

OUR CULTURE CODE

ST Engineering iDirect





CULTURE HAPPENS.

Whether it's carefully guided
or allowed to grow unsupervised,
every company has a culture.

As an engineering company,

**WE BELIEVE IN A
CULTURE-BY-DESIGN.**



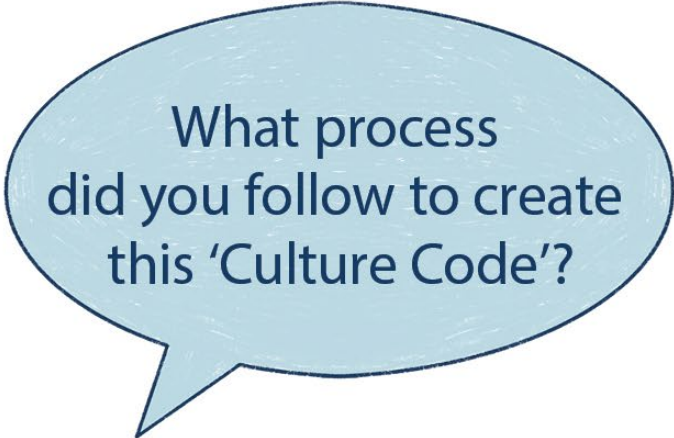


**A CULTURE
MADE BY AND
FOR THE PEOPLE
WHO WILL LIVE IT.**

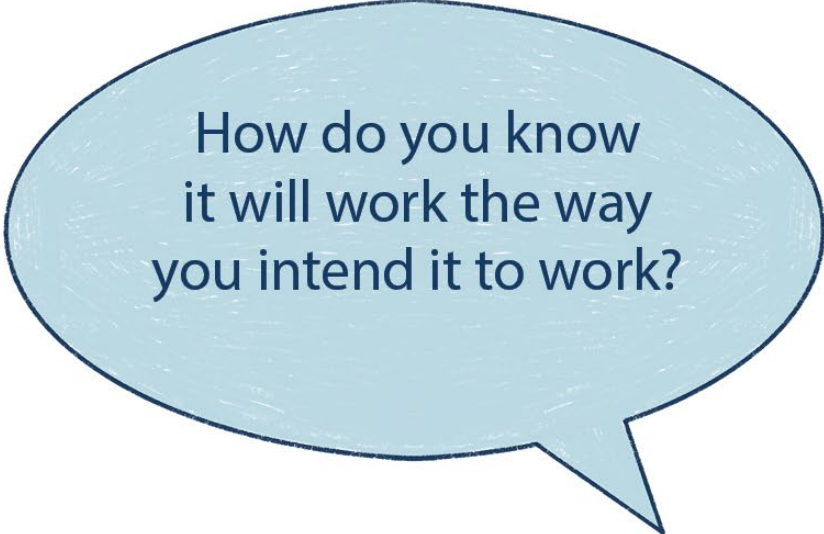
One that is useful to them,
helping them achieve their goals.

Since you're a member of an engineering company,

YOUR NEXT QUESTIONS ARE PROBABLY:



What process
did you follow to create
this 'Culture Code'?



How do you know
it will work the way
you intend it to work?

We listened to

**+1,000 INDIVIDUAL
EMPLOYEE VOICES**

through a global survey.

What we learned we transformed into a
five-step employee engagement action plan.

STEP 4 OF OUR PLAN

was to launch a *Values & Culture Plan*.

That's what this document *codifies*.
No, we did not hire an external agency to help us.
We did this as a team through

WORLD CAFE

brainstorming sessions.



OUR WORLD CAFÉS

produced 50 digital
brainstorm boards
and more than 5,000
individual sticky notes.

This led to

FIVE CORE VALUES WORKSHOPS

which produced 8 Core Values
that we are building our culture around.



WE ARE CONFIDENT THAT THESE VALUES ARE:

- Uniquely ours
- The result of a team effort
- Reflective of who we are

WHY DOES
CULTURE
MATTER?

CULTURE IS A SERIOUS ASPECT OF BUSINESS,

and we intend to deal with it as such.

... but why?

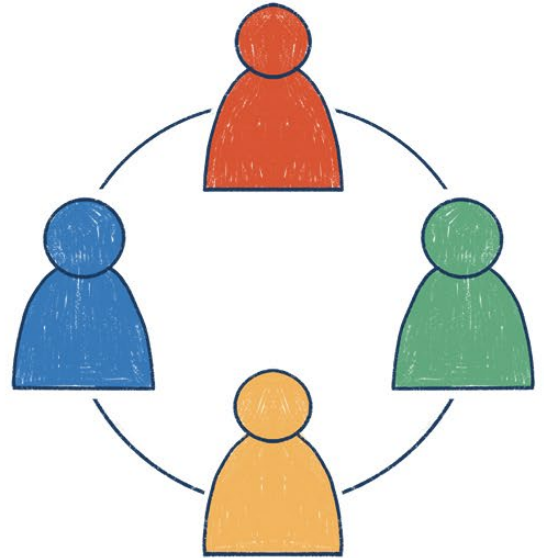
Let's take a step back
and state what we're all doing here
in the first place:

**SOLVING
AUDACIOUS
PROBLEMS**

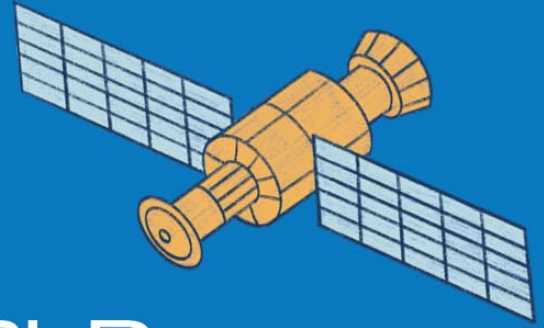
We know that audacious problems
can be solved with creative solutions.

AND CREATIVE SOLUTIONS ARE PRODUCED BY GREAT TEAMS

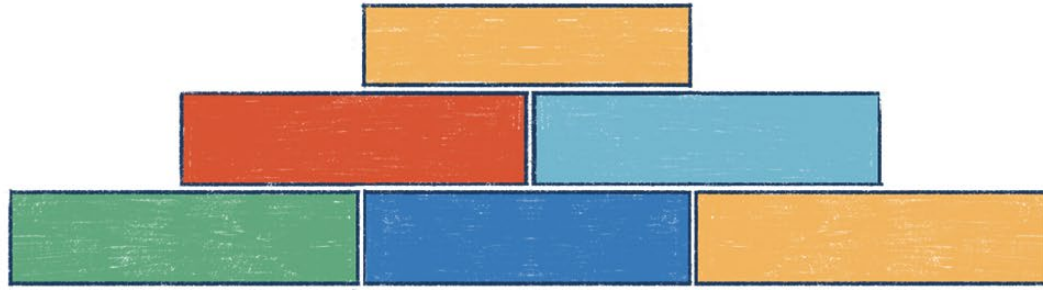
The greater the problem,
the greater the team needs to be.



SHAPING
THE FUTURE
OF HOW THE WORLD
CONNECTS THROUGH
SATELLITE INNOVATION?



