

XIMÉDES



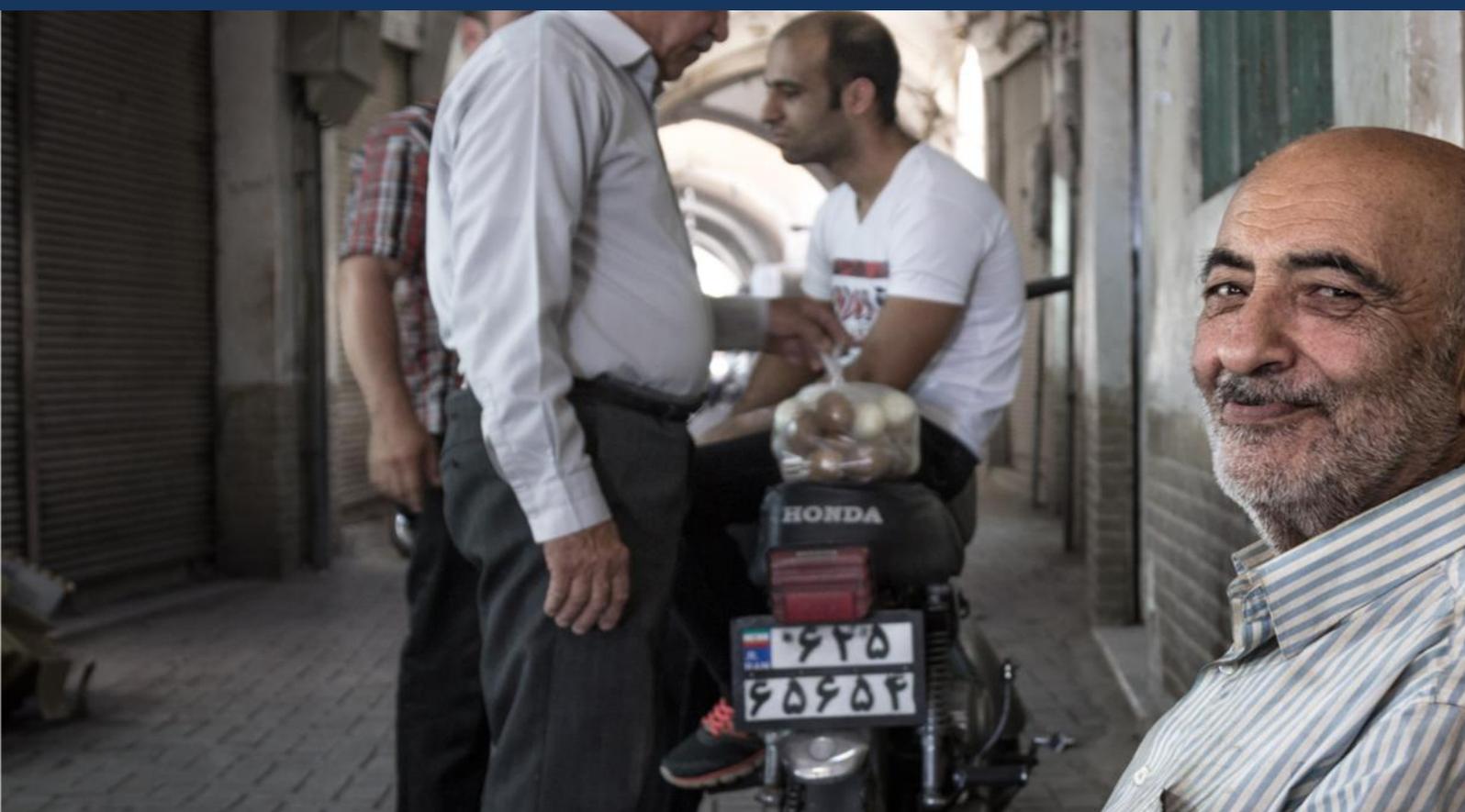
HANDBOOK

A guide about you and Ximedes Edition March 2019

If you are new to Ximedes, welcome, and thank you for being here. Let's make great applications and solutions!



Ximedes exists to allow a group of smart, friendly and ambitious colleagues to **work together** on relevant and challenging software projects to the **satisfaction** and delight of ourselves and our clients



Welcome to Ximedes!

In 1998, we founded the software company that we know today as Ximedes. Our dream was to create a place where talented individuals could work together to create technical solutions to difficult problems for different customers. A place where there was as little in our way as possible to do interesting, relevant and innovative work with and for our clients.

While many things have changed since then, the principles that guide the way we want to work together have not. This document tries to put these principles in writing, both to remind ourselves of why we exist, and to explain how things work. In fact, for all our employees and new employees joining Ximedes.

How to read this document

This document tries to be as much as possible about the principles underlying Ximedes, and as little as possible about practical questions like how to apply for a training or how to setup your development environment. But this document is also an integral part of your employment contract with Ximedes, and so there are some practical HR topics which we need to address. These can be found in a dedicated chapter with all kinds of facts and figures. If you have any questions about this document go to HR – **Erik van Anholt**, the administrator of all this.

The basics

We are, at heart, a service company. We exist to help our clients with whatever they need help with, and we do that to the best of our abilities. The single most important indicator of our success is therefore *client satisfaction*. We find that more important than anything else, even (within limits) financial success factors such as turnover and profit.

To make our clients happy, we need to provide them with quality services. To do that, we rely on you and your colleagues. It is your ideas, your enthusiasm and the quality of your work that determines success or failure of our projects. Over the years we have learned that the only way to do this job well is if you are enjoying your time at work. Therefore, the other most important thing for us is *employee satisfaction*¹.

Luckily, it turns out that these two metrics, client satisfaction and employee satisfaction, are very much related.

Employees who enjoy their work generally do a better job, which means the quality of our deliverables improves, which leads to happier clients. Happier clients like us better, which mean they want to remain clients and let us help them with their new projects, which means new, interesting work we get to enjoy. It is that simple.

