

**TMC**

CULTURE BOOK

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WHY AND HOW  
WE DO THINGS

**TMC**

# ABOUT THIS BOOK.

This is a book about our culture. About who we are, why we do what we do, and how we go about it. Our culture is the most precious asset our company has. In the long run, it will be our culture that determines our success. We need to preserve it and develop its strengths.

We do not invent our culture with this book. We only document our existing culture and make it explicit. This book is a communication tool.

At the heart of our culture are our core purpose and our core values. Our core purpose reminds us why we are in this business. Our core values describe how we do things at TMC, the behaviours we need to consistently demonstrate in our daily work. We also explain the beliefs that lead us to hold and promote these specific values.

Common purpose and values create alignment, focus and help us make the right choices—in big and in small matters. All our decisions need to respect and reflect the philosophy expressed in this document.

We wrote this book for us, the team members of TMC. But we happily share our thoughts with clients, partners, vendors and people interested in working with us, hoping they hold us accountable to what we claim on these pages.



WHY WE DO  
WHAT WE DO.

## Our Core Purpose

# BRING QUALITY HEALTH CARE TO ALL PEOPLE.

At TMC, it is our purpose to make quality health care accessible to all people. Quality health care cannot be the privilege of a few. We want to contribute to this greater cause, so that, some day, people anywhere on the planet have access to the best equipment and the best doctors. We pursue this mission by applying modern technology and intelligent processes to diagnostic services. For the time being, we focus on highly specialized radiology and pathology diagnostics. In the future we might create other products and services, but they will always contribute to this greater cause.

We also work at TMC to provide a return on capital for our shareholders and make a living for ourselves. We must not forget that. The good news is, there is no contradiction between our higher purpose and our financial goals. Profits will come naturally if we pursue our core purpose and consistently deliver high value to our customers and patients. We only say, that for us, making a difference in people's health is a lot more motivating than simply making a profit.

*“The purpose of life is a  
life of purpose.”*

Muhammad Yunus



# OUR 5 CORE VALUES.

#1 Uncompromising medical quality

#2 Generous experts

#3 Innovation through experimentation

#4 Care across borders

#5 Find fun in hard work

Value # 1

UNCOMPROMISING  
MEDICAL QUALITY.



#1 UNCOMPROMISING MEDICAL QUALITY

... means

- TOP OF CLASS
- NO EXCUSES
- TRANSPARENCY WITH CLIENTS



## #1 UNCOMPROMISING MEDICAL QUALITY

# TOP OF CLASS

- We provide the highest quality reporting standards in our industry. We can verify this claim objectively. We make sure that no competitor surpasses our reporting quality. If it happens we make catching up a number one priority.
- Our quality standards are clearly defined, objective and measurable. When our judgment is required, we always put the interest of the patient first.
- Quality is not a mere competitive tool. We pursue highest quality standards because it is the right thing to do for our patients. We unselfishly promote the “cause for quality” in radiology reporting in our industry.



# NO EXCUSES

- Lack of time and resources are no excuses for not meeting our quality standards. We don't allow short cuts—not for ourselves, not for others who work for us.
- We are aware of our own abilities. When we lack the competence to report on a specific case, we look for help from specialists inside or outside our company.
- We call on each other when quality standards are being relaxed or ignored. We decline new business if it requires us to compromise our quality standards.



# TRANSPARENCY

- We are transparent about the quality we deliver to our clients. We keep no secrets from them and keep them informed regularly with clear and detailed data.
- We admit to our clients when we have missed our quality standards or any other promise we have made. We proactively reach out and disclose the problem, before they come to us with a complaint about it.

The image shows a close-up of a piano keyboard with the Steinway & Sons logo and name. The logo, a lyre, is positioned above the text "STEINWAY & SONS". The entire scene is bathed in a deep blue light, and the text and logo are slightly out of focus, creating a sense of depth and atmosphere.

