

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

Our core values capture the essence of Moog's culture – what we stand for, how we treat one another, and why we are such a special place to work.

Our founder Bill Moog recognized in 1951 that culture and values contribute to our lasting success. Subsequent generations have embraced Bill's philosophy of trust and confidence in each other to get the job done. Former CEO Bob Brady was inspired to put our core values into words. Thanks to him, we have this booklet that encapsulates the things we treasure most.

I encourage you to live and share the Moog values. I truly believe that our culture is key to our past and future success.

John Scannell
Chairman

THE MOOG WAY



Our celebrated culture and core values help Moog stand out from other companies.

How we conduct business speaks volumes. When we say we believe in our people, it shows in the ways we attract and retain the best and brightest talent to our community. You can see our culture reflected in the phenomenal energy, enthusiasm, and commitment to one another that we bring to work every day. Our collaborative culture is one of the many reasons customers and partners choose to work with us; we are dedicated, innovative, and easy to work with as we create solutions to meet their complex technical challenges.

Our core values have remained our bedrock. I believe in them and am proud to share them with you. It is up to each of us to live these values and carry them forward for generations to come.

A handwritten signature in black ink that reads "Pat Roche". The signature is written in a fluid, cursive style with a large, prominent initial "P".

Pat Roche
CEO

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.



MOOG

© 2023 Moog Inc. All Rights Reserved

500-581 0123