

ONE FSP PLAYBOOK

June 2024 Edition

FSP.

MESSAGE FROM OUR CEO



INTRODUCING THE ONE FSP PLAYBOOK

I am pleased and proud to share the One FSP Playbook with you. This is a living, breathing representation of our cultural DNA, setting out our purpose, values, and Winning Behaviours that we believe will continue to set us apart. As we continue to grow, this Playbook will help us maintain the golden thread of why we exist, what we believe in and how we work.

I would firstly like to thank everyone across the business for their input and buy-in to get to this point. Our culture is something that has been developing and evolving since our starting in 2012. We have achieved many accolades and admirers, but, more importantly, created so many special moments that really matter.

FSP culture is everything to me. As I often say to people, it is the number one reason

people join us, and the number one reason people stay. It is truly lived here, and I am immensely proud of everyone for being part of this and shaping it into the future.

I hope that from reading this, you get a powerful sense of who we are at FSP, what we aspire to, what makes us tick and how we are different. We are committed to people, ensuring belonging, fairness and creating opportunities for everyone.

We must always put a lens of excellence onto everything we do and figure out how we will be better. We are ambitious about positive change in the world. It starts by role modelling it and taking personal responsibility for making things happen here at FSP. We should always be looking for ways to move forward, improve ourselves, learn and make changes that improve the status quo.

The One FSP Playbook will change and evolve, as we should as a business. I believe that it will be a valuable guide to ensure we stay committed to our key principles, regardless of good times or more challenging periods. I am sure that our journey will continue to be exciting with unique and special opportunities that push us and enable us to grow.

**IT WILL NOT ALWAYS
BE PLAIN SAILING BUT
TOGETHER WE CAN ACHIEVE
REMARKABLE THINGS.**

We are not expecting perfection – after all, we are all human but everything we do should be with good intent.

If sometimes we cannot be the best versions of ourselves, we are here to support each other and together we are stronger.

Finally, whilst we are ambitious it is important that we do not lose sight of life beyond work. Self-care and taking responsibility for a healthy dovetailing of work and our wider personal lives is a reminder we all need sometimes. By doing so, we can be at our best at work but also for our families, friends and loved ones.

I do hope that you enjoy the Playbook and that there are tangible things that you can take away and put into action. Of course, we welcome your thoughts and areas we might consider into the future.

Let's keep FSP an inclusive, unified, and outstanding organisation that enables you all to engage the best work of your lives and develop meaningful, wholesome relationships.

Best wishes,

Simon Grosse

**WE MAKE
THE CULTURE.**

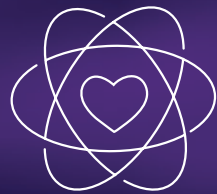
OUR PURPOSE

THRIVE & SUCCEED



Enable people and organisations to thrive for a successful future

ALWAYS HUMAN



Role model human & responsible leadership

FUTURE IMPACT



Actively contribute to a sustainable future

UNITE & INSPIRE



Unite people & inspire future generations

AT OUR HEART

TRUE BELONGING



Demonstrating fairness, compassion & empathy

Ensuring a supportive & inclusive environment

Everyone is respected for being themselves

EXCELLENCE EVERYWHERE



Operating with pace & consistent high standards

Driving continuous improvement & innovation

Delivering remarkable experiences & interactions

CREATING OPPORTUNITY



Mutual success, growth & win:win for everyone

Relentless about learning & challenging ourselves

Engagement & impact in our communities

PERFORMANCE DRIVERS

The Performance Drivers (aka the 5Cs) are key elements that impact our ability to perform and our motivation to do so.

We utilise these concepts to help us better understand our motivation and how we can support ourselves and others to do great work.

CONTROL

Having the right level of empowerment, autonomy and support to perform

CONFIDENCE

Feeling confident that we have the skills, tools and team to succeed

CLARITY

Clearly understanding what is expected of us

CHALLENGE

Feeling that a task is neither too easy nor too overwhelming

CONNECTEDNESS

Feeling a sense of shared purpose and connection

EXCELLENCE IN EVERYTHING WE DO.

WINNING BEHAVIOURS

There are key themes that form the FSP Winning Behaviours. These key areas are described in turn, why they matter and what actions and behaviours we can expect from each other.