STEINWAY & SONS

“Quality means doing it right  
when no one is looking.”

Henry Ford



## We value quality because ...

### ... it's the right thing to do.

In our business, quality is not optional. In health care, and especially in radiology, quality can mean the difference between life and death.

### ... our clients depend on it.

Referring clinicians and in-house radiologists rely on us to make their best decisions for the patient. They need to be able to trust us fully; not just based on our integrity and good intentions but also on our competence and diligence.

### ... it supports our core purpose.

We choose to work in this business because we want to provide the best quality health care to all people. This is our core purpose.

### ... it creates better relationships.

Transparency with clients creates more trusting relationships that benefit everybody and make work more enjoyable.

### ... it makes us economically successful.

Our business will grow when we apply the highest quality standards in the industry. In the long run there is no conflict between quality and profit.

Value # 2

GENEROUS EXPERTS.

... *means*

- LEARN AND GROW
- SHARE KNOWLEDGE GENEROUSLY
- BE THANKFUL AND KEEP YOUR EGO IN CHECK



## # 2 GENEROUS EXPERTS

# LEARN AND GROW

- We continuously learn on the job and train frequently\* in order to become ever greater experts in our respective fields.
- Our managers support us, but it is our individual responsibility to pursue training opportunities and make the best use of them.

A \* at the end of a phrase means that this behaviour is still somewhat aspirational, that we are still not fully living up to this value.



ANNO MDCCXLIII.

# SHARE KNOWLEDGE GENEROUSLY

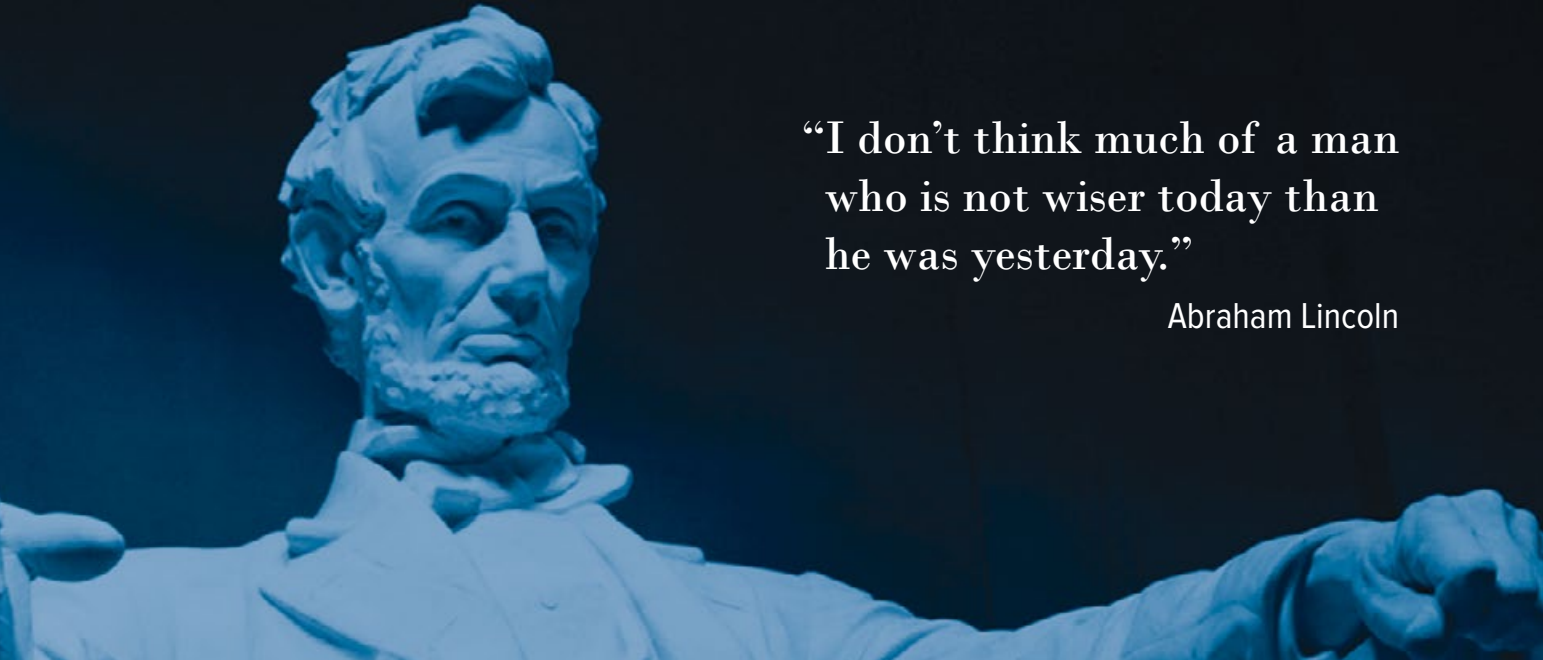
- We exchange information freely and proactively to support each other's success. We are in this together and always ask ourselves, "Who else could benefit from knowing what I know?"\*
- We make an effort to document and store knowledge where it can be easily found by others.
- We also share our knowledge generously with the outside world: with our clients, business partners and the radiology communities at large, except in cases where we must protect the company's intellectual property.





