

Thorlabs

A Vision for Women Leaders in the Photonics Industry

JENNIFER CABLE

APRIL 17, 2024

THORLABS

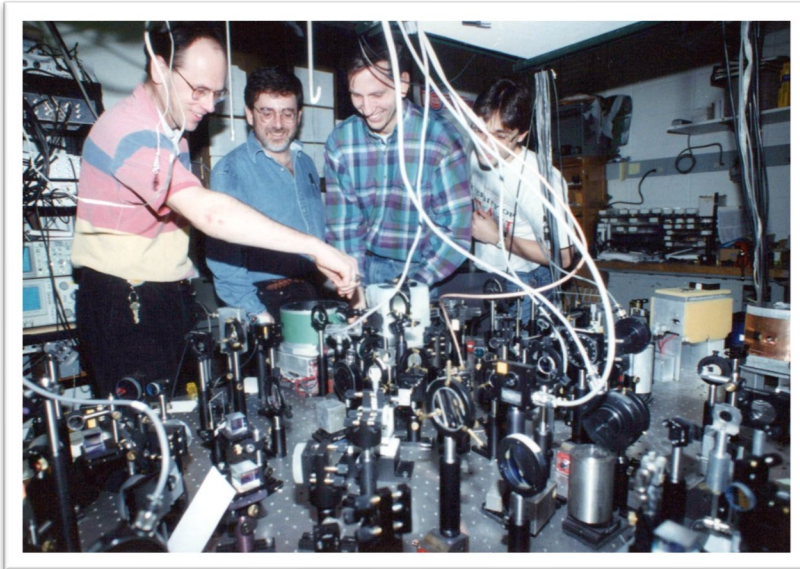
Serving the
Intellectually Curious



Outline

- ◆ My Experiences as a Woman Leader and Second-Generation Family Business Owner
- ◆ My Vision for Leadership in the Post-Covid Era: My Approach, Employee Centricity, and DEI
- ◆ Highlighting Some Early Successes of Developing and Empowering Women Leaders
- ◆ Goals
 - ◆ Identify the Challenges and Possible Approaches for Family Businesses Looking at Succession
 - ◆ Share Insights Around Addressing the Challenges of Employee Engagement
 - ◆ Appreciate the Business Impact of Having a Diverse Workforce
 - ◆ Advice for Growing and Developing Women Leaders

History of Thorlabs



THORLABS
1/2" DIA. PRECISION GROUND
STAINLESS STEEL SUPPORT

posts
ANODIZED
TAPPED BOTTOM EDGE

SIZE	ORDER #	PRICE
1/2" x 1/4" x 1/4"	PS 1	\$1.00
1/2" x 1/2" x 1/4"	PS 2	\$1.00
1/2" x 3/4" x 1/4"	PS 3	\$1.00
1/2" x 1" x 1/4"	PS 4	\$1.00
1/2" x 1 1/2" x 1/4"	PS 5	\$1.00
1/2" x 2" x 1/4"	PS 6	\$1.00

postholders
ANODIZED

SIZE	ORDER #	PRICE
1/2" x 1/4" x 1/4"	PH 1	\$1.00
1/2" x 1/2" x 1/4"	PH 2	\$1.00
1/2" x 3/4" x 1/4"	PH 3	\$1.00
1/2" x 1" x 1/4"	PH 4	\$1.00
1/2" x 1 1/2" x 1/4"	PH 5	\$1.00
1/2" x 2" x 1/4"	PH 6	\$1.00

postbases
ANODIZED

SIZE	ORDER #	PRICE
1/2" x 1/4" x 1/4"	BA 1	\$4.00
1/2" x 1/2" x 1/4"	BA 2	\$12.00

post positioners
ANODIZED

SIZE	ORDER #	PRICE
1/2" x 1" x 1/4"	PP 1	\$3.50

clamps
ANODIZED
NON-MARRING FLAT AND V-GROOVED DELRIN OPTIC SUPPORTS ARE SPRING LOADED TO MOUNTING RING

SIZE	ORDER #	PRICE
1/2" x 3/4" x 3/4"	CL 1	\$7.00
1/2" x 1" x 3/4"	CL 2	\$10.00
1/2" x 1 1/4" x 3/4"	CL 3	\$13.00
1/2" x 1 1/2" x 3/4"	CL 4	\$16.00
1/2" x 2" x 3/4"	CL 5	\$20.00

VISIBLE REGION CW LASER BEAM BLOCK
THIS CANNOT BE USED TO PROTECT HELIUM LASERS. SEE OUR WEBSITE FOR MORE INFO.

