

**F E A T U R E  
S P A C E**

**OUTSMART RISK**

# Behind The Code

**Open sourcing our culture**

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# Behind The Code

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# We are FEATURESPACE and this is our code...

We wanted to showcase what we stand for, why we exist and what to expect when considering or starting a role with us. In essence; the Featurespace culture explained.

## Our mission

**It's really simple.** The reason we exist, the purpose that drives every single thing we do is...

# To make the world a safer place to transact



We asked ourselves...

# What would happen if we could OUTSMART RISK?

Our answer was to invent **Adaptive Behavioural Analytics**. This invention focuses on understanding customers at a granular level – so fraudulent behaviour and suspicious activity stands out like a sore thumb.

If you want to understand a bit more about our **award-winning** (yes, we like to shout about our customer successes) technology and solutions that the **worlds top financial institutions** are using, hit the link [here](#).

**Our culture is a fundamental foundation to our success.**

On our journey to becoming the **world's best software** company at protecting our clients and their customers from fraud and financial crime; we wanted to **turn the traditional software approach on its head** – just because we work with machines, it doesn't mean we behave like them. We are always looking for ways to **surprise and delight** our customers by bringing **personality and heart** to everything we do.

**Professor Bill Fitzgerald**  
(1948-2014)

FEATURESPACE FEATURING...

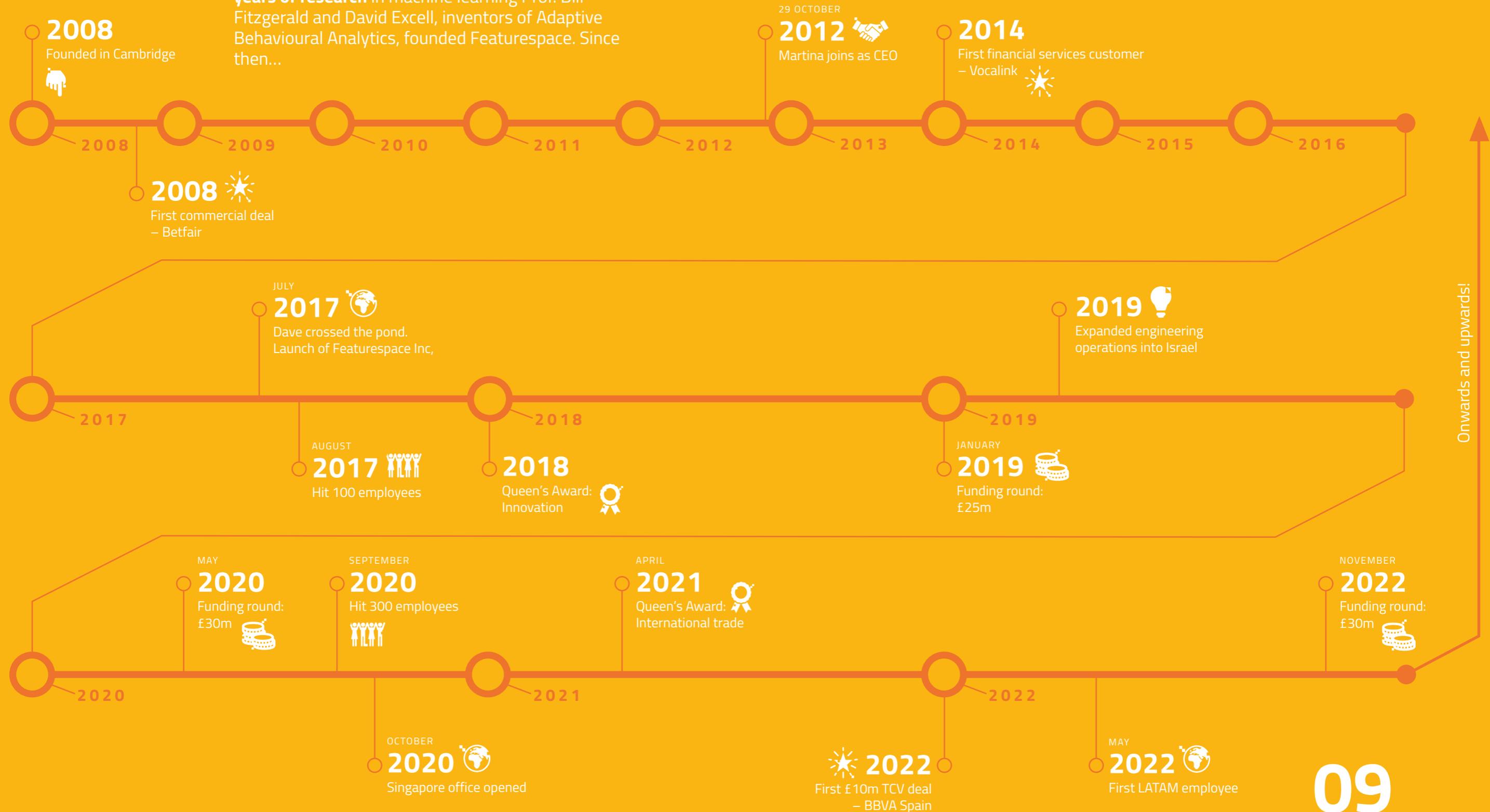
Our co-founder Prof Bill was Professor of Applied Statistics and Signal Processing and Head of Research in the Signal Processing Laboratory, in the Department of Engineering at Cambridge University.

