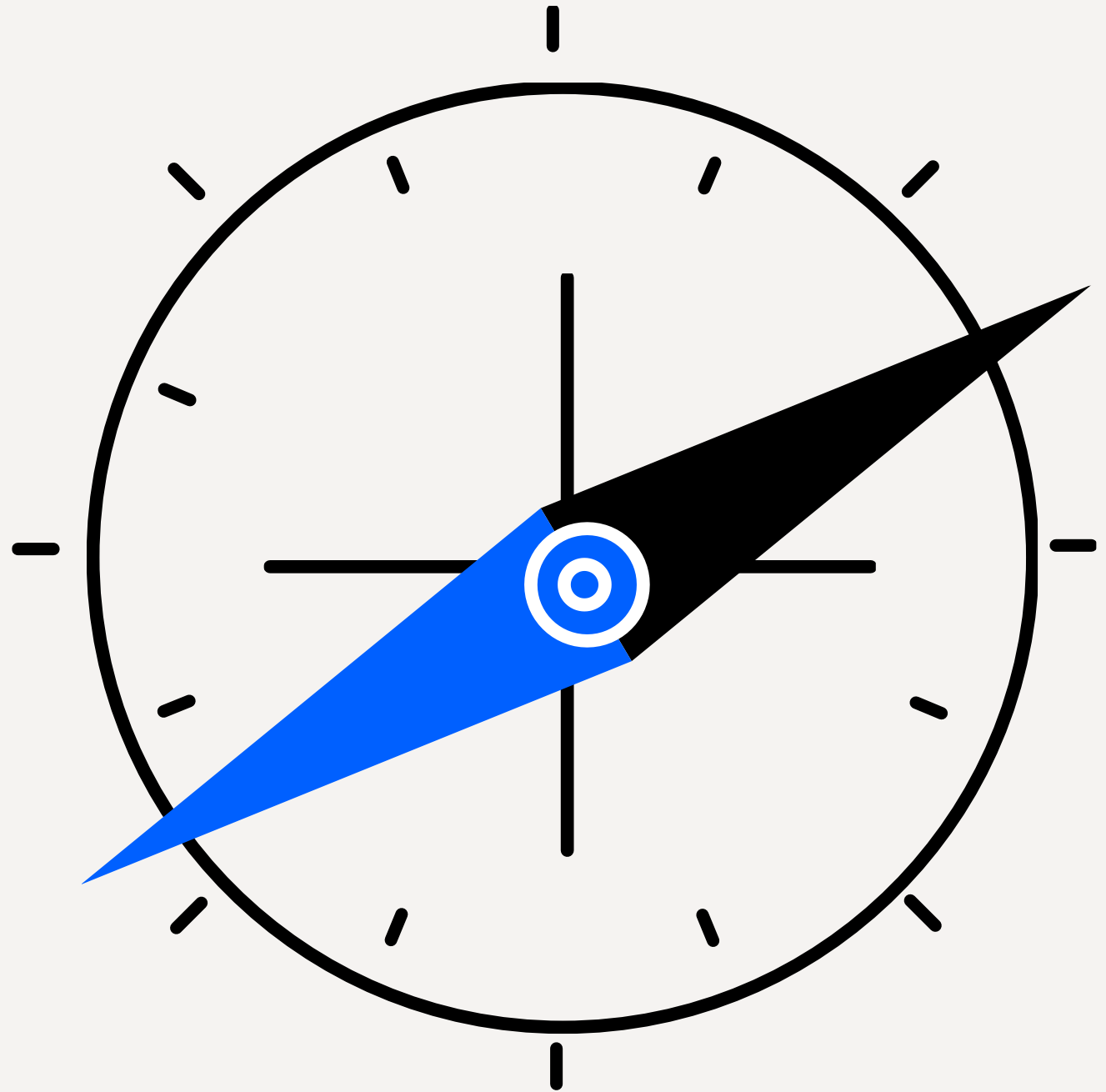


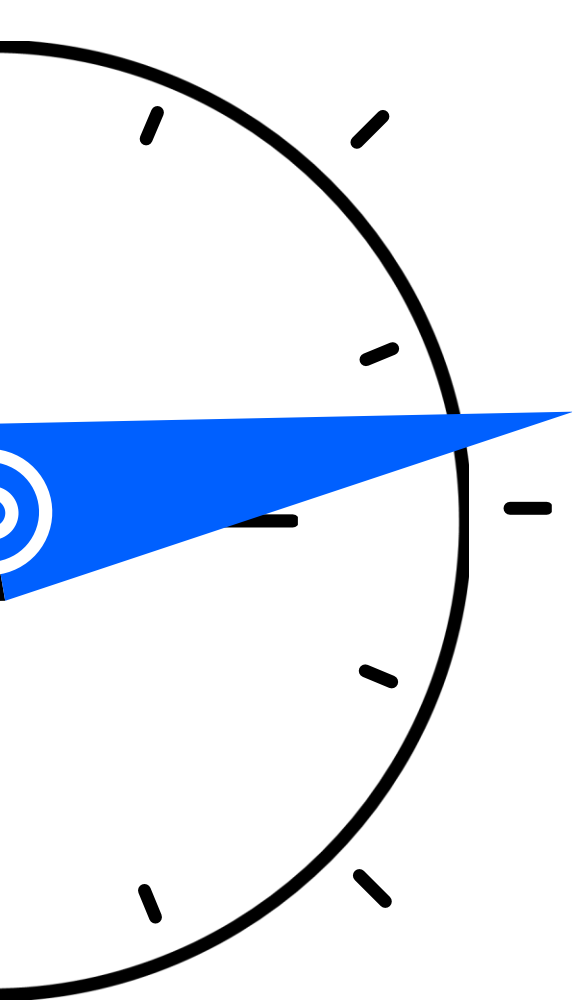


# Culture Compass



**Culture Compass**  
**Navigate**  
**through our**  
**culture**



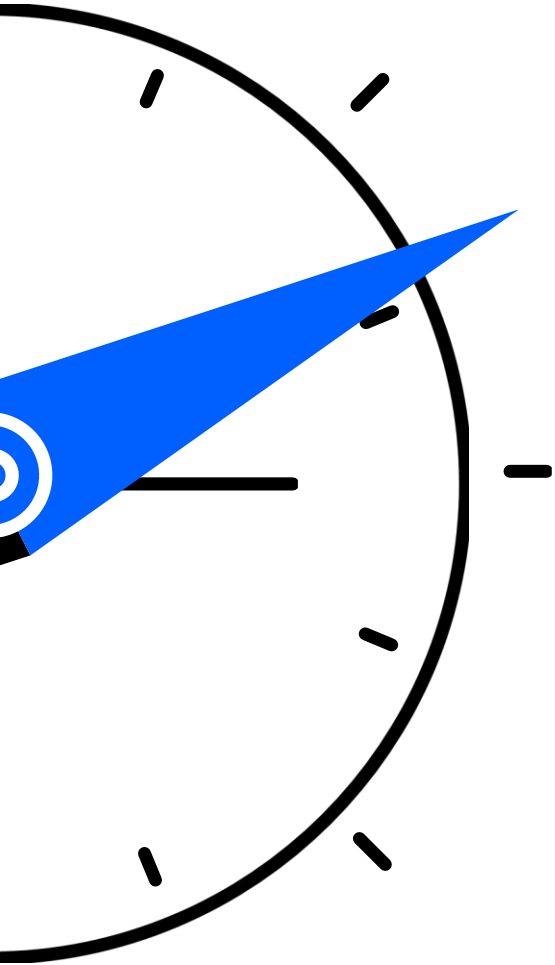


## Our Culture Compass

We are thrilled to introduce to you the **Culture Compass**. A guidebook leading us to a future shaped by shared values, a sense of belonging, and a vibrant, inclusive community.

This compass has been carefully crafted to articulate our cultural aspirations and the values at the core of our business. It is a roadmap to navigate the ever-changing landscape of our organization.

The Culture Compass highlights the aspiration level of behaviors we promote at Körber. Everyone of us is responsible for living up to this aspiration. See our Cultural Core with our values trust and collaboration as our north star, guiding us to continually improve our behavior and decisions.



## What is the objective of the Culture Compass?

- Describe our cultural aspirations, centered on trust and collaboration.
- Provide behavioral guidelines for embracing trust and collaboration in our daily work.