MAGNETIC BASES
1/4" - 20 TAPPED HOLE 90 LB. FULL

BLACK fabric
PROTECT light sensitive EQUIPMENT
FABRIC WITH RUBBERIZED BLACK BACKING

cardboard
PROTECTIVE BLACK NEO CARDBOARD

FOR 1/2" DIA. SUPPORT POSTS

2001875-92551 FAX 201/875-8455

THORLABS ONI Lensholder
ANODIZED

- LARGE RANGE CONTINUOUSLY ADJUSTABLE UP TO 1.75" (4.53" DIAMETER)
- OPTIC SUPPORTS NON-MARRING FLAT AND V-GROOVED DELRIN OPTIC SUPPORTS ARE SPRING LOADED TO MOUNTING RING
- VERSATILE MOUNT MOUNTS LENSES, MIRRORS, LASERS, AND SOME IRREGULARLY SHAPED OBJECTS
- FINGER ROOM CLEARANCE ON MOUNTING RING ALLOWS EASY INSERTION OF OPTIC

SIZE	ORDER #	PRICE
2-1/2" RING O.D.	LH1	\$36.00

ANODIZED RIGHT ANGLE clamps
BRASS-TIPPED SCREWS FOR OPTIMUM HOLDING POWER MOUNTS TWO 1/2" POSTS AT A 90° ANGLE DOUBLE BORED FOR STABILITY.

SIZE	ORDER #	PRICE
RA-90		\$12.00

5/8" CENTER-TO-CENTER

IRIS diaphragms
MOUNTED ON A THREE INCH LONG 1/2" DIAMETER STAINLESS POST

A CONTINUOUSLY VARIABLE APERTURE AVAILABLE IN TWO SIZES. MOUNTS DIRECTLY TO OUR TR SERIES POSTS

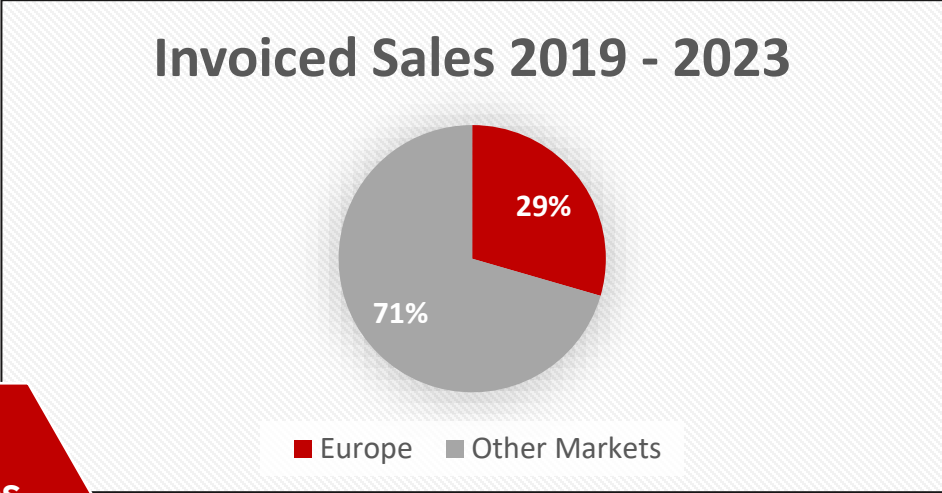
SIZE	ORDER #	PRICE
1/2" DIA.	ID5	\$33.00
1" DIA.	ID1	\$44.00

WE SHIP SAME DAY.

