

# FTS, Inc. Culture Deck

## Who We Are

### **Abstract**

Culture is the collective virtues, norms and beliefs of an organization. This document is a blueprint of how things are done at FTS and provides insight into how we think as individuals and as a company

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## An Introduction to Culture

Culture is the collective virtues, norms, and beliefs of an organization, also known as “how things are done around here.” It’s the backdrop for everything that happens at a company from the day-to-day experiences, to serving as guidance when we make decisions both large and small. Largely, culture is felt and experienced, not clearly communicated. We’re here to change that.

## The FTS Mission

All of us at FTS are here for a multitude of reasons each unique to us as individuals, but the underlying universal reason we all come to work each day is to live our core mission:

**Create Value. Build Partnerships. Accelerate Growth. Inspire Change.**

We take our mission very seriously, simply because it is the reason for what we do. Like all companies, we strive to make great hires. At FTS, we are more focused on overall culture fit than tangible qualifications in our hires and it is our responsibility to define our culture, philosophies, and virtues as clearly as possible for all our stakeholders.

## The FTS Vision

Here at FTS, we have a clear vision of the company that we are striving to become. It is on each of us to understand that vision and make sure that we are actively pushing towards our common goal.

We are building a leading global enterprise centered around creating stakeholder value through doing business differently.

## FTS Over the Years



2011-2017





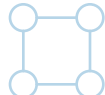






2018-2022



Current

## Our Nine Cornerstones of Culture

At FTS, culture is central to what we do and who we are. To understand our culture is to understand how we conduct ourselves and how we conduct business with our stakeholders. Below is a breakdown of each cultural element and its significance in shaping the way of life at FTS.

<p><b>Growth Mindset</b></p> 	<p><b>Growth vs. Lifestyle</b></p> 	<p><b>High Autonomy</b></p> 
<p><b>High Performance</b></p> 	<p><b>Core Virtues</b></p> 	<p><b>Candid Feedback</b></p> 
<p><b>Radical Transparency</b></p> 	<p><b>Real Relationships</b></p> 	<p><b>Infinity &amp; Beyond</b></p> 

### 1. FTS Core Virtues

Most companies have some form of what is universally known as 'Core Values.' Oxford defines Value as 1) the regard that something is held to deserve; the importance, worth, or usefulness of something. Or 2) a person's principles or standards of behavior; one's judgement of what is important in life. We view values as a set of beliefs more than anything else. To have values is incredibly important, but we must place emphasis on our behavior and actions for it to translate into true workplace culture.

This is why at FTS, we have Core Virtues. Oxford defines Virtue as: 1) behavior showing high moral standards or 2) a quality considered morally good or desirable in a person. We see Virtues as a set of actual behaviors and actions based off those values, morals and principles. We have identified the following five virtues as central to each member of our team. In practice, that means we look to **hire**, **reward** and **promote** people who demonstrate these five virtues.



### Be Yourself

- We continuously support and strive for real inclusion and diversity in the workplace
- We believe you should only be your true self at work, with basic workplace appropriateness
- We build relationships with all stakeholders as our true selves
- We feel comfortable in our own skin while at work

### Community

- We invest time, energy, and resources into our local and global communities
- We work towards a greater cause that impacts communities outside the four walls of our office
- We look for ways to support our fellow employees, partners, and communities
- We are in business not for ourselves, but for our stakeholders

### Ownership

- We take proactive measures to ensure success and to hedge against the unknowns that may arise; we don't leave anything to chance
- We focus on how our actions reflect upon our team, our company, and our mission
- We engage in total accountability even when we come up short and commit to a plan to reconcile our shortcomings
- We take full responsibility for our actions in real time

### Think "Better"

- We constantly look to improve the way we add value for our stakeholders through new ideas and innovation
- We believe in creating a fail-first culture; it is better to try and fail than to not try at all
- We challenge the status quo and the way things have always been done

### Trust

- We always do the right thing
- We do what we say we are going to do
- We are open, reliable, honest, and highly transparent

## 2. High Performance

**High Performance** at FTS is team-driven behavior that creates significant value for our stakeholders by combining two elements: **Actions + Results**. High performance here is the standard, and at FTS, we manage against and anchor our decisions around this standard.