- Foster self-reflection and learning support to strengthen trust and collaboration on an individual and team level.



## How to use this Culture Compass?



### The why:

Understanding the culture impact  
and why it is important



### The habit:

Integrating cultural learnings and  
your own aspirations in your daily  
work life



### The learning:

Practicing reflection methods to  
understand and cultivate your  
own relation with the culture



### The information:

Getting the right inputs to  
understand the culture

**This Culture Compass is  
designed to equip you  
with the methods to  
strengthen our culture.**

**Ready?  
Let's Go!**





# Culture Compass

Chapter overview



Culture Compass

[Go to page!](#)

## 1. Impact of culture

Learn more about the impact of culture

[Go to page!](#)

## 2. Culture Core

Discover the elements of our Culture Core

[Go to page!](#)

## 3. Behavioral dimensions: trust & collaboration

Understand how our Culture Core can guide you in your daily work

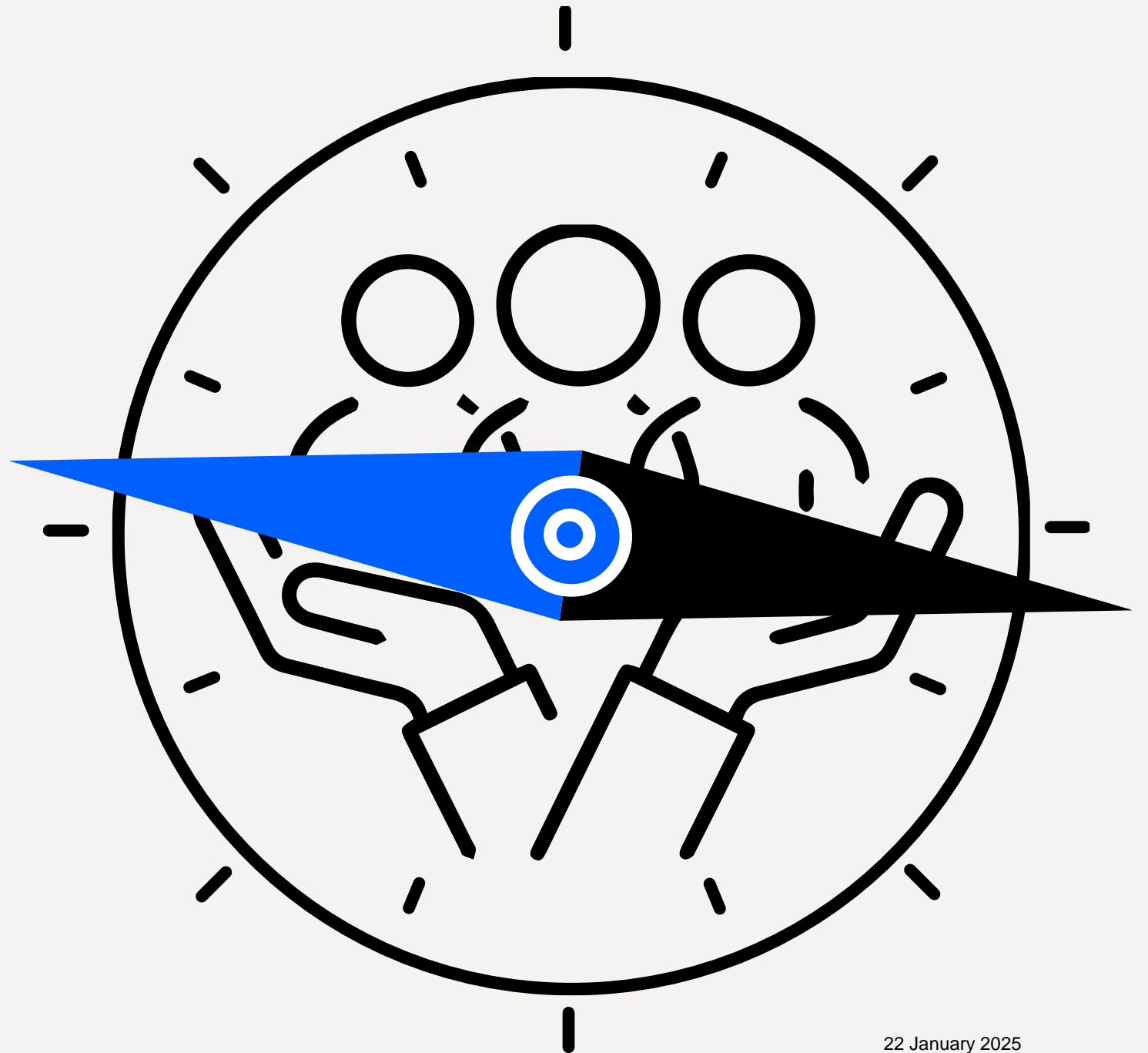
[Go to page!](#)

