



Fire Engine RED

EMPLOYEE HANDBOOK



This handbook describes how we do things at Fire Engine RED.

You are free to adapt/reuse any of the material in it for your fully remote (or not) company. However, we cannot guarantee that it meets your legal requirements, and we recommend that you consult an HR professional before putting into effect any of the policies/procedures we've described.

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Introduction

We're very happy to welcome you to Fire Engine RED! You've joined a 100% remote company with an outstanding reputation and a positive, supportive culture. "It takes a team" is our motto, and empowering team members like you to do their best work is our goal.

This Employee Handbook may include content similar to what you've seen in other employee handbooks. However, all policies and procedures in this handbook apply to, and should be viewed through the perspective of, our 100% remote business model: every employee works at home or from another location, rather than in a central office.

Here are a few things to keep in mind as you're going through our handbook:

- This handbook contains only general guidelines and information, and is not intended to cover all possible scenarios and situations.
- The information in this handbook supersedes the information provided in all previous versions of our handbook.
- This handbook is not an employment contract, and makes no promises of your continued employment.
- At any time, the company may choose to modify the terms and conditions of our 100% remote business model, whether it's for all employees, specific groups of employees, or individual employees.
- The policies, benefits, and programs discussed in this handbook are subject to change.

If you have questions about the content of this handbook, or about anything company-related that's not covered in it, please feel free to ask our director of people, Jamie Levick, who leads our Human Resources department, which we call "People, Places, & Perks" (or "P3" for short).

CONTACT INFORMATION

Fire Engine RED, Inc.

Mailing address:

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Havertown, PA 19083-1017

Email: info@fire-engine-red.com

Phone: 215-829-1850

Our Values and Mission Statement

VALUES

Here are the 12 values that define and drive Fire Engine RED:

- **Trust.** We trust each other to do the right thing because it's the right thing to do.
- **Integrity.** We're honest, authentic, and transparent.
- **Fairness.** We treat others with fairness and respect, and we believe in opportunity for all.
- **Empathy.** We put ourselves in others' shoes and try to see things from their perspective.
- **Teamwork.** We believe "it takes a team" to do our best work.
- **Simplicity.** We strive to simplify everything we do.
- **Good design.** We believe good design is good business.
- **Innovation.** We're committed to continually improving our offerings and believe that "good enough is never good enough."
- **Client care.** We strive to "wow" our clients and to exceed their expectations again and again.
- **Grit.** We don't get discouraged by challenges and setbacks. We're resilient and stay focused on our long-term goals.
- **Wellness.** We believe a healthy and happy team is a productive team.
- **Gratitude.** We appreciate our co-workers and our clients for contributing to the success of our company.

MISSION STATEMENT

To surprise and delight enrollment professionals by helping them achieve their strategic goals through our innovative technology, marketing, data, and consulting services.

Confidentiality & Security

CONFIDENTIALITY

As a Fire Engine RED employee, you'll have access to information that needs to be protected and kept confidential. This includes, but is not limited to:

- Employee records.
- Sales and financial information.
- Proprietary information about our offerings.
- Client data.
- Project details and client results.
- Identity of third-party vendors, including cost information.

A good rule of thumb: If the information is NOT published on the Fire Engine RED website (www.fire-engine-red.com), you should NOT disclose it.

SECURITY

Your computer is Fire Engine RED property. You should keep it clean, safe, and out of the reach of children, pets, or anyone who might tamper with it.

You're also required to:

- Password-protect your computer.
- Enable your firewall.
- Install and regularly update your antivirus software.
- Set your screensaver to lock after 10-20 minutes of inactivity. (If you're working in a public place, you should lock your screen any time you walk away from your computer.)
- Encrypt your hard drive and backup drives.
- Encrypt specific files and folders that contain sensitive data (this applies specifically to members of our Client Care, Data Services, Finance, P3, and Sales teams).
- Keep your operating system up to date – install major releases and patches immediately.

- Back up your computer frequently so you can be up and running quickly if there's an issue.

INFORMATION SECURITY

You're required to protect any and all of the company's proprietary and confidential (internal or client) information.

With this in mind, you must:

- Use the company VPN when working from somewhere other than your home office (e.g., coffee shop, airport, hotel, conference, shared workspace, etc.).
- Use our secure FTP site or Dropbox to store and share business-sensitive documents (contracts) and personally identifiable information (client/student data).
- Use strong, unique passwords for each of your accounts and tools. We recommend that you:
 - Install password management software.
 - Use complex passwords (a minimum of six characters and a combination of alphanumeric, upper and lowercase, and special characters) for access to all company-wide and departmental tools, as well as for your computer. Never use a common or simple password (e.g., 123456789, Password, qwerty, 111111, etc.).
- Change your passwords:
 - Every three months.
 - After using a public Wi-Fi network.
 - If you think they have been compromised.
 - Keep your usernames and passwords secure – NEVER write them down or provide them to anyone via email or text.
- View confidential information only on secure devices.

- Use 2FA (Two-Factor Authentication) when available.
- Keep your company files and other materials separate from your personal files and clearly marked as property of Fire Engine RED.
- Avoid opening (or acting on) email that appears suspicious, asks for login information, or requests anything out of the ordinary.
- Avoid clicking suspicious links. If you suspect a link may be fraudulent, mouse-over it to view the actual URL before clicking.
- Refrain from downloading suspicious, unauthorized, or illegal software.

