

FX MANAGER'S *Guide*



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A WORD FROM DAVID

As our Culture Guide points out, FX has a mission to keep its values and culture central to its decisions, keeping in mind the challenges we face with the rapid growth of the company. Above all, we have come to understand that the key element in continuing to evolve, while remaining strongly anchored to our values, is to surround ourselves with the right people.

THIS IS WHERE YOUR ROLE AS A MANAGER TAKES ON ITS FULL MEANING: KNOWING HOW TO SURROUND YOURSELF WITH AND RETAINING THE BEST TALENT IS THE BASIS OF SUCCESS!

It is therefore essential that everyone at FX has the same employee experience, regardless of the department in which they work. Each manager plays a role of utmost importance for which the expectations and objectives are detailed in this guide. The following pages capture the basics; however, it goes without saying that it's your personality that will make people want to work for you, and not the fact that you have a management role. It is therefore up to you to be your best, in all humility and authenticity.

OUR why

It all started in 2002, in a garage. FX was founded with the ambition of being different, distinguishing itself by keeping its clients and employees at the heart of its decisions, and being an alternative to large companies.

Today, FX competes with big industry players, which is a huge success in itself, and a reminder that we must continue capitalizing on creating mutually beneficial relationships with our clients, employees and partners. It's part of our DNA and the reason why we are so different! And it's your role to uphold this within your teams!

Understanding OUR WHY

As a manager at FX, it is crucial that you demonstrate inspirational leadership to propel your team to perform while promoting our differential culture.

So, whether you are a team lead, coach, VP or manager (in fact, who cares about the title?), this guide has been designed to help you understand the expectations and to support you in your role.

In reading this guide, you'll find many soft elements, but also certain procedures to facilitate your progress. Thus, it's very important that you take the time to read it in detail, that you understand it and that you ask the right questions to deepen your understanding if necessary.

Have a good read!



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*

Work together

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



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.

HAVE *fun* WHILE BEING **COMPETITIVE** ★

Flip 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!



INVEST WHOLE *heartedly* IN OUR RESPONSIBILITIES

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.

OUR CULTURE/OUR VALUES

At FX, we uphold our values and culture above all and they are non-negotiable! As a manager, you must know them, be a reference for them and an ambassador to them.

You must live these values and ensure that your team respects them as well. You need to refer to them when making in-house business decisions as well as with our clients. As such, it is important that you take the time to embrace them and discuss them with your colleagues, your team and even your clients to find out how they translate into your daily life. They are the basis of all our relationships. They serve us in attracting and hiring new talent, developing and coaching our people and managing performance. Relationships always bring adjustments, whether personal or professional, and that's quite normal. It is therefore important to communicate, understand one another and align ourselves as required so that our professional relationships are mutually beneficial.

Our values are so important to us that we take the time to survey all our employees to not only know if their teams live by them, but also if they are reflected in their interactions with other departments. Be aware that if there are any issues related to the culture and values in your department, it's your responsibility to establish an action plan with the *People and Culture* team to remedy the situation.

Also, don't forget that it is up to each one of us to protect our culture and to intervene with a colleague, or even a client, who is insensitive to our values in front of you or a member of your team.

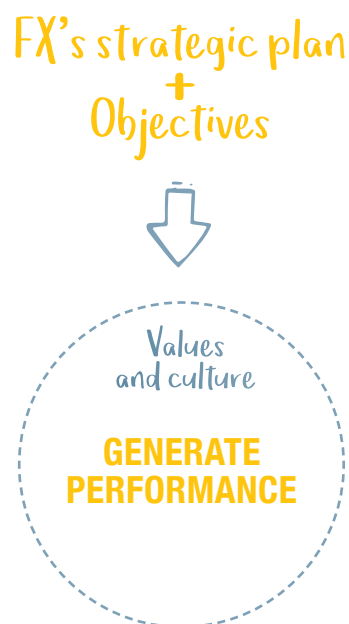
THE MANAGER'S ROLE

Although the manager's role is different from one team to the next depending on the mandate, there are nonetheless some common elements! At its basis, the manager's role is to be accountable for the results that fall under his or her responsibility while mobilizing and retaining talent. This entails understanding FX's strategic plan and objectives to generate performance in a context that respects our values and culture.