**Actions** make up everything at our company. From how we treat one another as people, to how we approach our work, and everything in between. Those that consistently perform highly at FTS remain anchored to our Core Virtues, which are rooted in Action and ultimately create the most value for our stakeholders, all while consistently achieving and/or trending towards the needed level of day-to-day production (Rocks, KPIs, activity, teamwork, etc). Key Actions that are indicative of a consistent high performer are; **Teaming, Communication, Positive Outlook** and **Sense of Urgency** (explained on next page). It is our belief that these high-performance actions lead to a best-in-class experience for all stakeholders. This is the code we live by as a team.

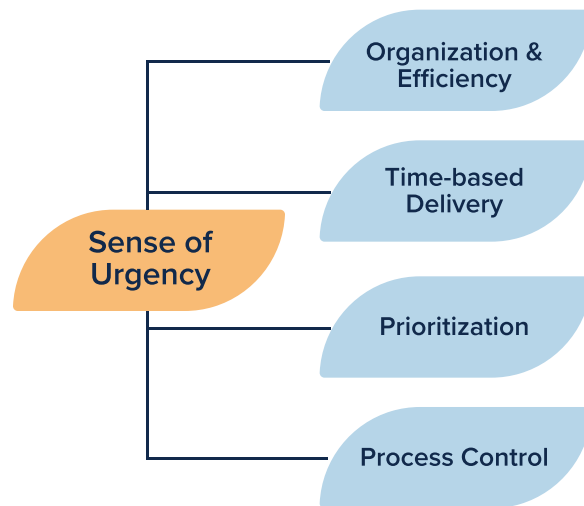
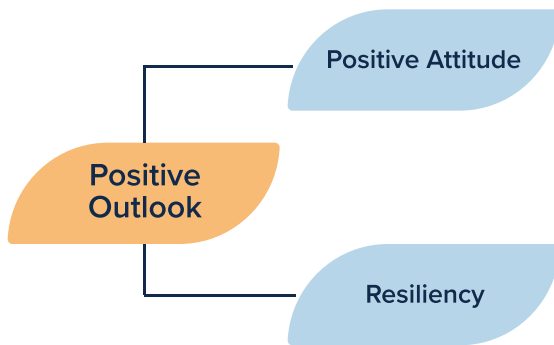
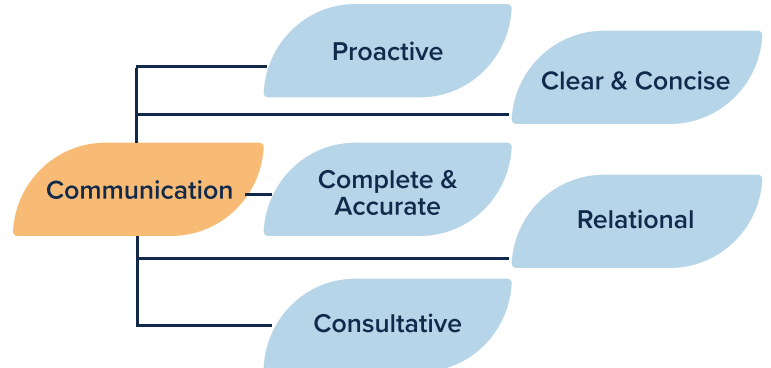
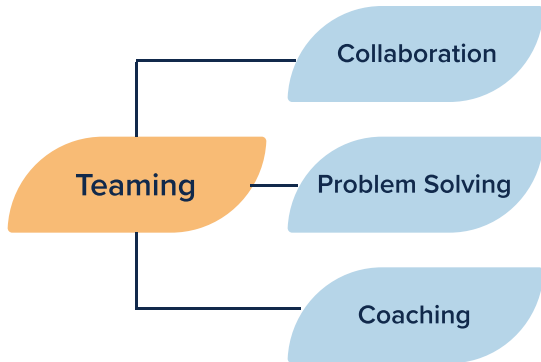
### Our Promise to You

- FTS will do everything possible to ensure our team has access to the right resources, support, training, etc. to do their best work.
- FTS will constantly assess new/existing resources/tools and will continue to make deeper and deeper investments into technology to elevate our work.

