



# Leadership Principles



## Providing Orientation

Our leadership culture is based on our core values: appreciation, openness, empowerment to act, and trust.

Building on this foundation, our Leadership Principles define how we put these values into practice every day. They describe what leadership at ALTANA stands for – how we inspire, empower, and support our teams. These principles foster a common understanding and constant reminder for all our leaders.

Leading by example means living the values we expect from others. In times of change, we offer guidance and welcome transformation as an opportunity for growth and long-term success.

Clear communication of our goals and mutually agreed expectations create transparency and strengthen individual commitment. Everyone should understand how their contribution supports our shared success.

Responsibilities are defined clearly and shared transparently. This clarity empowers others to take action and lead with confidence.

## Assuming Responsibility



We take ownership of our tasks, decisions, and their outcomes.

We accept responsibility for our employees and support them in achieving our corporate goals. We embrace responsibility in daily work.

## Communicating

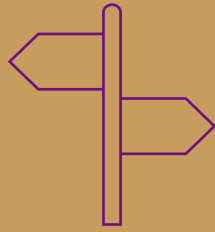


We practice open, clear, and respectful dialogue to build trust and collaboration across all levels of the organization. Active listening is a requirement of effective communication.

We foster transparency by keeping our teams informed about relevant developments and focusing on shared goals.

We encourage knowledge sharing across organizational boundaries, empowering employees to contribute actively and access the information they need to perform effectively.

## Taking Decisions



We make responsible decisions in a timely and thoughtful manner, balancing speed with thorough consideration of all relevant facts, stakeholders, and perspectives.

When we lack sufficient decision-making authority on a certain topic, we take the initiative to engage with the responsible person and help bring about a decision.

We own our decisions, communicate them transparently, and ensure collaborative implementation on a regular basis.

## Shaping Cooperation



We foster respectful and trusting collaboration by addressing expectations and challenges openly. We resolve conflicts constructively.

We actively break down silos and strengthen cross-regional and cross-functional cooperation to achieve shared success. Networking across teams helps us build strong relationships, learn from each other, and benefit from diverse perspectives.

We embrace mistakes as opportunities to improve, taking steps to prevent them from recurring and fostering a culture of learning and growth.

## Developing Employees



We foster a culture of recognition and appreciation by honoring and acknowledging the achievements of our employees.

We build on people's strengths and encourage collaboration. By trusting our teams, delegating responsibility, and empowering decision-making, we spark confidence, ownership, and growth.


Through tailored development opportunities and regular dialogue, we support employees on their career and life-long learning journey, while strengthening team capabilities.

## Creating Work Environment



We co-create a work environment where people feel safe, trusted, and supported – so they can thrive and perform at their best.

We prioritize physical and psychological wellness, fairness, and inclusion. We provide the right tools, resources, and conditions to enable everyone to do their job sustainably and effectively.



There is a place  
where leading means  
empowering others.

Together, we are  **ALTANA**