

Talent Management @Bosch

Driving sustainable growth #LikeABosch

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Robert Bosch GmbH

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Agenda and key message



**About
Bosch**

WHY

WHAT

HOW

**To become more adaptable, innovative and attractive to diverse talents
transforming our HR strategy from reactive to proactive and future-oriented**



Invented for life



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Our company in figures 2024



90.3

billion euros
sales revenue



3.1

billion euros EBIT
from operations



417 900

Associates worldwide



490

subsidiaries and regional
companies
in some **60** countries

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Our business sectors



Mobility



Industrial Technology



Consumer Goods

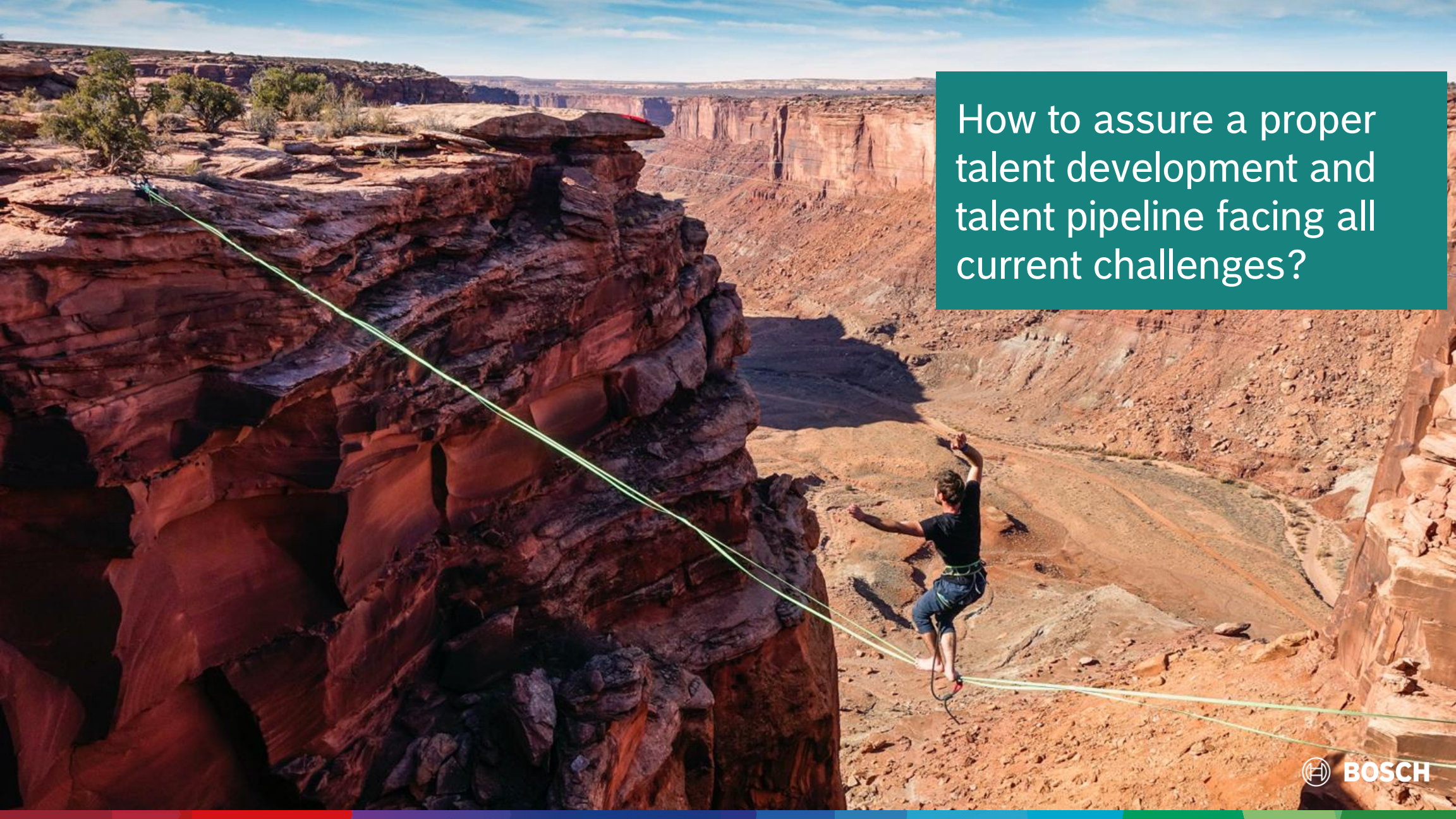


**Energy and Building
Technology**

