Welcome TO FX!
Welcome to FX!
Do you know our FX story, our why?
Getting on board with us
Our culture
Our leadership style
Our vision
Our mission
Our values
Innovation
What does FX do, exactly?
The client experience
The employee experience
Flexibility
Your true colours
Healthy mind, healthy body
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Having fun together
Getting involved
Transportation
Giving back
How to keep up with what’s going on at FX?
From a garage to our offices on Maisonneuve
FX Ambassadors
And what about your professional development?
Say goodbye to traditional performance evaluations!
Your molecule
Our buzz words
Last but not least!
Here at FX, one of the most important responsibilities managers and their teams have is recruiting THE best person for the job.

If you are here, it’s because you fit in. It means you have been selected for your values, your experience, your skills and your positive attitude.

Working at FX, you will often hear about mutually beneficial relationships. What does that mean exactly?

Well, FX puts a lot of effort into setting up all the elements that go into creating a healthy environment where people are happy to work in. At the same time, to get results, it’s essential that each person play an active and positive role in our culture. By that same token, we want to build long-term mutually beneficial relationships with our employees, clients and partners. If any of our relationships encounter challenge, we aim to talk openly about it and find solutions together.

Please take the time to read this guide, which was written to help you get to know who we are and understand the role you will play at FX.

Welcome on board! We are looking forward to setting out on a great experience with you.

See you soon!

David Marotte, co-founder
Along the years, filled with obstacles, learning, and successes, they built an organisation that genuinely reflects them – and now employs over 500 people (and undoubtedly more by the time you read this guide)!

It all started in 2002, in a garage, when David and George (you will meet them soon) were frustrated with working in large publicly traded companies that seemed to base all their decisions on their quarterly results!

Along the years, filled with obstacles, learning, and successes, they built an organisation that genuinely reflects them – and now employs over 500 people (and undoubtedly more by the time you read this guide)!

You’ve probably heard the phrase David and Goliath...

This is the phrase that comes to mind when we compete for contracts with big industry players. This is what motivates us to keep focusing on our initial Why! But we’ll leave it at that for the moment, since David will meet with you along with other new colleagues within the next few weeks for an onboarding session. He will then introduce FX in greater detail... and we don’t want to give away all his punchlines!

When they founded FX

their goal was to start an effective, efficient company that would base its decisions on its clients and employees while remaining competitive with big industry players.
With this handy guide, we aim to help you get settled in here with ease. Some things to never forget –

we were all new here at one point!

GETTING ON BOARD WITH US

As such, we understand that starting a new job can be a bit overwhelming: meeting new colleagues, learning their names, understanding your role, understanding our culture... And with all this going on, an added desire to start getting involved quickly.

However, you really need some time to pick up what you need to know and get habituated. Our world is simple and complicated at the same time, because depending on which department you work in, you have to incorporate not only the FX environment, but also our clients’. Your mind is therefore going to feel full of a lot of new information for a few weeks, and that’s quite normal! Don’t hesitate to ask questions. Our goal now is to set up all the stepping stones for your success so that you will be happy here at FX.
OVER THE NEXT FEW DAYS, YOU WILL BE MATCHED WITH a buddy!

Your buddy is a colleague that will be present to help you and answer your questions. You will also begin to learn about various aspects of your role. You will receive training on our tools and learn how our clients work... and within a few weeks, you will have a better idea of the expectations that come with your responsibilities.

YOU WILL ALSO BE INVITED TO AN onboarding break.

This is an event we generally hold once a month. This event resembles a meet and greet where all the employees are invited to come chat with fellow colleagues. This will give you the chance to meet everyone. You’ll see that at FX, people are SUPER friendly and welcoming.

THEN YOU WILL BE INVITED TO MEET David, our president.

He will tell you all about FX, our strategic plan, and the creative origins of our name!
AT FX, THE WORD CULTURE IS ON EVERYONE’S LIPS.

How do we define culture? It is the sum of all the combined elements that shape our vision, mission, values, the people who work with us, and the attitude we take in our daily interactions. It guides the way we work, not only with our clients, but with our partners and our colleagues as well.
Human and collaborative

If we ask our colleagues to describe FX’s culture, they often say that it is human, collaborative, that they feel involved, trusted and that their work creates an impact for our clients. This is reflective of that we aim to accomplish: to continue in building mutually beneficial relationships based on trust, collaboration and communication.