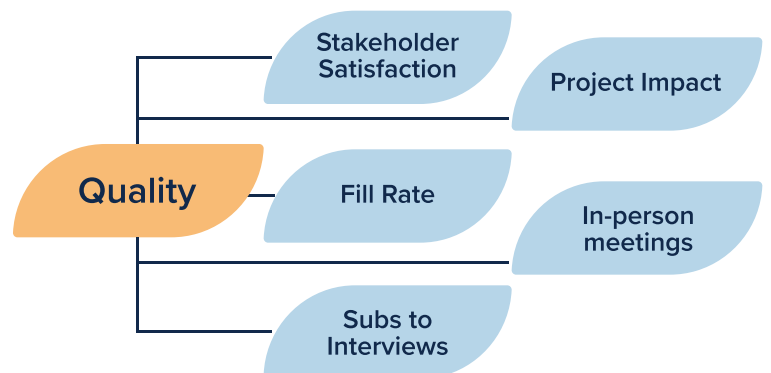
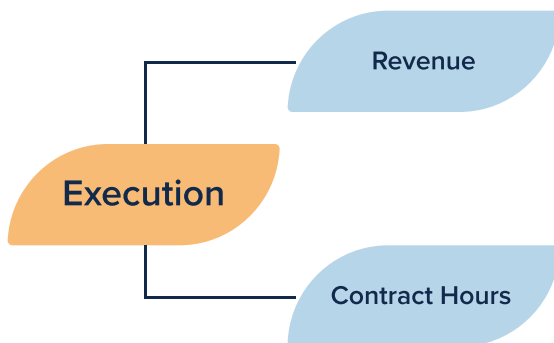
**Results**, by definition, are the actions or process of carrying out or accomplishing an action, task, or function; how well a person does a piece of work or activity. Traditionally, results are associated with a score, number, percentage, dollar sign, a project goal etc. that indicates a level of success and notoriety. We use Goals (Rocks) as well as target KPI's and project milestones at FTS to guide and validate production success, as they relate to larger company and individual goals. Results here at FTS are not just about doing the work, but doing it well, which is why we have intentionally chosen activity and quality metrics as indicators of success. These figures and goals also help us stretch and grow as individuals and most importantly, as teammates.

Being successful here requires significant **focus, grit, resilience**, and **commitment**. High Performance and success is achievable for every single employee that walks through the door, if it's wanted and the actions follow suit. If challenging, focused, impactful and meaningful work is what you're looking for then you've come to the right place. But please know when we say success will take focus, grit, resilience and commitment, we mean it.

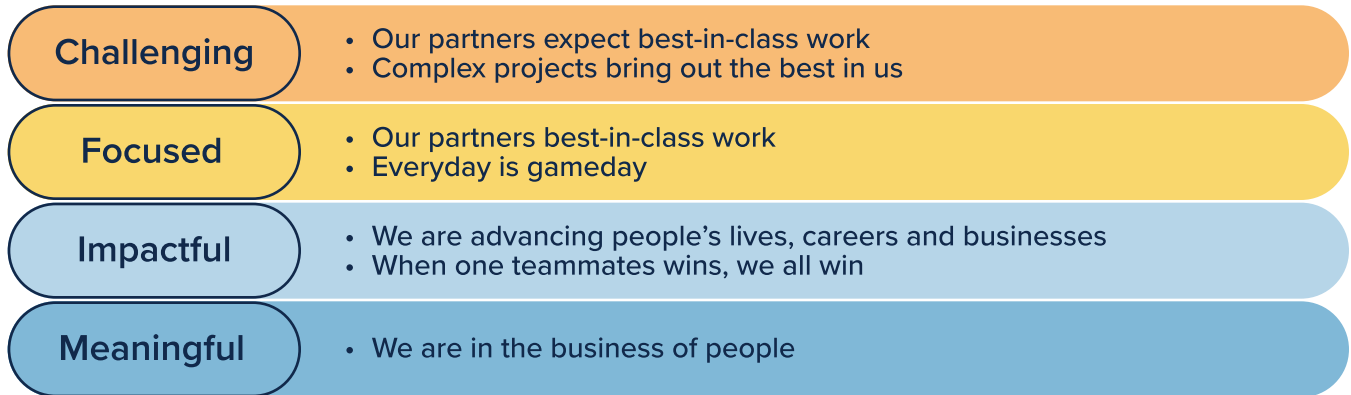
## High Performance - Actions



## High Performance - Results



## The FTS Roadmap to Success



**Challenging** - Our partners expect the best of the best and we expect each member of our team to meet those expectations. Their goals, needs, growth, expectations, etc. are, in almost all cases, very high and it's on us to execute. Often times we are engaged in complex projects that require a significant amount of persistence, creativity, hustle, and deep understanding of both the tangible and intangible at hand. Doing the best work of your career should not be a layup and at FTS, it never is.