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Our company values



A person is rappelling down a steep, layered red rock cliff. A bright green rope is anchored to the top left and runs diagonally across the frame. The person is positioned in the lower right, facing away from the camera, with their arms outstretched for balance. The background shows a vast canyon with a winding river at the bottom under a clear blue sky.

How to assure a proper talent development and talent pipeline facing all current challenges?

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Current challenges and circumstances

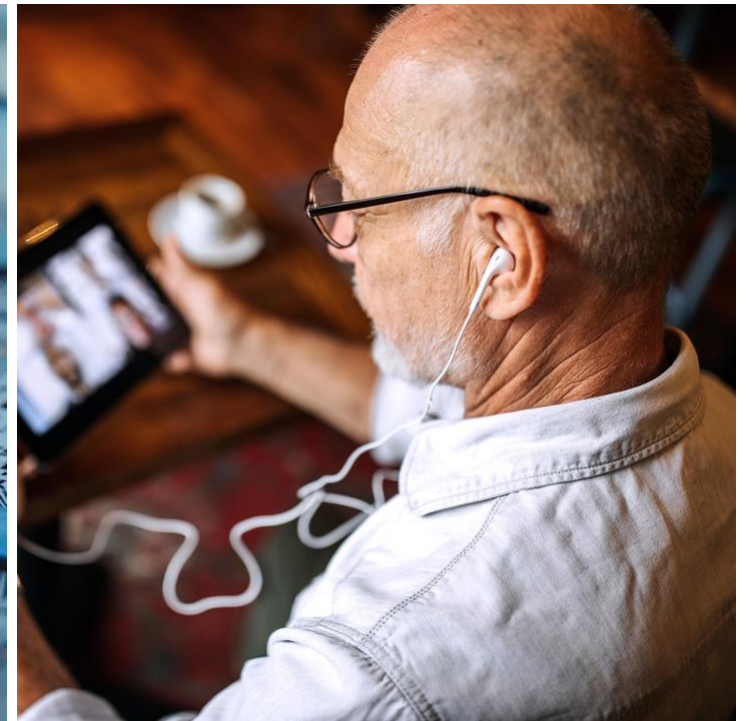
Global Economic Situation



Transformation



Aging Workforce



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How to win through our top talents



How will we get a deep bench of high performing talents?

