



VALUES

**RUNWAY
EAST**

WELCOME TO THE DEEP END NEWBIE

We don't bite, promise. Though, like sharks, we are always in motion, getting shit done, and generally being killer.

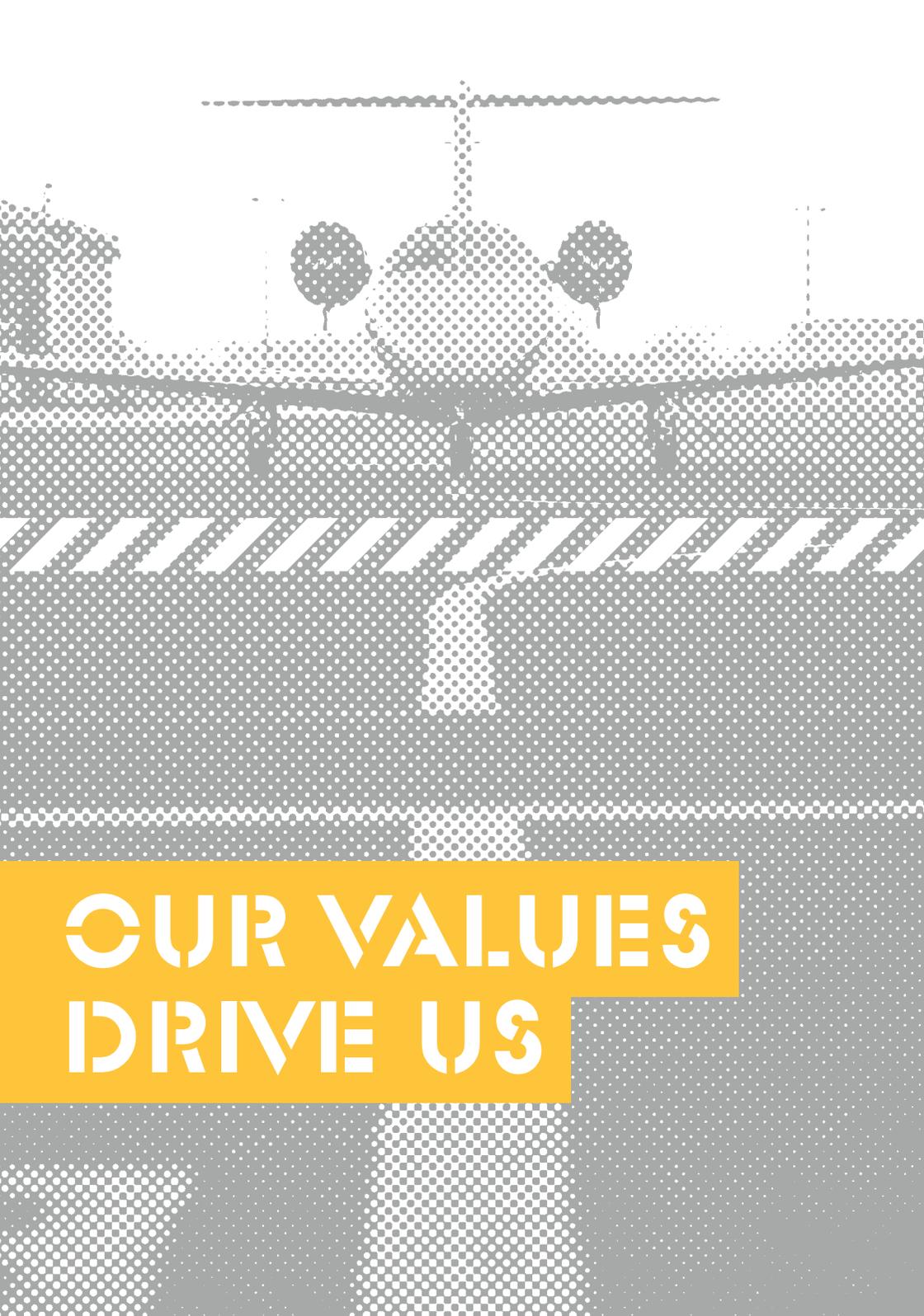
We're excited to have you join Runway East - a place that thrives on energy, passion, teamwork and smarts. You're here because we know you'll make this place even better. No pressure :)

Everyone says it, but we really do think of ourselves as a family. And like a family, we believe in you 100%, we won't accept less than your best and we'll be there to come get you when you're lost at 2am "near a big tree" (don't worry, we've all been there).