We have been investigating what makes our employees happy for a long time, mainly using yearly questionnaires. It turns out that the biggest contributor to job satisfaction of the people at Ximedes is the actual work we do (more on that later), followed by the people we do it with – your colleagues. We are very proud of both these results – we do interesting, relevant work with smart, likeable people. This is, in fact, the reason Ximedes exists.

¹ Yes, we are aware of the logical impossibility of having two most important things in the world. And no, we won't choose between the two.



FinTech companies are our **market focus**



Software Development Center a.k.a. FinTech

Most people working at Ximedes are involved in developing software. We develop this software for clients who have come up with a new idea on how to change the way they do business, and need software and related services (such as hosting and maintenance) to turn that idea into reality. Our role as technology provider is to make sure we understand that idea, and then design, build, test and (in some cases) host a software product that solves our client's needs.

We focus on developing bespoke² software as our main method for helping clients. This is a deliberate choice, and a consequence of this choice is that we can't help those who are looking for existing products or off-the-shelf software. But we can't do everything, and more importantly, we can't be *good* at everything, and even more importantly, we simply *enjoy* (remember employee satisfaction?) creating new software from scratch, optimized to fulfill the specific needs of our clients.

Fintech companies are our market focus.

But, it's not a hard rule, and if a client comes along with a project we think we can do well and that we'll enjoy, we will consider taking it on. Besides payment systems, Ximedes has built and maintained software for:

- Pseudonymizing of healthcare data for research purposes
- Collecting and reporting on data about the efficiency of solar panel output for home owners
- Securely storing personal documents and letters online

Technologically, most of our projects deliver their software as a Java-based web application, although we are not afraid to step outside of this comfort zone if and when applicable. Like many things, the specific choice of technologies is left up to the project teams, so there are no hard rules about what to use.

² *Bespoke* is a fancy word from the world of tailoring, meaning completely custom-made clothing. Alternatives are *made-to-measure* (adapting an existing piece of clothing to



That is, unless we see a legitimate reason to do things differently - we are anything if not pragmatic! Which is why there are two parts of the company (*FareTech* and *PayTech*) that work a bit differently – more on those later.

Our software development capabilities can be applied to basically any business domain, and from a purely technological perspective we are able to build software for any client who needs it. In practice, though, we tend to do projects in the `fintech` domain – our clients are typically banks and financial institutes who need software that deals with the transfer of money in some form. Think payment systems, or *payment service providers* (the software that powers the payment processes of web shops), but also more back-office-systems that deal with reconciliation and settlement.

someone's measurements) and *off-the-rack* (clothing that isn't tailored to you personally but is available in a number of set sizes)

Public Transport a.k.a. FareTech

Sometimes, we create software for one client that could potentially have a lot of value for other clients in similar positions. It is very tempting (especially from a commercial perspective) to then try and sell the same solution to more than one client. This is what happened in the Public Transport market.

It turns out (perhaps unsurprisingly) that the main public transport companies in the Netherlands have similar needs and issues, especially when it comes to dealing with the national public transport payment card, the *OV Chipkaart*. Over time, we developed several software and hardware components

that, with some slight adaptation, could be sold (or in this case, licensed) to more than one client. Which is what we did!

Because of the very specific domain, and the different way of working by reusing components, we have grouped all activities (and some colleagues) working on these public transport projects in a specific part of the organization. This is not rigid separation but a loosely defined and ever-changing group of people and projects. But, people like Jochem, Koen and Jeroen form a core team working together on public transport projects and components.

Pecunda is a modern eco payment **platform** enabling closed and open **transactions** for Industries and Universities with **mobile** and **online** access.

Facility Payments a.k.a. PayTech

Finally, in a part of the business named 'PayTech', we try to make money by selling a set of our own products.

The *Pecunda* product suite consists of a combination of hardware and software that allows employees and visitors of places like hospitals, schools and industry sites to use a single card for paying for things like coffee at vending machines, printing and copying, and for instance for lunch in the cafeteria. These sites typically have specific pricing rules (like, teachers get free coffee, students pay 50 cents and visitors 1 euro) that need to be centrally maintained. This is a niche market for which normal, open payment systems are not suited.

When implementing Pecunda at a client site, we typically deliver both software and hardware like payment terminals and devices where you can charge your card (called reloaders).

Producing and selling hardware requires specific processes, both operational and financial. (For instance, dealing with an inventory of hardware assets is not trivial on both fronts.)

Most software engineers won't have to deal with this aspect of our business, but it is good to realize that it's there.

Ximedes facts that matter

Ximedes is a private company (B.V.) with a main office in **Haarlem**, The Netherlands. In **NoviSad**, Serbia we have another software development office and in **Hamburg**, Germany a sales office for our German market.

We are with more than **80 colleagues** in various roles but most of them focus on ICT.

Shareholders are the **2 active founders** (who are still strongly involved in day to day operations) and an external investment company.

We have an impressive list of customers given our size.

Our typical clients are companies much larger than ourselves. Many of them have been clients for many years, including ING bank, Rabobank, Equens, TransLink Systems, Connexion, RET, GVB and VDL. In Germany, we service Scheidt & Bachmann, Daimler AG, Miele, HDM and various universities.



Culture and values

We can write a book about Ximedes, its values and stronger and weaker points. But sometimes it's better to put them short and powerful as keywords, after all, our people are clever enough to transform nature and intent into daily actions.

Smart

This includes values like innovative and next generation thinking.

- Open mindedness with a fresh look on needs and demands
- We are not just marketing but unexpected and creative
- We love minor continuous improvements
- We have confidence in people and knowledge is the key to simplicity, and by the way "partly trust" does not exist

Dedicated

This means that we do not work "for a client" but "together" with the client.

- Guarantee technical specialism with domain knowledge
- Involved and responsible
- Our best customers deserve the most attention

Excellent

This means we are ambitious and confident but also very critical of our results and ourselves.

