

ZEROAVIA

The catalyst behind our Clean Sky Thinking

Our high-velocity
culture





The ZeroAvian Culture Code

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Introducing the code – your guide to navigating our high-velocity culture

This is more than just a code

In a world that depends so heavily on flight, ceasing to fly is not an option, despite the urgency of the climate crisis. Time is of the essence. We're taking decisive action to mitigate environmental impact and transition towards sustainable practices. Hydrogen-electric aviation is the only truly clean and practically scalable solution. That's why we're not a business to be caught up with. We're leaders. Disrupters and revolutionaries. We're taking on the once-in-a-lifetime challenge of putting a hydrogen-electric powertrain in every aircraft.

Embracing change and harnessing the innovative power of curiosity is critical to the success of our mission. That's why this code is not a set of rules, it exists to articulate and cultivate our culture. It's been designed to guide, support and empower you to use your professional judgement, and to encourage you to take ownership of your input and decisions.

Our high-velocity culture and how we work isn't right for everyone, and that's ok, but every ZeroAvian needs to be on board for our mission to succeed. So, if high performance at a fast pace drives you, we know you'll thrive and achieve great career heights at ZeroAvia.

"We're writing history every second of our working lives."

It's our time to shift gears. Let's remind and re-energise every ZeroAvian to align with and ensure the momentum of our high-velocity culture. This is where Clean Sky Thinking happens. The future depends on it.

"Yes, you will all at times think that things are impossible to solve, the problems will seem intractable, and the path unclear. Such is the nature of the pioneering work we do – if it was simple, it would have been done already. You are here precisely because you like solving complex problems and finding original solutions. So this is what we must and are going to do."

Val Miftakhov



Our mission and purpose

We're not just driven by our mission, we're all compelled by it, and it's the foundation of our work. Every one of us has been inspired to act. We're doing more than enabling global connectivity and cultural integration. We're protecting the planet for future generations and securing ZeroAvia's aviation legacy.

Our mission

A hydrogen-electric powertrain in every aircraft.

"We are working with aircraft operators, owners and manufacturers to supply the world's breakthrough zero-emission engines and the infrastructure and fuel to power a revolution in green flight."

Our purpose

Solving aviation's climate impact is a moral imperative to ensure the world continues to be connected through the power of flight without doing harm to our planet.

"It is a golden thread that runs through our people."

"Solving aviation's climate impact is a moral imperative to ensure the world continues to be connected through the power of flight – **ensuring families and friends can stay close, businesses can grow and people can see eye-to-eye** – without doing harm to our planet."

Relentless
momentum

High velocity

Global
connectivity

Clean Sky
Thinking





Our principles

Some businesses say they live and breathe their principles every day. The difference with ZeroAvians is that we do because we must. The proof is in the relationships we build, the talent we attract and the strides we're making with our hydrogen-electric powertrain technology.

Can-do attitude

Taking radical ownership and focusing on results.

First principle thinking

Asking questions, challenging the status quo, creating new solutions, solving problems.

One team, one goal

Working together as one toward our mission.

Care and trust

We're all part of the ZeroAvia team, caring about developing our people and their whole life experience.



Our culture

Our high-velocity culture is a state-of-mind, a shared approach and the key to achieving our mission. It's non-negotiable and undeniable for every ZeroAvian.

As ZeroAvians:

We need to **prioritise speed, agility and innovation** across decision-making. Reducing complexity.

We **see the bigger picture** and hardwire customer requirements into **everything**.

We actively embrace **ownership** and encourage **accountable freedom**.

We have **zero tolerance for compromising safety**, for any reason.

We're all about **taking action** and we don't tolerate analysis paralysis.

We champion **psychological safety**, so ideas can **flourish** and we can **perform optimally**.

We're **pioneers**. By being unafraid to experiment and overcome we defeat failure and **make the impossible, possible**.

We **consciously and determinedly stay ahead of competitors** so we can win the race.

