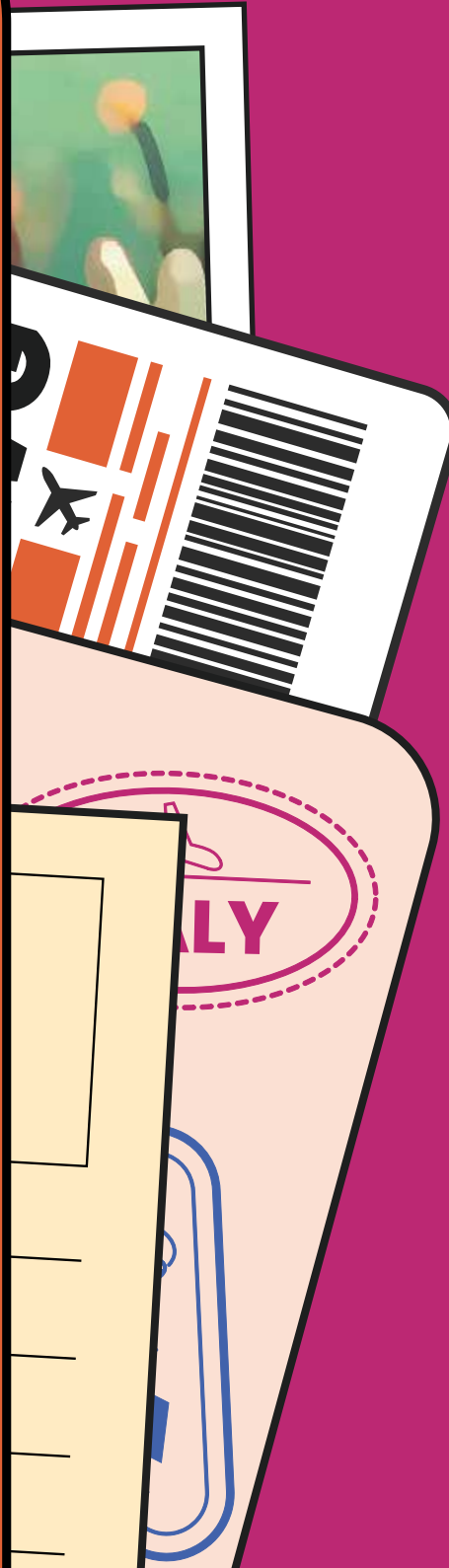
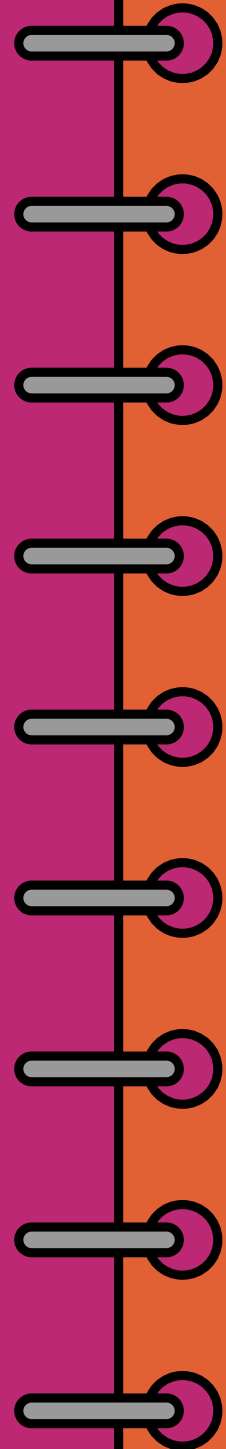




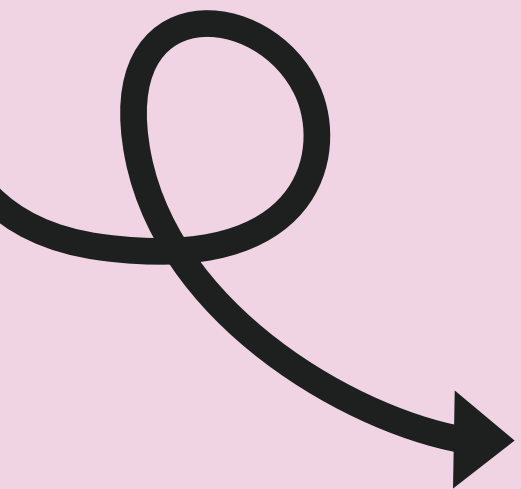
HOSTELWORLD

OUR CULTURE CODE

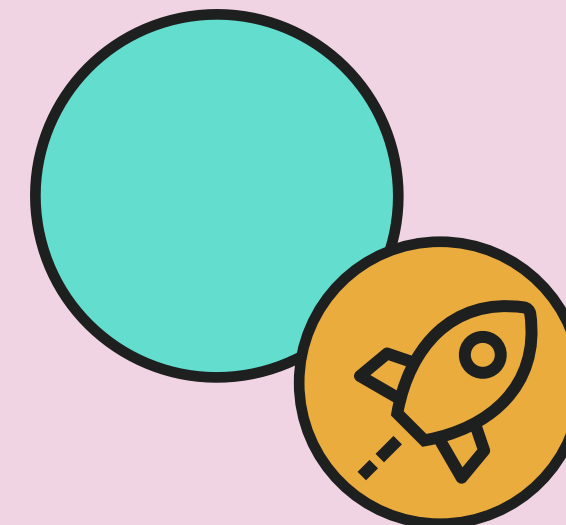


The background is a solid mustard yellow color. It is decorated with dark blue wavy lines that meander across the frame. Interspersed along these lines are several dark blue location pin icons, each with a small white circle in the center. The overall aesthetic is hand-drawn and whimsical.

