

**From:** Ian + Jono  
**To:** All Staff, Partners, Customers and Investors  
**Subject:** AP3K + TooMuchWifi Accountability Letter

Thank you for your interest in joining the AP3K and TooMuchWifi team. As your founding leadership team we commit to exemplifying the company's core principles of:

- Integrity
- Hard Work
- Timeliness
- Kindness

We further commit to creating a culture of accountability for ourselves, staff, partners, and investors, specifically to those core principles and the following commitments that anchor our ability to grow sustainably and transparently:

### **Staff Commitments**

We will:

- only hire, retain and promote people that hold themselves and others accountable to our core principles.
- employ without bias towards gender, race, creed, sexual orientation, or culture.
- provide career progression pathways and develop skills relevant beyond AP3K/TMWF.
- instill a sense of ownership and fairness through a culture of transparency.
- ensure that our staff's long term financial successes are linked to the success of the company by implementing equity or profit sharing opportunities.
- promote and compensate uniformly on the basis of transparent performance and value creation, not on the basis of education, previous employment or salary expectations.
- clearly set performance and behavior expectations; proactively address failures with regards to foundational examples of accountability such as timeliness and integrity.
- employ leadership that exemplifies the core principles and founding ethos of the company and represents the demographics of the country with regard to home language, gender and race.
- be humble and integrate lessons from partners, suppliers, customers, and junior staff.
- create a spirit of teamwork and camaraderie that encourages collaboration and support in both professional and personal challenges.

### **Community Commitments**

We will:

- employ locally wherever possible, and develop skills for young people through internships and apprenticeships.
- retain 30% of Gross Revenues within the communities we serve through:
  - Salaries
  - Rent
  - Services
  - Distribution of Earnings
- retain >20% of Gross Revenues within the community where revenues are generated.
- distribute 10% of Gross Paid Data to community members through "earned" effort, targeting high school aged students contributing to social causes.
- choose partners based on their proven value and commitment to the community.
- support education, health and community building organizations with preferential rates.
- establish market entry partners with community based social organizations and become a part of their sustainable funding strategy.

## Customer Commitments

We will:

- provide premium services at affordable rates in accessible denominations.
- recognize any customer could be family of our staff, and treat all customers accordingly.
- not censor the internet based on political, religious, financial or advertising pressure.
- create opportunities for any member of the community to deliver value to the company (beyond revenues) in exchange for internet access.
- not engage in recurring revenue sharing arrangements that don't deliver ongoing value.
- deliver services that any of our staff would be proud to use at home.
- treat customers equally regardless of their direct revenue value to the company, age, race, native language or creed.
- provide excellent communication and timely customer support.
- provide transparent and understandable contracts in home languages (wherever possible) without punitive clauses.
- be good stewards of our customer's data and not sell or share any personally identifiable information with third parties, and to work with organisations (backhaul, content partners etc) who can be held to the same standard.

## Investor Commitments

We will:

- communicate transparently, through:
  - regularly scheduled meetings, and
  - realtime meaningful KPI dashboards that represent the health of the company.
- treat every investor as an advisor with a vested interest in the company's success.
- recognize the specific expertise of our investors and incorporate their feedback in the development of the business, especially where their expertise is relevant to the specific decisions (eg. phone hardware, M&A, network infrastructure).
- offer existing investors follow-on investment opportunities while balancing the importance of new strategic capital.
- treat seed investors as our most committed advisors, and incorporate their feedback in our next round of funding.

We look forward to working together to make these commitments a reality.

Very respectfully,



Ian Thomson + Jonathan Endersby  
Founders, AP3K + TooMuchWifi