

MOOG

CULTURE
& VALUES



THE MOOG PHILOSOPHY

“Our philosophy at Moog is a simple one. We believe in the people who work for us. We believe work can be a rewarding and satisfying experience for everyone in an atmosphere of mutual trust and confidence.”

Bill Moog

Company Founder, 1951

Chairman & CEO, 1951 - 1988

THE MOOG CULTURE

“In my opinion, the unusual, unconventional culture of our Company is our single most important asset. In some cases, it’s what brings people to our Company. In many cases, it’s the reason the best people stay with our Company.”

Bob Brady
Chairman & CEO, 1988 - 2010

THE MOOG VALUES - A MESSAGE FROM JOHN



When Bill Moog founded our great Company, he had a keen understanding of the culture within the organization and how it impacted everyone. His outlook was shaped by personal and work experiences, his instincts, and social psychologist Douglas McGregor.

Early on in his career, Bill worked for a company where he felt managed, directed, and controlled. When he founded Moog, he knew this was not the type of environment he wanted to create. Instead he sought to form a collegial atmosphere where people were free to exercise their creativity and initiative – a place people wanted to work. Bill also believed in McGregor’s set of assumptions that people get great satisfaction from their work and take pride in doing the best possible job (Theory Y), rather than seeing work as a burden they endure simply for money (Theory X). All of these ideas and beliefs came together to form our Company’s core values.

Bill’s work was innovative and instrumental in attracting great talent to Moog including Bob Brady who joined the Company in 1966 and rose through the ranks to become CEO in 1988. He, too, understood the importance of giving careful, conscientious consideration to the culture of an organization. This was one of the reasons he came to Moog, and also the inspiration for this book. Though the unique Moog culture existed, it wasn’t until 2006 that Bob, as CEO, sat down at his

kitchen table to put our core values into words. Thanks to him we have this book that encapsulates the things we treasure most.

I believe the core values written on these pages set the stage for our culture here at Moog. These are not laws that we govern by, nor a list of statements written about an ideal state of mind. This is who we are, how we operate and how we treat one another. By sharing and exemplifying these same values, you become a member of the Moog community. You create and sustain our Company's celebrated culture.

Through the years we have grown, evolved, and changed, but what has remained the same are our core values. Bill Moog's work in founding these values is the reason we are able to attract the brightest talent while also retaining the best employees. It's why so many of our customers and partners find us easy to work with, and it provides the foundation for the great products that we build. I am proud to share with you the principles on which our Company was built, and know it is these same values that will propel us into the future.

A handwritten signature in black ink that reads "John Scannell". The signature is written in a cursive, slightly slanted style.

John Scannell
Chairman & CEO,
2011 - Present

OUR VALUES

Trust Is A Must

Competence Is King

We Try Harder

We're All In This Together

It's My Job

We Look For Solutions, Not Someone To Blame

Communication Is Crucial

Formality Doesn't Help

We Have To Be Adaptable And Ready To Change

Performance and Commitment Should Be Rewarded

Work Should Be An Enjoyable Experience

Your Personal Life Is Important



TRUST IS A MUST

We hold ourselves to the highest standards of integrity and honesty.

We are honest in all of our personal interactions and assume others are doing the same.

We treat people fairly and respectfully as individuals and recognize the unique circumstances of each situation.

We rely on what our teammates have said and what they've done.

COMPETENCE IS KING

We have to be exceptional at our jobs.

We gain mutual trust and respect by demonstrating competence in doing what we do, rather than by title, pay grade, or who we know.

When it comes to solving problems, we believe a good solution is more important than worrying about precedents.

WE TRY HARDER

We put forth our absolute best effort on a daily basis.

We display an attention to purpose and a sense of urgency.

We do whatever it takes to get the job done and we trust that others are doing the same.

We believe that it's more important to do the "right thing" than to compromise our values and take an easy way out.

WE'RE ALL IN THIS TOGETHER

We share in our success and challenges as ONE Moog.

We recognize that success in our Company is a team effort.

We contribute and collaborate to the best of our abilities.

We develop relationships because we know that they
are crucial to the team's success.

We respect each other's differences and recognize the unique
contributions that everyone can make.

We are motivated to achieve success for the greater good of the
Company because we know that Company success provides more
opportunities for all Moog employees.

We don't make ourselves look good at someone else's expense.

IT'S MY JOB

We step up to get the job done whether or not it's formally part of our role.

We take responsibility for achieving our part towards delivering quality products or services on time.

We hold ourselves accountable for our responsibilities with little or no direction.

We ask for help when we need it and we offer it up in return.

WE LOOK FOR SOLUTIONS, NOT SOMEONE TO BLAME

We believe that it is more important to solve the problem than to assign blame.

We believe people are competent and put forth their best effort and when things don't go as planned, the only way forward is to focus on a solution.

We work collaboratively to find solutions.

We know that solving our customers' biggest challenges cannot be done without taking risks.

We provide each other with the opportunity to try, fail, learn, and succeed.

COMMUNICATION IS CRUCIAL

We believe that trusting relationships are built through open, honest, and complete communication regardless of our role.

We understand that proactively sharing information and keeping people informed has a significant impact on employee commitment.

We know that communication involves talking and, more importantly, listening.

FORMALITY DOESN'T HELP

We treat everyone with the same level of respect,
regardless of their role in our Company.

We know that interacting with each other informally
will help us build relationships and foster collaboration.

We are informal and down to earth.

We are accessible.

We avoid bureaucracy and needless documentation.

WE HAVE TO BE ADAPTABLE AND READY TO CHANGE

We believe that in order for our Company to remain competitive,
we need to change and evolve with the world around us.

We do our best to reflect and recognize when change is needed.

We understand the need for continuous improvement
in all of our activities.

PERFORMANCE AND COMMITMENT SHOULD BE REWARDED

We understand that recognizing and rewarding performance and loyalty is an important part of who we are.

We believe that when our Company is successful, employees should have opportunities to share in that success.

We celebrate employees who maintain long-term commitments to our Company.

We firmly believe that each individual is an important, contributing member of the Moog family.

WORK SHOULD BE AN ENJOYABLE EXPERIENCE

We want people to be passionate about their work and we believe that people are more productive when they are at ease and enjoying themselves.

We believe in having fun and we don't take ourselves too seriously.

We know that raising our voices or behaving aggressively makes work anything but enjoyable.

YOUR PERSONAL LIFE IS IMPORTANT

We believe work-life balance is essential for every person and for the long-term good of the Company.

We are flexible, when possible, so that employees can have a satisfying and rewarding personal life.

We believe people should take vacation and spend time doing the things they love.

We consider the personal preferences, problems, and opportunities of each person.

“It is up to each of us to live our values and carry them forward for generations to come. As members of the Moog family, it is my responsibility, and yours, to own our culture together.”

John Scannell

MOOG

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