It's about the
≡ JOURNEY ≡
not the destination



Our Mission:

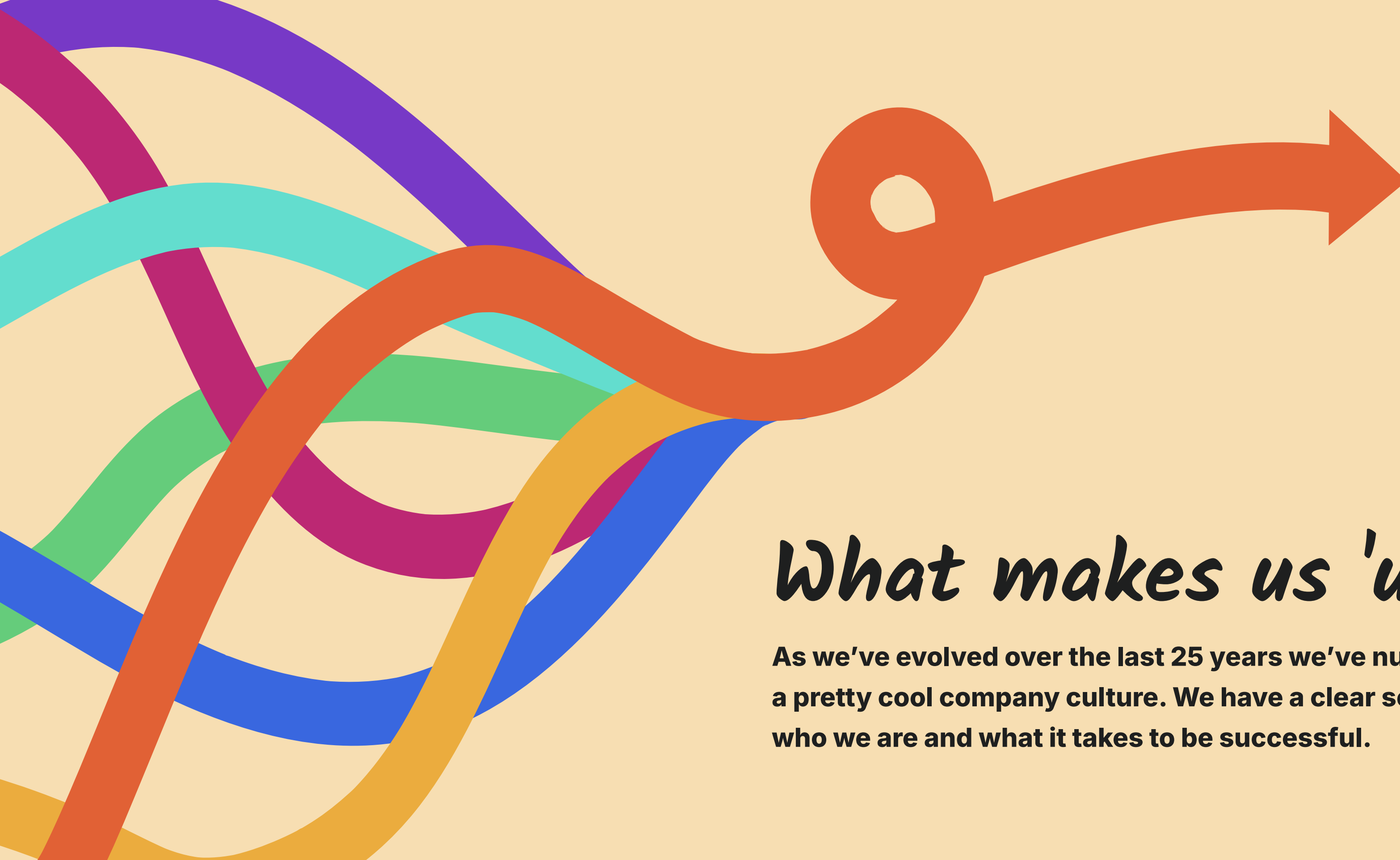


To help travellers find people to hang out with.

We understand the power of travel; the joy to be found by broadening our horizons through experiencing new places and meeting people from different cultures.

We understand that for many travellers the journey and the people encountered along the way are far more important than the destination.

It's the same for our team. We get stuff done while also enjoying how we deliver cool things – our journey together matters! When at work, we want to gain as much experience as possible, to learn and grow, to feel like we are part of something, and to make meaningful connections with others we meet along the way.



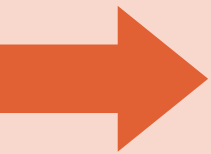
What makes us 'us'

As we've evolved over the last 25 years we've nurtured a pretty cool company culture. We have a clear sense of who we are and what it takes to be successful.

1.

**We have a
shared love
of travel**





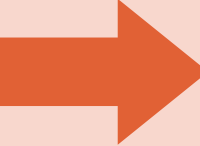
We have a shared love of travel

“We help travellers find other travellers to hang out with”

Hostelworld was born from a simple but powerful idea: the market for hostels was underserved, and there was no technology being built to support their unique needs. By innovating to meet this need, we are proud to have grown into a global platform dedicated to connecting travellers.

At Hostelworld, we understand the magic of travel connections – shared experiences, shared time and spaces, shared emotions. We are united by our shared love of adventure, of being on a journey. Inspiring adventurous minds through travel is our collective purpose.



 **We have a shared love of travel**



“Strong and lasting friendships are made at Hostelworld”

While the shared love of travel unites us, there is more to our connection than that. The heart of our company is our amazing people who create a culture that is open, friendly, and downright fun. We are a close-knit bunch who are free to be our authentic selves and make proper connections with each other!

2.

**We combine a
start-up spirit
with experience**



We combine a start-up spirit with experience...

We like to think that as we've grown up, we've held onto the best things about being a start-up whilst gaining the wisdom and maturity that comes through experience. With obligations as a public company we know how to bring rigour and discipline to meet our commitments. We balance this with an ability to work at pace and react with high energy and creativity to challenges we face.

