

# Our Values

June 2022



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**We believe that values are demonstrated daily through behaviors and skills not as nice-sounding statements displayed on a wall or a presentation.**



# Other companies which went bankrupt from fraud had “nice-sounding” values displayed on their walls

## ODEBRECHT



Is one of the largest transnational bribery schemes ever uncovered in Latin America **involving high ranking government officials in 12 countries.**

Even though they had “nice sounding” value statements:

- ETHICS
- INTEGRITY
- TRANSPARENCY

## BANKIA



33 top executives guilty of defrauding investors and false accounting **affecting more than 400k small investors and €22bn in public funds.**

Even though they had “nice sounding” value statements:

- PROFESSIONALITY
- INTEGRITY
- COMMITMENT
- CLOSENESS
- GOAL-ORIENTED

## THERANOS



Deliberately defrauded investors, doctors and customers regarding their **blood testing technology putting countless lives at risk and costing investors \$700mm.**

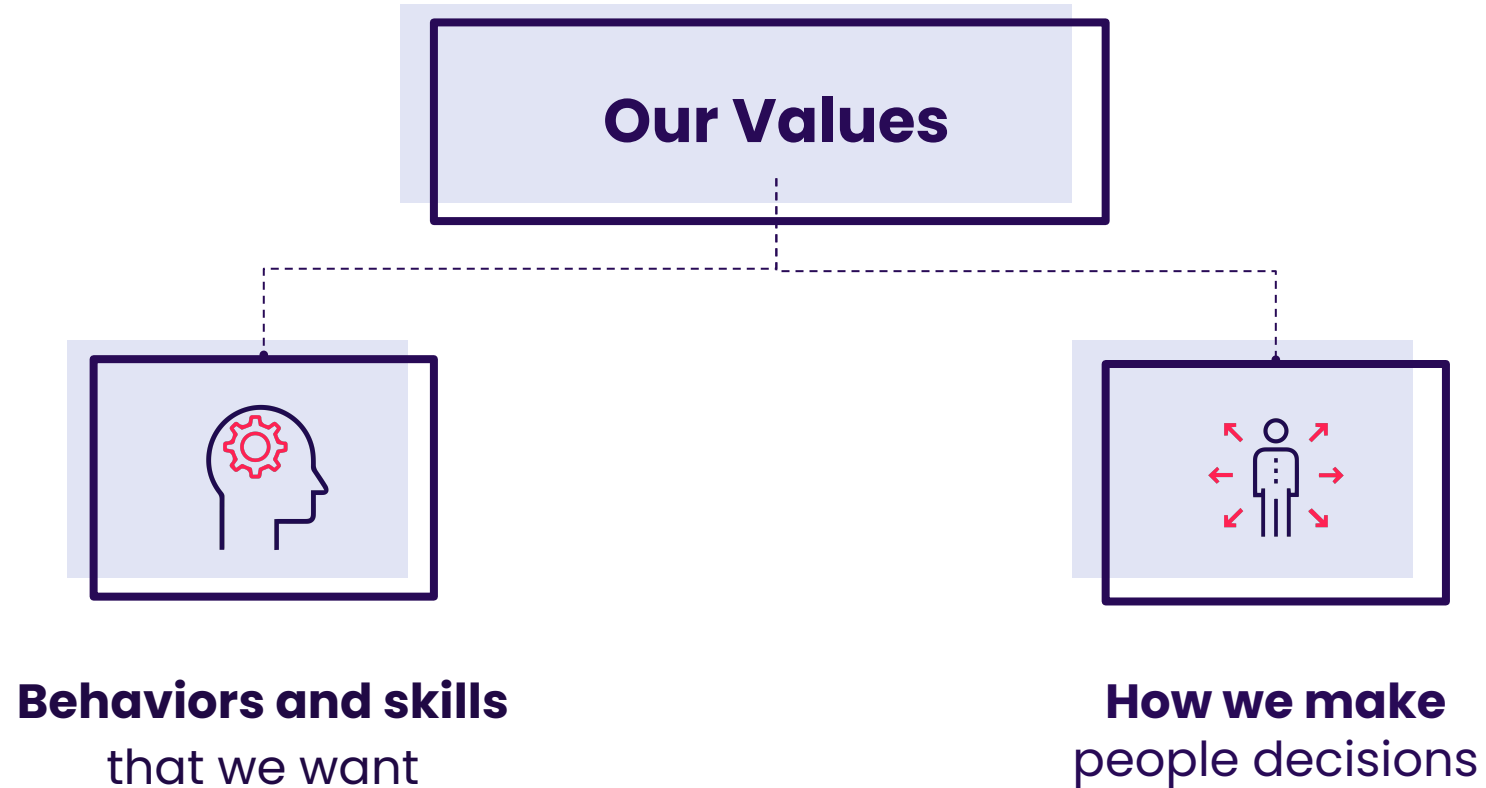
Even though they had “nice sounding” value statements:

- INNOVATION
- COLLABORATION
- PROFESSIONALISM
- COMMITMENT

The real values of a firm are shown by who gets **rewarded or let go** based on **specific behaviours** that teams care about.



For us, values are be **“What we value”**



# Nuestros Valores



**01**

**Empathy**

"We care for real"

**02**

**Transparency**

"We earn trust by being transparent"

**03**

**Greatness**

"We never settle"

**04**

**Resourcefulness**

"We make it happen"

**05**

**Resilience**

"We do not give up"

**06**

**Speed**

"We solve it quickly"

# EMPATHY



## Why is **empathy** important?

- **We are only at the best of our craft when we care about what we are doing**, in our case this is:
  - **Saving lives and protecting the livelihood of migrants and those left behind by the health sector..**
  - **Building a company that creates opportunities for our colleagues to thrive..**
- **This requires truly understanding the reality** of our customers and our colleagues.
- Also, when we care about something, **most decisions about the right thing to do are easy to make.**



# Empathy: what does this mean?



## Behaviors and skills

**We care for real**

- You act in the best interest of both the customer and **asistensi**.
- You strive to do your job well so **we can do more for protecting the livelihood of migrants** and those left behind by the health sector.
- **You create opportunities** so that your colleagues can thrive and their success motivates you.
- You grow and **amplify the impact of you work** by helping others grow.





# TRANSPARENCY



## Why is **transparency** important?

- Our customers do **not trust institutions, banks and insurance companies.**
- **They are survivors** in a world where others are trying to trick them with incomplete or misleading information to separate them from their hard earned money.
- The only way we can earn the trust of our customers is by being transparent. **Demonstrating that we have nothing to hide.**
- Also, **teams that trust each other and share information perform better**, therefore transparency is also valuable in our internal interactions.



# Transparency: What does this mean?



## Behaviors and skills

We earn trust by  
**being**  
**transparent**

- You say upfront everything that needs to be known about what you are offering or asking, including any limitations (our products and services, a job, a request...).
- You communicate in simple and **concise terms that can be understood clearly.**
- You set realistic **expectations from the start**, you do not overpromise or underpromise.
- **You share information actively if it is helpful for our success and goal-setting.**
- You answer tough questions and you do it with candor.



# GREATNESS



## Why is **greatness** important?

- **Our work is a reflection of what we are capable of** – we are here to do the best work of our lives.
- **Amazing work is contagious** (and terrible work too!).
- In our business, **doing our work to the best of our ability means – in many cases – the difference between life and death.**



