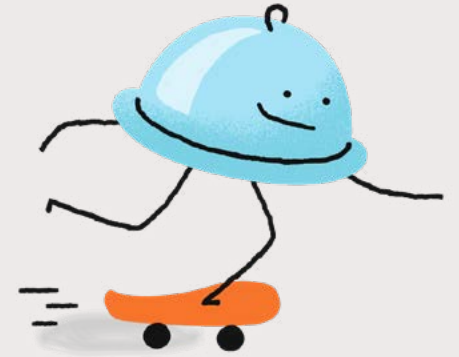


# Our *five* beliefs



# *There are no speed limits on the road to success.*



We believe that done well is better than perfect and slow. **Moving fast** helps us to build and learn faster than anyone else. **Speed matters in business.** Most decisions are reversible and often iteration is what makes an idea perfect. Doing things quickly often allows us to get feedback quickly, which usually leads to better outcomes than painstakingly making plans to make a plan. Remembering that we are a company that is **obsessed about the customer experience**, we know that even the things that we do quickly have to be consumer obsessed and held to our very high standards.

## **What this looks like in practice:**

- You are someone that focuses on great results rather than on process. You exhibit a bias for action and avoid analysis-paralysis.
- You will always have an endless to do list, that's the beauty of high growth. The best way to move quickly is to get things done. We measure each day by the number of important things we tick off the list.
- We start every project by quickly seeing whether we have all of the relevant information we need to take an action. When we don't, we source that information and move forward.
- When a customer urgently needs something, you are the one that comes to the rescue. Titles do not matter here. Everyone is willing and able to roll up their sleeves to do the work that most needs doing.
- You can wisely separate what must be done well today, and what can be improved down the line.

\* \* \*

# If you shoot for the stars, you'll probably land on the moon.



\* \* \*

We believe that the more ambitious you are, the more likely you are to **push for the crazy deals**, the audacious features and the outlandish growth that we have every intention of achieving. Our mission is ambitious, our goals are ambitious, **our product is ambitious**. We therefore hire people that laugh at the idea that something is not possible and who find the will and guts to **attempt to do it anyway**.

#### What this looks like in practice:

- Our people create gutsy targets or roadmaps that inspire their peers and push their teams to go above and beyond.
  - Everyone believes that we are building a €100Bn valuation business. We implement tools, develop processes and test our product in a way that aligns with that scale.
  - Because we hire smart and ambitious people, everyone has the autonomy and mandate to make a difference - if you think of something that will help make a positive difference to Flipdish, no one needs to grant you permission to go ahead and do it.
  - No-one is satisfied with the status quo. People come to work each day energised in knowing that there is always so much more to be done.
- \* \* \*

# You're the average of the 5 people you spend the most time with.

When you're the average of the five people you spend the most time with, you better make sure that **your colleagues are exceptional**. At Flipdish we purposely set the bar for talent incredibly high because we know that high performers are energised by other high performers. We get excited rather than intimidated when we hire people that are **more capable than ourselves** and, most importantly, **we never settle!**



## What this looks like in practice:

- You are someone who accomplishes amazing amounts of important work and who can be consistently relied upon to deliver strong performance. You are unafraid of ambiguity and you can make smart decisions even in high pressure situations.
- High performers are not afraid to challenge the status quo. In fact, high performers love a challenge and know that there is nothing more satisfying than making a tough decision following a respectful intellectual debate.
- High performers are always willing to go deeper - when they fix things, they remain fixed.
- Flipdishers deliver high quality work and hold other Flipdishers to the highest of standards. We don't believe in lowering the bar or cutting corners - we are proud of the incredible and impactful work that we do.

# It pays to be HOT.

(Honest, Open and Trustworthy)

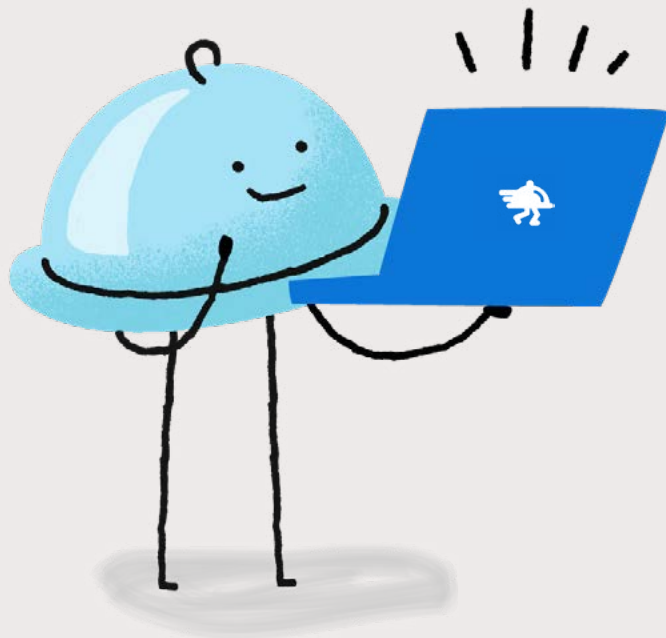


Imagine working somewhere where **leaders listen attentively, everyone is encouraged to speak candidly** and mutual trust and **respect underpin all working relationships**. This is the Flipdish way of working. Everyone is encouraged to speak candidly, and our diversity of thought propels us forward.

## What this looks like in practice:

- We are candid and direct and we say what we think even if it is unpopular. We do not judge people for their candour and we treat everyone's opinions with respect.
- We go directly to the source when we have feedback. We are not political and we do not use back-channels to gain influence. We only say things about another Flipdisher that we would comfortably say to their face.
- We proactively share information openly, opting for public communication channels and total visibility where possible. This helps to ensure that we are fully aligned in how we are helping our restaurant partners flipping thrive.
- We are ethical and we honour the commitments we make to others. No exceptions. We are quick to admit when we've been wrong and we take full ownership for fixing mistakes quickly.
- We will not always get everything right. How could we? We are growing so quickly that it is akin to building a plane while trying to fly it. However, we know that providing we remain open, we trust our co-pilots and we work hard, we will land somewhere incredible (and have a bunch of fun along the way).

# Flipdish comes *first* when making business decisions.



Flipdishers seek what is best for Flipdish, rather than what is best for themselves or for their team. As such, we don't believe in administrative hurdles or executive sign-offs. **Everyone has full unfettered autonomy** to make product decisions, go after new accounts, and to take risks, in the manner they see fit. We don't bog our team down with petty rules and micromanagement because we trust the right decision is being made if everyone is doing what they think is in the **best interests of Flipdish**.

## What this looks like in practice:

- We don't have egos. We choose to go with the best idea, whether it is ours or not.
- Our managers have full P&L responsibility. They are given money and not headcount quotas and they have full autonomy to spend that money as they see fit - no justification required.
- We hold our people to the highest of standards. If we think that people do not live up to these standards, we are comfortable making the difficult decision to replace them with someone that does.
- True progress is often marked by the bumps along the way, which is where the real growth happens. Providing Flipdishers do what is right for Flipdish, they are given ample rope to try new things, to fail and to try again.