## 4. Deep dive into our Culture Core

Walk the talk towards our Culture Core

Impact of culture

# Why culture matters for business



# Why culture matters for business



Think for a moment:

**How do you feel  
on a Sunday  
evening, thinking  
about work on  
Monday morning?**

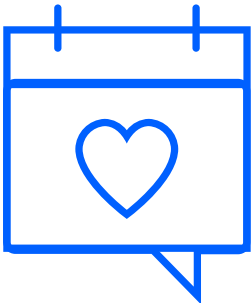
**Do you feel...**

- ☐ Joy or Excitement?
- ☐ Indifference?
- ☐ Boredom?
- ☐ Anxiety?



# Why culture matters for business: a shift in perspectives

## Let's reimagine Monday mornings!



Efforts towards strengthening our culture, drastically **improve** how we feel on a Sunday evening, thinking about work.

- According to BuiltIn (April 2023), investing in a **strong culture can lead to increased employee engagement, motivation, decreased turnover, and even attract top-tier talent.**

Building a strong culture is about creating a workplace that people genuinely want to be a part of.

Strengthening our culture is not a quick solution. It's a journey that we must walk together.

# Why culture matters for business: facts

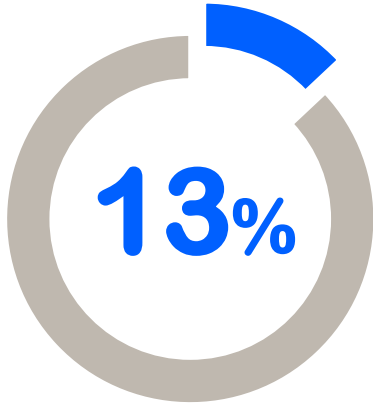
**Strengthening our culture has numerous benefits** that can lead to a more productive and engaged workforce.

Studies show that a healthy work culture can result in **increased employee engagement and motivation, decreased turnover, attraction of star talent, enhanced productivity and revenue.**

Investing in a strong culture can significantly impact the bottom line and higher productivity.

(Source: BuiltIn, April 2023).

It is important for Körber to prioritize strengthening our culture, as this can be a differentiating factor for people to join, stay, and excel in their work.



According to a recent Gallup study in 2022, only **13% of employees are truly engaged in their work**, while the majority only do what they need to. Some have already quit in their minds.

**By investing in a strong culture, Körber can drive technology leadership with committed employees** who are enthusiastic about their work and want to excel in their professional roles.

Sources: Gallup study 2022, HBR 2018, APA 2021

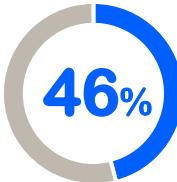
# Why culture matters for business: facts



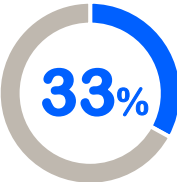
## Some culture facts that impact us all



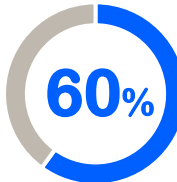
90% of leaders think that the cultural fit of a team member is **more important than hard skills**



46% of employees cite that the **company culture** is one of the most important criteria when **choosing a job** or staying in the company