Around 60% of our customers make a booking within 7 days of their stay date, and around 30% on the same day. That means our bookings can see a lot of variability in a short space of time. So we remain on high alert to take action when needed. Sometimes that pace can be challenging. But we've learned to press pause and get our bearings again before we move forward.

This means we often work off shorter lead times. So, like our fellow travellers, we change our plans as needed or where there is opportunity to do better things. Bigger companies don't have that luxury. We believe this agility is key to our success and has become one of our superpowers.

***“We change our minds a lot –
we pivot because our business demands innovation”***

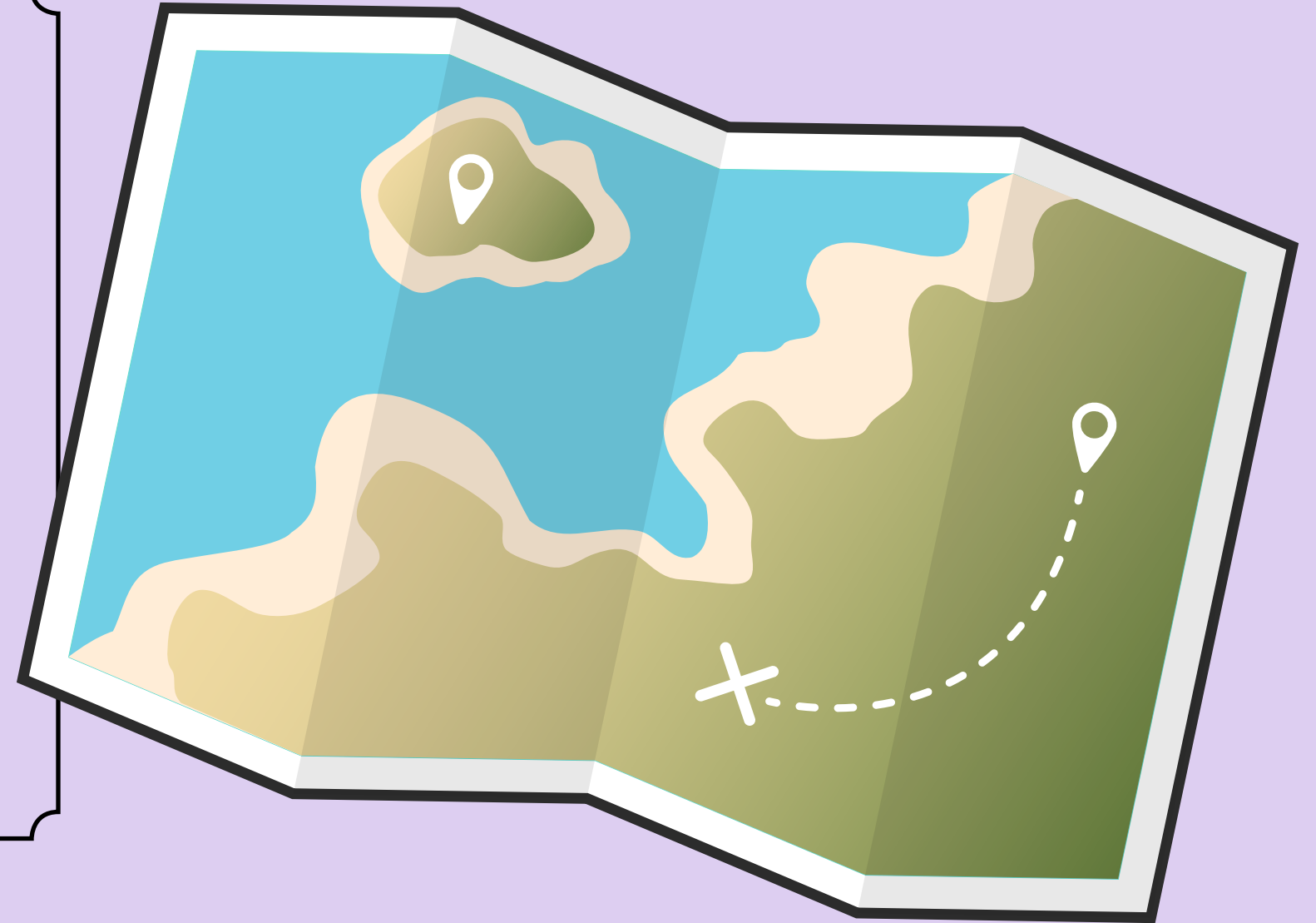


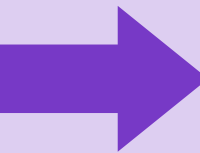
➡ ... we are scrappy



WE ARE UNAFRAID TO TRY NEW THINGS.

We thrive on innovation. When our data suggests we should explore some new territory – be it on a product feature, a new hostel partner, or an internal procedure – we'll give it a go. If it doesn't work, we review and learn. Always remembering that it's the journey not the.... you get the gist. Scrappiness suits us, but it may not be for everyone.



 **...we loooooooooove data**

“Data informs everything we do – we're kinda obsessed”

In the early days we relied a lot on instinct to tell us which avenues to explore.

Those “spidey senses” are still important, but with centuries of combined experience we have learned to test and challenge our hypotheses through using data. We love finding alternative views and evidence before committing to action. We get further, faster, by following the data, and we ground decisions in evidence, not in opinion.



WE ARE NATURALLY INQUISITIVE.

You will see us spot something in a report or feedback survey and go deep to understand it. We encourage people to be curious and follow an insight, piece of data or something they are inquisitive about where it makes sense. We find that through the process, we discover powerful insights that help us shape our product and improve workflows - so we nurture a healthy level of nosiness.