**Focused** - Our expectations and goals require all our team members to be dialed-in and rowing in the same direction. We move quickly, stop, and turn on a dime and are constantly raising the bar. For us, sports and business draw many parallels, the only difference being; every day is gameday in the world of business. To perform your best normally means to be locked-in and focused. At FTS, our pace, speed, and projects require that same mentality to have optimal output.

**Impactful** - We view our work to be impactful to both our external partners and to FTS. This is the idea that change starts with one.

- Externally: we are building world-class teams for our partners which have a profound impact both locally and at the global community level. Each candidate has the ability to change the trajectory of a business and the community in which they operate and serve. We are truly advancing people's lives, careers and families through our work. This is the ultimate ripple effect.
- Internally: every teammate's move is felt throughout our organization, positively or negatively. When one person wins, we all win, and the daily contribution of a single teammate holds more than enough weight to move the needle for our entire organization.

**Meaningful** - Our work matters to the world and our teammates. It is important that each one of our employees feels their work at FTS is meaningful. Everything we do is driven by a larger sense of purpose guided by our mission. Our work is much more than a 'product' or 'service.' Advancing companies and changing people's lives is at the core of what we do as a company.



## Growth Firm vs. Lifestyle Firm

FTS thrives in an environment where aggressive goals and a constant strive for exponential growth are the norm. Our vision is to become a global enterprise and with that commitment, comes sacrifice and deeply meaningful rewards.

Growth Firm	Lifestyle Firm
 <ul style="list-style-type: none"><li>• Continuous evolution</li><li>• High intensity</li><li>• High-speed</li><li>• Continuous improvement</li></ul>	 <ul style="list-style-type: none"><li>• Incremental change</li><li>• Low Intensity</li><li>• Predictable pace</li><li>• Complacency</li></ul>

Being successful at FTS typically means bringing a high degree of intensity and discipline to your work. Many teammates prosper here while ensuring that they are also able to prioritize other important aspects in life, such as time with family and friends – and that is our continued commitment as an employer.

But working here will mean some 12+ hour workdays, some weekends, and even paying attention to your work phone/email even during off-hours. Depending on your role, you may have no choice but to work off hours as some partners are in another time zone. Depending on your role, you may have no choice but to work before and after-hours given project deadlines. Simply, we do what it takes to overdeliver for our stakeholders.

This is not the place to simply clock-in and clock-out. This is not the place to coast. This is not the place if you want a cushy job. **This is the place you come if you want to push yourself fully outside of your comfort zone to the next level.** Given our growth environment, we feel working at FTS will be one of the most challenging opportunities of anyone's career, no matter where you're coming from. Meaningful growth requires sacrifice both on a professional and personal level. It requires doing new things, thinking new thoughts, getting uncomfortable, vulnerable and stretching beyond your limitations. Sometimes growth even means failing to climb back stronger. We have found the rewards of this environment to be incalculable both personally and professionally.

Success at FTS means a strong commitment to truly seeking out the mountains that are **steep**.

## Workplace Freedom

At FTS, our general policies around Freedom are pretty simple but are all foundationally built on **Trust** & Responsibility. We want the sense of Freedom to be universal for all employees, regardless of their tenure at FTS. That Freedom begins to change if actions point to a lack of Trust & Responsibility.

High Trust & Responsibility = High Freedom  
Low Trust & Responsibility = Low Freedom

### A Few Examples:

- Our PTO policy is: Take it. We know it is needed, and it is encouraged.
- Our dress policy is: Look presentable & express yourself.
- Our work-from-home flexibility is based on a combination of an individual's actions, results, needs and FTS's business requirements. That said, we are, by design, an in-office culture.

All new hires/teammates come in with a high sense of Freedom, **Trust** & Responsibility. When **Trust** & Responsibility is high, the greater team doesn't have to think twice if that person will get the job done, remain true to their word and uphold their end of the bargain. When **Trust** & Responsibility is low, the greater team has no choice but to think twice and act accordingly. In all cases, the areas of general flexibility and Freedom will constrict until she/he proves they can earn back that Freedom, **Trust** & Responsibility. If things do not change quickly, that person will likely no longer be on the team.

At FTS, there is absolutely a deep connection between good communication with your teammates and a high sense of Freedom, **Trust** & Responsibility. We believe Freedom, **Trust** & Responsibility to be a byproduct of clear, concise, good Communication and expectation setting with all stakeholders. This is a critical piece to the equation and these attributes must co-exist.

We find there is a direct correlation between teammates that possess a high sense of **Trust** & Responsibility and High Performance. The same goes for a low sense.

## 4. Growth Mindset

At FTS, we are committed to significant and sustainable long-term growth.

