

PIRATA

G R O U P

Culture
Manual
2022

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Welcome to Pirata Group!



Hello!

Welcome to Pirata group.

We have decided to create these guiding principles that we have learned over the past years to ensure consistency in our vision and mission as well as behaviours.

These guiding principles are more than a training document. It is to be continuously referenced, helping us make better decisions based on what we believe works. It will continually evolve as we learn and grow.

Over the past years, we have made mistakes, and we have learned a lot about what works and what doesn't. So, this is a forever evolving reference for us all.

A stylized, handwritten signature logo that reads "Pirata Team".

How all of this started...

Pirata group, or Pirata restaurant as we were known as just a few years ago, started like every other dream, with a question:

“What do you think if we built our own restaurant?”

The idea was simple enough. We wanted to build a restaurant where we could take care of our guests and have a great time. The project was born out of all our frustrations working for somebody else, and we wanted to change the way things were done in the food and beverage industry in Hong Kong. But, we believed it was possible. We still think so. We could never envision any further than one restaurant and no further than one service at a time.

We lost locations along the way for different reasons, we struggled to find financing, and we had to fight for every dollar during our pre-opening stages. If we had run out of cash, we simply wouldn't have any more. Our homes were our offices, and we did not have a dedicated team looking after complicated things such as payroll, contracts or even finances. It was just us. Pirata Group is just us when you think about it. The team is far more prominent, but Pirata is still just you and I and your team around you.

We are often asked, 'What is the secret of your success?'; the truth is not very inspiring. We simply looked no further than one guest at a time. We were only thinking about today, ensuring we could do the best work that could be done, learning along the way how to do that job better and better. We focused on being 1% better each time along the way.

In the beginning, we were more of a family than a team, a bunch of people with a common set of beliefs that wanted to make great things together.

Contrary to what you may see today, there were a few times we thought we wouldn't be able to make payroll or pay rent, and we had many days of only 8-10 covers. It was tough. In those times, you question all your beliefs and motives, you second guess yourself and lose hope. But we promised ourselves, "we will be just looking after one guest at a time", we could

not fail. We would not fail until we made the best restaurant we could make; thus, Pirata restaurant was born as a place that people could call a home away from home. Nothing mattered more to us than the experience of each guest. We only aimed for perfection and surprise...The rest is a history we are still writing.

Why Pirata?

The name Pirata has a colourful history, while working in other businesses we often had to bend the rules to make things happen with the limited resources available, always in the respect of our workplace and always with the restaurant success as our driver but our efforts were misunderstood at times and we quickly got a nickname from our financial team of "pirates". We were treated as outlaws purely because we did everything necessary to promote our business and make better returns.

“Regardless of what our bosses thought, we felt we knew better, it was frustrating.”

As often is the case, Manuel and Christian made the most out of a bad situation and turned it into an advantage, that frustration fueled them to work even harder at their dreams, they wanted to be surrounded by like-minded people. Pirata has the same meaning in Italian and Spanish so it was an easy choice. "Pirate" is what we are, as we live and operate unconventionally and like pirates we don't depend on fancy hierarchy or fixed rules other than the ones we give ourselves. Like pirates we are only as strong as our team is.



| | |
|------|---|
| 2014 | Pirata |
| 2015 | The Optimist |
| 2017 | Tokyolima Pici Wanchai Meats Pici Central |
| 2018 | Chaiwala Pici TST The Loft Pici Shatin Chifa (Closed) Madame Ching (Closed) |
| 2019 | Pici Lai Chi Kok Honjo TMK Punk & Rolls |
| 2020 | The Pizza Project Central Quarry Bay Delivery Kitchen The Pizza Project Wanchai |
| 2021 | TMK Rap & Rolls Pici Kennedy Town Pici Shanghai The Pizza Project Shanghai Pane e Latte La Favorita Tempo Tempo Honjokko TMK Funk & Rolls Kowloon Bay Delivery Kitchen Pici Tseung Kwan O |

What kind of organisation are we?

When we were thinking about what kind of organisation **we are**, many questions arose and we felt there is no right or wrong answer... so perhaps we should start with what kind of organisation **we are not**.

What we are not...

01 Still. We are not an organisation that is afraid of change or growth. As we grow we will break and will have to reinvent and reimagine ourselves, we firmly believe what got us here won't get us there.

02 Perfect. We don't just want to be perfect, we want to be curious and perfectly imperfect. As we grow we are facing numerous challenges that we are not shying away from, in fact we are excited about them.

03 Blameful. We do not believe in a culture of finger pointing and criticism. Do we always live by this? Unfortunately not, but we are working to cultivate an awareness and openness amongst our people to get to a place where people admit their mistakes and talk about them freely to reflect upon them. Remember next time we get blamed for something we did wrong it's time to raise our voices, as a reminder that we don't believe in blame.

04 Closed. Opening up allows us to be on the same page, opening up goes both ways, we want to let you know - although we do not always make the right decisions we truly try to make the best decisions we can make continuously. Do we always succeed? We don't, but we can promise we make decisions to the best of our knowledge. Feedback to us is very important and when someone believes a decision could be made better, it will do nothing but good for the team to express their beliefs.

