vertify

Great Expectations:
We Get What We Seek

The Vertify Culture Code

Preface

In 2009, we set out to make a great company. We made some friends and money, got slightly famous, and had fun doing it. We broke things. We fixed others. We forged a machine. A business. Repeatable revenue.

Most of all, we built lasting relationships we're proud of. We accomplished plenty. We also made mistakes. Lucky for us, we know we're not perfect; so we're okay learning from them. Ultimately though we fell short of our goals because we lost sight of what's really important – our people.

So, we're refocusing with Vertify.

This time we must first create a workplace that's designed to foster greatness. A place where incredibly talented people are empowered to work with very little in their way. We're a team of winners. A group of digital artists, doers, and thinkers. Folks who get it. Those who want to be the best. So, it's on us to maintain an atmosphere where all that flourishes.

The Vertify brand represents our technologies intangible qualities. It is the voice our company uses in conversation. A strong brand builds and sustains a company's reputation, and each of us has a role in communicating it. This document provides a foundation for consistent, strategic communications that collectively build Vertify's reputation. These guidelines enable us to create written and visual content and to represent Vertify with one unified truth.

Although the thoughts outlined here are important, it's really your ideas, talent, and enthusiasm that will keep us successful in the years to come. They benefit us all by making Vertify a better place to work and our futures more secure.

Thanks for being here.

Dean Dzurilla | CEO Vertify, Inc.

Getting started

Welcome to Vertify. We've assembled a few facts to help you understand what drives us. These facts help build and define our brand, and thus, it's a great place to get started. Come along for the ride.

Vertify is self-funded

We're profitable. And we've never brought in outside financing. Since our founding this has been incredibly important in providing us freedom to shape the company, who we do business with, and how we operate.

Vertify is a product company

We weren't always. We started as an IT consultancy offering professional services around other people's technology. This gave us the means to start and bootstrap the company.

Vertify has big plans

We have big ideas, an impressive product roadmap, a dedicated team, paying customers, strong industry relationships and the ability to move fast.

Vertify is more than a technology company

We started our existence as a pretty traditional technology services provider. Today we're a software company. An ideas factory. A thought leader. But mostly, an organization respected for producing outstanding work for customers, and for providing a pleasant and rewarding environment for employees.

Vertify wants to be the best

We want to win. Everything we do is driven by excellence. We want you to win and be the best too.

Our vision

Our vision is to give people what they need to be the best at what they do. This starts with the right information. So we're building smart software that controls the flow of data between business apps.

Our mission

Our Mission is to help every business unlock the true potential of their company data.

Our founding principles

We founded Vertify on some widely held incredibly opinionated beliefs. They are:

1. Getting at the truth is essential for getting better.
2. Data is a company's biggest asset, but only if it's true.
3. There can be many systems of record, but only one system of truth.
4. Bad data is a technology problem; eliminating it requires a technology solution.

Our culture

Company culture is our #1 priority. We believe that if we get the culture right, most of the other stuff – like delivering great customer experiences, or building a long-term enduring brand and business – will happen naturally.

So what is the Vertify culture? It embodies many different things starting with an unrelenting drive to be the best. It's about always looking for new ways to wow everyone we meet. It's about building relationships with respect. It's about putting in the required amount of time, teamwork, and fun to win.

Our culture is about growth - both personal and professional. It's about not settling for the status quo. It's about making change happen. It's about openness, taking risks, and not being afraid to fail. But most of all, it's about knowing that if we do the right things with the right people, we'll succeed by building something great.

Our values

Unlike most companies where corporate ideals are just a plaque on the wall, our core values guide how we hire, train, and develop people. They connect us to like-minded folks that work like we do.

It's important to remember that Vertify is a business. We're a team. And a team must perform.

To aid in this, the Vertify culture is based on the following "BE SUPER" core values:

BREAK THINGS
Create the change you want to see. Don't settle for the status quo.

EMBRACE FAILURE
Don't be afraid to fail. Learn from your mistakes. Then try again.

SPEAK UP
Be candid, direct, and truthful. Respectfully challenge each other, even when doing so is uncomfortable or exhausting.

UNDERSTAND SUCCESS
Know our business.

PLAY YOUR PART
Own your position. Be relentless at mastering your craft.

EXPLORE NEW POSSIBILITIES
Get outside your comfort zone. Don't be afraid to ask questions. Never stop learning.

RUN FAST
Move quickly to improve quickly. Fast doesn't just win the race. It gets a head start for the next one.