Employment Basics

EQUAL OPPORTUNITY EMPLOYER

Fire Engine RED is an Equal Opportunity Employer. We do not tolerate discrimination against protected characteristics (including gender, age, sexual orientation, race, nationality, ethnicity, religion, disability, or veteran status).

EMPLOYMENT ELIGIBILITY VERIFICATION

Federal law requires the company to verify your identity and eligibility to work in the U.S. within three (3) days of your start date.

You'll need to complete IRS Form I-9 and provide legal documents that establish your identity and employment eligibility (documents could include a passport or driver's license and a Social Security card).

With a bricks-and-mortar company, this process would take place in person. However, because we're a 100% remote company, we need to do things a bit differently. We use a remote I-9 verification service provider, N3 Notary (<https://n3notary.net/>), that acts as our agent.

N3 will contact you prior to your start date and schedule an in-person meeting with you to verify and review your supporting documents. They'll then provide us your completed documents.

E-VERIFY

The company also uses E-Verify (www.e-verify.gov) as a standard part of our employee verification process. E-Verify is a U.S. Department of Homeland Security website that enables us to confirm that you (whether you're a U.S. citizen or foreign national) are eligible to work in the U.S.

JOB CLASSIFICATIONS

Fire Engine RED follows these employment categories:

- **Regular full-time employees** work 30+ hours per week and are eligible for all of the benefits offered by our company.
- **Regular part-time employees** work fewer than 30 hours per week and are eligible for some of our benefits (such as our Wellness Program).
- **Temporary full-time employees** are hired to supplement our team or to help complete a specific project. They work the company's full-time schedule for a limited duration and are not eligible for our company benefits.
- **Temporary part-time employees** are hired to supplement our team or to assist in the completion of a specific project. They work less than the company's full-time schedule for a limited duration and are not eligible for our company benefits.

AT-WILL NOTICE

Your employment with the company is "at-will." This means either you or the company can terminate your employment at any time for any non-discriminatory reason(s), with or without cause, and with or without prior notice.

Your at-will employment status can only be changed by a written agreement signed by both you and an authorized officer of the company.

NEW POSITION OR DEPARTMENT

The company may transfer you to a new position or a different department based on business needs and conditions.

EMPLOYMENT ANNIVERSARY DATE

Your start date serves as your employment anniversary date, which occurs on the same day each year to mark a full year of employment.

TENURE

Your start date is also used to define your tenure (length of continuous service) with our company. If you leave the company and are subsequently rehired, your tenure will restart (as any new employee's would) on the date of your rehire, unless otherwise determined by the company.

PERSONNEL RECORDS

The company maintains a personnel file for each employee, which includes information we're required to keep by federal and/or state law.

Documents in your personnel file include your:

- Offer letter and resume.
- Signed employment agreement.
- I-9 form and supporting documents.
- E-Verify eligibility.
- W-2 forms.
- Salary history (as of 01/01/2019).
- Requests for employment verification.

Important: If your name, address, marital status, or other personal information changes, you'll need to update your employee profile in our human resources information system so that we can make any adjustments necessary to your paycheck (e.g., taxes).

EMPLOYMENT VERIFICATION

All requests for employment verification should be referred to the director of people.

Depending on the type of inquiry, the director of people may share your:

- Dates of employment.
- Job title.
- Salary history (when appropriate, such as for a mortgage application).

If the director of people is unavailable, employment verification requests should be directed to the business operations manager.

AMERICANS WITH DISABILITIES ACT (ADA)

It's the company's policy to comply with all relevant and applicable provisions of the Americans with Disabilities Act (ADA), as well as state and local laws concerning the employment of persons with disabilities. The company will not discriminate against any qualified employee or job applicant because of a physical or mental disability with respect to any terms, privileges, or conditions of employment, including but not limited to hiring, advancement, discharge, compensation, or training.

If you wish to request an accommodation for a disability, please contact the director of people. Where necessary and feasible, the company will make reasonable accommodations for you to perform the essential functions of your job, as long as the accommodations do not cause the company undue hardship.

Accountability

COMPANY BUSINESS HOURS

The company's business hours are 8:30 a.m. to 5:30 p.m. Eastern Time, Monday through Friday.

EMPLOYEE WORK HOURS

Each employee's individual work hours are based on their location, role, and/or department.

You and your direct manager will determine your work hours; they are subject to change based on the needs of the company.

ATTENDANCE

You're expected to be at your virtual office location at the start of your scheduled work time. If there's an emergency that prevents you from working, we ask that you (or another person) contact your direct manager as soon as possible.

TARDINESS & EXCESSIVE ABSENCES

Excessive tardiness or absences may lead to disciplinary action, up to and including termination.

LUNCH

You're entitled (and encouraged) to take one (1) hour for lunch each workday.

SS FEED

Every other Friday at 4:00 p.m. ET, our CEO and Chief Creative Officer, Shelly Spiegel, hosts the "SS Feed," an all-company conference call. During the SS Feed, Shelly briefs the team on the latest happenings at Fire Engine RED; this includes providing information on new hires, organization updates, and policy changes. Shelly also talks about year-to-date sales, margins, and third-party costs.