BE THANKFUL  
AND KEEP  
YOUR EGO IN  
CHECK

- When others proactively share what they know, we welcome this and don't take it as criticism, even if our own shortcomings are revealed in the process.
- Instead, we are grateful for the opportunity to learn and for the time that other people invest in sharing with us.



“I don’t think much of a man  
who is not wiser today than  
he was yesterday.”

Abraham Lincoln

# We value everyone being a generous expert...

## ... to remain successful.

Highly specialized medical and technical expertise is at the core of what we offer as a company. The only way to maintain this expertise and to thrive as a company is to never cease learning and sharing knowledge.

## ... because experiential knowledge is our biggest asset.

The unique knowledge each of us generates from real life experience in the specific context of our day to day work at TMC is our biggest asset and most important differentiator. To leverage this knowledge we must share it widely among ourselves.

## ... because learning motivates us.

Learning and growing are key drivers of our motivation. To enjoy work and find fulfilment in what we do, we must develop mastery in our respective fields. Possibilities to learn and grow will create engaged, high-performing and loyal team members for TMC.

## ... because if we share, others will share.

We trust that if we share generously with others, others will also share with us. This raises the standards in our industry, improves the health of patients and benefits TMC in the long run.

Value # 3

INNOVATION  
THROUGH  
EXPERIMENTATION.

