

# How our values and enablers shape Viessmann



Responsible



Team-oriented



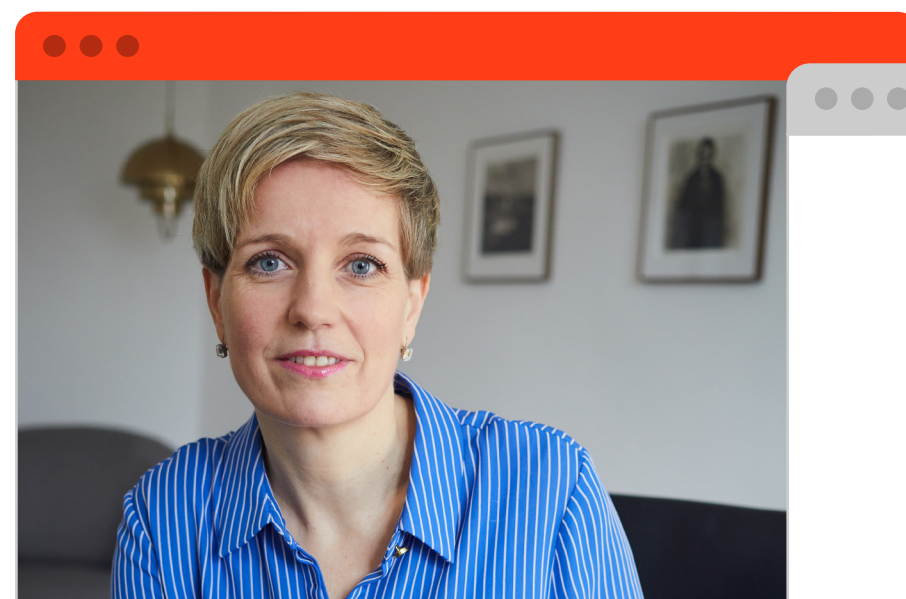
Entrepreneurial

The pace of change in the world has influenced our behavior, the way we think about traveling, mobile work and of course work that contributes to sustainability. And most probably your life has changed too! Across the entire globe, **hybrid work models** seem to have come to the fore. Based on this, we want to accelerate our ViWays of Work efforts and use what we have learned from the pandemic as well as listening to our colleagues, starting with our very core tenets.

Viessmann was an early adopter to formulate its own **company principles**. These **values** were, and still are, an important contributory factor to our success.



To make these core principles more tangible in the context of our Vi Ways of Working, we established **four beliefs** based on our company values that help us create a **shared basis** for all family members: **Trust, Family, Flexibility** and **Viessmann Homes**.



“Our ViWays of Working are a huge opportunity to actively bring the working spaces for generations to come to life at Viessmann.”

– Frauke von Polier  
Chief People Officer Viessmann Group

## Our Work Types & Spaces

The nature of work, the needs of each family member and our teams may differ. At Viessmann, we defined **three Work Types** that include on-site, remote, or hybrid models fitting with the type of work as well as needs of our family members. It is essential to give you a **framework** in which the worktype that suits you is brought to life. Independently from our Work Types we value and place emphasis on meeting in person to co-create the future.

We believe that workspaces are a major way to truly **reflect our culture**. If we talk about co-creation, there must be space for co-creation. We have defined three area types for our offices for now: Collaboration, Social & Workplace Area. Depending on the type of work the different spaces support you in creativity & innovation, learning & talking or concentrated work & problem solving.



Workplace Enthusiast



Hybrid Pro



Digital Nomad

## Leaders: The guardians of our family culture

While the values are our DNA, our guiding principles and the fundamental beliefs that define our company culture, the **Leadership Practices** are explicitly for leaders, describing concrete behaviours that leaders should follow.