Your attendance is mandatory; if you're absent from work (or otherwise can't attend due to a work-related conflict), you're required to listen to the audio recording of the SS

Feed on your first day back to work. You can find a recorded copy of the SS Feed on the company intranet, alfRED.

Note: SS Feeds may occur more or less frequently depending on how much information there is to share.

Compensation & Employee Development

PAY PERIOD

You'll be paid on the last business day of every month.

Note: If you wish to make any adjustment to your withholdings, contact the director of people before the 15th of the month to have that month's paycheck reflect the changes. If the director of people is unavailable, contact the business operations manager for assistance.

EMPLOYEE CLASSIFICATION

The Fair Labor Standards Act (FLSA) determines which employees are subject to minimum wage and overtime laws. The company observes any legal guidelines that apply to the classification of employees.

All employees are designated as either:

- **Exempt employees** are administrators, executives, managers, and professional workers who are exempt from the minimum wage and overtime provisions of the FLSA.
- **Nonexempt employees** are employees whose work is covered by the FLSA, and are not exempt from the minimum wage and overtime provisions of the FLSA.

PAY INCREASES

Every quarter, the “R6” compensation group, which includes our CEO, CFO, EVPs, and director of people, reviews the salaries of all employees. Pay increases are based on a combination of factors, including an employee’s performance and responsibilities, as well as the overall financial performance of the company.

Fun fact: R6 is named after the former R6 Regional Rail line in Philadelphia; the “R” stands for raises and “6” is the number of people in the group.

PERFORMANCE REVIEWS

At Fire Engine RED, we don’t have performance reviews. Instead, we expect each manager to provide their direct reports with honest feedback on an ongoing basis.

CAREER PATHS

Because we’re committed to helping you grow professionally, your manager will work with you to develop a career path based on your skill set and goals, as well as the company’s needs.

You’ll be able to review and track your official career path in our human resource information system.

JOB OPENINGS

When job openings occur at Fire Engine RED, it’s the company’s policy to consider qualified employees from within the company, as well as people outside the company, to fill these positions.

Benefits and Perks

All full-time employees are eligible for the following benefits on their first day of work.

Note: If you need to make changes to your benefits due to a qualifying life event (marriage, divorce, birth/adoption of a child, dependent eligibility change, switch from part-time to full-time or vice versa, gain or lose access to other coverage, etc.), you'll need to update the information in our human resources information system.

MEDICAL & PRESCRIPTION

Fire Engine RED offers a high-deductible healthcare plan (HDHP), which covers health care-related essentials, including doctor visits, preventive care, hospital stays, emergency services, and prescription drugs.

The company currently pays 66% of your healthcare insurance premium, assuming you opt for our coverage. For an additional cost, you may purchase coverage for family members (children, domestic partner, spouse) and have the monthly premium(s) deducted from your paycheck on a pre-tax basis.

HEALTH SAVINGS ACCOUNT (HSA)

To help offset out-of-pocket costs associated with our HDHP, we offer a Health Savings Account (HSA) to the employees who enroll in our company-sponsored healthcare plan. Our HSA enables you to pay for qualified medical, dental, and vision expenses with pre-tax dollars.

As of 2019, HSA contribution limits are \$3,500 for individuals and \$7,000 for families. Those 55 or older can contribute an additional \$1,000; if an employee is married, and they and their spouse are both 55 or older, they can each contribute an additional \$1,000.

Any unused balance rolls over from plan year to plan year. You can also change the amount you contribute to your HSA at any time during the plan year.

Note: If you wish to make any adjustments to your HSA contribution, contact the director of people before the 15th of the month to have that month's paycheck reflect the changes. If the director of people is unavailable, contact the business operations manager for assistance.



RECOMMENDATION

We recommend FULLY FUNDING your HSA BEFORE funding your 401(k).

Why? Because unlike a 401(k), HSAs offer a TRIPLE tax-free benefit:

- Funds go in tax-free.
- Funds grow tax-free (if investing the funds in a Retirement Saver Account – see below).
- Funds come out tax-free (if using the funds for qualified medical expenses).

This is why HSAs are often called a “401(k) on steroids.” Unlike with a 401(k), if you use your HSA money to pay for qualified medical expenses in retirement, you won’t pay any taxes on the money.

DENTAL

Fire Engine RED also offers a dental plan, which covers dental care-related services, including everything from routine dental check-ups to more expensive procedures.

The company currently pays 100% of your dental premium. For an additional cost, you may purchase coverage for family members (children, domestic partner, spouse) and have the monthly premium(s) deducted from your paycheck on a pre-tax basis.

VISION

Fire Engine RED offers a vision plan, which covers routine exams, contact lenses, glasses, and more.

The company currently pays 100% of your vision premium. For an additional cost, you may purchase coverage for family members (children, domestic partner, spouse) and have the monthly premium(s) deducted from your paycheck on a pre-tax basis.

BASIC LIFE

Fire Engine RED provides you with \$50,000 of life insurance, which is payable to your beneficiaries if you die. There is no cost to you for this benefit.

ACCIDENTAL DEATH & DISMEMBERMENT (AD&D)

Fire Engine RED provides you with \$50,000 of AD&D insurance, which covers you if you lose a limb, sight, speech, or hearing, or if you suffer paralysis or a coma as the result of an accident (such as a car crash). There is no cost to you for this benefit.

