Woofs ’n Whiskers’ Culture

Responsibility & Reward

January 1, 2017
We seek excellence

Our culture rewards initiative, responsibility and results
Woofs’ Culture

1. Values
2. Responsibility
3. High Performance
4. Team Building
5. Results
6. Health, Happiness & Safety
Values are the heart of it

- Woofs ‘n Whiskers places a high value on our values - meaning we hire and fire based on values that create Legendary Service.
- Company values are reflected in who gets rewarded, promoted and let go.
- Company values are the behaviors and skills that are valued by co-workers.
- We value time, energy, initiative and commitment.
“It’s not difficult to make decisions when you know what your values are.”

–Roy Disney
Woofs incentivizes & rewards the following eight interconnected behaviors and skills
Behaviors and Skills

1. Punctuality
2. Initiative
3. Responsibility
4. Communication
5. Problem Solving
6. Honesty
7. Passion
8. Selflessness
You will be ON TIME to work

The Health, Happiness & Safety of our guests and your co-workers depends on it

Legendary Service is all about the details: one minute late is LATE

You will take responsibility for getting up in time and navigating public transportation/traffic

You will respect your co-workers’ time and be committed to the high-level of care we offer our guests by being on time

Nothing speaks louder to your commitment than being on time to work

#1 reason for termination: Tardiness
You are flexible and take it upon yourself to prioritize the workflow while focusing on Health, Happiness & Safety

Your goal is Legendary Service instead of getting bogged down in the process

You bring solutions rather than gripes to any conversation

You are consistently interested in improving your performance and by extension the team’s performance

You use common sense and good judgment

You practice problem solving as a first resort
Responsibility

You directly impact the animals that you care for and understand the importance of that responsibility.

You clearly communicate when you succeed or fail in providing Legendary Service.

You seek out answers to improve performance for yourself and your team.

You have clarity as to the how and why something happened: how those results can be repeated or avoided.

You have a team mentality that we are only as strong as our weakest link.
You listen well, instead of reacting fast, so you can better understand and learn from others.

You are concise and articulate in speech and writing, mindful of the importance of what needs to be communicated and to whom.

You treat people with respect independent of their status or disagreement with you.

You remain calm, cool and collected in stressful situations always mindful of the Health, Happiness & Safety of everyone.

You say what you know, NOT what you THINK you know.
You make wise decisions (animals, team, clients, personal conduct, workflow) despite shifting priorities

You search for solutions and can clearly articulate them to the team and/or clients

You view your workday strategically, focusing on the Health, Happiness & Safety of our guests, clients and co-workers

You seek out the guidance of those with more experience and knowledge independent of their status or position

You understand that what is good for business/morale/workflow is good for YOU
Honesty

You are quick to admit mistakes and accept guidance where improvement is required.

You question actions that do not align with our values.

You accept full responsibility for your actions and consequences.

You speak directly to issues that affect you, your team, our clients and our guests.

You respectfully listen to all opinions independent of status or disagreement with you.

You only say things about co-workers that you would say to their face.
You inspire others to work as hard as you do

You are committed to building a strong team through mentoring, systems building, problem solving and leadership

You care intensely about Woofs’ reputation and providing Legendary Service

You want to be at work and therefore are on time for your shift

You understand that when you become replaceable, you become promotable

You celebrate the small victories
Selflessness

You understand that sometimes you need to make personal sacrifices to be able to maintain the Health, Happiness & Safety of everyone.

You are available to mentor and learn from your co-workers, independent of status or personal relations.

You share information openly and proactively.

You respect fully listen to everyone so that we may all grow.

You can accept and learn from mistakes and constructive criticism.
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Responsibility

We are all responsible for maintaining Woofs’ Values

“You question actions that do not align with our values” is part of our Honesty value
“A cadet will not lie, cheat, steal, or tolerate those who do.”

–West Point’s Cadet Honor Code
The Rare Responsible Person

Self aware
Self motivating
Self disciplining
Self improving
Self managing
Acts like a leader
Cleans the paw prints off the windows
Woofs values people that take on these Responsibilities

- Health, Happiness & Safety
- Legendary Service
- Performance
- Team Building
- Results
Health, Happiness & Safety

We are all responsible for living Woofs’ values

When Health, Happiness & Safety is first and foremost on your mind everything else falls into place:

- Legendary Service
- Communication
- Teamwork
- Performance
- Responsibility
- Results

You sleep well at night knowing you gave 110% and each creature is Healthy, Happy & Safe
Just as Woofs ‘n Whiskers is setting high standards in the industry, so should you be setting high standards for yourself and those you work with.

