

Offerista Leadership Guidelines

We have designed these Leadership Guidelines as a supplement to the Company Values for all Offerista employees in leadership positions. These Guidelines serve as a compass in our day-to-day interactions at the office. They represent the goal we all share at Offerista: to be an innovative, agile company that affords its employees freedom and development opportunities so we can work together and make our business grow. The Leadership Guidelines illustrate what we stand for and the standards we hold ourselves to – and what it means to work at Offerista.

1. Communication is key – We believe in an open communication culture

We know that good communication is the foundation of successful teamwork. That’s why we are available to our coworkers, and encourage direct, honest and timely communication. We treat our coworkers fairly and respectfully. We are reliable and trustworthy partners to them and keep our word when we have made an agreement or promise. We do not hesitate to inform them about developments in our fields and make sure they have all the information they need to do their work well. We know that this allows us to establish the best possible conditions for collaboration and to profit from our coworkers’ ideas and suggestions. We communicate openly, honestly and loyally, even – or especially – in conflict situations. We count on all company employees to act professionally with sensitive information.

2. Feedback is a gift – We value all feedback, positive and negative

We regularly give our coworkers feedback for their performance and conduct. We motivate and support them by offering constructive criticism and showing our appreciation for their work. By the same token, we are always open to – and are adamant about getting – our coworkers’ feedback on our work and the work of the company as a whole. We take feedback seriously, implement useful suggestions quickly, and always keep our coworkers up to date on any changes.

3. The reason why – We can stand behind our decisions

We make informed, deliberate decisions we can stand behind. We proactively inform our coworkers about our decisions and what matters here is that we can tell them why: for example, why a certain task is important and how it affects the overall success of the company. However, we know that our decisions are not above criticism. We insist on sensible and constructive feedback and suggestions, take them seriously, and put promising ideas into practice.

4. We love responsibility – We hand over responsibility for projects and decisions

We define concrete tasks and create flexible areas of responsibility, and decide on goals, priorities and schedules as a team. We supervise our coworkers in a fair and neutral manner, and do not waste time micromanaging. Instead, we see our coworkers as experts on their subjects who can often make better informed decisions than we can. And so, whenever possible and reasonable, we let other people make decisions, using approaches such as the methods described by Dennis Bakke in *The Decision Maker*. Mistakes and failures are always a possibility along the way – and we do not

fear them. The important thing is to identify mistakes quickly, talk about them openly, and fix and learn from them.

5. Always develop ourselves and our team – We thrive on and encourage the willingness to perform and learn

We create a work environment that fosters proactive, dedicated employees who enjoy their work and coming into the office every day. At the same time, we know we cannot stand still if we want to succeed in the long term. Therefore, we are always open to changing demands and situations. We recognize when changes are necessary in our individual areas and see them through for the sake of advancing and improving the company.

6. Hire and develop the best – A team is only as good as its individual members

By acting as coaches and role models and practicing valued-based leadership, we are well-prepared to foster the potential of our coworkers. We show an interest in each individual, adjust our leadership style based on their needs, and work with them to develop strategies and ideas for advancing their personal and professional development. Our most important goal in the process is to enable our coworkers to work autonomously, responsibly and successfully as well as to feel invested in and enjoy their jobs.