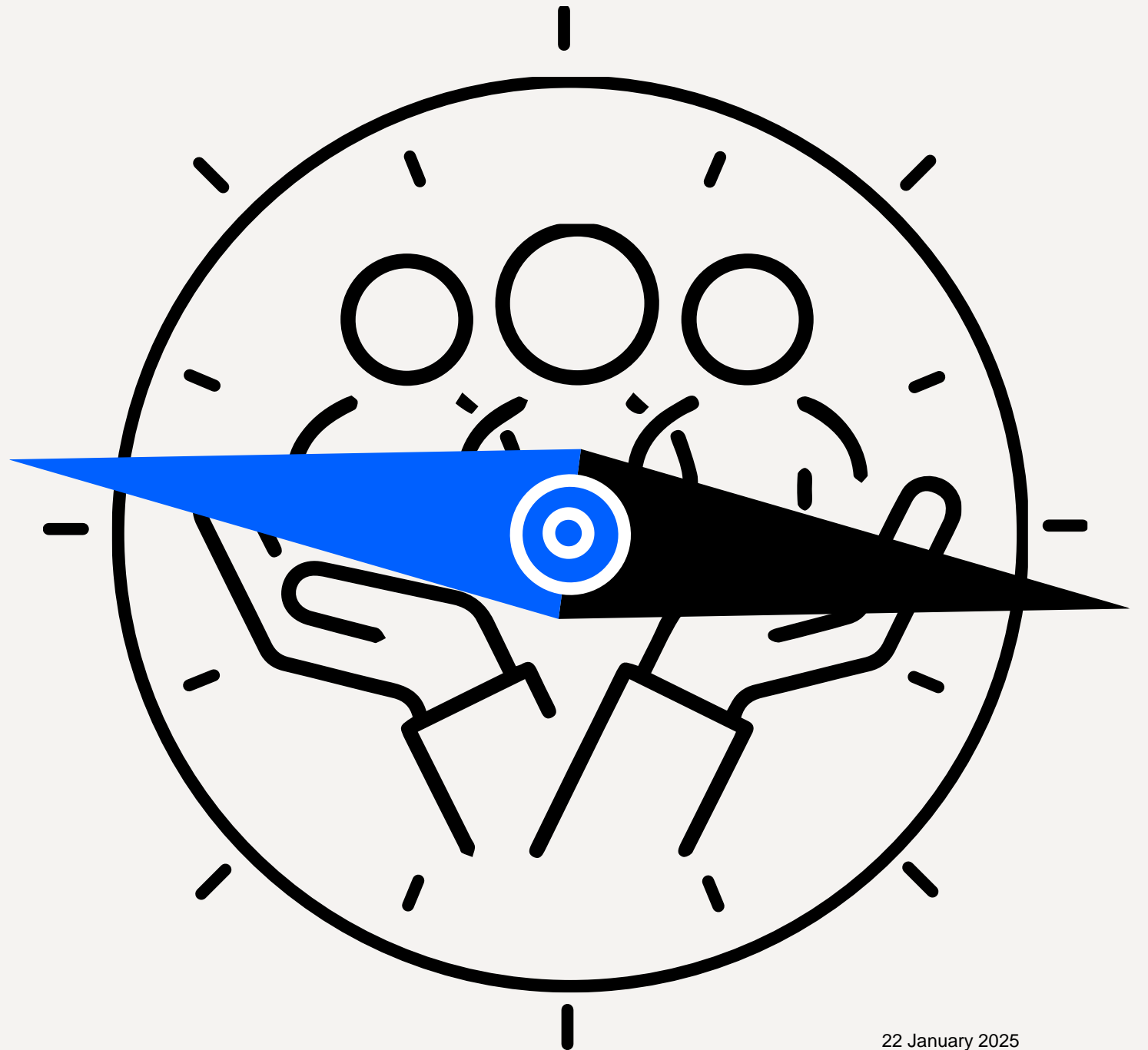
Companies with a strong culture achieve **33% higher revenue**



A strong culture increases **a company's innovative power** by 60%

Sources: Gallup study 2022, HBR 2018, APA 2021

# Impact of culture





# The impact of culture on our company

**Every company has a powerful story to tell.** At the home for entrepreneurs, our purpose is to **turn entrepreneurial thinking into customer success.** We believe in being the first to do the right thing at the right time. We foster collaboration and invite our stakeholders to become part of the journey and actively shape the future together.

Accordingly, our **business strategy and the Körber brand combined** are our North Star, and we continue to strive for market leadership through technology leadership. To achieve this, we also foster **a culture that allows people to learn and promote innovation.**

Culture is at the heart of our organization and critical to our success. **Our culture will be the glue that creates a feeling of belonging to our Group** and distinguishes us from others. It will also be a key differentiator in how we interact with our customers, our company reputation, and the actions we take as responsible players.

