

Welcome to **HUBER+SUHNER**



What guides us

Find your point of contact
and reach out
to Human Resources



**Make an impact in a company
that acts sustainably** – and
where you can grow personally.



Leadership and constant change



We asked ourselves what leadership must deliver to ensure that everyone is enabled to contribute to overcome these challenges together. In regards of our leadership principles, we have paid a lot of attention to this point. Following the principle of “psychological safety”, we will welcome diversity more than ever, learn from mistakes together, focus on constructive feedback and both request and give support.

It is also true that our expectations towards leadership change over time. Considering this, we evaluated whether our under-

standing of leadership meets the new requirements of global, decentralised and hybrid collaboration, corresponds with the needs of our employees and reflects our values. To me, a contemporary leadership style is about promoting strengths, involving employees and actively supporting their development and career.

By the way, our leadership principles are not only designed for managers with personnel responsibility, they are designed for everyone who takes on leadership at a particular time

or in a particular context, and that actually covers one hundred percent of the workforce.

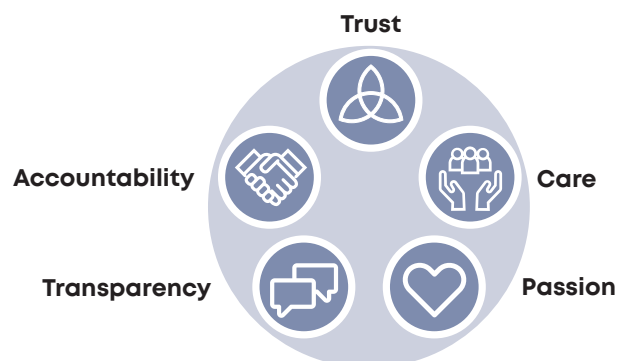
I am fully convinced that the motivation and performance of an organisation is related to how effectively its people are inspired and empowered to be the best version of their professional selves. Therefore, great leadership is a fundamental factor for business success – even more in a constantly changing environment.

Urs Ryffel

Our Purpose – Why we do what we do

We help our customers bring people closer together.

Our values promote entrepreneurial spirit and are based on respect for people.



A perfect match —

Our leadership principles and corporate values



In brief

- Our leadership principles are based on our corporate values
- Our values promote entrepreneurial spirit and are based on respect for people
- In order to be a value-driven organisation, it is key that we bring our values to life and consider them in every business decision

Our common leadership principles are our set of guiding beliefs to lead teams towards success. How well an organisation and its business performs is directly related to how effectively leaders inspire, empower and enable people to contribute their best.

We consider our leadership principles as a framework of actions you can take as a leader to enable others to jointly work towards a common goal. They are fundamental to succeed in an continuously evolving business environment. However: our leadership principles are a common guideline as everybody can take the lead in a specific situation, time or area of responsibility.

Interview
with CEO
Urs Ryffel



When talking about leadership, interviewing our CEO Urs Ryffel was quite an obvious choice as we were really keen to learn about his personal perspective.

Why do we need company-wide leadership principles and what added value do you see?

Urs Ryffel: Leadership is evolving over time. This includes the promotion of strengths and the opportunity to develop. In addition, there is the need for psychological safety and the recognition that one can be even more successful on this basis and in a diverse team. After all, people today expect a company to have a purpose that inspires and motivates them, which is what we wanted to address in the leadership principles and what a leader should be able to convey. Bosses who are unable to empower their

employees but derive their mandate only from hierarchy or control of their employees are less successful. As for the last point, working in a home office environment for an extended period of time has shown that the relationship between managers and their teams must be based on a different foundation. Since constant control cannot be exercised at a distance, trust is a prerequisite for the functioning of an organisation.

Do you have any advice that has helped you in challenging leadership situations?

A fundamentally positive view on people helps enormously when leading, and also

The leaders' role at HUBER+SUHNER covers two key aspects



Navigator

Leaders ensure that their team members know where and why a path is chosen.

They adjust the course if conditions change and ensure timely decisions are taken considering the long-term impact. Therefore, it is key to be in touch with people and the business environment.



Coach

Leaders strive to unlock the full potential of every single team member.

To get there, they empower people to perform their best and provide room to develop. Therefore, it is key to know your people and what skills are needed today and beyond.

confidence. When I refer to confidence, I do not talk about the lonely, decisive cowboy. Confidence also includes to be able to admit uncertainty. If I need to take a decision but have not enough information and I do not feel comfortable making the decision. In such a situation, it is completely fine to admit uncertainty. I am advocating openness and transparency as this requires real strength.

**Can one be a coach and a navigator at the same time?
Does it depend more on the situation or one's own personality?**

Basically, everyone covers both sides. But of course it is rarely perfectly balanced.

