

Our Common Ground

How we define our **values** and **the way we work together** at AEB.

AEB

What is the Common Ground?

The Common Ground is not a document, nor a text – it’s the way we collaborate and move things forward together. It is our shared foundation, our “operating system”. Naturally, this system evolves, gets updates and patches. A simple text cannot fully reflect that.

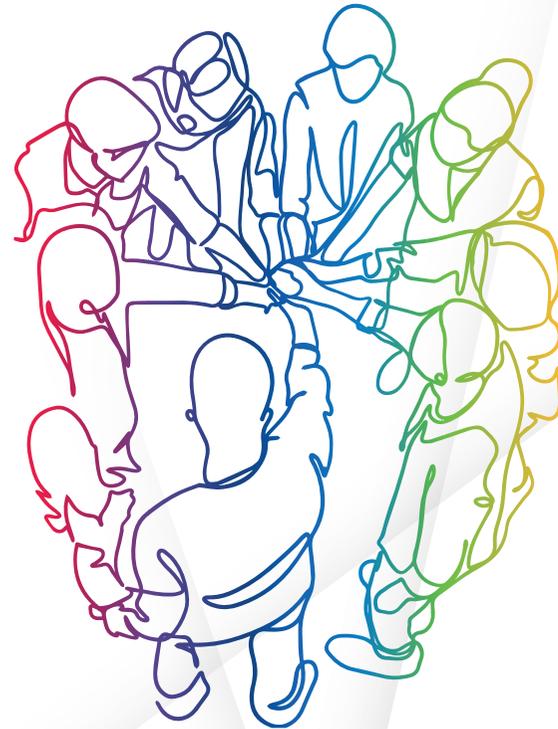
Still, we’ve made the attempt to make the Common Ground tangible – to capture as precisely as possible what unites us at AEB.

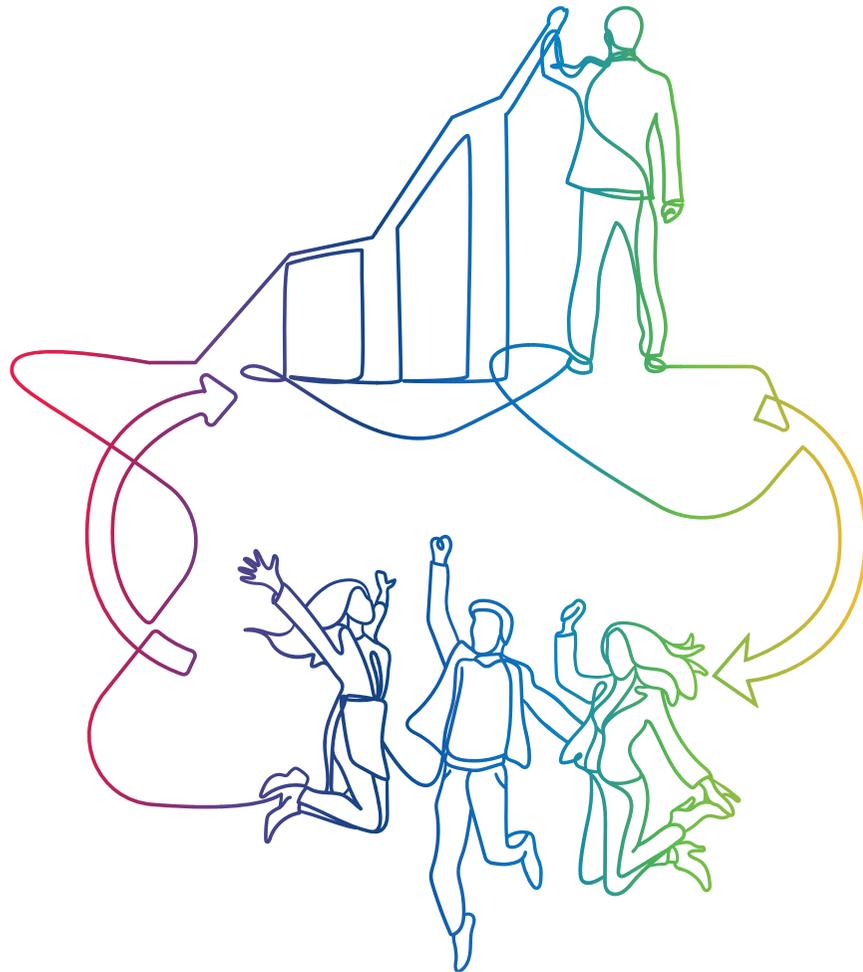
The **preamble** places the Common Ground within the broader AEB context and explains why it matters.