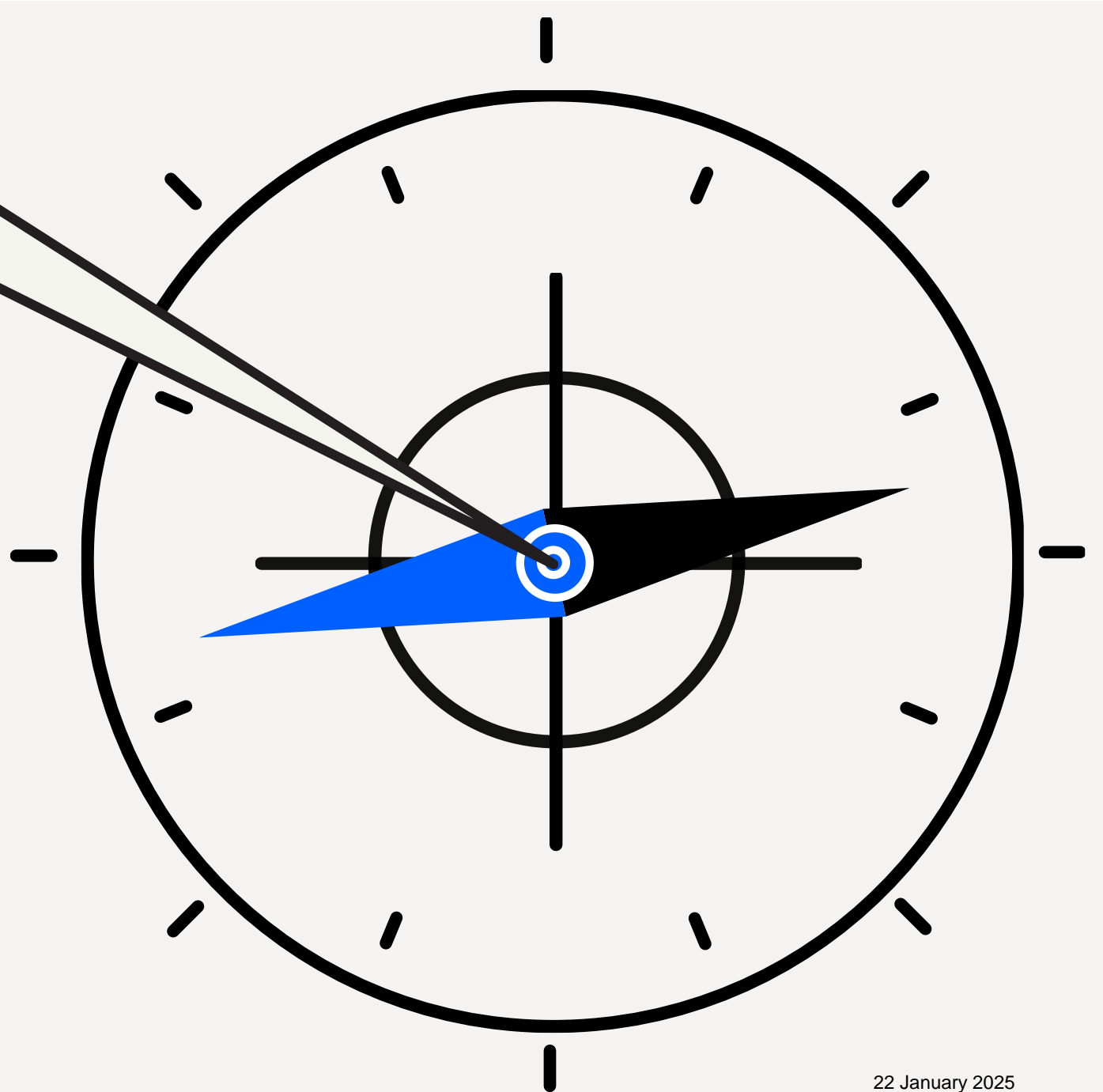
# The impact of culture on our company

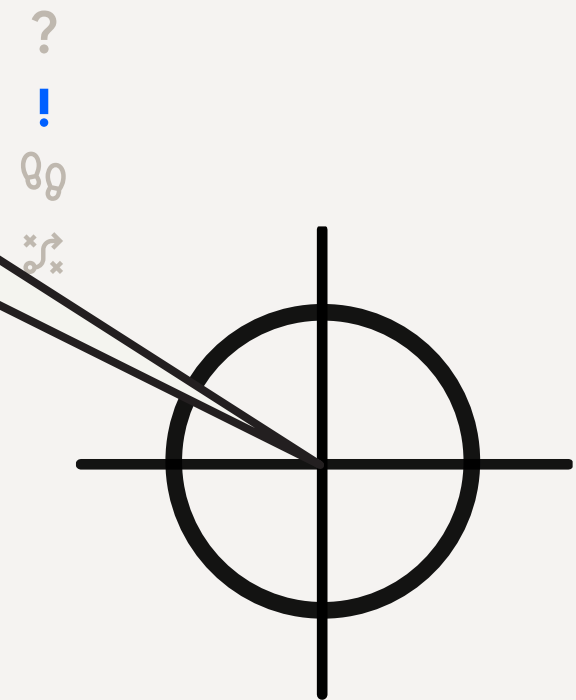
"We believe that culture is the feeling you have on a **Sunday evening, thinking about Monday morning.** We want our employees to feel excited and energized about coming to work and making a difference. By involving everyone in the co-creation of our culture, we're confident that we'll achieve an innovative, open-minded and **empowering culture.**"

*Gabriele Fanta, CHRO Körber Group*



# Our Culture Core





# Exploring our Culture Core



**We trust**



**We collaborate**



# Trust

## Ever felt the weight of uncertainty in your professional relationships?

Whether it's the emotional discomfort of skepticism or the need for concrete facts, trust lies at the heart of our organizational culture. It's the elusive element that can make or break our success.

Trust is the glue that binds teams, fosters innovation and turns colleagues into allies. A workplace lacking trust breeds anxiety and inhibits collaboration.

**Take a moment to think about a trustful professional relationship.**



## Definition of trust

The scientific  
point of view

### Trust is the fundament of every collaboration.

It determines the quality of every relationship, every communication, every work project, every business venture, and every effort in which we are engaged.

Trust is not some soft quality that you either have or have not. Trust is a pragmatic, tangible, actionable asset that you can create, faster than you might think.

Jack Welch, former CEO of General Electric said „You know it when you feel it.“ which relates to the definition of trust meaning confidence.

When you trust people, you have confidence in them, their integrity and their abilities. When you distrust people, you are suspicious of them, their integrity, their agenda, their capabilities, or their track record.

In high-trust relationships, you can say the wrong thing, and people will still understand what you mean. In a low-trust relationship, you can be very precise, and they will still misinterpret you.



## Definition of trust

The scientific point of view

**The trustworthiness equation** reflects what elements influence the trust of a person. It requires credibility, reliability and intimacy in the relationship with the other person.

The degree of self-orientation determines the level of trustworthiness of a person.