... *means*

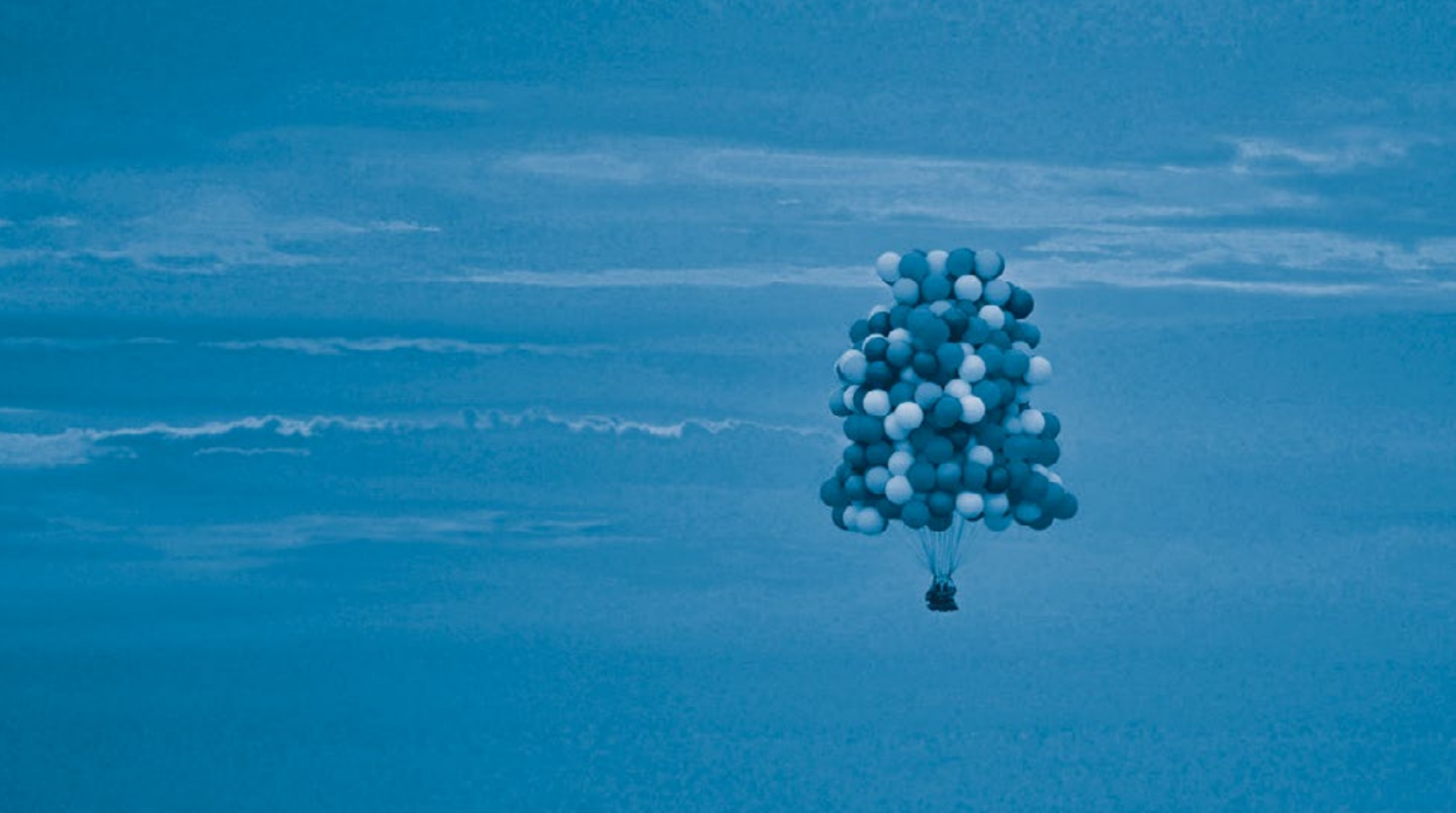
- BE USEFUL
- LEARN WHAT WORKS
- DEMOCRACY OF IDEAS
- GATHER INSIGHTS FROM CLIENTS



# BE USEFUL

## #3 INNOVATION THROUGH EXPERIMENTATION

- We never stop inventing useful processes that truly make a difference in the lives of patients, clinical staff and our own people.
- Being useful is about effectiveness and not so much about efficiency. Innovations to improve our efficiency are welcome, but doing the right things is more important than doing things right.
- We work hard to be forerunner in our industry and set new standards. Based on our expert knowledge and vast experience, we create cutting edge systems and processes that will eventually become standard.





## #3 INNOVATION THROUGH EXPERIMENTATION

- We innovate through experimentation because it allows us to identify what is effective before we incur large risks, costs or distraction.
- We experiment without fear of failure. Failure is a necessary part of progress. We learn more from failure than from success. Nonetheless, experimentation may not put a person's health at risk.

LEARN  
WHAT  
WORKS



# DEMOCRACY OF IDEAS

## #3 INNOVATION THROUGH EXPERIMENTATION

- Innovation requires the free exchange of ideas across hierarchies and department borders. Everybody can have great ideas and must not hesitate to bring them forward.
- Our managers are approachable and listen to anybody's suggestions, independent of status, role or tenure. We have standard processes that allow us to freely voice our ideas and suggest improvements.