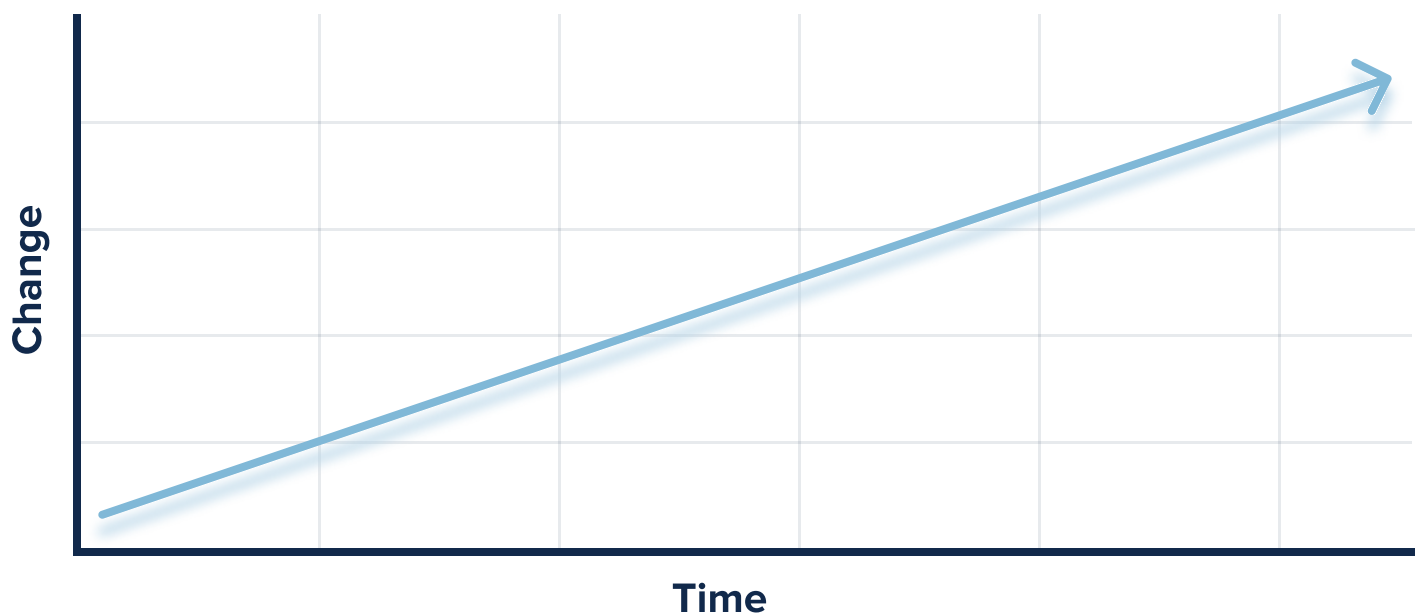
With growth, comes change.

It is important for our current employees and new hires to understand that as we experience growth as a company, we will constantly evolve to meet the challenges and opportunities that come with scaling. Not all change will be easy, but we must learn to embrace it.

We did not set out to be a 10-20 person staffing and recruiting firm. We set out to achieve global scale and impact through true value creation for our stakeholders. With this in mind, every year we seem to transform into a “new” and “better” company. This means new faces, new positions, new projects, new partners, new offerings, new processes, new technologies, transformed roles, etc.

The ability to adapt, grow and learn is existential in this type of environment. With things moving a mile a minute, you must embrace the speed. With this reality, the idea is that all hires should find themselves in a larger, more advanced position as the business grows. **We want our teammates to grow as FTS grows.** With our growth plans at FTS, you can be whatever you want to be within the organization with due time and success. Our goal for our teammates is that they are in (and given the opportunity to be in) positions that keep them engaged, challenged, inspired, excited and passionate.

Even at 1,000 employees, it will feel like we are just getting started. The “start-up” mentality is everything. We plan to harness our superpower for our entire existence and expect that to be the driver of our growth. With every single hire, we strongly assess the potential of that person growing with FTS. There are many seats on this ever-evolving ride, and we strive to keep all on board successfully.



## 5. High Autonomy

As a byproduct of our pace of work and speed of growth, it's important our teammates have the ability to successfully operate autonomously in their roles, across all functions. Our teammates have a high sense of **Trust** amongst one another and as a company, we are fully committed to providing the necessary resources needed for all teammates to be successful.

