

The
Mews

CONSTITUTION

NEWS

2024

Introduction

Mewsters dream big. We're a global community committed to transforming hospitality and beyond. Achieving such ambitious goals requires an energized team, working together with shared purpose, and clearly stated values.

This historic document, the Mews Constitution, sets out a series of core principles to guide us on our journey, and elaborates on our values. These principles center around our qualities as people. Because, above all, we are human. Although we're a tech company, hospitality is a human act. And it's through technology that we manifest the value Mews brings to the art of hospitality.

Core messages:



Delight customers;
drive innovation



Cultivate trust,
foster openness



Simplify complexity,
prize agility



Listen deeply,
act boldly



Win together,
enjoy the journey

So, what sets Mews apart?

We're diverse in thought, perspective
and circumstance,



we represent 80 nationalities

and are united in our aspirations to provide
remarkable experiences to our customers
and each other and build a remarkable
hospitality company.

Article

01

SERVE

We aim to serve



Mews is a hospitality company. Hospitality is part of our DNA. Hospitality is a gift to give and to receive, with huge transformative potential for those who experience it. As such, we're committed to making a meaningful contribution to the community we serve.

We are building for and with people. If we build for people, we build more trust, which is the foundation of our relationship with our customers. Trust is built with customers by providing value and extending empathy. We learn from our customers, leading with empathy to understand the challenges they face and create solutions to their problems.



In practice this means:

Celebrate great hospitality. We invite our customers to the Bouche. We try and stay in customer hotels where possible. From the moment someone joins Mews, we share our vision of great hospitality.

Find ways to help, our customers, as well as each other, whether we are a manager, or an individual contributor.

Apply curiosity to problems. We ask why, repeatedly, until we believe we have fully understood the challenge at hand.

We listen.

We do not break trust; we create an environment in which trust thrives. We recognize that trust goes both ways: whilst we want an environment in which there is sufficient trust to ask difficult questions, we recognize that it also needs to feel safe to answer difficult questions and trust that one can speak openly without fear of reprisal or disrespect.

Article

02

GOALS

The ability to **scale** is critical to our success

We have the agility of a start-up and the clarity of an industry leader. Collectively, we're building for scale to provide long-term value to our customers and our shareholders and investors. We take our learning from the past to deliver on the future.

We prioritize efficiency but avoid short-term gains that might compromise long-term growth. That old cliché about every problem being an opportunity? We make it true, using our constraints to encourage resourcefulness, self-sufficiency and invention. We are focused and relentless in our pursuit of our goals.



In practice this means:

We plan. Our planning process for the following year starts midway through the previous year, with the Leadership Team using contributions from the wider team to scan horizons and set the top-level direction for the future. This is then turned into departmental strategies, led by each member of the Leadership Team.

We collaborate across functions.

For every acquisition, there is a cross-collaborative effort from due diligence to the onboarding of the new entity. We run communication and departmental meetings in which many functions contribute and participate. Stakeholders are actively sought after for department-led projects.

We continually seek opportunities to build on and optimize previous work.

We recognize that solutions are often iterative rather than discrete. Our OKRs break down the problems into the component parts. Each department has its own project plans, Asana boards, and roadmaps.

We allow for plans to change.

We don't create budgets, we create financial plans, and review them regularly, department by department and collectively as a leadership team. We report to our Board and share our results with the organization monthly.

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CURIOSITY

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Curiosity drives innovation and growth

Curiosity is our lifeblood. We encourage a culture of exploration where people are intrinsically motivated to learn. Our aim is to lead our market in a 'category of one', so while we follow our competitors closely, we blaze our own trail.

We do not aim for perfection but encourage experimentation and incremental improvement.

We listen carefully to exceptional thinkers, including those outside of our immediate specialization. And because we're exceptional thinkers in our own right, we freely share our own knowledge with each other. New solutions are encouraged, even at the risk of failure, and we think holistically, solving multiple problems with single fixes.



In practice this means:

We invite our customers to our All-Hands meetings, and host our own customer conference, Unfold.

We have numerous communities of learning at Mews (e.g. reading/learning/ergs/Think Club) with many (many!) Slack channels dedicated to sharing learning and thinking from both hospitality and the wider business environment.

Our communities extend beyond explicit learning but support a deeper and wider understanding of how we learn and grow.

We have an active program of enablement and of development to support growth across all departments.

We invite people to come and speak to us, or work with us, at our offsites.

We encourage our people to work with coaches and mentors and connect with communities of people who do the same work as they do in other companies.

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UNDERSTAND

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We seek to understand how things work.

If you can't measure the problem, you can't improve it. Although we always look for better ways to measure, we don't mistake goal attainment for solutions. That means we take the time to actively pursue deep work and avoid easy fixes. We stay connected to the details, audit frequently, aim to get to the root of issues, and are skeptical when metrics and anecdotes differ.

When we spot a problem, we acknowledge it and address it. Our culture is one of thorough understanding, not shallow agreement. When we have knowledge, we share it – **we're curious, after all.** No one is above learning how something works, no matter when they came into the company and in what position, and there are no stupid questions when asked in the pursuit of knowledge.

