

The background of the slide is composed of numerous vertical bars of varying heights and widths. Each bar is made up of small, overlapping rectangular segments in a wide range of colors, including shades of blue, green, yellow, orange, red, and purple. This creates a complex, mosaic-like texture that resembles a bar chart or a data visualization.

A VITAL INVESTMENT IN
CHALLENGING TIMES:

DEVELOPING INCLUSIVE
LEADERSHIP



Agenda

- Our Diversity & Inclusion Goals
- What is Inclusive Leadership
- Our challenges
- What we have been doing
- Looking ahead



Inclusivity is the key to a stronger, more sustainable business.

I am committed to empowering our teams across the globe to build a working environment that creates opportunities for all.

By embracing diversity, we benefit from the broader perspectives that come from different experiences. This promotes collaboration, learning and innovation – all of which move our business forward.

Troy Metcalf
Divisional President, Semiconductor Service



Diversity helps everyone achieve their highest potential and will enable our business to do the same.

I am committed to being a role model for female diversity and encouraging an inclusive environment where all forms of diversity and innovation can thrive.

Kate Wilson, Divisional President, Semiconductor Service



I will personally strive to increase the visibility, awareness, understanding and inclusion of all people.

Having witnessed and been personally touched by the damage that a lack of diversity and inclusion causes, I am even more committed to actively pursue and promote a diverse and inclusive organization. To achieve this, I will support the development of our current and future leaders to be truly inclusive, challenge any kind of bias in the workplace and create a culture of psychological safety for all.

Martin Tollner,
Divisional President, Semiconductor Chamber Solutions

Our Diversity & Inclusion Goals

To achieve year-on-year increase in the percentage of women, to achieve our target of 30% representation by 2030



To increase awareness, understanding and visibility of diversity across our business



To foster an inclusive culture with all our employees aware how they contribute to this



To understand and minimize bias in our people processes and interactions



What is Inclusive Leadership



What Edwards has been doing – 2021/22

Multi-pronged approach



Over 60% of our managers have completed "Leading Inclusive Teams" training



- We designed our own e-learning on unconscious bias: critical starting point
- This has been mandated to all line managers



- Knowledge alone is not enough
- Guides for managers to hold discussions and agree actions with teams



- Created & delivered internally by our D&I Manager
- Focus on removing bias and writing inclusive job adverts



- This year over 750 colleagues have been part of Inclusion Works
- Innovative Peer Learning D&I platform



- Our Presidents and senior leadership team have taken part in IL development this year
- Brought in external specialist to deliver

Diversity Champions

- Our VPs are part of our D&I Council
- Meet monthly to share best practice and report on progress

Challenges to Inclusive Leadership

Don't know what it means in practice

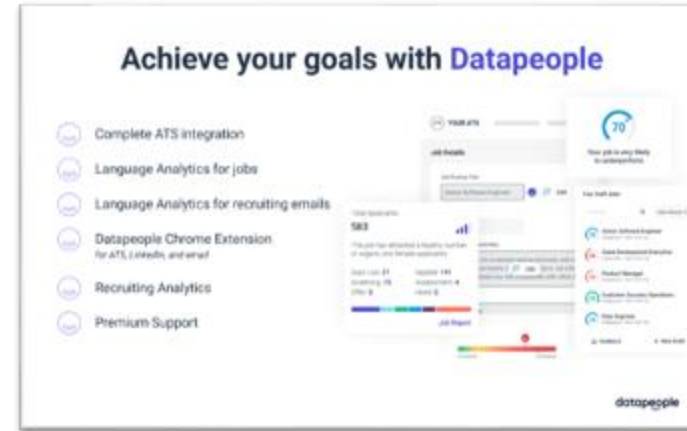
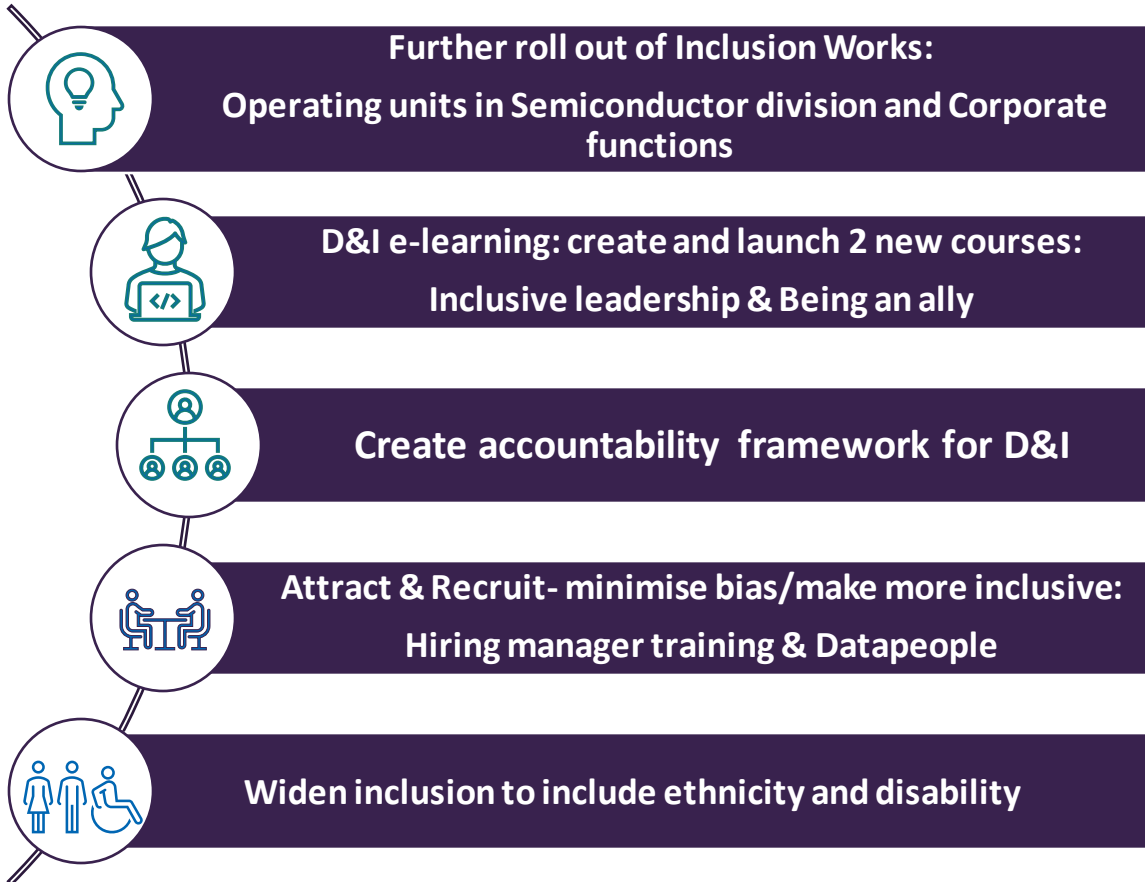
Business challenges take up time, focus and energy

Different cultural/ leadership styles across the globe

Leaders hired for their technical skills and knowledge

Leaders being curious and having a growth mindset to D&I

Looking ahead to 2023



What have I done in the past 12 months to contribute to D&I?





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