Obviously, this starts off by taking ownership of FX's vision and mission and to translate these into a vision and goals that fit each department. The other elements will be:

- The action plan
- The technology used
- The talent you surround yourself with
- The mobilization and development of teams
- The implementation of effective processes and their monitoring (KPI)
- Our clients' satisfaction
- Inspire others to give the best of themselves.

It's a privilege to take on this role as your day-to-day decisions have a direct impact on the success of the individuals who rely on you.



MANAGEMENT PRINCIPLES WE HOLD DEAR

Beyond our values, there are principles and behaviours that are also components of our culture.

What we like

(DESIRED BEHAVIOUR)

	WHAT WE DON'T WANT
Recognize others and show humility.	Hierarchical superiority. Take the stage and/or the credit which belongs to others.
Authenticity. Real people – no bullshit.	Hypocrisy. People that are friendlier with the top management than they are with their employees. Politics gives us hives.
Show your vulnerability.	Blame others, don't admit your wrongs or say you're sorry, hide your weaknesses.
Positive and solution-minded people who display great energy.	Negativity, complainers, victimization. People who find problems with every solution.
Show courage and eagerness to tackle tough situations.	Let things get worse.
Align teams along a common goal. Work across departments.	Work within a silo, forget the fact that we are part of an ecosystem. Create a sub-culture. Not live the FX culture.
Honesty. Say things as they are.	Purposely hide issues or embellish reality.
Delegate. Have confidence in others and make them self-sufficient.	The need to be at the centre of everything. Not educate people to take on more responsibilities and ownership.
Openness towards oneself. Always be on the lookout for ways to better oneself and grow.	Remain unconscious of one's strengths and weaknesses and demonstrate no openness for constructive feedback.
Practice active listening with others.	Be an egocentric leader.

DELEGATION

As a manager working within FX's extended leadership team, effective delegation is part of your responsibilities. It's as important in our day-to-day work as it is in the management of a team or in the pursuit of our business goals. Delegation can take many forms: delegating to a member of your team or receiving a delegation from your colleague, leader or even from one of your team members. Delegating is not only an art, but also a technique that one can easily develop.

First, it must be made clear that delegating does not mean discharging oneself of a responsibility. Rather, it means involving people who are best equipped to perform a task and achieve a better result than if one were to do it alone. However, it is always the manager who remains accountable to the organization. It's therefore important that this delegation is clear and effective, and that you trust that the expectations will be met within the expected timeframe.

What is the objective, the expected result?

What is the business need being addressed?

Who are the key players?

What is the due date?

What is the degree of precision required, the level of quality expected?

By clarifying these questions, the manager who delegates makes sure to transmit the necessary parameters to reach the expected objective.

It's important to validate that these parameters are well understood by the person to whom they are delegated. This can be done in different ways, either by asking counter-validation questions or rephrasing certain elements. Complete silence on a person's part can sometimes conceal a misunderstanding that is better to clear up right from the start. As such, it's the manager's job to identify where the employee situates himself or herself with regards to the task at hand; it's also quite normal to ask for help. Coaching employees is an art, and, in some cases, people need more coaching than others. Don't hesitate to consult your colleagues or the *People and Culture* team. We're here to help each other.

Finally, remember that the leader is ultimately at the service of his or her team members. Your support for guiding and coaching your team members or removing blockers is essential. Delegation is of primary importance to ensure the success of a growing and developing team!



DELEGATING MEANS INVOLVING PEOPLE WHO ARE BEST EQUIPPED TO PERFORM A TASK AND ACHIEVE A BETTER RESULT THAN IF ONE WERE TO DO IT ALONE.

OUR CLIENT RELATIONSHIPS

We all agree on one thing: without clients, FX would not exist! Since our beginnings, we have relied on our values and straightforwardness to build healthy relationships with our clients. In fact, we see the contracts that we sign with them as guides and not as ends in themselves. We want openness and flexibility to be the basis of our relationships. Relationships that we seek to build on for the long term

with a vision always focused on win-win solutions to offer an exceptional customer experience. Always keep this reality in mind since each one of us has an impact on our customer relationships.

CODE OF CONDUCT – HARASSMENT

Let's be clear: at FX, we do not tolerate any form of harassment, be it physical, sexual or psychological. As a manager, you must always be a role model. In addition, in view of your role, it's expected that you remain alert to any form of harassment and that you report anyone who may violate our code of conduct. Moreover, we encourage everyone to report any type of unwanted behaviour to the *People and Culture*

team, which will handle the situation in complete confidentiality. Our comprehensive policy on this topic can be found in the Policy Guide.