FLEXIBLE SPENDING ACCOUNTS

Fire Engine RED offers three types of flexible spending accounts (FSAs).

Dependent Care FSA

This benefit offers you the opportunity to set aside up to \$5,000 in pre-tax dollars to pay for qualified childcare expenses, such as daycare, before/after school programs, summer day camp, and babysitters for children under age 13.

In addition, you may use your FSA money to pay for the cost of a caretaker for a disabled spouse or dependent IF the person receiving the care: (1) lives with you at least eight hours of the day, and (2) is claimed as a dependent on your federal tax return.

Note: The downside to a Dependent Care FSA is that you'll forfeit all money left in your account if you don't use it by the end of the plan year. There's NO rollover of unused funds.

Limited Purpose FSA

This benefit enables you to pay for your out-of-pocket dental and vision expenses with tax-free dollars, while saving your HSA funds for medical expenses.

Unlike a Dependent Care FSA, a Limited Purpose FSA allows you to carry over \$500 of unused funds to the next plan year.

Also, once you've incurred \$1,350 of medical/prescription expenses as an individual, or \$2,700 as a family, through our HDHP, you'll be eligible to convert the balance of your Limited Purpose FSA into a Full Medical FSA. (See below.)

Full Medical FSA

This benefit lets you use pre-tax dollars to reimburse yourself for qualifying out-of-pocket medical-, dental-, and vision care-related expenses during the plan year.

You can benefit from a Full Medical FSA:

1. If you ARE enrolled in our HDHP and have met the IRS deductible for it (\$1,350 for an individual; \$2,700 for families in 2019). In this case, you can convert your Limited Purpose FSA into a Full Medical FSA and use the money for qualified medical, dental, and vision care-related expenses.
2. If you are NOT enrolled in our health plan, you can contribute up to \$2,700 in pre tax dollars to a Full Medical FSA and use the money for qualified medical, dental, and vision care-related expenses.
3. Like the Limited Purpose FSA, a Full Medical FSA lets employees carry over \$500 of unused funds to the next plan year.

RETIREMENT BENEFIT

Fire Engine RED offers a 401(k) plan, under which you may contribute up to \$19,000 per year (2019). If you're over age 50, you may contribute an additional \$6,000 for a total of \$25,000 per year (2019).

The company will automatically contribute 3% of your salary to a 401(k) account – whether or not you choose to make your own contribution. There is no vesting period required to receive this benefit.

Note: You must be employed by the company on the final business day of November in the plan year to receive the company's 401(k) contribution.

HEALTHCARE CONCIERGE SERVICE

Fire Engine RED offers you healthcare concierge services at no cost. This benefit is available to help you and your family (including parents and siblings) save time, money, and potential stress navigating medical, hospital, dental, mental health, medication, and other healthcare issues. You can also use this service to help find quality doctors, get estimates for treatment costs, and resolve medical billing problems and other insurance-related concerns.

WELLNESS PROGRAM

Fire Engine RED offers a wellness program to you and your family; your children (over 18) and spouse/partner can participate in it. This wellness program addresses not just physical health, but also emotional, financial, occupational, and social well-being. The program is available to you and your family at no extra cost.

Here's how it works. You earn points by completing our four annual requirements and participating in a combination of annual, quarterly, and personal challenges. The program includes dozens of challenges, each designed to foster healthy habit-forming behaviors. Examples include reading 10 books over 12 months; attending 10 classes (of any kind) over a three-month period; and creating a budget using the past three months' worth of bills.

The more points you earn, the greater your reward. If you're on our healthcare plan, you can earn a reward of several hundred dollars (the amount can vary year to year), and can choose to receive your reward in cash or as a tax-free 401(k) or HSA contribution. Even if you're not on our healthcare plan, you can still participate and earn a reward of \$50, \$125, or \$200.

Note: You must be employed by Fire Engine RED on December 31st of the program year to receive the wellness reward.

EMPLOYEE ASSISTANCE PROGRAM

Fire Engine RED offers an employee assistance program which provides you with support services to assist you and your family with a variety of life issues. These can include child and eldercare assistance, daily living services, financial services, identity theft recovery services, and legal services. There is no cost for this program.

GRIEF COUNSELING

Fire Engine RED offers grief counseling services at no cost. These services are available to you, your dependents, and your beneficiaries.

TRAVEL ASSISTANCE

Fire Engine RED offers travel assistance service at no cost. This service can provide you and your dependents with worldwide concierge, financial, legal, medical, and travel assistance, 24 hours a day, 365 days a year.

DISABILITY BENEFITS

Fire Engine RED offers short-term and long-term disability coverage. We encourage you to sign up for both – and pay the premiums (approximately \$500 per year) yourself with post-tax dollars through a payroll contribution.

Here's why: if you (rather than company) pay the premiums with post-tax dollars, these benefits will be tax-free to you if you need them.

To cover the premiums, we've made a one-time adjustment to your gross salary.

Should you become disabled, our disability plans provide the following coverage:

Short-Term Disability

Our short-term disability plan will cover 60% of your salary for up to 11 weeks, with a maximum benefit of \$1,000 per week – tax-free. Prior to receiving this benefit, our disability plan requires a 14-day unpaid waiting period. For example, after the two-week waiting period, a birth mother (pregnancy is considered a disability) will receive four to six weeks (depending on the type of delivery) of partially paid leave.