When joining the big Viessmann family, you can be very sure of one thing: It's about **co-creation**, not just “top down”: Our leadership practices are incorporated in our leaders' daily work with their teams, when empowering people, providing what they need or giving feedback. Our leaders practice along their way and Viessmann is supporting them with **training on the job**. It's not about being perfect, but it is about continuous improvement and growing.



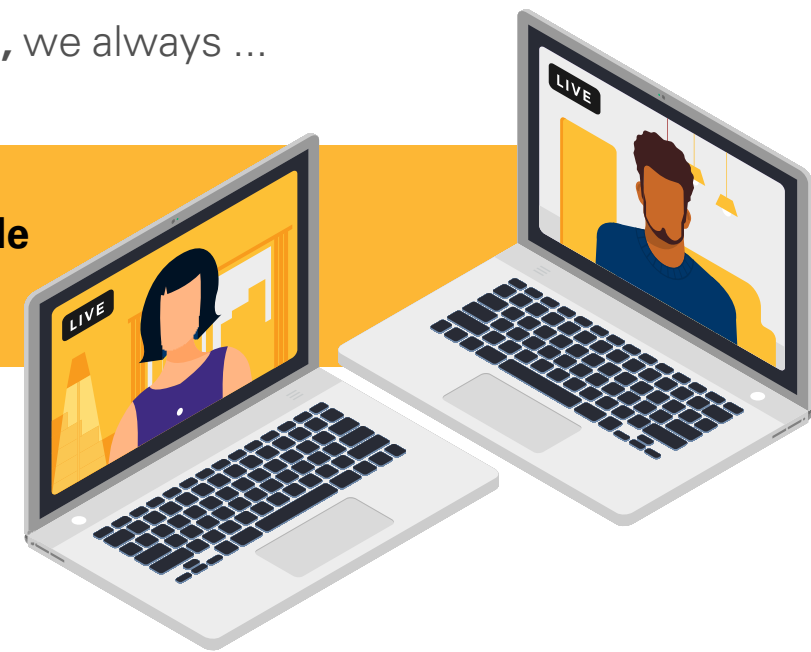
## Collaboration and communication

In order to give the maximum freedom to create the ideal working environment without compromising our cooperation, we commit ourselves to a **behavioral etiquette** that is based on our family values.

Most importantly we are working towards a **common solution** and always use **adequate communication** to reach it. That is why communication is key – not only as a family, but in every aspect of our working lives.

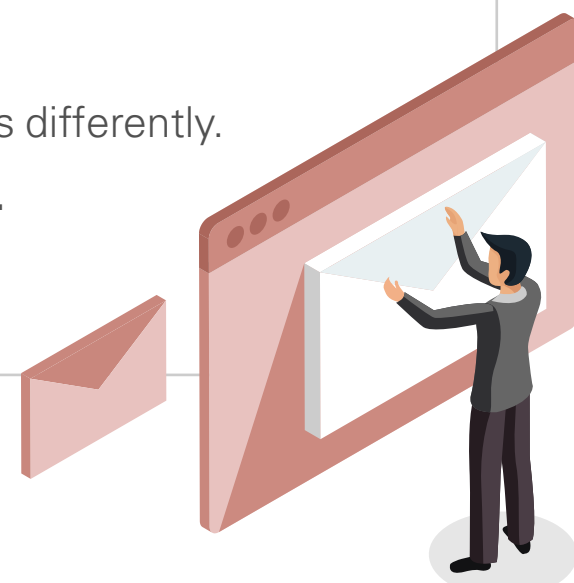
Furthermore, when it comes to **meetings**, we always ...

... schedule as **few meetings as possible** and as **many as necessary!**



## We provide feedback ...

- to show **appreciation** for good work.
- to **develop** and **grow**.
- to create **awareness** on where we could do things differently.
- to communicate **expectations** and **performance**.
- to strengthen **open communication** and **trust**.