Our company goals

We founded our company on some widely held incredibly opinionated beliefs. They are:

1. Have fun
2. Do exceptional work
3. Build the best product in the business
4. Experiment
5. Pay attention to the details
6. Treat people right
7. Tell the truth
8. Have a positive impact
9. Keep learning
10. Be awesome

How we work

We try not to have too many rules. Yet some are necessary. As such, employees are expected to accept certain responsibilities and exhibit positive behaviors like:

- Following acceptable business principles

- Maintaining a high degree of integrity at all times

- Sincerely respecting others

- Refraining from harming yourself, teammates, or the company

- Not being a jerk

We aim to provide a safe workplace for employees. We try to afford a comfortable and secure atmosphere for customers and others with whom we do business. We have zero tolerance for violent acts or threats of violence.

Compensation

We offer a competitive salary and benefits program to our full-time employees.

While we sometimes can't pay as much as others, we offer intangibles they don't. We realize compensation is just one reason why you work here. We aim to provide a healthy workplace and a culture that supports you financially, and is also one you enjoy. Tell your manager if you feel you're not being compensated fairly, or aren't happy with the work environment.[1]

When we win, the company makes more money. We want you to win too, and make more money doing so.

Customers

Our customers are awesome. They pay our bills, and your paycheck. Serve them to your best ability. Go above and beyond doing whatever it takes to make a customer happy.

Don't be afraid to ask customers for money. It's okay to push back when they ask for something new. Most customers are happier paying for new work versus getting it for free.

Communicate mistakes to your customer. Then make it right. Even if that means rework at no additional cost. Talk to your manager if you're unsure of this.

Loving your job

Love your job. Of course, it's difficult to love every part, all of the time. That's okay. There are portions you'll enjoy more than others. In order to succeed (and be happy), you need to love what you do.

If you don't love what you do, let us know. We'll try to find a better fit – either at the company or outside of it. Remember, we want you to grow too.

---

[1] Leaders aren't mind readers.

Attitude

Attitude is everything. Be positive. Help others. Play to win. Don't be two-faced. If you have something to say, say it. Don't be a yes-man.[2] Tell us if you're stuck or are in a rut. Seek out help. Don't let it fester.

Hard work

You're here because you want to succeed. Success isn't easy. It requires hard work. Be the hardest working person you know. If you love what you do, then hard work comes naturally and effortlessly. Hard work is rewarded. And it feels good too.

Advancement

Working at Vertify provides an opportunity for accelerated career growth. In particular, it can broaden your skill set quickly. The easiest way to get ahead is to put more tools in your toolbox. Learn new things. Stretch. Help out in areas beyond your comfort zone. Grow.

The office

All employees are responsible for assuring that our workplace is free of aggravation, sexual harassment, or any kind of discrimination. Any employee may file a complaint regarding incidents experienced personally or observed around the office. There's a poster in our break room with phone numbers to report safe formal complaints to our outsourced HR provider.

We strive to maintain a lawful, pleasant work environment where all employees can effectively perform their job duties without interference of any type. We request the assistance of all employees in this effort.

Hours

People occasionally choose to work extra hours at times when something big is happening. For the most part that's okay. But working overtime for extended periods indicates a fundamental failure in planning and/or communicating. If this happens repeatedly, it's a sign that something needs to be reevaluated and corrected.

We want you to have a good balance between work, family, and important life stuff. If you find yourself working long hours all of the time, or just generally feel like that balance is out of whack, let us know so we can help.

Work/life balance

Family is important. Most of us work to support them and ourselves. It's fine to occasionally leave early to pickup kids, go to class, visit a family member in the hospital, or have a night out. Think about your teammates, customers, and the impact on our business. If you do these things regularly, try keeping them to a minimum within business hours. If you have to do something within working hours, try to make up that time later on.

Be sure to over-communicate your whereabouts. If you're out for whatever reason, make sure people know.

Being at the office

---

[2] Or woman. Just say it. We need ground truth.

Showing up matters. Something magical happens when smart, passionate, humble people get together in the same room. Having said that, it's okay working from home occasionally. Just communicate it to your manager <u>before</u> doing so.

Flextime
We care about work/life balance. So we offer flextime scheduling to full-time employees. It's designed to make your life easier, and work a little more convenient. No one should be working 7am-6pm because of traffic. If you come in early, leave early. Finish from home or someplace close to it. If you prefer coming in later, work into the evening. Do what's right for you <u>and</u> our company.

Flextime means there's no time requirement at the office. However, you are still required to work a full day.