We've created this pack to give you a crash course in the things that matter most to us. And part of the reason you were hired is because we think they will matter to you, too.

Everything we do is shaped by our values, so drink it in. And welcome to the family.





OUR VALUES DRIVE US

At Runway East, we're here to provide a runway for take-off (sorry, but it had to be done): for entrepreneurs, for number-crunchers, for people who will change the world in ways both big and small. At Runway East, we want to help people fly.

We're proud of the spaces we create for flourishing businesses, the boost we give to brand new ideas, hardened know-how and everything in between. We've boiled down the things we care about into a Runway Flight Code. A C.O.D.E, to be precise:

At Runway East, we put **community first**. We're **open**, we give a **damn**, and at our core, we're **entrepreneurs**.

COMMUNITY FIRST

Our job is to get our fantastic startups where they want to be. At the end of the day, their success is our success.

WE GIVE A DAMN

We care fiercely about the projects and people we work with. We thrive on challenges, on excitement and on Getting Shit Done.

WE'RE OPEN

We're honest, encouraging and hungry to learn. Every mistake we make is a chance to make what we do better.

WE'RE ENTREPRENEURS

To us, entrepreneurial means taking the initiative. We're a group of people driven by creativity, by the ability to spot opportunities, solutions and new ideas - and by the excitement of trying to get those ideas off the ground.

Talk is cheap. Let's dig down into action.

COMMUNITY FIRST

We help make great things happen. We do that by knowing what our startups want - from the overarching dream to the everyday excitement. We keep things running smoothly. We put ourselves in our members' shoes constantly, and we don't wait to be asked to fix a problem. They love us because we're on their team, we share their problems, their victories, and we're always ready to dive in.

After all, to make big, important things happen, a whole lot of tiny important things need to happen. We consider ourselves kings and queens of the tiny important things.

COMMUNITY FIRST IN ACTION

We don't want to be like a lot of our big corporate competitors. It's important to us that we always act as humans first, and as a business second.

A while ago, one of our loyal members was going through a tough financial period - a common thing for startups. Their success is our success, so instead of turfing them out for not being able to pay, we agreed that they could stay in their office, we supported their work, and delayed payment for 6 months until they were back up on their feet.

Through sheer determination, they managed to turn their business around in that 6 months and are still one of our members now. We couldn't be happier for them.

We gave them the chance without knowing whether they would ever be able to pay us back, but we have faith in our members, and know a good thing when we see it.



**SERIOUSLY
THOUGH,
OUR VALUES
DRIVE US**

OPEN

Hello there,

Hope you've all managed to have a good weekend despite the upheaval last week. We realise this situation has been less than ideal, and we're doing everything we can to try to minimise the disruption and let you keep focused on work.

Here is what we know:

- Friday we met with the property owner and senior management from Sir Robert McAlpine who designed and built the 10FS; All of the other tenants were there including the LME and Cisco*
- McAlpine's teams are working 24-hour, 7-day shifts; They have now scheduled the most important works for getting things operational for Tuesday evening*
- After that time their inspectors and also third party inspectors will have a thorough review of the building to ensure all is in order; They claim that it is safe and the 10FS staff are working in the building, but the owners want to ensure that the key works are done and verified before letting people back in*
- The indication is that the lower floors should have access earlier than the affected floors which is good for us*

Please expect to be where you are currently placed for the duration of next week, and we will update you on Wednesday when we have more info from the landlord. If you have any issues or problems where you are currently contact hannah@runwayea.st or myself (natasha@runwayea.st) immediately, and we'll try to resolve.

In the event that this stretches past the end of next week, we've been working out arrangements to enable us to be up and running somewhere else.

To keep that RWE spirit up, we'll still be doing cake o'clock on Wednesday (expect a delivery to your temporary office) and organising a community picnic on Friday. We'll have some other treats in store for everyone, which we'll keep a surprise for now...