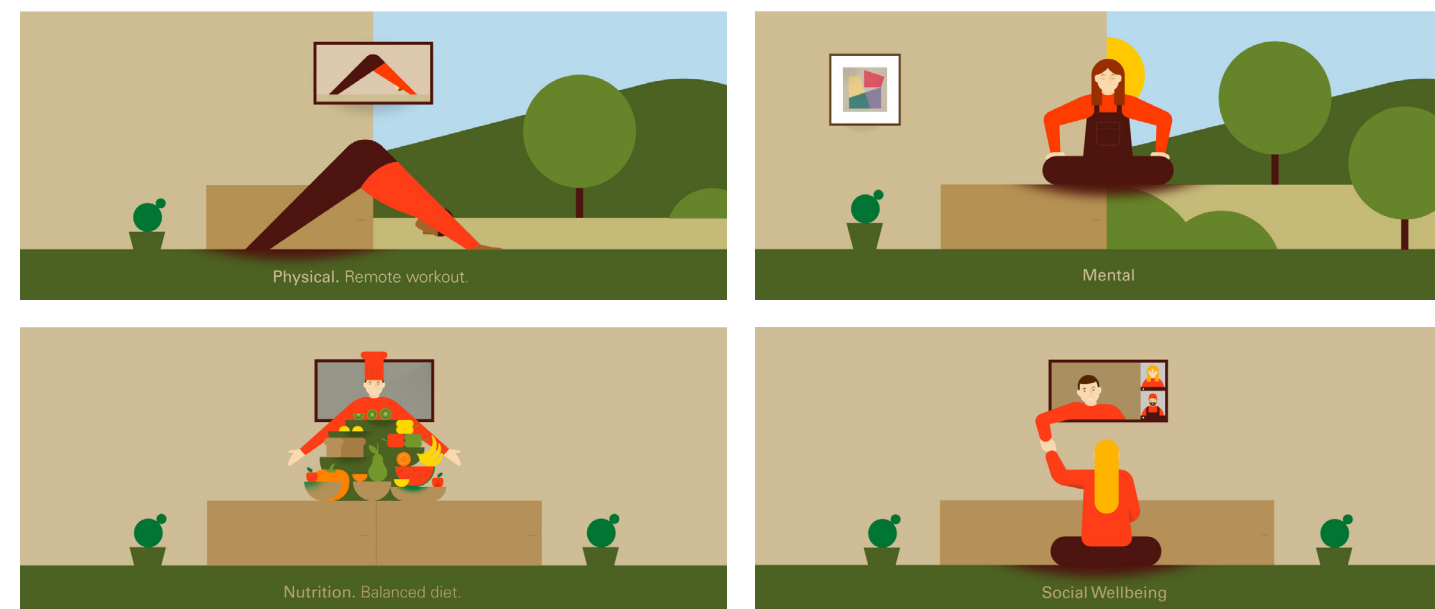


“We see ourselves as a solution provider for the entire living space – inside and outside.”

## ViEnergise – our health and vitality programme

**ViEnergise\*** is the health and vitality programme of Viessmann. The aim of the programme is to provide a comprehensive range of offers and tools to help all family members stay physically and mentally healthy.

Our holistic approach focuses on four areas: **physical** health, **mental** health, **balanced nutrition** and **social/emotional well-being**.



\*Participation in ViEnergise offerings is voluntary and outside of working hours.

## Agility, co-creation & cross-functional teamwork

At Viessmann, you hear the words '**co-creation**' and '**cross-functional teamwork**' a lot. In other organizations, you would call the same thing an 'agile way of working'. At Viessmann, we call it 'co-creation' as we believe that this is the **ultimate goal** of working together.

Within cross-functional teams, colleagues with different backgrounds and expertise **bundle their knowledge** to find smart solutions.

## #ViMoveForClimate

Next to ViEnergise, we also have **ViMove** which we are particularly proud of. The idea is simple: You exercise, and we reward your activity by planting trees – now in our own forests. Every kilometer and every minute counts.