During your short-term leave, the director of people may request that you provide one or more written statements about your health.

Note: We ask employees who live in states that provide paid short-term disability coverage to exhaust those state-provided benefits before tapping into the company's disability benefits.

Long-Term Disability

Our long-term disability plan will cover 60% of your salary with a maximum monthly benefit of \$5,000 – tax-free. For disabilities occurring before age 60, benefits continue to age 65; for disabilities occurring after age 60, you'll receive a reduced benefit, based on your age, for a limited duration of time. There is a 90-day waiting period to receive this benefit.

Workers' Compensation

The company provides insurance for all work-related injuries or illnesses. You're required to notify the director of people immediately if you sustain a work-related injury or illness.

Paid Leave

Paid leave is our overall term for holidays, vacation, sick time, etc. Here are the types of paid leave we offer.

HOLIDAYS

We offer a minimum of 10 paid holidays per year. Due to the nature of our business, the company may select certain individuals to provide light support to clients on designated company holidays. If you're required to work on a holiday, the company will provide you with another day off with pay.

In addition, on the day before each holiday, we close our virtual office 90 minutes early. This means that you can leave 90 minutes early based on the schedule you work.

VACATION

You'll have access to ALL of your allotted vacation time starting on January 1st. This means you can take your vacation at any time throughout the year, as long as you have your direct manager's approval.

While you're able to use all of your vacation on January 1st, there are two things to note:

When you join the company, your vacation time is prorated for the year based on your start date. For example, if you started on July 1st, you'd receive about 1.5 weeks of vacation for that calendar year.

If you leave the company, you'll only be paid out for unused vacation time accrued/earned up to your last day with us, not for the rest of the calendar year.

The number of weeks of vacation you receive is based on how many years you've been with the company and your position/title, as shown in the following tables:

EMPLOYEES

TIER	YEARS WITH COMPANY	WEEKS OF VACATION
1	2	3
2	3-9	4
3	10+	5

LEADERSHIP: VPs

TIER	YEARS WITH COMPANY	WEEKS OF VACATION
1	2	4
2	3+	5

LEADERSHIP: EVPs AND C-LEVEL

TIER	YEARS WITH COMPANY	WEEKS OF VACATION
1	ANY	5

You may carry over up to five (5) days of remaining, unused vacation time into the next calendar year. However, if you have more than five (5) unused days as of December 31st, you forfeit the additional days.

For purposes of moving to a new tier, the effective date is January 1st of the year you're eligible for more vacation. For example, let's say you joined in October 2013. You'd have gone from three (3) to four (4) weeks of vacation in January 2016, not October 2016.

SICK

If you're ill and unable to work, you must notify your direct manager at least one (1) hour prior to the beginning of your workday (or, if you become ill during your workday, at the time you stop working).

If you're physically unable to contact your manager, you must have another person contact your manager on your behalf.

The company doesn't allocate a specific amount of sick time to you; take it when you need it. You'll continue to be paid by the company if you're out due to personal illness or injury for up to four (4) weeks, after which we'll work with you to transition to short-term disability, if needed. The company may request proof of illness or injury, including a doctor's statement(s) or notice(s).

Note: Sick time may also be used to care for a sick child, spouse/partner, or parent.

MEDICAL APPOINTMENTS & PROCEDURES

The company also grants unlimited paid leave for any planned medical-related appointments and procedures. These could include, but are not limited to:

- Doctor appointments.
- Dental appointments.
- Specialist appointments.
- Surgeries.

OUT TIME

You may take up to two (2) hours per day of unspecified "out time" without using your vacation time. You'll need to make the work time up, unless your manager tells you otherwise.

Below are examples of reasons for taking out time (this isn't an all-inclusive list, so use your best judgment):

- Vet appointments.
- School functions.

- Picking up a relative from the airport.
- Dropping off a child at soccer practice when carpool plans fall through.
- Exercise.

Note: Need more time? Consider combining your two hours of “out time” with your lunch hour, for a total of three hours.

FAMILY & MEDICAL LEAVE

Fire Engine RED offers one of the most progressive family and medical leave policies of any company. Here are the types of leave we offer.

Parental

You may take up to eight weeks of parental leave at full salary, paid for by the company. These eight weeks can be used (by females and males, moms and dads) for welcoming a child through birth, adoption, or foster care. Please keep in mind that birth mothers are entitled to take parental leave in addition to short-term disability (see Short-Term Disability above).

Important: We ask that you provide your direct manager and the director of people with up to three (3) months of notice prior to taking parental leave so we can plan accordingly for your absence.

Employee Illness or Injury

If you're sick or injured for an extended period of time, you'll receive your full salary for up to four weeks. We'll then work with you to transition to short-term disability, and if necessary, to long-term disability.

Note: Sometimes, an illness or injury doesn't have a clear onset date and additional paid leave may be required. For example, you may be attempting to work while balancing doctor visits in search of a diagnosis and treatment. Several weeks may go by before you find out that you have a condition that qualifies for short-term disability. In other words, four (4) weeks out of the office can easily turn into eight (8) weeks. Therefore, you should communicate openly and often with your direct manager and the director of people.