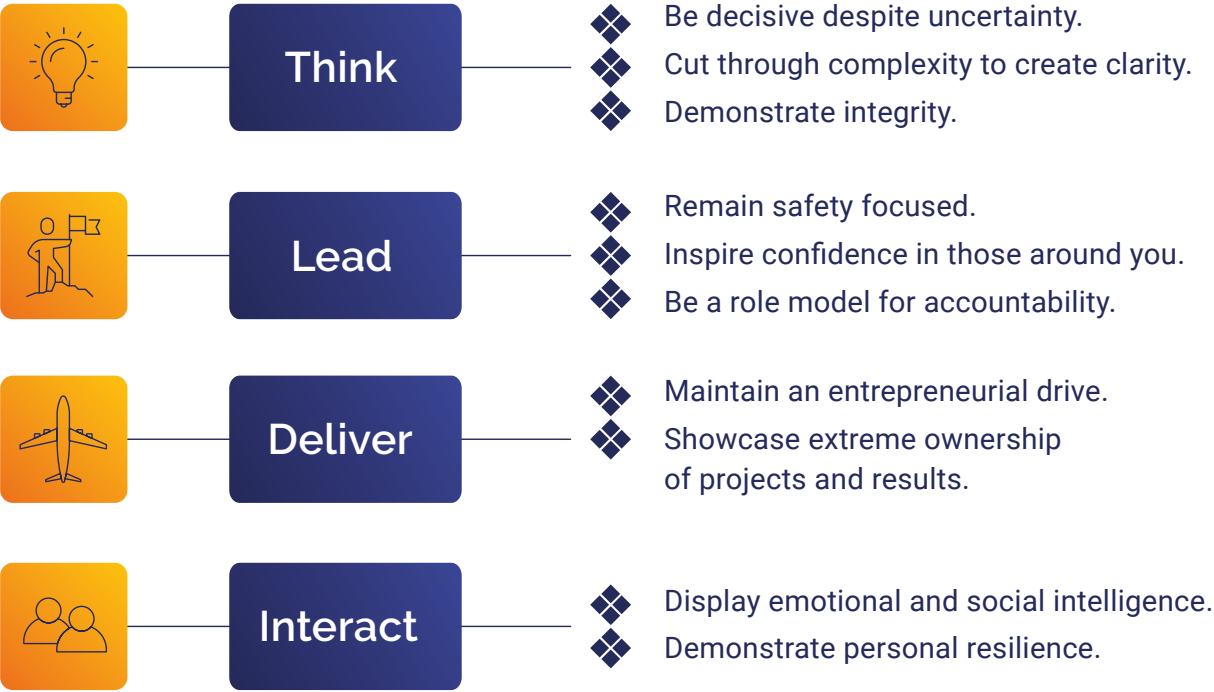
We don't advance at the expense of others; we **communicate openly** and act with **candour, directness and humility**.

We don't assume to know everything; we **empower connection** and **collaborate efficiently**.

We **nurture excellence**, rewarding exceptional performance with **career-defining success**.

Leadership's mindset

Our leaders provide clear vision and direction. Igniting our sense of purpose, they unite us as we get closer to our goal. Their strong decision-making and problem-solving abilities allow us to navigate challenges and seize opportunities. Inspiring and motivating ZeroAvians through positivity and leading by example. Their open communication fosters collaboration and encourages innovation and teamwork. Together, we propel our business forward.



“Everyone challenges actions that conflict with our mission and principles.”



Clean Sky Thinking

Clean Sky Thinking helps create an authentic work environment. It differentiates us from competitors, shares insight into our culture, attracts top talent and gives us a competitive edge. Developed from our pillars – which were informed by you, our people, as the themes you value most – it connects the employee experience with ZeroAvia.

Our Pillars

We're a genuinely green ESG-focused enterprise*

Our culture evolves, develops and adapts. Working across the UK and the US, we're fuelled by support, collaboration, and radical ownership. Our drive, pace, support and agility are only matched by our ambition.

*We're a genuinely green and environmental, social and governance (ESG)-focused enterprise.

We embrace our high-velocity culture

Our high-velocity culture will help us to put a hydrogen-electric, zero-emission powertrain in every aircraft. Every day we're closer to helping the world achieve truly clean flight. Our work is powerful and bold and the only truly clean and practical solution to aviation's growing climate impact.

