

DIVERSITY, EQUITY & INCLUSION

2022 ANNUAL REPORT NORTH AMERICA





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**“TO CREATE A CULTURE
WHERE ALL PEOPLE CAN THRIVE
TO THEIR FULLEST POTENTIAL.”**



FOREWORD BY SANDY STOJKOVSKI, NA CEO

TO OUR STAKEHOLDERS



“Inclusive leadership sets the tone from the top for a culture where all people can thrive. DE&I activities can multiply the impact.”

As a Tier One automotive powertrain supplier, we are in the early stages of a major transformation of technology from ICE to BEV. This already has major implications on our portfolio of products where over time we will see a reduction of legacy business replaced by new electrification products. But the transformation doesn't stop with technology. Transformation of our people and business models are two lesser understood but important aspects of the transformation. Indeed, our business is mostly made up of people. And people build culture, and by doing so,

they have an outsized impact on the company's ability to adapt, change, and thrive in this transformation. People transformation includes the e-skilling to electrified products, the transition to leverage hybrid work modes, and the ability to adopt purpose in one's work. One of our three corporate values is #Passionate. Bringing out the best of everyone enables our #Passionate people to thrive and that is the actual job of a leader. In short, it's all about the people and what enables them to thrive to their fullest potential.

As you can see from this report, we take DE&I and our culture seriously and that's because they are foundational to our people feeling seen and supported by their leaders and the organization. This is hard work and it is definitely not superficial box-checking but it leads to engagement and drives business results. We've proven it to ourselves even if still in the early stages of our journey. Take a look for yourself.



FOREWORD BY FLORENCIA STANFIELD, NA CDO

TO OUR STAKEHOLDERS



F. Stanfield

“We know that diversity of thought at all levels improves our decision-making, increases our innovation potential and creates a culture where people want to come, stay, and grow.”

Over the past 2 years, I have led Vitesco Technologies’ DE&I efforts and one thing that still surprises me every day, is the high concentration of good, smart, kind leaders this organization has. Our mission is to power clean mobility, but we don’t forget our people. At Vitesco Technologies, we strive to build a work environment that is safe and where all voices are heard. We believe that “retention” is a personal decision, not a corporate strategy, so we intentionally work on our culture, on putting our people at the center of what we do and how we do it. Because we know that if we take care of our employees, they will take care of business.

Since 2020, we have outlined four pillars in our DE&I strategy, that have modeled the way we execute and operate:

LISTENING AND LEARNING – because we can only move forward if we educate ourselves and consciously listen to what our employees have to say – especially those from underrepresented communities.

DEVELOPING AND RETAINING TALENT – because we understand that growing into the future requires DE&I to be embedded into our employee lifecycle, from “hire to retire”. (My hope is that at some point in time my role is no longer needed because DE&I is part of every leader’s DNA and of every people process we manage).

INSTILLING ACCOUNTABILITY – to promote ownership of DE&I topics, we established organizations like DE&I Councils and reinforced our development and spend in our ERGs, as well as instituted practices like DE&I goals for everyone. Because we believe in congruence – consistency between what we think, what we say and what we do.

BEING ROLE MODELS – by serving the communities in which we operate and becoming part of the automotive footprint of companies that have people-oriented long-term strategies, we know we are helping others take similar directions and overall, improve the quality of life of the people they employ and the communities they serve.

These four strategic pillars are the basic framework for this report.

Here we give an account of the measures and actions of the past year. We know we still have a long journey ahead of us, but we are also certain that this is the right way to go. To lead. Because, as the South African “Ubuntu” principle states, “we cannot be human all by ourselves”.

