



TheSocialMedwork

Employee Handbook

May 2020



TheSocialMedwork

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PREFACE

In 2015, we decided to tackle one of the most important challenges of our time: global health access for everyone.

We knew that in order to be successful with this ambitious goal, we had to create a space that nurtures entrepreneurship and risk taking. A space where trailblazing individuals can achieve great things and thrive.

This employee handbook is a summary of who we are and what we stand for. It is an ever changing organic document that is here to guide and protect all of our team members as well as our drive and culture.

Welcome to TheSocialMedwork's multi-cultural team. Thank you for joining us in building a healthier future for everyone, everywhere.

Enjoy this bumpy but rewarding ride!



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PART 1: WELCOME TO THE SOCIAL MEDWORK



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1.1 ABOUT THE SOCIAL MEDWORK

OUR STORY

Patients are at the heart of everything we do.

TheSocialMedwork was founded by four people who each gained firsthand experience of the disparity within the health access system.

Our CEO, Sjaak Vink, lost friends to cancer and ALS in a very short period of time.

For co-founder and legal expert Katrin Schepp, the first-class treatment her father received for his cancer was the catalyst which launched her fight against the inequalities in access to treatment. The third co-founder Jamie Heywood lost his brother to a long fight with ALS.

Our fourth co-founder, Bernard, was himself diagnosed with ALS in 2010.

Their research led to the realisation that most countries have existing legal processes in place that enable patients to import approved medicines from overseas for personal use.

We aim to create a more equal and fair healthcare system that gives everyone, everywhere the access to the medicines they need.

OUR MISSION AND DREAM

One Team, One Mission

We believe that health is a basic human right for everyone.

We dream of a world in which everyone gets the care they need to live healthy and fulfilling lives.

Our mission and ultimate goal is to create an open door to medicines for everyone, everywhere. We have started with a platform that enables patients from around the world to find and access the treatments they need.

OUR SOCIAL IMPACT

Introduction

At TheSocialMedwork we are constantly measuring our impact because that's what drives us as individuals and as a team.

Our Commitment to the UN Sustainable Development Goals:

We align TSM's social impact and value creation strategy with 3 of the United Nation's Sustainable Development Goals (SDGs) 2030.



SDG #3: Ensure healthy lives and promote wellbeing for all at all ages.



We add to good health and well-being through our core mission of making the latest medicines and treatments accessible to people across borders, irrespective of their geographical location. This is also reflected in our incessant efforts to consistently and continuously support patients throughout their journey, providing them with all the necessary information and help round the clock.

SDG #10: Reduced Inequalities



The core of our mission is to eventually provide access to medicines to everyone – create an ecosystem of equality where no one is deprived of the latest treatments because of their geographical location, financial status, legal regulations or bureaucratic red-tapism. Currently we provide access to medicines beyond any geographical barrier. We have already successfully supplied elsewhere approved medicines to over 85 countries. Health is a basic human right for everyone.

SDG #17: Partnership for the goals



We collaborate with other healthcare and pharmaceutical companies and stakeholders to strengthen the link between corporate and societal value creation. These inclusive partnerships are



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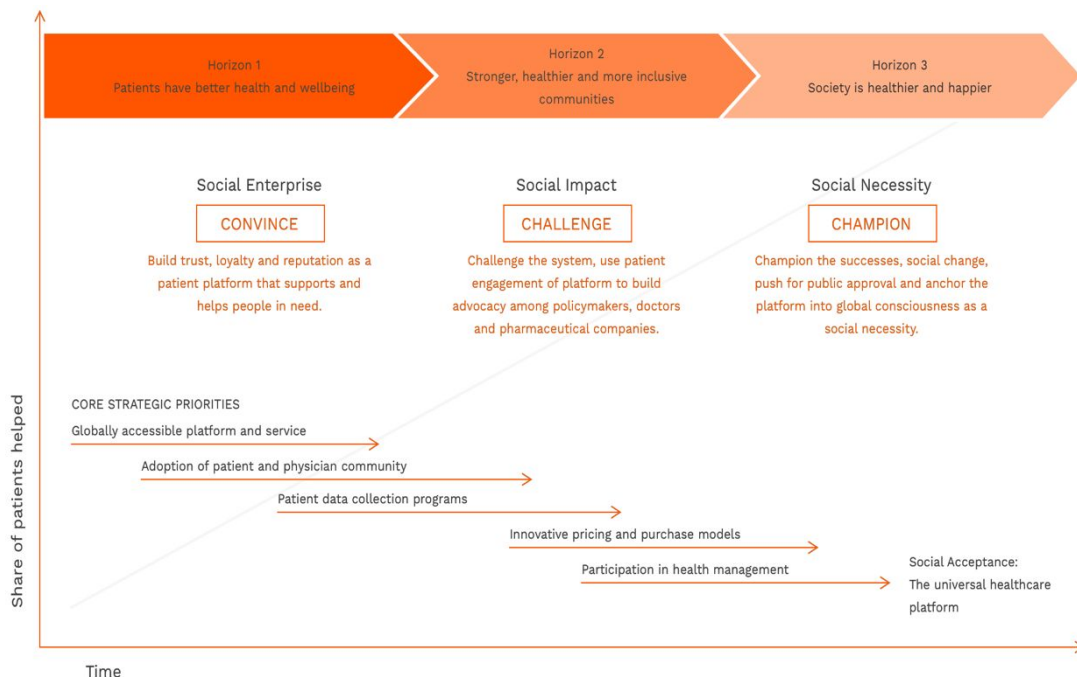
built upon principles and values, a shared vision and shared goals that place patients at the heart of what we do. These synergies aim to tap into the transformative power of collaborations to provide universal access to the latest treatments and healthcare solutions to everyone.

Our Social Impact Strategy and Horizons of Change:

We are constantly striving to keep growing and working towards our dream of improving access to medicines for everyone, everywhere.

Our social impact strategy has seven distinct growth phases to get there that you are supposed to contribute to:

1. Build an accessible global platform for patients to buy new medicines for serious, fatal and life-debilitating conditions.
2. Unite the global community of patients with pharma companies, payers, and gradually involve the public.
3. Create web-based patient-data feedback programs. (Real World Data)
4. Use these patient-data feedback programs to bring new levels of transparency, insight and patient-driven innovation.
5. Leverage our reach, data and community to help support new, fairer pricing models for medicines.
6. Active participation in health management development, patient research and global education programs.
7. Become the de facto universal health platform, giving everyone access to the best medicines, health and wellbeing.



Document background: strategic priorities mapped to growth and social impact model using McKinsey's Horizons of Change approach.



