



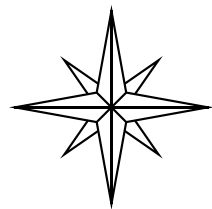
PIRATA
GROUP

CULTURE MANUAL

2022



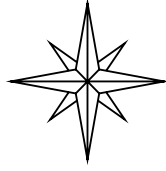
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WELCOME TO PIRATA GROUP

Hello!

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.

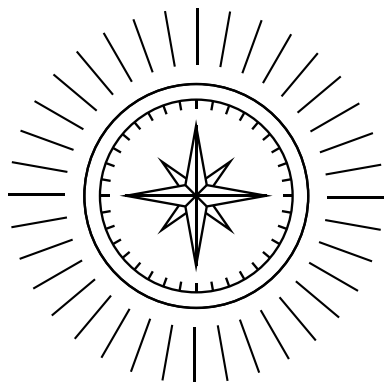
These guiding principles are more than a training document. It is to be continuously referenced, helping us make better decisions based on what we believe works.

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.





*
MEATS
Meat bar

*
CHAIWALA
Modern Indian

*
PICI CENTRAL
Pasta bar

*
THE LOFT
Delivery kitchen

2014

2015

2017

2018

*
PIRATA
Honest Italian

*
THE OPTIMIST
Northern Spanish

*
TOKYOLIMA
Nikkei cuisine

*
PICI SHATIN
Pasta bar

*
PICI WANCHAI
Pasta bar

*
PICI TST
Pasta bar

OUR TIMELINE





★
PICI TKO
Meat bar

★
**DELIVERY
KITCHEN**
Quarry Bay

★
THE SIXTEENTH
La Favorita, Honjokko,
TMK Funk & Rolls, Tempo Tempo

★
PICI LCK
Pasta bar

★
**THE PIZZA
PROJECT**
Pizzeria

★
PANE E LATTE
Bakery from heaven

2019

2020

2021

2022 →

★
HONJO
Modern Japanese

★
**THE PIZZA
PROJECT**
Pizzeria

★
TMK
Rap & Rolls

★
PICI CWB
Pasta bar

★
TMK
Punk & Rolls

★
**DELIVERY
KITCHEN**
Quarry Bay

★
PICI KENNEY TOWN
Northern Spanish

★
PICI TAIKOO
Pasta bar

★
PICI SHANGHAI
Meat bar

★
CANDELA
Spanish tapas

★
**THE PIZZA PROJECT
SHANGHAI**
Pizzeria

HOW ALL OF THIS STARTED...



Pirata Group, or Pirata restaurant as we were known 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.

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.

THE HISTORY

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's success as our driver. But our efforts were misunderstood at times and we quickly got a nickname from our financial team as "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."

This frustration fueled us to work even harder at our dreams. We wanted to be surrounded by like-minded people. "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.





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 ARE 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 that what got us here won't necessarily get us to our next stage of development.

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 and 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 singling individuals out for blame.

04 Closed

Opening up allows us to be on the same page. It 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.

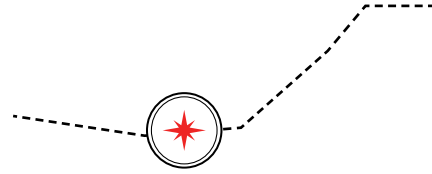
—STILL—

—PERFECT—

—BLAMEFUL—

—CLOSED—

WHAT WE WANT TO BE?



01 Honest & Transparent

Honesty can be painful but it 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 each individual feel safe within the company. Everyone should feel empowered to express themselves in a trusted environment. Only when we create this environment, will we be able to get the best out 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 their hard work and have kind words towards them.

04 Innovative

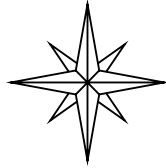
We want to constantly introduce new ideas, believing in originality and creative thinking.

HONEST & TRANSPARENT

SAFE

ATTENTIVE

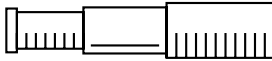
INNOVATIVE



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 led by the best execution we can deliver."

OUR MISSION & VISION

01 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.

02 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.

03 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.

01 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.

02 Be nice

If we are to build the best hospitality organization we can imagine; then the hospitality must start at home 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.

03 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.

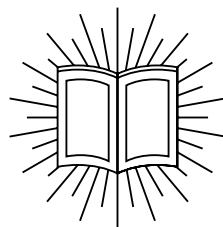
04 Positivity

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 who brighten the room when they enter it.