*Yeah, we'd say that's an audacious problem
that needs a creative solution.*




So, how do we keep building
a great team that's capable of

**CREATIVE
SOLUTIONS?**

We create an environment that

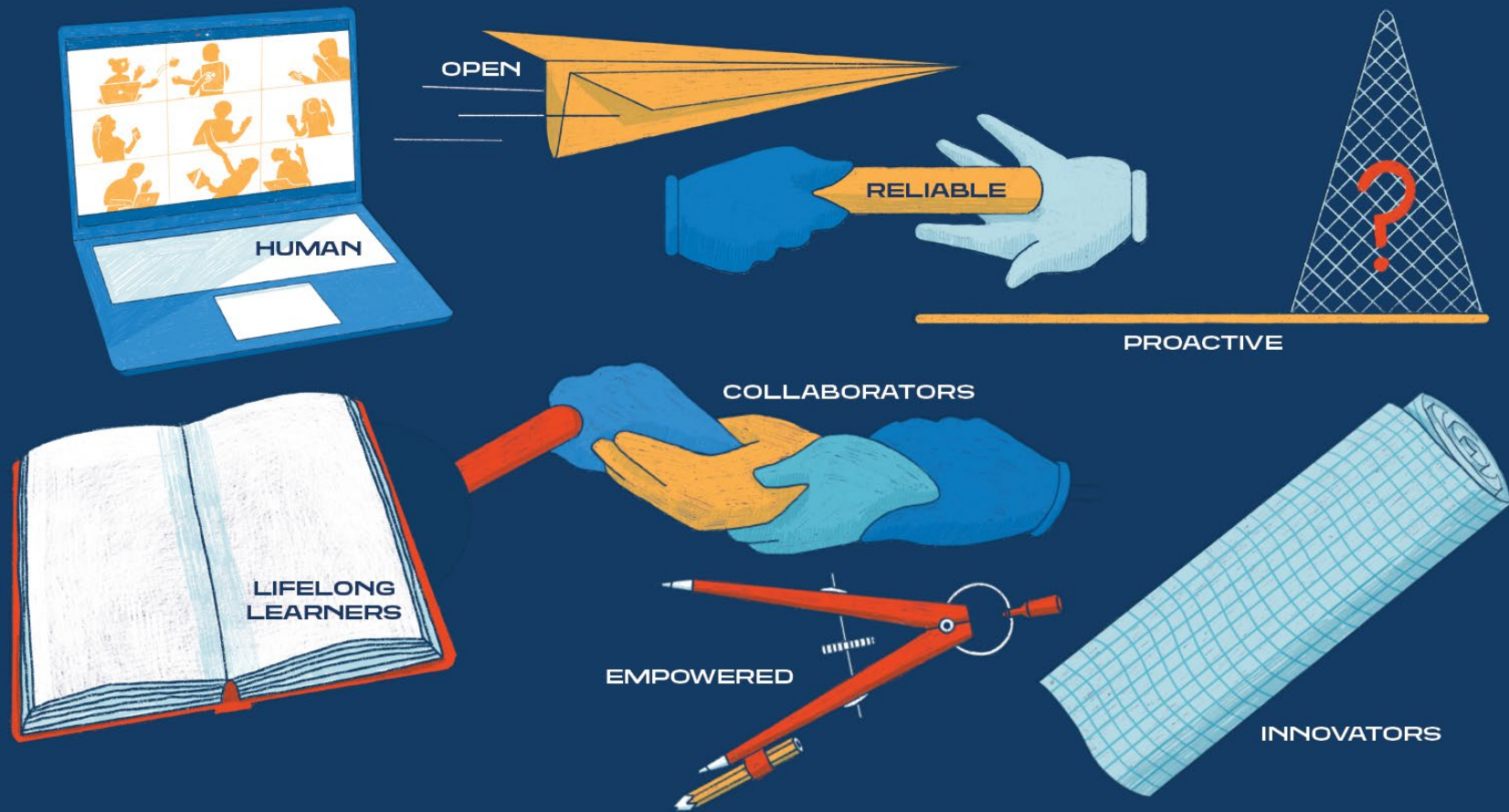
**BRINGS TALENTED PEOPLE
TOGETHER AND HELPS THEM
PRODUCE THINGS
THAT ARE GREATER**

than the sum of their
individual abilities.



In other
words: We
create the right
culture.

OUR CULTURAL PILLARS



Our culture was designed
to attract, support, and retain
a team of people who are:

**HUMAN, OPEN, RELIABLE,
PROACTIVE, LIFELONG
LEARNERS AND
COLLABORATORS**

When we
EMPOWER
a team of such people,
we can solve the biggest
challenges in satellite
communications as
INNOVATORS



All while
staying healthy,
fulfilled and
passionate in the
process!

THAT'S A LOT,
SO

LET'S
UNPACK THIS.



HUMAN





WHEN WE SAY HUMAN, WE MEAN, WELL, HUMAN

- Showing kindness and empathy
 - Being accepting of everyone
- Treating each other with respect

THERE'S A REASON
HUMAN IS THE FIRST
QUALITY WE'RE LISTING:

Human-ness is the only real foundation
on which it's possible to build a culture!

We're a global team working across continents, countries, and cultures.
It's up to all of us to make the international nature of our team
an advantage, not a challenge by respecting each other's
social, personal, and yes, timezone differences.





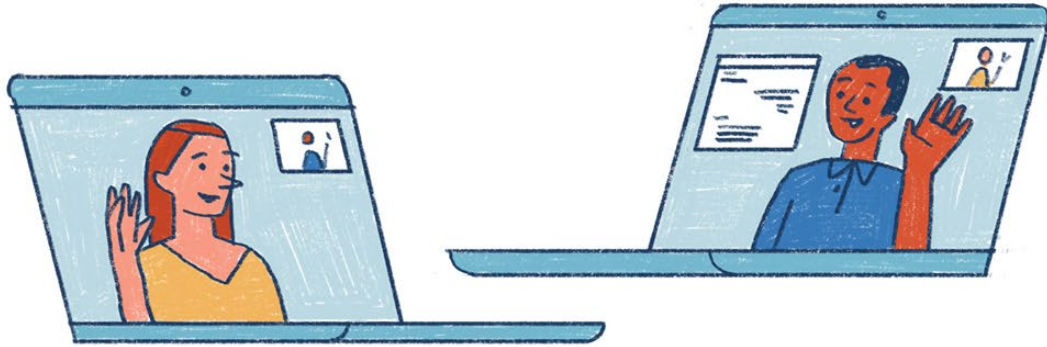
We are patient and positive.

We accept diverse work styles,
voices, and ideas.

We support each others'
family, personal, and general
nonwork lives.

We have fun while we make
the world a better place!





You might think this is starting to sound a little ... *fluffy*.

But treating each other like humans instead of touch points or efficiency machines is what creates a place where people take bold risks and produce bold innovations.

Not to mention, that big, audacious problem we are here to solve?

IT'S IN SERVICE OF HUMANITY.

People around the world need to be connected.
Our work serves them by providing that connectivity, and
we need to keep them in mind in everything we do.