He was recognised for contributions in applications of Bayesian theory in signal processing, and he won the EURASIP 2014 Technical Achievements Award. Prior to joining the University of Cambridge, Bill worked in Neutron Scattering at the Institut Laue Langevin in Grenoble and as a Professor of Physics at the ETH in Zurich.



# The story so far

It's **2008**, the iPhone is a year old, Jeff Bezos is still selling books and open banking is still a decade away. In this emerging world, based on the **30 years of research** in machine learning Prof. Bill Fitzgerald and David Excell, inventors of Adaptive Behavioural Analytics, founded Featurespace. Since then...



# Culture

Featurespace is, first and foremost, a technology company built by people, for people.

We know our **culture is fundamental to our success**, not a bi-product of it.

Investing in our culture and people is as vital as investing in our tech. Our **passionate, pioneering community** is why our customers come to us and why we are the **destination employer of the brightest minds** in our industry.

Vital ideas, drive and opinions come from everyone, everywhere at Featurespace.

Sure, every organization will tell you this; we can prove it.

**Machine learning, human compassion.**

**Iker Perez**  
Principal Research Scientist

FEATURESPACE FEATURING...

**"At Featurespace I am completely trusted and at the forefront of innovation, working for one of the most cutting edge companies."**



# Values



These are the foundation of our culture and define what we expect of ourselves and others. A 'code'.

They provide the perfect parameters for performance and if you want to understand how and why we do things the way we do at Featurespace, this is a good place to start.

## To tell the truth kindly, but always tell it

It can be hard to tell the truth; teammates tend to hold back for fear of upsetting colleagues.

At Featurespace we welcome constructive challenge, ideally not to fall out (especially with our customers), however the truth, whilst not always easy to give or receive, means we are battling for the greater good.

Tell the truth for the good of the company and our customers. Think about the person receiving the message, try to be kind – if in doubt, just tell the truth.

**Skill set:** actively listen – seek first to understand, question, check understanding, accept, move forward.



## To strive for innovation and brilliance at all times

Our goal is to ask ourselves how can we improve what's in front of us.

The best results come from a deconstruction of what's been done before, to question the ground truth and look for a better result. The process of trying might lead us to the same result but we welcome consistent testing.

**Skill set:** imagination, the ability to think and to question the task in hand. To do so through the lens of the customer and to know that your intervention, your ideas – have improved the outcome for our customers and therefore our company.



