

THANK YOU FOR TRUSTING US WITH *your* FEEDBACK!

Thank you to everyone who participated in the **Every Voice Matters** cultural assessment. We are deeply grateful that you shared what is great about working at BW as well as thoughtful and constructive feedback about the challenges you face. For the first time in our history, we now have an objective cultural baseline to guide us in making our culture—and your experience at BW—the best it can be! Here is a general overview of the results and next steps.

A WIDE VARIETY OF VOICES

✔ **6,761 TEAM MEMBERS RESPONDED** (75% RESPONSE RATE; 15% HIGHER THAN TYPICAL) (RESPONSE RATES IN MANUFACTURING)

💬 **11 LANGUAGES SELECTED**

📄 **9,000+ OPEN-ENDED COMMENTS RECEIVED**

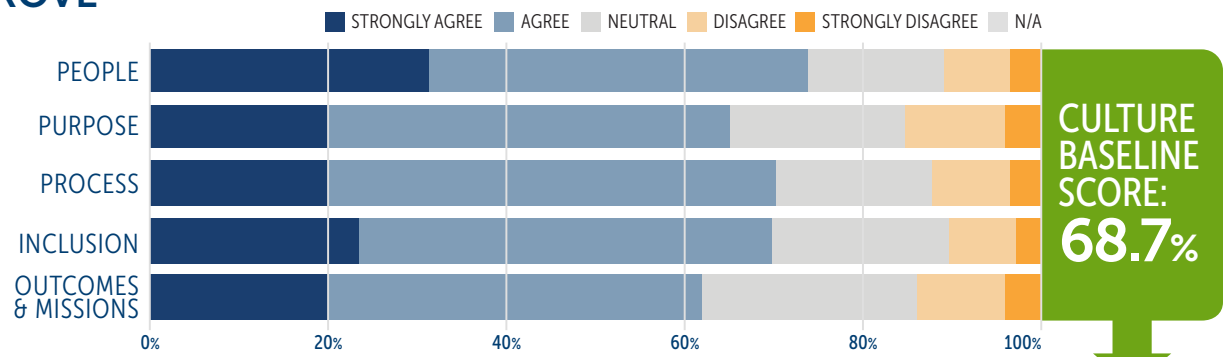
🌍 **32 COUNTRIES REPRESENTED**

A BASELINE FROM WHICH TO IMPROVE

82%

OF BW TEAM MEMBERS SURVEYED FEEL LIKE THEIR DIRECT LEADER CARES FOR THEM AS A PERSON.

MORE THAN HALF OF RESPONDENTS STRONGLY AGREED WITH THAT STATEMENT. (AS A COMPARISON, FEWER THAN 1 IN 4 WORKERS IN A 2022 GALLUP SURVEY AGREED WITH IT.)



IS OUR CULTURE BASELINE SCORE GOOD OR BAD? Neither. It is simply a benchmark of where we are today and a baseline from which to improve. We make a big promise about what it is supposed to be like to work at Barry-Wehmiller and we can always be better in living up to that promise. Our People category scored highest, reflecting the strength of relationships with the people you work most closely with—your team and your direct leader.

WHAT WE'RE DOING WELL



8 OUT OF 10 TEAM MEMBERS FEEL CARED FOR, RESPECTED AND LISTENED TO BY THEIR DIRECT LEADERS.



9 OUT OF 10 TEAM MEMBERS ARE COMFORTABLE ASKING THE PEOPLE THEY WORK WITH FOR HELP.



8 OUT OF 10 TEAM MEMBERS FEEL SAFE TO BE THEMSELVES & TRUST THE PEOPLE THEY WORK WITH.



8 OUT OF 10 TEAM MEMBERS ARE PROUD OF THE SERVICES WE PROVIDE, THE EQUIPMENT WE DELIVER AND THEIR PERSONAL CONTRIBUTIONS TO MAKE A DIFFERENCE FOR OUR ORGANIZATION AND OUR CUSTOMERS.

OPEN-ENDED COMMENTS: Many expressed appreciation for our people-centric culture, a stable and safe organization that allows them to do challenging work, and that there are opportunities to grow.

WHAT WE CAN IMPROVE



5 OUT OF 10 TEAM MEMBERS FEEL THAT WORKFLOWS ARE NOT WELL DESIGNED IN THEIR AREA, AND DO NOT HAVE A WAY TO REMOVE FRUSTRATIONS FROM THEIR WORK.



6 OUT OF 10 TEAM MEMBERS FEEL THAT OUR POLICIES AND PRACTICES CONTRIBUTE TO US HAVING A MORE INCLUSIVE CULTURE.



5 OUT OF 10 TEAM MEMBERS DO NOT UNDERSTAND HOW WE MAKE AN IMPACT IN THEIR COMMUNITY, OR HOW WE POSITIVELY TOUCH THE LIVES OF PEOPLE.

OPEN-ENDED COMMENTS: Many centered around the struggle to find the harmony in our culture and business results, a desire for more effective communication regarding where we're going and how we're getting there, and the perceived disconnect between some of BW's values and its policies.

DIVISIONAL RESULTS COMING FROM LOCAL LEADERS

This high-level summary may not reflect your personal experience since culture is local and experienced through your lens. Leaders in your business will also be sharing (or may have already shared) information about your division's results. Watch for information about local listening sessions to further clarify assessment insights.

WE'RE COMMITTED TO *change*

Becoming an organization where everyone truly feels like they matter is everyone's responsibility. This assessment was a very important first step. Analysis and action planning are next.

LISTENING SESSIONS: Gaining clarity on the assessment insights through listening sessions is central to inform how we will act upon the assessment's results. Inclusion Listening Sessions are already underway and continue through April 28th. Local listening sessions will follow.

ACTION PLANNING: In May, a two-day session with BW Corporate leaders and Platform People Leaders is scheduled to begin building action plans at the enterprise and local levels. Shortly thereafter, the BW Senior Leadership Team will meet to further solidify the plans for action. Communication from BW and your local division about action plans will follow soon after.