WORK ENVIRONMENT – TELEWORKING

Teleworking exists at FX and many people currently enjoy it. But be careful, this is not a given and it is not for everyone. It is a privilege. As a manager, you're responsible to put in place ways of doing things to ensure that your team's performance is not affected. It's up to you to judge whether teleworking is appropriate and to ensure that performance expectations are clearly understood. Among other

things, be sure to put in place specific communication tools, rotation schedules, regular face-to-face meetings with your groups as well as remote coaching.

SINCE OUR BEGINNINGS, WE HAVE RELIED ON OUR VALUES AND STRAIGHTFORWARDNESS TO BUILD HEALTHY RELATIONSHIPS WITH OUR CLIENTS.

KNOWING HOW
TO SURROUND
YOURSELF WITH
AND RETAINING
THE BEST TALENT
IS THE BASIS OF
SUCCESS!

TALENT ACQUISITION

As a leader, one of your major responsibilities is the hiring process. Surrounding oneself with the right people is the key to success. The right person, with the right profile, in the right job makes all the difference. To achieve this, it's important that you get to know yourself well, including the members of your team, in order to ensure that there is a proper "skills fit" but more importantly, that there is a proper "culture fit". To surround oneself well also means not to be afraid to hire people who are more qualified than oneself. Moreover, you may decide to wait in order to find that gem if the people you meet are not quite the right ones!

Let's not forget that a bad hire costs the company several thousands of dollars (it's estimated to be a minimum loss of 20% of an employee's salary). Also, a bad fit can become toxic and slow down organizational velocity. So, it's important to set the bar high and not compromise: let's hire the right people for FX and give them the tools to achieve success! Nobody is perfect, but a team can be!

INTERVIEWS – THE CANDIDATE EXPERIENCE

We all have different interview styles and that's quite OK! What's important at FX is that the folks we interview have a super candidate experience – whether they are hired or not.

The candidate experience is about the first telephone contact, the warm welcome, punctuality and of course the meeting itself during which we get to know each other in a friendly and casual atmosphere. It's important to see this interview as a two-way exchange where the true picture of the situation is portrayed. For example, if the person to be hired will be expected to help us unravel a rather complicated existing situation, we must first have the humility to say so and secondly, the candidate must be excited by this mandate and not be afraid to tackle it. Do not sugar-coat the situation – *It is what it is!*

Involve your colleagues during interviews. This will allow you to get an overall view and it will provide an opportunity for both team members and candidates to see if complementarity and fit exist and if they have an interest in working together.

Once the process is complete, the manager must ensure to provide the candidate with feedback, whether it is positive or constructive; it is the basis of respect. In fact, 66% of people will bad-mouth a company that does not follow up on an interview. The world is small, and a reputation is built one person at a time! Ultimately, even if a candidate is not hired, we want that candidate to feel that he or she has been treated with respect at FX and that the experience has been enjoyable and professional.

The interview process is over, and you have found your gem? The time has come to prepare a job offer with the help of the *People and Culture* team who will accompany you in drafting an offer that ensures internal equity in terms of the conditions offered.

ONBOARDING

Now that we've put so much time and energy into finding the right person, we must invest equally as much in his or her onboarding. It's a fact: 70% of employees who enjoyed a super integration process are inclined to stay longer in their jobs! It's the manager's responsibility to ensure that all the elements are in place for the new employee to live a memorable onboarding experience - not just the first day; integration takes place over several weeks, even months! You need to be personally deeply involved so that the person continues to have a WOW experience!

An onboarding kit with the complete procedure is available to you. On the following page, you will find a checklist with tasks related to this process.



YOU NEED TO BE PERSONALLY DEEPLY INVOLVED
SO THAT THE PERSON CONTINUES TO HAVE A
WOW EXPERIENCE!