Therefore, not everything will be equally difficult or easy. That is why it is important that we put the right people in the right positions. The fact that we have to take responsibility for things in leadership that we do not like to do or are less experienced with is part of the task. However, I believe that if this exceeds a certain level, we lose motivation and will not succeed. .

What characterises a great leader for you?

Authenticity and leadership adapted to the situation: There are many ways to achieve goals. What is essential is that leaders are and remain true to their selves. We promote leadership

principles, not stereotypes. Know yourself and know what you are capable of. And it's important to reflect from time to time on your role and your impact on others. But it might be more difficult for me to motivate and inspire them. The leadership principles help to ensure that this aspect is not forgotten. ■

Our five leadership principles reflect how we understand leadership at HUBER+SUHNER.

Inspire people

Inspiration is about connecting with people, their will to succeed and meaningful contributions. It is essential to find common ground and define where to go and why a path is chosen. Entrepreneurship often starts with an idea, like a seedling growing stronger over time by the care of many. Everyone can be a source of inspiration by nurturing passion and living our values. This way, we build momentum on our journey towards our common vision "Connecting – today and beyond".



How to get there

- Involve people
- Start with the why and develop common goals and guidelines
- Nurture passion
- Act like an entrepreneur
- Live up to our values and principles

Outcome

- Shared purpose and vision

Foster psychological safety

Psychological safety is about continuously building a work climate based on trusted relationships – it is in essence the opposite of coziness and mediocrity. Psychological safety is especially key in teams with strong mutual influence on goal achievement. There is a high level of equality in conversational turn taking. Everyone dares to speak up on difficult topics. Even the most influencing person admits his/her/its own potential to fail and asks for candid feedback. This way, we can fully benefit from the skill, knowledge and commitment of everyone on board.



How to get there

- Give everybody a voice
- Give trust to get trust
- Welcome diversity and a variety of skills
- Turn mistakes into collaborative learning
- Ask for and give honest feedback and support

Outcome

- Have all hands and skills on deck



Get the big picture



Getting the big picture means defining our starting point, knowing our stakeholders and the landscape we operate in. In looking curiously beyond our own turf, we benefit from thinking outside the box. We understand how things and people are connected and are aware of the opportunities and risks ahead of us. This way, we understand the real challenge, make informed choices and contribute our best.

How to get there

- Connect and collaborate across borderlines
- Understand our stakeholders
- Explore opportunities, think in scenarios
- Face complexity, strive for simplicity
- Contribute to the whole and be accountable

Outcome

- Understand the challenge

Empower teams

The power of teams and individuals can be turned best into performance by creating conditions where the right talents can work at the right place. They are given the authority to take informed and timely decisions within their area of responsibility. If conditions change, relevant information is shared to allow people to play an active part in what needs to be changed and get in tune again. This way, everyone is empowered to keep focus, get things done and reach a high level of performance.

How to get there

- Set the stage where people can perform
- Delegate authority to your team
- Foster smart and transparent decision making
- Have agility to change
- Stay focused and get things done

Outcome

- Reach high performance



Be an enabler

Being an enabler involves recognising the potential of others and strive to become better every day together. It requires spending time in getting to know your people well, build on their strengths and identify development fields

together. Asking becomes more important than telling, exploring new ways of thinking and doing as important as sharing expertise. This way, we challenge and care – provide room for people to learn and develop, even beyond the expected.