We know this can mean there can be a lot of data and questions to deal with. Our aim is to have dashboards for everything. It might feel at times like it's TMI (too much information). But we wouldn't have it any other way – we value the power that having access to the right data can bring.

“On a bad day, we overshare and get stuck down the rabbit hole. But on a good day the sharing leads to great insight on, and opportunities for, our business and our people.”

3.

**We are
resourceful**

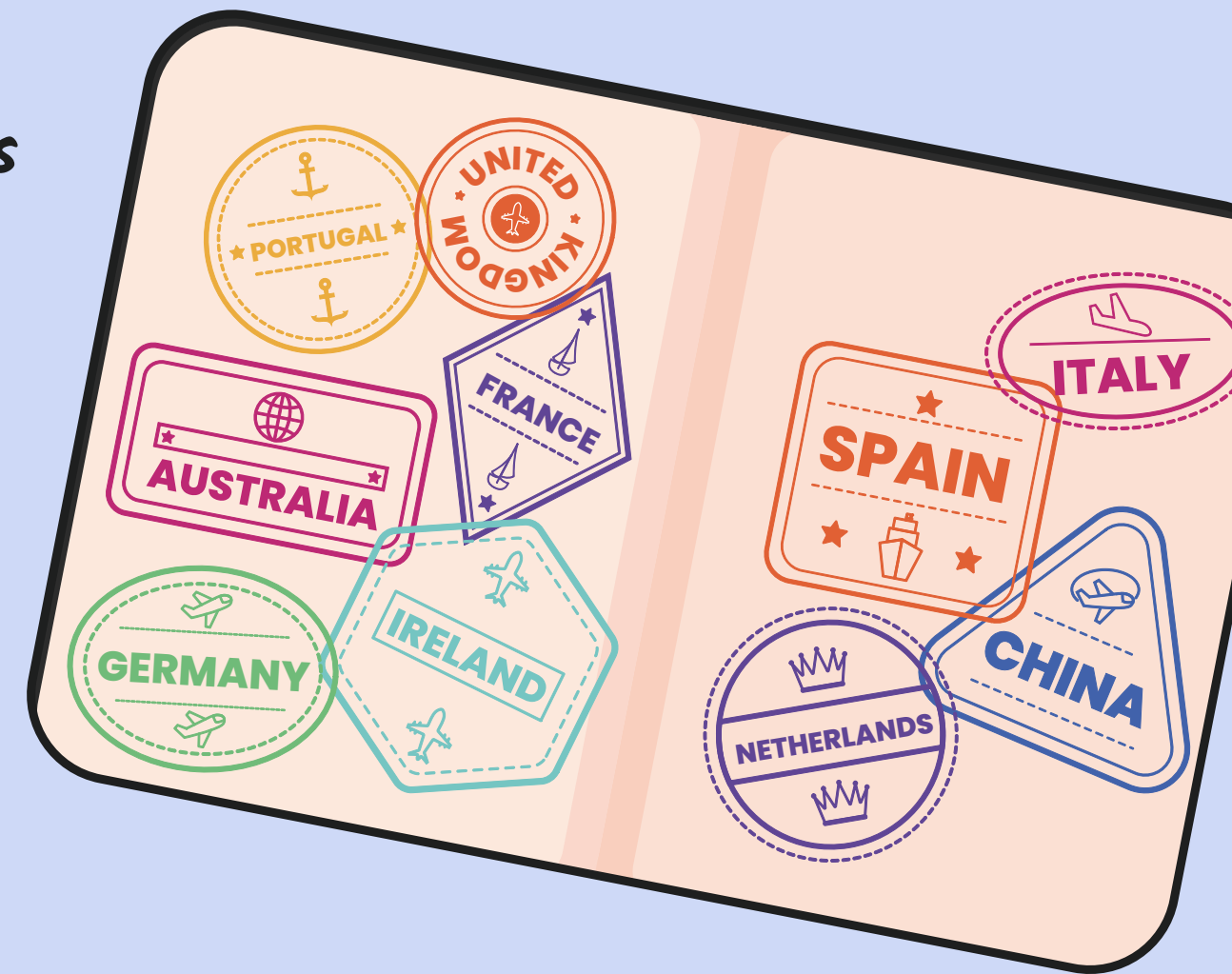


We are resourceful

Much like our customers, we are very careful about where we spend money. We are intentionally lean. We are always keen to grow, but growth doesn't always come from adding new roles. While we'll do that where it makes sense, we believe having smaller teams helps us to focus on what matters most, to build camaraderie, to move fast and to keep people connected. Since we recognise the power and agility that being lean brings, we are very protective of that.

Frugality is just part of our DNA. We invest in the important things and ensure we focus on the highest impact projects. We like the simplicity that our size makes possible - we like knowing everyone's name; we don't want to feel like a small cog in a big machine. There is a closeness and camaraderie that being small brings, given that it helps reduce the distance between any two people.

“Part of being lean is valuing brevity and clarity.”



We are resourceful



WE LOVE THE FLEXIBILITY WE HAVE TO BALANCE WORK AND LIFE DEMANDS.

That includes when, how and where we work. While we know people continue to value some in person working and connection, we don't expect our people to be in an office 5 days a week and are unlikely to need this again for regular business activities.

“Regardless of where we work and how often we see each other, we do a pretty good job at maintaining strong relationships when remote.”

We believe in the magic that comes through human connection, both in person and when remote from each other. So, we support building this through investing in shared office spaces in cities where we have a higher concentration of people, bringing remote teams together when we can and providing great tools and space for people to collaborate and engage online.

Lean doesn't mean that you don't have what you need to do your best work - lean means packing the essentials, using only what you need to reach your next point on the journey.

4.