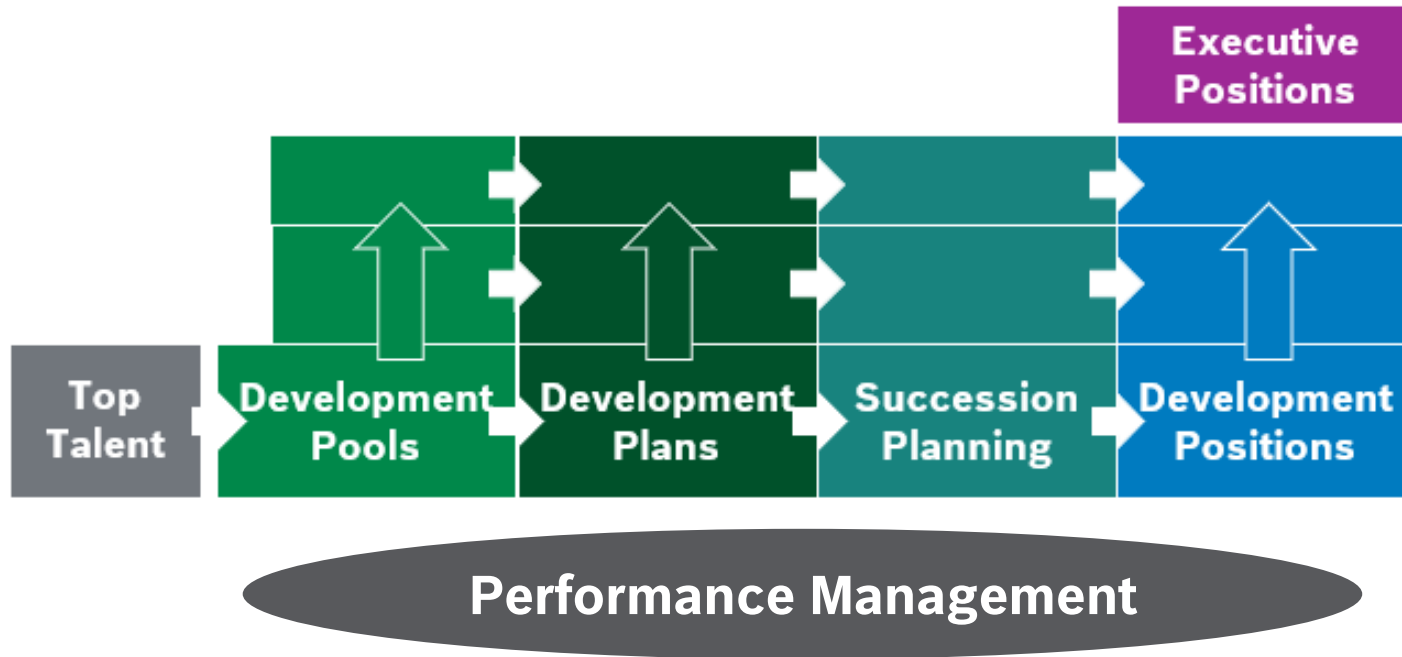
What capabilities do we need to win?

What is our long-term plan to win through talents?



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How to prepare our top talents for future success



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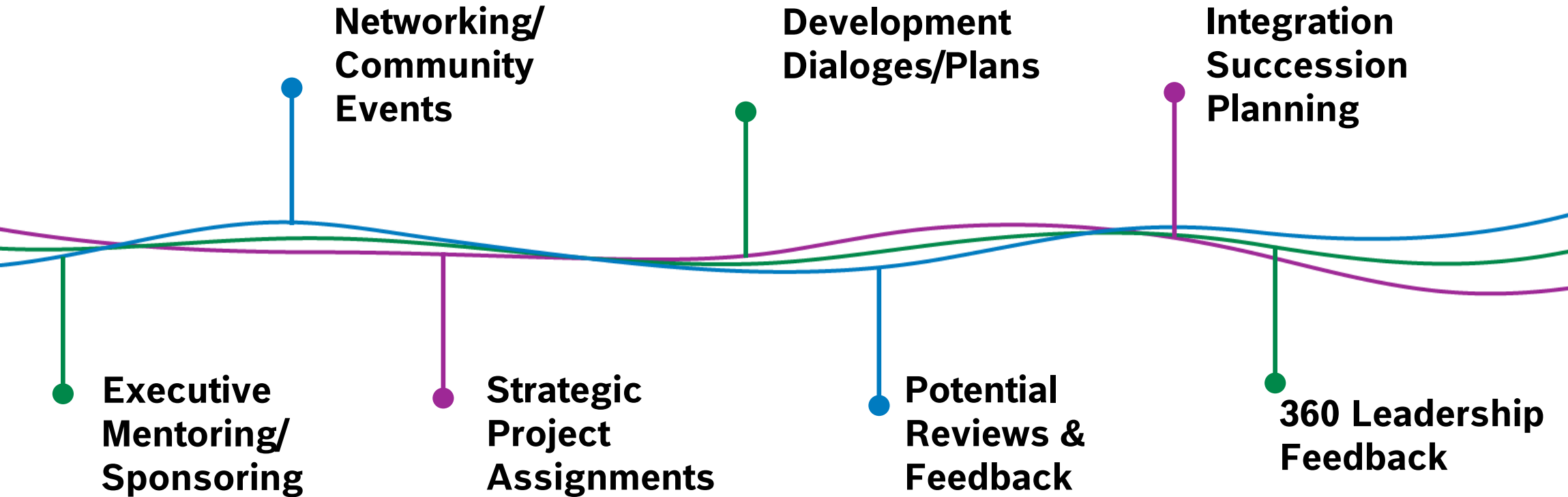
How to develop our top talents and the role of HR