## To be proactive, personal and professional

Provide our customers with the answer they are seeking and then to go the extra mile.

Poor customer experience is frustrating and demotivating. At Featurespace we aim to extract a professional "wow" from our customers and colleagues at every stage of their interaction with us.

**Skill set:** empathy - imagine you are the customer, what would you want to hear? Does your response live up to this expectation and then go beyond it?

If you don't have the answer, check in with your team mates who may be able to provide you with the outcome you need for your customer to be "wowed".



## To be empowered to take the right decision for the customer, always

When you find yourself in a pressurised customer situation, we trust you to take the best decision for the customer. When you need resource - we will respond, when you need help or support - we will respond.

Your training should enable you to feel confident to deal with most customer facing situations. Your intellect will enable you to use your wits. The resource should be available to resolve customer issues and if it isn't, we make sure to resolve the resource issue for others.

If you take a decision that's best for the customer and not just for Featurespace – we will back your decision.

**Skill set:** continuous learning and curiosity. These can be supported by training, manuals, access to leadership/management/resource, responsibility.



## To be generous to our colleagues, customers and contacts

Generosity is a human value to be admired – generosity can be measured in time, a kind deed, a good idea followed through, a friendly welcome, thoughtfulness for another, a positive reaction, or a financial reward.

We believe generosity leads to big mindedness – the best ideas rarely appear between 9-5, at a desk. If team members are engaged in a motivating mission or challenge, intellectual stimulation is persistent.

At Featurespace we share the success of the company with our team members.

**Skill set:** think about your colleagues, customers and suppliers. Think positively and try to help.



## To keep the fridges full

Shelter and sustenance are basic human requirements.

To live up to our values we aim to create an atmosphere where our team members can concentrate on more important matters than “where can I find breakfast, lunch, dinner, tea, coffee?”.

The kitchen areas are places for people to socialize with their teammates, to discuss ideas and issues or simply to rest and fill up.

**Help yourselves.**

# Who are we?

We come from all kinds of backgrounds from all over the world (54 nations represented and rising) across four offices in Cambridge (UK), London (UK), Atlanta (USA), Singapore and remote teams across Europe and Israel.

The one thing that unites us all is a burning desire to make the world a safer place to transact.

And whilst we are doing that we want to laugh (a lot), challenge ourselves and others, test boundaries, blow things up, experiment, fail, create world beating industry defining solutions, stretch our minds, expand our expectations, eat cake, have a beer, see our families and walk our dogs...and never ever get bored or ordinary.



**Lucy Griffin**  
Director of Analytics

FEATURESPACE FEATURING...  
**"Every day at Featurespace brings a new challenge, but working within a team of brilliant people makes no challenge seem impossible."**



# The way we work around here

We make no apologies for the pace we move at. That's how we remain at the leading edge of what we do.

If you like **autonomy** and want to test yourself against, and learn with the **best in class**, you'll love it here.

Secondly, the **customer is the focus of everything** we do with each layer behind the frontline team members there to enable them to **"delight the customer"** by removing roadblocks to the best possible customer experience.

Our 'service driven' philosophy means **we put those who deal with customers at the forefront of our organisation, giving them the authority and autonomy to do what's right.**

If it doesn't serve our mission and our customer, we don't do it.

**"This is not a boring 9-5, same stuff every day type place. Think rollercoaster. Strap in and hang on for the ride!"**

**"A good place to be challenged and a good place to fall down. Because when you do there is always someone to help you up"**

**"Supportive environment with great opportunity for personal growth"**

**"We love people who want to do better. We absolutely love people who can make all of us better"**

**"Never be afraid to be wrong. Always be willing to ask the question, no matter how silly. Do first, fix later"**

FEATURESPACE FEATURING...

