

Our DSM culture

Who we are and
what we stand for

NUTRITION · HEALTH · SUSTAINABLE LIVING



DSM

BRIGHT SCIENCE. BRIGHTER LIVING.



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We are DSM

Our changing planet

The world we share is evolving more quickly than ever before, through technological innovation, and social and environmental transformation. To meet these dynamic challenges we need to move just as swiftly, with each of us at DSM playing our part, in a culture that supports us to be who we are and show what we stand for.

Our culture defines us

DSM's culture builds on our strong heritage, to guide us to our future. It is the expression of our personality, our collective beliefs and behaviours, and the many ways we work together. It's what makes DSM a vibrant and inclusive place to be, and what inspires others to want to work for us, and with us.

Our culture shapes our success

A strong, shared culture helps us to grow and thrive as a business, and as people. It helps us achieve our goals in the most efficient and effective way, and is integral to the quality of service we offer to our customers. It helps each of us be even more creative, innovative and productive. And it's essential for our long-term success.

Our culture is created by each of us

We create our culture together every day, through everything we say, every action and decision we take, and every story we share. Over the past six months leaders, employees and functional specialists from all across DSM have contributed to the design and development of a new culture model for the business. We call it the DSM culture compass, and you'll find out about it here.

The culture compass

Purpose-led, Performance-driven



This is the DSM culture compass. It's a navigational tool that helps us see the future we're aiming for: creating value for our customers and shareholders, for our communities and wider society, and for each other.

The compass shows us our cultural direction and destination, while allowing each of us to find our own ways to bring it to life in our daily role, whoever we are and wherever we work. It's a simple framework to help us do more of what we already do well, and improve those cultural areas where we can be stronger.

The compass also reflects our purpose-led, performance-driven strategy. Our purpose of creating brighter lives for all sits at the heart of the compass – it inspires everything we do. We deliver performance by being more of who we are, and by taking decisions every day that show what we stand for.

The six outer elements of the compass help us define the culture we want to build, and guide our day-to-day interactions and decisions. They truly come to life when we combine them in ways unique to our own role. Let's explore them.

Compass elements



Courageous

Being courageous means we are willing to make tough decisions, own our actions, embrace new ideas, take a stand when needed, and support others to do the same.



Caring

Being caring means we look out for the people and environment around us, go the extra mile to value and strengthen our diverse relationships, and take care of others and ourselves, so that everyone can be their best.



Collaborative

Being collaborative means we always look for the best ways to work and innovate together and with others, to listen and find common ground, and to apply our knowledge and skills in an inclusive and agile way.

Compass elements



Taking responsibility

Taking responsibility means we act ethically and with integrity, always learning and improving, willing to be held accountable for our performance and the safety and wellbeing of the people and communities around us.



Championing sustainability

Championing sustainability means we improve the quality of people's lives by embedding sustainability in all that we do, applying our scientific know-how to address the challenges of today and tomorrow.



Delivering value

Delivering value means we use our speed, expertise and innovation to deliver results, meeting the needs and earning the trust of customers, employees, shareholders, communities and wider society.



Culture conversation starters

The culture compass is a tool to help us all have conversations – with our teams, with our colleagues, or when considering our own actions and behaviors – and it applies equally to everyone in the business, at all levels.

What we bring

Our leaders, from the Co-CEOs down, will bring the principles of our desired culture to life through their actions and decisions, while supporting everyone else in DSM to do the same.

What you bring

We each have a crucial part to play in strengthening our culture. And there's lots we can all do right now, including reading the contents of this guide, watching the online launch film, being inspired by the stories in our Story Hub, and maybe even submitting our own. But mostly we need to talk together about the culture that will help us all to thrive and the business to succeed – because the more conversations we have about culture, the stronger it becomes.

The importance of feedback

Just as important as talking about our desired culture is requesting and offering feedback on our individual and collective progress towards creating it. Feedback empowers us as employees and as teams. It helps us understand more about how we can work together, be more open, make new and stronger connections, grow our potential, and help create brighter lives for all. So, when talking about culture, be sure to ask for ways that we might work together to improve it. You'll find ideas on how to do this on the following pages.

Part 1:

Conversations with colleagues

Whether we're talking to a colleague we work with closely, or a new team member, there are some prompts and questions that can help us talk more about who we are, and what we stand for:

If you're talking to a colleague you work with often, take the opportunity to share mutual feedback:

What do words like courageous, caring and collaborative, and phrases like taking responsibility, championing sustainability and delivering value mean to you?

Which of the six compass elements do I demonstrate most clearly?

How do they reflect or support your own values?

What do you value most about how I work?

How do they differ, and why might that be?

What could I focus on improving that would help you most?

How can they help guide your personal actions, interactions, and decision-making?

When listening to others discussing the culture compass think about what you could do to bring it to life.

Part 2:

Conversations in teams

In our teams we can also talk openly about our experience and expectations of DSM's culture, and consider how we can truly bring it to life together:

What do we all value about our team and how we work together?

How can the compass help in highlighting the positive things we're already doing, and identify new ways of working?

How can we use the compass to help improve our team performance?

Which elements of the compass should we focus on, based on our team priorities?

We know our culture will also help DSM to flourish and create value for our customers and society. So as teams we can also consider:

How have we successfully demonstrated our culture in the past towards customers, suppliers, partners and society at large, and how do we now build on that?

What are the benefits to DSM and all of us when we do this well?