# GATHER INSIGHTS FROM CLIENTS

## #3 INNOVATION THROUGH EXPERIMENTATION

- We will not invent useful things by sitting in our offices and meeting rooms. Closeness to our clients and a deep understanding of their situations are the principal sources for our innovations.\*
- Clients might not always express their needs directly, but by listening, observing, and by analysing their input, we gain the critical insight that allows us to solve real life problems in innovative ways.
- Everyone in the company receives regular feedback from clients, and most of our team should interact with them regularly.\*

“The best way to have a good  
idea is to have lots of them.”

Linus Pauling



# We value innovation through experimentation because ...

## **... it is part of our DNA.**

TMC has always been the forerunner of teleradiology in Europe. We were instrumental in creating the market for teleradiology services in Sweden and the UK. Innovation is at the heart of the company's history and part of our DNA. Innovation brought us into existence and will always be key factor to our success.

## **... it creates value for our clients.**

Useful innovation is the main source of value creation for our clients. Without innovation, the relative value of our service will decline, and a commoditization of our offering will be the consequence. Innovation creates growth opportunities to offer new products and business lines.

## **... it attracts the best talent.**

Being able to innovate is an important motivation for us and allows us to attract leading professionals.

## **... it fuels our brand.**

Setting new standards builds our reputation and helps our brand grow. We want to be recognized as the forerunner in our industry.

