



# Culture Playbook





# Hello, Flipper!

Come on in, take a load off and get ready to embark on a cultural journey with us. We've said this time and again and honestly, we will never get tired of saying it. **We are nothing without our people, including YOU.** We've been around for some time now and the reason we've been so successful is because we've created a culture that rivals some of the best companies in the world and makes your family and friends jealous.

We know that it can take some time to get into the Flipp groove, so we've developed a cultural playbook to help you and fellow Flippers understand, embrace and build the Flipp culture. This playbook represents what we practice today and where we aspire to be (even more awesome than we are now). Together, we can make it happen.

Read it. Learn it. Love it. Live it.





## WE'RE ONE FLIPP TEAM WITH A MISSION AND VISION

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Mission: To help **shoppers provide for their families** by making life more affordable.

Vision: To be the most trusted digital merchandising engine for every household to discover savings and deals.

In this business, we look after a lot of people. Our dedication to them is the same, but the outcome is different. If you're wondering who we look after and how we do it, look no further.



## **Our commitment to you**

To make Flipp one of the best places to work with a kick-ass culture that every Flipper lives and breathes.



## **Our commitment to our merchant partners**

To act as trusted business advisors, helping our merchants win.



## **Our commitment to our consumers**

To make life more affordable.

**How do we get there?**





# The Flipp Way

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We have a unique 'Flipp' way of doing things. It defines who we are and how we do it. As team members of Flipp, we are all leaders, motivators, hustlers, coaches, creators and colleagues.

Our cultural values & principles shape who we are as a team. We are all empowered to think and act as leaders and influence those around us.

Our playbook belongs to you. If you don't think someone is acting within the values or principles laid out, call it out, help them be better and build on the culture we strive for.



# FLIPP'S CULTURE TREE

## Cultural Values & Principles

### Branches

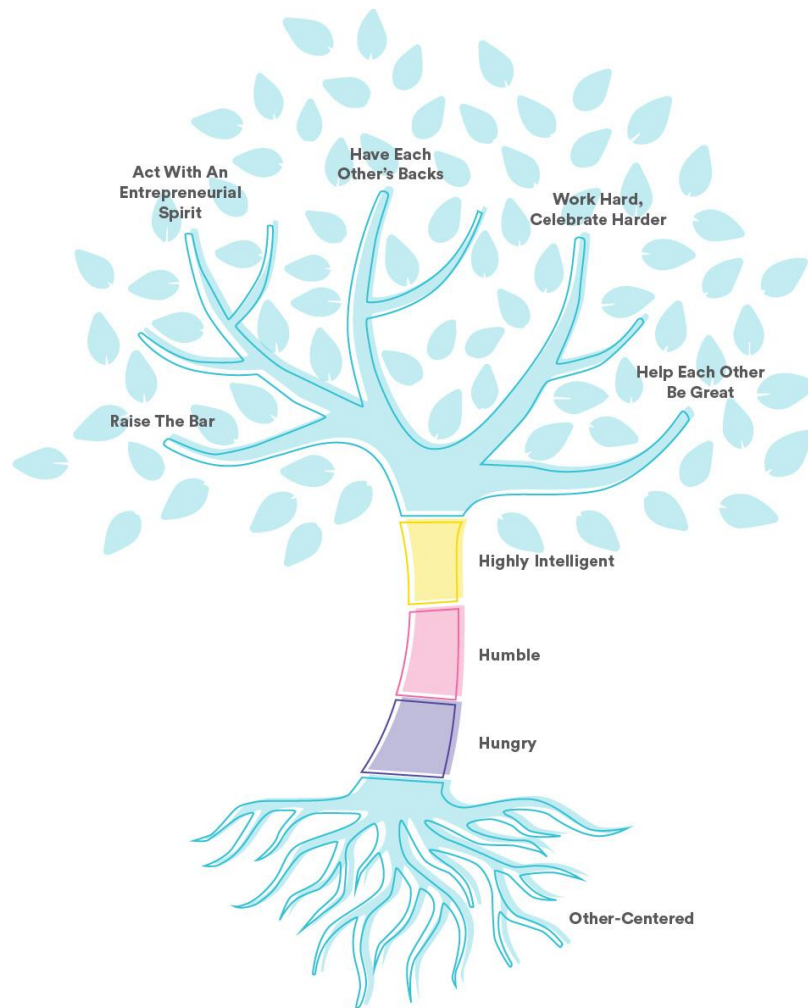
A tree's output comes from its branches. Flipp's output of amazing products and services comes from operating using our 5 cultural principles.

