

# SARTORIUS

## Leadership Guidelines

Simplifying Progress

# A Key Success Factor



Active  
Leadership



Change



Performance



Communication



Sartorius  
as a Team

Managers are especially called upon to lead in order to achieve our corporate goals. They are responsible for having the right people do the right jobs at the right place and at the right time. To put it in a nutshell, we need to ensure that Sartorius operates as a high-performance community. Daily leadership behavior ultimately has a direct impact on the business success of Sartorius.

This is why in 2007 we defined five principles for Sartorius as mandatory guidance on what we mean by good leadership and which leadership behavior is specifically encouraged at our company.

These Leadership Guidelines summarize how we intend to achieve our shared corporate goals. In this effort, none of these guiding principles is more important or less important than the others. Rather, we consider these in their entirety as a guidance framework. Designed to help managers perform their tasks proficiently, our Leadership Guidelines also require self-commitment, pose challenges and offer opportunities. On the other hand, they clearly define what staff can expect of individual managers.

Our guidelines give everyone certainty that management at Sartorius is oriented by shared principles that are binding for all. Above all, leadership is about taking action. Therefore, along with these guidelines, we have established training and coaching seminars on leadership. In this way, our managers can continuously enhance their leadership skills.

We are positive that these Leadership Guidelines will contribute toward further improving our teamwork and ensuring the long-term success of our company.

Sartorius Group  
Executive Board

Sartorius Stedim Biotech  
Board

# Yes to Active Leadership

As a leader, you are responsible for establishing and maintaining the standards and culture in your area of responsibility. You focus the work of highly different people on the goals of your department or unit and our company and are accountable for the results.

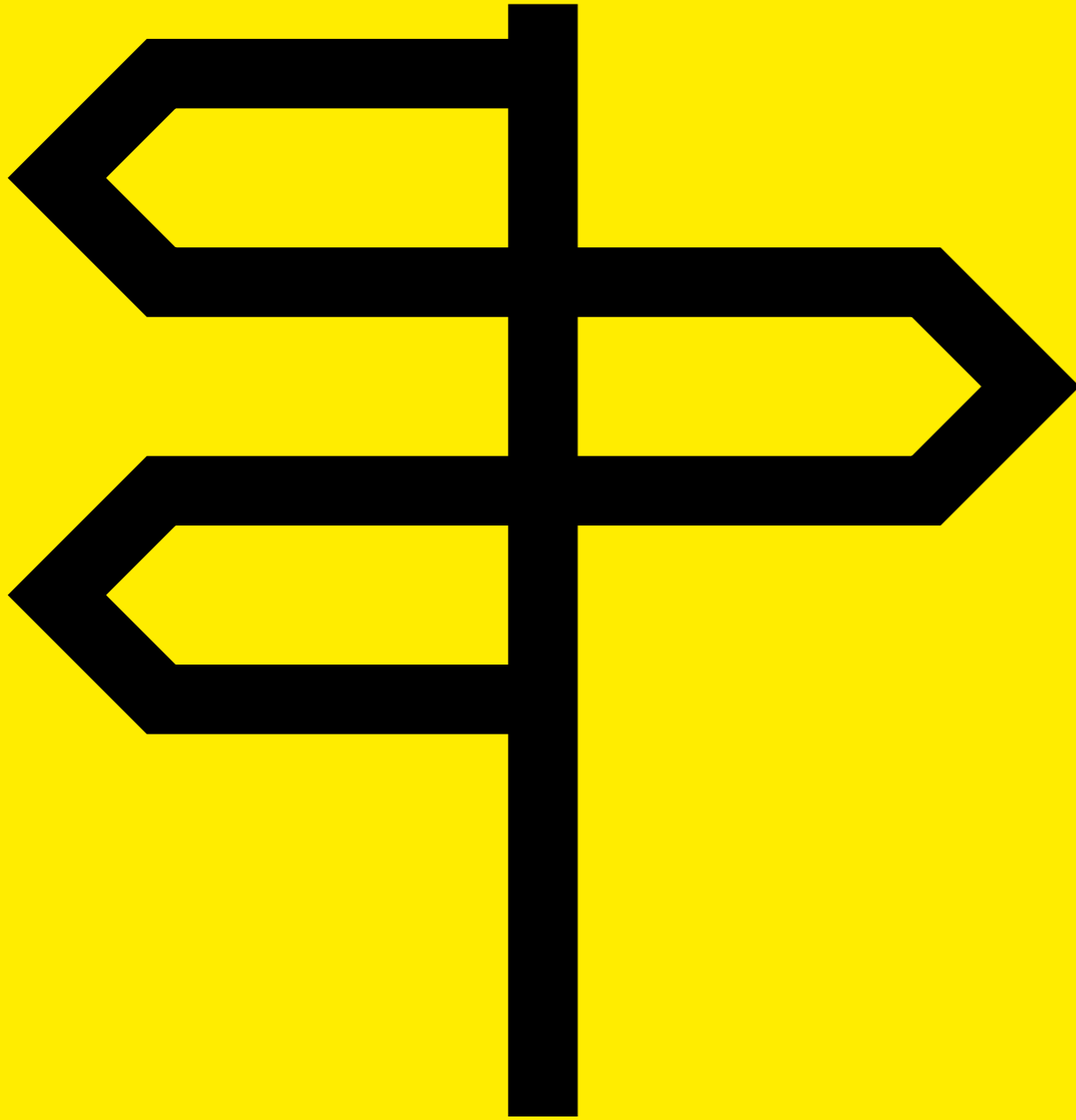
The development and motivation of your staff members are among your key management tasks. Be aware that your staff are a reflection of you and will manage their staff the same way they are managed by you.