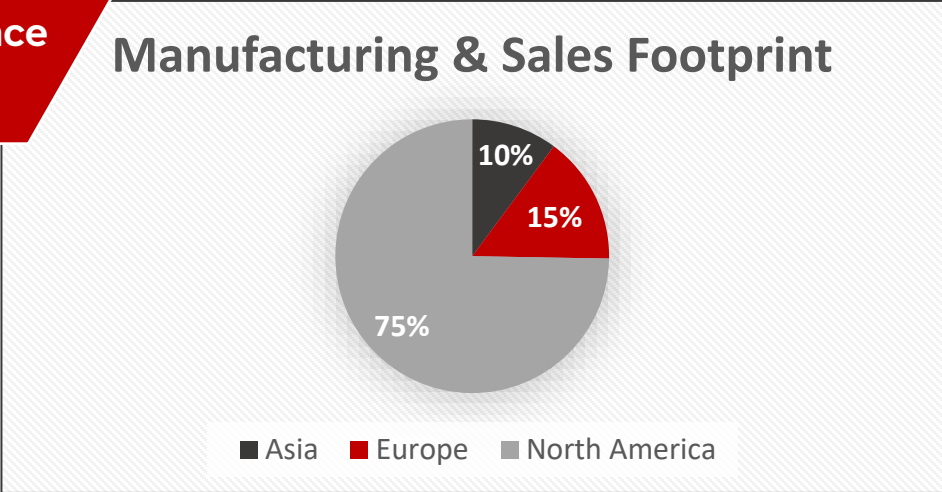
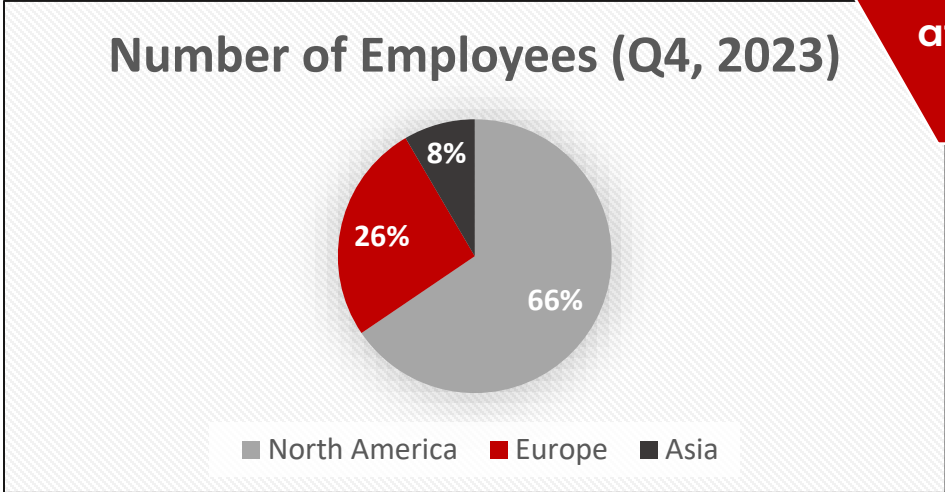


Who Are We? Thorlabs Europe

Presence in Europe	21 Years
Number of Locations	6
Total Manufacturing Space	253,500 ft ²
Number of Employees	729



Thorlabs Europe at a Glance

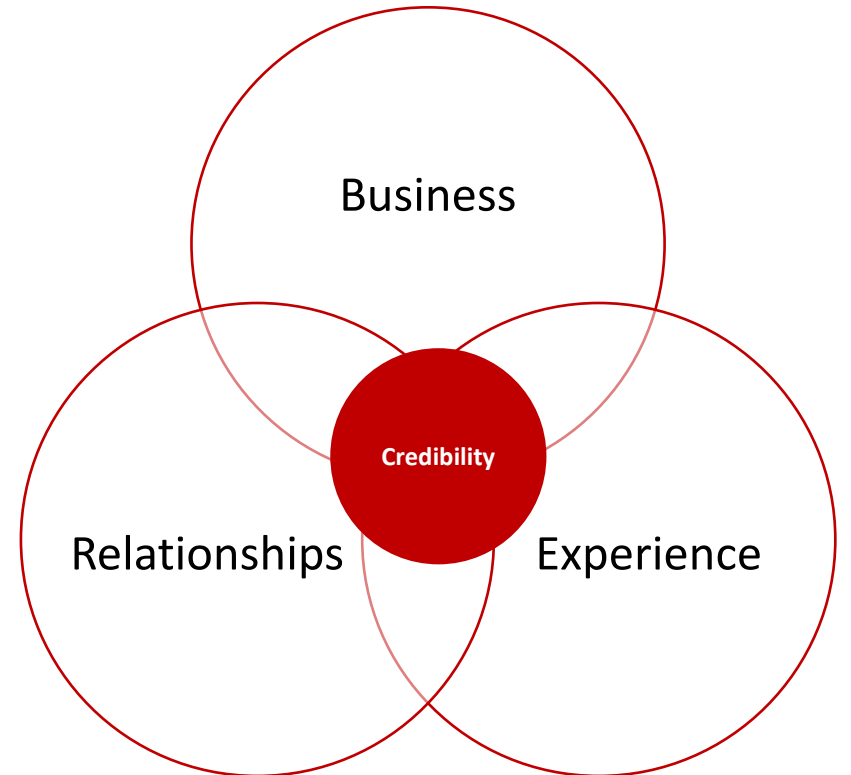
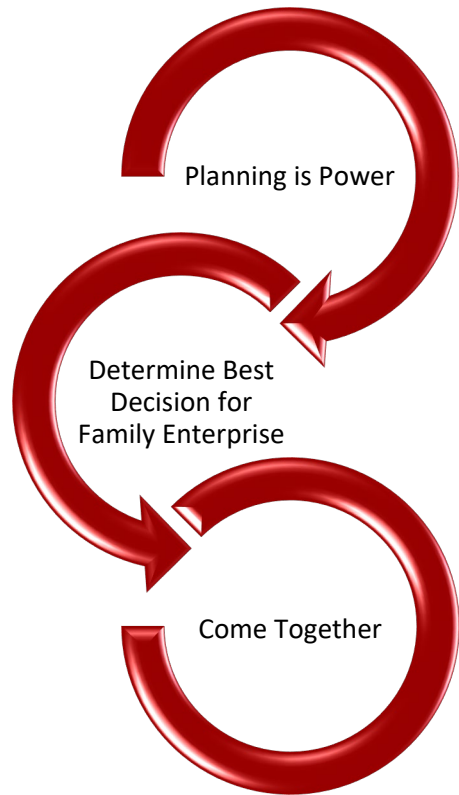