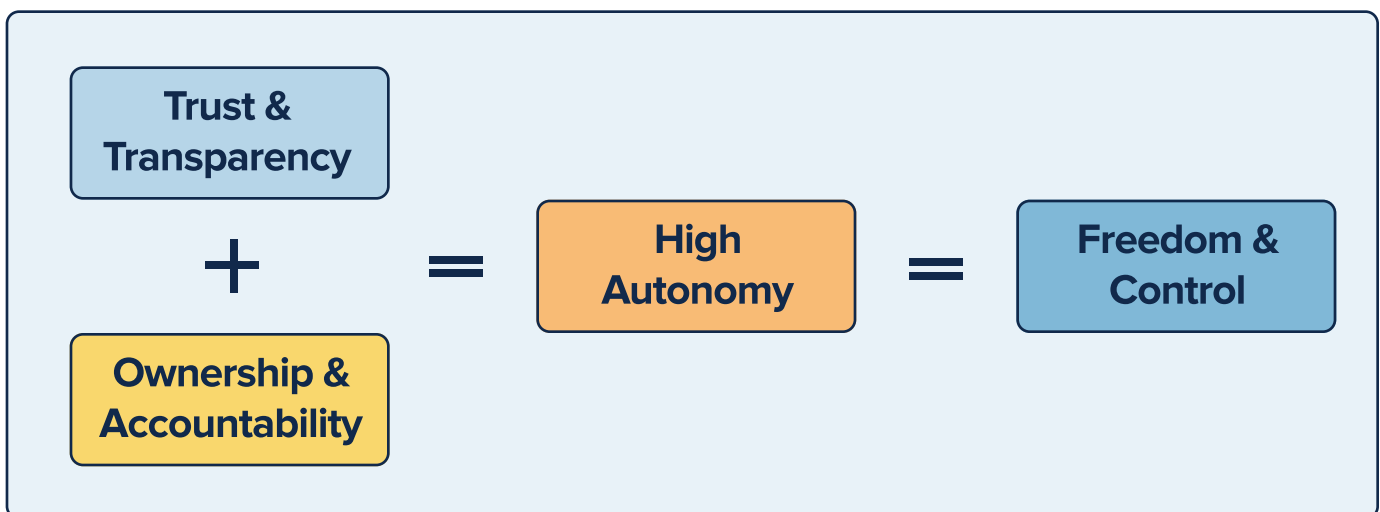
A Few Examples:

- When we hire functional leaders, we give them the space to run their department and teams as their own. Our leaders make critical decisions and own the success and failures of their respective functions.
- Teammates often propose solutions to individual, team or company challenges, each one of those solutions is highly valued and considered for implementation, many of them have made their way into our core processes.
- We expect and trust our teammates to manage their time and workflow in a way that integrates with the team needs and their life outside of work. This type of workflow is nuanced but it's our hope that it translates into heightened engagement and overall commitment.

We strive to create a legitimate working platform and environment that enables everyone to do their best and most meaningful work of their careers, driven by each employee through the framework and lens that FTS provides. We do not envision that taking shape in form of micromanagement and our growth trajectory is not supportive of having those that need that type of management on staff. Our teammates having the ability to productively work and excel independently has and will continue to allow us to grow at meaningful rates.

**Trust** and **Ownership** are at the core of successful Highly Autonomous work environments and these, being FTS Core Virtues, are truly central to the success of our teammates at FTS.

### The FTS Autonomy Equation



## 6. Candid Feedback

We take feedback very seriously and believe this is a core aspect of how we communicate and work. At FTS, feedback is rooted in **Trust**, transparency, support and candid, real-time communication. We view this as a requirement for meaningful development in all facets, whether as a company, individual, or manager of people.

It's important that our teammates can both deliver and receive candid feedback appropriately and professionally. Both sides of the coin require practice and we view both as a valued skill.

Candid feedback requires courage and vulnerability and it's critical we embrace these uncomfortable traits. When done right, candid feedback unlocks real trust between teammates and breakthrough advancement, progress, and execution become a byproduct. When done wrong, dysfunction proliferates, and opportunities are fully abandoned.

### Key Aspects of **Feedback**

- **Clear communication**
- **Accurate information**
- **Complete**
- **Constructive**

### Successful **Feedback** Outcomes

- **Understanding by all parties**
- **Clear expectations**
- **Alignment**
- **Actionable**

We are committed to maintaining an open environment where everyone in the company feels safe providing candid feedback to one another, regardless of rank. We have found some of the most productive feedback coming not just between supervisor and direct report, but amongst FTS peers and across internal functions. This idea also extends to our external stakeholders (clients, candidates, partners, etc.), as candid feedback is the cornerstone to how we do our work as a firm.