SHOW UP

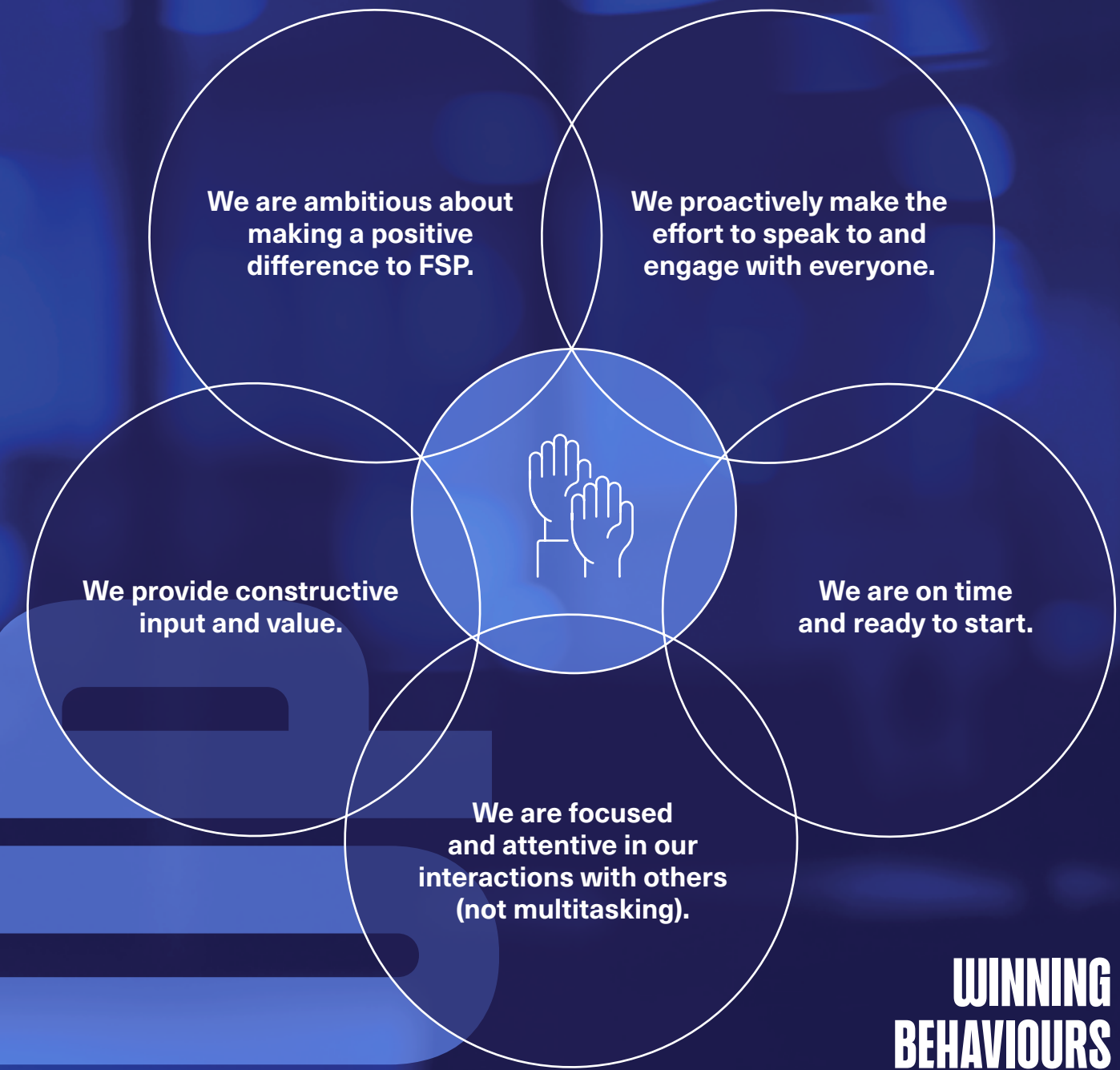
WHAT DO WE MEAN BY 'SHOW UP'?

Being professional, prepared, and ready to provide a high-quality contribution. Bringing high energy, ambition and a positive attitude.

WHY WILL THIS MAKE US SUCCESSFUL?

We will be prepared and ready to deliver on our commitments and therefore able to perform to a high standard. This in turn fuels confidence and momentum in the business.

WINNING BEHAVIOURS



WINNING BEHAVIOURS

WINNING BEHAVIOURS

Should we fall short of our commitments, we proactively communicate and agree what and when it will be done.

We agree, regularly review and understand the 'Picture of Success'.

We share what we understand is expected of us and are clear what is expected of others.



