

TALENT FORMATION CODE OF CONDUCT_

TalentFormation accelerates the transformation of mid-sized companies through the deployment of ambitious, highly experienced entrepreneurs whom we form into individual teams. As members of the TalentFormation Network, the entrepreneurs receive support for their personal and entrepreneurial growth.

It is important to us, even in high-pressure situations, to execute projects successfully and with little drama. This requires an environment of trust and psychological safety in which everyone can allow themselves to show interpersonal uncertainties.

Therefore, mutual respect, confidentiality, and responsible behavior amongst ourselves, our talents, and our customers are of utmost importance.

This Code of Conduct is intended to help better understand mutual expectations and create a fundamental alignment. It forms the basis for good and quick decisions as well as for effective cooperation.

PLACE DATE SIGNATURE

talentformation.com GmbH
Thomas Süs, CFO

PLACE DATE SIGNATURE

Talent

OUR CORE VALUES



Our Core Values are the foundation of this Code of Conduct. Our beliefs are expressed within our Core Values and these should be reflected in observable behavior. We believe that orienting towards these values allows us to fully focus on solving our customers' problems.

CLARITY

As soon as factual or emotional dissonances occur, we clarify them immediately.

What does the value mean to us?

- Understanding the cause of the problem instead of wasting energy on symptoms.
- Viewing the big picture and bringing together all perspectives to achieve a common understanding and clarity.

How can the behavior be demonstrated?

- I continuously question and reflect upon myself, the customer, and the situation in relation to the overarching goal and remain cognitively flexible in the process.
- I think extensively about the situation before starting the implementation.
- I view individual tasks as part of the whole and contribute to it through my actions.

COHESION

We stand together and have each other's backs.

What does the value mean to us?

- Acting on the principle of "One for all and all for one".
- Jointly taking responsibility for the results achieved in every situation, regardless of success.

**How can the behavior be demonstrated?**

- I give the team my full backing.
- I fully contribute my strengths to my team and also know what others can do better than me. I am aware of the strengths of my team colleagues and involve them accordingly.
- I resolve potential conflicts constructively, maintain a friendly, objective level, even under pressure, and decide to bring about clarification sooner rather than later.

CRAFTSMANSHIP

We are masters in what we do.

What does the value mean to us?

- The aspiration never to stop developing both professionally and personally.
- Giving our best to fulfill commitments in a timely and productive manner while following best practices.

How can the behavior be demonstrated?

- I have high expectations of myself and of my greatest talents.
- It is important to me to understand how I can develop my strengths and deal with my weaknesses - professional and personal.
- I support other talents in these matters and share new insights in my role with the community.

HUMILITY

And yet we are humble.

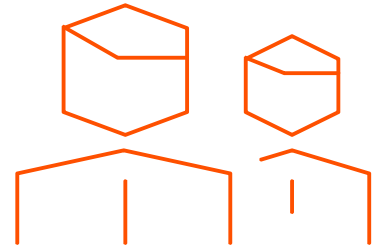
What does the value mean to us?

- Having appropriate respect for the task and not underestimating its complexity, as knowledge on a topic is inexhaustible.
- Interact with each other in a way that is unbiased, consistent and open. Inspiring one another while leaving egos aside.

How can the behavior be demonstrated?

- I approach every situation with an open mind and draw conclusions after having examined various perspectives.
- I accept others' ideas with openness and incorporate different opinions into my decision-making process.
- I adopt the attitude of being able to learn from others, regardless of how much professional experience each of us has.

OUR PRINCIPLES



Our principles establish the practical guidelines for our collaboration, expressing how we mutually put our values into practice. They show how we want to work together beyond legal regulations.

Authenticity over Deception

- We are honest in the sense of: Everything that is said is true, but not everything that is true is said.
- We do not compromise ourselves as individuals but act as authentically as possible without offending others.

Involving over Excluding

- We actively share new knowledge as soon as it becomes known, transparently and openly.
- We actively and openly involve with each other before initiating individual actions.

Networks over Hierarchy

- We form cross-functional teams with individuals in specific roles to solve challenges from diverse perspectives.
- We make decisions based on competence and role, not based on our position.

Reuse over Reinvention

- We are convinced that there is (almost) nothing that does not already exist and act accordingly.
- We consistently utilize our own experience and that of the network by actively searching for experienced individuals in the network.

Trust over Control

- We value and respect the confidentiality of all those we work with.
- We trust that after clarification of assignments, everyone knows their tasks and will fulfil them to the best of their ability in accordance with their responsibilities.

Experience over Theory

- We rely on actual experiences rather than abstract knowledge, particularly in our planning.
- If experience is lacking we immediately start moving forward to gain new insights.

Responsibility over Justification

- We responsibly drive the development of our business and ourselves forward, while maintaining our mutual interests.
- We immediately address any obstacles or difficulties proactively and constructively with the teams and contacts concerned.

Clear Decisions over Compromise

- We avoid the disadvantages of compromise through consistent decision-making.
- We make decisions based on consent, which only allows for justified objections, ensuring swift progress.