

ZIEGERT

Teamwork Guidelines

Status: May 2023

CONTENTS

1. Foreword	- 2 -
2. Overarching corporate mission.....	- 2 -
3. Teamwork within the company	- 3 -
3.1 Promoting Diversity	- 4 -
3.2 Positive culture of error	- 4 -
3.3 Conflict as an opportunity	- 5 -
3.4 Meeting culture.....	- 5 -
4. Communication within the company	- 6 -
4.1 Management culture.....	- 6 -
4.2 Employee reviews	- 7 -
5. Further development of employees	- 8 -
6. Social commitment.....	- 8 -
7. Sustainability within the company	- 9 -
8. Conclusion and appendices.....	- 10 -



1. FOREWORD

These guidelines define the values we share and our approach to teamwork — today and in the future. They provide us with a clear set of goals to be achieved as a means of ensuring our long-term corporate success. Based on the central "One ZIEGERT Team" concept, these guidelines are geared to a positive image of humanity. This requires respectful interpersonal communication, scope for self-development for each team member, and a working atmosphere based on equal treatment and free from discrimination.

We are never really "finished" with the implementation of these guidelines because we continue to work on them every day. As a set of basic principles, they provide a framework for orientation and apply equally to everyone — employees and managers alike.



2. OVERARCHING CORPORATE MISSION

The ZIEGERT Group has developed a purpose, mission, vision and values aimed at ensuring continued business success. This overarching mission statement expresses what our company stands for today and in the future:





Purpose

Developing real value for current and future generations.



Mission

Transform all segments of real estate by leveraging human potential, the power of technology and data-driven insights to create customer-centric solutions.



Vision

Become a real estate ecosystem that offers customers simple, tailored solutions and generates real added value from every starting point.



Values

"We are passionate about creating real value for our customers."

"Reinventing excellence."

"Succeeding as a team."

3. TEAMWORK WITHIN THE COMPANY

The ZIEGERT Group is a modern employer with a corporate culture that fosters the acceptance of responsibility combined with open, trusting and fair teamwork. Our interdisciplinary People & Culture Committee (PCC) was set up to ensure adherence to these principles.

The purpose of the PCC is as follows:

*Our actions promote teamwork and the
ZIEGERT corporate culture.*



Employees from all company divisions are included in the People & Culture Committee and work across teams on measures to improve and strengthen our joint efforts as "One Team ZIEGERT."

3.1 Promoting diversity

We promote diversity by employing people from a wide range of nations and different socioeconomic backgrounds. Currently, 42% of our managers are female. To support diversity in the future, we rely on the following measures:

- ◆ We joined the "Charta der Vielfalt" (Diversity Charter) in 2022 and are developing initiatives to integrate diversity, equity and inclusion in our corporate culture
- ◆ We offer part-time opportunities for mothers and fathers, including those at C-level
- ◆ We use gender-sensitive language in both words and images
- ◆ We give our employees responsibility and leeway to contribute their own ideas

3.2 Positive culture of error

As team members, employees assume personal responsibility, show courage to take risks, and promote independent thinking and responsiveness. In this process, mistakes can occur. Our objective is to accept and learn from them. Instead of blaming others, we practice self-reflection as an integral part of our approach to finding solutions. Our managers promote a sense of self-responsibility among employees and give them the freedom to achieve. Success spurs us on — and we are never discouraged by failures.



3.3 Conflict as an opportunity

We accept conflicts and use them as an opportunity to find solutions. Openness, mutual respect and tolerance serve as the basis for the way we deal with each other. This also applies to criticism. We express our opinions objectively and directly, even if they contradict the opinions of our colleagues or supervisors. We recognize conflicts, take them seriously, and work together to find solutions. The following tools are available in the company as a means of resolving conflicts more effectively:

- ◆ Direct contact with managers
- ◆ Communication with staff from the People & Culture Committee (PCC) or HR
- ◆ Involvement of PCC mediators to support conflict discussions
- ◆ Reporting via e-mail
- ◆ Reporting (also anonymously) via e-mail to ZIP (general and HR)
- ◆ Feedback mailbox in the Social Area (can be used anonymously)

3.4 Meeting culture

Meetings play a significant role in our daily work – and we strive to continuously improve the efficiency of these sessions. To encourage mutual respect, we place great importance on good preparation, a clear meeting agenda and an appropriate group of participants. The following meeting rules serve as guidelines:



- ◆ Preparation and adherence to a clear agenda and timing
- ◆ Thematic briefing of each participant
- ◆ Punctual attendance, also applies to online meetings
- ◆ Camera activation for teleconferencing
- ◆ Focused meeting participation
- ◆ Respectful interaction with each other
- ◆ Follow-up on results after each meeting
- ◆ Tidy up after on-site meetings

4. COMMUNICATION WITHIN THE COMPANY

ZIEGERT practices open and transparent corporate communications. Monthly all-hands meetings provide information on strategy, company facts & figures, projects, human resources and culture. Each employee is encouraged to participate in these meetings and provide direct feedback. The meetings are bilingual in that the presentation slides are in English, and the spoken word is in German or vice versa.

