

Leadership and Collaboration

All of our actions must focus on satisfying our customers. This is the only means of securing the sustainable success of our company, which provides the basis for ensuring the wellbeing of all colleagues at Mubea. Our success is driven by the commitment of every single member of staff and by good collaboration throughout the entire company. The quality of this collaboration is impacted to a major extent by our management style. Our international growth is imposing additional requirements on the need for all members of staff to work together. The following principles aim to create a common understanding and binding framework for leadership and cooperation at Mubea. They apply to all members of the management team in their dealings with their staff, their superiors and their colleagues.

OUR COLLABORATION IS BASED ON FAIRNESS, RESPECT AND TRUST

Each individual expects to be treated with fairness, respect and trust, which is why these three values form the basis of our cooperation. Our approach to dealing with other cultures and differing opinions is open-minded and tolerant at all times.

COMMUNICATION IS THE BASIS FOR GOOD COOPERATION

The members of the management team create and encourage an atmosphere that permits open communication between the different divisions and hierarchy levels. In doing so, they ensure that the information needed to perform assignments is provided as required and in good time. The defined reporting lines are the solely applicable procedure for making decisions and issuing instructions.

TARGETS ARE DEVELOPED AND AGREED TOGETHER

The supervisors inform their members of staff individually about the aspects of corporate strategy and the resulting objectives that are relevant for that particular member of staff. The personal targets for each member of staff are developed and agreed mutually with the respective supervisor on the basis of the department targets.

THE DELEGATION OF RESPONSIBILITY REQUIRES A DEFINITION OF THE FREEDOM TO ACT

Each member of staff determines independently how to achieve their targets and assumes responsibility for implementing the same. They define the necessary freedom to act, and the support they require, together with their supervisors. All members of staff provide their supervisors with regular progress reports and, in particular, inform them in good time if any of the targets are in danger of being missed.

MUTUAL FEEDBACK ENSURES CLARITY

Supervisors hold regular meetings with their members of staff to ensure that the assignments and expectations are clear. Feedback on performance is provided promptly in the shape of acknowledging success or openly addressing critical issues. All members of staff provide their supervisors with constructive feedback on their cooperation and management conduct. The members of the management team at Mubea allow themselves to be measured in terms of the role model they represent.

DEMANDING PERFORMANCE AND ENCOURAGING DEVELOPMENT

Supervisors assign challenging tasks to their members of staff and expect them to demonstrate above average performance. The members of staff actively utilize their skills to reach the set targets, and openly embrace new challenges. Each member of the management team is responsible for their members of staff and for promoting their development at Mubea. In doing so, they take both the individual skills of each member of staff and the needs of the company into account.



**PEOPLE ARE
THE DECISIVE FACTOR
OF SUCCESS**