



CORE VALUES

Fiscal Responsibility

An obligation to act in a financially prudent manner for the benefit of our affiliates, employees and shareholders.

- Manage for long-term performance while achieving short-term results
- Focus on cash flow
- Generate excess cash flow, reinvesting such cash flow only in initiatives that advance our purpose
- ROCC must be above cost of capital and should improve annually
- The ability to meet our responsibilities depends on achieving financial results that invites future investment in people, systems and dental groups

Excellence

In all that we do, a commitment to achieving the best results.

- Good is never good enough
- Focus on the future . . . “what could it be” vs. “what it is”
- Fight bureaucracy
- Keep it simple
- Leaner is better
- Cut waste relentlessly
- Get every brain in the game
- Face reality and solve problems/issues
- Relentless pursuit of improved quality, satisfaction and profitability

Ethical

A promise to conduct business in an honest, fair manner with the utmost integrity.

- Do what is right
- Play by the rules . . . know and respect the regulations, laws, etc.
- Do not be greedy
- Negotiate win-win deals
- Live the spirit of a written agreement
- A promise made is a promise kept
- Do what we say and say what we do

Relationship

Put people first ... a commitment to treat all people with respect and human decency.

- Respect one’s desire for voice and dignity
- Be candid
- Welcome input and debate
- Differentiate based on objective measures
- Set clear expectations
- Be empathetic
- Give credit where credit is due
- Attack issues not people
- Embrace diversity

Social Responsibility

A commitment to act in a responsible manner with total regard for our families, communities and environment.

- Promote and support “family first” climate
- Donate 1% of net income to charitable organizations
- Support dental education through the ADP Foundation
- Support public health initiatives
- Support those less fortunate particularly during holidays and in times of need