### Trunk

Just as all trees have strong and sturdy trunks that help stabilize them as they grow, all Flippers have our 3 Hs as their core values to foster their growth & development.

### Roots

A tree's roots are often connected with other tree's roots. They use this connection to share resources ensuring that every tree they're connected to has the opportunity to grow and flourish.





# OUR CULTURAL VALUES

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Cultural values represent the **core traits that all Flippers have**. They're a representation of who we are as individuals, and who we are as an organization.



WHO WE ARE

# VALUES

## Other-Centered

Thinking of others  
before thinking about  
yourself.



## Hungry

Ambitious, resourceful,  
and are never satisfied  
with the status quo.



## Humble

Confident in your skills, but  
knowing there's always room  
for improvement.



## Highly Intelligent

Adding value...emotionally  
and intellectually.



# OTHER-CENTERED



Thinking of others before thinking about yourself. Empathizing with all stakeholders (Flippers, merchants, users, our community) before making decisions. Other-centered people exhibit altruistic behaviour each and every day.



## You represent this value when you are:

- ★ Offering, without judgement or pause, to help teammates in need, when possible, regardless of their function or role
- ★ Contributing to tasks outside of an individual's role or function
- ★ Taking the One-team approach, knowing that we all win or lose together
- ★ Empathizing with all stakeholders that could be affected by a project or initiative
- ★ Communicating in a way that is inclusive to all team members and audiences

## What it's not:

- ✗ Prioritizing your own needs while sacrificing the needs of others or the team
- ✗ Overloading team members with work
- ✗ Overloading yourself by stretching to help other team members
- ✗ Utilizing resources for low impact work

# HUNGRY



An unrelenting passion and drive for achieving objectives and growing oneself. Hungry people are ambitious, resourceful, and are never satisfied with the status quo.



## You represent this value when you are:

- ★ Committing to continuous improvement through a willingness to independently learn new skills and knowledge, fostering growth and success in role
- ★ Thriving when given autonomy and freedom
- ★ Relentlessly driving towards achieving team-based and individual objectives and goals
- ★ Desiring to win and win as a team

## What it's not:

- ✗ Doing work for the sake of doing work
- ✗ Working harder instead of smarter
- ✗ Getting things done at the expense of your team or cross-functional teams
- ✗ Competing to see who works the most hours or the latest at night
- ✗ Prioritizing work above all else (family, community, health)

# HUMBLE

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Recognizing that while being a member of Flipp means you have a high level of competence and skill in your field, that there is always room to grow and get better. Humble people take and give feedback openly, and are self-aware of their strengths and weaknesses.



## You represent this value when you are:



Being courageous by taking ownership & admitting and sharing mistakes/learnings



Asking for help and relying on the expertise of others



Having respect and empathy for your teammates, and celebrating their achievements and contributions



Having confidence in your abilities and use those abilities to grow others



Looking for growth and development even in areas of strength

## What it's not:



Staying quiet and avoiding conflict



Downplaying your accomplishments or skills



Not standing up for yourself and your team



Insincere acknowledgements or thank yous



Being Meek



Merely an absence of arrogance



# HIGHLY INTELLIGENT



Being strategic, analytical, resourceful and always finding ways to add value. Highly Intelligent people exhibit both emotional and intellectual intelligence, and are able to effectively know when and how to contribute and communicate.