We don't promise anything unless we know we can deliver.

We encourage others to play back and validate their understanding.

We do what we say we are going to do.

CRYSTAL CLEAR

WHAT DO WE MEAN BY 'CRYSTAL CLEAR'?

Providing and seeking clarity, removing ambiguity. Managing expectations, ensuring ownership and accountability.

WHY WILL THIS MAKE US SUCCESSFUL?

We are better informed and equipped to deliver successfully, not by luck or chance.

ON IT

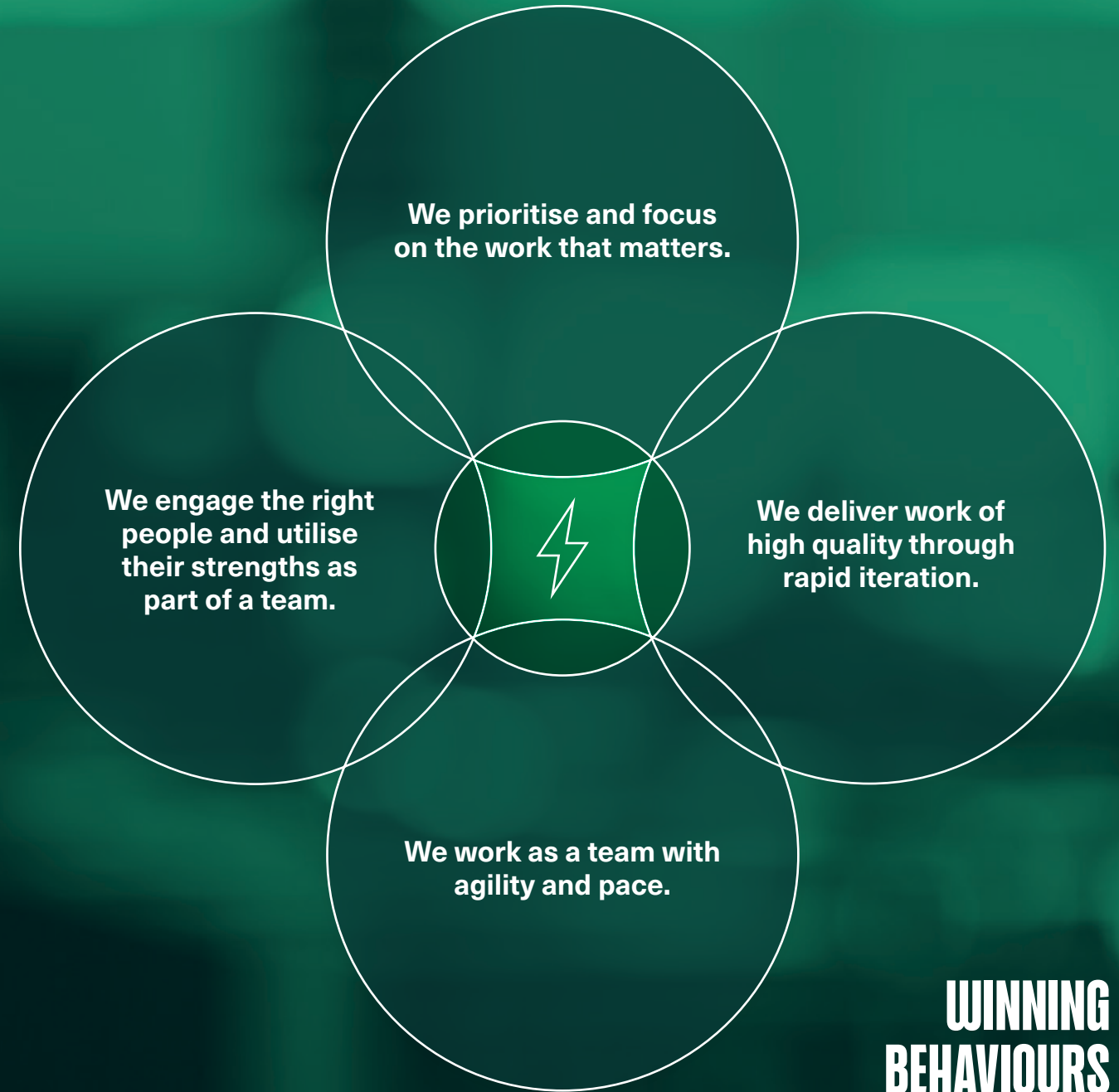
WHAT DO WE MEAN BY 'ON IT'?

