

Vision & Mission

Principles of Leadership



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www.ardex.com



Vision & Mission

“Our vision is to be one of the world’s leading solution providers of high performance specialty building materials”



Performance

- We are a system solution provider of high performance specialty building materials
- In close co-operation with our partners we commit ourselves to gold standard business practices to ensure mutual success and profitable growth
- We will be the premium supplier in each of our selected segments
- We strive for market leadership in defined markets worldwide



Family-owned business

- As a family-owned company we encourage the development of team spirit and identification with the culture of the business



Corporate Culture

- Building on the platform for growth established over many years, we look forward with confidence to a successful future
- We are proud of our history
- The guiding principle is “Excellence in all that we do”
- ARDEX believe that all employees and partners should operate within a spirit of fairness, transparency and responsible business practices at all times.
- Employees are the foundation on which we build our business
- Sustainable, long-term growth objectives underpin all of our various activities



“Leadership means both,
to challenge and to support”

1. Leaders strive for excellence – in all that they do
2. We are a company with a clearly communicated vision and a well defined, robust strategy. We lead using the globally accepted principle of “management by objectives”
3. Leaders focus on developing the skill set and knowledge base of their people
4. Leaders encourage innovative and creative thinking through their people
5. Leaders communicate transparently in order to develop an environment of openness and trust
6. Leaders organise processes efficiently and effectively
7. Leadership is focused on the needs of all our stakeholders
8. Leaders foster global mindset and group orientated actions
9. Leadership promotes social responsibility and sustainability that underpins corporate culture

“Leaders strive for excellence – in all that they do”

- Leaders set an example through their words and actions
- Leaders achieve excellence by:
 - critically reflecting on their own actions and behaviours including their style of leadership
 - broadening their knowledge base, leadership and behavioural skills
 - identifying potential for improvement of their working methods
 - seeking the feedback from their immediate superior
 - adopting all the principles of leadership
 - implementing corporate and departmental goals
 - ensuring high customer orientation and satisfaction
 - assuming social responsibility



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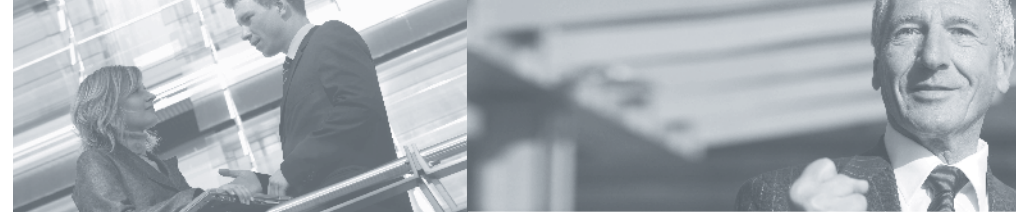
Principle of Leadership:

“We are a company with a clearly communicated vision and a well defined, robust strategy. We lead using the globally accepted principle of ‘management by objectives’”

- Leadership is
 - imparting corporate goals
 - clearly communicating the group’s objectives at both individual and departmental level
 - agreeing individual targets and goals with employees in annual objective setting meetings
- The leader ensures that employees have a structure and environment to encourage their personal development and to achieve their agreed objectives and goals
- The Leader focuses on working with their people to assist them in achieving the goals
- Successful leadership enables all employees to understand the corporate goals and how they can contribute to the achievement of defined common targets and objectives



“Leaders focus on developing the skill set and knowledge base of their employees”



- Our success is based on skilled, highly motivated and well trained employees. They are the backbone of our business
- A key leadership task is to identify employees who show the potential to progress through the business and work with them to help them achieve their career goals
- We support our employees to achieve qualifications in pursuit of continuous professional development
- Assessment and development takes place through regular dialogue between the leader and the employees
- Leadership and managerial competence is constantly developed and enhanced

“Leaders encourage innovative and creative thinking through their people”

- Leaders recognise a strong relationship between the creativity and innovativeness of their employees and the ability of the organisation to create sustainable and innovative solutions for our customers
- Leaders are responsible for encouraging suggestions regarding business improvement initiatives from their employees. They encourage the employees to develop and communicate responsible and innovative results within their area of responsibility, as well as playing a part as a cross-departmental lateral thinker
- Leaders encourage and promote:
 - the use of structured innovative management techniques
 - the integration of creativity techniques into departmental meetings
 - our corporate culture and the business processes supported by quality management principles
 - pilot projects to explore new concepts and techniques in line with corporate targets and objectives



“Our leaders communicate transparently in order to develop an environment of openness and trust”



- Leaders inform their employees and communicate with them in an open and constructive way
- Well-informed employees work in a goal-oriented and motivated manner
- An open process of communication creates trust and confidence among employees
- Communication involves using all available means of communication and specifically includes regular meetings at both individual and departmental level
- News will be communicated to all employees
- Open and transparent communication is the basis for team-oriented cooperation aimed at achieving defined company goals

“Leaders organise processes efficiently and effectively”

- Leaders are responsible for efficiently structured processes based on quality management principles
- Leaders are able to organise and adjust work processes in such a way that they are both customer-orientated and efficient
- Leaders make maximum use of the knowledge and skill set of their employees, as well as learning from the processes operated by their customers and suppliers to ensure they utilise the most up to date business practices





Principle of Leadership:

“Leadership is focused on the needs of all our stakeholders”

- Leaders act in accordance with the requirements of their customers and in the constant pursuit of excellent customer service and support
- Our focus on customer service excellence creates added value for the customer and a competitive advantage for our company
- Added value for the customer is created by the commitment to go the extra mile of all those involved in the business
- Surveys are conducted at regular intervals with a view to increasing our customers' satisfaction

“Leaders foster global mindset and group orientated actions”

- We recognise the tremendous contribution of our employees to the success and on-going development of our company. We depend on the active support and engagement of our employees
- Our employees possess knowledge and experience which is not limited to their own fields of work. This knowledge and experience contributes to the success of our business
- Leaders actively support the co-operations within and among the corporate units to encourage cross disciplinary thinking and knowledge sharing



“Leadership promotes social responsibility and sustainability that underpins our corporate culture”



- The behaviour of our employees towards each other is characterized by friendliness, mutual respect, fairness and openness
- All employees are treated with dignity and respect
- Leaders win the trust and respect of employees through their own performance and actions
- Leaders provide the basis for a healthy work environment
- Leaders ensure that their employees are familiar with leadership principles, corporate ethics and foster a positive, open corporate culture