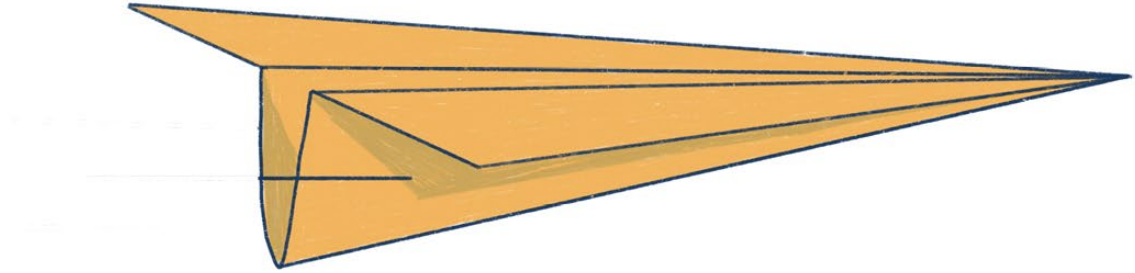
So, we all agree that

TREATING EACH OTHER
IN A HUMAN WAY IS
CRITICAL

for building a strong team.

But what comes next?

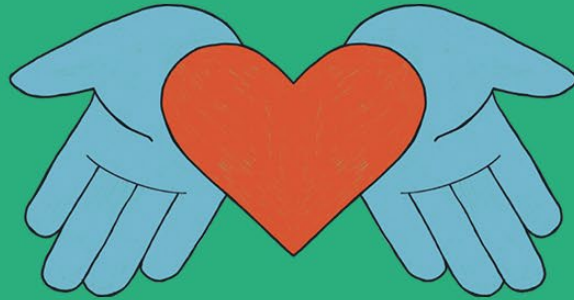
OPEN



What do we mean when we say

OPEN?

SIMPLE. IT MEANS WE ARE:



Honest and
candid with
each other

Transparent about
issues, thought
processes, concerns, etc.

So, what does an

OPEN TEAM CULTURE

look like, you ask?

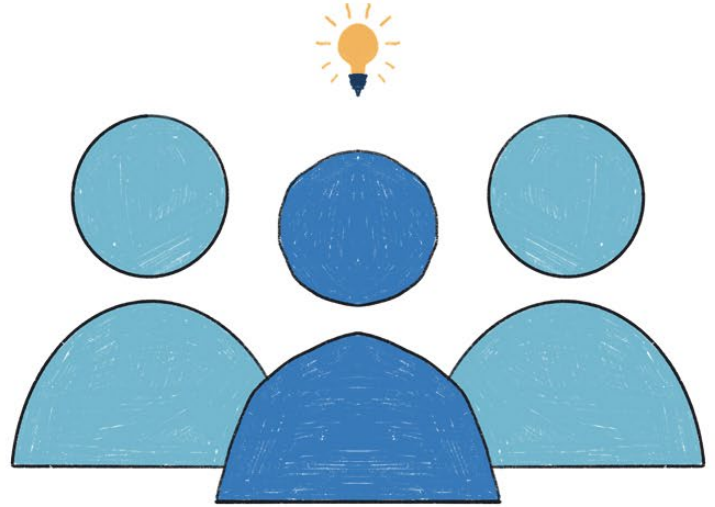
OPEN INFORMATION

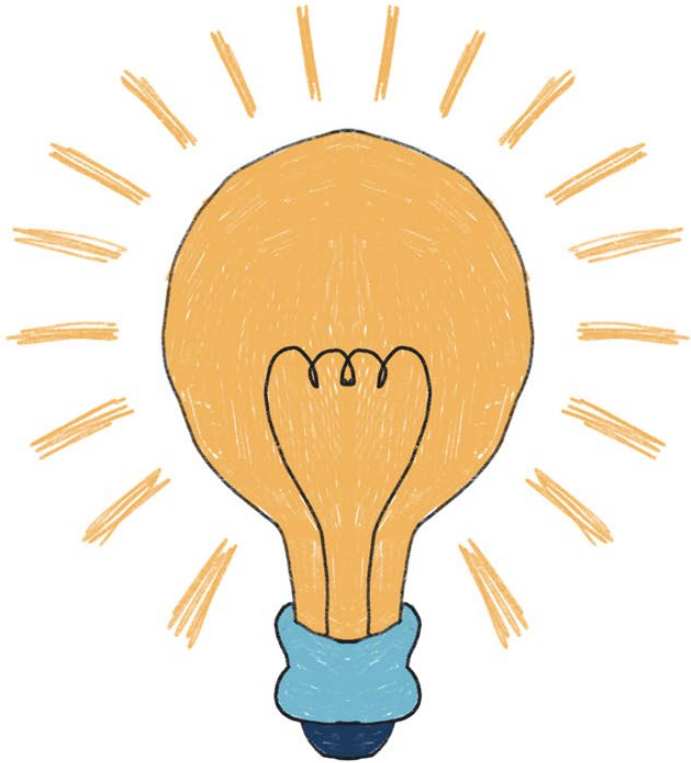
We share accurate, timely, and
useful information with each other
as we solve problems.

What's working?
What isn't?
What customer feedback
are we getting?

OPEN FORUMS

We have an environment where everyone gets the chance to contribute ideas for solutions.





OPEN TO OTHER'S IDEAS

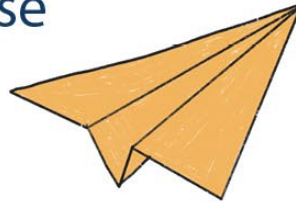
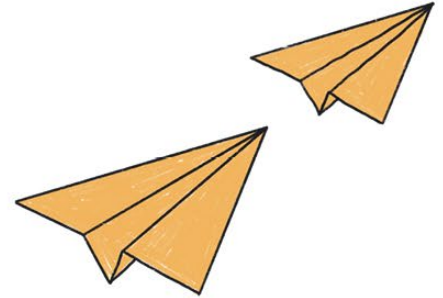
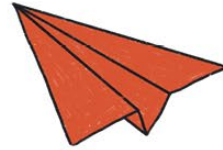
It doesn't matter
who had the best idea,
just that it was the best idea

OPEN ABOUT CONCERNS

Feeling uneasy about something?
Share it and we'll find a solution together.

OPEN TO CHANGING COURSE

When we get strong evidence that
our current plan isn't going to work
anymore, we try something else



OPEN TO FAILURE

This is a big, important one!

Failure is part of
the innovation journey.

**EXPERIMENTS
WILL FAIL.**



And you know what? Good!

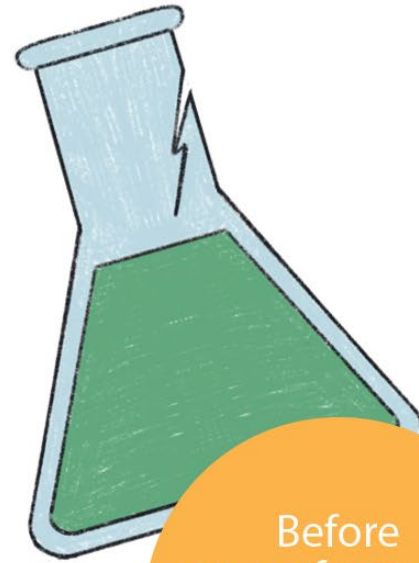
**BECAUSE IF WE'RE NOT
FAILING, THAT MEANS
WE'RE NOT TAKING BOLD
ENOUGH RISKS.**

It means we're stuck.

