

The Emma DNA

We are entrepreneurs.

We seek opportunities, seize, and maximize them.

We see opportunities everywhere. There is always another offering to launch, a cost to reduce, or a process to improve. To discover opportunities, we do not accept limitations to our thinking or take existing wisdom for granted. Opportunities are often found when we take a step back from our day-to-day work. Reflecting helps us see where we could improve or where the next frontier to conquer is. Opportunities can come from listening to our intuition or gut feeling. Discussing the opportunity with a colleague helps to find the truth and get to the root of our intuition.

Opportunities also arise from a situation that seems to have been a failure, risk or loss. When we turn the situation upside down and seek the opportunity, it makes the company better, stronger, and more successful.

We encourage calculated risk-taking and new ideas.

To reach new heights, we need to take risks. But we don't take risks without having thought about the smartest course of action. We think about an intelligent way to test and probe a new idea and how we can minimize the potential downside.

When we want to take a substantial risk, we involve fellow Emmies to review and discuss the situation from different angles to arrive at the best approach.

We don't shy away from opportunities and great ideas because of the obstacles and risks involved. We find a smart way to test the situation and learn. This limits the impact of failure on Emma as a whole.

Our calculated approach ensures we do take risks. Without calculated risk-taking, we wouldn't go anywhere.

We *do not* take risks when it comes to health and safety or legal compliance.

We take ownership across the company.

Taking ownership is crucial to our success. Each and every Emmie should be invested in the journey towards and success of Emma.

It is our responsibility to act when we see an untapped growth opportunity, a need for improvement, or behavior that is not consistent with our DNA. This sense of responsibility prompts us to act regardless of where we see the need, be it our own team or elsewhere in the company. We do not assume that someone else will assume the responsibility or have acted already. Making these kinds of assumptions would lead to no one acting at all.

We act when we see the need for change. We don't assume others will assume ownership.

We don't recognize territories.

We take responsibility across teams and address anything that needs to be addressed openly irrespective of which team is affected. We act on this value even when we do not have full visibility on the situation or expertise in the field in question. If an issue is addressed and context or information is missing, fellow Emmies are happy to explain. This is the start of a good discussion which is needed to pursue opportunities and make improvements. When we do openly address issues, we do so respectfully and with appreciation for our fellow Emmies expertise. We never question for the sake of questioning; this is a waste of time and resources. We start these discussions to support other teams, help each other improve, and learn.

We have a can-do mindset.

What we are doing and achieving is something no one has ever done or achieved before. This is an integral part of being an entrepreneur; it makes being an entrepreneur fun and make us proud. We love working with people who maintain a positive attitude, who help us reach new heights and grow together.

We stay positive and maintain our can-do mindset even when we do not have a solution for a problem, or encounter obstacles and unknowns. When we encounter these unknowns, we at least investigate and discuss the issues with fellow Emmies. We take ownership of the situation and discover how to achieve goals and tackle projects. We will do this even in the face of nay-sayers.

We make an impact.

We make change happen.

Impact means making change happen. Everyone at Emma is making change happen. Each Emmie brings in their own ideas and has their own aspirations that help us grow together. We are not a company that appreciates stagnation. We reach new heights by constantly disrupting ourselves. This means that every Emmie (irrespective of their level or area of responsibility) proactively finds areas for improvement and growth and assumes responsibility to make it happen.

We question the status quo.

Questioning the status quo is key to helping us find areas for improvement and growth and disrupt ourselves. Nothing should be taken for granted. Everything can be questioned, from processes and products to strategies and team setups.

We need to listen to our intuition to question the status quo; never assume that there's a reason for why we do things a certain way.

Raise questions, make your ideas and concerns heard.

We discover how to improve.

Questioning the status quo is a first step toward creating impact; we may not have answers to the questions raised, but we are experts at discovering solutions. We discuss with a diverse set of colleagues, design tests, and discover how to improve.

We go beyond what exists.

If we did what everyone else does, we wouldn't be as successful as we are. We don't take best practices for granted. We think twice and reflect. This is how we create (and will continue to create) new best practices. Our value of going beyond what exists holds true for all areas: from products and marketing to organizational design to our approach to expansion.

We create leading customer experiences.

We understand the importance of creating outstanding customer experiences. This is how our customers will come to love us, become loyal, and recommend us.

We are agile.

We make change happen.

Agility is not the same as doing things fast, or quick and dirty. Being agile means that we start with an idea and define our approach to that idea based on how confident we are about it. We find a smart way of testing to reduce risks. There may be ideas that we can't sufficiently test before implementing. An example of this would be a new operational process. But even in this situation, we would share

the idea with other Emmies so they could challenge and question. This would be the most time and capital efficient way of learning about the idea.