Internally, each quarter we have prescheduled open candid feedback sessions between supervisors and their directs to ensure both parties fully communicate what is working, what is not working and what the other should consider doing in the future. It's up to the recipient to consider the feedback and the deliverer must respect their decision to follow through (or not).

In addition to the regularly scheduled quarterly feedback sessions, it's not uncommon to receive candid feedback in the middle of, or after a team meeting, presentation or all-hands or even at your desk on the floor out in the open. Our goal is to continue to standardize and normalize candid feedback into our everyday interactions. When done right, everyone wins, and high **Trust** is gained between all stakeholders. The most successful FTS teammates historically take feedback very seriously and embrace all that comes with it.

## 7. Radical Transparency

Time and time again, we've received feedback around the depth of information we share, with our entire team and with the external world, being "radically transparent." For us, radical transparency doesn't mean sharing every single detail. We believe it means providing full context for the decisions we make, and this is how we choose to run the company.

### A Few Examples:

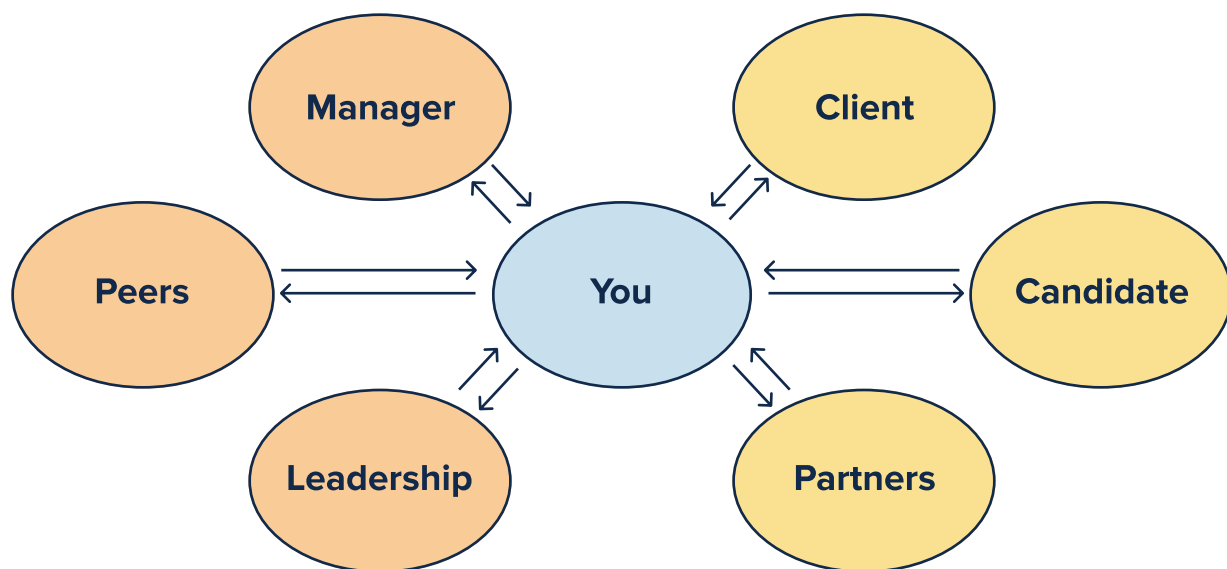
- Every month we host company-wide all-hands meetings that walk through firm financials, key initiative updates, meaningful decisions we're working through, upcoming projects, what everyone is working on, the good / bad / ugly, etc. Problems are public. Goals and shortcomings are public. Financials are public, etc.
- Every year we publish an Impact Report for the world (and competition) to see, that showcases the work we've done throughout the year, including key company results, key partners, and internal performance metrics.

We are extremely open and transparent because we believe it's our stakeholders' right to understand why things are the way they are, and exactly where FTS is headed.

As a result, sensitive internal information is consistently shared and accessible. It's critical all FTS teammates grow comfortable with this communication style and respect the information with confidence. This can take some getting used to and we recognize for most people this is not the norm.

Radical or not, we view transparency as a real responsibility we are committed to.

### Map of Transparency



## 8. Real Relationships

This is our business. Full stop. FTS is made up of one thing: Relationships. It's just that simple. And just like our business, we take the long-term view of relationships.