Notice that we said *experiments* will fail.

EXPERIMENTATION HAS A TIME AND A PLACE.

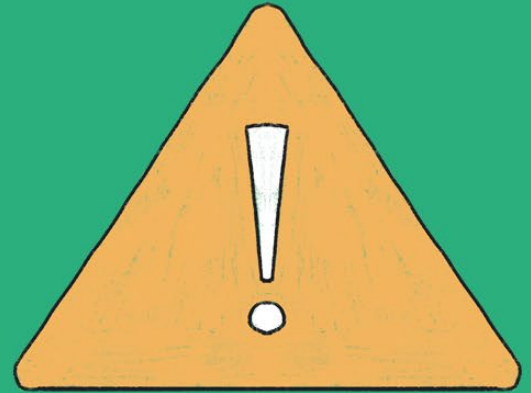
It is intentional and
it is done with a well-defined
tolerance for failure.



Before
some of you start
panicking...

This DOES NOT mean
that we celebrate catastrophic oversights
or poorly-executed plans.

This DOES mean that when we try something new, we anticipate trial and error, learn from each *failure*, try again with our new knowledge, and repeat until we have an innovation.

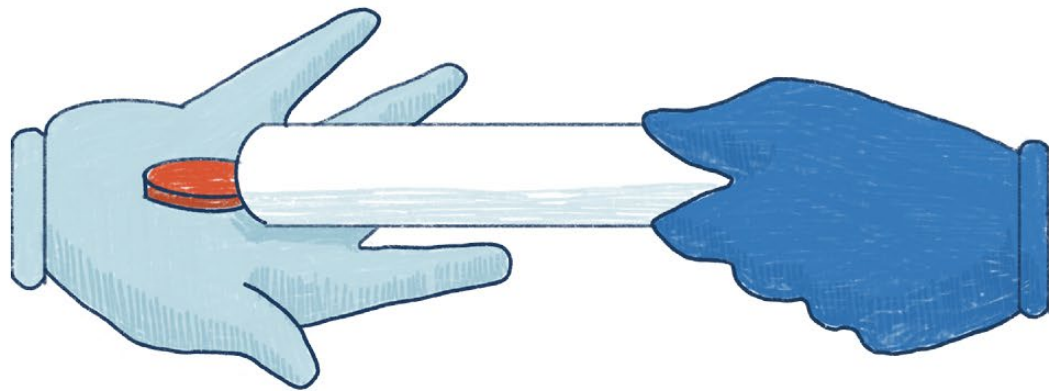


With a team of open humans,

**WE'RE OFF TO
A GOOD START**

*But if we can't depend on each other,
we won't really be a team...*

RELIABLE



RELIABLE

As reliable team members we are:

- **Dependable** and trustworthy
- **Dedicated** and responsive
- **Professional** and capable

If you say
you'll do it,
you do it

You're there
and ready when
we need you

You know
your stuff, that's
why you're here

RELIABLE

No, we don't need
to always be online.
Yes, when we're online
we need to bring our best.



Remember,
we're solving
audacious
problems!

Remember,
we value and
respect each
others personal
lives.

DOES BEING OPEN TO FAILURE MAKE US UNRELIABLE?

Nope, it just means that we show up on time to take those bold risks and we learn to balance experiments with deadlines.

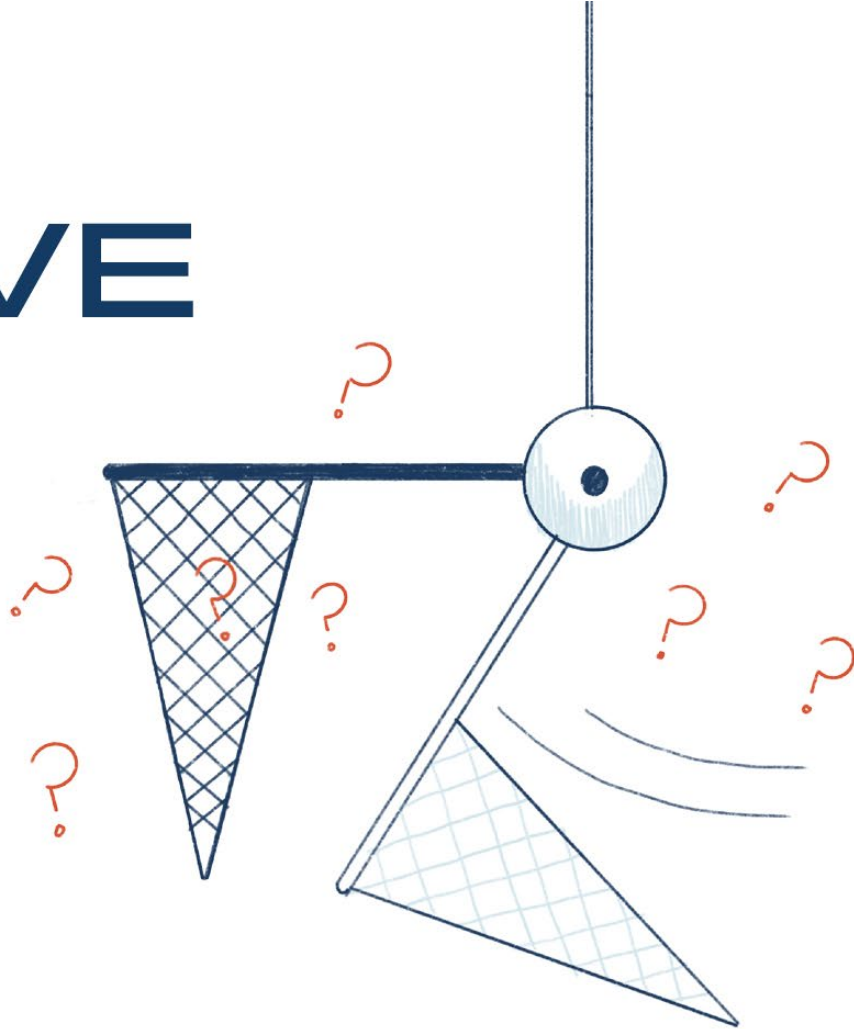
OK, so we're
HUMAN people who are
OPEN and **RELIABLE**
enough to achieve great things
as a team.

But hang on...

How do we actually
go about the work of
achieving things?



PROACTIVE



**WE DON'T
WAIT AROUND
TO BE NEEDED.**

We're constantly finding ways
to be useful to the team, the project,
the company, the mission.



