

# FTS 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.



## **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 big and small. Largely culture is felt and experienced, not written down. 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:

*To use our business as a platform for change through building real relationships.*

We take our mission very seriously, simply because it’s 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 clear as possible for our employees, the clients we work with and the world.

## **Our Belief**

We believe it only takes one person to impact change at scale. Whether it be at the local or global level, our work has a profound impact on all individuals and organizations we work with on an everyday basis. As a result, we believe our work absolutely has a ripple effect throughout the world.

*Change starts with one.*

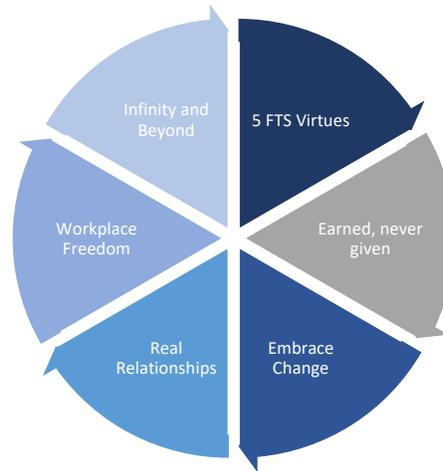
## **The FTS Vision**

Here at FTS we have a clear vision of the company that we are ultimately 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.

*FTS is a top tier firm focused on providing our clients relationship-driven people services and staffing solutions through technology.*

## The Six Pillars of Culture

Here 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 partners. Below is a breakdown of each key cultural component and why it's important to the way of life here at FTS.



### 1. FTS 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 the way to translate values into workplace culture we must place emphasis on our behavior and actions.

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 of those values, morals and principles. At FTS, 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 share 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 openly express ourselves
  - 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 to our fellow employees, partners and communities
  - We're in business not for ourselves, but for others
- **Ownership**
  - We make zero excuses
  - We take it upon ourselves to get things done at the highest level possible
  - We are reliable
  - We focus only on what we can control and do it to the best of our ability
- **Think "Better"**
  - We constantly look to improve the way we do things through ideas and innovation
  - We believe in creating a fail first culture; it is better to try and fail then 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're going to do
  - We are open, honest and highly transparent
  - We're committed to upholding this significant sense of Trust to our fellow employees, partners and community



2. Earned, never given

At FTS, we believe our superpower is that we are a “**startup.**” This notion of being a startup allows us to deliver a 360° bespoke experience and value proposition to each and every one of our partners. Because this remains absent throughout almost all of the staffing and recruiting industry, we look at this as the ultimate competitive edge. Simply put, we are in the position to do things most companies in our industry are not.

With this in mind, we realize the essential need for sheer scrappiness, hands-on success, autonomy and independent creativity to bring all of our partner’s goals to life through our work. There is no question that we operate incredibly different from most firms. Every win is created by our teammates organically. As a company, our current success hinders more on creation vs. maintenance and it highly critical that all of our teammates recognize this.

**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.

We want FTS to be a platform for our team to do the best work of their careers and we are committed to making that a reality. With the amount of autonomy and expectations we have around high performance, it’s evident to us that new hires and existing employees absolutely need to want success for themselves more than their manager wants it for them.

Being successful here requires significant focus, grit, resilience and commitment. 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.



The FTS Roadmap to Success

<b>Challenging</b>	<ul style="list-style-type: none"><li>• Our partners expect best-in-class work</li><li>• Complex projects bring out the best in us</li></ul>
<b>Focused</b>	<ul style="list-style-type: none"><li>• We're all rowing in the same direction</li><li>• Everyday is gameday</li></ul>
<b>Impactful</b>	<ul style="list-style-type: none"><li>• We are advancing people's lives, careers and businesses</li><li>• When one teammate wins, we all win</li></ul>
<b>Meaningful</b>	<ul style="list-style-type: none"><li>• We are in the business of people</li></ul>

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 of 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 in order to have optimal output.

Impactful - We look at our work to be impactful to both our external partners and to FTS as a whole. This is the idea that change starts with one.