*Thanks,
Natasha*

An email to members telling them everything we knew about Beamgate

OPEN

The truth is, perfect doesn't happen overnight. In fact, perfect doesn't happen at all. Luckily, it's not about being perfect, it's about being honest, fair and constantly trying to be better than yesterday. Mistakes are about learning, not blame - we identify our own and each others' constantly.

'I don't know' isn't a dirty phrase - every question we ask, every fault we admit, every time we fuck up, it's a chance to do it better next time. We're transparent with each other and with our members. We communicate fairly, respectfully and we give our work everything we've got.

It's not always easy, and we're all learning all the time. But hey, we're in this together. And that's a nice feeling.

OPEN IN ACTION

So the thing about being open is, you need to really mean it. And we do.

We once had a situation where it looked like our office space would

have to close after a structural beam collapsed - 'Beamgate', we called it (OK sure, we have a flair for the dramatic). The first day we frantically rehoused our members, and the second day we tried to work out when we would be back in. The news was not good - our landlord couldn't tell us when we would be able to get back in the building.

So what do we do? Well here's what we didn't do - we didn't pluck a date out of thin air or hide behind half truths. We were open. We made sure our members knew as much as we did throughout the whole process, from the lack of a fixed date to the surveyors reports and landlord updates. And the response from our members? Mind blowing - gratitude for our openness, empathy with our situation. We expected people to leave us when we shared that we didn't know when we'd move back in - instead they stayed because we did. And that's how our roof fell in, and we didn't lose a single member. Thanks openness. And cake.*

*We still delivered them cake every Wednesday, but we checked and 'cake' can't be a core value.

GIVE A DAMN

We care, and we care a lot. We care about the success of our people, the team and our members, and we do what we need to do to help our startups succeed.

And 'success' can mean a few different things. It's not about nurturing startups that end up being the next Google (though, if we do that, great), it's knowing we've done everything we can to get our startups where they want to be.

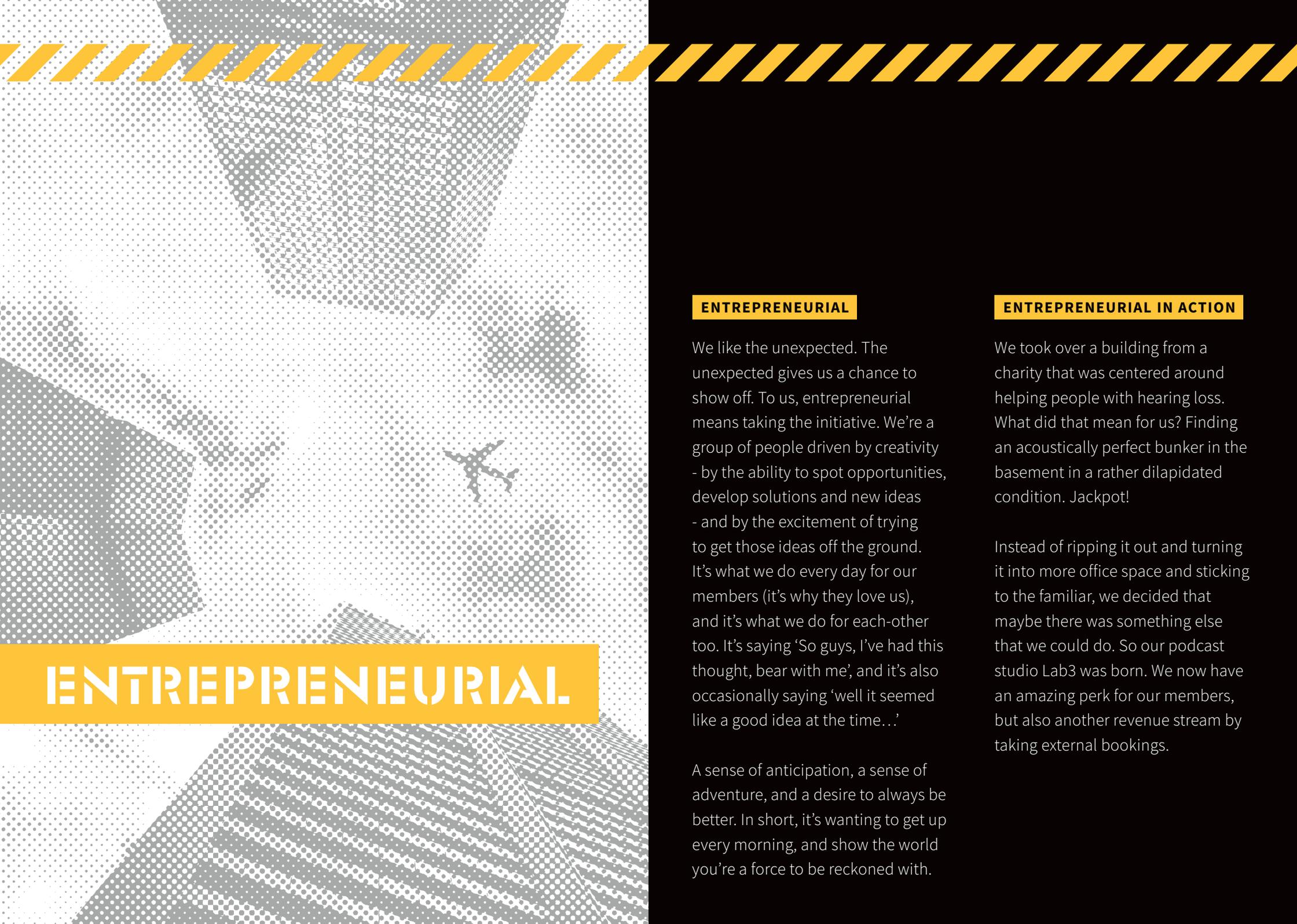
We're proud to be relentless try-hards; our members know we'll do whatever we can to help them, whatever we can to push ourselves and whatever we can to make our spaces the brightest and best they can be. It might not be the edgiest philosophy, but it's one that keeps us at the top of our game.