~~Still~~
~~Perfect~~
~~Blameful~~
~~Closed~~



What kind of organisation are we?

What we want to be?

01 Honest & Transparent. Honesty can be painful but allows us to understand how we can do better. When exposing a genuine point, do not forget to ask yourself whether it is true, necessary & kind. We want to be an open organization. Information should be readily available to all our people, ensuring we are all on the same page and are aware of the group's direction. Transparency means everyone has access to all the correct information in due course. We aim to share as much as possible with our people to make better decisions.

02 Safe. To foster open communication, we must make the individuals feel safe as a company. They should feel they can say anything they believe will be suitable for Pirata Group without regret. Only when we create this environment, we will be able to get the best of our people. First, always listen.

03 Attentive. Pay attention to the small details, at the end of the day a small touch of appreciation goes a long way, don't forget to thank your team for the hard work and have kind words towards them.

04 Innovative. We want to constantly introduce new ideas, believing in original and creative thinking.

Honest & Transparent Safe Attentive Innovative



Our mission

To deliver extraordinary memorable experiences.

Our vision

'To spread smiles around the world by delivering an extremely guest-focused experience, complemented by innovation, fresh new concepts and lead with the best execution we can deliver.'

How do we do it?

By putting our team first, creating a learning environment where we can all thrive and look after our people's bright future.

What do we do?

We deliver good food, good service & good value for money. All these three elements must be present in any of our restaurants.

What does success look like?

Success is continuous learning and improvement, 1% at a time. Are we a better version of ourselves than yesterday? If the answer is yes, we are probably on a good track.

We want to be your everyday restaurant, affordable, uncomplicated, fun and easy to understand.

Behavioural values

Behavioural values are a set of common beliefs we have in Pirata Group that will allow us to achieve great balance at work.



Teamwork

At Pirata Group, we are a team, a few individuals working together to achieve the highest grade of excellence in everything we do, even when we fail. We believe in a can-do attitude.

We believe in a giving culture, a culture where we take pride in assisting each other regardless of whether our assistance is reciprocated or not. At any given time, we put together the team's well-being instead of the individual. A company becomes the people it hires, not the plan it makes.

Commitment

If it can be done better, it must be done better. We are committed to doing the highest quality work we can deliver. It is not the number of hours is the quality of the outcome that matters. So if you know we can provide higher quality work, let's do it together and offer uncompromised hospitality.

Be nice

We are to build the best hospitality organization we can imagine; hospitality starts at home and begins with the people you are surrounded by. Never compromise your morals under challenging situations, and don't listen to that devil on your shoulder. "We must be good even when no one is looking" Ensure you will be kind and considerate. Put the good of your team above your interests. Their success is yours. Treat others the same way you would like to be treated.

Positivity

At the core. This is the reason why we want to be surrounded by somebody. We have consciously chosen to have around us only people who add and make our days better. We want people that the room gets brighter when they enter the room. The work is already hard enough to worry about someone else's mood or behaviour. Contributing positive energy plays a huge part in getting the best out of yourself and your colleagues. We believe luck is relative, and we have observed the lousy luck of today always becomes the good luck of tomorrow. We practice "Radical optimism."

Teamwork Be nice Commitment Positivity



Business values

Be light Be fast Be focused

Be light

Surround yourself with people better than you, train them and trust them.

Be fast

Do not stop trying for fear of not achieving a perfect result. We live by the 80/20 rule. Most of our decisions or mistakes are reversible. Feel comfortable with failure because it is the pillar of success, but don't let it distract you. Take your lesson and try again but do it fast.

Be focused

We are here to deliver extraordinary and memorable experiences. Our guest experience is not negotiable. It is our reason for being. We are inflexible around our vision but very flexible around our tactics.



**"I fear not the man who has practiced
10,000 kicks once, but I fear the man
who has practiced one kick 10,000 times."**

Bruce Lee

How do we make decisions?

When making decisions is essential to be consistent and give a clear understanding to everyone around us of the most possible outcome.

We don't ask whether it is possible but rather what would it take to make it possible. We are excited about stretch goals and record time, and we understand it will not be easy. Yes, they are tiring, they give us a lot of headaches and sometimes might upset us. But we believe in thinking bigger.

We are not emotionally attached to previous wrong decisions that were made. If the decision is no longer relevant, we will change course and make a better decision. We value the cost of future opportunities more than we value the price of a loss. There are so many projects we want to accomplish and not enough time to tackle them all.

What do we value?

We value decisions that allow us to look ourselves in the mirror and be proud of making the best decision with the information in hand and the time we were given. Integrity is paramount, and we are not willing to compromise at the expense of a better monthly result.



In order of importance

Decisions with integrity

Value creating, long term decisions

Good for our people within or out of the organization

Opportunities that make us excited

Decisions that make financial sense (short or long term)

Good for our shareholders

(We believe what is good for the organization eventually will be good for our shareholders, the score takes care of itself)

What does it mean our team comes first?