- We spend our time on improvement and not on complaining
- Speed is good for morale and for simplicity
- We do not grow with double digit numbers, we grow in satisfaction and quality
- Success is an experience we share and celebrate
- We focus on the important but not urgent subjects; the important and urgent issues we have to do anyhow; the rest we ignore.

Our **Ximedes** brand values are
Smart, Dedicated and **Excellent**.

Social responsibilities

We emphasize that mutual trust and respect for employees and clients alike are key values within Ximedes, and are the foundation for our successful innovations. Therefore, we hold ourselves to high standards when it comes to our relationship with our employees, clients, the environment, and society as described in our corporate sustainability statement.

Ximedes is a member of the United Nations Global Compact.

<http://www.unglobalcompact.org>.

By incorporating the Global Compact principles into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success.



What Ximedes is not good at

The design of the company has some downsides. We usually think they're worth the cost, but it's worth noting that there are several things we sometimes wish we were better at

- Helping new people find their way. We wrote this paper to help, but paper can only go so far.
- Mentoring people. Not just helping new people figure things out, but pro-actively helping people to grow in areas where they need help is something we're organizationally not great at.
- Making predictions about client projects, resource and financial planning longer than a few months out.
- Maximizing profit. Again, this comes with the territory and isn't something we should change, but it's worth recognizing as a self-imposed limitation.

We're flat and organized

The work we do isn't easy, and doing it well requires a specific combination of skills that is quite rare. You need to be intelligent, energetic and service-oriented.

You need to combine the strong technical skills required to build good, secure software, with the human skills to work well in a team and with (sometimes demanding) clients.

You need to be able to work as well on your own as in a team, and from a blank sheet as well as within the constraints of a legacy application.

As stated before, the two most important criteria for our success are employee satisfaction and client satisfaction. We firmly believe that, given that all of you are adult, skilled professionals, the best way to achieve is to get out of your way as much as possible. On your project, for your client, you should know better than anyone else what needs to be done, and how, and why.

So, we expect you (and your team as a whole) to just go and do those things, with as little interference from management as possible.

A flat structure removes every organizational barrier between your work and the customer enjoying that work. Every company will tell you that "the customer is boss," but here that statement has weight. There's no red tape stopping you from figuring out for yourself what our customers want, and then giving it to them. If you're thinking to yourself, "Wow, that sounds like a lot of responsibility," you're right. If you are the type of person who wants to sit at a desk and be told what to do, Ximedes is not the company for you.

And that's why hiring is the single most important thing we will ever do at Ximedes. Any time you interview a potential hire, you need to ask yourself not only if they're talented or collaborative but also if they're capable of literally running this company, because they will be.



But resource planning is coordinated

Ximedes is a service company, and our most important service is bespoke software development. This means that we need clients to who are willing to pay for these services, and therefore get a pretty big say in what we work on and when. Because we are bound (morally and legally) to the contracts with our clients, and to prevent financial and legal issues, Ximedes needs some direct control over who of us work on which contract. So, it is the Ximedes management team who decides who of you works on which client project.

And that's where we try and stop our meddling in the affairs between team and client. Ideally, once we win a contract (more on that process later) and have assembled a team, we just let everyone be on their way to achieve employee and client satisfaction, within the bounds of the contract. (It probably won't be a big surprise to learn that client satisfaction and honoring a contract are very much related, so these bounds shouldn't be much of a constraint.)



Hierarchy is great for maintaining predictability and repeatability. It simplifies planning and makes it easier to control a large group of people from the top down, which is why corporates rely on it so heavily. **But at Ximedes we don't.**

Team allocation

Deciding who works on what contract i.e. for which client is one of our most strategic and volatile processes (the other one being hiring). Our COO, André Flipse is responsible for the Ximedes resource planning.

In close cooperation with all stakeholders, he ultimately decides who is assigned to which project. There's no rule book for resourcing a project or task at Ximedes.

But it's useful to answer questions like these: Which client is behind the project? Who is really available? Of all the projects currently under way, what's the most valuable thing that he/she can be working on? Which project will have the highest direct impact on our customers? What's interesting? What's rewarding? What leverages our strengths the most? Did we do something like this before and who did it then? And which project should start now and which one can be staffed later?

Calling it 'planning' sometimes feels like a bit of dark humor. We try to keep the teams as stable as possible, and ideally switching someone from one project to another would always be thoroughly prepared and planned well in advance. In practice, some periods are just hectic, and circumstances (such as a big new project starting) require immediate changes to resource assignments.

You'll notice people moving frequently; often whole teams will move their desks to be closer to each other. That is all based on the project at hand, there is no organizational structure keeping us away of organizing us per project.

While we prefer working from the Ximedes offices, some customers ask us to work at their site for some days a week (sometimes full time). If the assignment fits in our strategy, service focus and power segmentation, we do it. We compensate our people for additional charges due to being off site.

All this doesn't mean you yourself have no influence on what you are working on. If for whatever reason you want to switch projects, just let us (in this case, André) know, and we'll do our best to accommodate your wishes. Again, employee satisfaction is very important to us, and if switching projects would make you happier than we'll do our best for you.

Yes, we have a management team

So, we do have a management team but they act in service of the whole company and they prefer to act as organizers, coordinators and mentors more than as the ones in control of everything.

For instance, the coordination of our sales and public relation to our clients and market is done by **Gijs ter Horst**.

And **Joris Portegies Zwart** represents (in close cooperation with our architects and engineers) our technical conscience, drive and future, which is in many ways the essence of our existence.

The real heartbeat of the company is the delivery of our promises and propositions to our clients and partners, **Andre Flipse** helps

our principals and architects with this prime process.

We also have 2 founders/directors (somebody had to start all this) but even they are not simple everybody's manager but they have their own role in representing the company to clients, stakeholders and all of us. **Jan Laagland** takes care of our Pecunda product definition, development and markets. **Rene Hodde** represents the Company, the management team and our planning process.