Our **values and principles** highlight what’s important to us in our collaboration – the principles that guide how we work together and the qualities that help us do so.

In the **statements**, employees share their personal perspectives on the Common Ground.

Whether you’re a candidate, an employee, or simply curious – we hope this document helps you find your place within our Common Ground and understand what makes AEB, and all of us together, strong and unique.





Our values are the foundation of our success.
Our missions outline why we do something, where we create added value for our customers and ourselves.
Our Common Ground describes how we are and what determines our actions and our attitude.

We ...

- ... put mutual success and cooperation before personal interests.
- ... contribute our expertise and take responsibility.
- ... want to make progress and become better.
- ... join the conversation and make decisions.
- ... see opportunities in change and actively shape them.
- ... value each other, are fair, open and trusting.
- ... don't ask what we are allowed to do but do what is right for our success.



Trust

Run with it

Trust opens up spaces for growth and encourages us to shape those spaces. Trusting ourselves and each other is the basis for good cooperation and good decisions, because trust means that we can talk to each other about everything and look each other in the eye. We trust in our abilities and have the confidence to break new ground. We are also sure that mistakes will help us move forward together instead of against each other, because everyone is acting in the interests of AEB.

Authenticity

Be yourself

Being truly yourself and not playing a role has a bigger impact on others. That's why it's good to be who you are. Authenticity fosters diversity and creates credibility. By building on our own self-confidence we can help each other to grow. If you know yourself well, you can use your talents where they make the biggest difference.

Openness

No backstage

We share our thoughts, knowledge and information and thus create transparency even if decisions are made in smaller groups. Different points of view are not only permitted, they are welcome because they enrich decisions. The exchange is fair and respectful, even and especially when we disagree. So, openness helps to create the environment for having a common ground and enables us to move forward together in the same direction.

Purpose

Start with why

A sense of purpose leads to doing the right things in the right way, which is what we desire. It's what guides us. We focus on the „why“ in everything we do – and also in what we don't do. Continuously questioning our direction and purpose ensures that what we do fits in with our goals, our values and our culture. So each individual constantly reflects on whether they are doing the right things.