**"Don is described as being like 'father Christmas' because he surprises and delights and never asks for anything in return. Seems to know you need him as a friend and colleague before you do. You can rely on him for anything, and he does it without ever making you feel like you are asking for a favour. Always helps us out when we need in a supportive way. Happy to help without judgement"**



**Don Riddick**  
Chief Legal Officer, Featurespace

# What our customers think about us

We could tell you how great we are, but instead we'll let our **customers** do that:

"You bring a level of innovation to the market that is unprecedented"

"You're seen as the people behind the fight on fraud"

"Founder, CEO and management team absolutely committed to solving real world financial crime problems"

"Best ML company in the payments space"

"You fix fraud, you're our fraud expert"

"You are a solution provider with software that benefits the client and the consumer"

"Demonstrably, the best results"

"You are the smartest people working on fraud"

"Your ML and anomaly detection is off the charts..."

Here are a few of our most recent awards and accreditations:



# Think we might be the place for you?

We would love to hear from you. Get in touch via email:

[careers@featurespace.com](mailto:careers@featurespace.com)

Or alternatively you can view our latest vacancies and info on our [website](#).



# Recruitment

FEATURE  
SPACE

OUTSMART RISK

**Are you the kind of person who likes to open the terminal and mess with codes, 'just because'?**

**Do you get excited at the prospect of working with and testing yourself against the best in class?**

**Do you get a buzz from discovery and do you like a place where there is ALWAYS something happening and a puzzle to solve?**

If you do, we we want to hear from you.

Visit our [careers page](#).

FEATURESPACE FEATURING...

**"We are committed to ensuring everyone has a fair and unbiased process, providing equal opportunities for all when applying to Featurespace. For us, it's all about finding the best person for the job."**



**Emma Bush**  
Global Recruitment Manager

## What happens at the interview?

We want to get to know you properly and for you to get to know us.

Our interview process is fairly relaxed. We won't be trying to trip you up or catch you out, we will ensure the process helps to get the best out of you. If you are in the early stages of your career (we all were at one point), we may ask questions to understand how you adapt to new situations and pick up new concepts. If you're further along in your career, we're likely to assess your technical capabilities, versatility and approach as well as the positive impact you could have.

Interviews typically take place over 3 stages, all of which are done via phone or zoom. We do also like to accommodate where possible, and therefore offer the choice of in person interviews if that is your preference.

We often get asked the question 'what's the dress code'. As you can see, we don't dress formally at work, so you don't need to either. Business casual is fine, we want you to feel comfortable throughout the process.

**"I have fond memories of my interview a few years ago – I met so many people across the team including our CEO. It made it feel very collaborative and inviting."**



# Onboarding

“Experienced team members all get involved in supporting and coaching a new joiner. It takes a village!”

The first few days of any new job can feel a little bewildering, so we do everything we can to make sure you feel settled and set up as soon as possible.

## A fellow spacer

Before starting, we'll match you with a buddy in your team to show you the ropes and the way things work. They'll be able to lend an ear at any time and will be available and happy to help get you up to speed throughout your first few months.

## Tools of the trade

Your IT equipment will be sent to your home address before you start along with some special Featurespace goodies. Your laptop will be ready to use, but you may need to spend some time installing relevant apps depending on what you need for your role; your buddy and manager will help with that.

## Sussing our systems

We'll also have a few online training modules to complete in your own time to make sure you are set up for success.

## Help others get to know you

Our culture is built on the brilliant relationships between colleagues. Sending out a quick email or a 'hello' message on 'Bob' (our HR system) in your first week is a great way to introduce yourself. People generally say a bit about where they have worked before, where they live, hobbies, passions or family etc. Feel free to add a photo of your furry friends! We encourage you to arrange meetings with anyone you'd be interested to meet as well as joining some of our fun slack channels to help get to know others in the company with similar interests.

“The buddy system is great”

“All staff are huge fonts of knowledge and EVERYONE is willing to share”



## Training

We have a specially created training platform, ARICademy. Once logged in, you will be greeted with a welcome video and some online training courses to complete in your own time, some will be optional and some mandatory. Nothing too tedious, they are there to make sure you know everything you need to know!