PROACTIVE MEANS



Taking ownership—
of your output,
your role, and even
your mistakes

Seeking real
solutions,
not just
quick fixes

Jumping into
problem solving without
worrying about staying
in your lane

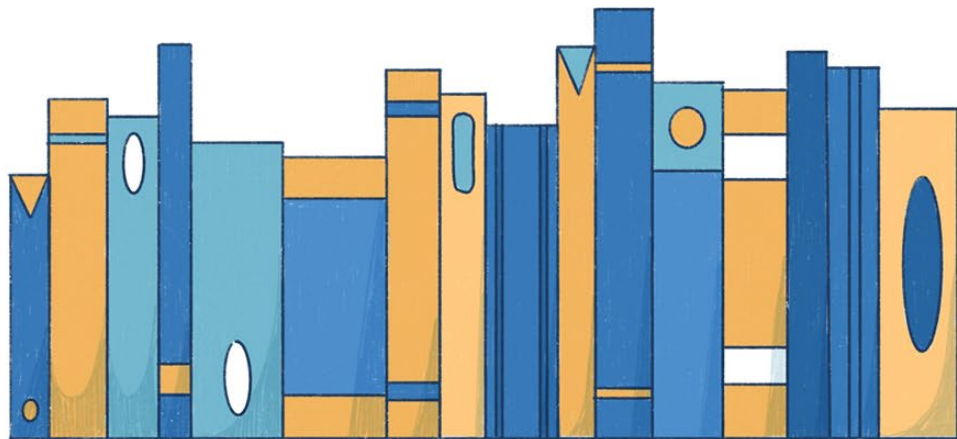
So, this is where we stand...

We've got a team of **HUMANS** who are

**OPEN, RELIABLE,
AND PROACTIVE.**

But we need to stay ahead of the curve...

LIFELONG LEARNERS



Innovation is, by definition, new.

So, if we want to innovate,

**WE SHOULD BE
LEARNING NEW THINGS
ALL THE TIME.**

- Ask questions eagerly
- Share knowledge freely
- Try new things enthusiastically
- Accept mistakes graciously



Note we use the phrase

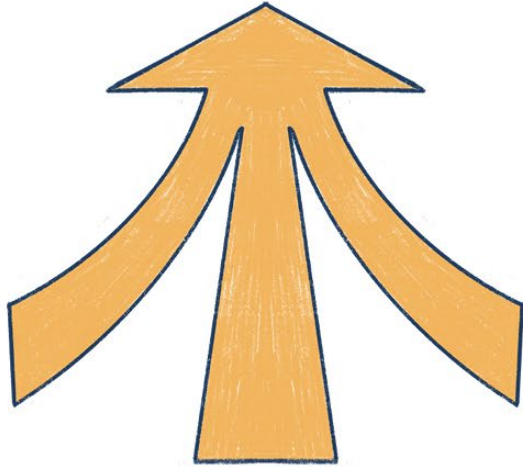
LIFELONG LEARNERS

No matter your age,
your title, or your credentials,
you can always, always learn new things!

Remember all that talk about being open?

**YOU CAN'T LEARN IF YOU
DON'T ASK QUESTIONS!**

If we're all asking and answering questions all the time, it's not a sign of vulnerability – it means we're learning.