Long-term nature

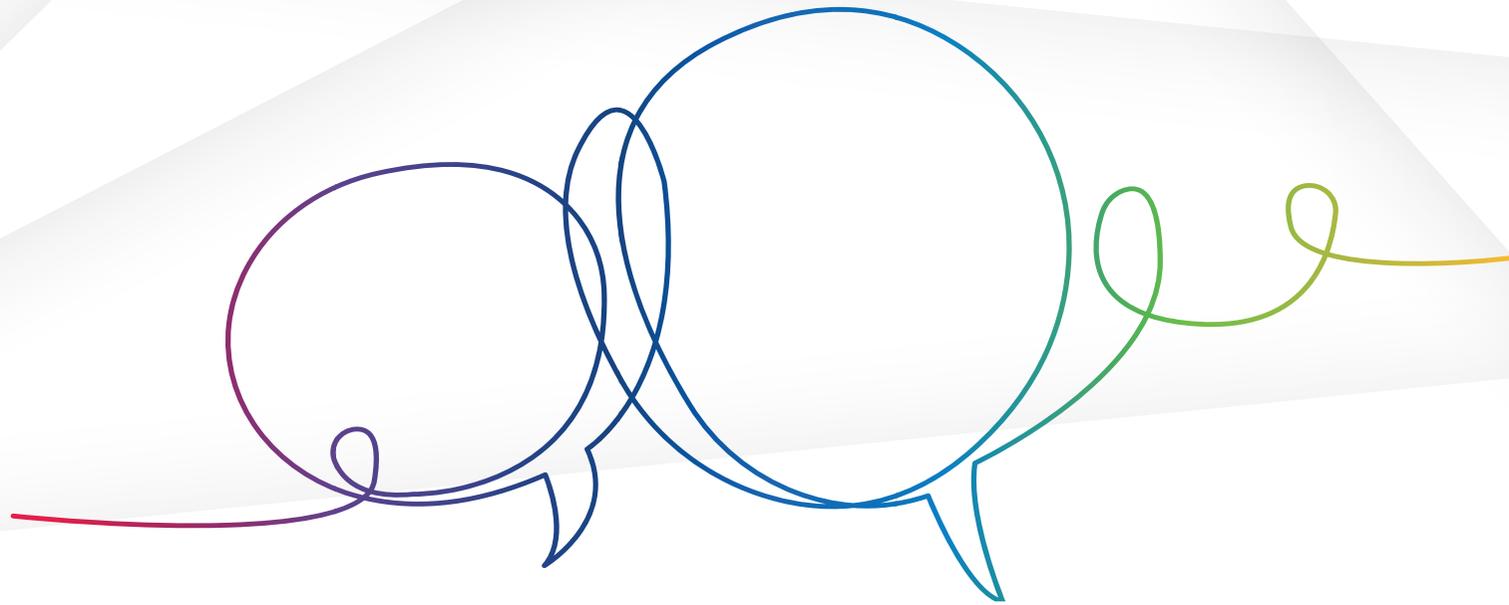
Touch a running system

Our focus is on long-term goals and values rather than short-term successes. We maintain an appropriate balance between agility and stability. We know: Thinking and acting for the long term enables effective working, sustainable business and future proofing innovation. Continuous adaptation is the key. This is how we achieve stable and reliable relationships with partners, customers and each other.

Personal responsibility

Your move

We have the willingness to act independently and take on responsibility. We are not afraid to make mistakes and learn from them. We are curious, have and express our own opinions, and get involved. We think and act collaboratively. In everything we do, we make decisions – for ourselves and for AEB. We create, use and shape freedom – also for ourselves personally and our own development. Personal responsibility is our greatest freedom and our greatest obligation.



How our colleagues describe the Common Ground

Employee development

People want to develop. We want to learn, expand our knowledge and skills, be more confident in our appearance, better in our communication, clearer in our arguments and much more. In short: to do a really good job, to be effective with our actions, to contribute to AEB's success.

Development takes place in different ways and not in a straight line: Sometimes the focus is more on professional development, sometimes more on personal development. Sometimes there are many impulses from the private sphere, sometimes more from the professional context. Sometimes it is about targeted learning, sometimes more about trial and error. Giving space to developments and impulses, taking them on board, picking up and integrating new things requires openness and enjoyment from each individual and AEB that creates a supportive framework.

For me, a core element is taking responsibility for yourself and your own development: What do you want, what does AEB need from you, what will

take you further, what can you use for support.

And then there is second core element:

The employee - Co-relationship. The Co as a coach, discussion- and reflection partner, as a supporter and challenger with a focus on the individual: What do you need, what will help you progress, what can support your further development. Shared responsibility: You for yourself and your development. And together with your Co — a really powerful combination.



Cornelia



Martin

When things don't go as planned

You can organize, plan and prepare as much as you like – things always turn out differently than you expect or want them to. And that's a good thing. That's why we have principles in AEB. Because principles help you deal with surprises.

For me, one of the most important principles for our work together is the principle of "flexibility" ("Not everything is suitable for everyone and every situation, nor does it have to be") closely linked to the principle of "support" ("Where it doesn't fit, AEB provides guidance and support").

And that is a great reassurance for me. On the one hand, knowing that I'm allowed to not fit in and that it's okay if it doesn't work out. And on the other hand, knowing that there are always others in AEB who will work with me to find a way. And that this is actually the intention how working together will be best.

And that friction is not a problem. That "not fitting in" is not a flaw in the system. Not a flaw in me or in you.

That if I see and perceive things differently and express it, it does not lead to a lack of understanding or to an attempt to change me or to fit in or to bend the system.

But rather that being different/seeing things differently is perceived as an opportunity. We can then struggle with each other to find the right step. And I also can just go other ways. And if I do get lost, I can rely on someone to take me along and help me find a better path.

Because we in AEB love principles.

Passion and profession in harmony: your path at AEB

I spend a large part of my time at work. That's why it's important for me to combine my passion with my job and exactly what I achieve at AEB!

I mainly work on tasks that I enjoy, that suit my strengths, that I see a purpose in and that make me effective. So I can look back on a healthy working day every day and I'm doing well.