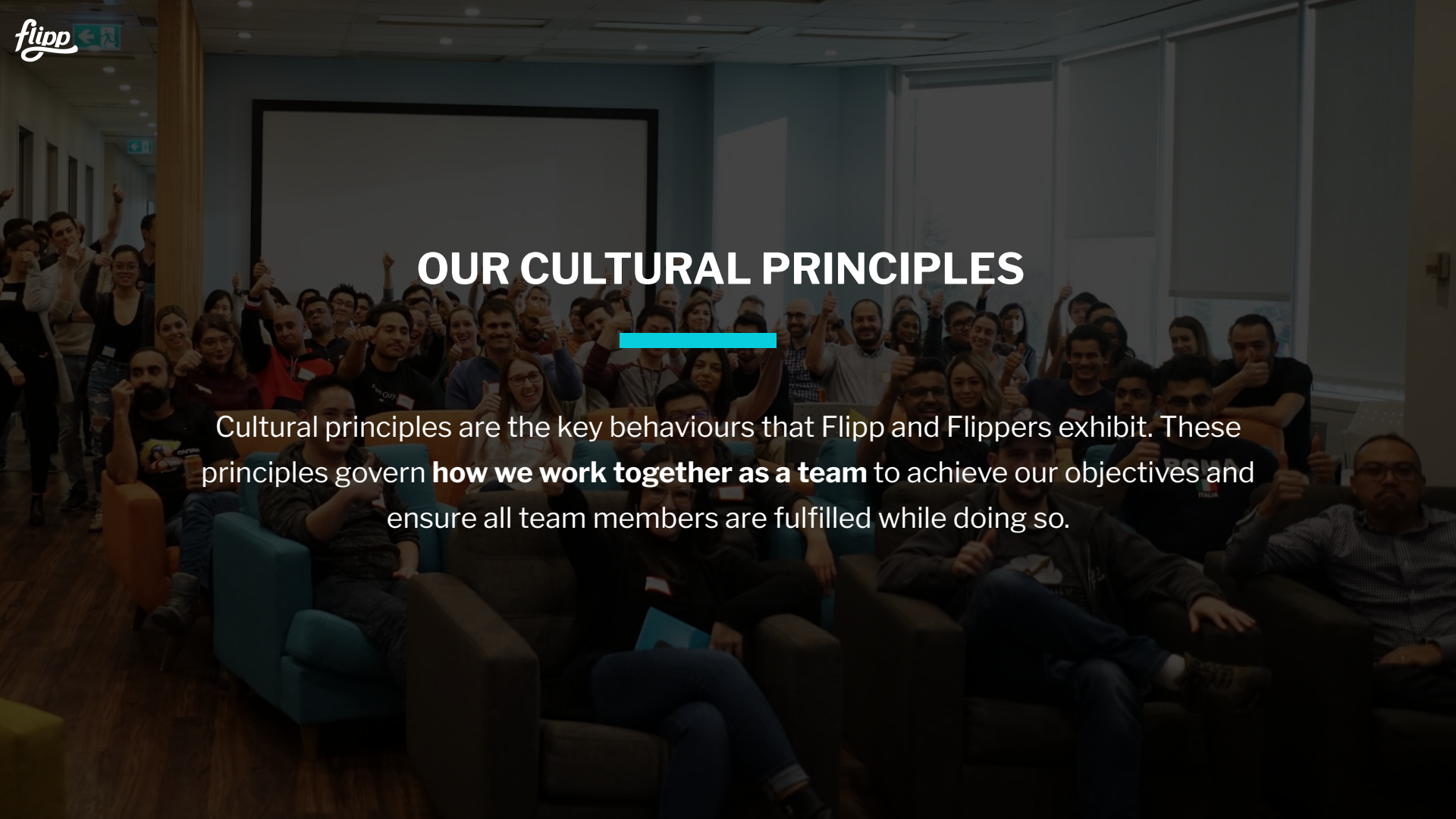


## You represent this value when you are:

- ★ Exhibiting self-awareness; knowing your subject matter expertise
- ★ Knowing when and how to leverage available resources
- ★ Communicating effectively with different personalities and audiences
- ★ Contributing with composure and professionalism
- ★ Making excellent decisions using wisdom, gained from past experience
- ★ Asking the right questions to drive clarity

## What it's not:

- ✗ Assuming you need to be the smartest person in the room
- ✗ Trying to do everything yourself
- ✗ Speaking for the sake of being part of the conversation to add artificial value
- ✗ Reinventing for the sake of reinventing
- ✗ Not making room for the diverse perspective of others
- ✗ Condescending or demeaning others



# OUR CULTURAL PRINCIPLES

Cultural principles are the key behaviours that Flipp and Flippers exhibit. These principles govern **how we work together as a team** to achieve our objectives and ensure all team members are fulfilled while doing so.