This is a concept that can often be misinterpreted. So we want to be clear about how we put this into practice by defining what you can expect from us, as well as what we expect from you...

The right way

- 01 Getting the right people in the correct positions
- 02 We are acting in the interest of the team as a whole. However, there will be many occasions in which what is suitable for an individual is not the right thing for the team.
- 03 Creating an environment where people can express themselves. Listening carefully to our people and improving as much as we can, always one improvement at a time.
- 04 We are prioritizing being uncomfortable. Every time we are not comfortable is because we are growing. We are learning things we don't know.
- 05 Providing the necessary tools for our team to deliver a good job.
- 06 Resolve problems together, always listening first to the solutions proposed by our people.
- 07 Provide growth and opportunity, wherever possible.
- 08 Inspiring and trusting our people whilst leading by example.

The wrong way

- 01 Wanting to be always right, it's not who is right. It's what is right.
- 02 Making changes without guiding you and explaining to you the reasoning behind it. We want to make them together.
- 03 Only acting to satisfy the individual purely.
- 04 Telling you what to do instead of supporting you while you are learning. We trust you will ask for help along the way, and we will be there for you.
- 05 Not setting clear goals.
- 06 To allow blame within the organization.
- 07 Accepting mediocrity and average outcomes. Remember if we can do better...
- 08 Allowing people who are not happy any longer in the organization to continue. We want you to be here for as long as you love being here. Once you are ready for your next step in life, we want to support you and set you for a successful change.

1 Team

2 Guest

3 Business

Strengths & weaknesses

Things we are good at

- 01 We are not afraid to get it wrong
- 02 We have started to have clear reports and information to make better decisions
- 03 We have no problem raising our hand and admitting when we have made a mistake
- 04 We are creative when resolving problems. We thrive in difficulty
- 05 We are resilient, and we can make unpopular decisions that turn to be great in the future
- 06 We care to make it better

Things we are not good at

- 01 Providing a clear structure, we change our minds continuously
- 02 Offering stability within our work environment, what was good yesterday isn't necessarily good today
- 03 Our processes do not always follow activity. It takes us a long time to catch up with the process as we always build the business and figure out how to manage after
- 04 Sometimes we make decisions with our gut that can be difficult to comprehend, and we fail to explain with clarity
- 05 Although our culture is at the heart of everything we do, we often forget how to apply it to everything we do. This can create a strong disconnection with our people and drive disbelief

Do's

- 01 We talk openly about each others performance
- 02 The organisation's direction gets communicated quarterly
- 03 If we have a question - we ask
- 04 Our leaders have access to the right figures so they can make the right financial decisions
- 05 When someone asks a question, we should answer openly and honestly
- 06 We talk openly about the organisation's issues with a positive approach

Dont's

- 01 Say anything behind someone's back that you wouldn't say to their face
- 02 We don't share information during the planning stage
- 03 We don't speculate

Our relationship with our people

01 **We always use the word WE.** - We take ownership and share credit on the good days and bad days. Nothing is more detrimental to a team than our people talking third or first person. We win and lose together.

02 **We want to be surrounded by people alike** - People who are excited about behaviours the same way we are. Short term compromises when bringing new members onboard are long term pains that are indeed to come.

03 **Evolve, change, and adapt** - We create an environment where people must grow, our organization is evolving daily, and we expect resilience and excitement towards change.

04 **Empathy** - We can put ourselves in someone else's shoes and see the world the way they see it. High-quality long-term outcomes for our people must drive our decisions together with our people.

05 **On feedback** - We like to deliver candid, constructive feedback and have two-way conversations to ensure we can make the best decisions together.

Rules of transparency

What makes a leader

"Leadership is the willingness to
run towards danger to
protect those in your care"

Simon Sinek

Systems

Systems are the base of any leveraged activity.
Do things, do them once, do them right. Providing
our team with the right formula to do things right
again and again is the most valuable thing we can
do for them.

**Remember: systems should manage people, people
can't manage the systems.**

If people are brought into a faulty system environ-
ment we will foster frustration and we will need to do
the job twice. We must make sure the house is tidy
before we bring in the best players.

Recruitment

Once our systems are created it is time to find the
best people we can get our hands on. Recruitment is
the single most important thing a manager has to do,
what is more important than bringing the best people
into your team? How can we create extraordinary ex-
periences without the right team?

Training

Training can bring out the very best in our people.
Providing them with the right tools to do the job to
the best of their capacity is imperative if we are seek-
ing success. We are only as good as our weakest link.

Systems Recruitment Training

**Willing to do anything it takes
for their team**

Positive, whatever it comes

Nice to your peers

**Committed to delivering the
highest quality of work**

**Go as far as possible to give
our guests an experience
they will remember**

Resilient, committed to change

Willing to learn

Caring and detail-oriented

**Honest with high degree
of integrity**

What makes a Pirate



Thank you

www.piratagroup.hk