GIVE A DAMN IN ACTION

We once had a rather worrying situation where all of the power went at one of our sites, and the onsite security team called in the early hours of the morning to let us know. Instead of brushing it off and having the view of 'this can wait until the morning', our Events Manager at the time, Spike, drove into the office at 3am all the way from Kent to fix the problem.

Rather than shrugging our shoulders and waiting until the next morning, one of our team knew that it would be a huge frustration for our 'early bird' members to come into a building reminiscent of pre-electricity times. Thanks Spike, you really are a 'Ledge'.





ENTREPRENEURIAL.

ENTREPRENEURIAL

We like the unexpected. The unexpected gives us a chance to show off. To us, entrepreneurial means taking the initiative. We're a group of people driven by creativity - by the ability to spot opportunities, develop solutions and new ideas - and by the excitement of trying to get those ideas off the ground. It's what we do every day for our members (it's why they love us), and it's what we do for each-other too. It's saying 'So guys, I've had this thought, bear with me', and it's also occasionally saying 'well it seemed like a good idea at the time...'

A sense of anticipation, a sense of adventure, and a desire to always be better. In short, it's wanting to get up every morning, and show the world you're a force to be reckoned with.

ENTREPRENEURIAL IN ACTION

We took over a building from a charity that was centered around helping people with hearing loss. What did that mean for us? Finding an acoustically perfect bunker in the basement in a rather dilapidated condition. Jackpot!

Instead of ripping it out and turning it into more office space and sticking to the familiar, we decided that maybe there was something else that we could do. So our podcast studio Lab3 was born. We now have an amazing perk for our members, but also another revenue stream by taking external bookings.

DID YOU KNOW A GROUP OF SHARKS IS CALLED A SHIVER?

So, by now you've got a fairly good handle on how we make Runway East a badass place for our clients.

But what about how we make it a badass place for you guys?

We're so proud of our brilliant Runway East shark family, and want to do everything we can to make sure you're happy, pumped, and able to thrash about getting shit done.

At the heart of it all, we have the Values Code we all know and love (all together now)

These values don't just relate to how we do business with our clients, they're about how we treat each-other too.

COMMUNITY FIRST

After all, their success is our success.

OPENNESS

If we make a mistake, we talk about it - it's a chance to do it better next time.

DAMN (WE GIVE A)

We throw our hearts into this, and thrive on Getting Shit Done.

ENTREPRENEURIAL SPIRIT

We take the initiative, and live for new ideas.





