

## The Skills Code

We have a responsibility to build impact that will stand the test of time. Every team member is an ambassador of Skills Fund. This Code sets forth how we pursue our mission, which is as important as what we achieve.

### Own the Truth

We confront reality head on – both the good and the brutal facts about our company and our own performance. We pay attention to our instincts and conduct disciplined, fact-based analyses to verify those instincts. We ask questions to create clarity. We speak up when we've earned the right to do so and marshal evidence to support our opinions. We debate with an open mind until we identify root causes and drivers.

### Make Wise Decisions

We make wise decisions that are firmly rooted in the truth, even amidst ambiguity. We know the difference between a Level 1 and Level 2 decision and act accordingly. In most instances, a delayed decision is more harmful than a bad decision. We can articulate what we are and are not going to do. We fully abide by decisions when they have been made.

### Create Significant Impact

We fearlessly own our mission. We achieve phenomenal results on what matters. We exhibit bias to action and execute exceedingly well. We focus on results over process. We demonstrate consistently strong performance that enables others to rely on us.

### Be Relentless

Creating significant impact never happens in one fell swoop. We do the hard work step-by-step, day-by-day to achieve important results. We don't complain. No task is beneath us. We pull our own weight, and we don't settle until we cross the finish line. We find joy in hard work and have fun while doing it.

### We Before I

We can accomplish more together than we can alone, and know that our individual diversity strengthens our company. We act with ownership over the company's success. Professionally, we place the company before our team and ourselves. We empower each other to succeed.

### Be Humble

Good solutions can come from anyone. We're open to and with each other. We work hard to get in sync. We know we don't have all of the answers so we actively listen. We assume best intent in others, start from a place of trust, and respect each person's dignity.

### Purposefully Improve

We're not satisfied with the status quo. Everyday we identify how we can be better than the day before and act accordingly. We hold ourselves and each other accountable for stepping up to the next level.