

Action Points for Management

- Implement digital & sustainable leadership (value-based management, responsible decision-making).
- Commit to Sustainable Development Goals (SDGs) with your organization.
- Start acting and reporting on environmental, social and governance (ESG) regulations.
- Communicate transparently about the transformation process.
- Imagine how your organization and your industry will be formed in 10(+) years from now.
- Find out which factors are important to your company for tomorrow's competitiveness.
- Find out if green bonds and other financing instruments are applicable for your organization.
- Allocate budget for mentor-mentee programs, educational programs, innovation, and researching trends in the industry.
- Allow space for experiments in your company.

Action Points for Human Resources

- Hire diverse people for your teams.
- Push for mentor-mentee programs in your organization and organize them.
- Offer employee training and further education.
- Create job offers for 'Robot Operators' and people with IT skills (can be found in our *Robot Operations Framework* at www.waku-robotics.com).
- Provide an inclusive work environment for your employees.
- Participate in ESG activities of your organization.

- Develop plans to scale down the workforce responsibly (try to find jobs for them within the business network of your organization).
- Enable the management as well as the workforce to take and give feedback regularly, and establish a framework for trusting communication.
- Work closely together with the works council to make it future ready.
- Guide the workforce through the transformation process by communicating openly.

Action Points for Marketing

Marketing and communications (external as well as internal) play the role of a megaphone during the transformation process. Therefore, this department needs solid narratives to ensure that all initiatives are communicated well. The most important action points for this department are summarized below.

- Create a strategy on how to communicate your ESG reporting internally and externally.
- Call for contribution to transformation relevant topics within your organization.
- Find your positioning to the trends and developments that are currently discussed within society.
- Help your human resource department when communicating new job descriptions, especially those who are related to the transformation.
- Help other internal departments to communicate change and transformation within the organization.

Action Points for Innovation Management

- Evaluate new technologies for your organization.
- Get help and advice from experts in the field.
- Acquire a budget to run experiments with new technologies.
- Run experiments that are measurable, and evaluate them properly.
- Develop ideas regarding zero waste operations, a green supply chain or circular economy.
- Provide the management with a plan for sustainable automation of your operations.
- Contribute to the ESG reporting of your company.

Action Points for Operations Lead

- Find ways to communicate the coming change to your colleagues.
- Give and take feedback from the workforce.
- Learn about digital & sustainable leadership.
- Participate in mentor-mentee programs.
- Participate in educational workshops.
- Contribute to the ESG reporting of the organization.
- Plan and execute experiments containing new technologies.
- Find ways to apply zero waste operations.
- Communicate clearly what you expect from your colleagues on the shopfloor.

Action Points for the Leading Technicians and IT Personnel

- Be ready for the first robot tests onsite
- Talk about the responsibilities of robot integration (as well as data security)
- Work with experts to ensure that all interfaces are working well
- Hire people that bring in robot expertise
- Participate in training sessions (from manufacturers and robot integrators)

Action Points for the Workforce

- Participate in further education and training sessions about new technologies, organized by the human resources department.
- Participate in mentor-mentee programs.
- Be open to learn about the new technologies.
- Give feedback to the operations leads and management to express both your ideas and your needs.
- Communicate clearly what you expect from your lead and the management.
- Stay up to date regarding information by the management about the transformation process.