## Your first 6 months

The first six months are an incredibly important time for us to give you the tools and support to succeed. You'll have regular check ins with your line manager to give you an opportunity to catch up on how you're settling in to life at Featurespace, the culture, training and to review your objectives, goals and performance to see if there is any additional support you might need.

# The way we work

We work hard, but flexibly and we are 100% committed to providing a working environment that supports a good work life balance for everyone.

## Hybrid working

We have a great hybrid working arrangement in our team, we just ask that you spend some time in the office each week and agree when you'll be in with your manager.

## Remote working

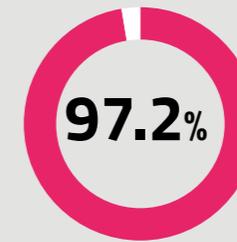
Of course we have team members all over the world and some in more remote locations than others, so we have the support in place to facilitate online meetups and collaborative working.

**"I love office days for collaboration and one to ones. Home days are for productivity and quiet time"**

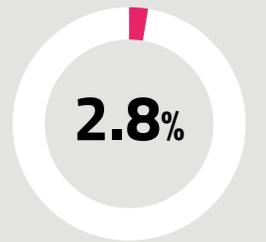
## Flexible working

We are committed to supporting flexible working arrangements wherever we can. We encourage you to speak with your manager for day to day flexibility but if there is something you need that is more permanent, you can make a more formal request. Each and every request is considered on its own merit, so you can rest assured we have a personal approach.

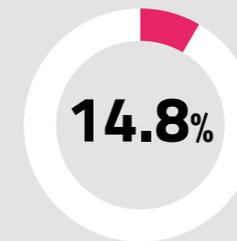
## Composition of our team



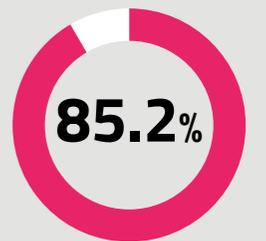
Full-time



Part-time



Remote working



Hybrid working

August 2022



## Performance and progression

“Time is given for personal development with plenty of courses to choose from on ARICademy & externally”

### Quarterly Review:

Every quarter our managers dedicate time to complete a performance review with each team member. During this review you will discuss the successes from the previous quarter, as well as setting new objectives for the next 3 months.

These reviews link with our bonuses which are paid on a quarterly discretionary basis.

We also commit to reviewing salaries quarterly to ensure our team members are paid fairly for their role and contribution.

As a business we believe in development from within our teams and regularly see our teams' earning promotions and taking on more responsibility.



## Feedback and transparency

**"To tell the truth kindly, but always tell it."**

Openness, honesty and trust are at the heart of our values. Everyone's view and opinion counts and often our most ingenious ideas come from our newest team members. Our Leadership team are visible, friendly and approachable and always keen to engage.

**We tell the truth kindly, nurture autonomy, and will always challenge you to find new solutions.**

We expect everyone to be seeking and giving feedback as part of their day-to-day interactions, but there are some more formal opportunities also.

- Monthly 1:1 goal sessions, quarterly performance reviews
- 'Ask me Anything' sessions with our leadership team, an open forum to drop in and ask anything!
- 'All-Hands' meetings where we cascade company updates, our strategy, and life at Featurespace. We host anonymous Q&As, celebrate staff Shout-Outs to praise our colleagues, and provide learnings from our all staff surveys.
- Kudos posts through 'Bob' - our HRIS and hub of all things people!