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Our Results:

Our impact numbers to date are as follows:

Key Performance Indicators	2019
Impact Targets	YTD Actual
People empowered with medical and regulatory information	189.541
People supported with medicines	1583
Medicines supplied	921



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OUR VALUES

Value #1

OUTSPOKEN

In the way we spread our mission and in the way we speak up against injustices around us. We are outspoken in the way we fight towards building a better world for everyone. We do this by speaking our minds and by being honest and candid, come what may.

“Our lives begin to end the day we become silent about things that matter.” – Martin Luther King Jr.

Value #2

EXCELLENT

In the relationships we have with our patients and in the support we offer them. But also in every aspect of our work. We deliver excellence passionately in every little thing that we do. We are relentless in our proactivity and attention for details. We go above and beyond the expectations set for us by our patients, our stakeholders and our colleagues.

“Excellence is a continuous process and not an accident.” Abdul Kalam

Value #3

TRAILBLAZING

In the way we approach problems and obstacles and in the way we build a healthier world. We do things differently. We challenge the status quo. We believe that the way forward can only be achieved through a pioneering, creative and entrepreneurial mindset.

“Logic brings you from A to B, imagination brings you everywhere.” - Albert Einstein

Value #4

DISCIPLINED

In the way we conduct our daily tasks and achieve our goals. And like everything else that brings progress, the greatest struggle is always within ourselves. That's why self-discipline is so important for our growth and success as a team and to achieving our mission for a healthier world.

“Discipline is the bridge between goals and accomplishment.” – Jim Rohn



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OUR ATTITUDES

We have a Startup-Scale up culture. Which is pretty cool, but also has its consequences re expectations you better be aware of upfront. With this in mind, here are 21 'attitudes' that you will recognize our team expects from you.

About managing your own work

1) Onboard yourself

Like most startups we don't have an HR department and onboarding is done 'quick and dirty'. We count on you to be proactive and curious.

2) Remove or ignore blockers

Because of the nature of our work, you will always be faced with blockers. We appreciate team members who push forward and who try to figure things out themselves.

3) Automate repetitive tasks

If you're faced with an ongoing, repetitive task, look for ways to automate it. That increases our scalability and the number of people we can help.

4) Adopt a problem

Let's be clear: every startup has more problems than people and teammates who adopt problems without being asked are the most valuable. If you catch yourself thinking, 'Someone should fix that,' that someone is probably you.

About managing your team manager

5) Prototype

The earlier you seek feedback, the cheaper it is to adjust to it. This underpins the whole idea of the MVP (minimal viable product), but it applies to all the work. Imagine you're asked to make a presentation. One approach is to show your deck only when it's 'perfect'. But the better approach is to get feedback on the outline first, even if it feels uncomfortable.

6) Feedback upwards

You're probably thinking, 'This is impossible! How am I supposed to give feedback to my manager?' Regardless of how hard it seems, with us your team manager expects you to give it if you have it.



7) Account for progress

Accountability just means providing an account of what's going on. It sounds easy enough, but when someone asks you to explain what's happening, it can feel scary (especially when your response is likely to be 'slower than expected'). You should expect your team manager wants you to pro-actively answer questions, these three in particular, which set up an accountability loop:

- 1- What will you do?
- 2- When will you do it?
- 3- How will I know it's done?

8) Adjust to your team manager's style

Some team managers are hands-on. They like to be kept in the loop. Others are decidedly hands-off. They want you to take the lead and bring them in only if you're stuck. If you can hold your judgement on what style is 'best' and adjust to how your manager operates, you'll both be happier.

About managing your own perception

9) Reframe complaints as opportunities to improve

There's little room for complaining in a startup, especially when there's so much that can make you unhappy. Same is with us. How to deal with that? Well, instead, convert your complaint into an observation — consider its impact and try to find a way of improving the situation.

10) Assert yourself (but not too much)

Entrepreneurs are an assertive bunch that often see the defense of their ideas as a challenge. The surprising truth is that they like (and need) a *well-reasoned* challenge, and even get frustrated when people don't stand up for their own ideas. If you're not naturally assertive, look for opportunities to assert yourself, linking your ideas back to your goals. On the other hand, if you're naturally assertive, learn when to sit back and listen.

11) Know the product, know the numbers!

You might not work in the product portfolio team nor in the engineering team, but you should know what our medicines are about and what our platform does, and how it all works. Similarly, you ought to know which marketing, sales, financial and impact metrics are important to the business (or your goals) and how you're performing. Be eager, *own* the numbers!

12) Get to know your colleagues

We are like a high performing sports team and the strength of our relationships are as important as the strength of us as individuals. Look for opportunities to learn about your colleagues' strengths and make use of them. If we have social events, join them. And if we haven't . . . well, you know the drill: initiate one!



About managing your own growth

13) Train yourself

While you're working in our team, it often feels like there's no time to train yourself. Embrace this by looking for ways to train yourself and develop new skills. If there's something you don't know, your first stop should be Google! Find a few blog posts on the topic and read them. Take a two-hour online course on Udemy. Look up free video tutorials on YouTube. And if you learn something useful, why not share it with your team? Want to do a specific course or training? Check with us, we might be able to financially support you if it's beneficial for your role and performance.

14) Find external advisors

If you expect your team manager to have all the answers, you'll be disappointed. Seek out and cultivate external mentors who challenge you as well. One trick is to ask someone knowledgeable on a topic for advice on a specific situation. This will make them feel special, and since it's about a situation rather than about you, they're less likely to sugar-coat their opinion.

15) Lead your 1 on 1

The biweekly 1 on 1 is *your* meeting. If you don't set the agenda, they'll revert to status updates, which could be done by email as well. Carve your development needs into them: 'I'd like to take fifteen minutes to identify and discuss my development needs. How's that sound?'

16) Ask good questions

People often don't ask questions because they falsely assume they should already know the answers. Try to [ask 'dumb' questions](#) frequently (with the exception of ones you can ask Google). You'll find that these questions will make you look smart.

About managing yourself

17) Look after yourself

It's a fact of life that [you are responsible for your own wellbeing](#). Only you can figure out what you need to stay happy and perform well. For most, it's getting enough sleep, going to the gym, eating healthy foods, and spending time with loved ones. Book your needs into your calendar, proactively. We will support you.

18) Embrace discomfort

There is no growth without discomfort. They are tightly coupled, and any unpleasant circumstance offers opportunities for growth. On our growth path, uncomfortable situations might include failing, being held to account, or striving for something slightly out of reach. Seek them out. It will make you grow.