Operating at pace, with focus, demonstrating exceptional teamwork and collaboration, with no quality sacrifice. Applying a strong work ethic, showing initiative and proactivity.

WHY WILL THIS MAKE US SUCCESSFUL?

Our competitors will not compete with our pace and excellence.

ON IT



**WINNING
BEHAVIOURS**

WINNING BEHAVIOURS



MEETINGS COUNT

WHAT DO WE MEAN BY 'MEETINGS COUNT'?

High-performing teams respect each other's time and come prepared and ready to provide high quality contribution.

WHY WILL THIS MAKE US SUCCESSFUL?

Improved productivity, clearer and quicker decision making and outcomes, with a professional, respectful and valuable experience for everyone.

ONE TEAM

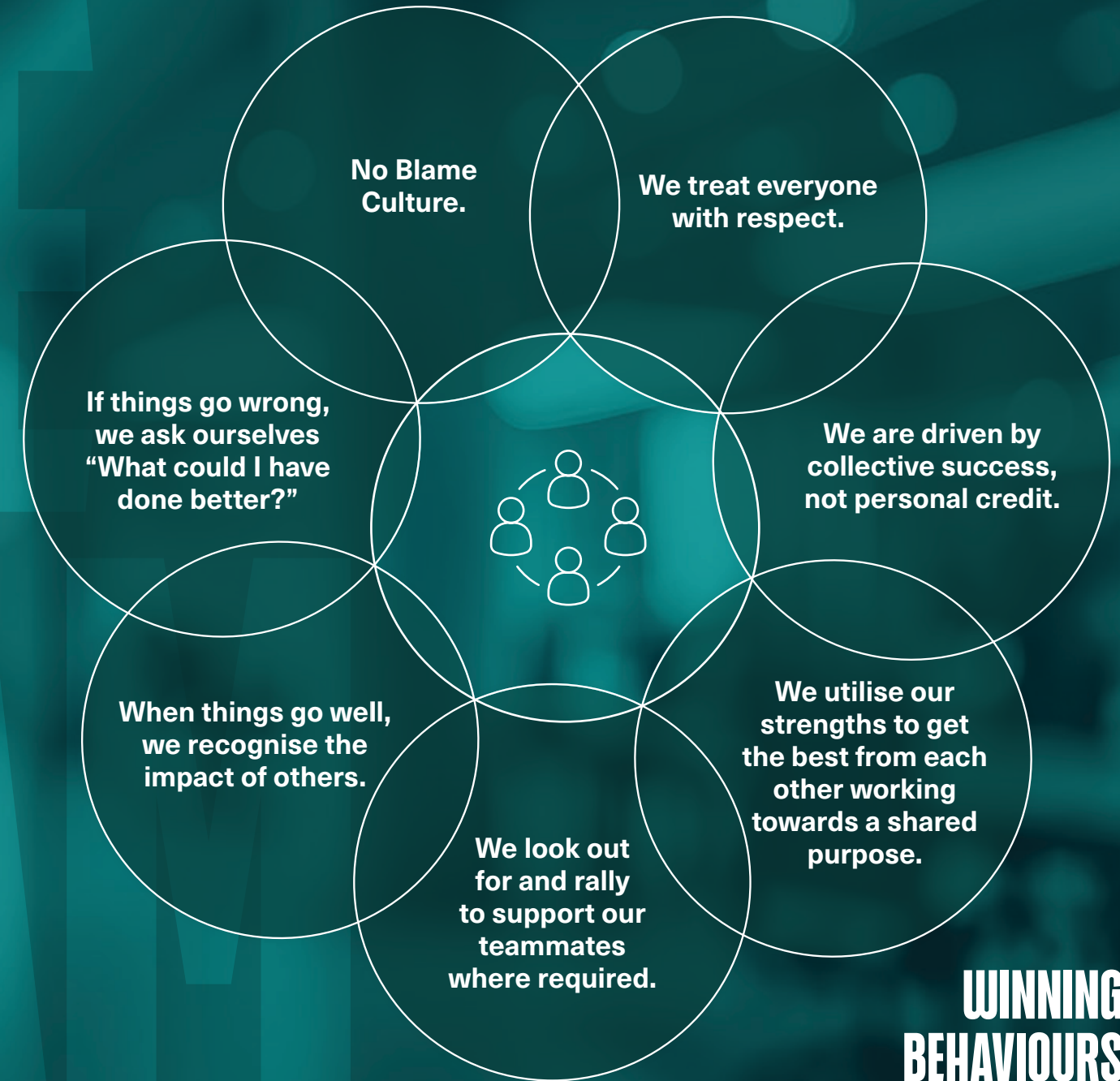
WHAT DO WE MEAN BY 'ONE TEAM'?