EQUIP FOR SUCCESS = CLEAR OBJECTIVES + FEEDBACK + SUPPORT



2 weeks before

THE EMPLOYEE'S START DATE



Before THE EMPLOYEE'S START DATE



Draft the first week's objectives

Create & revise the **INTEGRATION CHECKLIST**

Define an integration training and **DEVELOPMENT PLAN**

Schedule the week's important meetings in the calendar

Plan the week's **WELCOME LUNCHES**



FIRST day



Meeting & **BREAKFAST** with team
Integration session with the *People and Culture* team, Monday – 9:30am
Material and network accesses

LUNCH

Review of first day

FREQUENT AND MONTHLY meetings



More in-depth discussion on position & objectives
Supplemental trainings

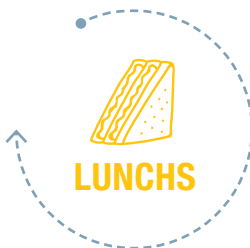
CONTINUOUS IMPROVEMENT FEEDBACK

1-month follow-up meeting
Integration lunch with our President

FIRST week

INTEGRATION AND TRAINING

PRESENTATION
WHAT DOES FX DO?



MEETINGS WITH BUDDY

TEAM KPIs AND OBJECTIVES

POSITION FEEDBACK

EMPLOYEE'S long-term DEVELOPMENT PATH

FEEDBACK

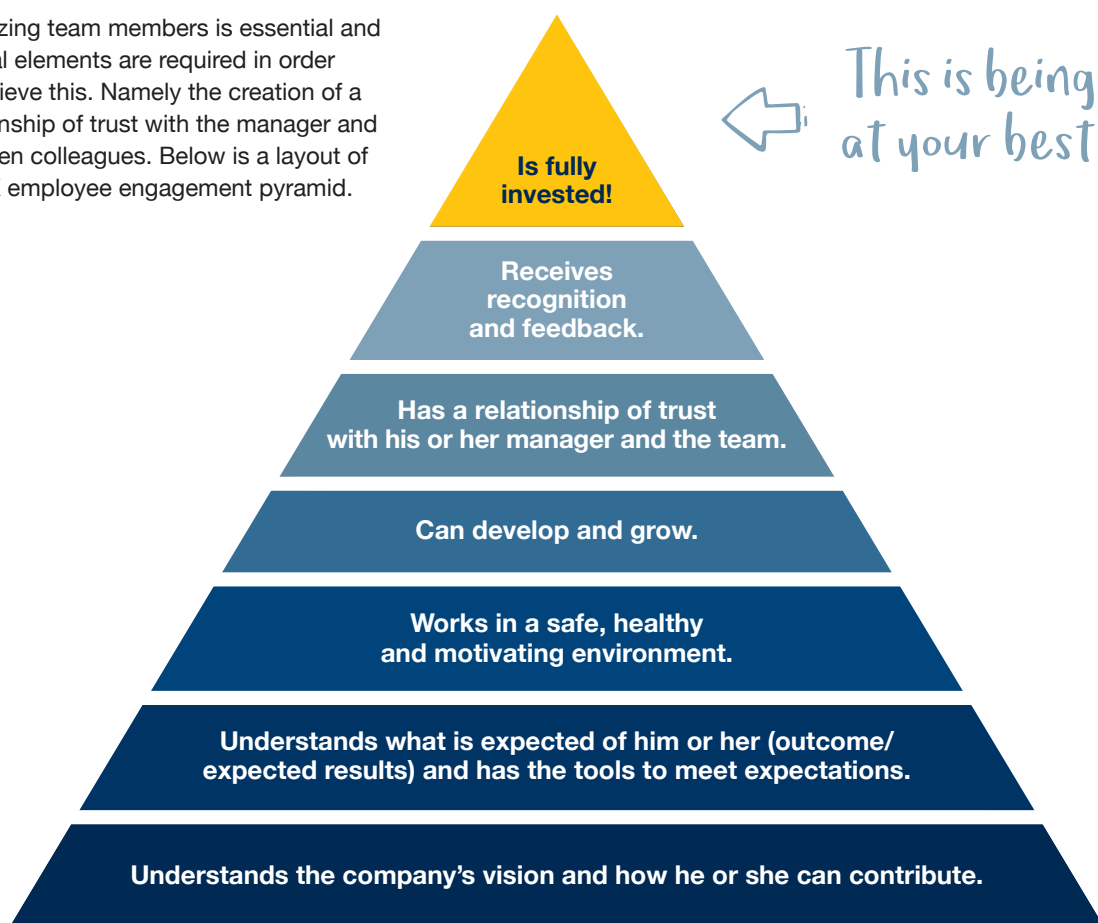
PROGRESS
towards the achieving of objectives

COACHING



ENGAGEMENT

Mobilizing team members is essential and several elements are required in order to achieve this. Namely the creation of a relationship of trust with the manager and between colleagues. Below is a layout of the FX employee engagement pyramid.