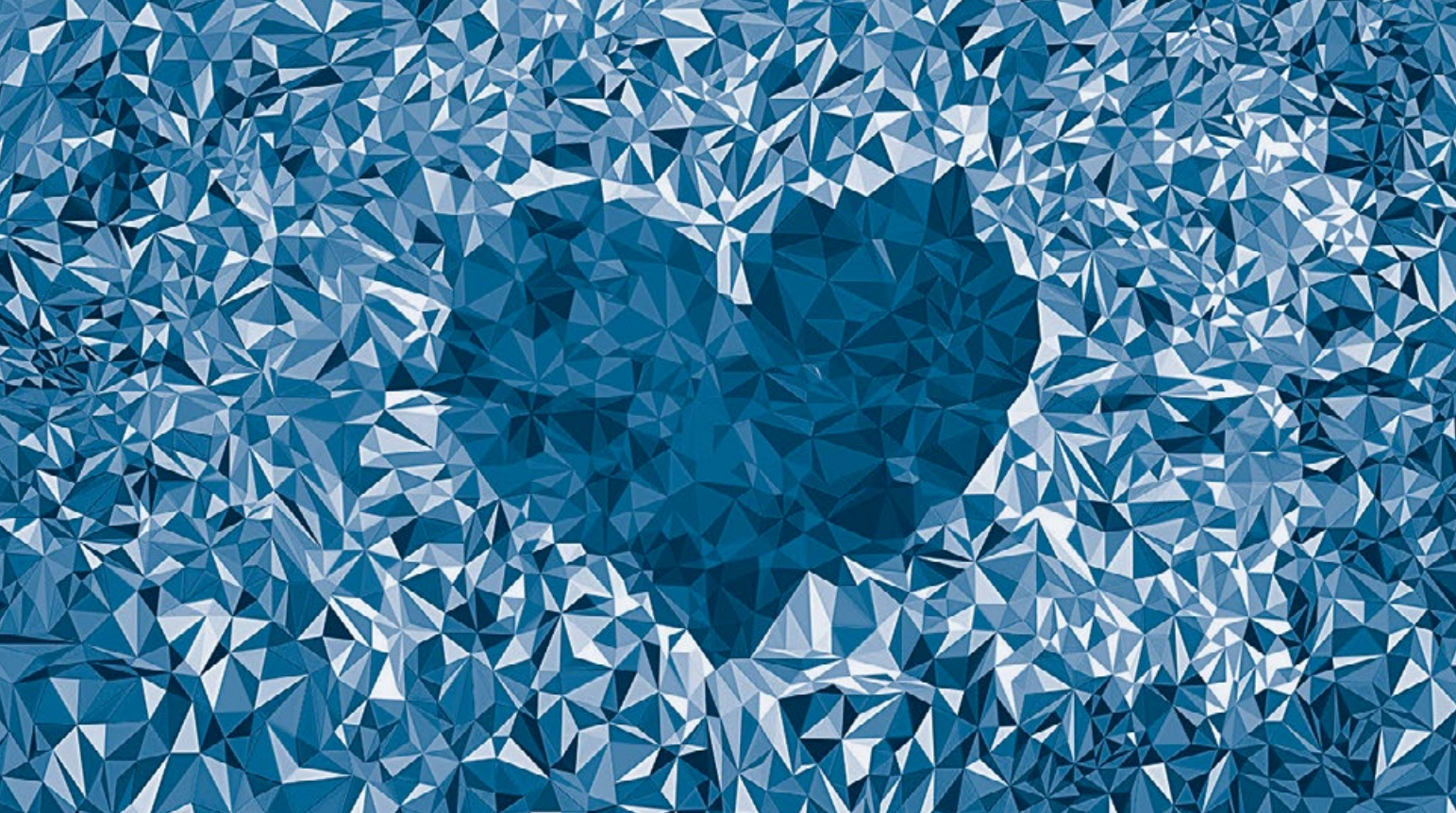
Value # 4

CARE ACROSS  
BORDERS.



... *means*

- FIRST GIVE
- NO POLITICS
- STRAIGHT TALK FROM THE HEART



# FIRST GIVE

- We work from the assumption that people are good, fair and honest. That allows us to trust and care for each other.
- Caring means to give first. It means putting yourself in other people's shoes, discovering their needs and seriously trying to accommodate them, sometimes at the expense of your own. If both sides behave in this way, win-win solutions will always be the result.
- We take special care when geographical distance and cultural differences make it more challenging to understand each other and collaborate effectively.



# NO POLITICS

- We are not political. We don't misuse our power or information to pursue self-interest and hidden personal or departmental agendas. The company's interests come first. We don't tolerate brilliant but arrogant team members. Their results may be great, but they ruin our culture and hurt the performance of those around them.
- We don't fight with colleagues over power or positions. Working at TMC is not a zero sum game. The more talented people we have, the better. We have plenty of challenges and make strong efforts to find fulfilling work opportunities for talented and humble people.



# STRAIGHT TALK FROM THE HEART

- We are honest and direct. We like productive conflict, but we are always respectful, polite and speak from the heart.
- We are transparent and give direct feedback. No team members should be surprised by a manager's view of their work. We also readily admit our own mistakes and acknowledge weaknesses.
- We don't gossip. When we speak about someone not present, we have their best interest in mind. We only say things we would also say to their face.



“We make a living by what we get,  
but we make a life by what we give.”

Winston Churchill



# We care across borders because ...

## **... we want to be happy.**

Caring relationships are the number one source of happiness for people. We want to be happy in our lives and at our workplace at TMC. Feeling appreciated at work is an important motivator. When we have friends at work who care for us, we are more engaged and likely to find fulfilment in our jobs.

## **... it produces better results.**

Caring collaboration means win-win solutions. Win-win solutions are longer-lasting and produce better results for the company. It is scientifically proven that givers outperform takers.

## **... we appreciate diversity for its own sake.**

TMC is home to people from different countries, cultural backgrounds, religions etc. We welcome and appreciate this fact. For us, this multitude of cultures makes our working and personal life richer. We would not want it any other way.

Value # 5

FIND FUN  
IN HARD WORK.