19) Manage stress

Startups can be a cauldron of emotions. Every now and then that happens with us as well. You can expect to feel misunderstood, frustrated, or overwhelmed at points. However, these emotions aren't an excuse to take it out on your teammates. Learn to self-soothe by breathing deeply, going for a run, taking a time-out, or doing whatever works for you. And talk about it with your team manager. Radical candor. Manage your stress and remember why you are with us. We are on a mission.

About managing our startup-scale up reality

20) Your role will change

One way to think about what we do at TSM is as “a set of assumptions to be tested”. Over time, assumptions change — and roles change too. In all likelihood, the role you were hired for might look completely different after six months. Go with the flow and learn and grow as you go. Never a dull moment!

21) Put in the hours

No one understands the importance of work-life balance more than us. That being said, every now and then, you might feel the need to work extra hours. This can happen for example during a new product launch. We count on you to be there when you are needed.



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OUR CULTURE

It is our culture that makes us high performing. We count on you to keep it alive and thriving.

- **Vision, mission, and strategy**

We at TSM firmly believe that health enables personal freedom and opportunity. We strive for a world where everybody, no matter who they are or where they live, has equal and fair access to the best and latest healthcare. Like every company, we go through our cycle of highs and lows, but throughout our journey, the one thing that keeps us going is our mission and impact. We have touched thousands of lives and helped hundreds of patients directly. This instills a drive in us to keep working incessantly towards realizing our mission, to keep reminding each other why we are in this, and we are in this together: we are building a healthier future for everyone!

- **Vibe and morale**

Working in a vibrant and high performing environment is important to all of us. A place where people are passionate and dedicated. We value the importance of this and the impact it has on our daily work. Things you can do to contribute within your team:

- Make it a recurring agenda point during team-retrospectives: how was the vibe during this sprint?
- Address it if you feel that our morale is fading. It can be a red flag. Is it one person? One situation? One team? One project? Or is it more?
- Celebrate and reward great morale!

- **Own it**

Lead by example when it comes to culture. We have nailed our DNA by writing down our operating principles and values but it's essentially all about you. We, the people, are the culture. We embody and we guard that culture. What you stand for, what you believe in and how we treat patients, doctors, our business partners, our investors, each other, that's our DNA. So be your most passionate 'You' and keep expressing yourself within our team. 'This is not how we do things' is a totally fine comment. Never forget to explain why though.



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PART 2: MAKE YOURSELF AT HOME



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2. 1 YOUR FIRST DAY

GETTING STARTED

Your accounts and tools

1. Google

We use Google (G Suite) for email, calendars, spreadsheets and documents. We will set you up with a personal Google account [*username@thesocialmedwork.com*] which is your identity and contact within TSM. You can use this account to sign into internal tools (e.g. 'Trello', 'Slack', 'Zoom', 'MS Office'), as well as use it for all external correspondence concerning TSM.

2. Slack

We use Slack for internal communication. Slack is our messaging hub, where we send instant messages to a specific team member, a group of people or the whole team. You can also create channels or be added to existing channels within your team for better and more streamlined communication and file-sharing. It comes as a web app, iOS app, Android App, OSX app and Windows app. Just download the apps for your platforms of choice and create your own Slack account with your @TheSocialMedwork account.

3. Trello

On your first day, you will be sent an invite to your own personalized Trello onboarding board! This board will contain a comprehensive list of all that you need to do, need to know, as well as links to any relevant reading material (e.g guides). Furthermore, Trello is used as our task and project management app. It gives a visual overview of the TSM and team projects - what is being worked on, and who is working on what. Once you join Trello, you will be added to all the relevant boards

Data and Security

We care about security and privacy of people. So, whenever possible use two-factor authentication. And of course, whether you're at the office or somewhere else, be sure to lock your computer whenever you are away from your keyboard (AFK). We take our patient data confidentiality and patient privacy protection very strictly and in accordance with the GDPR laws and regulations.

Pay Slips

After onboarding, you'll receive an email from payroll@nmbrs.rs-finance.com. This email will be sent to your private email address. Via this email, you'll get access to www.rs-finance.com, where you can see your monthly pay slip.



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ABOUT OUR OFFICE

Address & Route

Lunch

At 12:30 p.m. we all have lunch together. We provide lunch every day on a free and revocable basis. We love a healthy lunch and we love cooking together.

Office Etiquette

We all pitch in when it comes to taking care of our beautiful working space. This means that everyone is responsible to clean up after themselves. We take turns to do chores on your own initiative every now and then. Do the dishwasher (turn it on at the end of day, clear it at the start of day), throw away trash or clean the coffee machine. This 'system' works really well and keeps our TSM home clean and beautiful!

ABOUT OUR COMPANY

KVK (Chamber of commerce): Registration number 62439715

VAT: Registration number NL85481866

Code Social Enterprise: Listed since 2019

Social Enterprise NL member since 2017

Intermediary for Medicines: Registration number 6730 BEM

Pharmaceutical Wholesaler Registration number 16258 G.

B-Corp Pending status



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2.2 YOUR FIRST MONTH

GET TO KNOW US

Reach out to everyone on the team during your first weeks and invite them for a 1:1 speed coffee. These introductory sessions should ideally last 20 minutes and are here to help you figure out who is who and who does what.

To really understand our cause, speak to our Patient Support Team for a day and hear the stories of patients we help on a daily basis.

1-ON-1

Your line manager will set up a bi-weekly meeting known as a 1-on-1. During this meeting, you will discuss everything related to your role, progress and growth, successes or concerns.

Before the end of your first 'trial' month, your line manager will hold a review meeting to discuss the way forward.

OUR PROCESSES

1. Regulatory Requirements

Standard Operating Procedures or SOPs are a step-by-step set of instructions that are prepared in order to facilitate uniformity and clarity while performing complex tasks. Their most important purpose is to ensure compliance with the existing and relevant legislation and industry standards.

In order to familiarize yourself with our TSM SOPs, training will be organized in the 4th week of your joining. However, based on your own department, the relevant SOPs will be presented in more detail by your line manager, and you will be expected to know them thoroughly.

At the end of this training, you will have to sign a statement, confirming that you are familiar with and are willing to comply with the SOPs.

Additional or renewed training will be conducted for the entire team once a year to refresh the knowledge of the SOPs as well as to update our team about any changes in the SOPs (also communicated in real time). This is all required because of audits conducted by the Dutch Health Inspectorate to ensure that we are compliant with our licenses. We are also audited every other year by the Dutch Authorities Code Social Enterprises.



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2. Growing our impact and platform:

Success doesn't happen accidentally. We rely on the ScaleUp Growth System to stay on track of our forecasted growth. This system is comprehensively described in the book 'Scaling Up' by Verne Harnish. Borrow a copy from our library on your first day to become familiar with it.