The ethos of working together and pulling in the same direction with a shared purpose, where everyone plays an important role. There is never any "us" and "them".

WHY WILL THIS MAKE US SUCCESSFUL?

Diverse teams that foster strong relationships build trust, camaraderie, make better decisions and perform to a higher level.

ONE TEAM



WINNING BEHAVIOURS



9S & 10S

WHAT DO WE MEAN BY '9S & 10S'?

Delivering valuable, world class experiences that our colleagues and customers love, whilst bringing to life the value of human interactions. We avoid complacency, homogenous thinking or accepting sub-standard work or approaches.

WHY WILL THIS MAKE US SUCCESSFUL?

By delivering consistent, world class experiences we build trust and customer advocacy. This results in long-term engagements and high quality of revenue.

STAY COMPOSED

WHAT DO WE MEAN BY 'STAY COMPOSED'?

Maintaining a positive and optimistic mindset to respond to situations in a calm and considered manner. Embracing proactive and adaptable thinking to achieve a sense of readiness, regardless of the conditions.

WHY WILL THIS MAKE US SUCCESSFUL?

When faced with change or challenge, we can be confident in our preparation and capability to resolve situations together, enhancing our adaptability and resilience.

STAY COMPOSED

When something unexpected happens, we assess the situation and respond professionally and thoughtfully.

For key activities, we come together to consider potential scenarios, and our responses, to allow us to feel more comfortable and confident should they arise.

We share potential issues or opportunities allowing for proactive problem-solving and decision-making.

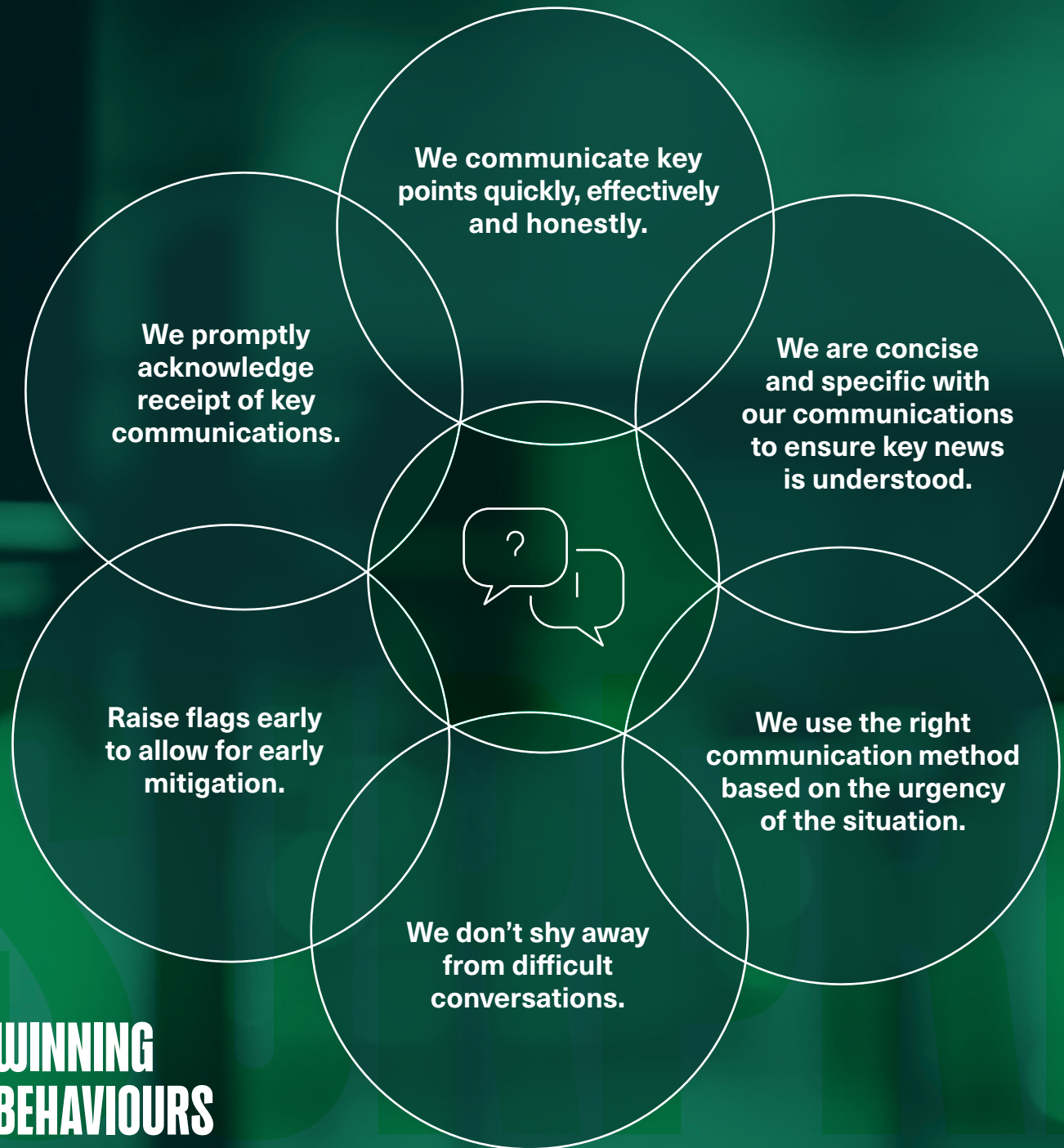
We provide help, guidance or support to others to empower them and strengthen their confidence.