You can clearly see that as a manager, it is essential that you invest in your relationships! Don't hesitate to share your challenges with the members of your team and to involve them in the development of the department's strategic plan. They not only have their heads full of ideas, but they will also develop a stronger sense of belonging thanks to their contribution!

TEAM BUILDING ACTIVITIES

Getting together with your team outside of the usual work environment is very important in building team synergy. That's why managers are strongly encouraged to organize activities along these lines even if your teams are very busy and certain ones less mobile. It's possible to organize an inexpensive team building activity that only lasts a few hours.

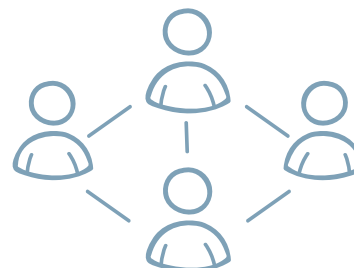
No need to go over the top to achieve the desired result. Be creative and reference your colleagues who have experience in the field.



STAY ALIGNED AND CONNECTED

Alignment must be done on a regular basis in order to maintain focus and readjust quickly if need be. Frequent and transparent communication is the key to success. To stay connected, it's important to speak to each other daily in a scrum format and at least once a week to discuss priorities, clients, obstacles and any other relevant topics.

You'll get to decide how they are applied in your department, but the idea is to talk to each other very often, quickly, efficiently and keep focused on the future. Although more flexible than the annual evaluation, the alignment point is nevertheless mandatory. All employees must receive feedback at least every 6 weeks and the meetings must be documented in a follow-up file (which will be provided to you) for purposes of calculating and granting year-end salary increases.



HERE ARE A FEW EXAMPLES THAT WILL HELP YOU SEE WHAT IS SUITABLE FOR YOU AND YOUR TEAM:

DAILY

Once a day, a very brief get together:

- Information meeting.
- News which is relevant to the team.
- 3 daily priorities and KPIs per individual.
- Issues.

WEEKLY

Once a week for a period lasting 30 to 90 minutes:

- Meeting involving decision making.
- Meeting involving all team members including managers.
 - Managers may have met beforehand.
- Priority statuses (red, yellow, green).
- Employee and client comments.
- 1 or 2 subjects of interest.

MONTHLY

Once per month:

- Meeting involving all team members and managers.
- Decision making with regards to problems identified.

ALIGNMENT POINTS

In order to stay aligned and grow in real time, at FX, we believe in the usefulness of regular feedback. That's why the infamous annual evaluations have been replaced by alignment points, which are short bi-directional exchanges between managers and employees.

OBJECTIVES & PERFORMANCE INDICATORS (KPI)

To continue to flourish as a company, we need to perform and be profitable. And to measure our performance we must first set goals; this is every manager's responsibility. While many methods and realities exist, the goal is to clearly establish the role, responsibilities, expectations, deliverables and desired outcomes. Alignment with your manager concerning objectives is essential in order to derive relevant performance indicators.

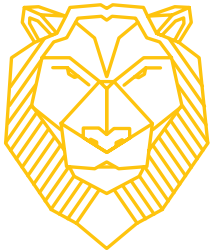
YOU CAN'T MANAGE
WHAT YOU DON'T MEASURE.
— PETER DRUCKER.

TRAINING & COACHING

At FX, we believe that every individual is responsible for his or her training as well as keeping up to date, especially as our industry is evolving so rapidly. We hire curious people who always want to learn and grow, and to support them in their endeavour, we try to facilitate their development by offering:

- Training of FX leaders
- Training in their specific field
- Lunch and learn sessions
- Training new employees including development paths
- Conferences, specific training according to the departments

MANAGERIAL COURAGE



Being a manager requires a good dose of courage. The courage to say things as they are, to make decisions that sometimes do not receive unanimous support, to give feedback to his or her team, but also to colleagues and their own manager.

We believe that everything can be said, but in the right context, with the right tone and always with respect. Our alignment and the meeting of our objectives depend on the courage of each manager.

TERMINATION OF AN EMPLOYEE

There are many reasons that may lead you to think that it is time to terminate the employment of an employee: he or she does not meet expectations, acts against our values, is not happy, etc. Your first responsibility as a manager is to give the person feedback, to have a frank conversation by setting out the desired expectations as well as providing the person with the tools to succeed. If, despite everything, it's clear that it's not working out, talk to the *People and Culture* team who can advise you on the next steps.