**"The financial status of Featurespace is never a secret. I know more about Featurespace's bank balance than I do about my own"**

**"A good place to be challenged and a good place to fall down. Because when you do there is always someone to help you up"**

**"When we win, we win as a team. When we fail, we commiserate together"**

**"All Hands is a safe place to ask difficult questions because of use of anonymous questions. All questions get answered – good news or bad"**

**"The culture of kindness is a huge bonus. We communicate with each other in a way that leads with honesty, freedom to express ideas and creates a sense of belonging. Our views and contributions are valued"**

**"Support, across the board, from health to training. A desire for constant improvement, personally and organisationally. The company has the potential to make a real difference in the world"**

## Top talent and development



**Amy Reddick**  
HR Manager

### FEATURESPACE FEATURING...

**"Being sponsored by Featurespace to complete a professional qualification in my field of work was hugely beneficial for me. I have been able to study in my own time as part of my continuous development which has helped improve my knowledge of the field, and my confidence. The commitment Featurespace has shown me has helped me personally within my current role and is something I will benefit from throughout my future career."**

We are committed to continuing to invest in your personal and professional development.

We do this through a variety of online, classroom and external professional courses that will help develop your career at Featurespace, and beyond. We know everyone learns in different ways and our rounded approach to this supports our team in smashing their goals.

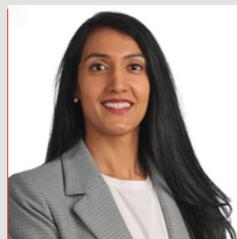
In 2022, over 12,000 courses were enrolled in by Featurespacers globally. Now that's a lot of learning! Every day here is a great learning experience. With so many talented team members willing to share, not only do we have paths into managerial roles but also technical paths for those who want to be masters of their discipline.

Other opportunities for development include:

- Community hackathons
- Recruitment events
- Mentoring
- Hiring & interviewing
- Leadership training

### FEATURESPACE FEATURING...

**"Featurespace have been incredibly supportive with opportunities and progression over the last 6 years. Enabling me to take my career to the next level by supporting me through my Executive MBA programme, including allowing me dedicated study time and supporting flexible working around my lectures. The Executive MBA provided the academic grounding to propel me forwards, giving me the skills and confidence to achieve that next step where I can become a role model and leader for women in technology."**



**Sophia Qureshi**  
Director of Consulting Services

## It's not only the machines that learn

It's been a year since we relaunched ARICademy with a new layout, new courses and a new onboarding flow. In that time we've expanded to offering learning to partners, and soon customers!

<https://aricademy.featurespace.com>

### 6 internal facts and statistics

**460**

total current users



**454**

total current courses



Most active branch



- Delivery
- Commercial
- Engineering
- Internal Services
- Product
- Marketing
- Senior Mgt

**22,433**

enrolment onto courses



**126**

new starters completed onboarding



**9,132**

course completions



**35**

# Incentives

We know money isn't everything, but that doesn't mean it's not important and we want to make sure we reward good people and good work.

## Long Term Incentive Plan

Alongside salary and benefits, Featurespace recognises the importance of providing a Long Term Incentive Plan to reward all members of our team.

All team members who have successfully completed their probationary period are issued growth shares, which enables everyone to benefit from the growth and success of the business over their tenure.

The scheme operates over a 4 year vesting period which supports our 5 year business strategy to ensure we are all committed to reaching our long term business goals.



# Perks and employee benefits

We want you to be the best version of yourself. Our perks and benefits have been designed to support you physically, mentally, financially and socially. From shares & bonuses, to gym classes and free food, we do what we can to help you thrive. We review our benefits package regularly to make sure it is well balanced and meeting your needs, so if you have any suggestions let us know.



A 4% matched pension scheme



Growth share equity scheme\*



Quarterly discretionary bonus scheme\*



25 days annual leave + Bank Holidays



Regular social team building events



Cycle to work scheme



Regular games evenings and quizzes



Discounted gym membership and daily exercise classes



Career growth, training opportunities and mentoring schemes



Death in Service



Talking Therapy and Employee Assistance Programme



Private healthcare scheme



Electric car scheme



Fridges packed full of edible treats and drinks for lunches and snacks



Freshly ground coffee machines and a large selection of teas and hot drinks



Free Thursday take-away lunches at our Cambridge & London offices

\* following successful completion of probationary period

# Health and wellbeing

Your health & wellbeing is important to Featurespace and we are here to support you throughout your journey with us.