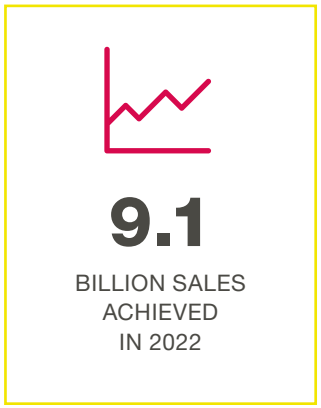
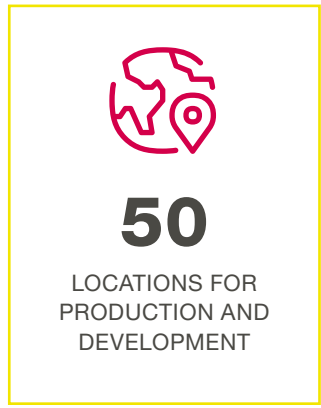
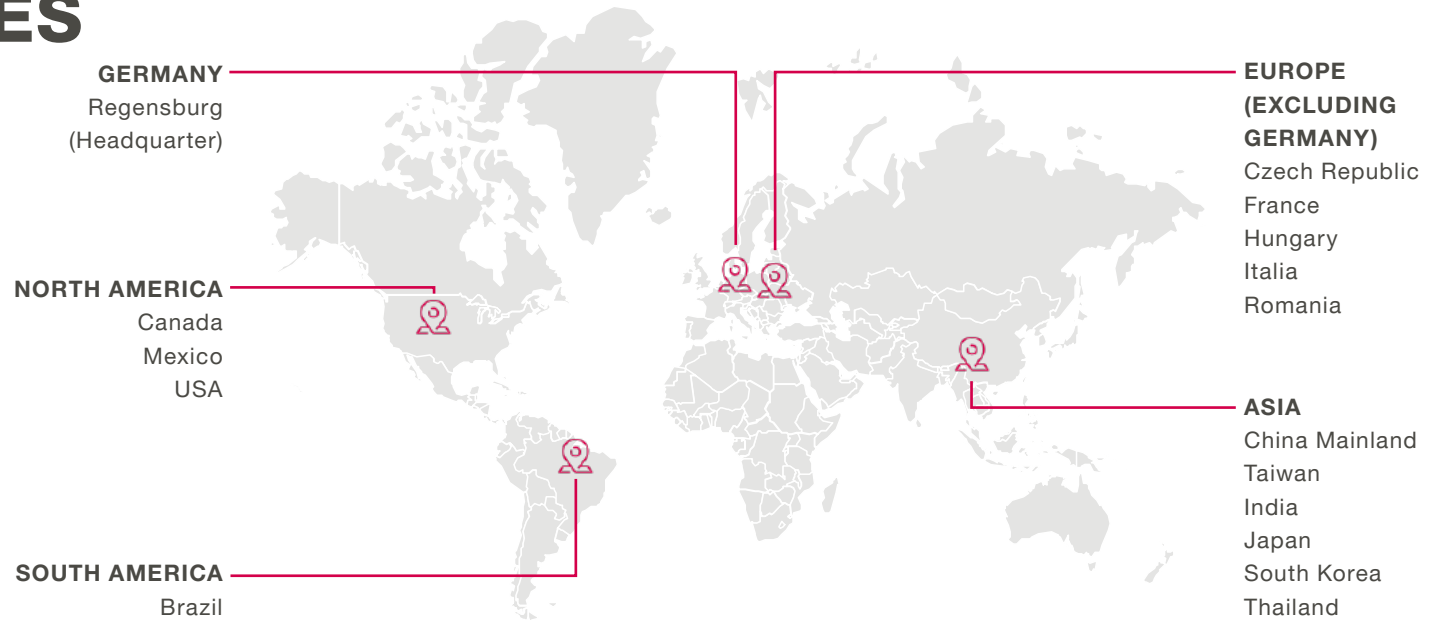
And we know that together, we are unstoppable.

A WORD ABOUT VITESCO TECHNOLOGIES

FACTS AND FIGURES

Vitesco Technologies is a leading international developer and manufacturer of state-of-the-art powertrain technologies for sustainable mobility. With smart system solutions and components for electric, hybrid and internal combustion drive-trains, Vitesco Technologies makes mobility clean, efficient, and affordable. The product range includes electrified drivetrain systems, electronic control units, sensors and actuators, and exhaust-gas aftertreatment solutions.

In 2022, Vitesco Technologies recorded sales of €9.1 billion and employed around 38,000 employees at about 50 locations worldwide. Our headquarters are in Regensburg, Germany.



A WORD ABOUT VITESCO TECHNOLOGIES

OUR VISION: ELECTRIFIED, EMOTION, EVERYWHERE.

> **Electrified**

Our Target: we pave the way for clean mobility through electrification.

> **Emotion**

Our Spirit: we develop intelligent, reliable solutions to enable (e)motion.

> **Everywhere**

Our Arena: we make e-mobility possible everywhere – for every market, every architecture, for everyone.

OUR MISSION: POWERING CLEAN MOBILITY

Our solutions power the sustainable, efficient flow of people, goods and services.

We base our business on a clear commitment to reduce emissions.