... *means*

- GO THE EXTRA MILE
- LOOK OUT FOR EACH OTHER
- DO WHAT YOU LOVE,  
LOVE WHAT YOU DO



# GO THE EXTRA MILE

- We devote extraordinary energy to our work and put in long hours if it is required to finish a critical task, solve an important issue or satisfy an urgent client need.
- But we don't value long hours and effort as such. Going the extra mile is a waste if it does not lead to great results.



# LOOK OUT FOR EACH OTHER


- We never take employees' extraordinary efforts for granted. Working intensively and spending long hours at work should always be recognized and are often compensated with free time or additional pay.
- When colleagues work extra hard, we look out for them and offer our support. We take on work that is not our responsibility, postpone non urgent requests, bring them pizza or drive them home.
- We don't allow people to crank too hard over extended period of times. We view that as a sign of failure in our planning or communication. If it happens frequently, we re-evaluate and correct the situation.
- We believe our team should have a good balance in life. Our families are more important than our work. They cannot always come first, but should most of the time. Thus, a good reason to go the extra mile is to cover for a colleague who has to take care of an important health or family issue.





# DO WHAT YOU LOVE, LOVE WHAT YOU DO

- For us, fun at work primarily means doing work we love, where we can excel and tap our special talents. We want to flourish in our jobs.
- We take it as our own individual responsibility to design our work in line with what we are best at and enjoy doing.
- Our managers help us in that. But we also laugh a lot and enjoy the lighter side of life, which helps us keep our perspective. The world has much larger problems than most of our own.

A blue-tinted photograph of a man playing a trumpet. The man is shown in profile, looking down at the instrument. The trumpet is the central focus, extending from the left side of the frame towards the man's mouth. The background is dark and out of focus.

“To love what you do and feel that it matters  
- how could anything else be more fun?”

Katharine Graham

# We value fun and hard work because ...

## ... today's world requires it.

We operate in a fast-changing environment. We try to plan diligently for the future, but often cannot predict what is going to happen.

To thrive in such an environment, we need flexibility and the capacity to adapt to the changing needs and requirements of the moment. Our systems and processes need to provide for this flexibility, but, above all, our people need to respond to them.

We all need to have the disposition to temporarily work more intensely and put in longer hours if the situation requires it. TMC will not be successful if anyone is inclined to do only the minimum.

## ... hard work can be fun and part of a good life.

We spend a large portion of our waking life at work, so we might as well have some fun. Laughter is good for our health. It relaxes our body, decreases stress hormones, and boosts our immune system.

When we feel good about what we do and enjoy the company of the people we are working with, we are more productive and accomplish better results. Hard work and fun are not contradictions. Feeling pressure, confronting challenges, making extraordinary efforts are often necessary to progress and achieve great results. Hard work is part of the good life we want for ourselves.

# Summarizing ...

## # 1 UNCOMPROMISING MEDICAL QUALITY

- Top of class
- No excuses
- Transparency with clients

## # 2 GENEROUS EXPERTS

- Learn and grow
- Share knowledge generously
- Be thankful and keep your ego in check

## # 3 INNOVATION THROUGH EXPERIMENTATION

- Be useful
- Learn what works
- Democracy of ideas
- Gather insights from clients

## # 4 CARE ACROSS BORDERS

- First give
- No politics
- Straight talk from the heart

## # 5 FIND FUN IN HARD WORK

- Go the extra mile
- Look out for each other
- Do what you love, love what you do

## We found inspiration for this book in ...

- The wonderful people that work and have worked at TMC and who shared their personal view on our culture.
- Jim Collins' and Jerry Porras' seminal HBR article about how to create a company's vision.
- Netflix's famous Culture Deck (viewed over 6 million times on slideshare.com).
- Hubspot's Culture Code (itself inspired by Netflix's Culture Deck).
- The Pyrenees' mountains and Château de Brangoly.
- 10th TMC anniversary celebration at Caldes d'Estrac

*Thank you!*

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