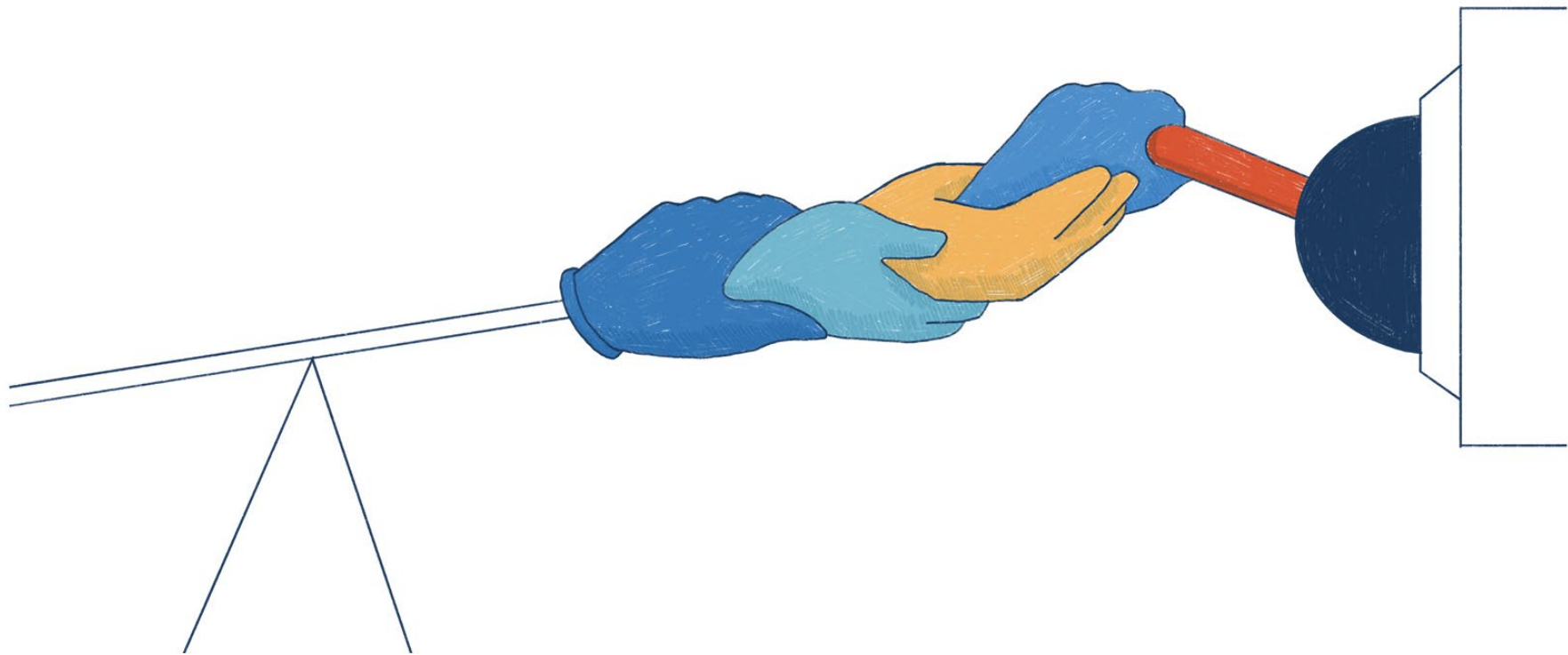


Our team is human, open,
reliable, proactive, and full of

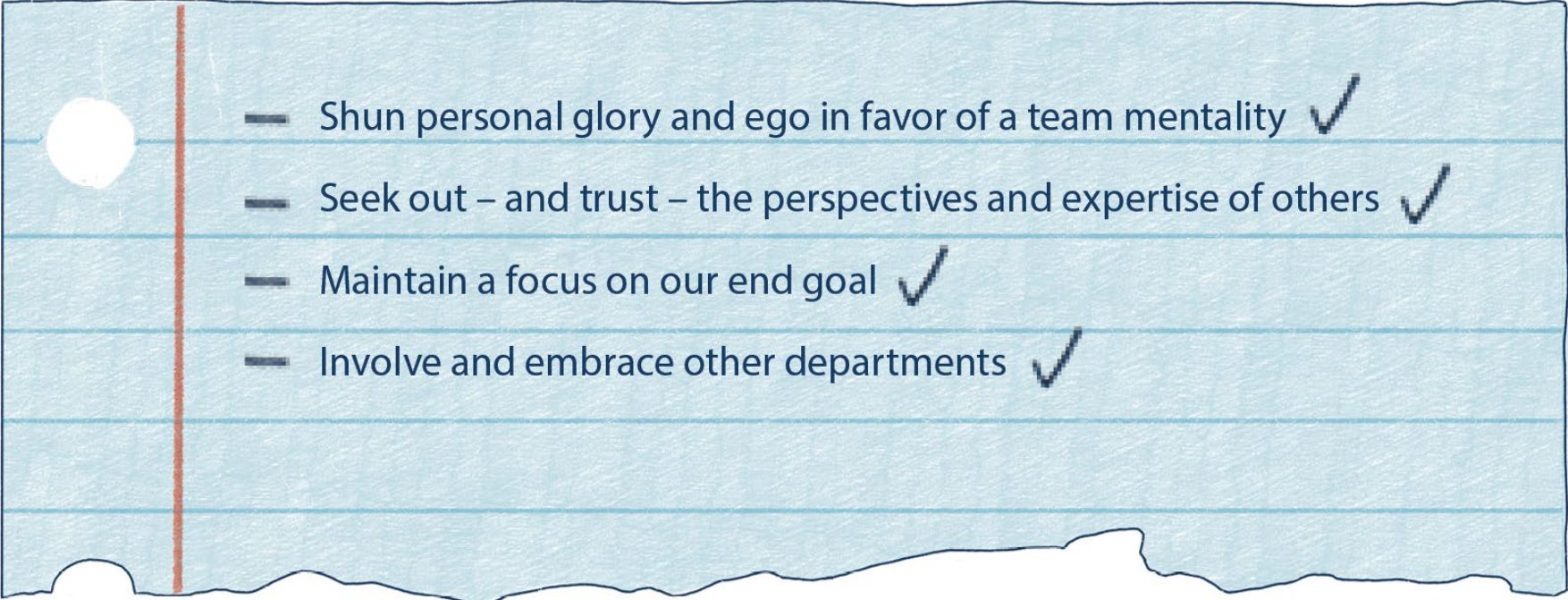
**LIFELONG
LEARNERS**

Now, let's combine all our
knowledge, work, and enthusiasm to reach
a shared, audacious goal together...

COLLABORATORS

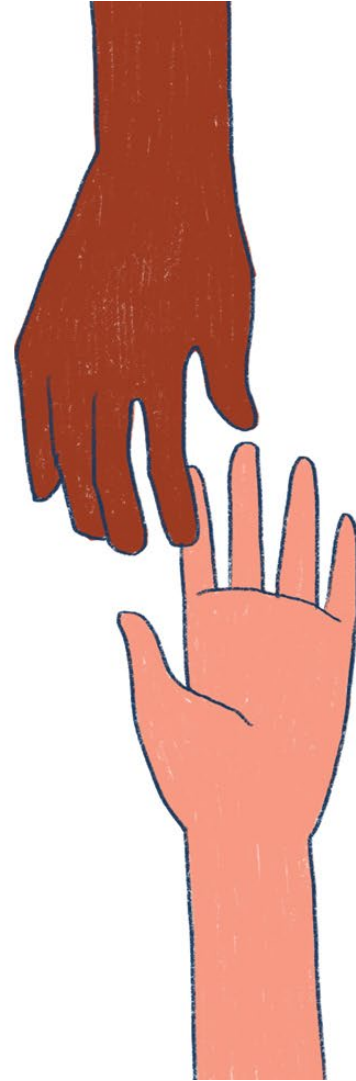


TO BE GOOD COLLABORATORS, WE:

- 
- Shun personal glory and ego in favor of a team mentality ✓
 - Seek out – and trust – the perspectives and expertise of others ✓
 - Maintain a focus on our end goal ✓
 - Involve and embrace other departments ✓

At the end of the day,
we succeed or fail as a company,
not as a department and
certainly not individually.

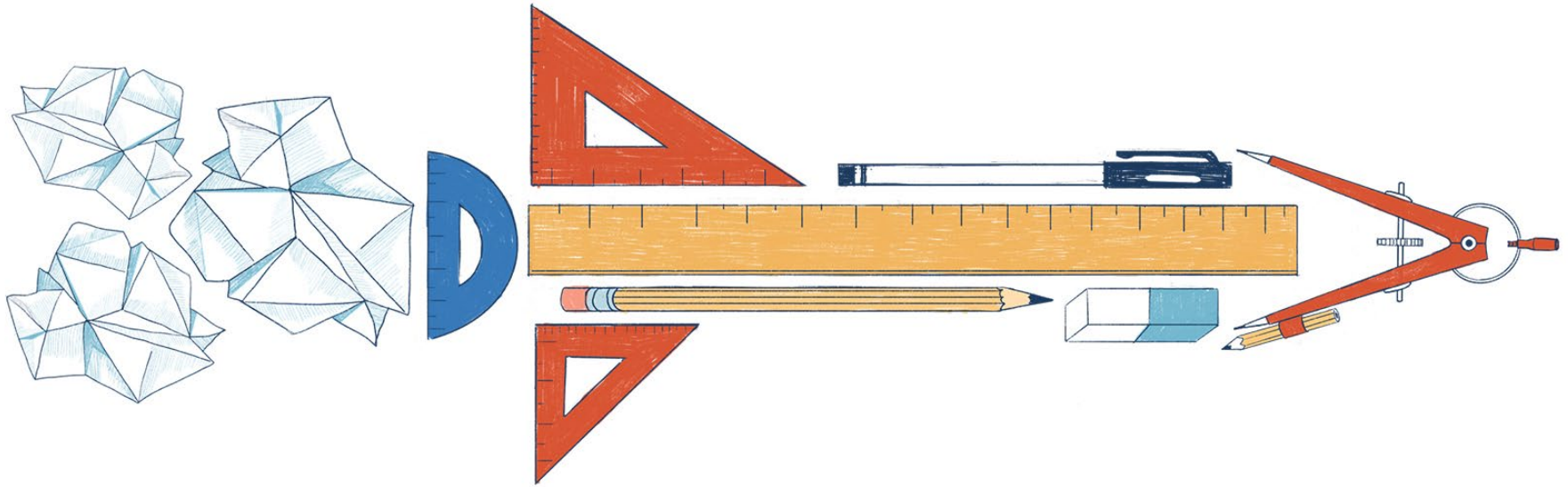
So, share your resources,
get new folks involved,
and remember that we're all working
toward the same mission!



And so,
our team is made up of people who are human,
open, reliable, proactive, lifelong learners,
and collaborators.

*But to fully realize the potential
of this team, they need to be...*

EMPOWERED



EMPOWERED

is measured by the personal
accountability and autonomy
of every individual on the team.

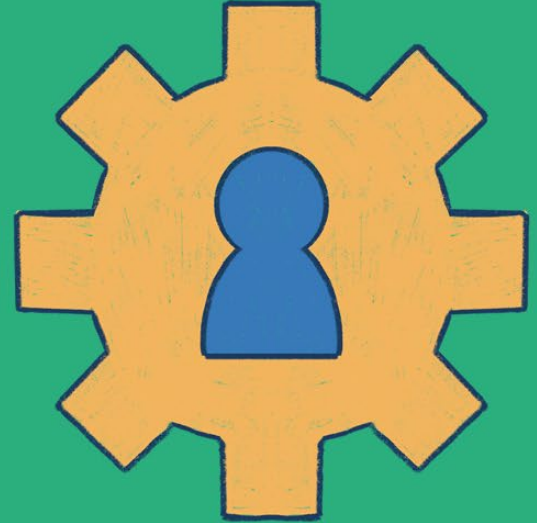
When we say our team is empowered, it means

**EACH MEMBER OF THIS
TEAM HAS AUTONOMY**

and with that autonomy comes accountability.