We have private healthcare in the UK, US and Singapore, for our team and their families. We also have a talking therapist who is able to connect with you on a 1:1 confidential basis.

Here are some key health & wellbeing initiatives available at Featurespace.

- Office massages
- 1-1 Counselling sessions
- Pilates
- Yoga
- Walking leagues
- Private healthcare
- 'Vitality' partnership
- Discounted gym membership
- Mental health first aid training
- Employee assistance programme
- Occupational health

**“Thanks to the HR team for bringing Jo-Anna into the company to help with our mental health. I can’t overstate just how much she has helped. You might even say that Featurespace saved my life!”**



# Diversity, Equity and Inclusion

We see the value that diversity brings to Featurespace and truly believe that everyone's voice is equal. However, we know there's more to do. As we grow in 2023 and beyond, our focus is on attracting more diverse talent across all departments.

Alongside D&I training, we have partnered with the organisation 'Adjust' to deliver sessions on neurodiversity. We have also arranged for talks and 'lunch and learns' around topics such as non-binary gender awareness, working parents, menopause, being mixed race, LGBTQ+, to name a few.

We have targeted all early career hiring schemes at universities and colleges to build a more diverse intake and in particular those with a high proportion of females or underrepresented groups, as well as a focus on socioeconomic backgrounds. As part of this work we are providing interview training for all interviewers to ensure a fair and unbiased interview process.

We continue to make progress on creating a gender balanced workforce and today, more women than ever before are taking up senior roles. Our 'Gender Pay Gap' is published every year for everyone to view.



## Life away from the screen at Featurespace

Fighting financial crime and busting cyber fraud is serious work, so we know how important it is to find time to laugh, smile and wind down.

From summer socials, end of year parties, and team nights out to board game evenings, coffee chats, and communal dog walks – there is something for everyone.

Celebrating personal and professional achievements and landmarks is just as important to us as celebrating new business deals.

Our company socials are a huge hit. We've been to the Wild West, had a spy-themed end of year party, and hosted our very own 'Featurespace Fest' over the summer, and are always looking for amazing new ideas for our future celebrations!



## What we do for our community and environment

As a growing business, now more than ever we want to support our local communities, our people and our planet.

### For our community:

- In partnership with 'Form the Future', we work with young people to inspire career possibilities and support them with CV reviews & interview practice.
- We use small, local, sustainable businesses to provide for our events and our fridges are stocked with locally supplied food.

### For our environment:

- We are currently working with the organisation 'Wiser Environment' who are supporting us to achieve an ISO accreditation and help us reduce our Carbon footprint
- From World Earth Day, to Veganuary we hold events and speakers to keep sustainability top of mind
- Our suppliers use sustainable materials and only recyclable & non-plastic materials are used in our kitchen
- All team members have access to an Electrical Vehicle Plan through salary sacrifice as well as the Cycle to Work Scheme

"My daughter (aged 10) visited Featurespace with her class about a month ago and loved it! It made a really big impact on her and her classmates so thank you Featurespace for welcoming them!"



## A final word...

**“As far as interns go, I’m pretty well traveled. And I can say this without exaggeration: Featurespace is the best job experience I’ve ever had, and it all comes down to the people. I’ve worked at companies that plaster their values on the wall, monastically chant pithy culture phrases in all-hands meetings, and all but literally brand themselves with enumerated lists of hollow platitudes - all just to try and convince themselves that they work for a company with culture and values.**

**Featurespace is the first place I’ve worked where, top-to-bottom, that energy is put into practice. Everyone I met was warm, gracious, and a true delight to work with, and it’s clear that the quality of persons hired at Featurespace is the “secret sauce” for the success. I want to thank you all for making myself and the other interns feel valued and empowered to help wherever we could, and I hope we made some positive impact on the projects we contributed toward.”**

**Daniel Smith**  
Legal intern