Our culture aims to be organic and accessible. We experience it through the FX values. It belongs to each of us, not just one person or one particular job title.

OUR EMPLOYEES’ AND OUR CLIENTS’ SATISFACTION ARE AT THE HEART OF OUR CULTURE.

As you delve deeper into this guide, you will read more about why we don’t believe in traditional annual employee evaluations. We prefer to check in as often as possible to find out how things are going, not just once a year! We believe that to build healthy relationships, it is essential that we stay in sync with each other on an ongoing basis, and to speak openly and discuss what is and isn’t working well. We believe that to build our relationships on solid ground, we need to adjust our perceptions and find solutions together when things aren’t working. In this spirit, we run employee and client satisfaction surveys on a regular basis.

What really brings depth and enrichment to the FX culture is especially our people. Our employees come from 16 different countries and speak 19 different languages! Do you know what یروآون means?

(Pssst! The answer is at the end of this guide!)

Ultimately, describing our culture isn’t necessarily the same thing as experiencing it. In a few months time, you’ll be able to answer along with us: How would you describe FX’s culture?
At FX, everyone – not just managers, but every member of the team – is a leader, working in sync with everyone else. We sincerely believe that it is as a team that we go further.

Here’s a short breakdown on how we perceive things:

<table>
<thead>
<tr>
<th>WHAT WE BELIEVE</th>
<th>WHAT WE DEFINITELY DO NOT WANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative leadership</td>
<td>Top-down leadership</td>
</tr>
<tr>
<td>Transparent communications</td>
<td>Closed Communications</td>
</tr>
<tr>
<td>Participative vision and strategies</td>
<td>Vision and strategy that stay stuck in closed groups and don’t spread outwards</td>
</tr>
<tr>
<td>Agility</td>
<td>Rigidity</td>
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<tr>
<td>Original thinking</td>
<td>Doing things the same way as everyone else</td>
</tr>
<tr>
<td>Team success</td>
<td>Hero culture</td>
</tr>
</tbody>
</table>

Together, let’s have an impact throughout the world with our expertise and innovative solutions.

Since FX’s very beginning, our vision is what still inspires us. It is with the FX family by our side that we aim to achieve new and international heights.
OUR MISSION

Our mission is to achieve our vision through leadership, innovation and results.

Leadership
Our market is constantly evolving and our business is growing rapidly. For this reason, we have to surround ourselves with people who are solution-oriented and that demonstrate their leadership skills on a daily basis – with colleagues, managers, clients and partners alike. This is super important, and above all, each of us carries this responsibility.

Innovation
This is truly what makes FX stand out! Further below, on page 14, you will find a paragraph entirely dedicated to this topic. Here, innovation is embedded in everything. It is reflected in our processes, our offers, our tools and our relationships.

Results
It’s really simple: When we say we are going to do something, we deliver! We don’t break our promises.

Do you find this inspiring? It’s true that we’re thinking big. Looking back on the road already travelled, we can see it’s possible to go even further. It’s great that you are joining in on the adventure!
AT FX, OUR VALUES ARE AT THE CORE OF OUR DECISIONS.

We refer to them often, in internal conversations as much as with our clients. One thing is clear: We’re not here to talk the talk, we make it our responsibility to live by them and these are non-negotiable!

Our values are the heart of FX and they inspire us. Are we perfect? Do we live by them constantly, 24-7? No! But you can be certain that we put a lot of energy into making sure that we are in alignment with them. For this reason, you have the right – and even a duty – to speak up when you feel that we’re not holding up to them. In a team, it’s not just the captain, but everyone that is responsible to take the lead. We are all ambassadors of FX. That is why if you see or experience something that is out of line with our values, whether it’s in relation to a colleague, a manager or a client, it’s important to speak up!

Again, we don’t pretend that we are perfect – we are all human and we all have good and bad days. That being said, what’s important is not what happens to us, but how we decide to react to it. And this is a choice we all have!
Our values inspire us

WORK

SMART

/// Keep focused – Be masters of priority management. /// Be efficient – Spend the majority of our time on value added actions. /// Find solutions – Identifying a problem is the easy part. Each of us must take action to find and implement the solution. /// Be responsible – Shoulder your responsibilities and deliver.