What flextime scheduling is
Flextime scheduling lets employees determine their own working hours. The goal is to provide balance between home and work life while maximizing job performance. While there aren't time requirements, we want you at the office primarily. So use your best judgment when to use it.

What flextime scheduling is not
Flextime scheduling is not a license to work from home everyday. It's also not a license to come in at 10am and leave at 3pm to "miss traffic" every day of the week.

What's expected of you
- Generally work from the office
- Be in the office for internal meetings and company gatherings
- Make sure you're actually working when using flextime
- Be available via Hangouts or Slack during working hours when not in the office
- Don't let people wonder where you are. Over-communicate your whereabouts
- Be responsive
- Don't let your work slip

Time off
Time off is a result of your hard work and our collective success. When taking time off make sure your teammates and customers know about it in advance. Leave them in good hands. This allows you to enjoy your time away. Plan accordingly. Don't leave your teammates or customers in a bind by neglecting your commitments.

There's little worse than working while on vacation – it defeats the purpose of resting, relaxing, and renewing. Of course, there's always the possibility of an emergency. But with proper planning that can be lessened, and likely avoided. Planning and proactive communication effectively minimize this.

Paid time off

We publish company holidays in our employee handbook. In addition to company holidays, you're provided unlimited paid time off (PTO) for now. This may change.

We focus on what people get done, not how many hours or days you work. However, don't abuse it. Like all time away from the office, plan for it accordingly. Ask your manager if you have questions.

Our PTO request process

Unlimited PTO is a privilege that we all want to continue to enjoy. Therefore, we have a simple process to follow that will help prolong the life of our PTO policy.

1. Submit your PTO request to your direct manager at least four weeks in advance.
2. Your manager will take up to 3 days to approve/deny the request.
3. Be sure to schedule all approved PTO on our shared PTO Google calendar after it is officially approved.

Out sick

At times of sickness the team will help to take up the slack. You should do the same for others when they're sick. Communication is vital to protect your customers and the company. So be sure to let your manager know when you're not feeling well. Our aim is for you to get better quickly and return to work as soon as possible.

Risks

Providing the freedom to fail is an important company trait. We couldn't expect so much if we also penalized you for mistakes. Even expensive mistakes, or ones which result in a very public failure, are genuinely looked at as opportunities to learn. We can always repair the damage or make up for it.

As long as you change your perspective, you're doing it right. Look for ways to test your beliefs. Never be afraid to explore new possibilities. But there's a flipside too.

Turns out there are bad ways to make mistakes. Repeating the same one over again is obvious. Not listening to customers or peers before or after an error is another. Not taking responsibility for it is yet another. Never ignore the evidence; particularly when it says you're wrong. And then own it. It feels good.

But what if we all take risks?

How do we make sure Vertify is heading in the right direction if everyone is taking risks? When everyone's sharing the steering wheel, it seems natural to fear that we're going to crash.

And yet we won't.

Over time, we've learnt that our collective ability to meet challenges, take advantage of opportunities, and respond to threats is far greater when everyone's responsible for it.

Ownership

We each have roles and responsibilities. We're trying to achieve the same set of goals.[3] You should own your job function, strive to do it right, and look to improve. You made commitments - both to teammates and customers. You should do your best to meet them. If you're unable to meet your obligations, for whatever reason, it's on you to communicate that in advance.

Ownership also means acknowledging when you fail at something. Failure's okay so long as you own it.

Failure

The best way to learn is to fail. It's what allows you to take risks. If you're unsure, ask someone. Try something new.[4] Learning from mistakes is important. Share the lesson. Not doing so is a failure in itself.

Strive to improve

Always look to improve. Sometimes you know what to do so just do it. Other times you may not. In those instances it's helpful to acknowledge guidance might be needed. Communicate it. That's why we have leaders – they're here to help. Together we can make our jobs, and ourselves better.

Scale

Think about scale to ensure growth. One of the most effective ways to grow is task delegation. Defining and refining processes are crucial. So is repeatability. All of these will grow you, and the company.

Trust

Trust is paramount between teammates. We need it to achieve our goals. Trust means speaking your mind freely, without fear of offending. It means not intentionally letting your teammates or customers down. Trust means being truthful in what you say, and not hiding.[5] It means believing in your leadership team, even if you don't always agree with them. Trust means challenging decisions, no matter how difficult it may be to do so. Trust, like respect, must be earned.

Disagreement

Disagreement is fine. Not being heard isn't. It's important to speak up, especially if you feel we can do better. Note, we may not always agree but we definitely hear you.