When I'm doing well and I'm enthusiastic, also produces the best results at work in AEB. Sounds like a win-win, doesn't it?

Right at the start of the application process, I was often asked what I'm really good at, what I like and what my passions are. In response, I was given suggestions for tasks rather than specific jobs. And just as after many years of getting bogged down in my day-to-day work under circumstances, Cos and colleagues like to shake me up and critically question whether my mix of tasks is still the right one.

Even if it were ideal, not all of my tasks light a fire in me. A lot of things are in good hands at and make sense for AEB. I just do that. In the overall mix, the

balance is right between my passionate tasks and the things that need to be done.

Self-reflection is important here. Above all, because I change over the years. My interests, my skills, my environment, my private situation. What suits me today may not suit me tomorrow. I am given enough freedom and support to adapt my work mix to it and to continuously develop myself further.



Kristian



Lina

Everyone can take on leadership

I used to think leadership was this huge, powerful word. Something you might achieve one day. Something that felt far away. Something reserved for a select few with certain job titles.

At AEB, I learned that each and every one of us can take on leadership – every single day. In the way we interact with others. In how we take ownership of our projects. In how we give – and accept – feedback. In how we communicate – and listen. In knowing when to say “yes” – and maybe more importantly, when to say “no.”

At AEB, leadership means driving topics forward, asking about the “why,” inspiring people, sparking ideas, and challenging the status quo. And that’s something all of us can do.

Why should there be only a few chosen people who act as leaders? We have a much greater impact when all of us take on leadership.

The team wins – every individual counts

To be successful, you need to work together: the contribution and interaction of different perspectives and skills. An individual will never get as far as a group of people working together towards a common goal.

It's like a jigsaw puzzle: the overall picture emerges from the interplay of many individual pieces.

In order to achieve the greatest possible effect, it is important to have a common focus. It requires an exchange on the key points of the project and the creation of a common basis. I experience this time and again at AEB: in the form of status meetings, gatherings – not least through the Common Ground.

To pick up on the puzzle analogy: The preview image on the packaging provides orientation and helps to put each piece in the right place.

Another aspect: achieving the common goal is more important than personal success or personal goals. That doesn't sound attractive at first. But it doesn't mean that the latter are unimportant. On the contrary: achieving common goals is easier if everyone involved can perform at their best.

To achieve this, personal goals must be clear and aligned with the common goals. At AEB, I experience this through personal support and regular exchanges – with the Co-persons, the people in

the team, etc. In my view, this also creates something else: the trust that you are seen as an individual.

You don't have to fight for it – you can concentrate on your own contribution to the whole.

To use the puzzle analogy: a single piece of the puzzle may seem unimportant on its own. But if it is missing or damaged, the result is impaired.

And this applies not only to teams in the narrower sense, but to all circles within which people work together at AEB.

Of course there is room for improvement. But my experience is that we are on a journey together and are constantly developing – and that it is valuable when many people get involved.

With this in mind, I would like to turn the headline around: Every individual counts – the team wins. For me, this is a key element of AEB: because every person counts, we win together – and achieve more than if each person primarily focuses on their own goals.



Michael



Vivienne

Living personal responsibility, taking responsibility

At AEB, I particularly appreciate the opportunity to get involved in different groups, actively participate in discussions and broaden my horizons. This allows me to contribute my knowledge and perspectives to different topics. Over time, I have found my areas of responsibility at AEB, in which I shape and make decisions independently. This freedom has taught me to make well-founded decisions and to develop personally in the process. Today, this is easier for me as I feel the confidence to move forward courageously and take responsibility. For me, responsibility also means bearing the consequences of my actions – both positive and negative. This awareness demands independence and promotes my growth, both professionally and personally. With the support of AEB, I can try out new things and not only contribute to the success of the company, but also play an active role in shaping change.

The variety of exciting projects at AEB inspires me, but also demands clear priorities and self-organization. Projects that bring together different skills, perspectives and ideas are particularly motivating.

It requires communication and coordination to find your place in the team and to take responsibility for suitable tasks.

Few guidelines and a high degree of personal initiative are crucial here. It's up to me to keep an eye on my topics, align them with the company's focus topics and structure my working day accordingly. Regular self-reflection and our open feedback culture help me to develop further.

Overall, I experience AEB as an environment that promotes personal responsibility and personal growth. The culture of openness and trust allows me to take risks, learn new things and continuously develop my skills.