In the end, this company is for all of us to steer—toward opportunities and away from risks. We have the power to manage projects and the power to ship products.



So, we landed a new project, assembled a team, and you are part of that team. Now what are you supposed to be doing?

Roles & responsibilities

Ultimately, it's up to the teams to organize themselves, and as long as the work gets done, we don't care much about who does exactly what on a project, and what that role is called. If the team wants to appoint a Sultan of Source Control, just go ahead and do it.

In practice, we see a number of roles that are usually in place, because they have proven their usefulness and generally help make it clear what you're supposed to be doing.

From a client and management perspective, the *Principal* role is the most important. The Principal on a project is ultimately responsible for project delivery, in every aspect and whatever it

takes. Most often, they're primarily a clearinghouse of information. They're keeping the whole assignment in their head at once so that people can use them as a resource to check decisions

against. The Principal serves the team, while acting as centers for the teams.

Because the work we do is so technical, and the Principal needs to lead a team of technical professionals, we have found that often it is effective to combine the Principal role with that of Architect in *Principal*

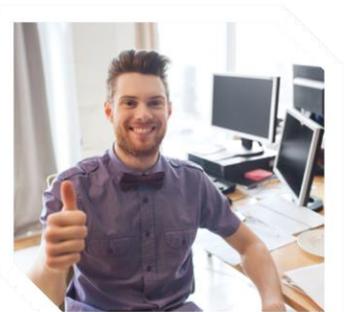
Architect. The Architect role is responsible for how the software is designed, implemented, tested and documented. Where the Principal is concerned with project success, the Architect is concerned with software success. It's one of the few roles we explicitly assign at the start of a project.

Other roles on a project are roles like things like Software Engineer, Tester, Requirements Analyst. But really, don't let these roles get in the way of doing what needs to be done, or let them confine you in what you think you are allowed to do. As a team, you are responsible for successful delivery, and how you get there is up to you.

Engineering and test engineering is at the heart of Ximedes and at the core of everything we build. Develop complex and critical software systems.

We believe that it takes exceptional people to distill complex problems into simple solutions.

We are technology agnostic, seeking out the best tools to solve the challenges we face and willing to create tooling when none exists. We invest in those who invest in themselves; egoless self-assessment and iterative improvement are at the core of every excellent engineer.



Requirements analyst role. A very visible role driving the formation of our best-in-class software engineering deliverables. They will gather and synthesize detailed feedback from our customers combined with domain knowledge to define the project/product backlog and functional requirements. With dependencies in business development and engineering this role sits at the heart of the success of Ximedes. They will champion our customers internally and create a tight feedback loop with engineering.

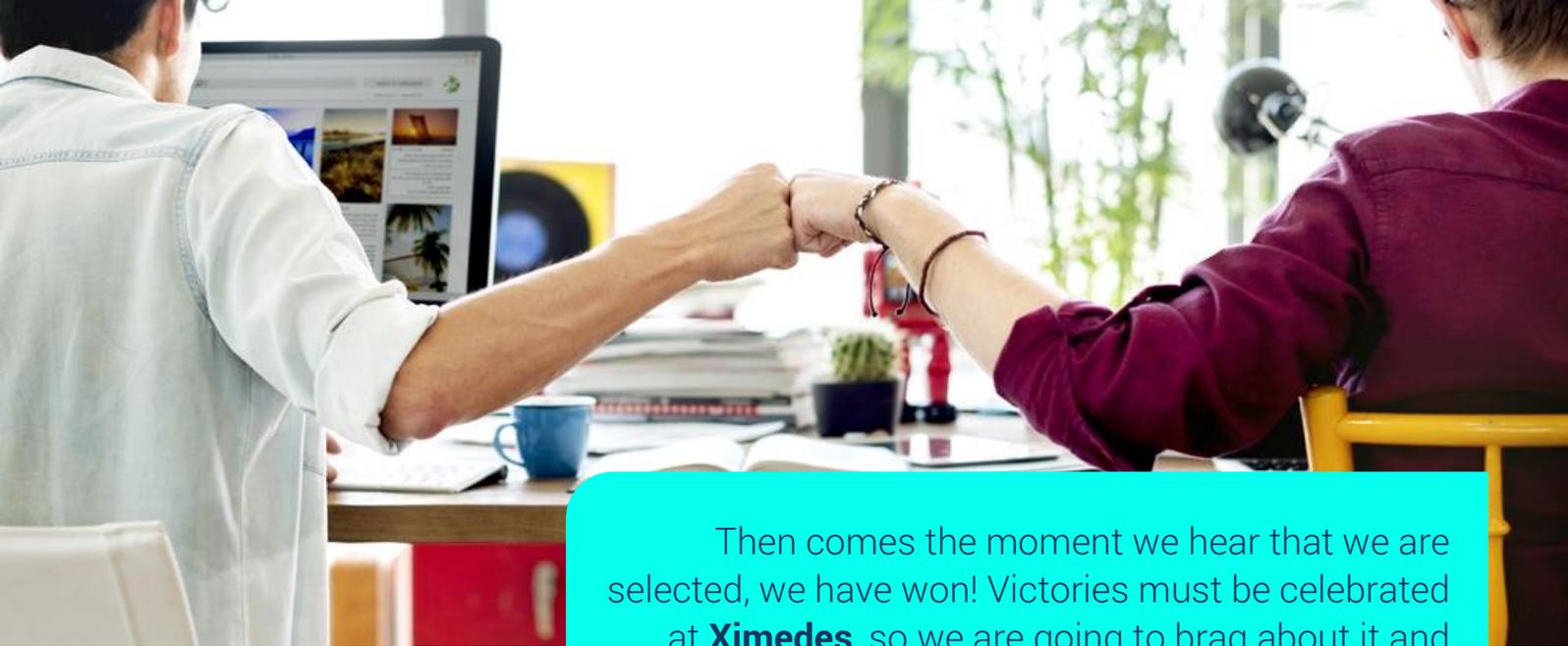
For delivery of our Pecunda solution with all hardware and integration stuff our Technical service engineers operate often under difficult circumstances and at any time at the client site, while implementing our products or servicing them. They know how to get the system going while keeping our

clients assured of the availability and service level and thus satisfied. No harder but also rewarding job than that one. They are essential for given the developers the necessary feedback to improve our product and services

We have many other indispensable roles in Ximedes to meet our organizational ideas like our business development and sales team, this is where it all starts, getting client attention, satisfaction and retention.

