

Culture, Purpose and Wellbeing

@WorcesterBosch



What happened to us in 2020?

80% drop in Sales

Up to 70% of employees on furlough

Contact Centre working from home

All Sales Teams working from home

Service Teams “risking” entering homes

Factory and Logistics running

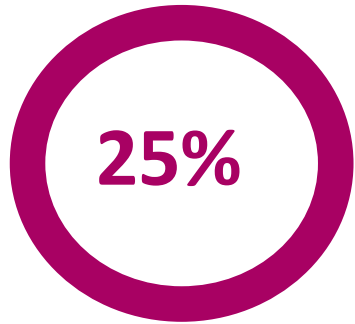
Supply concerns/Consumer confidence concerns



HEALTH & WELLBEING

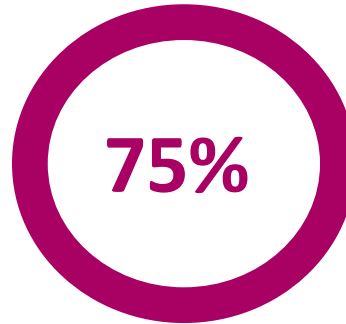
Employee Wellbeing Matters

Employee Wellbeing



1 in 4 people will experience a mental health problem this year

COVID-19 Burnout



COVID-19 has contributed to a **75%** job burnout rate

Feelings of Loneliness



Nearly **a quarter** of people reported feeling lonely

Sources: Mental Health Foundation & Mind

Highly engaged employees are vital in order to deliver the experiences required to earn customer loyalty

POWER OF PURPOSE & “SECRET SAUCE”



An aerial photograph of a vast, dense tropical rainforest. The forest is a deep green, with a river or stream winding through the lower right portion of the image. In the background, a large, rounded hill or mountain is covered in the same dense forest. The sky is visible at the top, showing a soft, hazy light. The text is overlaid on the left side of the image in a white, sans-serif font.

**We want Leaders to inspire teams to bring our
Purpose to life in their daily work
Make it a natural part of our way of working**

Our Purpose

Warming lives, protecting our future



Our company purpose has important meaning for us all:

WARMING LIVES

Provide warmth and comfort to homes across the UK (physical level)

Make a positive emotional impact on peoples lives at every touchpoint (emotional level)

PROTECTING OUR FUTURE

Lead the change to low carbon greener heating

Change our industry to make a difference for future generations

Secure our business- so we are relevant in the long term

We have a really positive culture within our business that we need to continue to spread. It really reflects Worcester Bosch at its best. If only we could bottle that positivity and clarity of purpose and sprinkle it over everyone- imagine what we could achieve.

I invite everyone in our business to really take our company purpose to heart. Use it as your north star. We want you to feel inspired to try new ideas, take risks and make a positive difference ...because we believe the people who come here to warm lives and protect our future, will change our world for the better.

WARMING LIVES
PROTECTING OUR FUTURE



BOSCH



BOSCH



BOSCH

How have we adapted during pandemic?

Our Purpose Book – connecting everything

- Purpose, Vision, Strategy, Values and People – for every employee to see how they can make a positive difference!

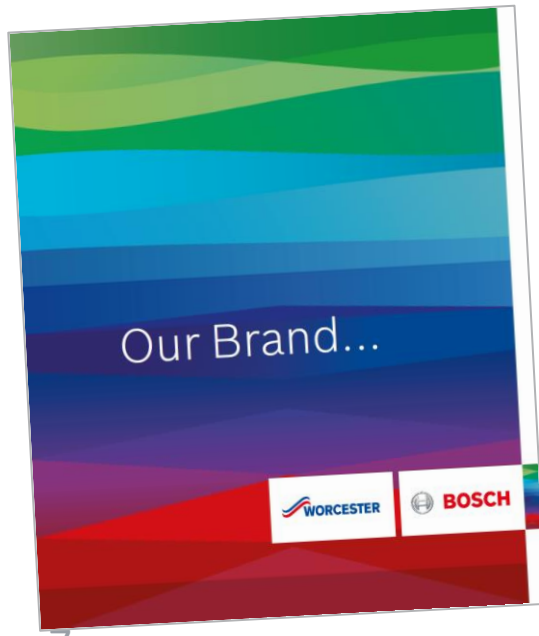
Our goals could not be achieved without staying true to our purpose-led Values: in everything we say and do...