MOVE forward together

fun

fun

COMPETITIVE

INVEST WHOLE heartedly

IN OUR RESPONSIBILITIES

Have our switch to ON!
Show some spirit! We are all responsible for the energy we bring to work.

Be open
Let’s have the courage to promote positive, and truth telling communication. In the right context, with the proper tone and word choice, everything can be communicated.

Celebrate successes
There’s no shortage of those here!

Innovate together – Let’s stand out! Take the time to put forward creative ideas – whether they are small or large scale.

Have humility – Let’s put our egos aside. Being right is not what counts. We’re working together on shared goals.

Work together
Each of us has a part to play.
“The Stanley Cup is won by a team, not just star players”

Cultivate positive relationships with our colleagues, clients, partners and our community. Don’t take anyone for granted.

Our colleagues – Provide them with a healthy, stimulating, flexible environment, a place where they can learn and communicate with each other with transparency.
Our clients – Offer them wow service and build mutually beneficial relationships.
Our partners – They are our team mates also, we look out for each other.
Our community – We all contribute in our own way. Share what you can, give back.
Innovation

You've just read that innovation is part of our values, but it deserves its own space in this guide, because at FX, innovation is part of our DNA. We readapt, we try new things and are constantly evolving.

What is most exciting about this is that it gives us the opportunity to always be working with the most cutting edge technologies, and what is yet to come! But innovating also involves having the right to make errors... The flip side of innovating is also accepting that there will be mistakes made, both on our side and on yours! Our goal is to constantly adapt to this reality along the way! What is important to us is that we learn from these mistakes so that we can prevent them reoccurring.

At FX, innovation is not just for big projects. We apply it to little day-to-day things, no matter the department or activity scope... including your role! So never hesitate to suggest ideas, small or big, because we hate the saying, *That's how it's always been done!*

WHAT DOES FX DO, EXACTLY?

Our offers are continually evolving and that is normal for a growing company like ours. You will learn all you need to know about FX in the days to come and during your onboarding!
BASICALLY, WE WANT TO OFFER ALL OF OUR CLIENTS A SERVICE THAT MAKES THEM GO WOW.

By this, we mean that our goal is to help them find proper solutions and develop problem solving capacities. We do this by having open communication, via listening and understanding their needs.

We believe that this client experience, which energizes and motivates us, is possible due to the application of our shared values. The work we do building relationships benefits our clients as much as ourselves, and that’s refreshing and exhilarating!

How this is reflected in our day to day life is simple. The client contract is the foundation, but the building blocks are made of the value and importance we place on our relationships. We prefer to speak more frequently with our clients and learn how to adjust to their expectations so as to offer better services on an ongoing basis. This all holds true for our internal clients, too! Find out who your internal clients are. Different departments have different internal clients.
Feeling good in your work environment is one of the most important elements in being happy at work. Part of that is up to you, obviously! But on our side, we aim to do everything that we can to help you feel at home here. Here are few little bonuses that come with working at FX.
FLEXIBILITY

• Are you a night owl who finds it really hard to be productive when you have to get up at 6:30 am? Working in line with your own internal clock is possible, just check in with your department’s regulations. Working remotely is not uncommon here at FX; just check it out with your manager.

YOUR TRUE COLOURS

• What if someone told you that they wanted to see your personality, the real you? Here, you can express the real you in different ways – the way you dress, for example. Your style can be as cutting edge as you like! Think we’re exaggerating? Take a look on the previous page and see two of your colleagues!

HEALTHY MIND, HEALTHY BODY

• Twice a week there’s fruit on hand for everyone, so no need to bring a snack those days. And coffee is on us everyday.
• Don’t have time to go to the gym after work? No problem, you can work out at FX! You have access to a gym with free weights, yoga classes and Zumba. As well as showers at your disposal!
• If you bike to work, as many of us do, there’s a spot for your bike in P2.

FX BAND

• At FX, we have our own musical group… the FX Band! If you feel like getting out your harmonica or banjo, let us know. There’s a spot for you!