Through our solutions, we are shaping the future of clean mobility

- > as part of our responsibility to society,
- > as a reliable partner to our customers and
- > as a smart choice for investors.

We empower our people to follow their passion in contributing to this goal.



A WORD ABOUT VITESCO TECHNOLOGIES

OUR COMPANY VALUES

#passionate

I am dedicated to bring in my expertise to drive results.



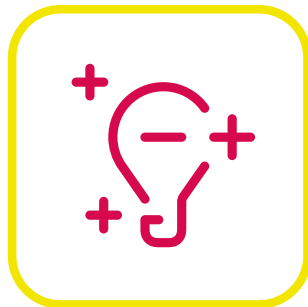
#partnering

I work collaboratively and respectfully to reach shared success.



#pioneering

Curiosity and courage inspire my daily work.



DE&I IS GOOD FOR BUSINESS

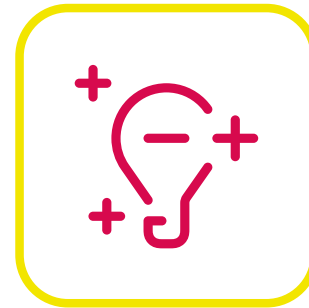
LET'S TALK REASONS AND NUMBERS



2x more likely to exceed financial targets



3x more likely to be high performing



6x more likely to show innovative and agile behaviors



8x more likely to achieve better business outcomes

- > We want all employees to feel that they are **valued and heard**, so we can **attract and retain** top talent.
- > **Divergent thinking** brings enhanced decision-making.
- > **Shareholders** want to invest in companies that have strong DE&I programs.
- > Our major customers are requiring their suppliers to have **DE&I programs in place**.
- > Our major customers serve a population with increasingly **diverse consumer patterns**.
- > A **collaborative and diverse** workforce is better equipped for future (and unknown) challenges.
- > An **engaged workforce** (top quartile) doubles the chances of success.
- > Oh yeah, and **it's the right thing to do**.

RESULTS GLOBAL EMPLOYEE SURVEY

10/10/2022 – 11/02/2022 AGGREGATED REPORT

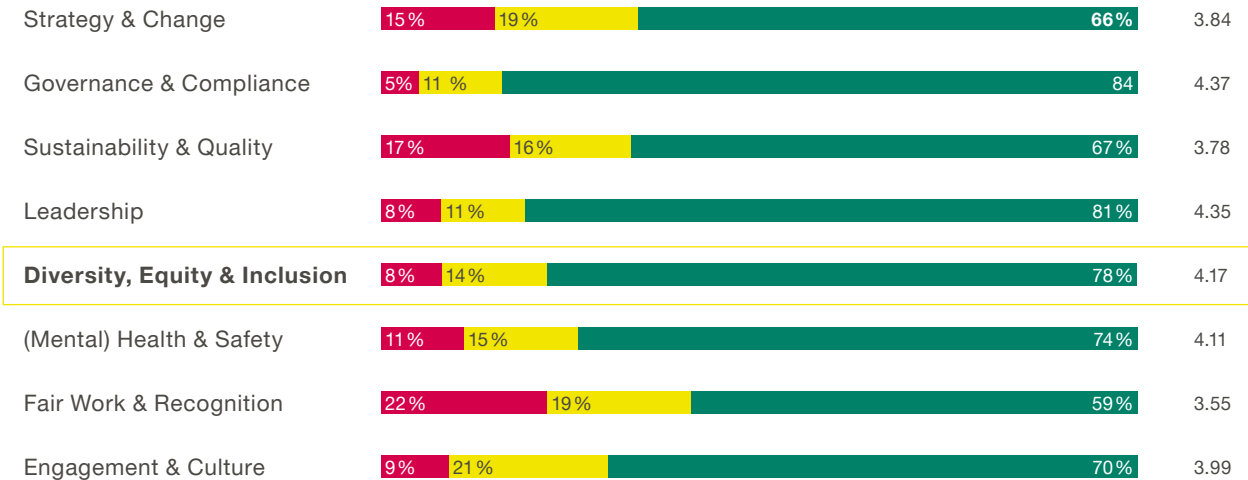
What do we do with the results?

In 2022 we conducted our first global survey which included all employee populations. The results told the story that DE&I was one of the most appreciated aspects of our company, fostering a sense of belonging.

But it also told us that we had opportunities to transfer best practices from one site to another, because they were all at different stages in their journey.

