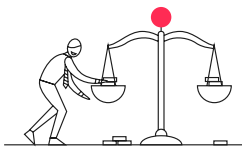


# Our Values

## Our purpose is unleashing human potential

Our culture is the foundation for how we discover, connect, and empower brilliant people at work. It inspires us to dream big, work hard, and win together. It is at the heart of our commitment to deliver better results and better experiences for clients and candidates and create an extraordinary place for people to work. As a member of the Acertitude Group, our culture is best defined by the 24 fundamentals that follow, called The Acertitude Way.



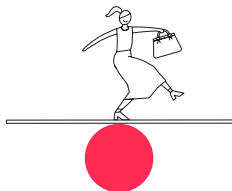
### 1. Live with integrity

Integrity is non-negotiable. We work with an unwavering commitment to doing the right thing in every action and every decision, especially when no one's looking. We're vigilant about privacy and confidentiality as they're foundations for building trust. We all lead by example.



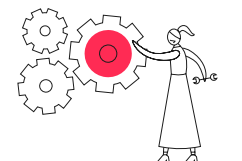
### 2. Take extreme ownership

Everybody leads. There is no one else to blame; we own our problems and solutions. Clients expect results, so we work hard to get things done. We do what we say we're going to do, when we say we're going to do it. We stay focused, hold ourselves and others accountable, and follow up on everything. We go beyond the call of duty.



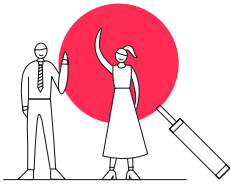
### 3. Amaze clients

The moment a client partners with us, we take extreme ownership. That means treating their business personally, as our own. We speak in the 'we' as part of their team. We listen to really get to know them. We serve in their best interest and add immense value, giving more than we get. We amaze clients along every touch point of the customer experience. Lifelong partnerships are the only kind we build. We're our clients' biggest ambassadors.



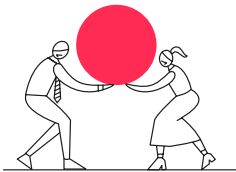
### 4. Pick your mindset

We set our minds, intentionally and daily. We bring our passion, tap into our inner drive, and stay focused on the target. We choose our attitude. We approach every task with energy, purpose, and enthusiasm. We bring our best, most optimistic selves to work.



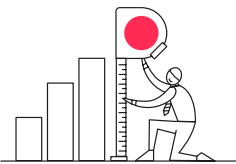
## 5. Embrace diversity

We're inclusive. We are open to collaborating with and learning from others, no matter who they are or what role they have. We value individual differences and consider multiple perspectives, recognizing that this drives better creativity, decision-making, and performance.



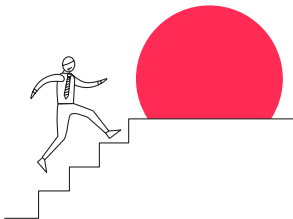
## 6. Build human connections

We come to work every day to do something we love: to connect with people. We genuinely care about each other, our clients, candidates, and community at large. We're curious about getting to know others at depth and use every interaction as an opportunity to listen, learn, inspire, give, and connect. We earn and keep others' trust.



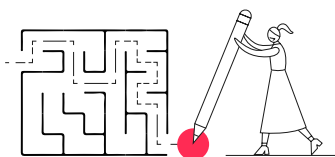
## 7. Make high quality contributions

We take pride in the quality of our work and know the importance of our individual contributions. We are disciplined with high standards, which is how we deliver exceptional results. We pay attention to the important details and do not compromise quality for quantity. We didn't wake up today to be mediocre. Brilliance, nothing less.



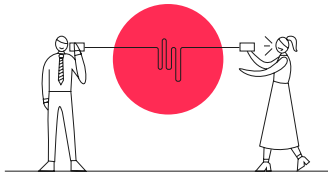
## 8. Operate with urgency

We have a default go-getter mindset: prioritize and execute. We operate with a strong bias for action. We may never have everything we need, so we gather the relevant facts, evaluate our options, and make the call. We respond quickly and keep people updated. We avoid analysis paralysis. We act decisively.



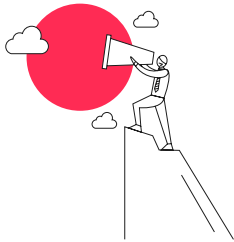
## 9. See around corners & act

We anticipate what's coming next before others realize the challenge is upon them. We plan for contingencies and address them in advance. We consciously read between the lines and critically think about what could go sideways. When it does, we address issues quickly and communicate proactively. We also seek out new opportunities so we're always ahead.



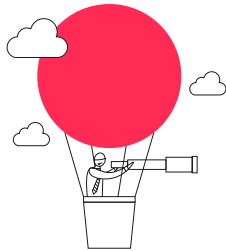
## 10. Listen to understand

We give others our undivided attention, staying fully present and engaged. We minimize distractions and let go of the need to agree or disagree. Suspending our judgment, we're curious to know more, rather than jumping to conclusions. Above all, we listen to understand.