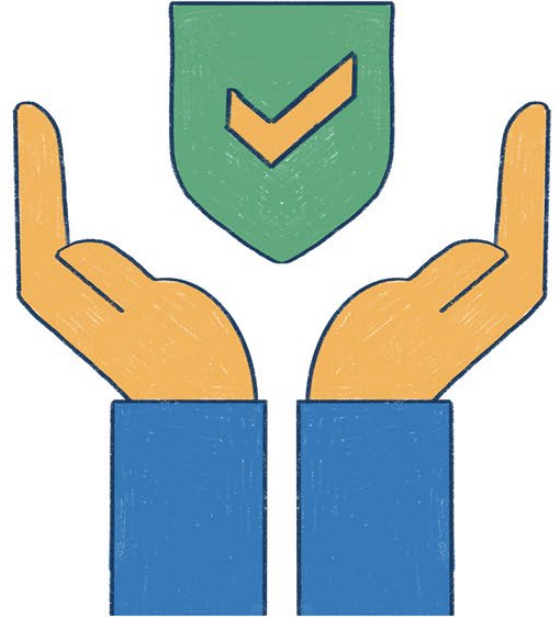
AUTONOMY TO

- Take those risks
- Pursue areas of interest
- Introduce new methods
- Make our own decisions

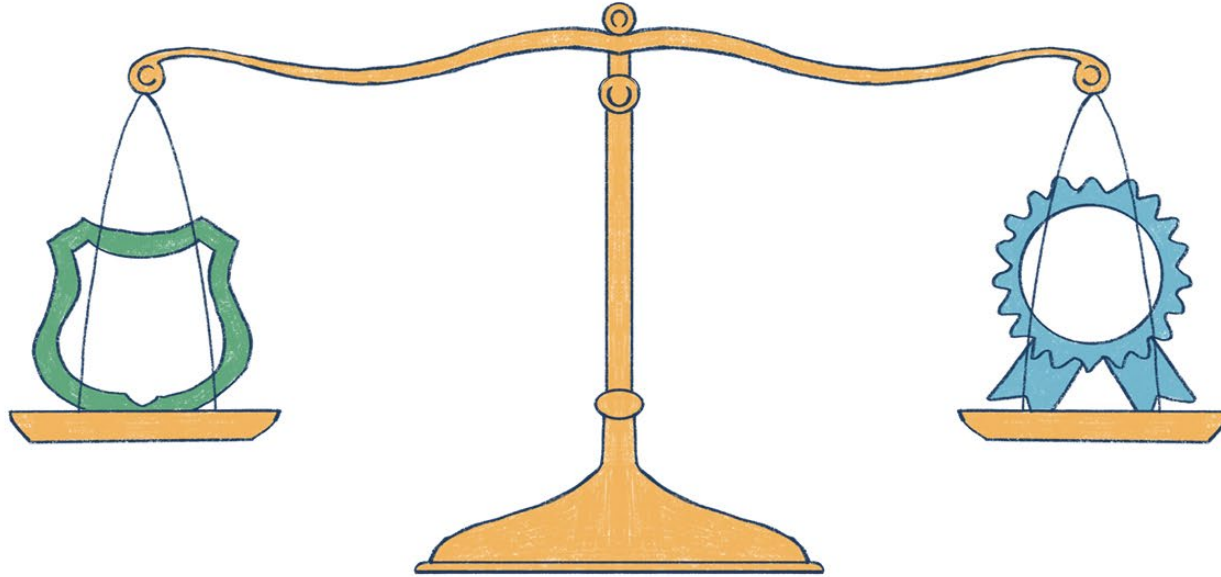


ACCOUNTABLE FOR

- The calculation of those risks
 - Strategic value of pursuits
- Effectiveness of new methods
- The outcomes of our decisions



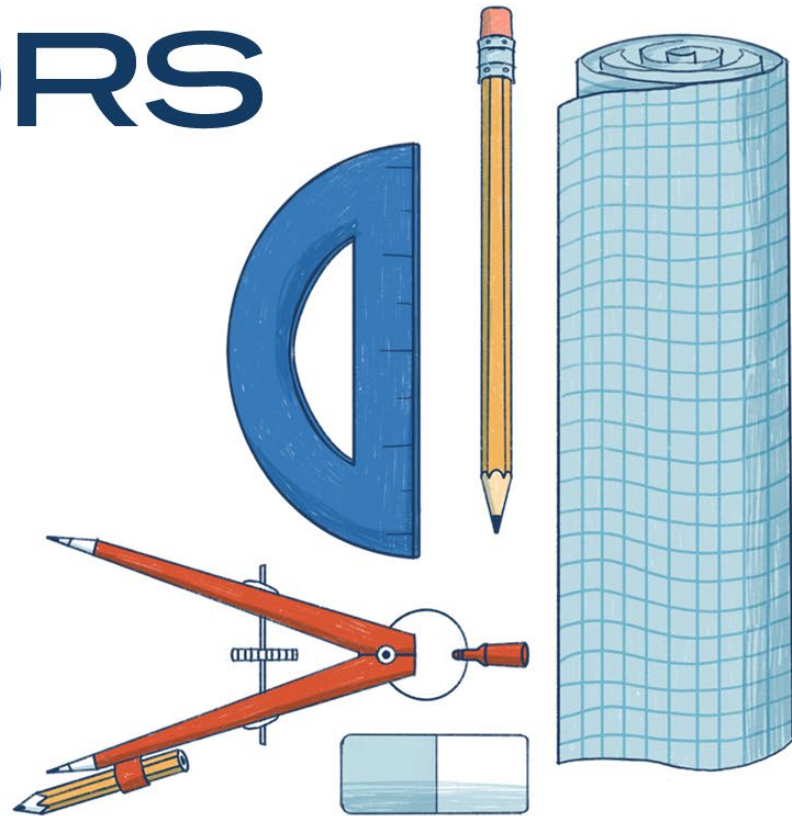
We **TRUST** each other to make
SMART DECISIONS,
and we give each other
the **FREEDOM** to do
our **BEST WORK**.



So, each of us takes full accountability for what we do with the trust and freedom placed in us – and does our best to earn it.

So, what's the endpoint here?

INNOVATORS

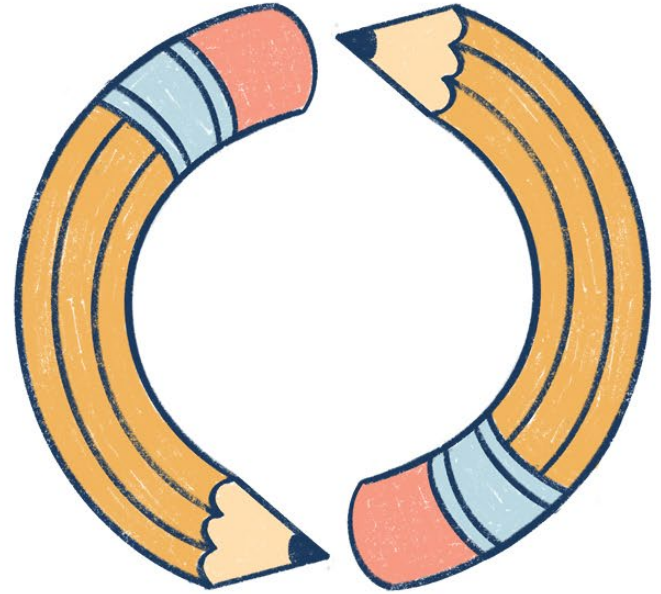


This is the culmination of
all the values we just discussed:

BEING A TEAM OF INNOVATORS

When we live our core values as individuals,
and empower each other as a team,
we will produce innovators.