# Specifics



- To enable your staff to focus on achieving our corporate goals, they need to know their targets and tasks. Explicitly state your expectations, agree on goals, deadlines and budgets with your staff, and monitor and control the results.
- Give your staff differentiated feedback on their individual performance on a regular basis so that they know where they stand and how they can improve. Communicate to all staff individual positive performance.
- Don't do everything yourself. Delegate tasks along with the authority and responsibility as far as possible to the lowest level of authority. Entrust your staff members with the tasks that are appropriate for each individual.
- Do not unnecessarily tell your staff how to do their jobs. However, make it clear where the limits of their authority and responsibility lie. By obtaining information on (intermediate) results, you are taking care of your leadership responsibilities.
- Create a culture of open, honest leadership, establish trust within your staff. This will make communication, performance and change easier and quicker. In a workplace environment characterized by trust, people will gladly assume responsibility. Be prepared to take a leap of confidence when it comes to entrusting your staff with tasks.
- Promote your staff in their professional and personal development. The basis for this is joint assessment of the future requirements on your department or unit as well as the potential of your staff. Expect your staff to show that they are willing to learn and take their own initiative.
- Be willing to use the power that comes with your managerial position. However, do so respectfully, fairly and constructively in line with our corporate goals.
- Leadership cannot be delegated, either to the top, the bottom or to a consultant.



# Yes to Change

The major task of a manager is not to manage the status quo, but to anticipate and deal with future developments. Sartorius will be particularly successful if it initiates and shapes changes in our industries instead of being a follower.

To implement change, you will always need the courage to stand up to and resolve conflicts. Through your attitude, behavior and communication, you will be decisively influencing your staff's willingness to adapt and accelerate the speed of change at Sartorius.