And last but not least our operational support of the service desk staff and of course our excellent support staff that enables the rest of Ximedes to concentrate on their craftsmanship and work.





Then comes the moment we hear that we are selected, we have won! Victories must be celebrated at **Ximedes**, so we are going to brag about it and drink a beer extra on the Friday afternoon.

From opportunity to software

Imagine for a moment you have bought a new house, and you want to do some remodeling. Update the bathroom, break down a wall or two, perhaps even built an extension. You ask a few contractors to come over, look at your house, listen to you explain your wishes, and come up with a commercial offer. You get three offers, with various approaches to the work, and very different prices. How do you decide which offer to accept?

You could just accept the offer with the lowest price and hope for the best, but most people would probably also take a lot of other factors into account. Has the contractor understood my wishes properly? Can they deliver soon, or do I need to wait for months before they can start? Do they work with quality materials or low-budget alternatives? And, maybe most importantly, do I think they can successfully deliver?

Clients looking for bespoke software have a very similar comparison to make between competing offers of software companies. Selling Ximedes successfully therefore means convincing potential clients we can do the job, on time, with sufficient quality, for a reasonable price. But we have found that for our clients, having the feeling that we truly understand their problem is often the most important factor in choosing for us.

Luckily, we have a company filled with people who are able to quickly learn new concepts and understand new business domains. Usually, we are able to grasp the essentials of a client's needs after a meeting or two, and create a **Plan**.

The Plan is our main sales instrument. It is a document (text, or a set of slides), that

explains the project as we see it, and explains how we would go about realizing it. This includes a project plan (timelines, rough tasks and activities), team setup, development process, approach to testing, hosting if required, and most importantly, and concept software architecture. We find that our ability to formulate the Plan after only a few meetings impresses our clients to no end, and makes them trust us.

Is it important? Yes, it is, because we need new assignments and clients willingly to pay a lot of money for our skills and deliverables, so that we can build beautiful applications and deliver great products, but more down to earth; we need the income to pay our salaries and the company costs.

Note that having a plan does not mean we are not agile. Agile means doing what needs to be done, and changing your approach when necessary, and there is nothing preventing us from changing the Plan at will.

But we believe building a software product from scratch can't start with just starting to implement use cases with a two-week horizon. You need an overall approach and strategy, and that is what the Plan is.

What's crucial here is that the Plan is not just a trick to get a client's orders. It is a true and honest opinion on how we think the project should be done. It is usually part of the contract, and therefore part of the constraints within teams (i.e. you) need to operate. Since unrealistic plans lead to lousy project delivery and therefore low client and employee satisfaction, we only try to sell realistic ideas.

Help, this is dangerous. Yes, it is.

If our approach, estimates or technology is off the mark, we will not deliver the expected quality or expectations resulting in delay or we do not benefit at all from the assignment. The best way to create feasible plans is to ask the people who need to do the work (i.e. you) to come up with them. Ideally, therefore, a Ximedes sales team includes an architect and/or senior engineer to make sure that crucial things like technology choice, timelines and budgets are reasonable and realistic.

That's the only way to do it.



Engineers: code is only the beginning

If you were hired as a software engineer, you're now surrounded by a group of experts in IT development, from requirements, architecture, engineering and operations. Think also of security, performance and design. Many of these people are probably sitting in the same room as you every day, so the opportunities for learning are huge. Take advantage of this fact whenever possible: **the more you can learn** about the mechanics, vocabulary, and analysis within related disciplines, **the more valuable you become.**

You and Ximedes

So, now you know most there is to know about how Ximedes works. We just need to talk a bit more about you, and your career.

Advancement vs. growth

Because our organization is so fundamentally flat, professional development at Ximedes does not involve getting promoted to a 'higher' function after a period of good performance. There simply aren't any functions to get promoted to!

The people working at Ximedes develop not in function but in skills. We expect you to grow professionally by gaining deeper and wider insights into technology and the profession of software engineering, or maybe into other areas like sales or people management. We reward people who learn, who grow, and who take on more responsibility over the years.

Working at Ximedes provides an opportunity for extremely efficient and, in many cases, very accelerated, career growth.

In particular, it provides an opportunity to deepen one's skill set well outside of the

shallow constraints that careers can have at most other companies.

So, the "growth ladder" is tailored to you. It operates exactly as fast as you can manage to grow.

FYI, we usually don't do any formalized employee "development" (course work, mentor assignment), because for talented people it's mostly not effective.

We believe that high-performance people are generally self-improving. Most people who fit well at Ximedes will be better positioned after their time spent here than they could have been if they'd spent their time pretty much anywhere else.

Still, if you feel you need additional education or training to become more valuable, feel free to initiate it and ask Erik van Anholt (HR) to organize it. Or talk about it with Erik in your Job Control meeting that is scheduled at least once a year.

Non-Engineers: program or be programmed

Ximedes core competency is making software.

Obviously, different disciplines are part of making our products, but we're still an engineering-centric company. That's because the core of the software-building process is engineering. You don't need to become an engineer, and there's nothing that says an engineer is more valuable than you. But broadening your awareness in a highly technical direction is never a bad thing.