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."

BUSINESS VALUES



01 Be light

Surround yourself with people better than you. Train them and trust them.

02 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. Learn your lesson and try again — but do it fast.

"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

03 Be focused

We are here to deliver extraordinary, 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.



THE PIZZA
PROJECT

HOW DO WE MAKE DECISIONS?

When making decisions, it is essential to be consistent and give a clear understanding to everyone around what is 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.

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 on hand, at the time it was given.

Integrity is paramount, and we are not willing to compromise at the expense of a better monthly result.

Yes, it is tiring, and it gives us give us a lot of headaches and sometimes it 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.



IN ORDER OF IMPORTANCE

1

Decisions
with integrity

4

Opportunities that
make us excited

2

Value creating,
long term decisions

5

Decisions that make financial
sense (short or long term)

3

Good for our people within
or out of the organization

6

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.



1

Team

2

Guest

3

Business

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...

WHAT DOES IT MEAN OUR TEAM COMES FIRST?

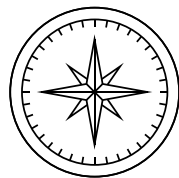
THE RIGHT WAY

- 01 Getting the right people in the correct positions.
- 02 Acting in the interest of the team as a whole. Be aware that, 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 Prioritizing being uncomfortable. Every time we are not comfortable it is because we are growing. We are learning things we didn't know.
- 05 Providing the necessary tools for our team to deliver a good job.
- 06 Resolving problems together, always listening first to the solutions proposed by our people.
- 07 Providing 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.
- 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 Allowing blame within the organisation.
- 07 Accepting mediocrity and average outcomes. Remember if we can do better...
- 08 Allowing people who are not happy any longer in the organisation 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.

STRENGTHS & WEAKNESSES



Things we are good at

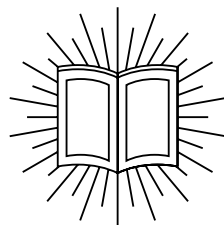
- 01 We are not afraid to get it wrong.
- 02 We have started to have clear reports and information to make better decisions.
- 03 We have no problem raising our hand and admitting when we have made a mistake.
- 04 We are creative when resolving problems. We thrive in difficulty.
- 05 We are resilient,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



RULES OF TRANSPARENCY



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

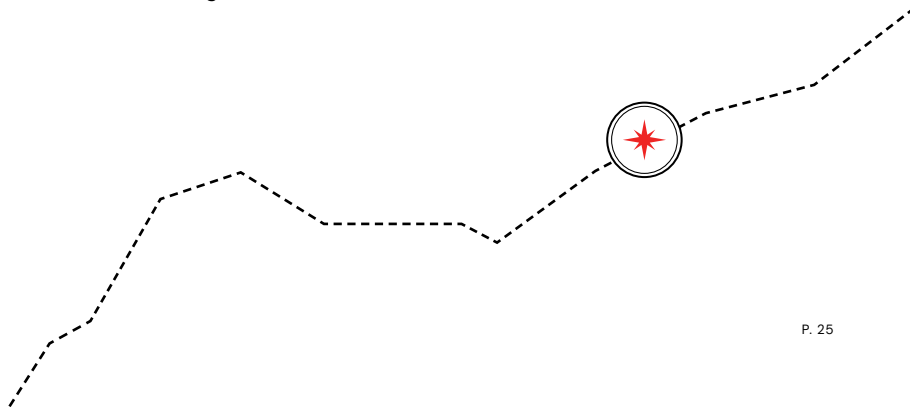
We create an environment where people must grow, our organisation is evolving daily, and we expect resilience and excitement towards change.

04 Empathy

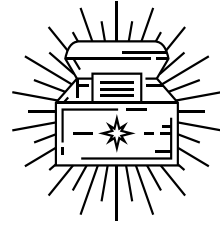
We can put ourselves in someone else's shoes and see the world the way they see it. High-quality long-term outcomes for our people must drive our decisions together with our people.

05 On feedback

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



WHAT MAKES A LEADER



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 an environment with a faulty system, 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.

**"LEADERSHIP IS THE
WILLINGNESS TO RUN TOWARDS
DANGER TO PROTECT THOSE
IN YOUR CARE"**

Simon Sinek

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 experiences 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 seeking success. We are only as good as our weakest link.

WHAT MAKES A PIRATA?

Willing to do anything it takes for their team



Positive, whatever may come



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 a high degree of integrity





PIRATA

GROUP

www.piratagroup.hk