# Greatness: What does this mean?



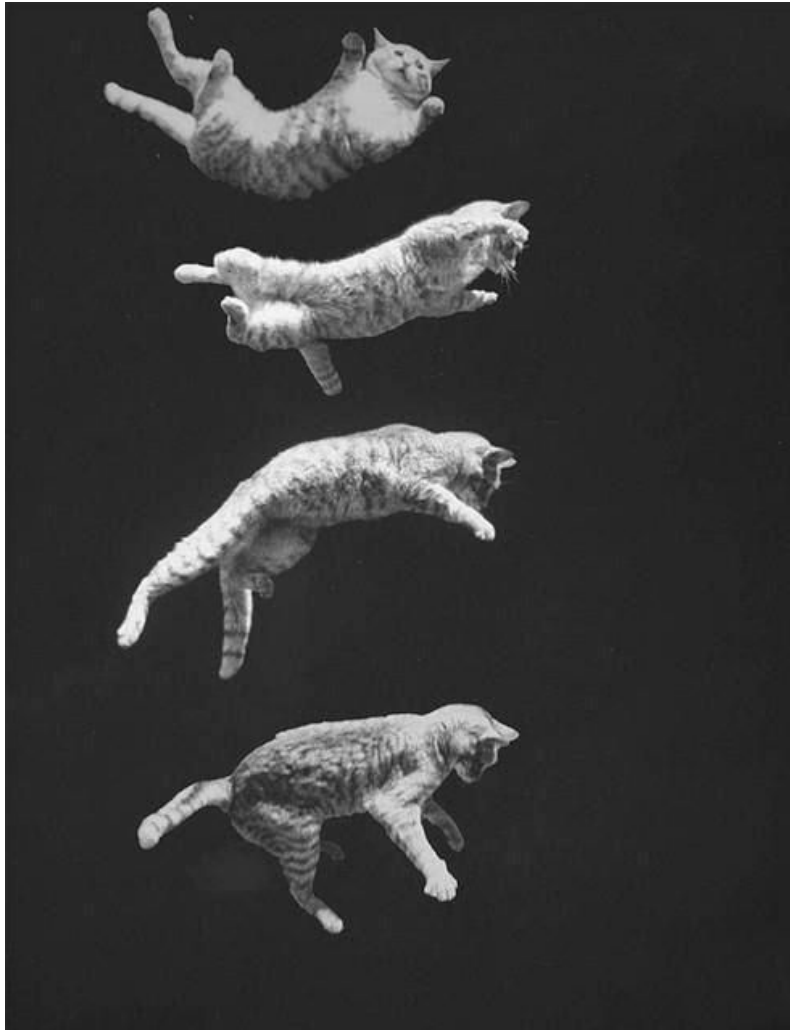
## Behaviors and skills

We never **settle**

- You accomplish **relevant and outstanding work**.
- You **focus on great results** rather than on process.
- **You are continuously striving to improve.**
- **You aim for the best.**



# RESOURCEFULNESS



## Why is **resourcefulness** important?

- We are here to **build something big and new.**
- When building big and new things, **a minefield of obstacles is inevitable.**
- **Resourcefulness gives us the confidence to aim high** because we will be able to vanquish any obstacles that will appear in our way. If we are resourceful, we know we will always find a way.

## Behaviors and skills

We make it  
**happen**

- You tackle whatever comes your way (and **do not hesitate to ask for help if you cannot do it alone**).
- You have a **“can do, will do”** attitude, and deliver on it.
- You **achieve the objectives**, not perfection.
- You solve unexpected challenges with orthogonal thinking to stay on **course towards the objective**.



# RESILIENCE



## Why is **resilience** important?

- **As a fast growing startup**, we are surrounded by challenges and some chaos, part of which will not be corrected for a while. **The faster we go the more challenges – and chaos – we generate.**
- **The best, most successful startups** aren't the ones that are able to prevent or eliminate these challenges and the overall chaos (this is practically impossible). **Instead, they're the ones that can withstand it while they keep delivering amazing results.**



## Behaviors and skills

We do not **give up**

- **You can deliver results** amidst chaos, ambiguity and imperfect processes.
- **You are tenacious and optimistic, and recover** from any setback.
- You embrace failure **and learn fast.**
- **You handle stress effectively and protect** others from unnecessary stress.





# SPEED



## Why is **speed** important?

- Our core promise is swift and timely **help during medical emergencies**. Like greatness, it can mean the difference between life and death.
- **Swift and timely responses across any customer touchpoints is the bedrock for the credibility of this core promise.** (Why would a customer believe we can send him an ambulance on time if we do not answer his quotation on time?).
- Also, since we are a venture backed business, **time is our most valuable resource**.



# Speed: What does this mean?



## Behaviors and skills

We solve it **quickly**

- You always **act with a sense of urgency**.
- **You deliver on time and make things happen.**
- **You report results** and not process.
- You prioritize effectively.



**Now what?**



# Three ways are embedded in our culture



**Performance  
Management**

Behaviors determine **20% of the “How” in our performance evaluations.**

**Framework for  
career decisions**

**Values guide how we make decisions about people** (i.e. promotions, hirings, exists...).

**What to expect  
from each  
other**

**These values guide:**

- What I expect from all of you.
- What you expect from me and everyone else.



# And of course, we always **expect the obvious**



## Code of ethics

- Compliance with laws, rules and regulations
- Conflicts of interest
- Hiring and personal development
- Privacy of our customer data
- Confidential information
- Fraud, protection of company assets, accounting
- Discrimination and harassment
- Misleading information
- Respect and integrity
- Community and environment

## Obvious "Nice-Sounding" virtues

- Teamwork
- Fairness
- Diversity
- Innovation
- Creativity
- Respect
- ...

# Thank you!

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