There are 4 pillars to this ScaleUp Growth System:

Pillar 1: PRIORITIES

The company sets priorities for the year and each quarter. Every team and every person in the company then aligns with the company priorities. The idea is to make faster progress by focusing everyone's energy on just a few areas. The priorities are listed on the One-Page-Strategic-Plan (OPSP).

It contains the following information:

- Opportunities and Threats - the five biggest opportunities and threats for the year.
- Core Values – guidelines for decision-making in the company. When in doubt, act in accordance with the Core Values.
- Purpose - this is the reason a company exists.
- BHAG [*Big Hairy Audacious Goal*] – 10-to-25-year lofty goal (e.g. *TSM BHAG is every human having access to the best treatment options enabling healthy lives*).
- Targets - where we want the company to be in 3 to 5 years.

- Sandbox – basically, our market. Where (geographically), what (product/service), and what's the expected market share in 3 to 5 years.
- Brand Promise – What is our promise to our customers. It should be measurable.
- Key Thrusts/Capabilities - the 5 or 6 things we need in order to reach our Targets.
- Goals and Key Initiatives - what the company needs to achieve this year, and the 5 or 6 key initiatives that will help us get there.
- Critical Numbers - one or two numbers that represent a key weakness in our economic model or operations. If addressed, they will have a significant impact on the business (e.g. revenue).
- Rocks - quarterly action steps for the company, team or an individual
- Theme, Scoreboard Design and Celebration - a quarterly theme which will remind everyone of the top priorities and a publicly displayed scoreboard, so everybody can track the progress. Ideally, the celebration is planned for the time when success is achieved!
- Accountability – the secret ingredient of plans coming to fruition.



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Strategy: One-Page Strategic Plan (OPSP) Organization Name: _____

People (Reputation Drivers)

Employees: 1. _____ 2. _____ 3. _____

Customers: 1. _____ 2. _____ 3. _____

Shareholders: 1. _____ 2. _____ 3. _____

CORE VALUES/BELIEFS (Should/Shouldn't)	PURPOSE (Why)	TARGETS (3-5 YRS.) (Where)	GOALS (1 YR.) (What)
		Future Date: _____ Revenue: _____ Profit: _____ Mkt. Cap/Coash: _____ Sandbox	Tr. Ending: _____ Revenue: _____ Profit: _____ Mkt. Cap: _____ Gross Margin: _____ Cash: _____ A/R Days: _____ Inv. Days: _____ Res./Emp.: _____
	Actions To Live Values, Purpose, BHAG	Key Thrusts/Capabilities 3-5 Year Priorities	Key Initiatives 1 Year Priorities
	1. _____	1. _____	1. _____
	2. _____	2. _____	2. _____
	3. _____	3. _____	3. _____
4. _____	4. _____	4. _____	
5. _____	5. _____	5. _____	
Profit per X	Brand Promise KPIs	Critical #1: People or B/S	
		<input type="checkbox"/> Green <input type="checkbox"/> Yellow (between green & red) <input type="checkbox"/> Red	
BHAGS	Brand Promises	Critical #1: Process or P/L	
		<input type="checkbox"/> Green <input type="checkbox"/> Yellow (between green & red) <input type="checkbox"/> Red	

Strengths/Core Competencies:

1. _____

2. _____

3. _____

Weaknesses:

1. _____

2. _____

3. _____

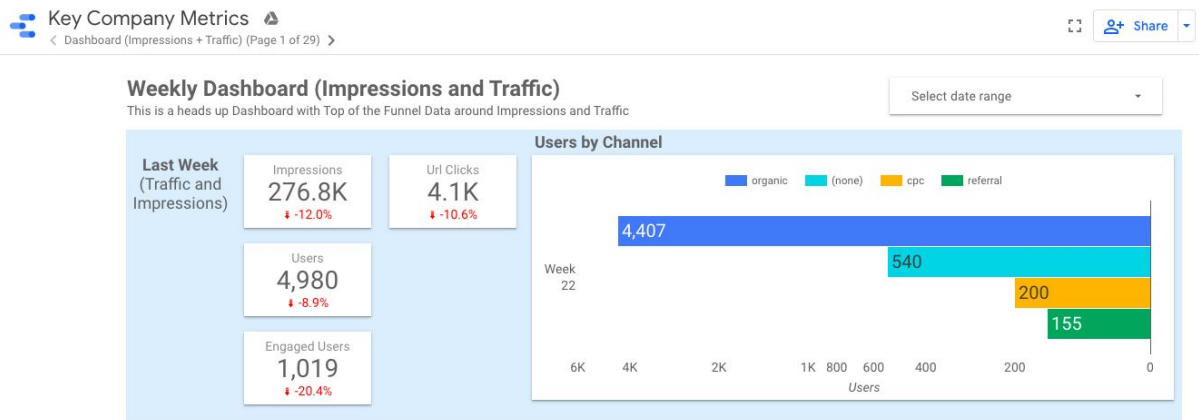
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Pillar 2: NUMBERS

Any decision-making or any measurements should be based on numbers. Each team member should have and know their critical number. This is all prepared in your quarterly plan.



Pillar 3: RHYTHM

We have well-organized daily's, weekly's, monthly's, quarterly's and annual meetings to maintain alignment and drive accountability.

Daily's – these are short stand-up huddles, either in the office or online or a combination of both, with everyone of the team joining. The point of this meeting is for everyone to report on their main focus for the day, discuss any schedule conflicts and hurdles. The maximum time is 1 minute per person

Weekly's – weekly's are all-team meetings with a clear structure:

5 min – good news

10 min – looking at the priorities, actuals and critical numbers

10 min – customer data and feedback, what are people saying

30 min – rock or the most important issue of the week (collective intelligence)

WWW [Who, What, When] summary

One Phrase Close – everybody sums up the meeting with a word or a phrase

Monthly's – time for learning and sharing actuals versus goals

Quarterly's – one-day off site meeting in order to work through and update our growth tools

We set priorities for the year and each quarter. Each team and each team member then breaks down these priorities. The idea is to make faster progress by focusing everyone's energy on just a few areas. The priorities are listed on the One-Page-Strategic-Plan (OPSP).

Following your 1-on-1 sessions with your line manager and after aligning and coming to a mutual conclusion about your personal rocks, put them in a [spreadsheet](#).

This is a template spreadsheet - you can create a copy of this to fill in your rocks. This allows you and your team to track the progress of your individual as well as the team rocks efficiently. You can also



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use this spreadsheet template to set your KPIs and milestones and plan your tasks well over the coming weeks.