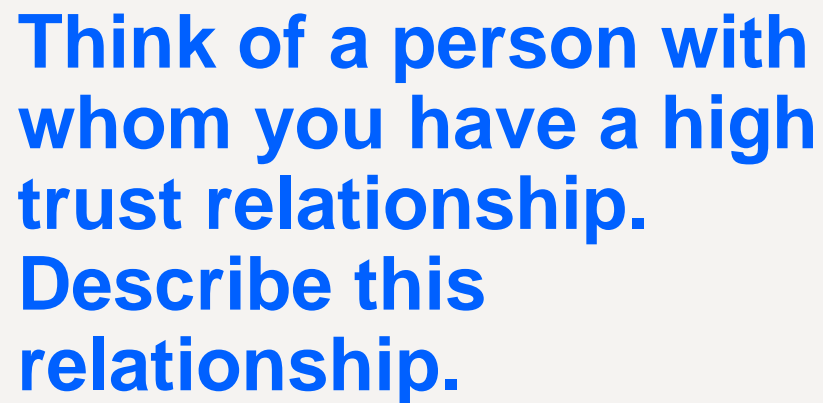
$$\text{Trustworthiness} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

*Source: Maister, Galford, Green*

- **Credibility** refers to your words and how believable you seem.
- **Reliability** refers to your actions and how dependable you seem.
- **Intimacy** refers to your emotions and how safe people feel sharing with you.
- **Self-orientation** refers to your motives and focus on yourself versus others.



# What does trust mean to you?



- What is it like?
- How does it feel?
- How well do you communicate?
- How quickly can you get things done?
- How much do you enjoy this relationship?

Use the space below to note down your thoughts.

[illegible]





# Collaboration

**Picture this: The frustration of unproductive teamwork, working completely alone without any collaboration and the lack of necessary information.**

All those aspects happen if there is no collaboration.

Collaboration is an essential element in our Culture Core. It creates a sense of belonging, motivates individuals to reach higher and fosters the experience of joint success. Collaboration is vital to accelerate our Group growth strategy, innovation and performance.

**Take a moment to think about a good collaboration at work.**





# What does “collaboration” mean?

The scientific point of view

**Collaboration is the art of bringing people together** to leverage their skills, knowledge and talents to achieve a common purpose.

Collaboration breaks up silos, creates synergies enabling greater results, and fuels innovation and growth.



## Collaboration requires...

- ...mutual respect and recognition
- ... judgment-free openness and idea sharing
- ... accountability and commitment

## Strengthening collaboration needs...

- ... alignment of personal goals with organizational goals
- ... transparency on goals and expectations
- ... high visibility of shared contributions to goals and individual appreciation



# What does collaboration mean to you?



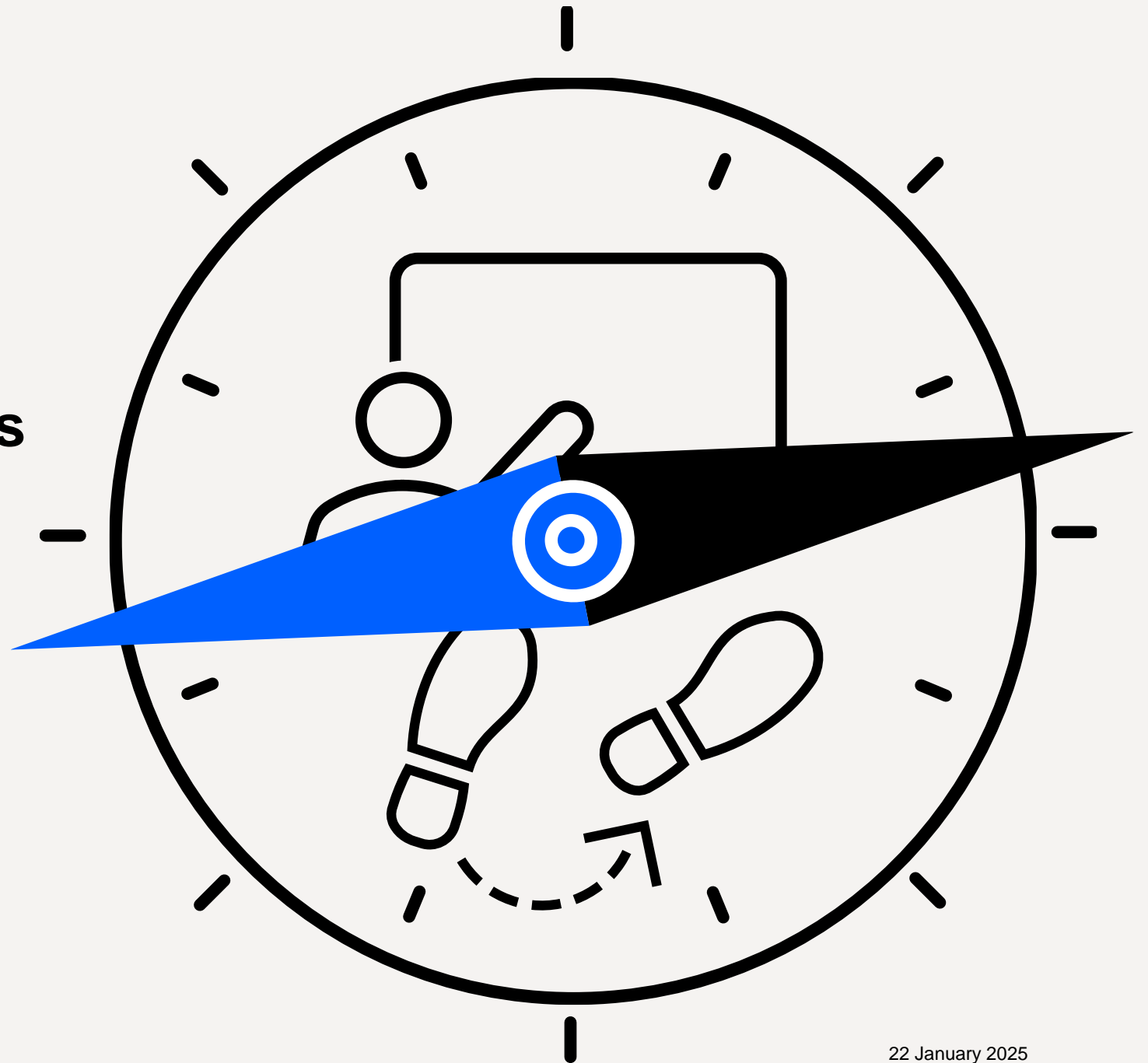
**Think of a person  
with whom you have  
a strong  
collaboration.**

- What is it like?
- How does it feel?
- How well do you communicate?
- How quickly can you get things done?
- How much do you enjoy this relationship?

