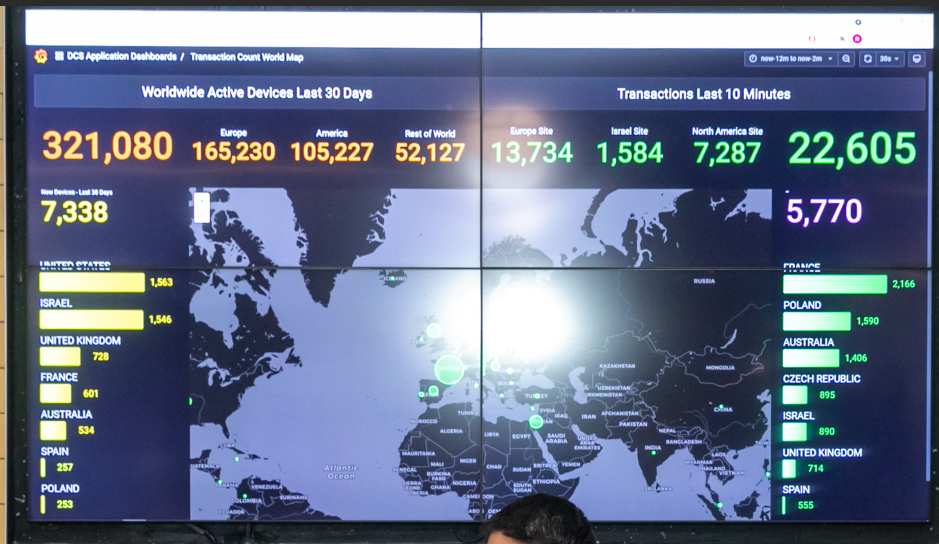


# Behavioral Competencies Guidebook

## The "HOW"



# Our Values - OLAH

Values encapsulate our company's mission and vision. They reflect our basic convictions and mode of conducting business with our people at Nayax and external partners. They exemplify what the organization stands for and provides foundation to our business actions. Values are a compass to make the right decision when faced with ethical dilemmas.



## Own It

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Be accountable for your work, learn from experience, with dedication and hunger to benefit our customers.



## Listen and Communicate

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Be attentive to customer needs and stakeholders in the organization. Work as a team and provide inspiration to people to positively impact business results.



## Act

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Work with a sense of urgency, ensuring highest possible standards of delivery for our products, solutions, and services.



## Honesty

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Operate with integrity and transparency, overcoming challenges while respecting ethical business practices.



# OUR BEHAVIORAL COMPETENCIES

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As we move further in our ambition to grow fast providing a diversified business offering for our customers, we need to foster behavioral capabilities to navigate in a fast-paced changing organization and ability to operate in a matrix environment.

For this, we need a set behavioral competencies that will enable to drive performance.

Defining a set of common behavioral competencies for “One-Nayax” will improve consistency and validity of our individual performance assessments. These competencies will be critical for individual, team and organizational success at Nayax, articulating a constructive way of interacting with each other, internally and externally. If our business OKRs represent the WHAT we do, the behavioral competencies represent the HOW we do it.



# Strive for Results (Core)



## Description:

Seek for ongoing improvement of performance quality to create scalable and sustainable added value. Take ownership and be personally accountable. It is about being solutions-focused and achievement-oriented, delivering results in a timely manner, effectively and efficiently.

## Objectives & Specific actions:

### Positive Behavior :

- Sets ambitious, realistic, and measurable targets (SMART), evaluating progress continuously
- Takes personal responsibility for achieving results
- Takes action to overcome obstacles to succeed
- Maintaining focus, driving oneself and others
- Acts with commitment and ownership

### Negative Behavior :

- Sets or delivers minimum outcomes and does not seek to continuously improve performance
- Does not respect commitments, timelines and agreed budgets
- Blames others/external factors for failure to deliver – does not take ownership
- Does not work in an effective or efficient manner, wasting time and resources, providing partial results



# Embrace Change (Core)



## Description:

Embrace change and innovation, be open to different ways of doing things. Look for opportunities to continuously improve the way we work, however small. It is about creating an environment where ideas are encouraged, and possibilities are explored. It is not about change for change sake.