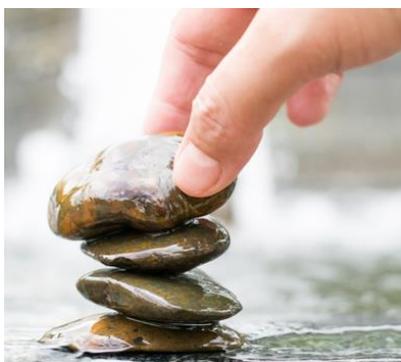
Reviews and compensation

Every year, we do a performance review of everybody in the company, where we assess your growth and value to the company, and decide on a potential salary adjustment.

Because of the nature of our work and the way we have organized ourselves, reviewing performance isn't easy. Working in project teams, with different clients, processes, deadlines and team roles makes it difficult to quantify performance across the company. Our guiding principle here is that we try to provide similar rewards to people doing similar work with similar responsibilities and with similar success. This is not an exact science, but we do it conscientiously, and are always open to discussion if you think you are not being sufficiently rewarded.

We acknowledge different standard roles in our company like architects, engineers, sales and support etc. Although everyone at Ximedes is unique we can compare colleagues in a certain role. At our info site we have published indicative rewards for these roles.

While the exact process tends to change a bit from year to year, the way we do reviews is as follows. First, every one of you has a chance to deliver input to the process by way



of standardized review forms. You yourself are responsible for asking people whose opinion on your performance you find relevant to fill in a standard form. You can also fill in one yourself if you want.

Then, the management team takes a day or two to discuss the performance of every colleague in detail, based on any forms delivered but also very much their own experience with, and opinion of, your work the past year. This leads to a preliminary performance review.

Finally, based on these results, where necessary the management team decides on a change in compensation, in the form of a salary increase, a bonus, or any other way of rewarding you for a job well done. Again, our main goal with this process is to try and be as fair as we can, and reward people of who do similar work on a similar level with a similar compensation.

We have two formalized methods of evaluating each other: reviews and ranking. Reviews are done to give you useful feedback on how to best grow as individual contributor. By ranking each other against our peers and similar roles, we have a method of adjusting compensation. Both processes are driven by information gathered from clients and peers.

What if I screw up

Nobody has ever been fired at Ximedes for making a mistake. It wouldn't make sense for us to operate that way. Providing the freedom to fail is an important trait of the company—we couldn't expect so much of individuals if we also penalized people for errors. Even expensive mistakes, or ones which result in a very public failure, are genuinely looked at as opportunities to learn. We can always repair the mistake or make up for it. Screwing up is a great way to find out that your assumptions were wrong or that your model of the world was a little bit off. As long as you update your model and move forward with a better picture, you're doing it right. Look for ways to test your beliefs. Never be afraid to run an experiment or to collect more data.

There are still some bad ways to fail. Repeating the same mistake over and over is one. Not listening to customers or peers before or after a failure is another. Never ignore the evidence; particularly when it says you're wrong.

“Capital is being **superseded by creativity** and the ability to innovate and therefore by human talents as the most important factors of production.” If talent is becoming the decisive competitive factor, we can be confident that **capitalism** is being replaced by **'Talentism'**

Klaus Schwab

Founder of the World Economic Forum





In the end you can **ask anyone, anything** you want to know, do not hesitate to do that. Everything is available and **accessible to all of us.**



Communication or methods to find out what's going on

We do our best to provide as much information about the status of Ximedes as we possibly can - business plan, strategy, but also financial reports and budgeting information. We do that first of all because we feel you have a right to know. Also, with the freedom we give every one of you to act more or less independently on behalf of Ximedes comes the need to know these things. How else can you make informed decisions?

When you unexpectedly see, everybody rush after lunch and come together somewhere you will in due time know that this is a **Chat**. Chats are monthly Ximedes standups to inform each other about what's going on. This is really a great way to get updated in 15 minutes about on-going projects, sales and other useful stuff. We produce a short summary for those who could not attend.

Tunings are the Ximedes way to come together every 2 months; there we present a program full of info about the company doings, we welcome joiners and mourn about the leavers and every tuning we deep-dive into a technical subject, client or project.

Tunings always end with drinks "borrel", or sometimes an off-site dinner. These are great ways to get to know each other better.

Lunch sessions and meetups

Occasionally you will be invited to join a lunch session. A lunch session you have your lunch while somebody gives a talk about some, usually technical, subject that they care about. Tradition is that we serve "broodjes kroket" there. Everybody can organize a lunch session and we hope sincerely that everybody will do it. It is easy, tell it to Barbara Nuyens, she takes care of the organisation and discuss shortly your topic with Joris Portegies Zwart.

Workers council

Ximedes has a Works Council (OR). On a regular basis, management meets the OR regarding developments, questions or to obtain advice. The chairman is Paul Joop van Houten and available for any question or matter.



At **Ximedes** you are your own time manager



Hours and Office

We do not have official office hours like from 8am to 5pm or something like that. It is up to you to decide when you are here. But, keep in mind that you are part of a team, and you are expected to be present for team meetings as much as possible. In general, we think it's better to be at the office surrounded by friendly team members than at home in splendid isolation, but know you can if and when necessary.

While people occasionally choose to push themselves to work some extra hours at times when something big is going out the door, for the most part working overtime for extended periods indicates a fundamental failure in planning or communication. If this happens at Ximedes, it's a sign that something needs to be reevaluated and corrected. The thing we work hardest at is having good people who do most of the work with their head, so we want them to stick around and have a good balance between work and family and the rest of the important stuff in life.

Speaking of balance, make sure you take your holidays! Again, you are free to go on holiday when you want, but please make sure you discuss your plans with the team you're on. Especially during the summer period, it is important to coordinate absence, so important processes can continue. This is particularly true for people working in more operational roles, such as the service desk or system management.