We care about people's lives

We support people

We focus on the long term

We connect people and information



Introduction by Carl Arntzen CEO



"Times change, technology and customer behaviours change, but one thing should never change. The reason WHY we all come and do the work we do here – our Purpose."

We hope this book will help you achieve a sense of clarity. I'd love every employee to take the time to read and digest the contents to embrace:

Our Purpose,
Our Vision for the future,
Our Strategic priorities,
The key part you play.

**WARMING LIVES
PROTECTING OUR FUTURE**



How does it all connect to me?



"I am Ben Hudspeth, and I work in Spares & Pre-Pack in Logistics. Recently I have seen improvements in my area – new packing equipment to help meet customer demand and a lift to help make picking parts safer and more efficient - I enjoy my job and I can see where my actions can help achieve our company goals."



"My name is Alan Jepson. I'm the Purchase Quality Group Leader at Clay Cross. Within my GPD one of my goals is related to 'looking towards continuous improvement in quality for our suppliers to Clay Cross' and I can see the link with regards to the Customer Experience strategic priority and the protecting our future by ensuring only the best quality."



"I'm Nicky Fisher. PR Manager. One of my goals this year is to ensure we are seen as the authoritative voice in the industry on the topic of decarbonisation and in particular Hydrogen boilers. This fits into the Future technologies section of the strategic priorities helping us to Protect Our Future."



"I am Nat Thomas. A proud field service engineer at Worcester Bosch. One of my targets is customer satisfaction for which the NPS score is a measurement. I work hard to make sure every customer has a good experience of our brand and this links into the 'exceed growing expectation' aspect of the After Sales Strategic priority. I like to think that I help to warm lives every day."



"I'm Neil Wootton-Porter - Sales Manager in the Midlands area. Volume and market share growth is my main focus this year. I can see that my contribution to increasing sales in my area, will help us to grow in the one-off installer market and warm more of our installers' lives."



OPEN & TRANSPARENT COMMUNICATION



How have we adapted during pandemic?

Open, Regular and Transparent Communication



Weekly employee brief via email

- Straight from Directors to all employees at same time
- Gave clear direction relating to Covid, Furlough and relevant updates from business



Monthly “MS Teams” meeting with senior team

- Business Update and Key Messages to cascade



Virtual Director drop in sessions

- Regular Q&A opportunities with the Board of Directors
- Increase 2 way communication and transparency during uncertain times

Series of knowledge burst training sessions

- Encourage and develop positive coping strategies
- Learning and growth opportunities (e.g. link between physical & mental health, navigating the new norm and staying energised in challenging times)



What our employees
did during furlough and
first few months of the
pandemic



Warming Lives

WARMING LIVES
PROTECTING OUR FUTURE

One of our Service Engineer refreshes himself on sign language when he knows he has a deaf customer – 'it just seems the courteous thing to do'

Sales and service working together late on a Friday night to help a customer

We sent an autistic student Gracie (who is struggling during the lockdown) her favourite things to bring a smile to her face

A 97 year old customer was in danger of being left without heating or hot water but our field trial team pulled out all the stops to ensure the installer could complete the job

HEALTH & WELLBEING

Supporting our colleague's Mental Health

Team of 200 dedicated Mental Health First Aid Champions

- ▶ Regular drop in sessions and 1:1 support throughout Pandemic
- ▶ Investment in further development of Champions

Raising awareness of Time to Talk Day (4 Feb)

- ▶ “Be in your colleagues corner” campaign to encourage employees to check in on their colleague
- ▶ Virtual Café to promote spontaneous interactions and increase socialisation