We work based on hypotheses.

We believe in the power of ideation, intuition, and gutfeel. When we listen to our intuition and gutfeel, we hear the beginnings of a novel idea or hypothesis. This is different from companies that claim to be data driven. We do not need data to discuss or start realizing an idea. We have

had experiences entering markets when data has actually led us in the wrong direction; the data suggested a market would be easy or difficult for us to succeed in and the opposite turned out to be true.

Data can enrich a discussion, help us make decisions, and realize ideas. We do not need data if we jointly agree that an idea is strong enough to be tested or implemented.

We see failure as a step toward success.

Because we are continually looking for how to change and we are doing what no one has done before, we embrace failure as part of change. We try and often fail. We take the learnings from our failure and use them to improve. And we share failures and learnings from it with each other openly.

We do not waste time discussing who was responsible for failures. We keep our eyes on learnings, improvements, and the future. The learnings we take from failures should not bar us from taking calculated risks in the future.

We take small steps, review, and adjust.

We take small steps, make discoveries, and rework as we go. We prefer this pragmatic approach to a bullet-proof plan. We do not overcomplicate; achieving 80% quality with 20% effort is, in most cases, far superior to investing five times as much effort to achieve perfection. To rephrase: done is better than perfect.

We build processes that support agility where needed.

We need stable, reliable, standardized processes to manage complexity as we grow, implementing them as needed. However, we always keep our need for agility in mind when designing these processes. Example: our larger country markets may require a standardized process that we would allow our smaller country markets to deviate from in order to test new ideas faster. The best process is one that helps instead of hinders our agility.

We drop a process if we realize that it isn't flexible enough for our agile, entrepreneurial approach.

We share early, openly, and broadly.

The power of a diverse team comes from tapping into different views, perspectives, and ways of connecting the dots. To access this diversity of thought, we share information early, openly, and broadly across teams. We are not afraid to receive feedback since we understand that it will improve our approach to ideas, make us faster, and more successful in the long run.

We take rational decisions.

We seek what is best for Emma.

We embrace rational decision-making: we do what makes sense and act in the best interest of the company. What's best for Emma can be discovered by applying good business sense and judgement. For this, keep a global mindset that considers other areas and teams of Emma. How will an idea impact other teams? Is it the right priority on a company-wide level? If we believe a decision is in Emma's best interest, we take it.

We make decisions irrespective of our level, background, or tenure.

We trust our team members to act in the best interest of Emma.

We trust that our team members involve relevant people in the decision-making process, solicit ideas and arguments from fellow team members, and review insights and learnings to discover what makes sense for Emma. The level, age, or tenure of the person making the decision is not important. The value that anyone at any level can decide fosters a sense of ownership.

We don't ask for approval. We decide, share, and act.

Asking for approval is for hierarchical companies and people who do not want to take ownership. We share early, openly, and broadly but when we are convinced that a decision would be in the best interest of Emma, we take it. The next step is sharing the decision with anyone who should or might want to know about it. It's better to share too broadly than not broadly enough. If an important decision or argument was not heard, someone will let you know in time.

Once the issue has been shared, start acting. Don't wait for feedback or approval.

We are non-hierarchical and non-silo.

We do not observe hierarchy or position. We are free to meet and discuss with anyone, we are all at eye-level. We approach anyone we need to approach when we need their help discussing.

We measure what needs to be managed.

We do not measure results just to prove that we were right. For example, we do not measure the impact of teams; we believe that teams can manage themselves, trusting that they will

make impact. If there are questions about the impact of a team, we explore why their impact was questioned in the first place and examine if their focus is on their most impactful lever. Accordingly, we ensure full transparency of developments across the company. Full transparency helps us act early if we see a potential risk.

We are honest and direct.

We openly address anything we need to.

We can only advance as a team if we address issues openly. If we shy away from conflict and dissent, we won't be able to tackle issues. Over time, we will fail.

On the same note, new ideas need to be voiced and heard.

Every Emmie has the responsibility to openly address anything. We speak up when we disagree – anytime with anyone. There are no taboos.

We challenge one another.

The power of a diverse team with diverse perspectives shines when reviewing an issue.

Collaborating like this is when we challenge one another. We ask questions, especially tough ones.

Challenging each other is not about putting someone on the spot. It's about finding the best solution.

We give clear personal feedback.