AND,
OF COURSE,
INNOVATORS
PRODUCE
INNOVATIONS.



WHAT OUR INNOVATIONS DO

- Connect people to opportunities that were previously unreachable.
 - Empower people to take control of their lives.
- Set up our planet and our civilization for a better, more hopeful future.



That's what true
INNOVATION LOOKS LIKE.

That's why our
WORK MATTERS.

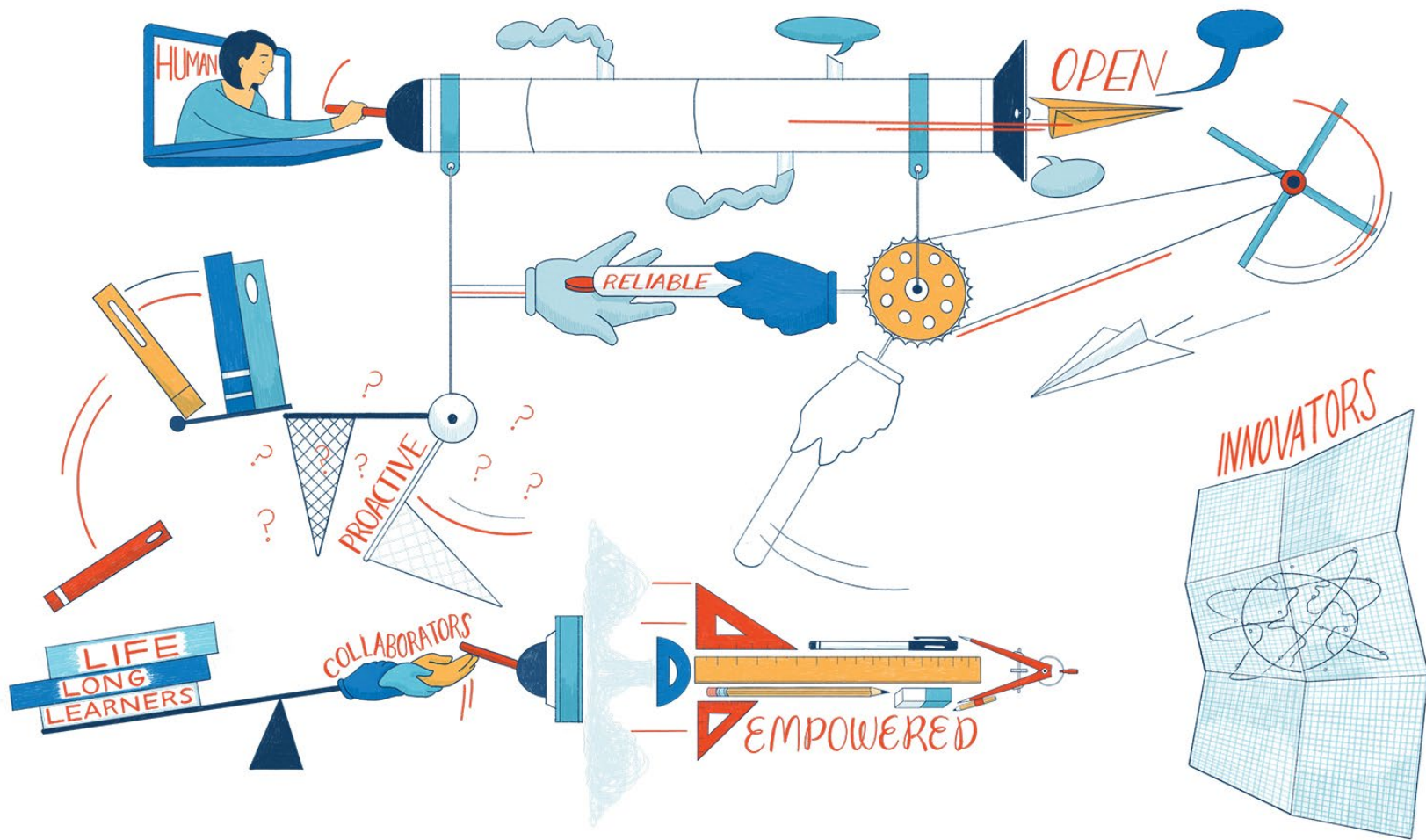
That's why our
CULTURE IS IMPORTANT.



So, to wrap this up...

CULTURE BUILDING – LIKE INNOVATION – NEVER STOPS.

The ST Engineering iDirect culture needs to be maintained, cultivated, and occasionally repaired.



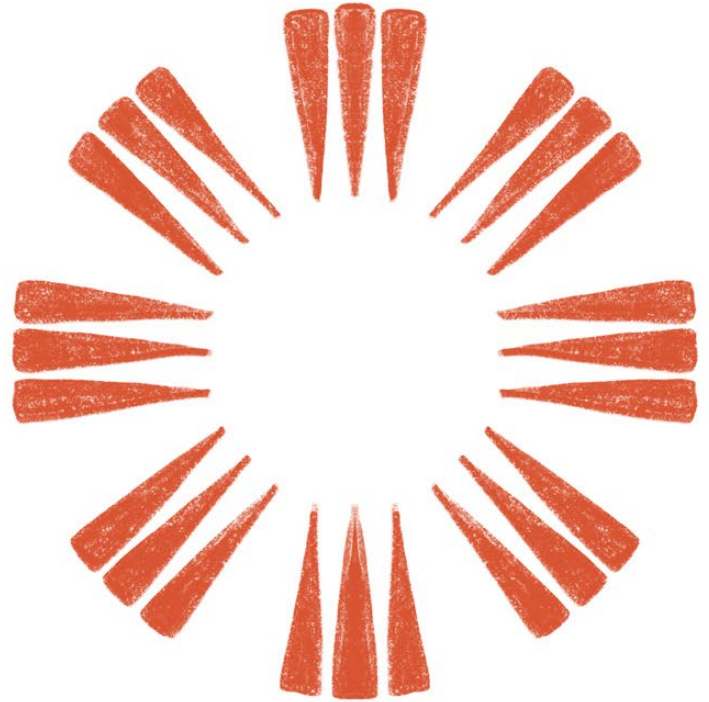
The ST Engineering iDirect culture
can't just live in a document like this.

IT EXISTS IN
THE ACTIONS WE – YOU –
TAKE EVERY DAY.

THIS IS THE WAY FORWARD

This will enable us to solve big problems
and create transformative solutions.

At
ST Engineering
iDirect, our culture is
designed to attract,
support, and retain
a team that is made
of people who are...



HUMAN, OPEN,
RELIABLE,
PROACTIVE,
LIFELONG LEARNERS,
COLLABORATORS

and...

EMPOWERED

TO INNOVATE!

