



flipp

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

Mission: To help **shoppers make smarter shopping decisions.**

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?

OWN YOUR POTENTIAL | MAKE AN IMPACT

We help people make smarter shopping decisions by working with autonomy and accountability. Together, we make a difference.



Community, not just a company

Our people make our culture unique. We're confident but always humble. Highly intelligent, but never complacent. We're hungry to be great, but also know that being other-centered, collaborative, and unified is how we'll get there. Our collective ambition allows us to cultivate an inclusive team and top-tier products.



Impact from anywhere

At Flipp, flexibility and accountability are our foundation, that's why we are proudly remote first. Work where you thrive, find the right balance to prioritize your personal and professional commitments, and bring your transformative ideas to the forefront.



Leave your mark

Challenge inspires us. We learn by doing, stretching and taking calculated risks. We grow by building skills and developing new perspectives. So when we win, we win big. At Flipp, you're fully equipped to forge your path, own your career growth and stay inspired every step of the way.



Leaders, not titles

Leadership is a way of working, not just a title. All Flippers are empowered to lead with purpose, passion and ambition. We trust and motivate each other to challenge, innovate and deliver at the highest level. It's about raising the bar at every turn. Own your results and elevate those around you.



What we bring:

- An inclusive, collaborative environment where your voice matters
- A remote first environment
- The tools and opportunities you need to grow and develop
- Every opportunity to own your success



What you bring:

- Your authentic self, every day
- Your best work, from anywhere
- An appetite for learning, curiosity, and a growth mindset
- Motivation, initiative and the mind of an entrepreneur

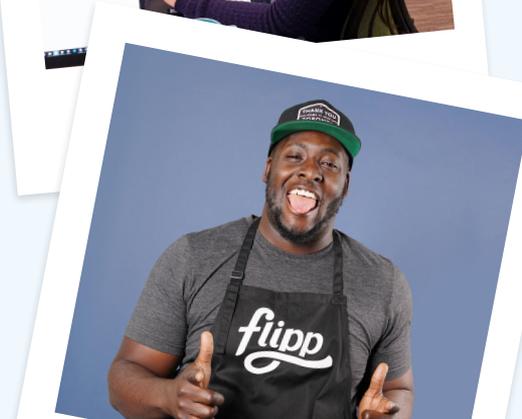


The Flipp Way

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, 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.

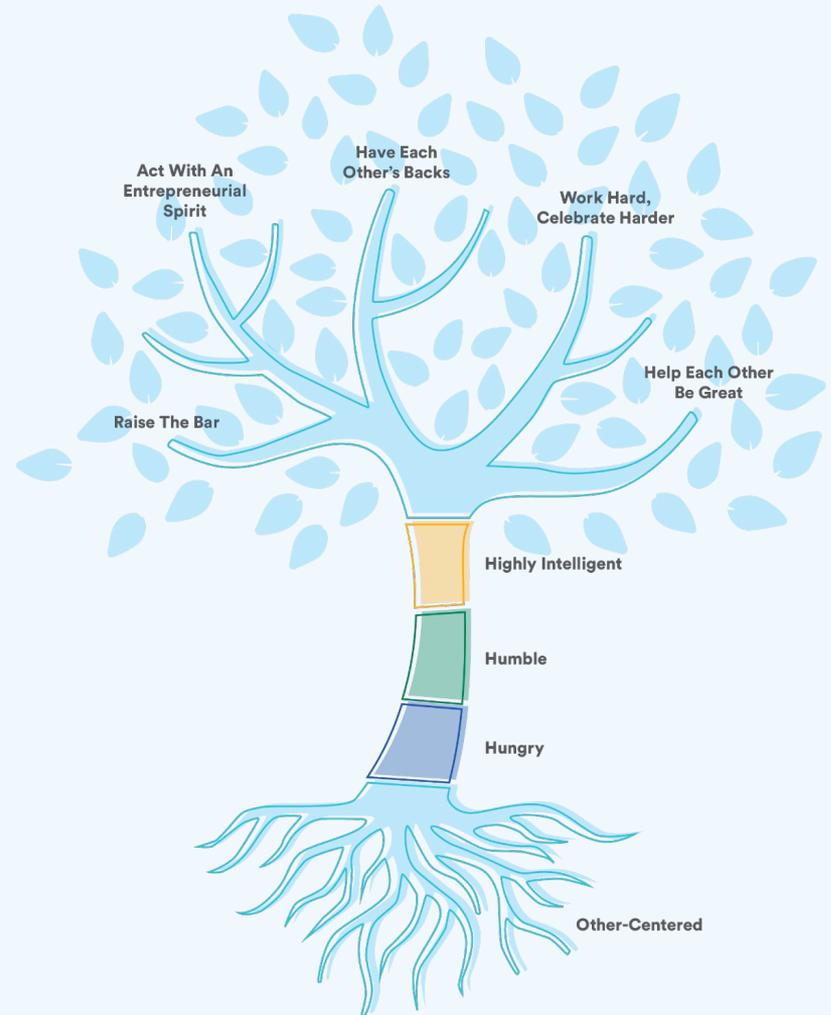
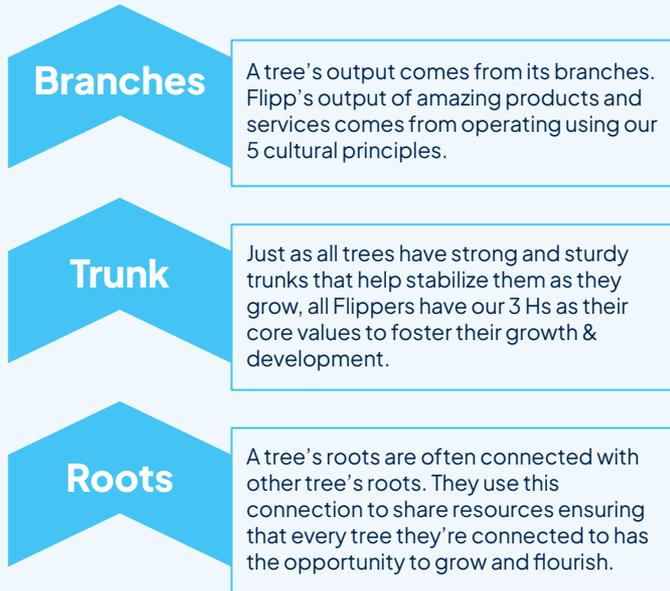
Our playbook belongs to you. If you don't think someone is acting within the values or principles laid out, call it out, help them be better and build on the culture we strive for.





Flipp's Culture Tree

Cultural Values & Principles





OUR CULTURAL VALUES

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 your 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



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:

- ✘ 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



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 judgmental 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-driving, continuous learning through Showpad

Share ownership

Self-directed Guilds



ACT WITH AN ENTREPRENEURIAL SPIRIT

You represent this principle when you are:

- ★ Beings 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.

flipp



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 today.](https://corp.flipp.com/careers)