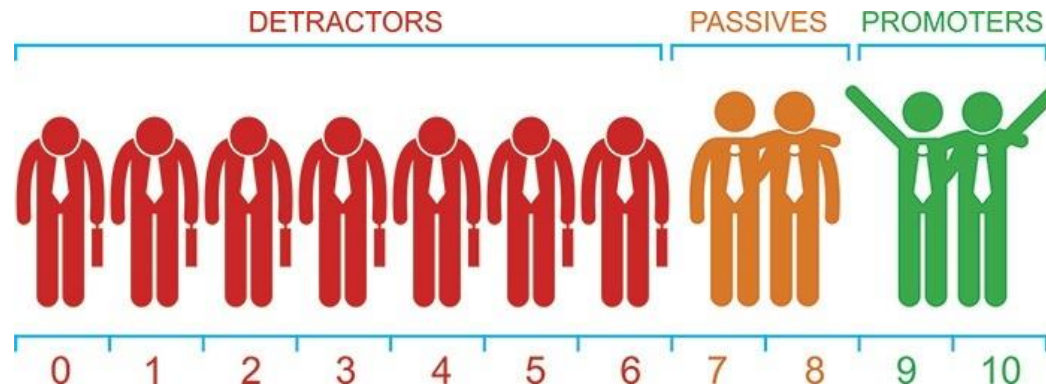


Measuring Employee Engagement through NPS

Employee feedback is important

It is vital employees continue to feel supported and enjoy their work, even though our work environment has changed.

- ▶ Quarterly eNPS survey. 5 minute survey, consisting of 2 questions:
 - ▶ 'How likely are you to recommend working for our department to a friend and colleagues? (rating from 0 to 10)
 - ▶ 'Please provide reasons for the score you have given'



Highly engaged employees are vital in order to deliver the experiences required to earn customer advocacy

Employee NPS feedback

Nice to hear in their words

“Proven through lockdown how close the team is. This company has supported us all. Genuine care and understanding”

“Overall good. Positives - Felt looked after and updated throughout the lockdown situation - Working from home flexibility - Clear strategic goals in place to focus on”

“The management during the pandemic was one of the best”

“Enjoy the trust provided by managers. Better communication and team meetings have helped massively despite working separately.”

“During a very difficult year due to the pandemic, they always kept in touch and checked in to make sure all is well”

“I have two great bosses who support my circumstances (working from home and teaching a child) and currently I cannot ask for more - thank you”

“Excellent company to work for, thoroughly supportive of its employees and goes above and beyond as a business to look after the "family" of employees.”

The “New Normal”

What does the future hold for Worcester Bosch?

Work is what you do, rather than somewhere you go

Office space as collaboration spaces, hot desking

Sales Teams not 100% on the road, reduced travel

Wider recruitment opportunities

Future Contact Centre Strategy

Focus on wellbeing and work/life integration

Climate change and decarbonisation challenge



LIVE OUR PURPOSE

UNDERSTAND OUR IMPACT IN A
DECARBONISED WORLD

10 ingredients of strong culture

What's your “secret sauce”?

- 1. Communication** - 2 ways communication, how effective is your communication?
- 2. Innovation** – how easy is it to move ideas through the company? Are we open to new ideas?
- 3. Agility** – are we able to move quickly and stay competitive in the market. How agile do our employees think we are?
- 4. Wellness** – how do we look after the mental and physical health of employees? Wellness leads not only to happier and more productive employees but lower absence rate.
- 5. Environment**- we're not Google but does our workplace provides for comfortable, productive employees. Feedback on this topic can give some of the easiest and fastest ways to improve performance.
- 6. Collaboration** – how well do employees collaborate within and across areas of business?
- 7. Support** – how well supported do our employees feel? Development, autonomy etc.
- 8. Performance focus** – can employees see their part to play in success of company? Do they feel they are appreciated and *how* they would like to be recognized for their performance?
- 9. Responsibility** – **do employees take** accountability for actions and results, as well as the ability to make decisions regarding their work.
- 10. Mission and value alignment** – do employees *know* our mission and values, *understand* them, and *live* by them?