Having set rocks gives you focus and a sense of direction to move forward and develop. Having clear and realistic rocks can also be very motivating. It allows you to measure your effort and growth

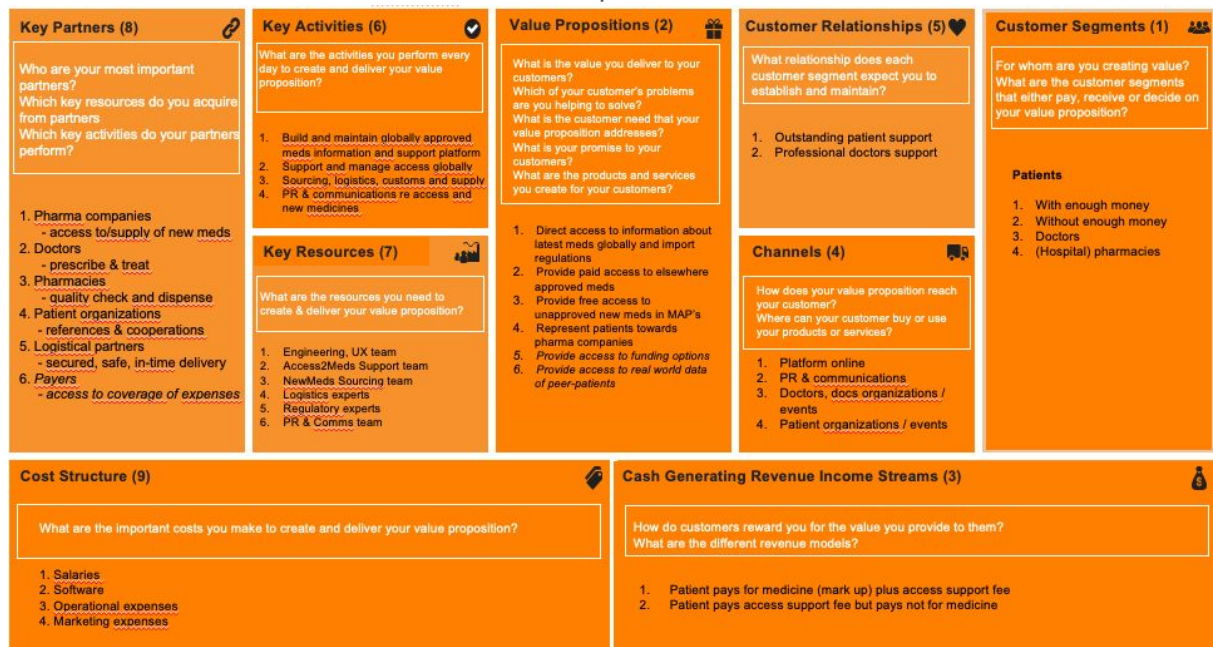
It's best to write down your rocks for each upcoming quarter, so 4 times a year. It won't be effective nor achievable to set too many rocks or rocks for an entire year at once. Make it realistic and measurable. Your rocks should motivate you and not discourage you. It's fun to grow, develop and succeed!

Weekly review your planning, past and future projects to see if what keeps you busy in line with your rocks and is contributing towards achieving your goals.

Pillar 4: Business Model Canvas

A business model canvas is a one-pager in which you see the Value (Proposition) a company creates for (people in) society, the Operation the company needs to invest in to make that happen and the Money people are willing to pay for it. To better understand the principles of a business model canvas please check [here](#). Our Business Model Canvas allows us to develop and evolve our current and future business models.

Our current Business Model Canvas focused at patients looks like this:



Our Business Model Canvas towards pharma we are working on looks like this:



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Key Partners (8) Who are your most important partners? Which key resources do you acquire from partners? Which key activities do your partners perform? 1. <u>Doctors/KOL's/Doc organizations</u> - access to doctors & patients 2. <u>Pharmacies</u> - quality check and dispensing 3. <u>Patients organizations</u> - access to patients 4. <u>Regulatory bodies</u> - access to countries/regions 5. <u>Payers</u> - access to coverage of cost	Key Activities (6) What are the activities you perform every day to create and deliver your value proposition? 1. <u>Build and maintain Global Meds Index information and support platform</u> 2. <u>Manage and communicate news feeds, early access options and data</u> 3. <u>PR / social corporate responsibility</u> 4. <u>Full (non-elsewhere approved) meds delivery chain globally B2C</u> 5. <u>Data Collection and Reporting</u> Key Resources (7) What are the resources you need to create & deliver your value proposition? 1. <u>Engineering, IU-UX Data team</u> 2. <u>Access Support team</u> 3. <u>PR & Marketing Comms team</u> 4. <u>Regulatory, Legal experts</u> 5. <u>Accountmanagement team</u> 6. <u>Program management team</u> 7. <u>Logistics experts</u> 8. <u>New Business Development</u> 9. <u>Health Data experts</u>	Value Propositions (2) What is the value you deliver to your customers? Which of your customer' problems are you helping to solve? What is the customer need that your value proposition addresses? What is your promise to your customers? What are the products and services you create for your customers? 1. <u>Direct access to doctors and their patients globally</u> 2. <u>Unbiased information about meds on Global Meds Index platform</u> 3. <u>Provide real world health (treatment) data</u> 4. <u>Provide global marketing data</u> 5. <u>Social reputation builder for pharma industry towards society</u> 6. <u>Provide (pre-approval) access to elsewhere markets-patients</u> 7. <u>Provide (pre-approval) income from elsewhere markets</u> 8. <u>Provide access for doctors and patients to MAP's</u> 9. <u>Manage and execute MAP's</u>	Customer Relationships (5) What relationship does each customer segment expect you to establish and maintain? 1. <u>Great relationship with doctors globally</u> 2. <u>Great relationship with patient organizations globally</u> 3. <u>Great reputation management</u> 4. <u>Outstanding account management</u> 5. <u>Outstanding program management</u> Channels (4) How does your value proposition reach your customer? Where can your customer buy or use your products or services? 1. <u>Platform online</u> 2. <u>Conferences</u> 3. <u>PR & communications</u> 4. <u>New Business Development</u> 5. <u>Key Account management</u>	Customer Segments (1) For whom are you creating value? What are the customer segments that either pay, receive or decide on your value proposition? Pharma companies 1. <u>With somewhere approved meds</u> 2. <u>With MAP's</u> 3. <u>In need of / open to MAP's</u> 4. <u>With clinical trials</u>
Cost Structure (9) What are the important costs you make to create and deliver your value proposition? 1. <u>Salaries</u> 2. <u>Software</u> 3. <u>Operational expenses</u> 4. <u>Marketing expenses</u> 5. <u>Business Development expenses</u>	Cash Generating Revenue Income Streams (3) How do customers reward you for the value you provide to them? What are the different revenue models? 1. <u>Pharma pays registration fee Global Meds Index per Med (Subscription fee / recurring per month)</u> 2. <u>Pharma pays Doctors-Patients News Feed fees</u> 3. <u>Pharma pays Real World Market & Patient Data fees</u> 4. <u>Pharma pays Transaction fee per prescription</u> 5. <u>Pharma pays MAP Program management and support fees</u>			



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PART 3: GROW AS YOU GO



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3.1 OUR FEEDBACK CYCLE

We perceive Feedback as a tool - for understanding our behaviors, and what we can do to improve our relationships with others to collaborate more effectively. Please check out this presentation on [Effective Feedback](#) to understand the cruciality of feedback, and giving it or getting it in the right way. This presentation will also be a part of our onboarding process. We aim to create a culture of healthy feedback, and we believe this presentation is a great medium to get you started.

