



RAG's corporate culture

Innovation/creativity

- Constantly delivering **new ideas and suggestions**
- Promoting **continuous improvement**, creating a stimulating working environment
- **Questioning** established routines with a view to RAG's future strategic and operative tasks
- **Open** towards new ideas, accepting concepts from „outside“
- Supporting change

Communication

- Communicating **openly**, fairly, directly, **rapidly**, using the right media
- Not only announcing, but also seeking **shared understanding**
- Communicating evenly both upwards and downwards
- Complying with RAG's communication concept and rules

Performance

- Setting high **performance standards** for oneself; willingness to measure and compare one's own performance with others
- Trying to **even outperform** high personal standards
- Focusing on challenges rather than problems
- General **strong commitment**
- Delegating **responsibility** not upwards, but rather **assuming** it oneself
- Pursuing problems until a solution can be found
- Considering corporate performance not as an abstract concept but rather as the sum of individual and other employees' contribution
- Ready to take over tasks going beyond one's job description

Teamwork

- **Helping** internal and external customers and teams
- **Passing on knowledge** - information is not a factor of power, but of survival
- Listening to others and responding to their argumentation
- Willingness to withdraw one's one position for the benefit of team cooperation and to support **team decisions**
- Discussing problems **within the team**, promoting team values and cooperation
- Commitment to solve all current problems in the team
- Assuming **responsibility** for the **team's progress**
- Appreciating a **well-balanced** atmosphere and good team spirit

Entrepreneurial thinking

- Thinking across divisions for the benefit of the **whole company**
 - Considering the **cost/benefit** ratio in all decisions
 - Focusing on the **essentials**, leaving out what is not essential
 - Optimizing **resources** provided by the company
 - Willingness to take calculated risks when necessary
 - Thinking but not **acting** like an entrepreneur is not a credible approach:
 - Take the initiative! Be an entrepreneur and get things done!
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