Level	HR Department	Talent Development			
Executive VP	HR Senior Executives				
Senior VP	HR Executives	Talent Pool Exec. VP			
VP		Talent Pool Senior VP	Executive Talent Pool Senior VP		
Director	HR Division/ Region/ Plant	Talent Pool VP		Executive Talent Pool VP	
Manager		Talent Pool Director	Executive Talent Pool Director	EFTP	
Tariff		Talent Pool Manager		JMP	



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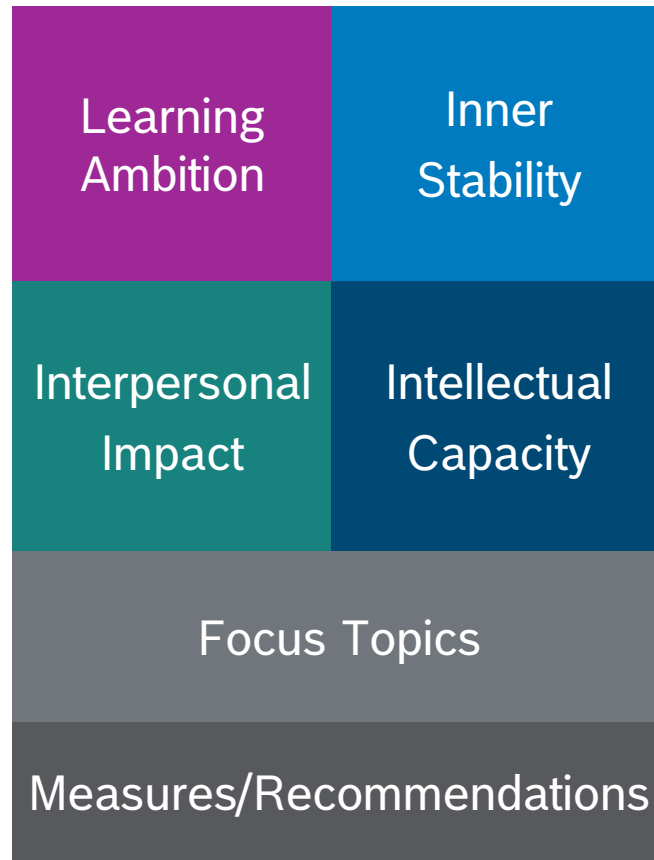
How to boost our top talents' career



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How to create our top talents' development plans

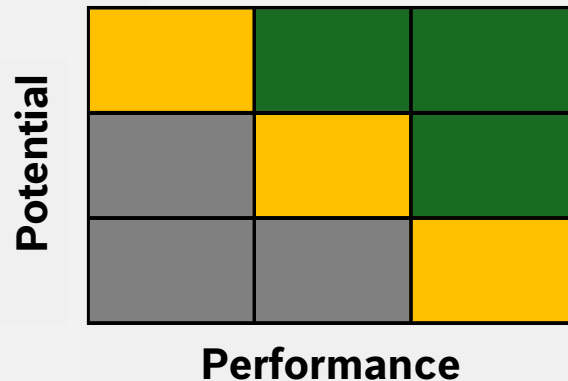
Potential Development Dialogue



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How to assess our top talents' performance

Performance & Potential (9-box-matrix)