We get loud with each other – that's what passionate people do. It's not always a bad thing.

Respect the decisions made by our leaders. Even if you don't agree with them, they're ultimately responsible for the decisions that impact the company.

Criticism

Be open to criticism. No one's perfect. We all make mistakes. Listening to criticism allows for improvement. Providing it means doing so in a respectable way. Don't criticize for the sake of

---

[3] This is why Understand is such an important company value.
[4] Experiment is another great company value.
[5] Bad news doesn't get better with age.

criticizing or to play gotcha. Instead, provide ideas and ways to improve performance in a useful manner. Having an open mind and taking in both positive and negative feedback makes you better as an individual, and us as a team.

Celebration
When someone does good work, share it with the team. Praise their accomplishments. Good work should be acknowledged and rewarded.

Helping others

Sometimes your teammates need help. You should help others complete their job when assistance is needed.

Smarts

We enjoy working with smart people. They teach things that help us learn. Smart people come up with new ideas worth exploring. They improve what we offer. Smart people also admit things they don't know, so that others may teach them. There's always something new to learn. Smart people know that, and strive to become smarter.

Humility

We know you're talented. You wouldn't be here otherwise. Do what's right. Don't expect anything in return. Be selfless.

Communication

Proper communication is good. Proper over-communication is better. And encouraged. People need to hear from you so they can provide value when needed. Proactively keeping teammates and customers informed on a regular basis is crucial to your success. It helps everyone make better decisions. No one likes being left hanging. Proper communication removes any shadow of a doubt that something's being worked on or is broken.

Insider Tips:

- *Respond to emails in a timely manner.*

- *When communicating with others use **their** time zone instead of yours. Be sure to call it out. For instance, say "I'll speak to you at 2pm PST." or "Are you available to meet at 3:30pm EST?" even if you're located in the Central time zone.*

- *Use email subject headers that get noticed. Include the discussion topic in the subject line. Something like "Request for meeting from Dean regarding TNO taxes" is a good example.*

- *Get to the point right away. Use call to action statements in the beginning and end of an email. Begin and close with statements like "I need your help with…" or "no action is needed at this time."*

- *Play it cool. But not too cool. Emails that are slightly positive or slightly negative are most likely to get responses.*

- *Asking questions is good, but more than three works against you.*

- *Keep it pithy. Studies show the optimum length for an email is 50 to 125 words. Anything more loses your audience.*

- *Mind your manners. Saying please and thank you goes a long way. For instance say, "Please let me know" instead of simply "Let me know."*

- *Emails work. But they're not the only way to communicate. Many times they get buried. If your client's not answering an important question or request, try calling him or her instead.*

- *Know your audience. Some people prefer written communication. Others verbal. Adjust your communication style based on the other person.*

Frustration

If you're unsatisfied with your position or are frustrated with something, immediately tell your manager. If you're unhappy with your teammate, tell him or her directly. Nobody can help if they don't know how you feel. Speak up. And do so often.

Fit

To be human means to be different. We come from dissimilar backgrounds and lifestyles. Like the weather each day, our perspectives are varied. They also change all the time. Though your beliefs may be different, your goals must be similar. You must head in the same direction as us.

This document is an encapsulation of what we believe. These ideas and principles establish fit for everyone. If you have questions or concerns about it, talk to your manager. Maybe something's misinterpreted. Or possibly this place isn't right for you, and we can help you find one that is.

Moving on

We all seek change. It's okay to move on. We won't be upset if you let us know before you leave. And the more notice you can give us, the better. Giving us enough time helps everyone, including you.

It may take a while to find another job. Instead of secretly looking for one on your own, let your manager help. You'll find that we're very willing to do so.[6]

When you decide to leave, your role transitions to someone else - either inside or outside the company. Be mindful of that. Depending on current commitments, it may take several weeks to find a suitable replacement. Don't let your teammates or customers down by short-circuiting this process.

We ask for a minimum of three weeks notice - though more is greatly appreciated. If you're doing your job effectively during this time, we pledge to let you finish your tenure here. No questions asked. We want you to be happy, even on your way out.

---

[6] We've helped many former colleagues find jobs elsewhere. Remember, we've been in your shoes.

Where will you take us?

Things that don't stay relevant don't stick around. They disappear. If we don't make the thing that kills Vertify, someone else will.

Vertify will be a different company a few years from now because you're changing it for the better. We're excited for where you take us. The products, features, and experiences you create are what will define us. We can't wait to see what kind of future you choose to make here.

Thank you for taking a chance on us.

Let's build great things.