To help each other grow personally, we give clear, respectful personal feedback in a timely manner. We understand the importance of providing feedback as early as possible; we appreciate each other in larger groups, we provide helpful feedback in smaller, more personal discussions.

When giving feedback, we describe the situation we observed objectively, explain how it made us feel, and make suggestions as to how we would like a similar situation to be handled in the future. Remaining objective helps us separate facts from emotion.

We understand that we each have different strengths. We help each other understand our strengths; focusing on our strengths benefits the entire team. Feedback is not unilateral or top-down only; we provide beneficial feedback directly to anyone in a timely manner, from interns to the founders.

When discussing someone's feedback with other Emmies, we stay respectful and only say things we would tell the person.

For personal development, we use structured feedback formats.

We question actions that are inconsistent to our values.

When we see behavior that is inconsistent to our values, we address it openly with the respective person – irrespective of our or the persons position within the company. If we should encounter a serious situation, we bring it to the attention of senior management to ensure we maintain the integrity of our company and our DNA.

We are candid and respectful.

When openly addressing issues, challenging one another, or giving clear feedback, we remain candid and respectful.

Before criticizing actions or behavior, we ask questions to understand the situation. When we do give criticism, we do not generalize. We work to remain objective and keep our personal feelings out of the situation.

We appreciate everyone for their contributions, efforts, and dedication.

We build the best team.

We are a high-performing team.

High-performing teams are made up of strong team players with clear strengths. Just like sports teams, we need each other to win. We need to be able to rely on each other, we need to know that we are all going in the same direction.

We expect the very best from each other; we inspire each other through a drive for excellence and growth. We succeed together, we appreciate each other's strengths. Learning from the best and working with the best is what motivates us, helps us reach new heights, and makes working together fun.

Each team member has a chance to succeed and develop.

We complement each other.

Our team members complement each other with their different strengths. Some of us are more creative, some more structured. Some of us see opportunities ahead, some see challenges.

Some of us thrive in unstructured discussions, some of us need to reflect alone. It's important that we understand and respect each other's differences, embrace and build on them.

Strength-based working is how we get the best out of every team member and the best overall team performance. If we become frustrated working alongside team members who have a

different approach to ours, we take a step back, review the strengths of our colleague and if needed, change the approach.

We actively build our team.

Actively building a team of A-players is a key interest of every team lead. We look for the best talent to support our team set-up and worldwide growth.

So that each Emmie has a clear view of their performance, we have a fair and transparent feedback process.

To build the best Emma team, we work to avoid biases and ensure fairness when recruiting new members. While we try our best to ensure that we hire the right people for each position, we sometimes fail. Sometimes Emma outgrows team members who have been valuable players for years. While we give everyone the chance to grow, provide feedback and learning opportunities, team leads may decide to let team members go. In these situations, we are fair and supportive so as to give the team member the best chance to succeed somewhere else.

We develop and retain talent.

Developing talent is a vital part of maintaining a high-performing team. We develop our Emmies by focusing on their strengths, providing continuous feedback that's open and honest, and ensuring that they are in a role where they can excel.

We empower Emmies through new challenges, trainings and learning opportunities as well as growth within our organization. We create a motivating environment that enables everyone to be the best they can be and create impact. This will not only help Emmies to grow but will make them stay.

We are one team.

We are one team, one dream.

We all have our eyes on the same prize: growth. Personal and professional. We want to succeed, but we can only succeed together. We ensure that we keep our one team mindset, even as we grow. For example, we do not set personal incentives (like bonuses for individuals or teams). This keeps us focused as a company on the same goal. We do not have headquarters or satellite offices, simply offices in different locations.

What connects us is the shared idea that we thrive together in a work environment that allows for growth and celebration of Emma's success.

We listen to understand.

Dissent can be extremely powerful, but only if we are willing to listen. When a colleague dissents with our idea, we listen and probe to understand. Dissent has its roots in either misinformation or in a legitimate disagreement. Both should be unearthed, heard, and cleared before going on to the next step.

We do not finger point.

No one makes mistakes on purpose. When things do not work out, we do not finger point. We discuss and review our failures to learn; failure is part of the process of constant change. If someone (consciously or unconsciously) starts finger-pointing, we interrupt, highlight what's happening, and refocus the discussion to learnings and the future.

We are "no company politics" and "no ego."

Engaging in company politics is a waste of time and resources. We steer clear of lobbying ideas for our own sake, adorning ourselves with borrowed plums, or making decisions based on ego. Emma is not about individuals, it's about the team. People who do not understand this idea don't belong on our team.

Maintaining team spirit, living the Emma DNA, and fostering the integrity of the company is the responsibility of everyone!