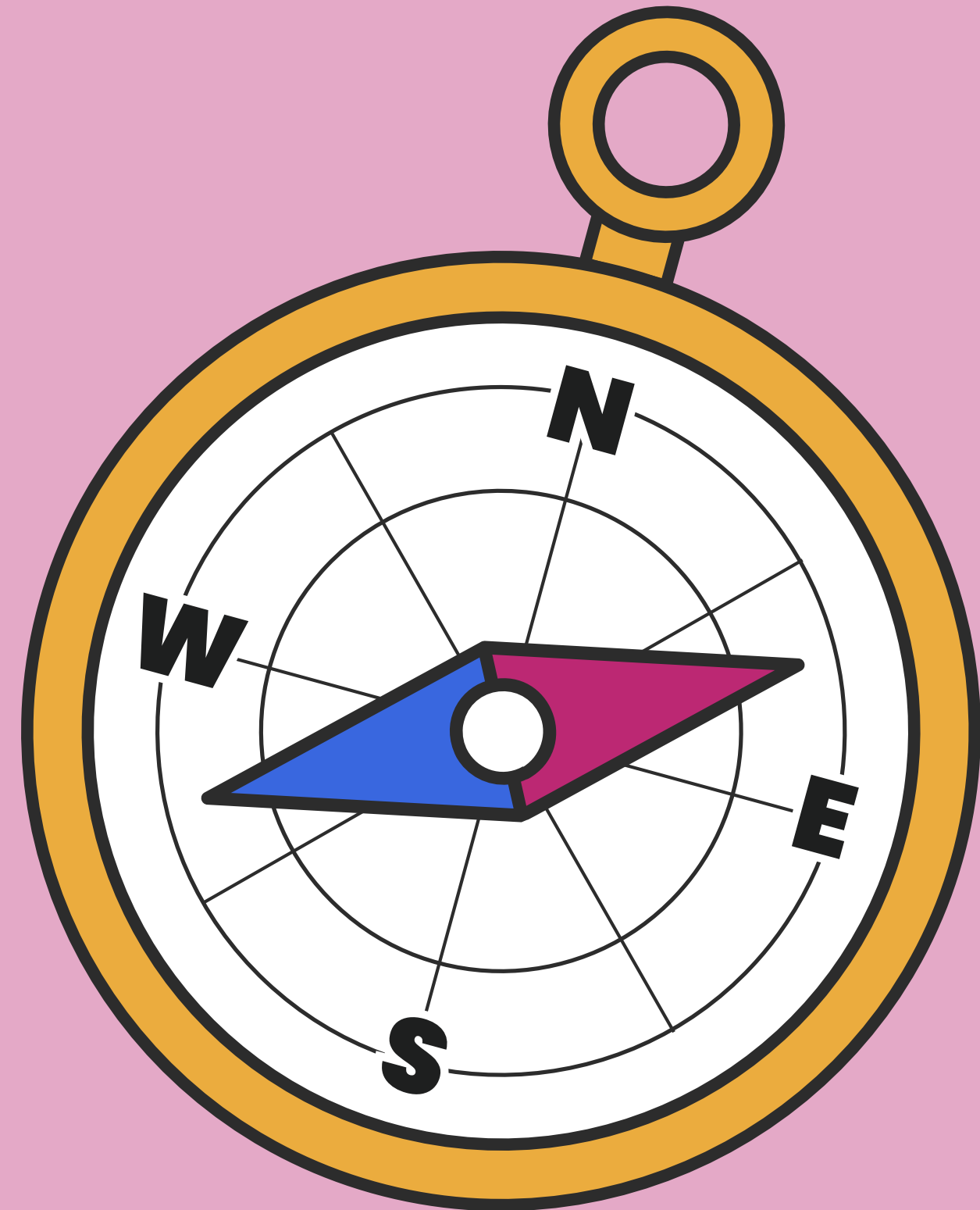
**We do the
right thing**

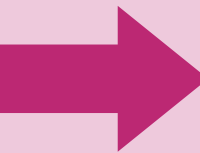


We do the right thing....

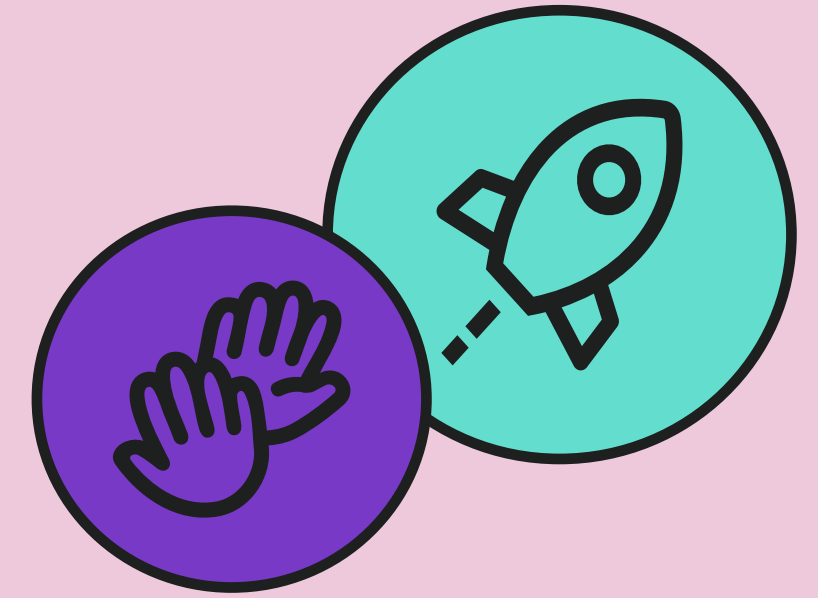
Above all else, we approach everything with decency. We value authenticity and doing the right and reasonable thing. We have an Environmental, Social and Governance strategy – not just because it's expected, but because it's the right thing to do; it's a no-brainer.