Challenges of Succession

Biggest Challenges for Global Family-Owned Businesses	
No Succession Plan	70%
Lack of Alignment on Best Direction for Business	42%
Acknowledge Disagreement	80%
Transitions Fail Because of Breakdown in Communication and Trust within Family	60%

Success in Transitioning to Next Generation Leadership	
1 st to 2 nd Generation	30%
2 nd to 3 rd Generation	10 – 15%
3 rd to 4 th Generation	3 – 5%

Best Practices for Succession



President During a Pandemic



WHO declares coronavirus a pandemic

The Great Resignation: Why Employee Turnover Is Killing Businesses



Ryan Vet Forbes Councils Member
Forbes Business Council COUNCIL POST | Membership (Fee-Based)

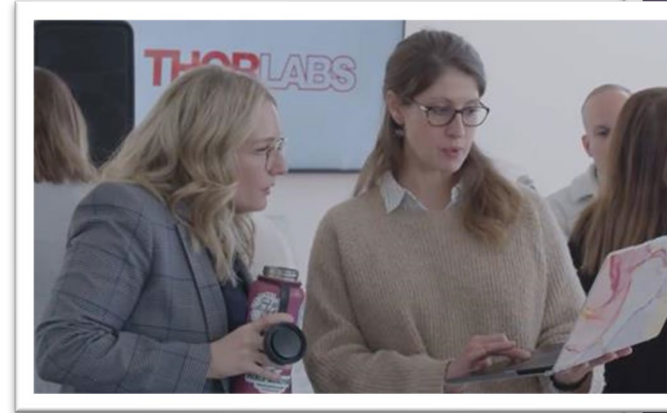
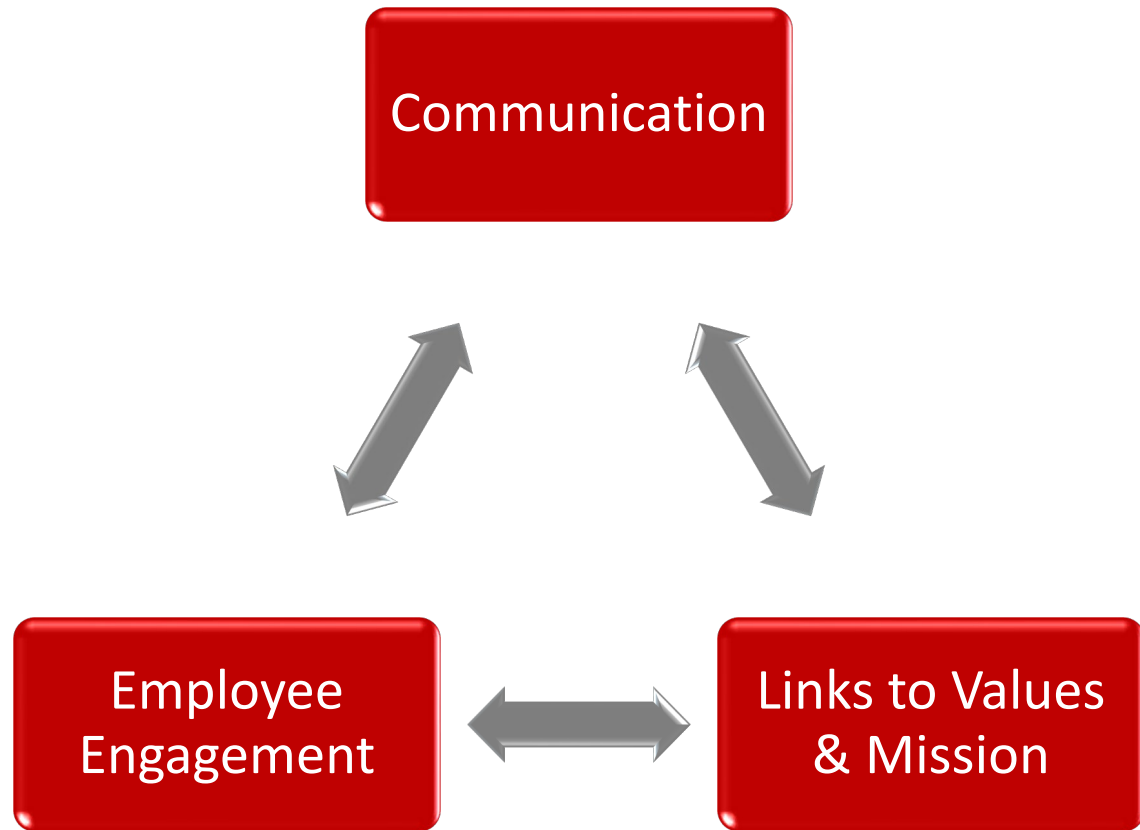