Our people are in good company

We are extraordinary people doing extraordinary work. One team with one goal. Here, expertise knows no borders. Don't waste time. Explore new ideas and navigate the unknown. Be inspired by new tech and new ways of thinking. Stay action-oriented. Stand up and stand out. Ask questions and challenge the industry's status quo. Together, we have the potential to change the aviation landscape of tomorrow.

We create opportunities and realise ambition

We're disrupting the sector. Right now, this is just the start before aviation changes for the better. Join us and benefit from empowered problem-solving and decision-making. Apply first principles thinking to seek out solutions. Have your commitment rewarded. Be supported and well compensated. You can say you were part of this. You can say you were here at the beginning before aviation changed for the better.



Our Employer Brand

Clean Sky Thinking

The sky's the limit with Blue Sky Thinking and we want to encourage the sharing of ideas that challenge the way we do things today to create a better tomorrow. From this limitless approach to innovation and idea generation we've developed our own – we call it, Clean Sky Thinking. When connected with our goals and mission, and our purpose and principles, it creates a culture where a bias for quick action and problem solving – or high velocity as we like to call it – is enabled and essential. It lets present and future ZeroAvians know who we are as a business, how we work, and how passionate we are about championing our purpose. After all, enabling the exploration of new and innovative ideas and possibilities to ultimately create clean skies is what we exist for, and time is of the essence.

You'll find we speak of 'clear' and 'clean' often to potential ZeroAvians and existing colleagues. Our approach to clarity and simplicity is what enables us to help colleagues find their own purpose here and to recognise the opportunity for career defining development and success. Clean Sky Thinking challenges the traditional restraints of the corporate mindset so we can prioritise an environment in which decision-making, problem-solving, extreme ownership and a bias for action can flourish. We're inviting people to think bigger, more cleanly and boldly, and to make an impact. To succeed we need to be honest and clear about the complex challenges we face and what we must do to revolutionise the aviation industry.

A community connecting communities

“There’s a sense of camaraderie, and communal responsibility to deliver, we are all on this journey together.”

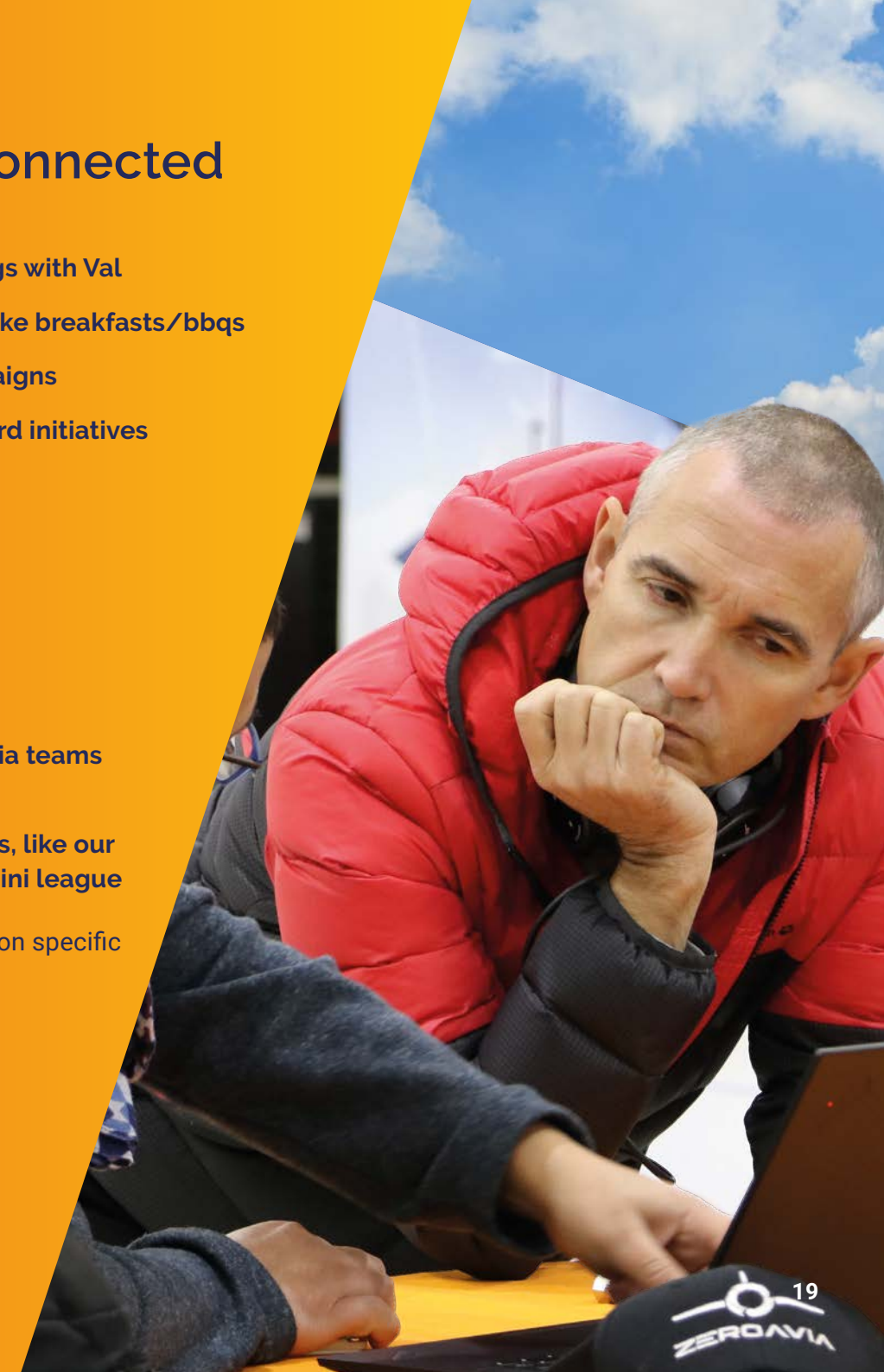
We do more than work together. We see the value in cultivating teamwork, trust, and collective growth. Demonstrating our social cohesion comes easily; our collaborative synergy and interconnectedness go beyond the workday. Ask anyone, and you’ll be told of our connection and how it runs through everything we share. From a passion for flight to an obsession with revolutionising aviation. This is more than work or a hobby.