We seek perspectives and input from others and are open to reframe or adapt our approach for a better outcome if required.



**WINNING
BEHAVIOURS**

WINNING BEHAVIOURS



NO SURPRISES

WHAT DO WE MEAN BY 'NO SURPRISES'?

Clear, timely and transparent communication. We don't sit on news.

WHY WILL THIS MAKE US SUCCESSFUL?

This demonstrates reliability, openness and responsiveness that will be respected by others. Challenges, changes or errors occur from time to time, how we react and respond to them is what separates us as a high performing organisation.

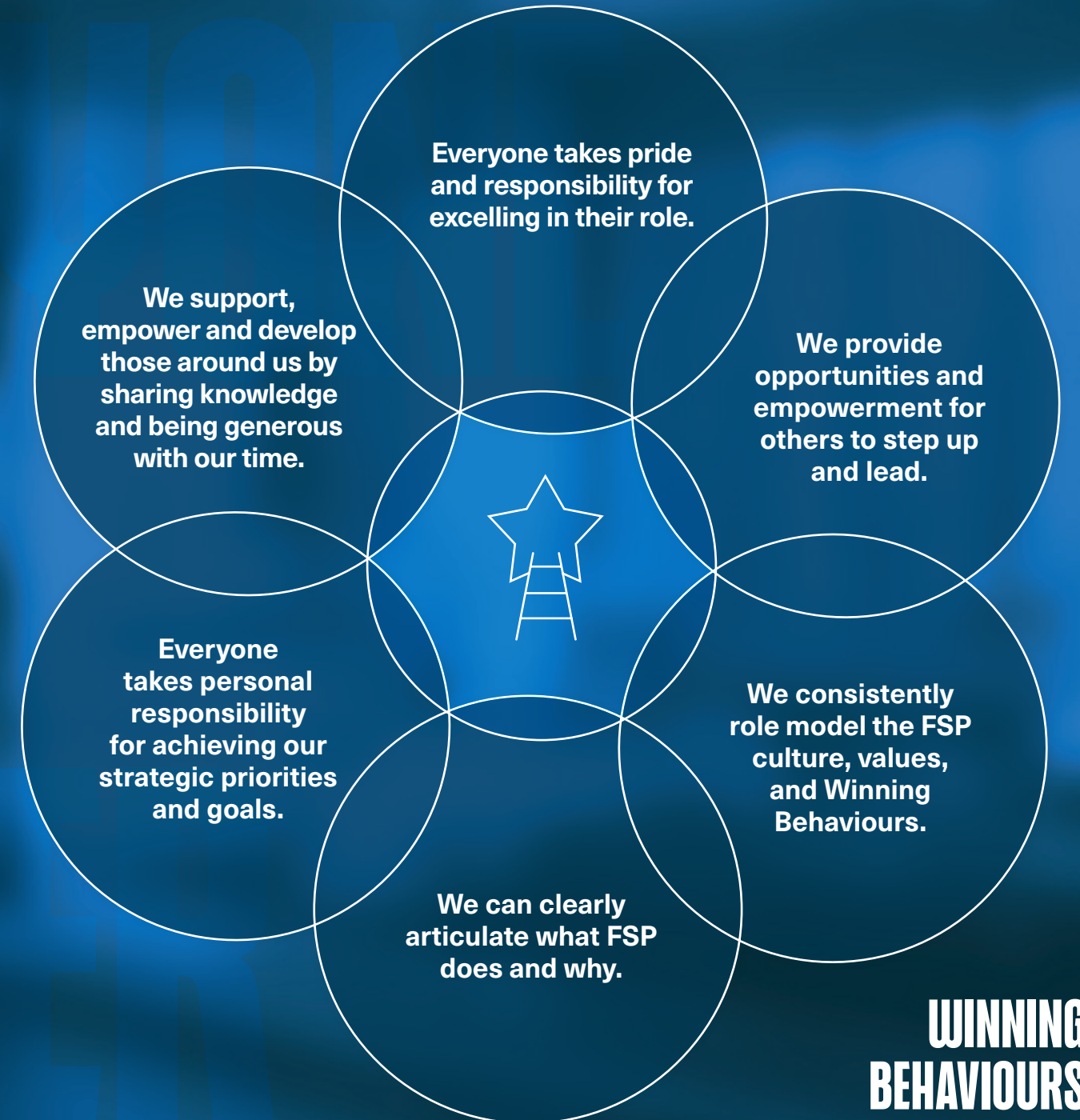
EVERYONE IS A LEADER

WHAT DO WE MEAN BY 'EVERYONE IS A LEADER'?