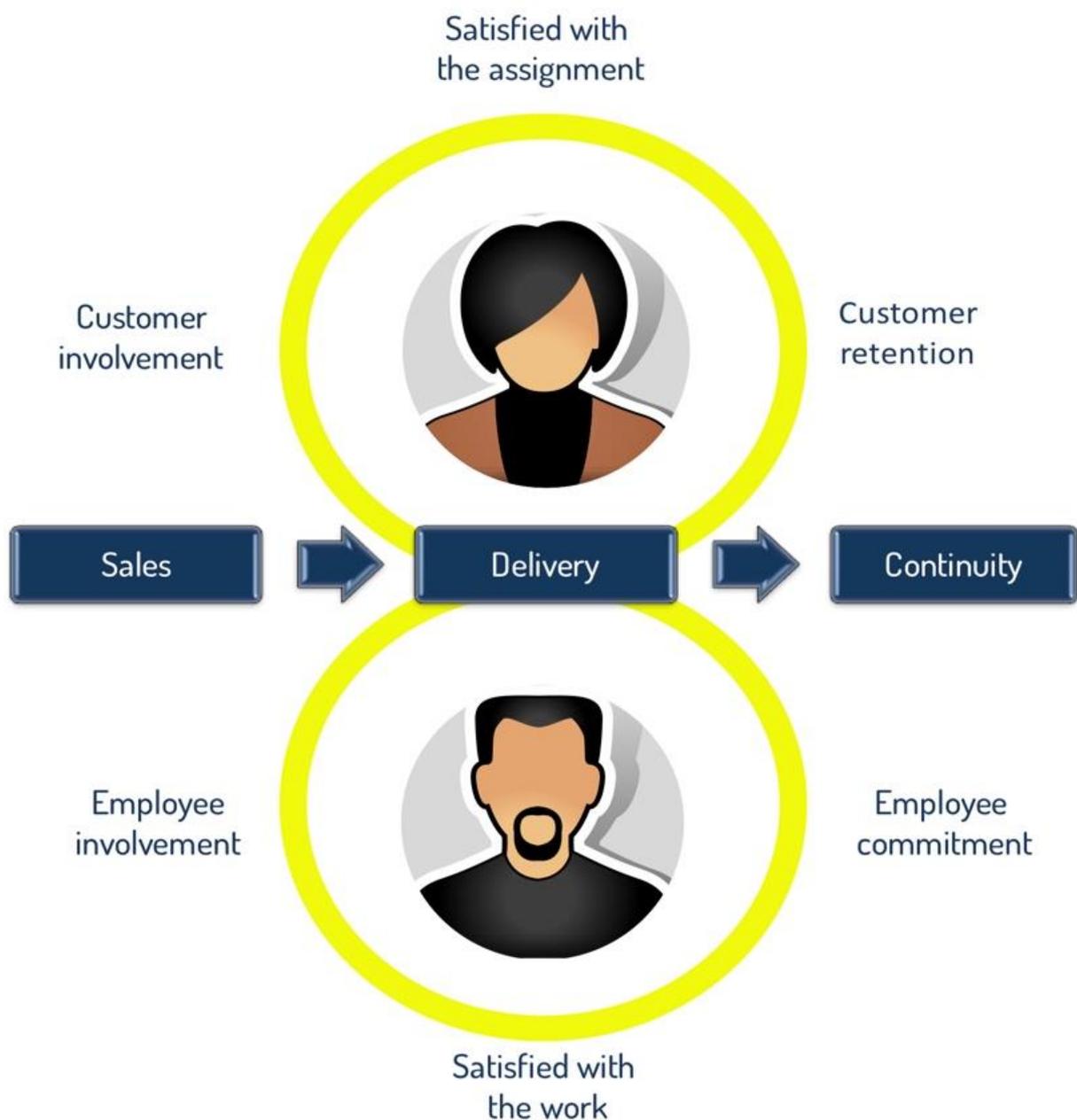
Once in a while we even urge you to spend your open number of holidays; we get triggered by HR as there are big heaps of open holidays, we have to administrate them as debt on the balance sheet but much more important is that you need the holidays to rest and recover as stated above.

Sometimes things around the office seems rather good. Besides the good light atmosphere and climate management and open office, there is limitless coffee, drinks and there are bowls of fresh fruit and we serve daily a good lunch with local biological products.

On Friday end of the day we have beers, drinks and some snacks. All these things are here for you to actually use. And don't worry that somebody's going to judge you for taking advantage of it and it is also not a sign that this place is becoming decadent –relax!



Profit, as the most important means to **continuity**, is a logical **consequence** of a sustainable **culture**, and not a goal in itself.



Where will we take Us?

Ximedes will be a different company a few years from now because we all are going to change it for the better. We can't wait to see where we take us. The products, features, and experiences that we decide to create for customers are the things that will define us.

Whether it's a new technology, a way to save customers money, an approach that teaches us what's beautiful, something that protects us from legal threats, a new brand, an idea for how to be healthier while we work, a new kind of test that lets us be smarter, a new way of software development, new payment building blocks or (more likely) something nobody's thought of yet—we can't wait to see what kind of future we choose to build at Ximedes.

One thing will not change, and that is our technology drive in combination with the way we care about our culture and the winning wheels of service that creates client satisfaction and employee satisfaction and therefore retention of both. This is the main trust behind continuity.



"JIJ GAAT OP PAD EN SLEEPT DE ORDERS BINNEN,
DAN ZET IK HIER ALLES WEER OP DE RAILS!"

Facts and Figures

General

First, regarding labor law, we follow the Dutch civil law book and its regulations.

Contact for all employee condition related issues like the employment contract, sickness, personal situations, resignation, work-conditions and all things that matters: Human Resource Buro (HR) – **Erik van Anholt**. Also, accessible per mail at hr@ximedes.com

Every Ximedes employee has an employment contract with the usual data, see the info site for an example contract.

