

Skills Fund Talent Management Philosophy

Not every company is a great fit for every person. To enable potential team members to decide if they'll thrive in our culture, we publicly share our compensation philosophy and, separately, The Skills Code.

Our company is built to attract
and retain **purpose-driven**
high performers

Purpose-driven high performers

- Uncommonly capable and have high standards of excellence
- Exceptional degree of ownership over company and team's success
- Extreme dedication to professional and personal growth
- Hungry to be a part of something bigger than themselves

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In short, they're the most efficient use of our investment in human capital.

How do we attract and retain
purpose-driven
high performers?

Purpose-driven high performers
care about building
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Our job is to enable them to do so.

A great career is multi-faceted.

- Purpose bigger than oneself
- Significant impact
- Constant professional and personal growth
- Tribe of high performers
- Ability to be financially stable

Purpose bigger than oneself +
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Our top performers want to create significant impact.

As a company, keeping our purpose alive and thriving and embedded in everything we do is one of our main levers for attracting and retaining the talent we need to achieve important results.

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Personally, we do that by including **personal growth goals** in our culture and allowing for **reasonable schedule flexibility** so team members can determine how best to meet their personal goals while exceeding their company goals.

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If you're not a high performer, we won't hire you. And if you turn out to not be a high performer, we will provide severance.

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We understand, however, that our high performers care about ALL aspects of a great career – not just the money. The money needs to be good enough, but the other components – purpose, impact, growth, team, responsibility, autonomy, reasonable schedule flexibility, and good healthcare – are equally as valuable.

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We know monetary compensation is incorrect when we fail to hire or retain a purpose-driven high performer who fully embodies the Skills Code and they cite compensation as the primary reason for not joining or staying at Skills Fund.

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Bonuses may be given from time to time for exceptional impact, but they are rare and not to be expected.

A further note about bonuses...

Not granting bonuses doesn't mean we won't grant raises or equity to high performing team members who have demonstrated sustained significant impact and who fully embody The Skills Code.

Our team leads are responsible
for attracting and retaining
purpose-driven
high performers

That responsibility includes:

- Talking about the company's **purpose** constantly and how it relates to your team's work.
- Hiring only **purpose-driven high performers**.
- **Professionally developing** underperformers or recommending to Senior Team that they receive severance.
- Giving high performers lots of **responsibility** and **autonomy**. That means **delegating** as much as possible while ensuring your team is hitting all performance targets, and focusing on holding team members **accountable**, not on micromanaging.
- Supporting your team members' **personal goals**.
- Allowing for **reasonable schedule flexibility** as long as individuals are exceeding their company goals. (If they aren't exceeding their goals, flexibility is a privilege that you cannot provide.)
- Notifying your team lead if one of your key team members may need a **change in their monetary compensation** to be retained.

To do so, every quarter you should ask each team member these questions:

- Do you feel you're having an impact?
- Do you feel challenged?
- Where can we be using your talents more?
- Do you feel valued?
- If you left Skills Fund, what would cause you to leave?

SKILLSfund

Let's build a great company!