# Specifics

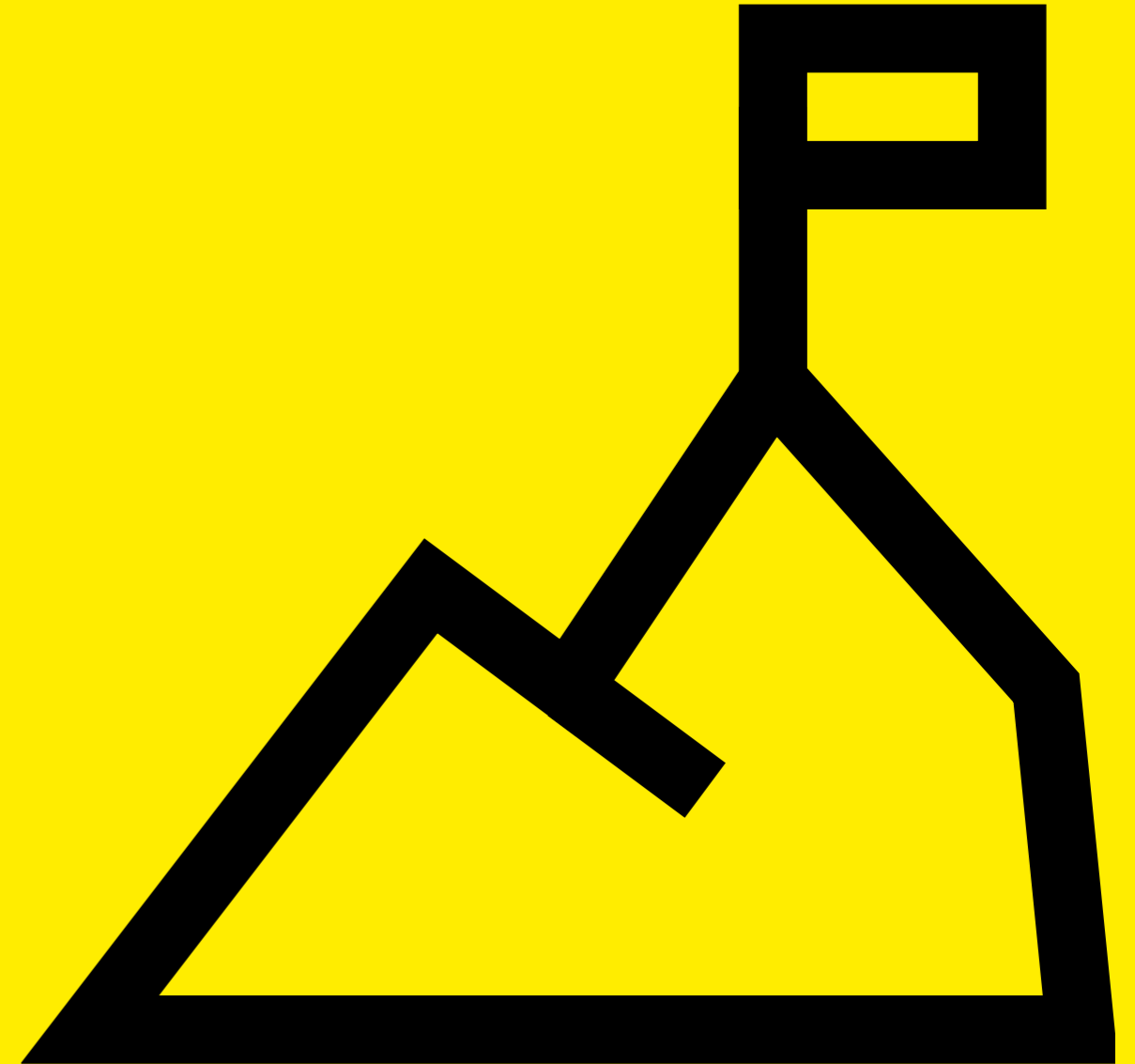


- Your task as a manager is to recognize and actively promote development potential for Sartorius. Invest your time not only in topics of everyday business, but focus on those of the future as well.
- Provide your staff with guidance concerning our goals and our strategy, and win over your staff to join in and actively participate.
- Always signal your openness for new approaches to solving problems and promote learning from others both inside and outside the company.
- Rapidly and systematically implement proved change projects and manage and overcome resistance and conflict.
- Avoid causing a feeling of unease and prevent the spreading of rumors by making pending changes a subject of discussion. Even unpopular decisions are more easily accepted if they are communicated clearly and sincerely.
- Your staff will be motivated or demotivated by your behavior and actions, not just by your words. Be aware of your non-verbal signals.
- Directly and openly speak to your staff about your mistakes and theirs so that you and they can learn from them.

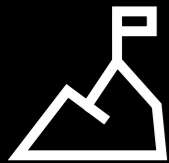
# Yes to Performance

At Sartorius, the highest demands on product quality have developed throughout the years and are broadly anchored. We use this as a yardstick in measuring the performance of everything we do, and we place this demand on our managers.

Therefore, it is your responsibility to lead your own department to achieve top performance in every respect. Performance has to be measurable.



