



LEADERSHIP CONFERENCE

ETTS Report Out

ETTS Report Out

What do you think of Project Charging Forward?

First reaction: Positive, well received, clear, challenging, significant, bold, excited, the right thing at the right time

It requires speed, agility, flexibility and different skills to achieve the profitable growth targets

Some points are open:

- How do we execute Charging Forward?
- What will stay, what will go, what will be new?
- What does it mean for me?
- How to involve more BUs in future growth in electrification?

Communication and transparency is key to drive engagement and to motivate people in executing the change

What are your talent challenges/opportunities?

Retain

- Provide a purpose for people primarily working on C-products

Engage & Communicate

- Clear and timely communication about decisions on investments, acquisitions and dispositions
- Acknowledge the different challenges Talents in C and E will face during the Charging Forward journey. Customize engagement approach to make sure to successfully bring them along the journey.

Transfer

- How to provide BW Talents with opportunities to transition to E-business?
- Strategic workforce planning to drive hiring, training and redeployment
- Proactively support Talents in the transition to new skills and competences

Attract

- Brand image refresh to align with new Vision and new strategy. Workforce will be highly motivated with environment, diversity and new E-products.

What are the most important areas where we can improve ESG from a product engineering and manufacturing point of view?

- We have defined ambitious targets for ESG/carbon neutrality. We do not have a clear view of how to achieve these targets yet. Support needed with guidelines, toolbox and training.
- Invest in renewable energies (solar, wind, etc.) and waste reduction. Payback requirements need to be reconsidered.
- Total lifecycle of our products needs more focus, including design, supply chain, remanufacturing, etc.
- Awareness and involving all our people is key. Diversity & Inclusion is an area to improve as part of this process.