Performance reviews go hand in hand with the ScaleUp Growth System we use. Your line manager will have a quarterly feedback cycle to discuss and gain insight into your rocks, performance and learnings. Following your quarterly Feedback Cycle meeting with your line manager, your rocks report will be filed by your line manager in our records, including any crucial comments and agreed by you and your line manager.

Why?

Your quarterly review is all about taking a step back and look at the greater picture. Summarizing all the input from last quarter, highlighting areas that need attention and looking forward and creating perspective. It's your moment to steer your career in the direction you want. It's also a great moment to look back on everything you achieved (as an individual and a team), to see what impact you've made and think about how you could grow, develop and make your impact even bigger.

How?

We came up with a little system. This is a thought-through, pretty well-oiled process that covers all the basics of getting good feedback.

First Feedback: SELF-REVIEW

This version of the form is designed for you to reflect on your performance and experience and fill it on the basis of your own self-reflection.

Second Feedback: PEER-REVIEW

In the second step, think 1 colleague you have worked with during the last quarter or that you want input from and send him/her the Peer-review form. For example, 1 direct colleague that sees (and is able to judge) your everyday work or 1 colleague you worked with on a big project (in or outside your discipline) or 1 colleague a bit further away (even outside your discipline). This way you get a pretty broad perspective on how you are doing.

Put together a Feedback overview to see all the input from yourself, your peers and your team. It might sound easy, but just start reading through it all. Write down stuff that stands out or raises questions.

Finish by making up your mind if it was a good review overall. Did the past quarter go well, based on what you've read? Think about what you can improve and should keep doing for the coming period. Think about questions you have for your line manager or things you want to raise in your feedback session with your line manager (might not be work-related per se).



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Third Feedback: FEEDBACK SESSION WITH YOUR LINE MANAGER

This is a 30-45 min quarterly talk with your line manager. This meeting is designed to discuss your overall performance, future professional development, and your long-term plans and wishes. Its purpose is to give you an opportunity to express and resolve any doubts about your relationship with us as a company.

In order to start the conversation, two versions of feedback forms will be used - one would be your self-review form and the other would be a job scorecard meant for your line manager to provide you clear feedback. It will also include your quarterly rocks report. At the meeting itself, both versions should be compared and discussed to see if there are any differences in opinions and observations. This should uncover any mismatches in expectations and/or communications. Based on the meeting, your line manager will be given a time-frame of 2 working days to amend your report and this report will upon your agreement go into your records.

The goal of the quarterly feedback cycle is to create a nurturing environment - fostering your growth, as well as the growth of the TSM team.

Feedback is a two-way street

As imperative as we feel it is for us to give our team an effective feedback cycle for their personal and professional development, we are more than open to receiving feedback from our team. We welcome any form of effective feedback with open ears and an open mind!

TSM allows and fosters liberal thought processes as well as freedom of speech and expression of opinions. You will get ample chances to voice your ideas, questions or comments.

Our TSM team consists of different personalities who prefer different platforms for voicing their opinions. While we encourage and appreciate speaking up to the right person at the right time, we understand if you would prefer to give your feedback in a 1:1 session or not in front of the whole team. Please feel free to schedule a 1:1 with your line manager or a person you would like to feedback. Again, we encourage using the best feedback practices. For example, not giving feedback to someone five minutes before they are headed into a crucial meeting. More tips [here](#).

At least twice a year we proactively ask for your feedback by means of a Questionnaire (Employee Status Review) to have good understanding of your as well as overall team-happiness.

3.2 GROWING PAINS

WHAT IF I SCREW UP?

“Good decisions come from experience, and experience comes from bad decisions.”

Everybody makes mistakes. People who try to achieve something nobody has ever achieved, tend to make mistakes. What we're trying to say here is that we know that you will almost certainly make a mistake at some point. You will screw up and that's okay. In order to better understand what kind of mistakes are acceptable, and how to deal with mistakes, hereby some guidelines:



Calculated risks

Calculated risk means you undertake something, being aware that it might fail or cause some damage but there's a good reason to do it anyway, i.e. expected benefits for our business or the patients which outweigh the potential adverse consequences. When taking a calculated risk, please keep in mind the following:

1. Consult your colleagues who have experience with similar projects and always discuss the situation with your line manager.
2. Risks which would endanger lives or wellbeing of humans are strictly prohibited.
3. Risks which would endanger company's status or existence or could seriously damage the company's reputation are not permissible either.

Mistakes

If you make a mistake, change to damage control mode. Inform your line manager and whomever needs to be informed (colleague, customer, business partner) and make sure to prevent any further damage. Discuss potential remedies and solutions with your line manager.

Own up to your mistakes. Discuss the incident with your manager in a coaching session and try to be proactive on the learning and the solving. Hear out the criticism and think about the feedback that you'll get.

GIVING AND RECEIVING SUPPORT

Everyone makes mistakes. Being supportive is one of our core values, so we will always try to show understanding and sympathy to a colleague who made a mistake but also try to help them learn from mistakes. Some mistakes might not even have to do with a procedure or work process but with (unintentionally) hurting people's feelings through actions or words.

Whenever a colleague or a supervisor of yours has made a mistake, try to respectfully draw their attention to this fact while ideally proposing a better way for them to act in the future. Constructive feedback is needed and welcome for everybody.

Constructive feedback never includes blaming and complaining without offering alternative solutions. If you hear somebody blaming or complaining, they are making a mistake. Make sure you respectfully draw their attention to their mistake and ideally propose a better way for them to solve the problem.



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PART 4: OUR BENEFITS



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4.1 WORKING HOURS

Flexible

TheSocialMedwork has no formal system to monitor working hours. We trust you'll make sure that your work is done within the given time and we trust you won't leave tasks undone if your official working hours are finished.