# Specifics



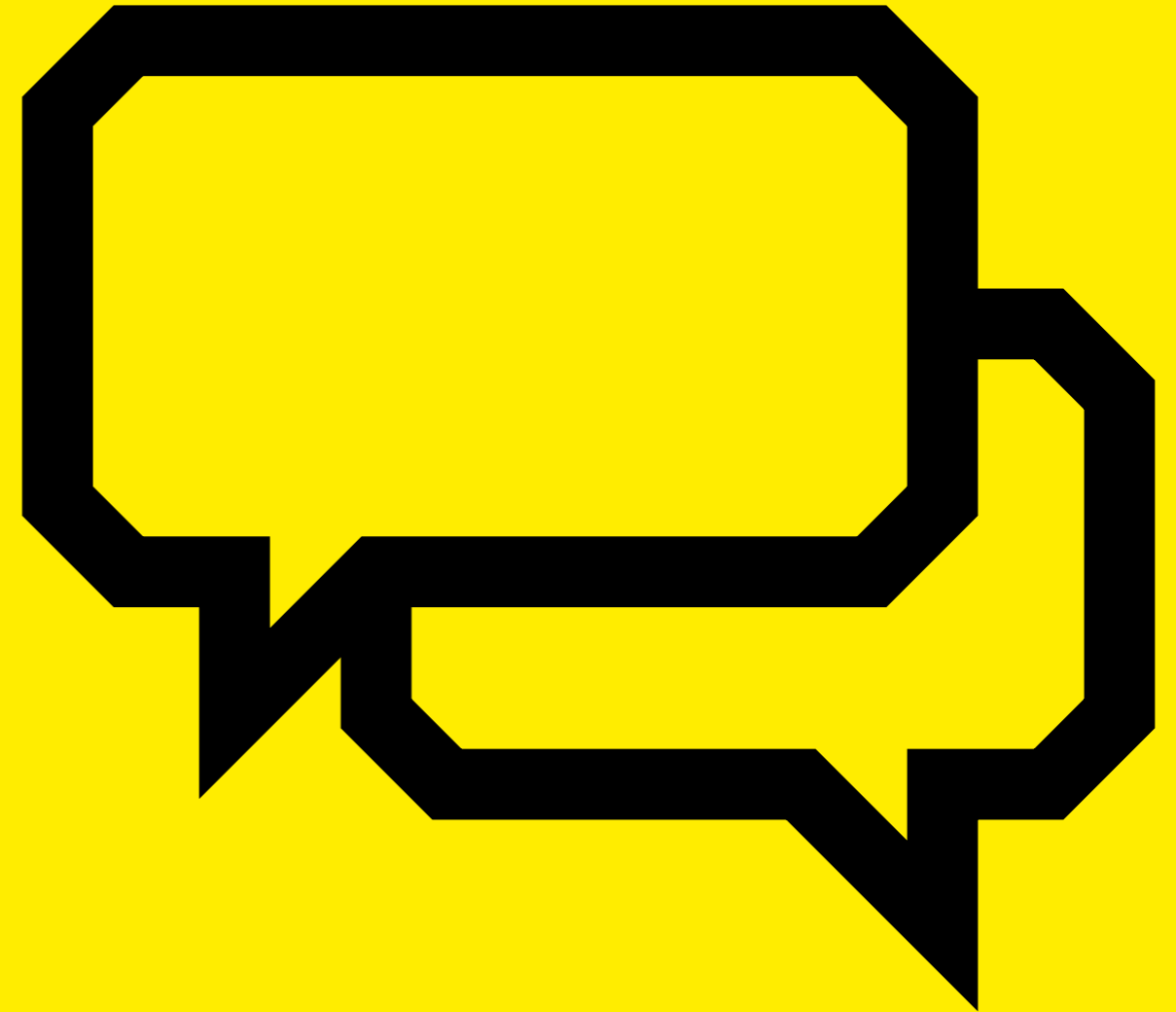
- The leadership qualities and skills of a manager are measured by the results and progress of his or her department.
- Most employees want the challenge of showing performance, and want to work at full capacity; expect initiative from them, and demand and reward exceptional performance.
- Top performance is usually achieved by excellent teamwork with clearly assigned individual responsibilities.
- Set an example by practicing what you preach: focus on finding solutions and getting things done. Make it clear that problems cannot be resolved by passing them on internally or putting them off.
- In searching for viable solutions, foster controversial and objective discussions unhampered by hierarchy. Do not accept it when everyone at a meeting nods in silence.
- Handle non-performance of individuals professionally and promptly. Non-performance is often recognized within the team before it is recognized by the manager. Procrastination leads to an acceptance of lower performance standards.
- Tell your staff about successes achieved and let them participate in these successes. Remember that success is not about a selected few.



# Yes to Communication

The larger, more international and more complex Sartorius becomes, the more that professional and targeted communication will become as a success factor of your leadership.

In view of the wealth of information that managers have, they often underestimate the value of passing on information to their staff personally.



# Specifics



- As a manager, you are an influential communicator within the company – like it or not. Perform your communication duties conscientiously, fairly and efficiently.
- Everyone in your department or area of responsibility has the right to know where Sartorius stands. Ensure a good exchange of information by holding structured and results-oriented meetings. Treat sensitive information confidentially.
- You as a manager are not the spokesperson of your department or unit, nor are you the spearhead for pushing its interests. You will also have to make or support decisions that could prove unpopular with your staff. Clearly state the reasons for your own decisions and those of your supervisor.
- Promote proactive communication among your staff and be available to answer your staff's inquiries. If you as a manager are skilled at asking questions and listening, you will discover more than you know.
- E-mails and circulars are no substitute for one-on-one discussions. Be available in person meetings for your staff.



# Yes to Sartorius as a Team

As a manager, you are committed to the corporate success of Sartorius as a whole. This requires that you think and act to a large extent within the context of the “big picture” – cross-departmentally, across company locations and cross-divisionally.

This also means that you as a manager have to assert yourself in certain situations; however, in others, you need to be willing to subordinate your interests to our overriding corporate goals.

# Specifics



- Be integrative: Position your department or unit as a part of the entire Sartorius team and consider the interaction with and impact on other departments of the company.
- Show that you actually practice teamwork. At the same time, ensure that individual responsibilities are not diluted.
- As an organization structured according to global functions, we increasingly need more staff who can work well in international teams, in addition to having globally oriented managers. Please ensure that your staff develop the skills required for this.
- All non-managerial staff and managers are part of the company; no one is above the company.
- We view the exceptional loyalty of our workforce as an important asset and a key prerequisite to success.

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