

# LEADERSHIP PRINCIPLES

Our leadership principles apply to all managers across all ILF companies.  
As leaders, we fully commit to

- acting in a way which best represents the interests of the ILF Group (ONE ILF)
- understanding not only what we do, but also why we do it in that particular way
- the protection of health and safety
- compliance



## 1. LEAD BY EXAMPLE

- a) We embrace the responsibility of the leadership role with energy, conviction and pride, and thereby act as role models.
- b) We live our values of respect, honesty, reliability and fairness every day and hold each other accountable for these.
- c) We engage with our staff with respect, as equals, appreciating each individual and ensuring that we express this with genuine care.
- d) We seek opportunities for personal dialogue and consider excellent communication to be a cornerstone of leading with impact.
- e) We encourage our staff to give us feedback on our performance, and constantly strive for personal improvement and development.
- f) We always act authentically, out of conviction and implement our commitments in a consequent manner (walk the talk)!
- g) We constantly seek “engineering excellence” and look to inspire our staff and clients.



## 2. TRUST AND EMPOWERMENT

- a) We value the capabilities of our staff and welcome their eagerness to learn and excel. By individually challenging and supporting our staff, we empower them to develop their full potential.
- b) We are coaches to our staff, and ensure that each individual has the information and support they need to excel.
- c) We encourage our staff to assume accountability for their actions, in accordance with their ability and expertise, ensuring that they understand the importance of their individual contribution to ILF’s success.
- d) We create conditions which allow our staff to motivate themselves. This includes challenging and meaningful activities, sufficient information and transparency, a good working atmosphere, a professional workplace environment as well as performance-based remuneration.
- e) We make decisions that benefit the company, in an unbureaucratic way and in a timely manner. By clearly communicating these decisions we seek to raise understanding and acceptance.

- f) When hiring new staff, we look for individuals who are highly qualified in their area of expertise, and also place great emphasis on personality, the ability to work in a team, optimism, flexibility and the willingness to learn and excel.



### 3. SUCCESS AND EXCELLENCE AS ONE

- a) Whether within an ILF company or between ILF companies, we collaborate as one team and in partnership, to ensure long-term success and our excellent reputation.
- b) We respect different cultures and act accordingly, with due care.
- c) We identify problems, mistakes and conflicts at an early stage and address them openly, and with the necessary social competence, supporting each other to find constructive solutions, and to learn lessons for the future.
- d) We give regular feedback, in the form of constructive dialogue, directly with those concerned. For special commitment and achievements we express our appreciation.
- e) When expressing criticism about the company or representatives, we do so only amongst our peers or our managers in a suitable situation, but not amongst staff.
- f) We actively strive for sustainable economic success, by constantly improving efficiency and effectiveness.



### 4. BUILDING THE FUTURE

- a) We fully support our clients in their pursuit of success. In doing so, we strive to build solid, lasting relationships, founded on mutual trust.
- b) We focus on change, future challenges and opportunities, remaining confident, curious, agile and flexible, and we never stop learning.
- c) We embrace innovations as opportunities, and push boundaries in order to grow personally and improve our competitiveness.
- d) We actively communicate our vision and strategy, discussing and explaining a clear and tangible path towards an inspiring future.
- e) Success is not measured purely on the basis of economic results, but also by the contribution we make to sustainably improving quality of life.

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