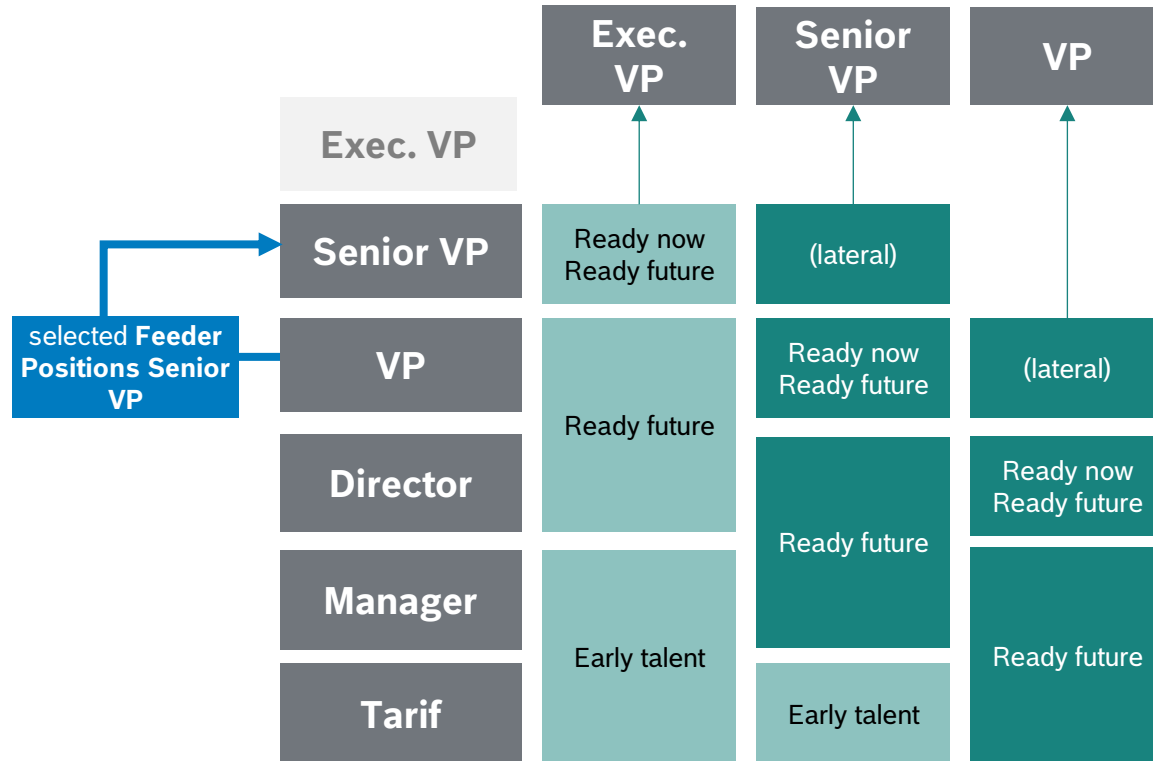


- need for review – take action
- need for review – consider action
- strategic fit – ensure placement



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How to give more exposure to our top talents



Executive Succession Planning

- Ready now & ready future successors for VP/Senior VP Key Positions
- Diverse candidate per Key Position
- Maximum planning per Talent
- Executive Talent Pool Members planned in SPL

Feeder Positions

- Stepstones for Top Talents to progress towards higher-level positions
- Strategically selected for targeted development
- Staffing and succession planning based on performance and potential (link 9box)

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How to further broaden our talent pipeline

Junior Managers Program (JMP)



Graduates (max. 2 years professional experience)



12 – 24 months



4 – 6 rotations, 1 rotation abroad



- flexible start date
- different functional tracks
- mentoring with SL3+ Level
- individual training budget
- permanent working contract with the Bosch
- strong alumni network



target to develop to leadership positions within 6-8 years

Develop **highly qualified graduates** and young professionals to meet the **future demand for leaders (SL2+)**.

Graduate Specialist Program (GSP)



Graduates (max. 3 years professional experience)



18 – 24 months



4 – 6 rotations, 1 rotation abroad possible



- flexible start date
- different functional areas
- mentoring
- permanent working contract with the legal entity / business unit, which offer the program



target to develop to an expert / specialist or project lead role (SL1)

Attracting **highly qualified graduates** and young professionals to meet the **future demand for specialists/experts/project leads**.

Executive Fast Track Program (EFTP)



Young Professionals (4-8 years professional experience)



12 months



2-3 rotations, 1 rotation abroad



- flexible start date
- Start in SL1- or SL2-level
- mentor on BV level
- training budget, individual coaching / guided self-reflection loops
- permanent working contract



promotion on next level after program pre-defined target position

Fill the **pipeline** of talents with **potential for executives SL3+** from **external market**.

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Our Way To Go

Evergreen Projects



Career Planning with AI



Evolution of Key Roles





THANK YOU



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