HAVE FUN TOGETHER

• You could sign up for the FUN Club, which organises many employee activities every year. From cooking classes to skiing, to our famous trips to the sugar shack, there’s something for everyone!
• We also like to celebrate our successes as a gang. This sometimes happens over champagne and fried chicken. A weird combo, we know, but it works!

GETTING INVOLVED

• There are many ways to get involved. Participating in our Culture Discussion Table is one. This group allows colleagues from different departments to come together a couple of times a year to openly share ideas to keep our culture energized. We talk about the vibe at the office as much as the integration of new colleagues, and any other subjects we feel are important.

TRANSPORTATION

• If biking isn’t your thing, FX offers a discount on your Opus card.
• Three Commun-FX cars are at your disposal during office hours to help you get to your meetings with clients, interviews outside the office or any other work-related activity.

A host of other activities take place during the year: cocktail hours, dinners, massages in chairs, birthdays... and at the end of the year, you’re invited to our annual Christmas party!
At FX, we consider ourselves lucky; things are going well.

We make a point of giving back to our community. We are involved with the following organisations in particular: The Canadian Cancer Society, Make-a-wish Quebec and the Alzheimer Society of Canada.

Some FUN Club activities are aimed at giving back. But we get involved as individuals, too, sometimes as mentors. Many of us here share the play-it-forward mindset, whether that involves offering time or money. We encourage you to join in with us!

THIS MOTIVATES US TO HELP OTHERS, TO PLAY IT FORWARD.

HOW CAN YOU KEEP UP WITH WHAT’S GOING ON AT FX?

For the continuous advancement of our organization, an aligned approach is crucial. We work towards this via frequent and transparent communication as well as regular feedback.

FURTHERMORE, THINGS HAPPEN QUICKLY AT FX, SO HERE ARE A FEW WAYS TO KEEP INFORMED!

• The Weekly News
Every week, you will get an email from Communications FX. Here, we share information on our weekly wins, our new colleagues, as well as important news and announcements. Take the time to read it through! It is worth it!

• Town halls
These informative meetings are presented by the leaders of our various departments on a quarterly basis. Among other things we talk about our strategic plans for the months to come and report on specific corporate projects.

• The Culture Discussion Table
An open platform where we talk about the various topics that affect our culture.

• Surveys
In order to improve on how best to respond to our employees, we provide surveys a few times a year. We want to know what you think about FX, and this is the perfect opportunity to participate.

What we aim to achieve via these channels of communication is to create a reciprocative connection.

We firmly believe that feedback must be given at all levels of the company. So if you have questions, if something seems ambiguous or if you want to offer your opinion or share an idea, put your hand up! That’s just what we’re looking for!
With all the growth we’re experiencing, our offices are constantly evolving. We’ve made them nice, open space and modern (which does require a certain degree of discretion in the hallways)! We’re lucky enough to have standing work stations, a lounge, a gym and even a bistro style cafeteria. Don’t hesitate to take a stroll during your day to use one of our shared work stations. Sometimes a little change helps generate more inspiration!
AND WHAT ABOUT YOUR PROFESSIONAL DEVELOPMENT?

While there are systems in place to help you further your progress at FX, we hope that above all else, you are joining the team with a desire for personal growth and development. While it’s up to employees to develop themselves and keep up to date in their respective fields, we aim to offer you everything we can to guide you on your path.

Every day in the FX corridors, you can be sure to encounter learning and development opportunities. You will be involved in a multitude of interesting projects. Just to name a few, it is possible that you get to research technologies that are still in development, and you will have the opportunity to learn all while having the team of experts who are among the best in the world in their fields. We hope all this will open doors for you, allowing you to grow and evolve with your functions.

If ever you feel the need to further your education in order to better perform your work, don’t hesitate to mention it. We have access to online libraries and training that could help you. The same goes for training or conferences that might interest you. Talk to your manager. We may be able to help you along your path towards continuous learning.
SAY GOODBYE TO TRADITIONAL PERFORMANCE EVALUATIONS!

At FX, we believe in using regular feedback in real time progress to keep us aligned. This is why we’ve replaced traditional annual evaluations with alignment points – short two-way discussions between managers and employees. Don’t worry, you will still be provided with clear objectives and guidelines, these will simply be given using a more flexible approach that reflects our culture and provides what we think our employees need to perform at their best and continue to grow.

your molecule

You will definitely hear a lot of talk about this famous molecule – for which we think David should get a copyright! But we’re not talking chemistry here.