HOW WE SHOW UP

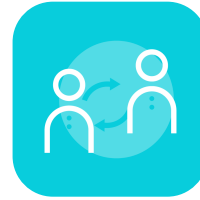
# PRINCIPLES



Help Each Other  
Be Great



Work Hard,  
Celebrate Harder



Have Each Other's  
Back



Act with an  
Entrepreneurial Spirit



Raise The Bar



# HELP EACH OTHER BE GREAT



Dedicating energy and focus on leveling up fellow teammates, regardless of their seniority, function, or role. Ensuring that all teammates share and receive honest feedback with the intent of growing each other.



## HOW WE LIVE IT

1:1 mentorship

Lunch & Learns

Flipp Talks

Personal Growth Plans

Cross-functional collaboration

Consistent Feedback



# HELP EACH OTHER BE GREAT



## You represent this principle when you are:

- ★ Ensuring team members reach their potential
- ★ Lifting others up when they are down
- ★ Challenging each other to ensure we all succeed
- ★ Understanding teammates aspirations and areas where they want to grow
- ★ Recognizing where you can learn from others and where others can learn from you
- ★ Providing direct, timely feedback (positive or constructive) with context
- ★ Providing constructive and actionable feedback to peers, coaches & coachees
- ★ Actively listening to and actioning feedback

## What it's not:

- ✗ Settling for mediocre ideas or outcomes
- ✗ Getting emotionally attached to ideas or opinions
- ✗ Making things personal, i.e. attacking the person vs. the problem
- ✗ Staying silent for fear of repercussion
- ✗ Forgetting about executional plans and only focusing on the vision
- ✗ Focusing on group harmony instead of evaluating all viewpoints
- ✗ Focusing solely on new products or initiatives and not delivering excellence on existing commitments
- ✗ Silencing or shaming dissenters



# WORK HARD, CELEBRATE HARDER



Recognizing and rewarding team members based on demonstrated results & positive impact to Flipp's success & culture, in all forms.



## HOW WE LIVE IT

Company-wide OGSM cascade

360 performance reviews

Compensation training

Performance calibration sessions

Hiring practices with objective measures

#fistpumps

#projectteam

Reflektive

# WORK HARD, CELEBRATE HARDER



## You represent this principle when you are:

- ★ Objectively measuring contribution with clear and understandable KPIs
- ★ Rewarding excellent performance with more responsibility and rewards
- ★ Compensating team members fairly based on the skills and competencies they exhibit
- ★ Rewarding calculated risk-taking, even if the hypothesized outcome is not achieved
- ★ Honouring & celebrating our collective & diverse culture
- ★ Ensuring fellow team members feel recognized and appreciated for their contributions to Flipp's business & culture

## What it's not:

- ✗ Giving preferential treatment to certain team members because of their beliefs or relationships
- ✗ Measuring performance of team members using metrics that don't correlate with Flipp's success
- ✗ Measuring a team member's competence solely based on experience at previous organizations, or time at Flipp
- ✗ Going after "brownie points" instead of contributing to Flipp's success



# HAVE EACH OTHER'S BACK



Creating high trust relationships between team members to drive high performance, ensuring Flipp, and individual Flippers, achieve their objectives and are supported when doing so.



## HOW WE LIVE IT

- Transparent corporate communications
- Big Scrum Q&A
- Consistent & transparent feedback
- Constant coaching from managers with small number of direct reports
- Team-building Exercises





# HAVE EACH OTHER'S BACK



## You represent this principle when you are:

- ★ Recognizing that we are all “One-Team”, regardless of function or role
- ★ Showing vulnerability to team members
- ★ Assuming best intent when interacting with team members
- ★ Getting to know team members personally
- ★ Helping out team members when they have a problem, and knowing they'll do the same for you
- ★ Providing transparency to team members
- ★ Creating win-win scenarios
- ★ Treating all team members with respect

## What it's not:

- ✗ Putting down a team member directly or in front of others
- ✗ Refraining from giving feedback to teammates
- ✗ Being judgemental of team members' personal choices outside of work
- ✗ Being dismissive of other points of view
- ✗ Focusing on hierarchy and rank in team settings
- ✗ Asking team members to do things that you wouldn't do in their position



# ACT WITH AN ENTREPRENEURIAL SPIRIT



Acting with a relentless drive and hustle to ensure objectives are achieved, regardless of barriers. Having the autonomy and freedom to operate independently with the responsibility and ownership of delivering results. Thinking big and taking calculated risks to ensure when we win, we win big.