Legendary Service starts and ends with the DETAILS.

Legendary Service is when the clients walk away thinking that not only did we MEET their expectations, we went ABOVE & BEYOND their expectations.

The highest compliment we can be paid is to hear “I felt guilty that I didn’t think about Fluffy once while I was away!”

Legendary Service is created through concise and clear communication on all fronts.
You are responsible for your actions and the consequences

You have to “bring it” each and every day: ready to learn, ready to make a difference

You need to be flexible

Your performance, each day, directly affects the quality of care that we offer and the Health, Happiness & Safety of each one of our guests, our clients and each other

Your performance DIRECTLY affects whether or not a client returns and requests additional services

Legendary Service makes Woofs successful, which makes YOU successful

Performance

At Woofs we want to reward you for your hard work and your results
Team Building

Just as it takes a village to raise a child, it takes a team to care for our guests.

You have a difficult, detail-oriented job that takes time to learn and grow into — and you help your co-workers learn and grow into their job by sharing your skills, knowledge and processes.

You take the initiative to improve yourself, your team and Woofs.

Your job is easier when everyone’s competence level is high.

When you are replaceable, you are promotable.

We help each other succeed.
Results

Woofs is results driven

We use productivity software to measure individual progress, which ties directly to your bi-weekly performance based incentive

We practice profit sharing

We offer bonuses based on team performance

We pay commissions on additional services offered

We want you to reap the rewards of your hard work

KPIs

Key Performance Indicators
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High Performance

Woofs demands you bring your best game - everyday

And, it is management's job, to make sure you have all the support you need to succeed
High Performance in all areas

- Our culture rewards initiative, responsibility and results
- Woofs operates on the principle of sharing the wealth - commission and incentives are a large part of the culture
- Base pay is just that - a starting place
- Woofs has a strong management team that encourages the creation of a work environment that you can be passionate about taking ownership of
- Woofs promotes people that excel in the behaviors and skills that support our values - we do not promote to a level of incompetence
- Woofs is committed to helping you grow into your full potential
“Folks who never do any more than they get paid for, never get paid for any more than they do”

— Elbert Hubbard
# High Performance Incentives

<table>
<thead>
<tr>
<th><strong>CPR certified</strong></th>
<th>$.50/hr bi-weekly incentive increase</th>
<th>complete Pet Tech CPR/First Aid certification class &amp; produce certificate</th>
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</thead>
<tbody>
<tr>
<td><strong>DoH Animal Handling Certificate</strong></td>
<td>$.50/hr bi-weekly incentive increase</td>
<td>complete NYC Department of Health Animal Handling certification class &amp; produce certificate</td>
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Team Building

Success depends on each person being successful.
"Coming together is a beginning.

Keeping together is progress.

Working together is success."

~ Henry Ford
Woofs’ Team

- Woofs’ culture is based on **teamwork** - lives are at stake
- The more skilled the team is, the more we can accomplish
- Woofs wins and we loses as a team - we strive to have stars in every position - superstars tend to burn out
- We help each other LEARN & GROW
- As my father was fond of saying: “You don’t have to like a person to learn from that person.”
Replaceable = Promotable

- Our goal at Woofs is to support each and every one of us to reach our full potential - from probie to boss

- We promote to your level of competence not incompetence - once you prove that you can handle the responsibilities of a position you are then promoted into it

- Teaching your skills to others creates a competent support team and allows you to excel in other areas of competence and be promoted

- "The ratio of We's to I's is the best indicator of the development of a team."
  ~ Lewis B. Ergen

- Co-workers that are not focused on team building and goal setting do not succeed here
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Results

Woofs does not measure your success by what you say you will do or did but by the end product.
# Commission Based Services

<table>
<thead>
<tr>
<th>Kennel</th>
<th>Front Desk</th>
<th>Driver</th>
<th>Dog Walker</th>
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<td>Tips</td>
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<td>Baths</td>
<td>Membership Sales</td>
<td>Flat Rate per stop</td>
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<td>Package Sales</td>
<td>Incentive</td>
<td>New Client</td>
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<tr>
<td>Dog Walking</td>
<td>New Client Conversions</td>
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Thank you.

Health, Happiness & Safety

It starts and ends here.

Thank you.
These are big shoes to fill…

Are you ready to join Woofs ‘n Whiskers?