Everyone has a responsibility to actively role model our values and purpose and positively represent FSP. Our environment creates opportunities for people to thrive and progress.

WHY WILL THIS MAKE US SUCCESSFUL?

The FSP culture is a huge differentiator for our people and our clients. Everyone is empowered to step up, taking personal and collective responsibility for the future.



WINNING BEHAVIOURS

WINNING BEHAVIOURS



SPEAK UP

WHAT DO WE MEAN BY 'SPEAK UP'?

A zero tolerance to harassment and bullying. Challenging unconscious bias.

WHY WILL THIS MAKE US SUCCESSFUL?

We will operate in line with our values and continue to educate ourselves to improve and develop a fully inclusive organisation.

ALWAYS LEARNING

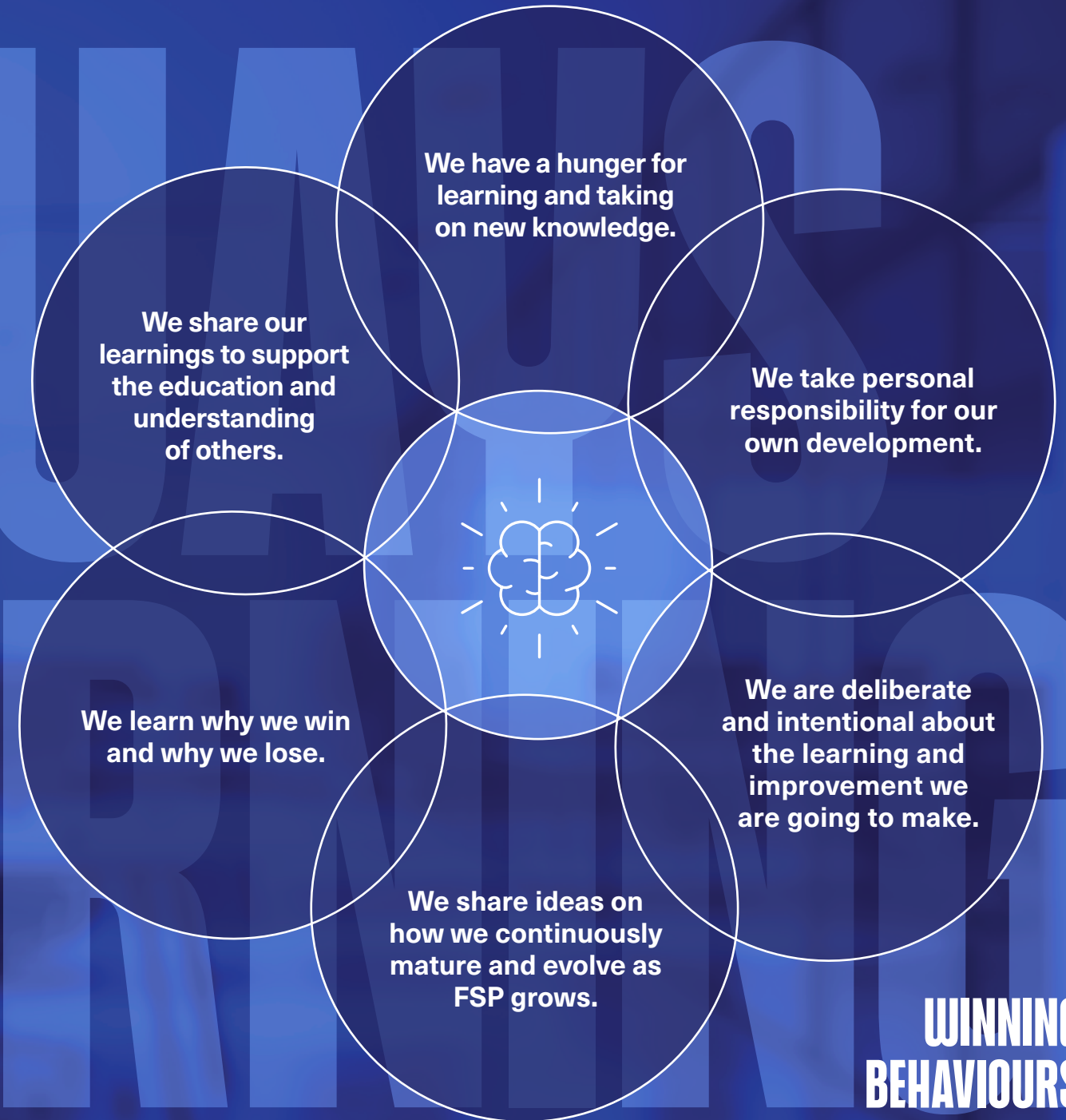
WHAT DO WE MEAN BY 'ALWAYS LEARNING'?

