The Hydro Way
Our way of working
What makes us different?

If you look at any business – a bank, a window manufacturer or a metal plant – they all do the same thing as others like them. But what makes some succeed and others not? The answer is simple – the way they do what they do.
The Hydro Way has powered our company’s success from the day we began in 1905. Today, it lives on in the way we work and the decisions we make. It is our ‘reason for being’ beyond just making money. It is our way of running a successful business. In the end, it’s what brings us closer – closer to the world we operate in and closer to each other.

The Hydro Way is based on a set of principles: our mission, talents and values. They help us set our priorities and serve as a reference point when questions arise.

**Our mission** describes our higher purpose and is supported by our talents and values.

**Our talents** define what we are good at and provide a framework for development.

**Our values** are beliefs that shape our performance. They are the behaviors expected of us and are important for strengthening our talents and achieving our mission.
Mission
Our ‘reason for being’

Talents
What we’re good at as a company

Values
Behaviors that shape our performance
Every company aims to be profitable. But to really make a difference, it must have a higher purpose.

Our mission expresses our purpose. It sets the standard that we, as a company and as individuals, aspire to live up to every day.

While it carries some big ideas, our mission has down-to-earth implications for each of us. By using it to inform the decisions we make every day, our work and products can better contribute to making our world sustainable and successful.

The following pages describe some of the ideas in our mission and the role our talents play in achieving it.
We build businesses
that matter

a Hydro talent

Our mission

“...more viable...”

‘More viable’ means that we help create the ability for others to develop and progress.

Since Hydro began, we have built businesses that helped sustain and nurture the world around us.

We’ve done this by cultivating natural resources, respecting their limitations and maintaining a long-term perspective.

Ultimately, these businesses have made a difference by creating fundamental value – the basis for all other value, whether financial, environmental or societal.
From the beginning we harnessed natural resources that made it possible for society to develop and progress. Transforming the power of a waterfall for electrolysis in fertilizer production was Hydro's first step in building businesses that matter. Today, it continues with our aluminium business, focused around a material that is infinitely recyclable and used in everything from soda cans to skyscrapers.
Our mission

“...society...”

‘Society’ is made up of our customers, our partners and the communities and countries we operate in.

Society includes our commercial interests and our social responsibilities in one thought.

It’s the reason why we see business performance and societal needs as inseparable and interdependent. It’s the reason we’ve always made a conscious effort to balance the drive for profit with the needs of the world around us.

Making our aluminium production more environmentally sound meant phasing out old technologies such as the Søderberg smelter in Årdal, Norway. But social commerce is not just about being environmentally friendly. In Årdal, it meant seeing the bigger picture by helping to establish new businesses and creating new jobs. This talent reminds us that working in close collaboration with our communities is essential. They are as much a part of our business as the plants that operate in them.
We have a passion for social commerce

a Hydro talent
We focus on creating close partnerships to better meet customer needs.

We look ahead to anticipate changes that will affect their businesses and cooperate with them to come up with fresh, new ideas.

A healthy society needs healthy businesses. Our starting point is always looking for the commercial solution that will help our customers and the world move forward.

Our mission

“...developing natural resources and products...”

Our acquisitions of Wicona, Domal and Technal were natural extensions of our extrusion operations in Germany, Italy and France, respectively. By repositioning each of these brands we were able to get closer to the customer by addressing their needs more specifically. This talent has enabled us to grow a successful building systems business well beyond its starting point.

We’re always looking for commercial solutions

a Hydro talent
We focus on innovation to be more efficient and more productive.

Viability demands that innovation and efficiency work hand-in-hand to make sure we don’t waste scarce resources. By running our businesses with an innovative, entrepreneurial spirit, we’re able to get the most out of the resources we have.

Ultimately, our goal is to help our customers be more competitive.

The automotive industry is continually pushing our precision tubing business to optimize manufacturing costs so that they can be more competitive and profitable. Our team in Adrian, Michigan applied new technology to an existing cutting machine, quadrupling output while protecting the intellectual property that made it work. While their persistency, innovation and drive to improve existing processes took time and hard work, it is a clear example of how this talent is alive and well on the Hydro shop floor!
Our values

Courage  Respect  Cooperation  Determination  Foresight
Values influence everything we do and say. A decision to climb Mount Everest, the way we raise our children, a choice to maintain a certain friendship are all driven by personal values.

Values also shape performance. Doing a job well starts with knowing what is expected. That’s what Hydro’s values are all about – beliefs that guide us, not only to do our job successfully, but to ‘go that extra mile’.

Each of our values defines the way we act as individuals, as teams and as a company. And we shouldn’t forget that while each one is important, they are interdependent and are meant to achieve a balance.

The following pages present each of our values and a few thoughts on what they mean in practice.
Facing challenges and taking measured risks despite uncertain outcomes

Our original investment in Alunorte, the Brazilian alumina refinery was an act of courage. The operation was not up to par and the return on our investment by no means certain. But through cooperation with our partner, CVRD, the alumina plant has improved and prospered. Following several expansions, we have been invited to continue as a partner in further strategic investments – a demonstration of where courage, in tandem with our other values, has helped us build rewarding partnerships.
Acting with integrity and recognizing the inherent worth of all people, the value of the earth and the resources it provides.

Crash test dummies are a symbol of the genuine care and respect we have for people and the value we put on saving lives around the world. Saving resources through lighter, more recyclable cars and saving lives through innovative crash management structures is a strong demonstration of how we act on this value.
Working with others in an open and inclusive way means we can get further than we ever could alone. This is why we cooperate with each other in order to make the most of the considerable resources that exist in the Hydro community. Together with our customers, our partners and our communities, we are always forging strong relationships to find the solutions that will make our world work better.
Defining a goal and staying the course

The foil-wrapped blanket of a marathon runner is truly symbolic. Running a marathon requires intensive training, self-discipline and focus, but it's the determination to reach the finishing line that makes this kind of achievement possible. Determination makes us do more than we could ever imagine.
Seeing around corners and envisioning long-term opportunities

Solar power is one of our most powerful natural resources. Every day as the sun rises and falls, its amazing potential reminds us that we have so much more to discover. By looking beyond where we are today, it’s much more possible to shape a sustainable future.
These ideals have helped us to do great things in the past. As a focused aluminium company, they will help us accomplish even more in the future.

All that is asked of each of us is to be conscious of them and live up to them every day. By doing so, we will be ready for the challenges and opportunities we meet.

What do we do with this?
Evidence of the Hydro Way can be seen every day, in every part of our company around the world. To share how our mission, talents or values are alive in your area, go to one of the URLs below and post your example there.

intra.hydro.com/mission
intra.hydro.com/talents
intra.hydro.com/values
The Hydro Way

Our Mission

Hydro’s mission is to create a more viable society by developing natural resources and products in innovative and efficient ways.

Our talents

Building businesses that matter.
A passion for social commerce.
Always looking for commercial solutions.
Making the most of what’s available.

Our values

Courage
Respect
Cooperation
Determination
Foresight
Hydro is a Fortune Global 500 supplier of aluminium and aluminium products. Based in Norway, the company employs 25,000 people in more than 30 countries and has activities on all continents. Rooted in a century of experience in renewable energy production, technology development and progressive partnerships, Hydro is committed to strengthening the viability of the customers and communities we serve.

The rubber band ball is a simple object, but carries a powerful reference to ideals that bind us together. It reflects the diversity and flexibility that, when brought together, create something strong and durable.