Personal Responsibility

Personal responsibility plays a major role at AEB – across all areas, in a wide variety of ways and to varying degrees. It applies to everyone, from new recruits to senior management. Employees take responsibility. And they weigh up the options: What does this task require? What do the people around me need? What do those affected need? How does this benefit the company? And, of course: What is in it for me?

It is precisely this consideration that is important for acting independently. And the multiple responsibilities – for the team, for customers, for the company, and also for oneself – shape my expectations and those of the company toward my colleagues. This requires freedom.

When everyone takes responsibility independently, it may sound exhausting or complicated. What

would be the alternative? Delegating responsibility to a few dedicated individuals so that most people can just focus on “getting things done”? Ultimately, that slows down progress and leads to less involvement, less personal success, and less satisfaction.

I am therefore delighted to be able to move the company forward together with so many people who take responsibility for specific issues, for AEB, and for themselves. I see my contribution as promoting and encouraging this attitude and reducing the difficulties involved in acting on one’s own initiative. Because if many people follow suit, it will have a real impact.



Matthias



Ruth

We live freedom and create trust

There is no freedom without mutual understanding. At AEB, we work without blinkers but with an open mind. And this open mind develops constantly. We test it day after day. I personally sharpen my mind with SOLID. My colleagues and I developed this online tool using start-up methods. Now I'm a product manager and a passionate „tester“. What have I already learned? Mutual trust makes us strong – together we overcome obstacles and believe in the decisions we make out of our convictions.

Sense of purpose

At AEB, I have got a lot of freedom to do things or deliberately leave things undone. However, when implementing our solutions together with our customers, there are of course always tasks that have to be completed without a choice. Sometimes the legal framework is also set for us from outside. However, if it is clear to me why I am doing or have to do this certain task, it is often much easier to do. Clarity enables us to work with others within AEB and with our customers in a more targeted way and to make faster progress with projects. People, issues and the world we live in are subject to constant change. Therefore, what was right 3 years ago may no longer be right today. For this reason, it is important to regularly take the time to ask yourself and your team the why. If everyone around us is aware of why we are doing something, we need far fewer explanations and often less energy to move finally in the same direction together. Which path everyone takes is then no longer so important. Everyone can bring their own personal touch to AEB.

However, it can also happen that I get to the point where I no longer enjoy certain tasks. As soon as I realize this for myself, it's time to take action. As

a first step, I could evaluate for myself what would actually happen if I simply stopped doing these tasks. If I come to the conclusion that consciously not doing them is not an option, there may be someone within AEB who would much rather do this task. But that doesn't happen on its own either. Here I can simply talk to the people in my community and in most cases we can then find a solution together. Because ultimately, we can be more successful together if we focus our energy on the right topics with enthusiasm and passion.



Mandy



Kerstin

Sharing Knowledge

In the support team, we work with multiple technologies and very varied specialist applications, every day. With our curiosity and enjoyment of new things, everyone in the team finds a favourite subject and deepens their knowledge each day. If I am unsure, after my own research, I can rely on finding someone with the answers to all my questions. Either my colleagues share their knowledge with me directly, or the specialist teams help by providing documentation. Alternatively, there are people in the company who contribute to the topic via a Slack community, and I always (yes, always) get willing and friendly answers.

Then it's up to me to share the results. I decide who needs this knowledge and how I should document it. Do I inform my team using a post? Do I update a Confluence page, or do I use the AEB Help Center to include external parties? In this way, I can guarantee that our documentation is always up to date and that we stay up to date together.

Work-Life-Balance

For me, work-life balance at AEB is the freedom to balance work, family and leisure time in a way that suits everyone - me, my team, AEB as a whole and my family.

However, the really special thing about AEB is not the many opportunities it offers, but how people at AEB implement and use them together. We know that gainful employment is prioritized differently in different phases of life, and we accept that. People are not reduced to their working hours and naturally also take on leadership and responsibility on a part-time basis. Each person grows with every single experience in life - first and foremost parenthood, caring for relatives or traveling.