Family Caregiver

You may take four (4) weeks of paid leave to care for a seriously ill family member. We don't define who is or who isn't your "family," because in our view, that's up to you. In real life, relationships aren't always defined by blood or proximity.

Note: Sometimes, a family member's illness or injury doesn't have a clear onset date, and you may require additional paid leave to care for them. Therefore, you should communicate openly and often with your direct manager and the director of people.

Continuation of Benefits

You'll continue to receive all your benefits while you're on paid leave, including medical, dental, and vision coverage, as well as your full company 401(k) contribution. You'll also continue to earn vacation time and be paid for holidays.

Family Leave Advisory Group (FLAG)

Because we want you to take full advantage of our benefits regarding family and medical leave policies, as well as the policies of the state you live in, we encourage you to meet with FLAG if you're considering taking leave.

FLAG's mission is to help you get the most out of the benefits we offer based on your personal situation, goals, and location. An important part of that is helping you understand how our policies (and your states' policies) overlap and interact with each other.

FLAG can help you navigate tricky situations such as these:

- If you live in a state that provides for paid family and medical leave, we ask that you exhaust your state-provided benefits before tapping into your Fire Engine RED benefits. However, what if your state requires you to exhaust your employer-provided benefits first (as Massachusetts does)?
- If you live in Washington, D.C., should you use Fire Engine RED's four-week full-pay family caregiver policy to care for a parent undergoing major surgery and lengthy recovery? Or, should you use Washington, D.C.'s six-week partial pay policy?

- If you live in California and are experiencing an at-risk pregnancy, how do you maximize your California and company benefits? (You would need to understand the state's separate disability and family bonding policies, as well as Fire Engine RED's short-term disability coverage and paid parental leave policy.)

In any case, FLAG is available to provide answers and tips on how to optimize your paid leave benefits. However, the way you use our paid leave policies is always up to you!

BEREAVEMENT

You may take up to five (5) days of paid leave due to the death of a family member or someone else close to you. Simply let your direct manager know about the days you'll need to be absent from work.

VOTING

You may take as much time as you need to vote in any local, state, or federal election.

JURY DUTY

If you're called for jury duty, the company will provide you with time off to report and serve.

However, if your absence from work would create a hardship for the company, the company may ask you to request postponement of your jury service.

Therefore, before committing to jury duty, please discuss the timing with your direct manager.

VOLUNTEERING

You may take up to three (3) hours of paid leave in a single workday to volunteer in your community. Although we don't limit volunteer time to a specific number of days, we simply ask that you use your best judgment and keep your volunteer time to a reasonable amount.

LIFE HAPPENS

As they say, “life happens,” and so do unforeseen events. If an unexpected event happens to you, you may take time off to get things back on track (and be paid by the company while you’re doing so). Please contact your direct manager to discuss the amount of time you’ll need.

Here are some examples of “life happens” ...

- Your defective washing machine explodes and floods your house.
- Your fiancée’s car gets stuck in a blizzard while on the freeway and has to be dug out.
- Your pet has to be taken to the vet after eating your Apple TV remote control.
- Your power goes out due to a hurricane, tornado, or other natural disaster.

Note: The above examples actually happened to Fire Engine RED employees.

PAID LEAVE SUMMARY

TYPE OF PAID LEAVE	AMOUNT OF PAID LEAVE
Holidays	Minimum of 10 days per year
Vacation	3 to 5 weeks per year
Sick	Unlimited
Medical Appointments & Procedures	Unlimited
Out	Up to 2 hours per day, as needed
Short-term Disability (birth mother)	Up to 8 weeks (depends on the type of delivery)
Parental	8 weeks
Extended Illness or Injury	Up to 4 weeks
Short-term Disability (extended illness or injury)	Up to 11 weeks
Family Caregiver	4 weeks
Bereavement	Up to 5 days; more as needed
Voting	As needed
Jury Duty	As needed
Volunteering	Up to 3 hours per day, as desired
Life Happens	As needed

Unpaid Leave

The Family and Medical Leave Act (FMLA) entitles eligible employees of covered employers to take unpaid, job-protected leave for up to 12 work weeks during any 12-month period to care for a new child, care for a seriously ill family member, or recover from a serious illness. (With regard to caring for a covered service member, the limit is 26 work weeks during any 12-month period.)

To be eligible for FMLA, an employee must have been employed with their company for 12 months and must have worked at least 1,250 hours during the 12 months prior to the start of FMLA leave.

But here's the thing – because of a loophole, FMLA does not apply to Fire Engine RED or its employees. Here's why: FMLA only applies to employers with 50 or more employees – within a 75-mile radius of the worksite. As an all-remote company, we don't have 50 or more employees within a 75-mile radius.

However, despite this loophole, which may exempt most, if not all, remote companies from FMLA, Fire Engine RED not only has an unpaid leave policy but our policy far exceeds FMLA requirements. Rather than just 12 weeks of job-protected, unpaid leave, we offer a total of 26 weeks.

These 26 weeks of total leave run concurrently with paid leave offered by the company, and can be taken over a 12-month time period. For example, let's say you were to use your company-provided eight (8) weeks of paid parental leave (described above). You could then take up to 18 additional weeks of unpaid leave, for a combined 26 weeks.

Fire Engine RED also matches the FMLA provisions with regard to caring for a covered service member with a serious injury or illness incurred in the line of duty on federal active duty (26 weeks of unpaid, job-protected leave).