How does the culture compass help us deliver our purpose of creating brighter lives for all?

Part 3:

Conversations in the moment

Consider some of these questions as you go about your day-to-day work. If you can answer 'yes' to them, then you're personally bringing our culture to life. You could also use these prompts in conversation with team members about specific actions or decisions as they occur.

Courageous

Is this the right decision, even if it's a tough choice?

Does someone need to take a stand about this, and can that be me?

Do I take full responsibility for whatever happens next?

Caring

Does this choice show people that I/we care about their needs?

Is this helping everyone to feel more included?

Does this approach help me look after myself and be at my best?

Collaborative

Have I/we considered teammates' contributions as part of this?

Do I know what partners or customers would think – are their voices included?

Am I involving others for the right reason – or is it smarter to do it myself?

Part 3:

Conversations in the moment

Taking responsibility

Championing sustainability

Delivering value

Does this take account of others' health, safety and wellbeing?

Does this choice positively impact the environment and society?

Am I/are we embracing an innovative approach to meet this challenge?

Do I have accountability, and can I take this decision myself?

Does it help us further embed sustainable thinking in the business and our value chain?

Have I/we listened to the customer's problem and do we understand their needs?

Does this decision feel right, if I look at the wider impact?

As well as delivering value now, does this support our longer-term goals and responsibilities?

Have I/we considered how will this help build the trust of customers and society-at-large?

Your questions

Here you'll find answers to the most frequently asked questions about our culture and the culture compass.

About the culture compass

Q: How do I use the compass?

A: The culture compass shows the elements that make up our desired DSM workplace culture. How we each demonstrate more of who we are, and what we stand for will depend to a great extent on our individual daily roles. However, whatever our role there are some broad principles that apply to all of us. See the definitions of the six compass elements on pages 5-6, and ask yourself the questions on page 11.

Q: Does the compass apply to me?

A: Yes. The culture compass applies to everyone in the business. All of us, at every level, in all locations, can find ways to incorporate it into our own roles to help build our desired culture. You'll be given plenty of support and guidance in the coming weeks and months on the best ways to do this.

Q: What will happen to ODCA and Ways of Working

A: They will be replaced by the culture compass.

Q: Can we use a different culture model in our BG?

A: It was agreed with the EC and Co-CEOs that the culture compass will be the only culture model for our business

groups and functions. We realize that there are culture programs which have already started. These will be phased out gradually and put under the umbrella of the DSM Culture program during the first half of 2021.

Q: What does my manager need to do?

A: We would like all managers to be aware of the culture compass and what it means for them and their teams. We will be providing some guidance and tools to support them in using the compass in their parts of the business. From 2021, people managers will also be invited to participate in our new Leading through Culture program.

Q: I'm a people manager, how do I use the compass with my team?

A: A manager's toolkit will be available to help you introduce and explore the culture compass with your part of the business. It contains a range of useful prompts and resources that can inspire and guide conversations, and exercises that will engage your team around our DSM culture.

Q: Will we receive new visuals and materials for sites?

A: Yes, each site/region will receive new visuals via their Communications team as part of the activation plan.

The compass and the employee journey

Q: Will the compass be used in setting personal objectives and performance management?

A: Yes, from 2021 the DSM behaviours and Leadership model in the performance management system will be replaced by new behaviours for everyone. These will reflect our cultural ambition and align to the six outer elements of the culture compass.

Q: Will the compass be part of our recruitment and induction for new employees?

A: Yes. The culture compass will be used across all relevant employee processes and touch points. More information will be shared soon.

Q: Will the compass be used in relation to personal development opportunities?

A: Yes. The culture compass will be used across all relevant employee processes and touch points. More information will be shared soon.

Q: Will there be rewards/recognition of employees bringing our culture to life?

A: Yes. The culture compass will be used across all relevant employee processes and touch points. More information will be shared soon.

Additional information

Q: Where can I get more examples of the compass in action?

A: Talk with your teammates about how you can all make choices and take actions that help to build our desired DSM culture – the more we talk about our culture, the stronger it becomes. Our digital Story Hub will also be regularly updated with inspiring examples of employees taking actions that help deliver our desired culture.

Q: Can I share my own culture compass stories?

A: Yes. If you have a story to share about yourself or a teammate helping to create our desired culture you can submit it via the Story Hub.

Check the Culture Hub for all the latest questions and answers.



Shaping our future

Learn more

To dig deeper into our DSM culture and play your part in shaping our future, you can:

- Visit the online Culture Hub and resources pages
- Explore the Story Hub for inspiration from your colleagues
- Start a conversation about our culture with your teammates
- Get talking about culture on Yammer.

Our culture matters

Our culture is what makes DSM such a great and welcoming place to work. It shapes our success and growth as a business, as teams and as people.

By finding opportunities to bring our culture to life in all of your daily decisions and interactions, you will be making a powerful, personal contribution to DSM, and helping to create brighter lives for all.

Why culture matters

Our DSM culture is the expression of our business character and personality, our individual beliefs and behaviours, and the many ways we work together. It is dynamic and owned by each of us – we build our culture together through everything we say and do, and every story we share.

Our culture helps each of us be more creative, innovative and productive. It guides us to our future, enables us to grow and flourish as people, and is essential for our long-term, sustainable business success.

For more information on the culture programme and to find your local culture champion visit the story hub www.dsm.com/culturehub/home.html