Times might differ per team but a regular day at TheSocialMedwork starts between 8.00 and 9.00am and lasts 8 hours, excluding your lunch break. We recommend at least one break of >30 minutes.

You have the option of finishing your day earlier on Fridays (the earliest being 15:30pm), provided that you made up your additional hours during Mon-Thursday.

Remote

In general, you have the option to plan remote working days in alignment with your line manager. This might differ per team and per situation. Inform your manager at least 3 working days in advance if possible. We encourage the team to be on site on Mondays at the start of the week's planning and prefer that no remote days are taken then.

4.2 SICK LEAVE

If you're ill and will not be coming to the office/not be working, inform the finance manager and your line manager by sending them a short email before 8.30am. If possible, provide an estimation of when you will be back in the office. If your illness continues longer than expected, you need to inform your line manager to coordinate things.

Here's what you need to know:

- Our finance manager calls you in sick with the [Arbo](#), which is important for insurance and legal purposes.
- Arbo helps us (you and TSM) in case we need advice or help. They have counsels and doctors on speed dial if needed, visit our [Arbo page](#) for any information.
- If you call in sick more than 3 times in a year, that is considered above average, so Arbo advises us to check in with you if you are alright.
- Don't feel guilty for being sick.
- If you have weird or vague complaints for longer periods of time like headaches, bad sleep or panic-related stuff, we encouraged you to keep a tab on your stress levels, have a chat with your line manager as well as maybe get yourself checked.

4.3 HOLIDAY ALLOWANCE



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You are entitled to 25 days of paid leave per calendar year based on a 40h work week. The holiday allowance is accrued according to the employee's working hours obligation. For every full calendar month worked (based on 40h work week), 2.08 days of holiday/month is accrued.

A maximum allowance of 5 days can be carried over into the next year and should be used within March of this next year.

Discuss your time off with your line manager and team (for planning reasons). Once agreed, send your line manager an email, clearly stating the dates of your absence. Once approved, forward the email to the finance manager (admin@thesocialmedwork.com), who will add the dates to the TSM Team calendar so that everyone is informed.

Additionally:

Any holiday planned for the current month should ideally be reported to the finance manager by the 18th day of the month (e.g. plans for holiday 22nd - 28th February should be reported by 18th

February). Any changes (in case the holidays are postponed etc.) are to be communicated to the finance manager at your earliest convenience, in order to ensure the correct payroll process, etc.

4.4 PERSONAL TIME OFF

Work makes for an important part of every individual's life and we support you at some personal situations or through hard personal times. This is why we provide "paid personal time off" in certain cases.

Please note that you are obliged to share the reasons for taking the personal time off in order to get such time paid. Reasons such as a doctor's appointment, a house viewing, a flooded flat or stolen bike fall under this category.

If you are moving houses, you are entitled to 1 day of paid absence.

Bereavement leave

You are also entitled to take personal time off as bereavement leave which we hope you will never be in need of.

As a general rule, TheSocialMedwork provides:

- 10 working days of paid personal time in situation of the loss of your partner or child
- 5 working days of paid personal time in situation of the loss of one of your parents or siblings
- 2 working days of paid personal time in situation of the loss of one of your partners' parents or siblings
- 1 working day of paid personal time in situation of the loss of your/your partners' sibling's children or partner or one of your/your partners' grandparents



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TheSocialMedwork allows you to take (partially) paid personal time off for caring for a family member or very close friend in situations of serious illness or serious situations. Within a period of twelve consecutive months, you are entitled to the equivalent number of hours that correspond to twice the number of hours you work per week. The period of twelve months is counted from the first day of the first care day. Please note that we are legally entitled to refuse the use of paid personal time off for caring for someone which we only might do in example if there is a substantial business need for your presence. Together however we expect to always find an appropriate solution.

The persons whose care you are in consultation with us allowed to take (partially) paid time off for are:

1. Your partner
2. Your child
3. Your stepchild (thus, child of your partner)
4. Your foster child
5. Your relatives of the first degree (i.e. parents)
6. A person who is a part of your household (and it's not a matter of work relation, thus, not your cleaning assistant or nanny)
7. A person with whom you form a strong social bond and there is a reasonable need for you to take care of this individual

You are also entitled to take long unpaid time off for caring for the aforementioned people in your life in case:

8. They are suffering from a life-threatening disease
9. They are unable to take care of themselves

Within a period of twelve consecutive months, you are entitled to the number of unpaid hours that correspond to six-times the number of hours you work per week.

Sabbatical

As a general rule a long unpaid leave or sabbatical is possible under certain conditions, such as your overall performance in the last 12 months, the business needs, and the availability of a replacement plan for the time of absence, agreed upon by your team.

If you feel you could qualify, please discuss your wishes with your line manager well ahead in time, so that it can be aligned with your team and the Leadership Team.

4.5 PARENTHOOD

During pregnancy we will try to support you where it is needed. Around the expected date of birth you are, based on a full time contract, entitled to a total of 20 weeks of paid pregnancy leave.

As a parent, you are, based on a full time contract, entitled to unpaid 'ouderschapsverlof' of in total 26 weeks during the first 7 years of your child. You are allowed to schedule this for example as an unpaid 1 day per week 'verlof' during a period of time.



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In case your partner-wife-fiance-girlfriend, living at the same address, is the one expecting, you are, based on a full time contract, entitled to 4 weeks of paid personal time within the first four weeks.

In addition, you are entitled to 5 weeks of unpaid 'geboorteverlof' within the first 6 months after birth. You will receive 70% of your salary from UWV.

4.6 PERSONAL LEARNING BUDGET

It is super cool becoming the best in your profession and becoming the best YOU, so you are supported and encouraged to make use of either internal or external training on professional knowledge, behavior, discipline, self-knowledge, and wisdom.

In addition to being coached regularly by your line manager, gaining knowledge from your colleagues, and following training or courses upon the request of the company, a personal learning budget of EUR 750 (excl VAT), per year per employee is available for self-chosen training.

You are allowed to transfer one year's budget to the next year and use up to EUR 1,500 in the next year.

Any requests for such training need to be submitted in writing and approved by your line manager.

Once the COO receives your request plus the support and approval of your line manager your request will be considered for final approval, and if approved your line manager will help you with the coordination of the training.

