

VOLVO

# Learning and Development

Learning and Development, Global Learning and Development, Security Class: Public

2023-06-19



# Learning and Development at Volvo Cars

We believe in lifelong learning, embedded in our everyday work. Our aim is to secure the right skills, behaviors and mindset to deliver on our business goals. To meet the need of skilled people today and tomorrow, we have to offer relevant learning experiences that allow for them to drive their own development and adapt to a changing environment. Through a continuous dialogue, building on feedback and alignment, we enable performance development.

Challenges such as global talent shortages, skills lifespan, talent mobility and technology shift have put an increased demand on upskilling and reskilling initiatives across our company. We provide upskilling opportunities in areas such as software, sustainability, electrification, cyber security and online & direct sales. For example, we have continued with the “C++ bootcamp” during 2022, our successful reskilling program for software developers. Moreover, we have a strong learning focus on culture and leadership development as they are key enablers for a successful transformation - we’ve just kicked-off our Blueprint Leadership Program, our first truly global executive leadership development program. We are also setting up a renewed sustainability focused training program to be launched in 2023.

We collaborate with academia and other educational/governmental institutions, also to secure investments in education and training solutions. Some examples are educational programs in new casting technologies, manufacturing maintenance, software development and electromobility.



# The road ahead for Learning and Development

- **Technology shifts**, increasing consumer expectations and fierce competition shape rapid developments in the automotive industry. Continued success requires investments in **electrification, autonomous driving, connectivity and shared mobility**
- At the same time, **the nature of work** is changing at the **speed and scale of digital**. An organization's ability to compete at the pace of digital disruption hinges on its **people and their ability to learn new skills**
- **High demand on similar skills and competencies** within the industry and society create talent shortages. Simultaneously, more and more employees have a need to **upskill and/or reskill**
- **Employee have high expectations on us** – they want to grow and develop – an attractive EVP and seamless employee experience are critical to **attract and retain talent**

**“You need to be committed to lifelong learning.”**

**Jim Rowan**

**To support our global workforce and remain competitive**, we need to access and create the right **skills, mindset and behaviors** that support our business ambition

“What is your advice for a successful career?”, asked to Jim Rowan by students at University of Gothenburg, Sept 23<sup>rd</sup>, 2022

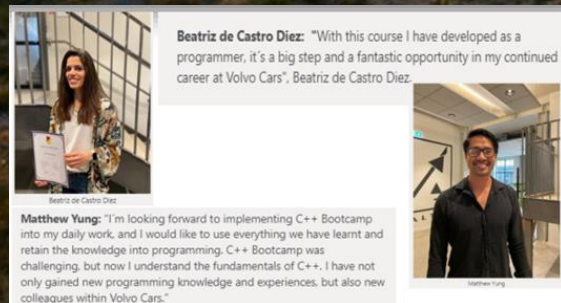


# C++ Boot Camp – one of our strategic programs

One of today's major challenges that our industry is facing is the global talent shortage. This, together with the technology shift, has led to significant reskilling and upskilling needs, also for us across our company. Software Engineering is one of the critical areas where several activities have been initiated to fulfill the future competence needs, in line with our company's ambitions and strategic direction.

During the year, C++ learnings have been created, in different formats and on various levels. The C++ Boot Camp is an educational reskilling program specifically designed for engineers with little to no previous professional software development experience, but with a strong personal drive to become Software Developers with a C++ focus.

By allowing participants to combine previous knowledge with new skills, we enable personal development and secure the retention of talent and together contribute towards the company purpose and direction.



## Program objective and set-up:

- The aim is for the participants to develop knowledge and skills in Software Engineering's basics, familiarize with requirement analysis and design/architecture, and be able to create programs in C++
- Applicants are nominated by their home organization and a programming test will be performed by the applicants. Thereafter follows an interview to find out the applicant's suitability for the program
- The Boot Camp program runs over a period of eight weeks and consists of classroom training, projects, labs and home work
- Before the program starts, all participants take a preparatory course, containing the basics of software development
- Week 1 to 4 is a Crash Course in C++ fundamentals and other essential knowledge for Software Developers, including exercises
- Week 5 to 8 comprise of Project practicing the lectures and includes a number of increments in which participants develop a software project in small groups. Each day consists of lecture, group activity and discussion

## Business impact:

- Reskilling of R&D employed engineers with a bachelor or master's degree with little or no experience of developing commercial software
- Program aiming to support business needs by developing existing talents, ultimately optimizing costs and utilizing resources in a sustainable and efficient way
- Offering existing employees inspiring development opportunities in order to retain competence and deliver on the company purpose



# Electromobility – one of our strategic programs

Volvo Cars continues to focus on our ambitions to become fully electric in 2030, ensuring readiness through reskilling initiatives such as the successfully established Electromobility program. The program has allowed us to reskill our engineers in this critical technical area, supporting our strategic goals.

Accelerating and refining the Electromobility program has allowed the retention of a highly skilled/knowledgeable workforce and empowered them to work effectively with new technologies, using their previous background and Volvo experience. Continuously working with creating valuable development opportunities for employees allows us to broaden competence in an efficient and sustainable way.

Developing existing initiatives together with our external partners and relevant stakeholders enables us to secure and build strong foundations for continued competence development in the company and ultimately the industry at large.

## Program set-up:

- Reskilling and upskilling of engineers in the electrification area
- 5 modules, which can be taken all in a row, or separately
- 6 weeks combined learning, practice and work for the whole program
- 56 hours of training activities

## Business benefits:

- Lower recruitment costs and productivity maintained in product development
- Engineers in electromobility area are expensive and hard to find in the labour market, due to rare skillset, high demand and high competition
- This competence is quite new and unique, universities still don't offer enough programs in Electrical Engineering
- Social responsibility and building long-term relationships with employees
- Reskilling/upskilling of engineers, instead of releasing them to other markets, positively affects the reputation in the region and trust of other Volvo Cars employees
- In-company learning opportunities create a more engaged and sustainable workforce; we invest in our people and empower their new careers in the company

**V O L V O**