- **Externally:** we are advancing people's lives, careers and families through our work. The same goes for the companies we partner with; we're building world-class teams for our partners which have impacts 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. The ultimate ripple effect.
- **Internally:** every teammate's move is felt throughout our organization, positively or negatively. At FTS, when one person wins, we all win, and the daily contributions of a single teammate holds more than enough weight to move the needle for our entire organization.

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



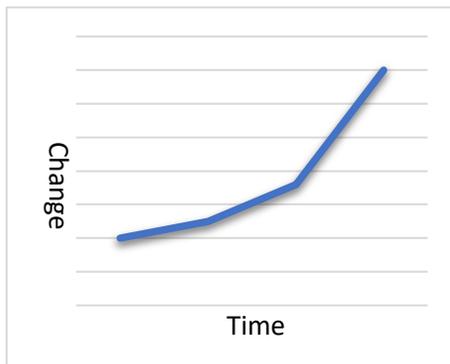
3. Embrace change

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

*With growth, comes change.*

It's important for our current employees and new hires to understand that as we experience growth as a company, we will constantly be evolving 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. 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 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 ride. With this reality, the idea is that all hires should find themselves in larger, more advanced position as the business grows. *We want our teammates to grow as FTS grows.* At FTS, the reality is, with our growth plans, 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.



#### 4. 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 **protect** and **nurture** our relationships.
- 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 people and partners we want to grow with for our entire existence. This is the same for our internal relationships at FTS. 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.

#### 5. 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's needed and at FTS it's encouraged.
- Our dress policy is: **Look presentable & express yourself**.
- Our work-from-home flexibility policy is: **When needed, do it**. We recognize things come up and there is a life outside of work.

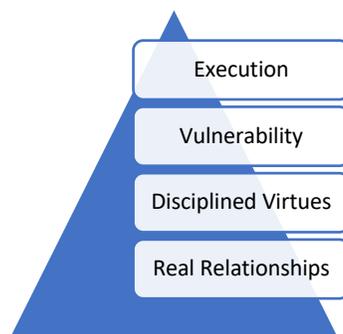


All new hires/teammates come in with a high sense of Freedom, Trust & Responsibility. When Trust & Responsibility is high, the greater team doesn't have to think twice if that person will get the job done, remain true to their word and uphold their end of the bargain. When Trust & Responsibility is low, 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 are capable of earning back that Freedom, Trust & Responsibility. If things don't quickly change, that person will likely no longer be on the team.

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

## 6. 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 don't 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.

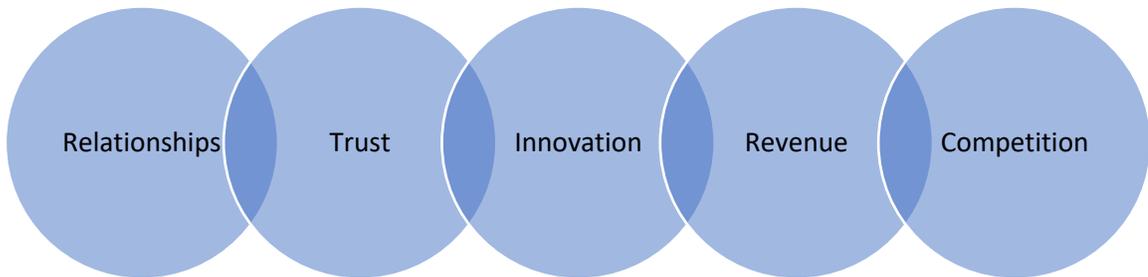
The notion of forever or 'Infinity' offers an immediate framework that officially eliminates the calendar year as we know it. Of course, we still have weekly, monthly, quarterly and annual metrics that we work towards, but if a company's end-goal is to operate with Infinity in mind, that short-sighted 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 doesn't support the long-term vision/virtues just does not make sense.

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



**The Infinity Mindset**



Relationships – Every interaction, action, movement and promise 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’re in this thing forever – we mean it.

**In Closing**

The culture at FTS is unique because of these six core aspects:



## FTS Culture Deck

### Our Culture and Virtues Explained



We recognize that this document is a forever-living, breathing, evolving organism and it's important that each and 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 to 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*