There are millions of jobs, but a shortage of workers: Economists explain why that's worrying

PUBLISHED WED, OCT 20 2021-5:54 AM EDT | UPDATED WED, OCT 20 2021-6:46 PM EDT



Employee Centricity



Diversity is Important

Performance

Companies in the Top Quartile for Ethnic and Racial Diversity in Management are	35% More Likely to Have Financial Returns above Industry Mean
Companies in the Top Quartile for Gender Diversity are	15% More Likely to Have Returns above Industry Mean
Companies with at Least One Female Board Member	Yield Higher Net Higher Return on Equity and Income Growth

Innovation

Companies with More Women are	More Likely to Introduce Radical New Innovations to the Market
Companies with More Diverse Leadership Teams are	More Likely to Develop New Products than Those with Homogenous Leadership
In companies Lacking Diversity in Leadership	Women are 20% Less Likely than Straight, White Men to Win Endorsement for Ideas
	People of Color are 24% Less Likely
	LGBTQ+ People are 21% Less Likely

Inclusive Leadership Fosters Diversity

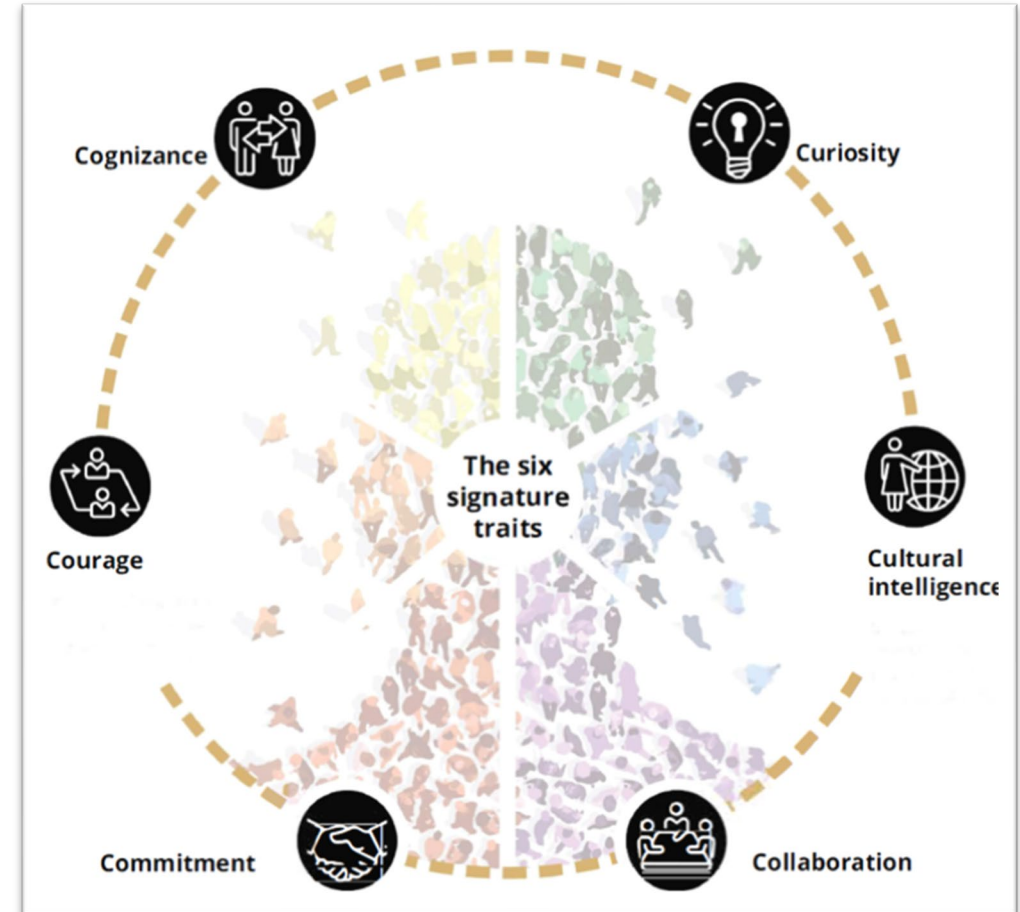
Organizations with Inclusive Culture are:



Inclusive Leadership and Team Performance:



6 Signature Traits of an Inclusive Leader:



Effects of Diversity, Equity, and Inclusion on Thorlabs



Case Study: Direct Labor Challenges

Mechanics Business Unit, Newton, NJ

- ◇ 20% are Spanish Speaking
- ◇ Hyper-local Population, Challenged to Find Employment Elsewhere
- ◇ Provide On-Site Training and ESL Courses
- ◇ Employees Range from Entry Level to Assembly to Technicians to Engineers

Canada Business Unit, Montreal

- ◇ Influx of Syrian Refugees
- ◇ Population had Transferable Skills and LOTS of Motivation to Work
- ◇ Onboarded and Trained 7 Employees, which has Grown to 12



Presented with the
“Interculture
Harmony” Award
from the
Intercultural
Committee
Bordeaux-
Cartierville, in 2017.



Notable Successes



Technical
University of
Dresden
Electrical
Engineering



Katrin Kunitz
Head of Manufacturing
Thorlabs Europe

- Hired in 2002 in Project Management.
