document should be considered synonymous with "DevMynd Software, Inc." which does business as Tandem. This handbook is our attempt to keep you informed of the terms and conditions of your employment, including Tandem policies and procedures. The handbook is not a contract. The company reserves the right to revise, add, or delete from this handbook as we determine to be in our best interest, except the policy concerning at-will employment. When changes are made to the policies and guidelines contained herein, we will endeavor to communicate them in a timely fashion.