What we do holds a deeper significance and personal meaning beyond obligations. Our pursuit exists in a world of its own. Here, infectious enthusiasm is encouraged. Collaborative and respectful discussions, that challenge what’s been done before, better our progress. The smallest interactions showcase how we enjoy each other’s company. And all together, they have tangible impact.

How we stay connected

- Weekly stand-up meetings with Val
- Regular site gatherings, like breakfasts/bbqs
- Fun business-wide campaigns
- Our recognition and reward initiatives
- Fundraising
- Away days
- Team activities
- Winter party
- Social allowances
- Group activities – like trivia teams and our theatre club
- Sports clubs and activities, like our padel group Ping-pong mini league

* Some activities may be location specific



“Here is a dreamland,
there won't be one day
where you do something
which is routine.”



Take ownership and aim high

Succeeding against our mission relies upon our ability to think cleanly and on using our collective efforts and energy to deliver at high velocity. We all have a responsibility to connect, participate and create a strong and successful community and culture that will enable us to succeed. We need all ZeroAvians to have in infectious level of passion and commitment if we're to be first and to win this technological race – securing our place in aviation history.

Our reward? It's not just the satisfaction of saying 'we did it' – though won't that feel great? It's knowing we've played our part in leading the aviation industry into a new age of clean fossil-free flight that will allow the world to continue to connect while making cleaner choices for our planet and future generations.

We're offering the opportunity for you to immerse yourself in the future world of aviation and to share your passion with us too. By joining us you can experience the awe of flying an aircraft with free and subsidised flying lessons, because you deserve to experience flight first-hand. Share options will also give you a sense of ownership, allowing you to reap the rewards of your commitment, accountability and involvement.

This code sets the tone for every ZeroAvian, and we can all be proud of what we've achieved so far. We'll continue to build momentum and evolve and your expertise and commitment will enable us to do just that. We want all ZeroAvian's to live and breathe our culture and show their understanding of our mission, purpose and values through their actions every day. Your extreme ownership and relentless pursuit of success must go above and beyond the day job if we're to achieve our mission and fulfil our purpose.

You, ZeroAvians, make our continued progress and clean skies possible. Never forget that.

Clean Sky Thinking

ZEROAVIA