How we work

VIRTUAL OFFICE ENVIRONMENT

Your virtual office location must be quiet and free of distractions.

CHILD CARE ARRANGEMENTS

You're expected to make appropriate child care and dependent care arrangements during your work hours.

COMPUTER EQUIPMENT

The company will provide you with computer equipment, including your choice of laptop and peripherals, such as an external monitor, a keyboard and mouse, an external hard drive for backup, a headset, and a printer/scanner, if needed. The company will repair and replace any lost or damaged equipment, unless the loss or damage is due to your negligence or abuse.

Your laptop must be returned upon request, or at the conclusion of your employment with Fire Engine RED. Fire Engine RED may also offer you the option to purchase it.

CONNECTIVITY

You're expected to have phone service, as well as a reliable internet connection that meets your bandwidth needs.

DRESS CODE

Because we work from home, we don't have a dress code. However, when you're representing the company at a meeting, conference, speaking engagement, video conference call, or other event, your personal appearance should create a positive impression that reflects well on our company and culture.

BUSINESS EXPENSE REIMBURSEMENTS

Business Travel

From time to time, you may be required to travel for company business. The company will reimburse you for all travel-related business expenses. Examples of reimbursable expenses and steps for getting reimbursed can be found on the company intranet.

Team Member Meetups

We encourage you to get together in person with other team members and meet up for lunch or dinner, whether it's one-on-one or in a larger group. Here's the best part: we'll take care of the bill! (Details on how to get reimbursed can be found on the company intranet.)

By the way, we encourage you to take pictures and post them to Slack – these are always a hit with our team members.

Employee Conduct & Behavior

CODE OF CONDUCT

The company expects you to act with integrity and treat people (employees, independent contractors, interns, clients, vendors, and business contacts) with respect at all times.

If you violate the company's code of conduct or exhibit behavior that violates commonly accepted standards of honesty and integrity or creates an appearance of impropriety, you may be subject to disciplinary action, up to and including termination.

Here are some examples of inappropriate behavior (keep in mind, this list isn't intended to be all-inclusive):

- Working while under the influence of illegal drugs or alcohol, or using alcohol or illegal drugs during work hours.
- Rude, discourteous, or unbusinesslike behavior; creating a disturbance in meetings; or using offensive or abusive language.

- Insubordination or refusal to follow instructions; refusal or unwillingness to accept a job assignment or perform job requirements.
- Falsifying client, company, personnel, or pay records.
- Misrepresenting the hours that you or another person worked.
- Willfully or carelessly damaging, defacing, or mishandling the property belonging to the company, or to any employee, independent contractor, intern, client, vendor, or business contact.
- Theft, misappropriation, or unauthorized possession or use of property, documents, records, or funds belonging to the company, or to any employee, independent contractor, intern, client, vendor, or business contact.

“Fire Engine RED First” Policy

You’re expected to act in the best interest of the company at all times.

Also, if you become aware of anything that could put the company, or its clients at risk in any way, you’re expected to contact your direct manager or the director of people immediately. All managers are expected to contact the director of people about any issues reported to them.

Your confidentiality will be maintained to the extent possible, and information limited to people with a demonstrable need to know.

HARASSMENT & DISCRIMINATION

Fire Engine RED is committed to ensuring our work environment remains free from harassment and discrimination of any kind.

Harassment and discrimination based on a characteristic protected by law, such as age, ancestry, color, gender, gender identity, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, uniformed service member status, veteran status, or other characteristic protected by state or federal law, are prohibited.

If you engage in harassment of, or discrimination against, another employee, independent contractor, intern, client, vendor, business contact, or applicant to the company, you'll be subject to disciplinary action, up to and including termination.

Likewise, if you feel you have been the target or witness of harassment or discrimination, you are to advise the director of people, OR the executive vice president of search services (Mike Matthews), OR the vice president of projects (Katrina Masiak) immediately, and follow the company's complaint procedure (see below).

Complaint Procedure

Upon receipt of a formal complaint, the company will initiate a fair and unbiased investigation.

The information gathered will be handled discreetly and with the utmost sensitivity and will be shared on a strict need-to-know basis. To the extent possible, we will retain the confidentiality of those who report suspected or alleged violations. Additionally, the company will not retaliate against any person who raises a harassment or discrimination complaint of any kind or participates in a formal investigation.

If the company determines that harassment or discrimination occurred, the person will be subject to disciplinary action, up to and including termination. If the harassment or discrimination is ongoing, corrective action will be taken to end it; as necessary, the company may monitor any incident of harassment or discrimination to assure the inappropriate behavior has stopped. The company will also ensure that no individual is retaliated against for making a complaint or cooperating with any investigation.

Violence or Threats of Violence

The company has zero tolerance for acts or threats of violence, and expects you to conduct yourself in a nonthreatening, nonabusive manner at all times. Any employee who commits, or threatens to commit a violent act against any person or property will be subject to termination immediately.

Any employee who is subjected to or threatened with violence, or who is aware of another individual who has been subjected to or threatened with violence, should immediately report the information to the director of people, OR the executive vice president of search services (Mike Matthews), OR the vice president of projects (Katrina Masiak) immediately. The director of people will carefully investigate all reports; confidentiality will be maintained to the extent possible, and information limited to people with a demonstrable need to know.