- Also held position as Head of Development

What has impressed me the most and motivated me to stay with Thorlabs is the company culture. Creativity and initiative are valued here. There is room for new ideas and opportunities to implement them. The management supports the employees.

The success of an organization is not only reflected in how successful it is in the market, but also in how it cultivates its diversity and encourages its employees to grow and shine together



University of
Vienna
PhD,
Chemistry



Angelika Karlowatz
Director, Sales & Marketing
Thorlabs Europe

- Hired in 2008 as Manager of Technical Support & Customer Service
- Also held positions as Manger of Business Development and Manager of Scientific Sales & Marketing

I was always lucky to work in teams where I felt I had equal opportunities for advancement compared to my colleagues.

Thorlabs has a very high level of customer centricity and diversity, not only in terms of products and customers, but also within the team. I have always felt trusted and empowered and enjoy working with so many smart and open-minded people.



Princeton
University
PhD,
Electrical
Engineering



Shanshan Song
General Manager
Thorlabs PRC

- Hired in 2011 in the capacity of Sales & Marketing
- Assumed role as General Manager in 2015

I have faced challenges in retaining and motivating talent in a dynamic job market, while building my confidence as a leader. Spending time with department managers, mentors, and digging in personally on projects where I could see all the details from start to finish, helped me transition into leadership.

I have noticed an increasing number of female professionals in our industry in many types of roles. Growing, trusting and empowering our women contributors have made us a strong and resilient corporate citizen.

Summary

◆ Takeaway Themes

- ◆ Flexibility
- ◆ Provide People Stretch Opportunities
- ◆ Diversification
- ◆ Equitable Practices Benefit All

Thank You!

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