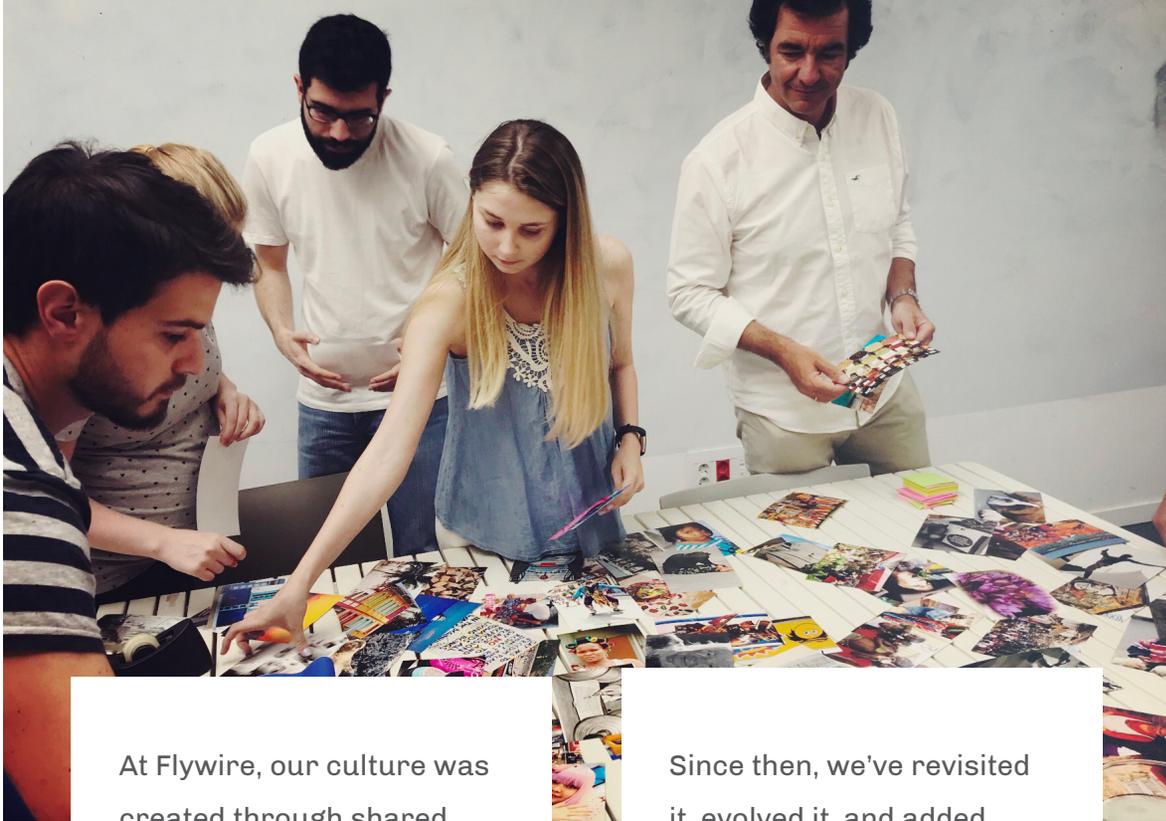




**“Authenticity  
is a collection  
of choices  
that we make  
every day.”**

**BRENE BROWN, RESEARCH PROFESSOR + AUTHOR**

**flyCompass**



At Flywire, our culture was created through shared experiences and sacrifices along our journey. In the early days we weren't sure if the business would succeed—but once we realized we could, the pressure was on to not mess it up. In 2015, we introduced our first culture deck, because we recognized that our people are critical to our success.

Since then, we've revisited it, evolved it, and added information about Flywire's culture to provide more detail and clarity for FlyMates.

We commit to encourage and reward behaviors that are consistent with our culture. Additionally, we must all call out, reject, and hold each other accountable when behaviors do not

support the culture we aspire to have. We should remember that no one is perfect, we all have a lot to learn, and we are here to support one another.

In this latest edition of FlyCompass, we offer ways to practice living our culture day-to-day. We also include the types of behaviors you should expect from your fellow FlyMates. This is an important addition because it's every FlyMate's responsibility to be on the lookout for negative behaviors that can weaken our culture over time.

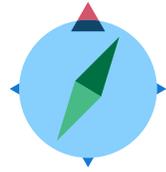
As Flywire continues to grow and expand, our culture will evolve—but the foundations that make the Flywire journey special should always remain and guide us.

~Mike Massaro



## CULTURE

A set of daily behaviors built on a foundation of strong, shared values.



## VIRTUES

The critical qualities and characteristics that support our shared values. We can't live without these.



## SHARED VALUES

How we want to remember Flywire.