FIRST OFF, WHERE DO YOU FIT?

Seeing as we're a Runway (as well as being sharks? Look, the metaphors are mixed, just go with it), we like to divide our brilliant crew into 3 teams:

HQ

The brains behind the operation, who help things run smoothly at all sites. The Finance Folk, the Ops Oracle, the Sassy CEO who has a penchant for Jager, to name just a few.

EAST LONDON

Each London site has its own team of sharks, making sure we're always striving to be the best we can be. These are the people whose jobs are based around a specific site in the East of London. Anything from Community Managers, to Community Assistants, to Membership Managers and our maintenance team.

BRISTOL

Just like the East London team, this is the team that make sure our first regional site runs as kick-ass as possible. They manage the whole operation from their site, but are a fundamental part of the team. They dial in to our weekly meetings, they attend all of our company celebrations. They're our home away from home.

All three teams are absolutely vital in making sure Runway East is as great is it can be. We put a lot of things in place to make sure no matter what team you sit in, you can feel confident, happy, fulfilled and ready to take on the world.

We design our base-camp to be as helpful, productive and fun as possible. We spend a lot of time here, so we want to make it our favourite place to be.

STAY FED AND WATERED

We keep a supply of beers, drinks and snacks on-hand, so there's always some delicious sustenance to be found.

STAY HAPPY AND RELAXED

We want everyone to work how they feel most productive, so we have a break out space with an Xbox for when you need a change of pace, a phone booth for taking calls, and a nap pod for when you want a time-out.

STAY FLAWLESS

We keep a clear desk policy, so that our lovely offices always look great. You know the drill here, you clean up your own stuff, everyone wins.

KEEP THE MUSIC GOING

Anyone can control the office Sonos, just login to the Runway East Sonos wifi, with the password: CorrectHorseBattery. Just please. No Gangham Style.

DID SOMEONE SAY SWAG?

Everyone on the team gets a laptop of their choosing, as well as a sweet Runway East t-shirt, hoodie and notebook.



ALL ABOUT THE BASE

WEEKLY EVENTS FOR YOUR DEAR DIARY...

MONDAYS - SITE MEETINGS

Every Monday, each site meets to catch up. We order in delicious food (we change who arranges what each week), take notes on what's happening where and send them out. It makes us feel in control, inspired and pumped. Not to mention full.

TUESDAYS - 8AM, MANAGEMENT MEETING

Every Tuesday the management team gets together bright and breezy to report on their departments, discuss challenges and identify areas to focus on.

WEDNESDAY MORNING, EVENTS, COMMUNITY & OPS

Every other Wednesday, the Community Managers from each site meet up (in person, and via video call for our regional sites) to share notes on our clients, new business and how we can constantly be improving our service and NPS. We never want to stay still, we always want to keep learning.

THURSDAYS - 5PM, EXPANSION TEAM MEETING

Every week our expansion team gets together to chat about our growth metrics, targets, and how we're all doing. We're big data nerds, so it's a great chance to get a proper look at where we're at.

FRIDAYS - 5PM, FRIYAY DRINKS

It's time to shut down your laptops and head to our bar, Hangar58, for some glorious drinks. We also hand out the Shark Cup for that week, awarded to the team member who has done something truly excellent in the past few days (voted for by everyone else, of course).

We also play a ridiculous game of some description, past efforts include Beer Pong, Poop The Potato, Guess The Song, and Fishbowl. Bring on next week.



NEW JOINER BREAKFAST

To make sure that we give our new blood the best possible start, we always kick off their first day with a team breakfast. Croissants, granola, juice, fruit, it's the breakfast of champions!

BI-MONTHLY SOCIAL

Any and every idea welcome. We take it in turns to arrange something excellent for us all to do, with a budget of £50 a head. Booze almost always features, but we're always ready to go the next morning (albeit with a few fuzzy heads).

MAYDAY MONDAY

Every month on the Monday before payday we all get together to do something fun. With a budget of £30 per head, we aim for different and exciting activities each month, and we love team members to suggest new things to do. We're especially keen when they're related to something that you are passionate about outside of work, so that we can share that passion with you.