Communication

INTERNET USE

The company has established these guidelines for appropriate, ethical, and professional use of the internet (including company email and instant messaging tools) by employees.

Here's what's NOT allowed:

- Using company assets for retrieving, storing, or transmitting any communications of a defamatory, discriminatory, or harassing nature, or materials that are obscene or X-rated.
- Using abusive, disparaging, offensive, or profane language.
- Transmitting materials that would adversely or negatively reflect on the company, or be contrary to the company's best interests.
- Engaging in any illegal activities, including blackmail, copyright infringement, cracking, extortion, piracy, or unauthorized access to any computer.
- Downloading or uploading movies, music, and other copyrighted material and software.

Be aware that your company email and other electronic communications (including Slack) are the property of the company. They are not guaranteed to be private or confidential; in addition, they may be subject to discovery in the event of litigation

SOCIAL MEDIA & NETWORKING POLICY

The company expects all employees who participate in social media and online networking – as well as any employees who execute the company's social media efforts – to use good judgment and take personal and professional responsibility for what they publish.

Know that your online presence, including actions captured via comments, images, and posts, reflects on the company, and could result in legal liability or other consequences for you, the company, and our clients.

Remember, anything you post on your social networking profile(s) could potentially be seen by the company, its employees, and its clients. Failing to comply with this policy may lead to disciplinary action, up to and including termination.

So please think before posting, and keep these guidelines top of mind:

- Do not use your company email address to register for social media sites (unless you are authorized to do so with regard to your job duties).
- Do not post material on social media sites that is abusive, defamatory, embarrassing, harassing, hateful, libelous, obscene, profane, or threatening. Use discretion regarding any content that could affect the company's clients, business, operations, or reputation.
- Do not create a link from your personal blog, website, or other social networking site to company websites without permission from the director of people.
- Do not discuss company business, other employees, clients, prospects, vendors, or competitors on your personal account (blogs, emails, posts, tweets, etc.). Personal attacks are never permitted.
- Do not violate copyright laws, and be sure to reference or cite sources appropriately.
- Do not speak on behalf of the company, or represent that you do, unless you've been given permission by the CEO.
- Do not use the company logo or trademarks without written permission from the company.

REFERENCES & RECOMMENDATIONS

If you wish to provide a current or former employee, independent contractor, or intern with an OFFICIAL company reference or recommendation, you must contact the director of people for approval. When providing a personal reference or recommendation, be sure to note that it's personal.

Professional Ethics

CONFLICT OF INTEREST

You are to avoid dealings with business contacts, vendors, clients, or prospects where you or the company have (or appear to have) a conflict of interest.

You may not use your position with the company for personal profit or advantage, or enter into transactions or relationships where you are improperly benefiting from your affiliation with the company.

BUSINESS GIFTS

If you're promised, offered, or given anything of value by any business contact, vendor, client, or prospect in connection with any company business transaction, you must refuse the gift, unless approved by the CEO.

OUTSIDE BUSINESS ACTIVITIES

During your scheduled work hours, you're required to devote your full-time attention and effort to furthering the company's business interests, and are not to engage in any outside business activities. In addition, you may not sell any product or service that would compete with the company's products and/or services.

Leaving the Company

RESIGNATION

Moving on? We'll be sorry to see you go.

It's important that you provide a minimum of two (2) weeks written notice to the director of people of your intent to resign.

Upon separation, you'll be paid out for any unused vacation time earned (accrued) up to your last day with us.

Exit Interview

Upon resignation, you'll be asked to participate in a short exit interview with the director of people. Feedback from exiting employees is always appreciated.

Leaving the RED Door Open

Here's something that may surprise you: if you decide to leave the company, and you leave on good terms, we're happy to welcome you back if you choose to return. (Of course, there would need to be a position open for you at the time.) So, how do you leave the RED door open?

For one thing, choose the appropriate time to leave. If you're working on an ongoing project such as a website, campaign, or product release, please try to wait until the project launches. Or, if you're working on something seasonal, please wait until the end of the season to leave, if possible. (Imagine if a tax preparer left an accountant's office in early April!)

For another, make it a smooth transition for everyone involved. Here are some tips:

- Put together a transition plan with your direct manager.
- Document your processes and any other information that will help your replacement succeed.
- Share as much as possible with your coworkers before you leave.

Keep in mind, if you give appropriate notice, we're happy for you to stay with us as long as you're able to. We don't escort employees off the virtual premises the moment they resign!

Bottom line, we want all of our employees (past and present) to consider themselves to be REDheads for life.

TERMINATION

All employment with the company is at-will. Again, this means that you have not been hired for a specified duration, and that either you or the company can terminate your employment at any time, with or without cause, and with or without prior notice. You'll be paid out for any unused vacation time earned (accrued) up to your last day with us. Terminated employees are not entitled to severance pay.

CONTINUATION OF BENEFITS

Under the federal Consolidated Omnibus Budget Reconciliation Act (COBRA), you'll be able to continue your health, dental, and vision insurance benefits, at your own expense, for up to 18 months after voluntary or involuntary separation from the company.



Questions?

If you have questions about the content of this handbook, or about anything company-related that's not covered in it, please feel free to ask our director of people (Jamie Levick).