In practice this means:

We obsess about data and use it as the basis for our discussions and provide a starting point for problems we want to solve. It does not show us the whole picture.

We share our company scorecard, as well as our Board deck, and multiple other sources of data on a regular basis. Every function has a scorecard.

We regularly deep dive into our OKRs in the Bouche.

We review our company strategy annually, sharing the results with the organization. Every department – and therefore everyone – contributes to the development of the strategy. The strategies are developed both top down, as well as bottom up.



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TOGETHER

We are better together

Mews is a united community. We rise and fall together, and we strive to make sure that we're always pulling upwards.

We hold each other to high standards, as community members and as people, and believe that these responsibilities extend beyond the workplace. We look beyond our immediate context to understand how we can use our energy and expertise to deliver on our social responsibility through charitable acts and

environmental, social and governance initiatives that go beyond reporting requirements.

Whilst we are committed to all the benefits of Remote First, **we are also committed to spending time together.** We are intentional in how we do so because we value each other's time. We plan carefully and make the best use of all opportunities for connection: offsites, meetings and in our communication with each other.

In practice this means:

We are publicly committed to meaningful action on Environmental, Social and Governance issues.

Our community (ERG) network is constantly growing. Everyone is welcome to establish a community.

Spending time together requires planning and effort. We put thought into our interactions, and do not waste each other's time.

Communication is an ongoing challenge, but we are committed to reducing friction in our communication. Again, this requires thought, effort and intention from us all. We call each other out if we do not see this effort or care in communication. And we each try to set the standards that we would like everyone to live up to.



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WAVE

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We believe in the **value** of work, and work of **value**

We work at pace, and we work hard. Whilst we aim to balance hard work with life's other priorities, our ambitions require effort. We are intrinsically motivated by the problems we are trying to solve. And exceptional talent and hard work is recognized and nurtured, with fair opportunity for movement throughout the organization. We benchmark ourselves against

those who inspire us, and we never limit our thinking or our potential.

To work hard, and produce work of value, **we need time to recover.** We take time to check in with each other, and to understand motivations and how we can support each other, one human to another. **We take our holidays. Full stop.**

In practice this means:

We take the management of performance very seriously. We hold performance reviews twice yearly and expect every department to calibrate the results.

We are building a key talent program to nurture our highest performers.

We offer equity grants for exceptional performance.

We track holidays to make sure that everyone takes, at least, their statutory allocation.

We have unlimited vacation.

We are developing a comprehensive, skills based, Learning and Development program, and aiming for everyone to have a development plan and regular development conversations with their manager.

We offer 1 Wednesday a month (Wellness Wednesday) for every employee to spend time doing something that supports their well-being.

We do what we can to facilitate work-from-anywhere requests.

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RESPECT

Disagree and commit, and challenge with respect

We try to maintain both respect and challenge in our interactions. We listen attentively, speak candidly and treat each other respectfully. It's good to disagree, and we do so with dignity. Debate is essential for progress, and respectful disagreement is essential for cooperation, **but respect is non-negotiable**. By default, we lead with and assume positive intent, and everyone's opinion is worth hearing.

However, we understand that for positive intent to be maintained, sensitivity to differing world views, and how important those views might be to someone is vital. We do not tolerate discrimination, bullying or harassment of any kind.

Because Mews embraces learning and growth, we're willing to be self-critical, even when it's difficult, awkward

or embarrassing, **but we never compromise our integrity**. We don't shy away from pushing the boundaries of the conversation, because it means coming to a more informed, thought-out answer. Once a decision is made, we commit to support it through to delivery, combining tenacity with a collaborative spirit, regardless of where we stood on the matter at the start.

In practice this means:

We allow for political debate (e.g. the creation of politically oriented Slack channels) but do not take a political stance on the subject matter.

We maintain behavioural policies and standards and have a zero tolerance for bullying and harassment.

We encourage people to feel safe to ask questions in public forums, and actively solicit those questions, but we also ensure that it is safe for those answering the questions (by, for example, editing Bouche questions that implicate individuals or teams).



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HUMOR

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Never underestimate the importance of humor

Mews is famed for our innovation, feared for our relentlessness and liked for our geniality.

Running through all this is a thread of humour, visible in our brand and brought to life by our Mewers. Visit any tradeshow and you'll quickly discover that the Mews stand is the most **engaging and the most popular.**

This doesn't mean we need to start and end every conversation with a joke, but rather be open to things that will bring each other joy, even in small measures. **We are ambitious and take our mission incredibly seriously,** but we tread lightly on the earth and this lightness reduces friction and facilitates agility.



In practice this means:

Have you read the all-bouche-chat channel recently? It's very funny.

We don't take ourselves too seriously.

It's ok to tease each other, and to laugh in the face of adversity. But then we buckle down and work to solve the problems.

Meetings often start with humour.

Because humour is connective, and work is undoubtedly better when we work together.

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