Sure, when we spotted the opportunity to pioneer technology that would specifically cater to the hostelling community, we knew it could make for a profitable business. But Hostelworld wasn't created just to make money; it felt like – and continues to feel like – the right thing to do to support a category that enables more people to travel.



 **...we set the bar high and trust through transparency**

*“The key to maintaining a high bar, is trust.
And the key to maintaining trust is transparency.”*



Doing the right thing means being dogged in our pursuit of excellence. We want to have a world class product and expect our people to provide exactly that. Our small size doesn't mean we compromise on quality - we set the bar high.

We trust our leaders to set targets that will challenge us. In return, we are trusted to figure out HOW we will get there together. We are trusted to be responsible, accountable adults.

We trust each other to speak up and challenge – respectfully, and with conviction. When we sense that things are falling short, even if the consequence means more work or more changes to our roadmap.

➡ **...we set the bar high and trust through transparency**



WHEN TIMES ARE TOUGH, WE'RE IN IT TOGETHER.

For example, when things aren't on track many people come together to review. It can feel uncomfortable at times when something urgent happens and the pressure is on to course-correct. But when things go wrong, we focus on the issue, not the person. We don't fixate on who to blame. Getting to the root cause and ensuring we learn from the experience is key.

"Sometimes very little red tape stands between the conception of an idea and its execution"



**IF IT'S CONTRIBUTING
TO OUR STRATEGY,
WE ARE
COMFORTABLE
EXPERIMENTING.**

But we acknowledge the need to ask for help if things go wrong along the way. Again – it's all about trust. We are trusted to act like responsible adults.

➡ ...we set the bar high and trust through transparency



WE SHARE A LOT.

The level of transparency here might feel rare to some. We celebrate when the numbers look good, and we don't shy away from sharing the numbers when they are not where we'd like them to be.

“We do right by our people, our customers, our partners and our planet”



➡ ...we do right by our partners (and our planet)

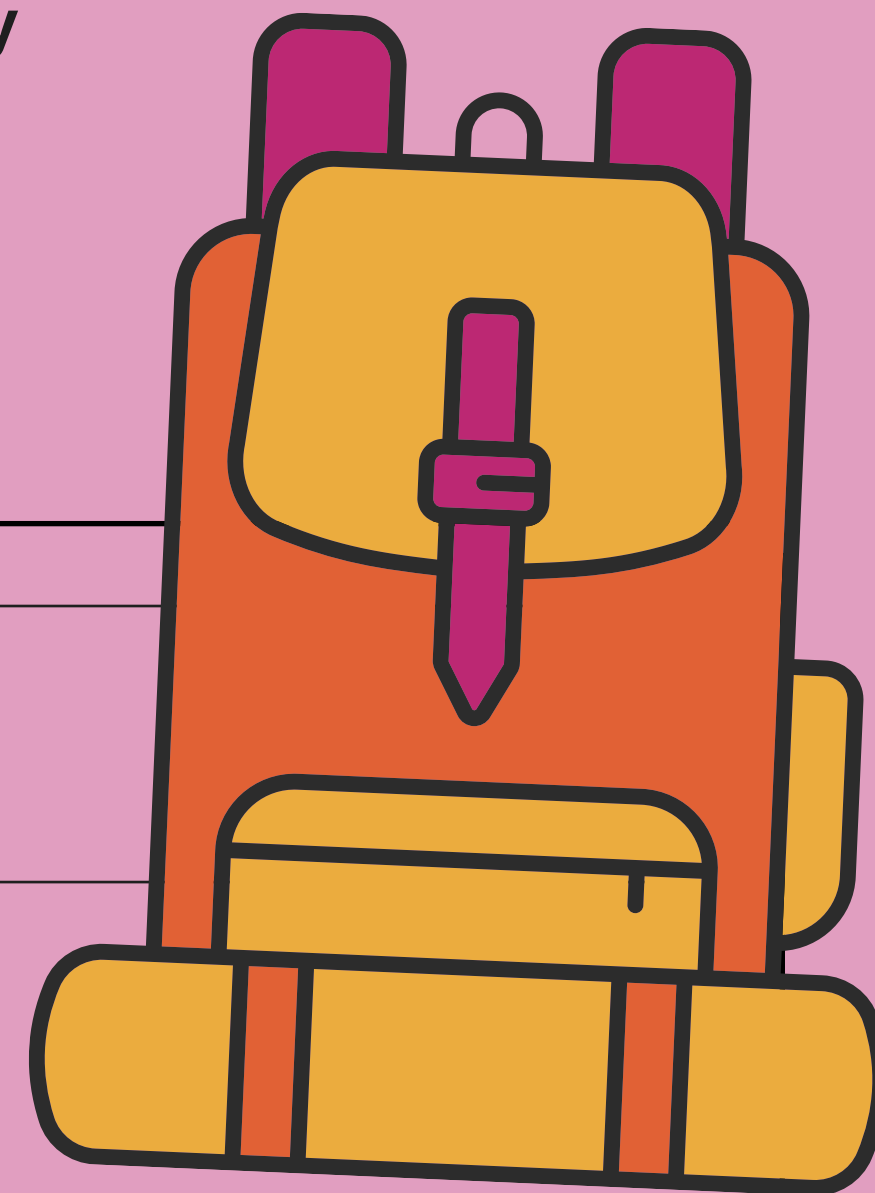
Sustainability is a journey of continuous improvement, so much so that we have called our framework the Staircase to Sustainability. Our customers feel strongly about making sustainable choices when travelling.

Our customer base feels very strongly about making sustainable choices when travelling. The travel industry often gets a bad rap, but we do our bit to challenge that. We support an industry uniquely poised to do great things when it comes to running sustainable operations.



A MAJORITY OF OUR GUESTS INDICATE THAT THEY CHOOSE TO STAY IN HOSTELS OVER OTHER ACCOMMODATION TYPES.