Keep in mind that the termination of an employee must be done with the same class and the same respect as when we hired him or her. It's okay to go each our own separate paths when things are no longer going well, but let's make sure to keep a good memory of each other.



CHANGE MANAGEMENT

At FX, change is not an event, it's a way of life. We change, evolve and innovate each and every day. Certain people function very well in an environment of constant change while others need more coaching. As a manager, you need to create a climate that is conducive to change; again, this is achieved through communication!

Read the chart below. It summarizes how the lack of one of the elements listed impacts the ability to adapt to change. These elements are: **vision, skills, incentives, resources, and action plans**. Don't underestimate the planning required in situations that need more thought and reflection and above all, do not forget to communicate!

VISION: Do the people understand and see why change is necessary? Has your vision been well described and articulated?

SKILLS: Do your folks have the necessary skills and tools to contribute to change? If not, do you have a plan to provide them with the right tools?

INCENTIVES: Does your team understand how change will impact them positively in the future?

RESOURCES: Does your team know who their key resources are that can help them?

ACTION PLANS: Are there clear action plans that describe how we will get there?

THE EQUATION FOR CHANGE



COMPENSATION

We work in a very competitive environment and we want to pay our people in a fair and equitable fashion. This is our basic principle and every year we go through this exercise seriously. The discussions related to salary increases begin in September; the increases are effective on November 1st of the same year.

However, please note that for those employees who were hired after June 1st, the salary increase will only take effect on November 1st of the following year.

* FX's fiscal year is from November 1st to October 31st of each year.

CHANGE OF ROLE AND TITLE

If a member of your team changes roles, be sure to document and hand over their new responsibilities. In the event of a change of title, first notify a member of the *People and Culture* team to ensure compliance

of the title and any required administrative changes.

VACATION

The management of the team's vacation is the manager's responsibility. The Payroll department will send you the banked time of each of your employees on a regular basis. Make sure you follow up and manage everyone's vacation in such a way that it does not affect the department's operations.

Generally, vacations must be taken within the calendar year. We know that our people work hard and are dedicated, but we want them to understand the importance of taking a vacation to relax. A healthy mind in a healthy body starts with letting go and unwinding!

THE IMPORTANCE OF TIME SHEETS

At FX we sell expertise - which we can translate as "*at FX we sell time*"! Thus, we generate income from time sheets. It's then very important to fill the time sheets in a timely manner, but also to maximize the billable hours to clients, while being reasonable and fair. Do not forget that your time is also billable: participating in a client meeting as a manager is billable time. Therefore, keep being sharp, ask yourself

the right questions and feel free to check with your manager if you have any questions.



REFERENCE BOOK

SCALING UP is a reference book that we encourage you to read as it relates to your management functions. It's a very useful guide to use in our day-to-day activities within our rapidly growing company.

In summary, this book explains how to pursue healthy growth by focusing on the following elements:

- **Individuals (employees, clients, partners):** all must be happy and engaged as well as having the right people in the right jobs to ensure continued growth.
- **Strategy:** have a good grasp of the vision and mission of the organization and align the objectives with the plan and ensure they trickle down the entire company.
- **Implementation:** ensure process coherence in order to implement the plan, define the correct KPIs and sound practices.
- **Liquidity:** make enough money to be able to invest in those areas that are required to grow. Ensure that all colleagues appreciate their impact on profits in order to make the right decisions.

To go on with our exciting journey, we must focus on each of these elements.

CONCLUSION

Being a leader of a team is a big responsibility, but it's also very rewarding to see the team perform, to see people grow through coaching, and to have fun performing together. It's also an opportunity to positively influence our ecosystem and to be an ambassador of the FX culture.

FX will continue to invest in our differentiating culture to distinguish ourselves from our competitors, but more importantly, because we

ECOSYSTEM

FX is a large ecosystem. We're all related to each other regardless of the department we happen to work in. As such, before making a decision, ask yourself how this decision will impact other departments or even clients. We encourage you to discuss and validate with your colleagues and even brainstorm if need be to ensure that you're making the right choice for the ecosystem.

want to continue living our values on a day-to-day basis, throughout our growth. Each manager plays a key role in achieving this objective!

And, the goal is to get there while having fun and by maintaining your true colours and personalities, this constitutes our strength!



LET'S INNOVATE TOGETHER!