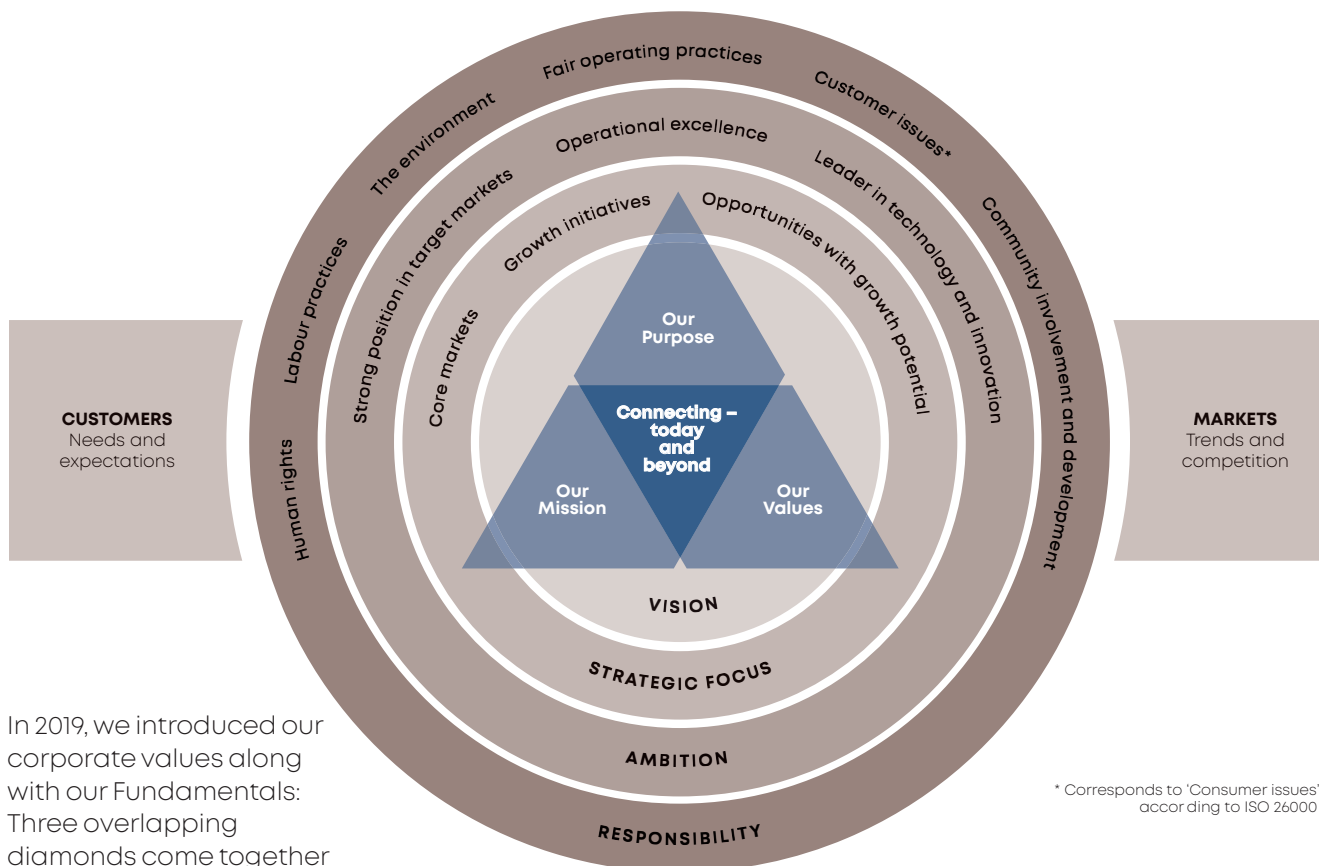
How to get there

- Be confident and humble
- Support continuous improvement and building of expertise
- Know strengths and develop fields
- Challenge and care – respect limits
- Provide room to develop

Outcome

- Continuous learning and development





In 2019, we introduced our corporate values along with our Fundamentals: Three overlapping diamonds come together to form a pyramid with the vision in the centre: the primary focus of the Fundamentals.

* Corresponds to 'Consumer issues' according to ISO 26000

Care

We take responsibility towards employees, society and the environment

Trust

We give and expect trust

On the last pages we have focused on what was introduced in late 2021: our leadership principles. Attentive readers will find the messages familiar. It is crucial for the successful anchoring of leadership principles and values that they do not contradict each other in any dimension.

We encourage you to set up a meeting with your colleagues and reflect how our corporate values are taken into consideration when it comes to taking business decisions.



Why trust matters

- Trust is one of the most valuable gifts and essential to effective collaboration
- To connect and to be connected is about relationship building and ultimately, it is a people's business



Why care matters

- Care as everything is connected to each other: Our actions do have an impact
- Care for people, society and the environment and it will drive our business performance, especially in the long-term

A closer look

Our five corporate values and why they matter

In order to be a value-driven organisation, it is key that we bring our values to life and consider them in every business decision that needs to be taken. We aim to create a culture where every team member is inspired to live up to those values from day-to-day. Our values promote entrepreneurial spirit and are based on respect for people.

Passion

We strive beyond the expected



Why passion matters

- Passion enables innovation and drives personal and business growth
- Passionate people make the difference and unlock energy

Transparency

We collaborate openly and honestly



Why transparency matters

- Transparency speeds up collaboration and decision making
- Together we achieve more

Accountability

We take ownership and deliver what we promise



Why accountability matters

- Accountability is key as empowered people empower people
- Ownership makes us go the extra mile

LEVEL
UP

Would you like to learn how we can bring our values to life? Employees can visit our strategy hub "Level up" that can be found on the homepage of our intranet and read our tips "How to get there" in the Fundamentals section.

**Make an impact in a company
that contributes to a commu-
nicating society** – and where
your commitment counts.



**Make an impact in a company
that shapes the mobility of the
future** – and where you can
drive cutting-edge innovation.



**Make an impact in a company
that helps people feel safe –**
and where you are an active
part of a winning team.