“We are there in good times and in bad. We can be a tough friend at times, but we are a friend for life. We never compromise long-term trust with any relationship for the sake of a short-term win. However, we expect our partners to be good friends to us and our expectations about what it means to be a friend are high. If our partners do not treat us in kind, we will walk away.”

- Andreessen Horowitz

### How We View Relationships

- We are here for the good, the bad and the ugly
- We are partners, not vendors
- We go to bat for those we have relationships with
- We fully invest our time, energy and effort
- We respect our relationships
- We give it all that we have, and we expect the same in return

We build relationships intentionally and purposefully. We choose to engage in relationships with stakeholders we want to grow with for our entire existence. Whether you're an FTS team member, client, or candidate – we're here for the relationship building journey and we do whatever it takes to optimize that end result.

Connecting as humans is what brings us together. This is what our business is made of and it's only right that this is a part of our instinctual DNA.

## 9. Infinity & Beyond

The staffing and recruiting industry as a whole is plagued with a fly-by-night, flash-in-the-pan, short-sighted approach to the business. Whether it be through relationships (or the lack of), the candidate/client experience, or the immoral practices of firms (both large and small) – we recognize that there is a significant void to be filled at scale.

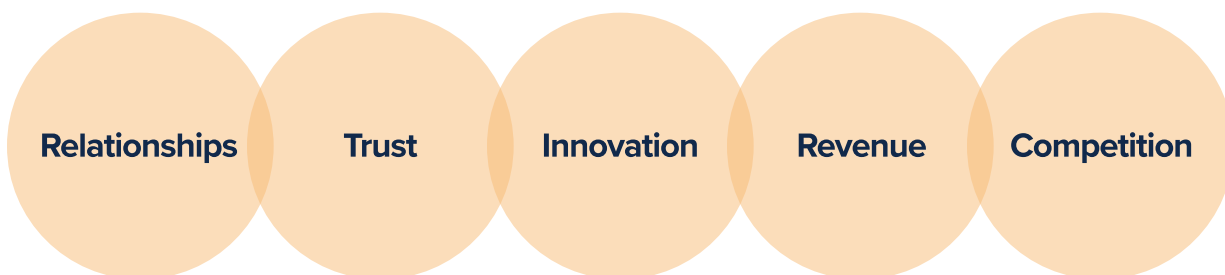
The opportunity to build and properly scale a firm through real relationships, disciplined virtues, vulnerability, and an uncanny execution is what we have set out to accomplish. At that rate, we do not box ourselves in the “staffing & recruiting” industry – that just so happens to be the sector we operate in. We want to build one of the best companies the world has ever seen. One that is built to last forever, far beyond our time.

The notion of forever or ‘Infinity,’ offers an immediate framework that officially eliminates the calendar year as we know it. Of course, we still have weekly, monthly, quarterly and annual metrics that we work towards, but if a company’s end-goal is to operate with Infinity in mind, the short-sighted mentality approach has no place.

Our Infinity mindset supports the notion of not ever having to compromise our Core Virtues under any circumstance. This is mainly because when you’re in the business of “Forever”, any short-term gain that does not support the long-term vision/virtues just simply does not make sense.

*We would rather lose today, to win tomorrow.*

### The Infinity Mindset



**Relationships** – Every interaction, action, movement, and word counts.

**Trust** – One false move has the potential to ruin a track record.

**Innovation** – Your literal eternal lifeline.

**Revenue** – Fuel to further our mission.










**Competition** – Ourselves.

Put simply, at FTS, we make decisions today through the lens of “tomorrow” and when we say we are in this thing forever – we mean it.



## In Closing

The culture at FTS is unique because of these nine cornerstones of culture:

<b>Growth Mindset</b> 	<b>Growth vs. Lifestyle</b> 	<b>High Autonomy</b> 
<b>High Performance</b> 	<b>Core Virtues</b> 	<b>Candid Feedback</b> 
<b>Radical Transparency</b> 	<b>Real Relationships</b> 	<b>Infinity &amp; Beyond</b> 

We recognize that this document is a forever-living, breathing, evolving organism and it's important that every current and prospective teammate of FTS realizes they consciously or unconsciously shape our culture for years to come. We also realize that we are for some people, and not for others. We hope this document serves as a compass for those searching for the right fit within FTS and a magnet for those that see eye-to-eye.

## A Final Word

“Never doubt that a small group of thoughtful, committed people can change the world. Indeed. It is the only thing that ever has.”

- Margaret Mead