## 11. Fearlessly tell the truth

We're fearless truth tellers. We speak honestly in ways that make progress. We're courageous enough to address conflicts constructively, have difficult conversations, and say what needs to be said. We resolve issues directly with those who are affected. We deliver both good news and bad news like pros.



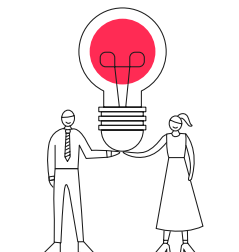
## 12. Think & act like owners

We are self self-supporting through our own contributions. Every dollar and moment we spend is spent purposefully for the good of the whole. We're careful stewards of the resources available to us, whether they be client, firm, human, or natural. We make decisions by asking ourselves: "What would I do if the future depended solely on me?"



## 13. Move with agility

We're nimble, flexible, and adaptable. We pivot quickly to respond to changing client demands and market forces. Though we plan meticulously, we don't hesitate to course-correct at a moment's notice when the circumstances require it.



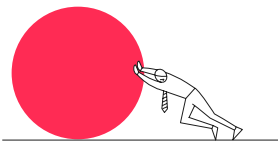
## 14. Innovate systematically

We challenge every aspect of our job to find ways to innovate. We actively generate new ideas and move them from vision to reality. Creativity is nothing without execution. We ask thoughtful questions and listen intently to others' ideas. We look to the future, continuously disrupting our own business model to sustain competitive advantage and drive our industry forward.



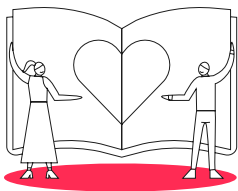
## 15. Demonstrate humble competence

We're students who teach. We share our experience and best learnings – without ego getting in the way. Recognizing that clients retain us for our insights and knowledge, we gratefully share what we know so they can make better decisions. As lifelong learners, we constantly benchmark and incorporate better practices and ideas into our work.



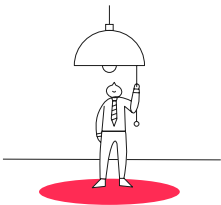
## 16. Lean into problems

We demonstrate a relentless solution focus, rather than pointing fingers. When a problem is identified, we find the root cause, fix it, and take actions to improve and ensure it doesn't happen again. We run into the burning house, rather than out of it.



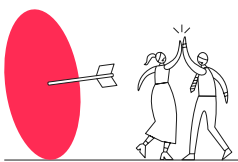
## 17. Act with emotional intelligence

We rely on our emotional intelligence. We recognize our own emotions, and those of others, and how those impact our thoughts and decisions. We think before we speak or act. We self-assess, understanding our strengths and weaknesses. We give and receive feedback with gratitude.



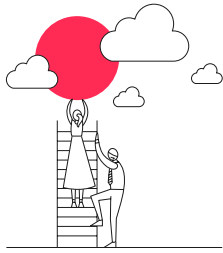
## 18. Be authentic

We bring our authentic selves to work. We're real and transparent, letting others see our humanness. We don't just tell clients what they want to hear if it's not our own belief or truth. Authenticity builds trust. To us, vulnerability is a courageous act, not a weakness.



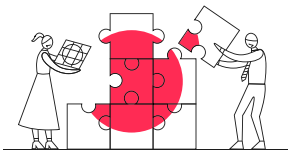
## 19. Acknowledge great work

We regularly extend meaningful acknowledgment and appreciation throughout our firm. We celebrate the wins. We understand that recognizing people for doing things right is more effective than pointing out when they do things wrong.



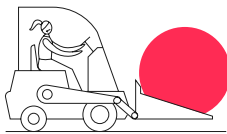
## 20. Own our development

We're lifelong learners. Learning is an ongoing practice and a contact sport, not a one-time event. We seek out and take advantage of every opportunity to gain more knowledge, increase our skills, and specialize so that we can bring greater value to the people around us. We're resourceful about learning and sharing best practices.



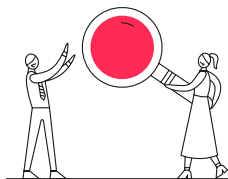
## 21. Team up & collaborate

We're a team of teams — and we win together. We work effectively together, rely on each other, and communicate clearly. We're willing to go outside our role to do what's necessary to help a colleague. With respect for confidentiality, we make the extra effort to share information, insights, and experience freely across the Acertitude family.



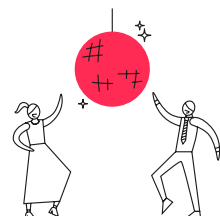
## 22. Build high-performing teams

We're all responsible for hiring and developing the best and brightest. We make an effort to welcome and on board new team members to set them up for success. We create space for others to shine. We take responsibility to coach, guide, teach, and mentor others.



## 23. Get clear on expectations

We create clarity and avoid misunderstandings by discussing expectations upfront. We set clear expectations for others and ask others for clarity when we're not clear on what is expected of us, as a team or as an individual. We know what success looks like. We end all meetings or interactions with clarity about action items, owners, and due dates.



## 24. Have fun

While our passion for excellence is real and our work can be hard, we keep a healthy perspective. We don't take things personally or ourselves too seriously. We enjoy working together. We have fun, laugh, and enjoy the journey.