## Objectives & Specific actions:

### Positive Behavior :

- Creatively challenges the status quo to find new ways of working
- Looks for opportunities that arise during times of change
- Readily adapts to new environment, jobs, technologies, and processes, helping others to do the same
- Communicates clear rationale about the need for change

### Negative Behavior :

- Misses opportunities to consider or propose new ideas or improvements to existing practices
- Focuses on the threats or negative elements of change
- Resists or ignores change sticking to established practices

# Focus on Customer (Core)



## Description:

Understand and meet internal and external customer expectations to create positive impact. Commit to Customers is a mindset that encourages us all to identify and connect with our customers – internal and external. It is about understanding their goals and perspective and working together to achieve results that benefit both parties. It is not about doing everything the customer wants or pleasing them regardless of cost.

## Objectives & Specific actions:

### Positive Behavior :

- Actively works to gain genuine understanding of the customer's perspective
- Strives to build mutually beneficial solutions and partnerships
- Actively seeks customer feedback to identify opportunities for improvement and to gain insight to underlying needs
- Ensure optimal use of resources to make sure commitments and solutions are within the agreed plan (cost, time...)

### Negative Behavior :

- Hardly interacts with customers or has only superficial information and understanding
- Takes actions based on own assumptions without validation of customer's needs
- Over promises and under delivers without regard for consequences



# Act with Integrity (Core)



## Description:

Operating with honesty and transparency, in a consistent manner, ensuring the highest ethical, security and quality standards. Integrity is the foundation on which we build relationships and trust with our colleagues and customers.

## Objectives & Specific actions:

### Positive Behavior :

- Keeps commitments and promises, going extra effort when possible
- Respect ethical standards in business and personal conduct with internal and external colleagues
- Adhere to company policies and procedures
- Act and communicate with honesty and transparency, respecting confidential information

### Negative Behavior :

- Treats and communicates to colleagues with disrespect, undermining their value or bullies them
- Does not keep commitments or overpromises knowingly that cannot deliver
- Gives falsified information or reporting

# Learn & Develop (Non-Core)



## Description:

Take responsibility to continuously learn and develop oneself and others, anticipating future business needs, benefiting individual growth and organizational success. It is about acquiring new knowledge, succession planning and talent management.

## Objectives & Specific actions:

### Positive Behavior :

- Focused on developing competencies to adopt to future business needs
- Open to learning new skills, relevant for business needs and provides opportunities for others to learn from experience
- Takes time to listen and provide regular, fact-based feedback for development, conducting regular career development discussions

### Negative Behavior :

- Fails to stretch beyond the comfort zone, ignoring opportunities for learning and development
- Repeats negative or ineffective behaviors or does not implement development actions despite feedback
- Does not adopt readily to new ways of working and technologies
- Limits performance and development discussions to annual reviews



# Work as a Team (Non-Core)



## Description:

Cooperate with peers, stakeholders, and partners across the organization in a respectful and engaging manner to positively impact business results. It is about leveraging skills and expertise to achieve common goals. It is not about spending time and energy with others with no end goal in mind, creating needless bureaucracy or delays.

## Objectives & Specific actions:

### Positive Behavior :

- Shares relevant information openly and seeks appropriate input from others outside of the direct team
- Develops and maintains effective cross-functional working relationships and partnerships
- Responds positively and constructively to requests for support from across the organization
- Encourages team to share information and best practices across organization
- Support others in meeting business goals

### Negative Behavior :

- Operates within a 'silo' or withholds information from others
- Cooperates selectively depending upon own interests and priorities
- Acts in a competitive manner with colleagues as though they are adversaries
- Discourages team to share information and best practices with others
- Continuously making skeptical and Cynic comments about initiatives and colleagues
- Creating needless bureaucracy and delays