ROAD-TRIPS

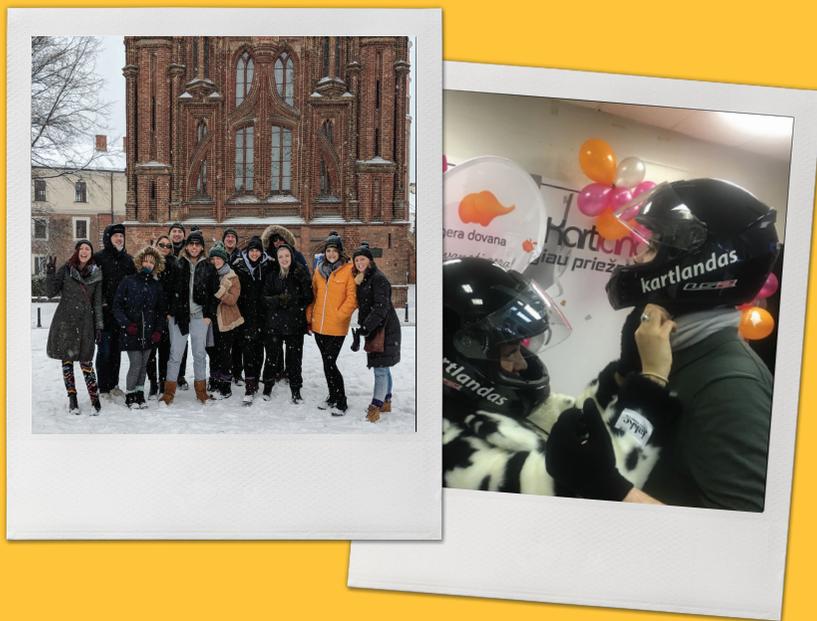
We're huge believers of working hard and celebrating hard, and if we hit our targets we all go away somewhere amazing for pure relaxation, friendship and adventure. The last trip was 3 days in Vilnius (the capital of Lithuania...we didn't know either) with go-karting, scavenger hunting, cooking of local delicacies, and a whole lot more that shouldn't be advertised.



**... AND
SAVING THE
BEST UNTIL
LAST**

REAPING REWARDS

We want to do stuff that makes us happier and more productive on a day by day basis. Whether it be rewarding the team for something epic that they have done, or rewarding someone outside of the team for being just as Sharky as we are.



REFERRING CANDIDATES

As the greatest people in the world (obviously), you know other great people when you meet them. And we'd love to give you sweet cash for that knowledge. If you meet someone you think would be perfect for our team, refer them for a role we have open. If we give them a job, you'll get a thank you gift of £100*

GIFT GODS

People who give more tend to be happier, which is why every month we give everyone the chance to spend £10 on 2 people they think deserve a treat - be it a potential partner, a member or just someone fantastic in your business network.

BONUS OR HOLIDAY? YOU CHOOSE

When we hit our goals, we like to reward the teams that got us there. But we know that 'reward' means a different thing to different people. You can choose between a cash bonus, or extra holiday - whatever makes you happier.

SHARK OF THE MONTH

We're big on recognising when people are smashing what they do. Every month, we hand out a Shark of the Month mug, and a place on our (hallowed) Hall Of Sharks. It's a way of us thanking individuals for going about their business like a goddamn shark - no complaints, no surrender, just turning up and absolutely slaying.

ULTIMATELY...

WE WANT TO RAISE THE GAME

We are lucky enough to be surrounded by immensely talented people, all day, every day. Everyone we work with makes us up our game, strive to be better, they spark ideas, new projects and new dreams.

We're better when we're working together. We call on each-other for the skills we don't have, for advice, for help, for a chat or for a big, beautiful favour. We have each-other's backs, and we're proudest when we're collaborating. That's what all this is about.

ONE MORE THING

OK, we reckon you're primed to take on the world. But before you unleash hell, we want to say a final thing.

All of this, this stuff we do, we want you to love doing it. Because we love doing it. We're going to be spending a lot of time together, building stuff, trying stuff, failing at stuff, celebrating and commiserating

- adventure awaits, and we can't wait to welcome you to the team.

So, if there's anything you can think of to make your life here with us more joyful, let's talk about it. At the end of the day, we're here to work - but there's no reason work can't be great fun.