They are more sustainable, and a hostel's sustainability credentials play a role in their decision about which hostel to choose. So, we built a bespoke sustainable management system to help our hostel partners shout about how they contribute to being greener.



➡ ...we do right by our partners (and our planet)



WE WALK THE TALK INTERNALLY BY CHAMPIONING OUR OWN SUSTAINABILITY.

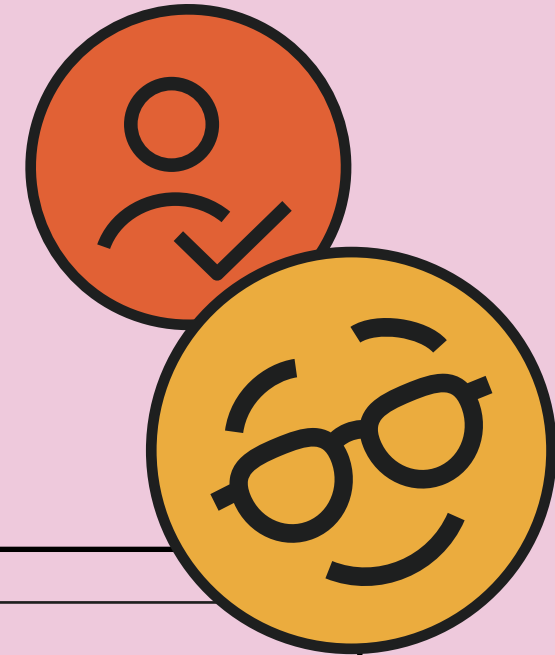
Since 2021 we have been awarded the **'Funding Climate Action'** label, in partnership with South Pole partly due to our elimination and strict control of emissions.

We know that for our customers, for our hostel partners and for our team these initiatives are a core part of our Hostelworld DNA. We will need to keep pace as things evolve within the ESG space. But if there's one thing we love, it's a challenge, especially one that is for the greater good.



...we do right by our partners (and our planet)

Our goal is to maintain the trust of our customers. Most of us *are or have been* on the same journey as our customers - so we know what's important to them; their time, their budget & their experience.

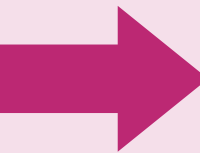


**WHEN CUSTOMERS NEED HELP, WE GIVE THEM THE ANSWERS THEY NEED
– IN ONE REPLY WHERE WE CAN.**

We use technology to free up our people for the queries that our customers need a real person to help with.

Since we approach things with decency, we put ourselves in our customer's shoes. Our teams are empowered to solve issues without endless red tape or procedures; allowing for that fast resolution.

We want people to feel safe using our platform and to feel confident that if they need to make us aware of something - we've got their back. Making sure customers know their issue has been heard matters to us; so, we communicate customer sentiment to the wider business at every opportunity.

 **...we do right by our people**

"If we don't do right by our people, we simply won't be successful"

Having a happy, engaged team that enjoy spending time together to help travellers meet people is at the heart of our success. So, our approach to our people is to remove barriers that prevent each of us from doing great work, to invest in what matters most, based on feedback, and to treat everyone with fairness and decency.

We invest in our people in similar ways to other companies – like salaries, benefits, development and financial incentives. We add to that through agile working practices and through generous policies that support different life stages and that help people to find the right blend of life and work activities. We write our policies to reflect our commitment to protecting our diversity and sense of belonging.



➡ **...we do right by our people**

"Doing the right thing to ensure people feel like they belong and can be their authentic selves is something that will always require focus"

We hear from candidates and our existing team that part of the reason people want to work here is because they see us doing the right thing across all our ESG (environmental, social and governance) work. We're proud of this. We have long recognised that attracting people from different backgrounds and cultures enriches our business, bringing a richness to debates and problem solving.

For all the positives about our inclusion and diversity progress, we keep striving for more. While we have a healthy balance of women in leadership roles we'd love to see more women in our tech teams. So, we do our part by partnering with STEM initiatives that help educate and spotlight STEM in practice, and hopefully inspire people to become the future of tech talent.



What guides us



➡ What guides us

In addition to calling out our **Mission**, we also have a **Purpose** and **Vision**, and we believe it's important to describe a set of **Values** that guide our decision making and a set of **Behaviours** that lay out how we expect people to work.

It's more common to have these across many companies. We feel that doesn't make them any less valuable to us. We encourage debate on these to make sure they continue to guide us towards our overall Mission.

What we say

Mission

Help travellers find others to hang out with

Purpose

Inspiring adventurous minds through travel

Vision

To be the world's leading social travel platform, empowering a global community of travellers to connect, explore, and create unforgettable experiences together

Values

- Be bold, be brave, be adventurous
- Think Customer
- Keep it Simple
- Community Spirit
- Build a Better World

Behaviours

- Master It
- Adapt
- Collaborate
- Grow Others
- Deliver

What this tells us

These help anchor every business decision we make. When in doubt, we can revisit these to make sure a course of action is serving what we are trying to achieve.

Our **Values** help shape our thinking and help guide us towards our goals.

Our **Behaviours** give us a steer on how to act and how to treat each other as we show up to work.



What we value



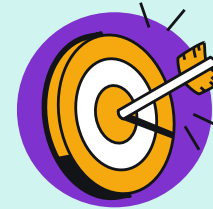
Be bold, be brave, be adventurous

Allow our passion to drive our ambition. Be fearless to embrace change as a path to success and adventurous in our thinking.



Think customer

Think Customer first, we're on their side in everything we do. We always aim to delight and surprise while anticipating and fulfilling their needs, deepening our engagement at every opportunity.



Keep it simple

Use simplicity and smart thinking to be agile and improve everything we do. Let's make complexity our enemy and simplicity our mantra.