Use the space below to note down your thoughts.

[illegible]

# Behavioral dimensions for our daily work





# Culture Core: aspirational behaviors

A guide to  
strengthen trust  
and collaboration



# Trust & collaboration

## Test and learn

- We seek to learn new skills
- We get out of our comfort zone and challenge ourselves
- We take risks and bold ideas
- We take initiative
- We flexibly adapt to stakeholder needs
- We set ambitious targets

## Respect and care

- We show respect in every collaboration and communication
- We are transparent with our information and seek it proactively
- We care for the needs, opinions and ideas of others
- We show authentic appreciation

## Speak up and reflect

- We create a safe and secure space to talk with each other
- We ask for and offer feedback
- We take time to reflect and correct
- We follow our commitments and keep our word



- **No waiting and no finger-pointing**

- **No lone-ranger mindset and no judgment**

- **No talking behind each others back**

Trust and collaboration provide the foundation for innovation, agility, and flexibility – key elements in adapting to the swiftly changing dynamics of our markets and the world



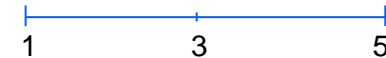
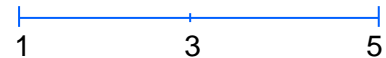
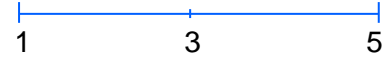
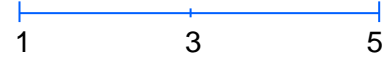
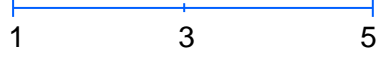
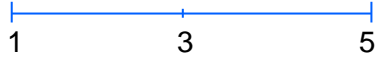
**Exercise**  
**Reflect on how  
your behavior  
reflects trust &  
collaboration**

**Test & learn**

**Get an understanding  
about your current  
behaviors**

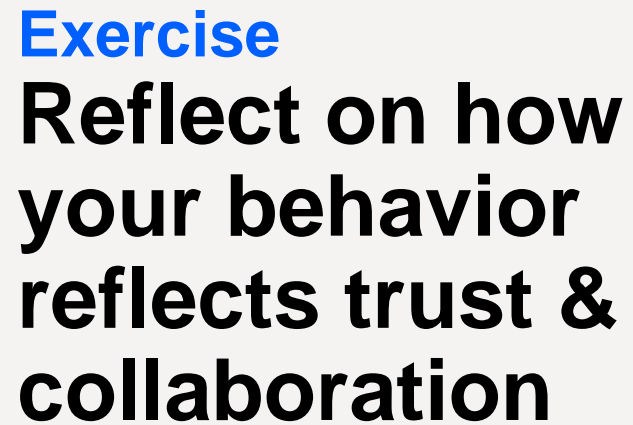
Rate how likely you would agree  
with these statements:

- 1= I do not agree at all*
- 3= partially, I agree*
- 5= I fully agree*

- ☐ **I seek to learn new skills**  

- ☐ **I get out of my comfort zone and challenge myself**  

- ☐ **I take risks and bold ideas**  

- ☐ **I take initiative**  

- ☐ **I flexibly adapt to stakeholder needs**  

- ☐ **I set ambitious targets**  








**Note down your thoughts on your current behavior. Where would you like to improve?**

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[illegible]

## Exercise

# Reflect on how your behavior reflects trust & collaboration

## Respect & care

Get an understanding about your current behaviors

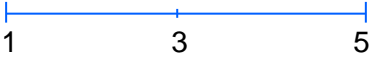
Rate how likely you would agree with these statements:

1= I do not agree at all

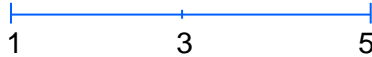
3= partially, I agree

5= I fully agree

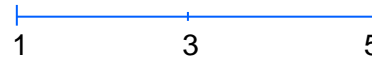
- I show respect in every collaboration and communication



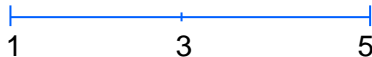
- I care for the needs, opinions and ideas of others

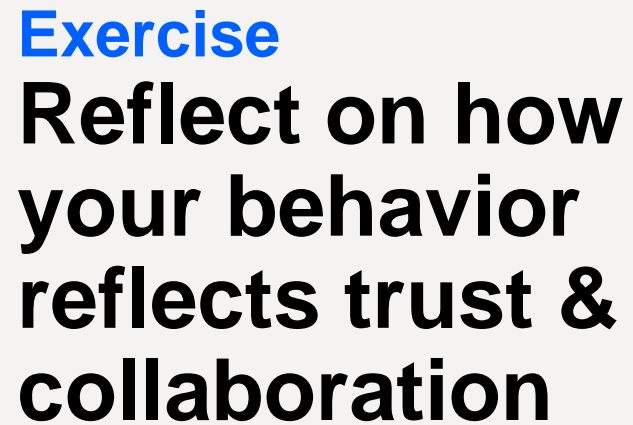


- I am transparent with my information and seek proactively information



- I show authentic appreciation





**Note down your thoughts on your current behavior. Where would you like to improve?**

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This image shows a single page from a notebook or ledger. It features approximately 20 evenly spaced horizontal grey lines across its entire width, providing a guide for writing. The margins are uniform on all sides, and there are no vertical lines or other markings present.

