



INTERNAL MEMO: CEO Nancy Dubuc's Introduction to VICE

Date: 29 May 2018
From: Nancy Dubuc
To: VICE Global Staff
Subject: Hi!

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People of VICE:

With Memorial Day behind us, summer is officially here, and so am I.

We don't know each other yet, but I know VICE well. Professionally, I've been a member of the Board since 2015 and helped launch VICELAND while I was running A+E. Personally, I'm a longtime member of your fanbase.

To me, VICE has always stood for something. From the frontlines of Syria to Charlottesville, VICE is unflinching and fearless. Whether it's a writer submitting to solitary confinement or transforming their backyard shed into the hottest restaurant on TripAdvisor, VICE is experimental and immersive. From exposing a tech giant's anti-diversity policies to giving a megaphone to marginalized voices, VICE is inclusive and authentic. It can be irreverent and funny, walking the line between comic genius and madness with "Jim and Andy" or chopping it up with everyone from Senator Gillibrand to the King of Wakanda on "Desus & Mero." Or it can just cue up great music and make life more *f*cking* delicious.

This amazing body of work is bound by a simple fact: it could only happen here.

As I settle into my new Brooklyn home, I want to tell you a little about myself and lay out a rough sketch of what we can expect from each other as

we start our journey together.

To deal with the obvious: "Dubuque"—like the city in Iowa. I've lived in New York for 20 years. I'm married. My husband Michael and I have two children, Jackson (14) and Alice (11). I was born and raised in Rhode Island and went to school in Boston.

Career-wise, I've worked in media for over two decades, with the first 10 years split between newsrooms, lifestyle and documentary field production and post-production. I started at A+E in 1999 as a Director of Programming at History when the network was only five years old, eventually working my way up to CEO of A+E Networks. Along the way, I watched the cable business grow exponentially, developed several creative franchises that are still on the air within the A+E portfolio, integrated Lifetime into the company, spearheaded strategic investments (including one in VICE), introduced scripted series to History and launched A+E Studios and 45th &

Dean, the company's digital arm. There were plenty of bombs along the way too, but risk-taking is an important part of any vibrant, creative organization.

Through it all, what's always driven me is content -- telling great stories. It's what brought me here and has me "first-day-of-school" excited today as I enter our Williamsburg headquarters.

So, that's where I'm coming from. Now... where we're going. Every CEO is different, just as every company is different. While a lot can change and evolve as I settle in and we all get to know each other better, there are a few core values that inform how I work every day.

First off, I'm all about details and accountability. That means the seemingly mind-numbing "corporate" nuts-and-bolts things that send some people's eyes rolling -- like reporting lines, job descriptions and goal-setting? I love that stuff and place a lot of significance on it. It fosters accountability and clarifies purpose. The kind of boundary-pushing creativity that made our name can't thrive and grow without strong infrastructure to support it and goals to measure its success.

I question processes in order to strengthen them, so over the next three months I will be personally reviewing all of these things with a fresh pair of eyes, and I welcome your ideas, help, and suggestions. You know the organization far better than I do, and I'd like to lean on you to help me learn.

Second, I'm a big believer in communication and transparency. I want to hear from all of you, and you'll be hearing from me. I will communicate our progress and maintain an ongoing dialogue with you on the regular—including informal monthly meetings in the lobby. As I work my way to the many regions VICE resides in around the world, I'm committed to making sure that everyone has the opportunity to ask me anything they want.

That said, transparency is not without realistic expectations. No one should expect all the answers all the time. It's simply not how companies work. My ultimate goal is to have a communication flow so vibrant that there won't be many questions in need of answering, or many things we've left unsaid.

Third comes trust and teamwork. I come to this job fully placing my trust in you, and hope that you'll do the same with me. Trust is what makes transparency possible, and is the bedrock of all good professional relationships. Without trust there is no teamwork; without teamwork we can have no lasting success.

Fourth, I value collegiality and respect. No matter the size of the organization, we're all in this together. I have no time for politics. Respect binds us together as a team, which is essential to keep pace with the break-neck speed of change we encounter every day. A collegial, respectful environment will generate a camaraderie that can sustain us through challenges and make our successes that much sweeter.

That environment will also keep our focus where it belongs -- on our audience. Their appetite for content and the way they want it delivered is constantly evolving. So to meet that challenge, we must be a cohesive and collaborative team across all of the individual businesses in the company.

Finally, I believe that at our core we are an organization dedicated to creativity. It's not only what makes us unique, it's the engine that drives us

forward. Platforms can and will change. Infrastructures can become more streamlined, organized and dynamic. Numbers fluctuate. In the end, though, it is the content that each of you has a hand in crafting that makes us truly great.

I see endless potential in VICE. It's never been more important to represent truth in storytelling, to elevate authentic voices and celebrate the power of youth to drive action. No brand does this with such distinction, and no one does it better than all of you.

Of course, I have to single out Shane and Suroosh for what they created: this punky upstart has become a global giant through passion and sheer force of will. I'm humbled to take the reins, and I thank them for the warm welcome and resounding confidence they've placed in me.

One of the first things I put in my office is a neon sign that I've had for years. It says simply, "Who Dares, Wins." It has always brought me inspiration and seems to capture the spirit of this company, and it is also the guiding principle that led me to make the leap to join you here at VICE.

So, here we are at Day One. I know we can continue to elevate VICE to new heights, taking one step at a time, working alongside each other as a team. We have so much more we can do.

Let's get started.

Cheers, Nancy