## HOW WE LIVE IT

Flexible working hours

Autonomy

Self-driven, continuous learning through Showpad

Share ownership

Self-directed Guilds

# ACT WITH AN ENTREPRENEURIAL SPIRIT



## You represent this principle when you are:

- ★ Begins an initiative with the end in mind
- ★ Achieving the goal, regardless of the obstacles in the way
- ★ Accepting responsibility when expectations are not met
- ★ Doing more with less
- ★ Taking action towards objectives even when the way forward is ambiguous
- ★ Ensuring team members are aligned to solutions or initiatives before roll out
- ★ Having the ability to work autonomously without being micromanaged

## What it's not:

- ✗ Forcing your opinion on other people
- ✗ Placing blame on teammates
- ✗ Hesitating to act without a certain outcome
- ✗ Doing everything by yourself
- ✗ Operating in a vacuum and not communicating with teammates



# RAISE THE BAR



Relentlessly driving towards the best outcome in all situations, allowing healthy conflict to occur in discussions to deliver win-win scenarios wherever possible.



## HOW WE LIVE IT

- Option C thinking
- Open & transparent communication
- Aggressive Business Goals
- Iron Sharpens Iron Sessions
- Participating in challenging dialogues with a unified intent



# RAISE THE BAR



## You represent this principle when you are:

- ★ Solving problems with the best possible solution, regardless where/who it comes from
- ★ Fostering healthy conflict with team members to drive towards the best outcome
- ★ Challenging the status quo
- ★ Open-mindedness towards huge and difficult to achieve goals
- ★ Long term thinking that leads to legacy building
- ★ Holding teammates accountable to commitments
- ★ Having an attitude of “how can we” instead of “why we can not”

## What it's not:

- ✗ Settling for mediocre ideas or outcomes
- ✗ Getting emotionally attached to ideas or opinions
- ✗ Settling for less
- ✗ Making things personal, i.e. attacking the person vs. the problem
- ✗ Staying silent for fear of repercussion
- ✗ Forgetting about executional plans and only focusing on the vision
- ✗ Focusing on group harmony instead of evaluating all viewpoints
- ✗ Focusing solely on new products or initiatives and not delivering excellence on existing commitments
- ✗ Silencing or shaming dissenters



# Flipper

## The Employee Persona

Flippers are on a mission to help make life more affordable for North Americans through savings and deals content.

As leaders, motivators, hustlers, coaches, creators and colleagues, Flippers don't back away from a challenge. They embrace it and work together as one team to make magic.

## Motivations:



Working with the  
**best of the best**



Helping **families**  
save money



Create positive  
community **impact**



Supportive **team**

## Values:



### Other Centered

Prioritizing others' needs before your own needs.



### Hungry

Ambitious, resourceful, and are never satisfied with the status quo.



### Humble

Confident in your skills, but knowing there's always room for improvement.



### Highly Intelligent

Adding value...emotionally and intellectually.

## How Flippers Feel When We Help Families Save:



## Principles:



### Help Each Other Be Great

Dedicating energy and focus leveling up teammates, regardless of their seniority, function, or role.



### Work Hard, Celebrate Harder

Rewarding and recognizing team members based on demonstrated results over time and contribution to Flipp's success, in all forms.



### Have Each Other's Back

Creating high trust relationships between team members to drive team performance, ensuring Flipp, and individual Flippers, achieve their objectives.



### Act With An Entrepreneurial Spirit

Acting with a relentless drive and hustle to ensure objectives are achieved, regardless of barriers.



### Raise The Bar

Relentlessly driving towards the best outcome in all situations, allowing healthy conflict to occur in discussions to deliver win-win scenarios wherever possible.



This is not the end...we've only just begun.



Thanks for reading, learning, loving and living our culture. If you're new to Flipp, welcome! We're thrilled to have you.

If you're as old as the furniture, we're happy you've stuck around this long! We wouldn't be where we are today without you.

If you don't work at Flipp, but are falling in love with who we are, we don't blame you. **Want to join us? Visit [corp.flipp.com/careers](https://corp.flipp.com/careers) today.**