Your molecule is made up of all the people that gravitate around you. The more you invest in your relationships with these people, the stronger your connections with them will be. And the sum of all these connections is what your molecule is made up of!

The molecule principle involves looking out for others to create mutually beneficial long-term relationships. To make sure you understand your molecule, talk about it with your manager and find out how you can put time and energy into it.
Whether you come from the world of IT or are joining us from another industry, we thought a glossary of a few common phrases that make up our internal vocabulary would be useful!

Here are the most common buzz words that will help you understand the language at FX:

<table>
<thead>
<tr>
<th>In FX terms</th>
<th>Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile</td>
<td>Agility is an organisation’s capacity to create value and satisfy its client, while adapting to changes in its environment in real time.</td>
</tr>
<tr>
<td>BDC</td>
<td>Marketing office (Bureau de commercialisation in French)</td>
</tr>
<tr>
<td>BSM</td>
<td>Business Services Management</td>
</tr>
<tr>
<td>CATI</td>
<td>IT architecture committee</td>
</tr>
<tr>
<td>CO</td>
<td>Operations Center</td>
</tr>
<tr>
<td>COS</td>
<td>Strategic Offers Committee</td>
</tr>
<tr>
<td>DBA</td>
<td>Database Administrator</td>
</tr>
<tr>
<td>ITSM</td>
<td>Information Technology Services Management</td>
</tr>
<tr>
<td>Kaizen</td>
<td>The Japanese term Kaizen (kai = change; Zen = best) translates as a mental state geared towards continuous improvement. It relates to short, intense sessions linked with the lean concept, where a group finds solutions and opportunities for improvement.</td>
</tr>
<tr>
<td>Kanban</td>
<td>A method based on a visual approach to task management, kanban (with a lower-case k) also refers to the task chart we use to visually track Sprint activities.</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>Lean</td>
<td>A concept that emerged in the 80s at the car manufacturer, Toyota. The Lean concept spread to many other fields and now applies to business. One key to Lean concepts is the elimination of waste – of resources, time, money, intelligence – so that efforts can be focused on elements that offer added value.</td>
</tr>
<tr>
<td>MAC</td>
<td>Move / Add / Change</td>
</tr>
<tr>
<td>NOC</td>
<td>Network Operation Centre</td>
</tr>
<tr>
<td>PCO</td>
<td>Project Coordinator</td>
</tr>
<tr>
<td>PM</td>
<td>Project Manager</td>
</tr>
<tr>
<td>PMO</td>
<td>Project Management Office</td>
</tr>
<tr>
<td>Product Owner</td>
<td>A representative of the product user that holds the vision of the product we want to produce for a particular project. This person is responsible for the Product Backlog and is in direct contact with the development team.</td>
</tr>
<tr>
<td>RACI</td>
<td>Responsible / Accountable / Consulted / Informed</td>
</tr>
<tr>
<td>Retrospective</td>
<td>A Scrum team work session where lessons learned during the last Sprint are collected for use in future Sprints.</td>
</tr>
<tr>
<td>SC</td>
<td>Consulting services (Services-conseils in French)</td>
</tr>
<tr>
<td>Scrum</td>
<td>Methodological management framework used for Agile projects.</td>
</tr>
<tr>
<td>Scrum Master</td>
<td>Responsible for ensuring that the Scrum methodology is followed. This person also acts as a coach for the Development Team and Product Owner, ensuring they have the capacity to fulfill their roles.</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>SLO</td>
<td>Service Level Objective</td>
</tr>
<tr>
<td>Sprint / Iteration</td>
<td>A short period of time (usually between 2 weeks to 1 month, maximum), during which a development team will design, produce and test new features.</td>
</tr>
</tbody>
</table>

Note: Illustrations from page 7, 12 and 20 are from Freepik image bank.
We sincerely hope that this little culture guide will help you grow with us by helping you understand the expectations we hold to our values. Above all, we hope it will make you feel right at home here!

Once again,

Welcome
to our world!

The FX team

*Answer: یروآون = Noavari = innovation in Iranian
LET’S INNOVATE TOGETHER!