## BEHAVIORS

What it's like to work with a FlyMate. Our behaviors are our actions that define Flywire's culture.





**We encourage and reward behaviors that perpetuate and evolve our culture:**



- Candor
- Proactivity
- Teamwork
- Problem solving
- Non-judgemental mindset
- Decisiveness
- Open and honest feedback
- Creativity

**We call out, reject, and hold FlyMates accountable for behaviors inconsistent with our culture:**



- Toxic passive-aggression
- Blaming or complaining without providing a solution
- It's-not-my-problem attitude
- Entitled or inconsiderate viewpoint
- Analysis paralysis
- Non-performance
- Making things personal
- Holding grudges



## SHARED VALUE

## VIRTUES

## BEHAVIORS

### Global Collaboration

We believe in teamwork. Together, we are greater than the sum of our individual FlyMates. True collaboration can only be achieved through mutual trust and respect.

- Teamwork
- Inclusive
- Accountable
- Empathetic
- Trustworthy
- Respectful
- Patient
- Culturally Aware

- Include others even when it's not "easy"
- Share your learnings and point of view, be open to others doing the same
- Practice active listening
- Be willing to help, even if "it isn't your job"
- Appreciate the help of fellow FlyMates
- Seek to understand and embrace everyone's uniqueness, and leverage the power of fellow FlyMates' and customers' cultural differences and perspectives to create magic
- Support and help each other to succeed, regardless of cultural, geographical, and time-zone differences
- Drive it, even if you don't own it
- Take on the mentality that "your problem is my problem"

### Authenticity

We are sincere and transparent in all we say and do. We can't stand B.S.—we tell it how it is in a respectful way. Above all, we are straight shooters.

- Honest
- Straightforward
- Candid
- Vulnerable
- Integrity
- Genuine

- Have the courage to be yourself
- Embrace your imperfections
- Have difficult conversations when needed
- Be genuinely open to receiving and giving feedback
- Speak up—voice your opinions with respect for others
- Be humble enough to ask for help while admitting and learning from failures



## SHARED VALUE

## VIRTUES

## BEHAVIORS

### Fulfillment

Work energizes and engages us, delivering satisfaction both professionally and personally. We bring our whole selves to work, understanding what ignites our individual passions while recognizing this is different for each and every one of us.

We also believe true fulfillment comes from helping others, as we can't be truly fulfilled without making a positive impact in our community and at the company where we work.

- Enthusiastic
- Kind
- Citizenship
- Appreciative
- Good-humored
- Grateful

- Create a balanced life and find fulfillment both at work and in personal life
- Come to work fully engaged and passionate about you do
- Be curious about what other FlyMates are interested in and share your interests
- Make a difference by engaging with the wider community—giving back and contributing to give us and others greater purpose
- Be a problem solver, who supports and helps other colleagues

### Execution

We are ambitious, committed, confident, and disciplined. We act swiftly and decisively to accomplish our objectives. We are helpful and supportive to each other, yet we hold each other accountable to deliver with a sense of urgency.

- Perseverance
- Diligence
- Confidence
- Loyalty
- Resourcefulness
- Decisiveness
- Discipline
- Resilience

- Make decisions and move forward with a sense of urgency
- Build the best possible solution within the time constraint, rather than a perfect solution that misses the window of opportunity
- Deliver solutions that bring the most value to our customers
- Take full ownership and accountability for our actions to drive things through with enthusiasm and confidence
- Set clear goals and meet deadlines, communicating progress along the way



## SHARED VALUE

## VIRTUES

## BEHAVIORS

### Ambitious Innovation

We continuously look for ways to deliver more value to our customers and partners. Innovation is not an option, it is an obligation. We are leaders, not followers. Curious and open-minded, we recognize there is always room for improvement, and we strive for excellence while recognising the great work of others.

- Proactive
- Resourceful
- Fearless
- Inquisitive

- Operate outside the box and out of our comfort zone—there is no room for complacency
- Embrace change, get comfortable with being uncomfortable, and be unsatisfied with the status quo
- Don't be afraid to make decisions or take calculated risks—we understand the market, the competitive landscape, and the root causes of issues
- Find solutions not problems

### Evolved Learning

We are a learning organization. We are hungry and eager to grow and expand as individuals, as teams, and as a company.

- Curious
- Resourceful
- Humble
- Courageous

- Set yourself up for success and don't be afraid to fail
- Learn from mistakes and failures, and share what you learn about what you can do better next time—as well as what to avoid
- Actively seek knowledge and feedback from a variety of sources, tools, and people
- Recognise your opportunities to improve shortcomings and strengths
- Support fellow FlyMates to develop further so we can all reach our individual and collective potential