4.7 MORE PERKS

- **Travel expenses:** by default, we will get you if needed a fancy NS business card with a subscription that suits your situation best. Click [here](#) for further information.
- **Telephone costs/reimbursements:** if you need to make a lot of phone calls to contribute to accomplishing our mission, we'll reimburse your costs. The same goes for other costs. They need to be approved by your line manager. You can upon approval file your expenses [here](#) and send a copy to finance@thesocialmedwork.com.
- **Lunch/dinner/food/drinks:** We make sure to keep your engine running by taking care of healthy food (lunch/dinner/some snacks) and drinks. Alert us if you have dietary requirements/allergies.
- **Sports Membership:** We think it's important to all of us to live healthy lives, which is why we contribute to active sports with a Basic Fit membership of € 20,- per month or any other active sports membership or active sports gear. At the end it's all about health with us!
- **Employee Incentive Plan:** We offer an Employee Incentive Plan which enables us in exceptional situations to grant certificates on shares of TSM to an employee. This allows team members to financially benefit from any future increase of the value of our company via a foundation. We have incorporated "The Butterfly Circus" in order to benefit employees who qualify. The conditions set for our EIP can be found [here](#).



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4.8 RELOCATION

TheSocialMedwork is a Recognized Sponsor" by the IND. This means we are allowed to employ highly skilled knowledge migrants and relocate them to the Netherlands.

30% income tax ruling

TheSocialMedwork offers assistance and support with the 30% ruling tax application that exists in The Netherlands for highly skilled knowledge migrants. Please reach out to our finance manager within the first week of joining to check whether you fulfill the requirements. To know more about this topic, click [here](#).

In a nutshell,

- The IND requires a certain minimum amount of gross salary to qualify. The amounts can be [found here](#).
- New migrants can be eligible for the [30% ruling](#) for the duration of max 5 years. You can consult [this page](#) for a general calculation of the 30% ruling.

Useful links related to relocation:

Where to [live](#) in Amsterdam.

[Home - Netherlands Immigration Solutions | Expat Management Group](#)

[Expats in Amsterdam \(Meetups\)](#)



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PART 5 OUR TEAM CODE



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5.1 HOW WE TREAT EACH OTHER

NO-BCD (No Blaming - No Complaining - No Defending)

TSM aims to be a safe place, open to different ideas, styles, and personalities. We won't tolerate any form of bad behavior, racism or (sexual) harassment. If any of this is happening (or you have the slightest feeling of discomfort), please speak up. We'll support you.

We expect you to foster a well-organized, all-inclusive, respectful and collaborative environment. Yes, we are passionate, but you should avoid offending others, participating in heated altercations and disrupting our mood and workplace.

If you have an issue with another colleague, you should try solving the differences with this colleague first.

If that does not solve the problem, then you can involve your line manager.

If the issue relates to your line manager, then you can seek the support of your COO, who will set a meeting with you and your line manager. If the line manager and the COO are the same, then you can seek the support of your CEO.

We take this No-BCD very seriously because such behavior harms our culture, slows down our growth and takes away our focus and joy.

5.2 HOW WE RESOLVE CONFLICTS

Conflicts are inevitable when you are a multinational team with passionate team members. Here's a guide on how to best approach and resolve a conflict with a colleague:

1. **Do not avoid conflict** or falsely agree to make "an impression". You were hired because we believe you're clever and have valuable opinions, so don't shy away from them.
2. That said, enter the conflict with **good intentions** to actually come to a solution together, as your colleague or supervisor is not an enemy. They are just another professional who – based on their experience – have different opinions.
3. Try to discuss and resolve the issue **as soon as possible** and with **the actual person or the group** who are actually concerned parties. Choose an appropriate moment when you're calm and open-minded to approach them and ask them to talk privately.
4. When in discussion, address the other person with **respect** and give them the benefit of the doubt. Keep in mind that both you and the other party might not have all the information or might have been misinformed.
5. If you're approached by a colleague who has an issue with you, even if it seems trivial to you, **give them a chance to discuss it** because you might not fully understand their interest or motivation.



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6. When expressing your views, **separate your opinions from facts**. Do not state assumptions as facts (e.g. Don't say: *"I know you're only doing this to me because you wanted to get this job when I was hired."*) but express your views and test these assumptions: (e.g. In the above example you could say: *"I feel like I really have hard time getting you fully committed to my projects. Is there anything going on in your life that prevents you from working fully on your working engagements? I sometimes also wonder if you feel appreciated and acknowledged enough? Did you maybe have ambitions to grow into this role, but you think you were unfairly overlooked? If so, I would love to help you to use the work on these projects to develop professionally!"*)
7. If this way of conflict-resolving doesn't lead to a solution, try **discussing the matter with your line manager** in your coaching sessions, perhaps they can give you some advice and you can attempt a conversation once again.
8. If the issue still doesn't get resolved, consult your line manager on **getting them involved**. They will then attempt to act as an intermediary in the conflict.
9. If the issue still doesn't get resolved, a **decision needs to be made**, so the topic can be put to rest. This can be either your line manager (if you share the line manager with the other party) or ask the manager to take the issue to the COO, so the COO can make a decision; or to the CEO whose decisions are final. Of course, they will support their decision-making with clarification as much as possible.
10. Last but not least, separate conflicts from abuse and harassment. If you're being harassed, consult the relevant chapter of this handbook.

5.3 DIVERSITY AND INCLUSION

We believe in the importance of a diverse team because we believe it's crucial to our success and adds value to our journey. We try to save and improve lives every day by providing people around the globe with access to the latest medicines. Our team boasts of people from many different countries, each having the same sense of mission deeply instilled in them.

We believe being inclusive is important because it fits our core values of wanting to be a great place to work and really caring for each other. A place where people feel welcome and can be themselves.

We empower growth and development of women in our workforce. Our team, management and group of investors consist amongst others of many great women which we are proud at!

5.4 MENTAL HEALTH



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The wellbeing of our team members always comes first. We do everything we can to foster a healthy environment that enables our team members to achieve great things. The startup life might sometimes feel like a rollercoaster and you might face situations that cause you to feel unwell.

If you're feeling stressed or are struggling for any reason, let's try and change things to make sure you are happy, healthy and at your best.

Here's what you can do from your side:

- Safeguard your work-life balance
- Take freedom and responsibility: find the right rhythm
- Take care of your body and mind
- Set the right priorities and don't be afraid to say no (we know this is hard)
- Ensure that you are happy and fulfilled with your role

Here's what we promise to do from ours:

- Open channels with transparency and trust: We are always here to listen to your needs. If you feel like things are getting out of hand, speak up.
- An environment that balances stress: We look out for each other. We ask each other questions and are candid to each other. We should notice when someone works too often too much.
- A fun place to work: We are proud to have cultivated a fun work environment where people can be themselves and where friendships are nurtured.
- A healthy work-life balance with a focus on your personal and professional growth