Demonstrating a growth mindset and being continually curious and willing to develop relevant skills and competencies, both as individuals and as an organisation.

WHY WILL THIS MAKE US SUCCESSFUL?

Always learning fosters a culture of innovation and growth. This positively impacts our organisational performance and competitive advantage, without complacency.

ALWAYS LEARNING



WINNING BEHAVIOURS

WINNING BEHAVIOURS



FEEDBACK IS A GIFT

WHAT DO WE MEAN BY 'FEEDBACK IS A GIFT'?

Providing well intended and constructive feedback. Receiving feedback with a positive attitude.

WHY WILL THIS MAKE US SUCCESSFUL?

Feedback inspires growth. It helps us do things differently, increases self-awareness and understand what to change to be more successful.

SHARE THE LOVE

WHAT DO WE MEAN BY 'SHARE THE LOVE'?

Celebrating our collective successes and those of individuals. Providing valuable recognition, encouragement and support.

WHY WILL THIS MAKE US SUCCESSFUL?

Celebrating meaningful achievements unites us and builds confidence. It fosters a culture of collaboration, mutual respect, recognition and support.



WINNING BEHAVIOURS

WINNING BEHAVIOURS



ENJOY THE JOURNEY

WHAT DO WE MEAN BY 'ENJOY THE JOURNEY'?

The fostering of a positive and fulfilling experience for everyone, as we navigate the path to success together. Success is a journey, not a destination.

WHY WILL THIS MAKE US SUCCESSFUL?

Talented humans working together in a positive way can achieve remarkable things.

SINCERE THANKS

SIR CLIVE WOODWARD

Your close support, insights and challenge in creating our Winning Behaviours has been extremely valuable and much appreciated.

RENÉ CARAYOL MBE

A leadership coach and inspiration. Thank you for helping us better understand the true power of inclusion and belonging.

DR. KATHERINE BOND

A huge influence in helping us to develop high performing teams. Your expertise has been invaluable in allowing us to thrive in challenging times.

CHRIS ATKINSON

For believing in us and developing leaders and teams across our business since the start. You helped us to understand the power of purpose and values.

A pair of hands, one from the top and one from the bottom, are shown in a teal-tinted, semi-transparent style, gently holding a white circle. Inside the white circle, the letters 'FSP.' are written in a bold, black, sans-serif font. The period after 'SP' is a small red dot. The background is a dark teal color with a bokeh effect of light spots.

FSP.

**EVERYBODY IN,
NOBODY OUT.**

Inspired by René Carayol MBE