- Compensation is based on a monthly salary + monthly holiday allowance of **8.33%** of the gross salary. Monthly salaries are paid before the 27th of the month.
- Full time employment is based on **40 hours**
- Holiday based on a fulltime employment contract is **216 hours (27 days)**.

Be aware that we as Ximedes and therefore our employees are obliged to adhere to the security guidelines and acceptable use policy of our customers. The applicable policies are published on the info site.

Ximedes has established a collective retirement pension scheme for its employees. An independent advisor selected by Ximedes is available to advise you in this area. For a retirement pension based on an available premium, Ximedes makes available a maximum percentage of the employee's gross salary (gross annual salary minus franchise) if it is deposited with the Ximedes selected insurance company. This percentage is included in the Contract for Work at Ximedes. Individual deviations and tailor-made solutions are possible and to be discussed with HR

On Saturdays and Sundays, we normally do not work. We observe all official holidays; in the Netherlands they are: **New Year's Day, Second Easter Day, Queen's Day / King's Day, Ascension Day, Second Pentecost Day and both Christmas days.**

Yearly in January, the Management Team can appoint **2 days per calendar year** as mandatory days off; these days come out of your holiday hours.

The legal arrangements are followed for maternity leave, parental leave, adoption leave or leave of absence. See the website of the Ministry of Social Affairs (www.szw.nl).

Ximedes offers special leave of **1 day** for your **marriage** and marriages of your 1st or 2nd degree relatives, or registered partnership, wedding anniversaries (12.5, 25 and 40 years). And those of your parents (in law) (25, 40 and 50 or 60 years).

Ximedes offers special leave of **5 days** for the happy news of **childbirth**.

In case of the sad event that of your 1st degree family relations passed away, we think that the situation is so severe that we will make a **custom arrangement** with you. Same goes for the 2nd degree family relations.

For some roles, you need to be as mobile as possible, these people we offer, **non-mandatory**, the benefits of a **lease car**. Think of sales, management, principals etc. Part of the employment contract will then be a lease agreement. Example lease agreement is available at the Ximedes info site

For roles where accessibility is important we offer a **smart phone** with a **company subscription**. Think of service engineers, sales, principals and architects etc. This will be added to your employment contract.

For joining our healthy and great daily lunch the costs are 45 euro per month for all working days.

Cost Compensations and Allowances

Ximedes expects modesty and restraint when making extra costs. But if you must make business expenses, Ximedes compensates for this. Some roles like sales and management receive a standard expense fee to reduce the administration overhead. For all cost compensation requests a standardized form is available at HR. The payment term is within a week.

Travel compensation

For employees living outside of Haarlem and traveling by public transport, the actual cost of an OV Monthly Transport Card Class 2 is reimbursed. For employees living outside Haarlem and traveling by car, the allowable net cost per kilometre is reimbursed at a tax-free rate of **€ 0.19 per kilometre** for a maximum of **150 kilometres** and for a maximum of **214 working days per year** (in case of a full-time employment).

If an employee with a private car makes business trips, other than commuter traffic, the fee is **€ 0.28 per kilometre, of which € 0.19** is tax free. The taxed part (**€ 0.09 per kilometre**) is reimbursed at the end of each calendar year, in February.

An employee who works at a client's office location for more than a month, 5 days a week, receives an allowance of **5%** of the gross monthly salary. In case of less than 5 days, the allowance is calculated *pro rata*.

For travel abroad, travel expenses (for example airplane tickets) and accommodation costs are reimbursed. **Barbara Nuyens** is happy to make the arrangement. The compensation for other costs like breakfast, lunch, dinner, parking etc is fixed at **€ 88 per day**.

As stated before, we do our best to prevent overtime, because we think it interferes too much with a sane work-life balance. Even when clients are willing to pay the extra costs involved we really try to avoid it. But, if there is a case of significant overtime, and only after express permission of the HR Manager, we compensate overtime as follows:

- If you are a part timer and work extra up till **40 hours** we compensate with the normal salary calculation for the extra hours
- Weekdays after 19.00 – 00.00 we compensate the hours with **150%** * the normal salary
- Weekdays after 00.00 – 07.00 we compensate the hours with **200%** * the normal salary
- Weekends and holidays we compensate the hours with **200%** * the normal salary

Allowance for stand-by control / Consignment

If you act under consignment with a dispatch scheme, it is understood that you do unforeseen and unanswered work outside normal working hours (e.g. service level agreements).

Consignment itself is not a job. However, if an unforeseen call is made, the resulting work is done as work and is reimbursed in accordance with the existing overtime allowance. In case of one or more calls, labour is always calculated at least half an hour.

For consignment services, a timetable for a minimum of six months is set with you beforehand.

- For weekdays, the allowance is **€ 1,50 gross** per hour
- For weekends and holidays the allowance is **€ 3,00 gross** per hour

Insurances

Ximedes offers the following insurance policies for its employees

- A collective business travel insurance
- An employee liability insurance
- A collective WGA / WIA insurance

HR can provide you the details if you care about them.

What about illness?

In case of sick or better reports, please notify HR by telephone by 9:00, no later than 9:30. HR will take care of informing teams and colleagues. Please also report this during your holiday.

If you are ill and want to go on holiday, please confer with HR

In line with the law, Ximedes pays 100% of your salary during the first year of illness and / or disability and 70% during the second year.

If you are absent for more than 2 months due to illness, we may decide to take in your lease car, mobile phone or other utilities used.

According to the Arboret, Ximedes is obliged to make use of a certified organization to support us to keep you safe and healthy. We make use of the Human Capital Care Human Resource Service, tel 0499 46 29 29 or by e-mail: arbozorg@humancapitalcare.nl.

Bonus

In some exceptional cases, e.g. outperformance or very difficult working conditions, the CEO can set individual bonuses for individual or all employees.



If you have **any questions** about this document, your working conditions, anything related to your well-being, your career and your work assignment, **please let us know and we will talk about it.**

Go to HR / **Erik van Anholt** or speak to one of the management team members.



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