An in-house newsletter sent via e-mail provides monthly information on company news. The online ZIP and Confluence information platforms can be accessed for daily updates.

Our approach to e-mail communications with colleagues and supervisors is friendly, collegial and respectful. This applies to direct interpersonal communications in-house or across ZIEGERT sites. As a company, we firmly reject any form of discrimination based on gender, national origin, sexual orientation or disability. Violations will be subject to penalties under labor law.

4.1 Management culture

In addition to pursuing our corporate mission, vision and strategy, management team members are obligated to exemplify our values and culture. The focus here is on ensuring team motivation and an optimal working environment.



Managers:

- ◆ Are committed to making decisions, taking calculated risks, and communicating this information clearly
- ◆ Empower their teams to deliver business-relevant results that help achieve business objectives
- ◆ Listen carefully to their employees and take time to provide feedback
- ◆ Understand the motivations and needs of our clients and interpret this info for their teams
- ◆ Take complexity out of the process to make teamwork easier while keeping an eye on budget and resources
- ◆ Value the ongoing development of their team members, recognize potential, and actively support it
- ◆ Focus on empowerment that promotes independent thinking
- ◆ Avoid micromanagement and consistently reflect on their own behavior and processes

In other words, ZIEGERT managers act as role models and set a good example.

4.2 Employee reviews

Managers and employees are obliged to request and conduct regular feedback sessions. A joint goal-setting meeting should be held at the start of each year with a review meeting at the end of the year. The measures for implementation and required tools are defined at the start of the year and a review of the achievements and measures is held at year's end. Details are outlined as follows:

- ◆ A specific definition of the quality and quantity of the work results or products and solutions is provided
- ◆ The time and resources required for implementation are determined
- ◆ The goals are recorded in writing (MAG) and must be clearly formulated, specific and verifiable
- ◆ Deviations and necessary corrections can be agreed upon through regular interpersonal communication
- ◆ At the end of the year, there is a joint review of the results achieved over the 12-month period

A development meeting can be arranged with the manager as needed.



5. FURTHER DEVELOPMENT OF EMPLOYEES

Within the framework of the corporate objectives, we seek and exploit personal and professional development opportunities for ZIEGERT employees. Our managers help build on strengths, secure replacements and prepare successors. We promote the continuous development of our employees' skills with respect to the following:

- ◆ Professional skills
- ◆ Methodical skills
- ◆ Personal skills
- ◆ Social skills

In addition to employee review formats, we implement other complementary programs to promote further development: Interne Trainings, Schulungen, Seminare und Vorträge

- ◆ In-house trainings, seminars and talks
- ◆ Varying workshop formats
- ◆ Interdisciplinary exchange of information



6. SOCIAL COMMITMENT

Social commitment has always played a key role in the ZIEGERT Group corporate culture. Driven by the company-wide purpose, we pursue ongoing urban development together with a commitment to social issues and support for cultural life in Berlin.



The company introduced a Social Day in 2022 as a means of giving employees the chance to become more socially involved — even during regular working hours. All team members are encouraged to take advantage of this opportunity with support from the HR and communications department.

- ◆ ZIEGERT demonstrates social commitment through the following projects:
- ◆ Arche Engel (archangel) action for socially disadvantaged children in Berlin
- ◆ Support for Berlin's Help Ukraine program with donations in kind and funding
- ◆ Aid for humanitarian and environmental disasters such as the earthquake in Turkey and Syria

We rely on the active support of all employees to continue our social commitment within a suitable framework.

7. SUSTAINABILITY WITHIN THE COMPANY

Sustainable climate/environmental protection and resource efficiency are important corporate goals at ZIEGERT. In the development of projects and products as well as in the operation of our offices we ensure that any impact on climate or environment is reduced to a minimum and that our products make a positive contribution to climate/environmental protection at our customers' sites.

In the everyday working environment, each employee has a responsibility to treat natural resources with care and to support climate/environmental protection through their personal behavior. ZIEGERT supports climate/environmental protection with rental bicycles, waste separation systems and a green plant concept in office spaces.



8. CONCLUSION AND APPENDICES

Every employee is required to read and understand, follow and model these guidelines in their everyday work. In the event of ambiguities or gross violations, a manager, PCC or HR staff member should be notified.