**Exercise**  
**Reflect on how  
your behavior  
reflects trust &  
collaboration**

**Speak & reflect**

**Get an understanding  
about your current  
behaviors**

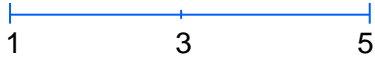
Rate how likely you would agree  
with these statements:

*1= I do not agree at all*

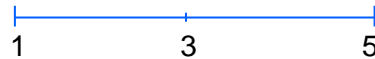
*3= partially, I agree*

*5= I fully agree*

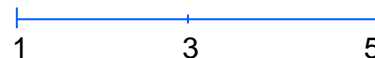
- **I create a safe and secure  
space to talk with other people**



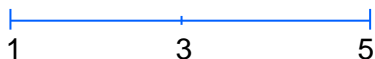
- **I take time to reflect  
and correct**

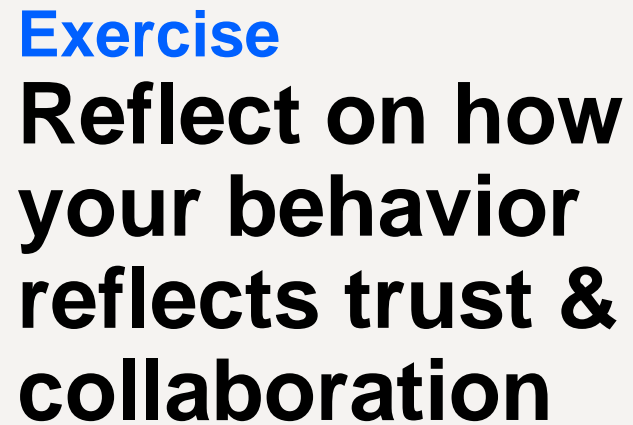


- **I ask for and offer  
feedback**



- **I follow my commitments  
and keep my words**





**Note down your thoughts on your current behavior. Where would you like to improve?**

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[illegible]



# Culture is shaped by the habits we cultivate.

We have defined our cultural ideals and established guidelines for individual and team behavior. Aligning ourselves with these shared values will serve as a compass, guiding us to consistently enhance our behavior and decision-making.

Unfortunately, the current state of our culture does not yet fully reflect our cultural vision. In many areas, we still need to embrace the values of trust and collaboration and act in accordance with our cultural behavioral dimensions

Let's take this journey together.  
One step at a time.

It is difficult to immediately implement what you desire. Often, our habits get in the way. **43% of our daily behavior is unconsciously controlled** (Wendy Wood).

By acquiring additional habits that assist us in jointly achieving our cultural goal, we establish a unique basis that enables us to intuitively act according to our core values.

**This is why we have developed the [Körber Culture Habit Cards](#). Take a new card each week as positive inspiration to develop new supportive habits.**



# How to start living our Culture Core



“If you can get 1% better each day for one year, you’ll end up 37 times better by the time you’re done.”

*James Clear, Atomic Habits*

# How you can use our Körber Culture Habit Cards

1. Use the microhabit cards as your personal compass for growth. Kick off each week by selecting a card to serve as your weekly mantra.
2. Put it into practice during the week, then wrap things up by reflecting on how the habit resonated with you and what aspects you'd like to incorporate into your routine.
3. Take one card each week in your team to start the week with a theme and challenge.



01

## Morning routine

»Habit is the daily battleground of character.«

Dan Coats

Reflect on your daily routine.  
Start writing down:

**What are the things you do every morning?**

Then, think about which habits are beneficial and which are not.  
Take one habit from your mornings that is not beneficial and exchange it with a new, better one.

06

## Tame technology

Do one thing today to reduce distractions from technology.

Turn off alerts or notifications, check social media only once daily, and turn off devices while working.

Turn off notifications in MS Teams while having conversations or working in flow states.

**Reflect on how that changed your concentration and conversations today.**  
Try it out throughout the week a few times.

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## Short request

This week is about being open to feedback and support from others.  
**Observe a situation or day part of a project and share a short request with your team.**  
It can be a 5-minute talk, a short frame, or a short video of feedback.  
Keep it short and achievable within 5 minutes.

This exercise fosters efficient communication, encourages collaboration, and builds a culture of support within the team.

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## Flight checks

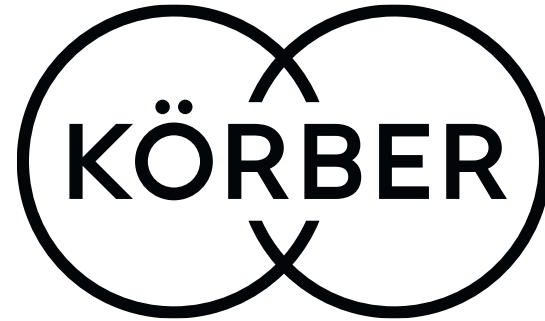
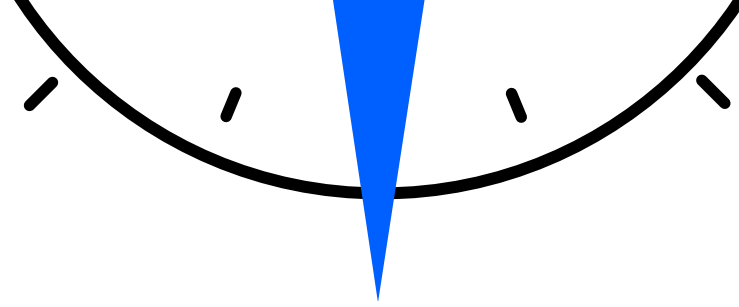
If you are about to go to a meeting, check the agenda and the room before you go. They make regular progress to keep the group engaged and on track.

This card is a flight check to ensure that the design firm is on track to deliver the project.  
1. Review what we are able to do  
2. Review what we are not able to do  
3. Review what we are able to do



e Trust  
Collabo





**#StrongerTogether**