A colleague who occasionally works from the campsite in Norway, another who joins in from the car in the morning, a child who bursts into a team meeting. All of this is so self-evident that I hardly notice it anymore. It's simply life that doesn't stop at the doors of AEB, it makes us who we are. It is colorful, honest, diverse and fun. It makes us all more balanced, less pressured and more satisfied. Those who have the right tasks and projects, who enjoy doing what they do, do it with joy and are successful. Sometimes I sit down to work on my presentation for an hour in the evening to make

sure it turns out well. In return, I can take my son to soccer training in the afternoon, which is a good deal for me.

Sometimes it can be challenging to deal with personal responsibility. In some situations, I really need to set myself apart. Leave my laptop off and don't check my messages. Or: bury myself in the Stuttgart office for a day so that I don't notice the chaos at home. And yes, sometimes it would be so much easier if everyone was always available from 8 am to 4 pm and there were no interruptions. But somehow that would also be boring and less colorful. I believe that if we are all mindful and at the same time disciplined with this freedom, it simply works and is good for us.



Yvonne



Nina

Creativity

At AEB, we believe that creativity is the cornerstone of innovation and progress. Creativity is not just valued; it is actively fostered as part of our culture and strategic initiatives.

AEB commits to creating an environment where employees feel supported and encouraged to bring their creative ideas to the forefront. It's about fostering a mindset that is open to experimentation and learning from both successes and failures. We actively encourage conscious exploration. We don't mind if you fail; mistakes will happen along the journey. Our lack of hierarchy means that, without the fear of failure, our employees feel empowered to take action and try something. This results in either exciting innovative progression, or learnings from our mistakes which strengthen the next iteration.

Creativity at AEB is not just about generating new ideas; it's about creating a space where those ideas can be nurtured and developed. Creativity is borne of diversity in people, cultural and social backgrounds and experiences in an environment where people are encouraged and unafraid to voice their ideas. This trustful exchange of differing perspectives, opinions and expertise also brings with it a wider range of creative processes

and approaches. We believe that having a diverse range of people come together to solve problems is essential to our success.

At AEB we have the freedom to inspire one another, push our boundaries and try things out. We are not restricted by title or structure, there are no defined swim-lanes so we can contribute where we feel most suited, or inspired.

In addition, AEB recognizes the transformative power of creativity in our interactions with our external partners, customers and suppliers. Being an active part of trade organisations in our key markets allows us to forge important relationships which enables us to bounce ideas off and share knowledge with other industry specialists and creative forces in our competitive space.

Our commitment to these principles fosters a vibrant, collaborative environment where ideas flourish and transformative solutions are born. By embracing a culture of continuous improvement and open communication, we encourage our team members to challenge the status quo and push the boundaries of what is possible.

This approach to creativity ensures that AEB remains at the forefront of innovation, ready to adapt and thrive in an ever-changing global landscape.

Feedback

A positive feedback culture is essential to growth and success at AEB. We believe there are many benefits to fostering an environment where feedback is actively encouraged and openly received; promoting continuous improvement, supporting people to identify their strengths and development areas as well as enabling them to enhance their skills and performance.

A feedback culture is actively encouraged in AEB. People can provide feedback where they see the benefit, seeking permission to give it. We're open to receiving feedback at any time. Everyone in AEB can choose their own Co; a suitable coach or sparring person, this level of self-responsibility enables the cultivation of feedback.

Feedback is not a task we tackle once a year, in one direction, or when critical topics have to be addressed. At AEB we practice our constructive feedback culture in a timely manner and with appreciation not only in our professional interactions externally but also in our collegial relationships. By building trust through our open communication we believe strong collaborations can be forged. Our culture of feedback facilitates innovation, being open to discuss ideas and providing constructive insights means our employees can

challenge the status quo and explore new approaches. This leads to more creative problem-solving and keeps us dynamic and adaptable in a changing environment.

Our view is that when feedback is framed positively and constructively i.e. appreciative praise, with concrete suggestions for improvement and the identification of areas for development, feedback can be particularly valuable. It reinforces a sense of value and appreciation, has a performance-enhancing effect and deepens trust and openness. While feedback is the chance to shape relationships with others, reflection is the chance to shape a relationship with oneself. Reflection is therefore an important element at AEB as it can be the basis for building self-confidence, for trusting oneself more, and finally for handling feedback well. When our colleagues feel comfortable giving and receiving feedback, it cultivates an atmosphere of mutual respect and collaboration. This, in turn, enhances teamwork and drives our collective success.



Hazel



AEB