Community spirit

We bring people together from all over the globe, inspiring energy, passion and curiosity. Our unique community spirit empowers us to help build collaboration, openness and honesty.



Building a better world

We use our collective energy every day to promote understanding in our world by enabling individual journeys of discovery, adventure and meaning. We value and promote equality, respect and diversity to help inspire a better world.

How we behave

How we behave and how we treat each other is key to everything we do. Each of us is human after all, so we won't always get it right. But we've identified the behaviours that are important to us, so we can check in and understand when we are on or off track.

Master It

We are obsessed with our area of expertise and enjoy developing our skills. We rarely take things at face value; we investigate, interrogate and always look for 'the why,' and wherever possible, we use data to find the best solution.



We are curious and often find ourselves diving deeper to find the right direction to go in.

Grow Others

We fundamentally believe that investing in growing others benefits everyone, whether it's helping them develop hard or soft skills. We want learning and growing to be part of our DNA to help make us a better team, together.



Growth can come in many forms – it's not just about taking an online course; we grow by being exposed to new things and by 'doing'

Adapt

We work fluidly, adapting to new information and the evolving environment while staying committed to our goals. Innovation and experimentation fuel our projects and we're never afraid to pivot.



If we don't embrace change and react, we get left behind. So, we experiment, we innovate, and we pivot.

Collaborate

We are in it together; for the tough stuff and the celebrations too. To achieve the best results, we need expertise from all areas of the organisation, and we wholeheartedly welcome diverse thinking.



We leverage the power of the collective. We never want anyone on our team to feel like they are a lone wolf. Together is better!

Deliver

Our focus is always on the end result; we value outcomes over activity. We collaborate to deliver work at speed without dropping any of our other behaviours.



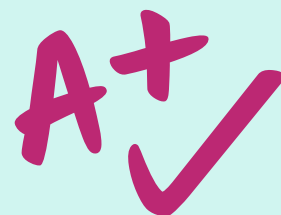
While we care deeply about the journey, we still recognise that we are on a path to a particular destination!

A glance at Diversity & Inclusion in our 25th year

We wear our
**Gold Badge from
Investors in
Diversity** with pride



**Diversity, Equity and
Inclusion** scores among
the **highest factors** in
regular Engagement Surveys



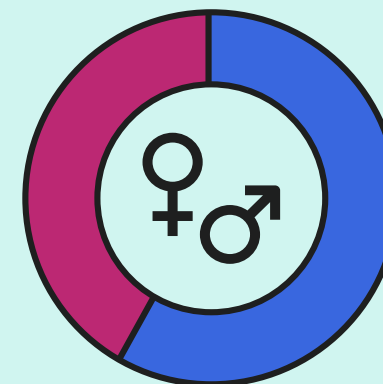
Number of
nationalities
our people
represent:

27



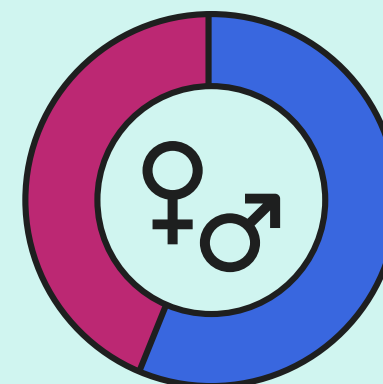
Gender split across
leadership roles:

42% Female
58% Male



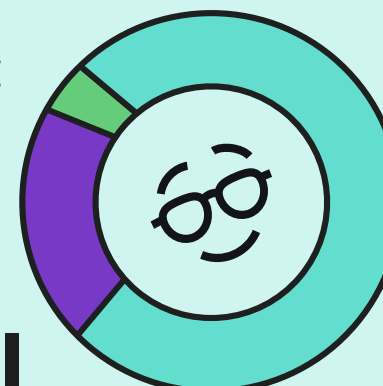
Gender split across
the organisation:

44% Female
56% Male



Generational split is:

5% Gen Z
20% Gen X
75% Millennial



We value inclusive policies:

- **Maternity Leave**
- **Paternity Leave**
- **Parental Leave**
- **Surrogacy Leave**
- **Adoption Leave**
- **Agile Working**
- **Menopause Leave**
- **Compassionate Leave**
- **Volunteering Leave**
- **Working From Abroad**



To close....

**It's never
boring**



It's never boring

“Having clarity around what makes us us and what guides us is our superpower”

The speed we work at can be daunting – but it can also be exhilarating! Have you ever had a flight cancelled? Or maybe you've been on an overnight bus with a bunch of strangers that breaks down? Yikes! You might feel like panicking, but the mayhem can be energising and can help you get sharp when it comes to decision making. You rally and adapt, and you and your fellow travellers, through determination and a shared purpose end up being best buddies by the time you reach your destination.

It can feel like that at Hostelworld sometimes. Plans change and things go off course, but we improvise and learn and we eventually get there. And we try to have fun along the way!

We are no stranger to turbulence, but thankfully, our scrappiness has given us an edge that has allowed us to re-group and re-focus to keep us on course.

We embrace chaos when it comes; it's unavoidable at times and although it might sound crazy, we often find it pushes us to be at our best. We see our ability to manage through it as a strength of our team. Responding to it helps us in being agile and open, lean and flexible.

The result of that challenge can mean huge growth and personal development for our team. It's amazing the resilience, camaraderie, and problem-solving skills that our people can develop from having to adapt and react on the fly.

Whatever happens, the journey is never boring and having super resilient people, who take every opportunity to learn and develop makes all the difference to our success.



We hope you've found this guide helpful.

It was created based on input from people who worked with us in 2024, our 25th anniversary year. Our culture has gone through many changes in those years, and we expect it will continue to evolve. That's a good thing. In helping to describe what makes us "us" at this time, we expect it to generate debate and to help each team member evolve and nurture a culture that serves each of us and our business well.





HOSTELWORLD