We came to understand that one size doesn't fit all, and that great practices in one place could be leveraged in another. So we created a site and country network to promote collaboration and learning from each other.

(For more information on our site and country network please see page 46.)



Disagrees Neutrals Agrees

M = mean
1 = Disagree
5 = Agree

GLOBAL EMPLOYEE SURVEY – DIVERSITY NA

10/10/2022 – 11/02/2022 AGGREGATED REPORT

“What immediately catches the eye when looking at the figures are the high approval ratings across all DE&I topics. However, there are differences between the individual countries: Canada has the highest score across all DE&I topics, followed by the USA and Mexico respectively. Nevertheless, the values for the individual topics are quite close to each other.

In terms of themes, we have the most work to do on the topic “I feel safe and valued when I raise my voice at work.”

Even though at first glance, we see high approval ratings, the work is never done. That’s why we are further engaging with our employees and working on additional actions. We are conducting the employee survey annually and the results will show whether our efforts are moving us in the right direction ...”

Trisha Sokol,
Head of HR US and Canada

Diversity questions

Direct supervisors at Vitesco Technologies offer equal opportunities for all employees.



Direct supervisors at Vitesco Technologies support diversity of thought.



Human Rights are well respected inside and outside the company by Vitesco Technologies.



I feel safe and valued when I speak up at work.

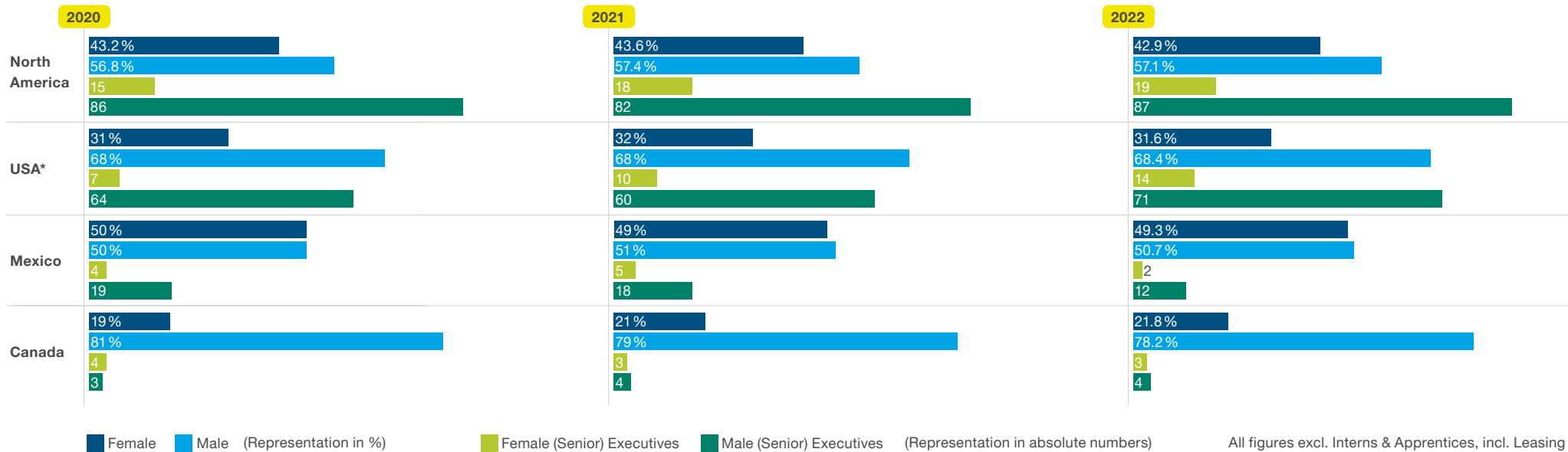


Disagrees Neutrals Agrees

M = mean
1 = Disagree
5 = Agree

GENDER, AGE GROUP, RACE, ETHNICITY – DIVERSITY

COMPARISON 2020–2022 OVERVIEW



Gender Diversity

Across all of North America, after a slight increase from 2020 to 2021, the number of female employees was slightly down again in 2022. Women represent approx. 43 percent of the Vitesco Technologies workforce, men approx. 57 percent. Overall, Mexico remains the country

with the strongest balance of almost 50 percent female employees compared to the United States at just under 32 percent and Canada at just under 22 percent. In terms of the distribution of female and male (Senior) Executives, Canada comes out best – here the ratio is almost balanced.

GENDER, AGE GROUP, RACE, ETHNICITY – DIVERSITY

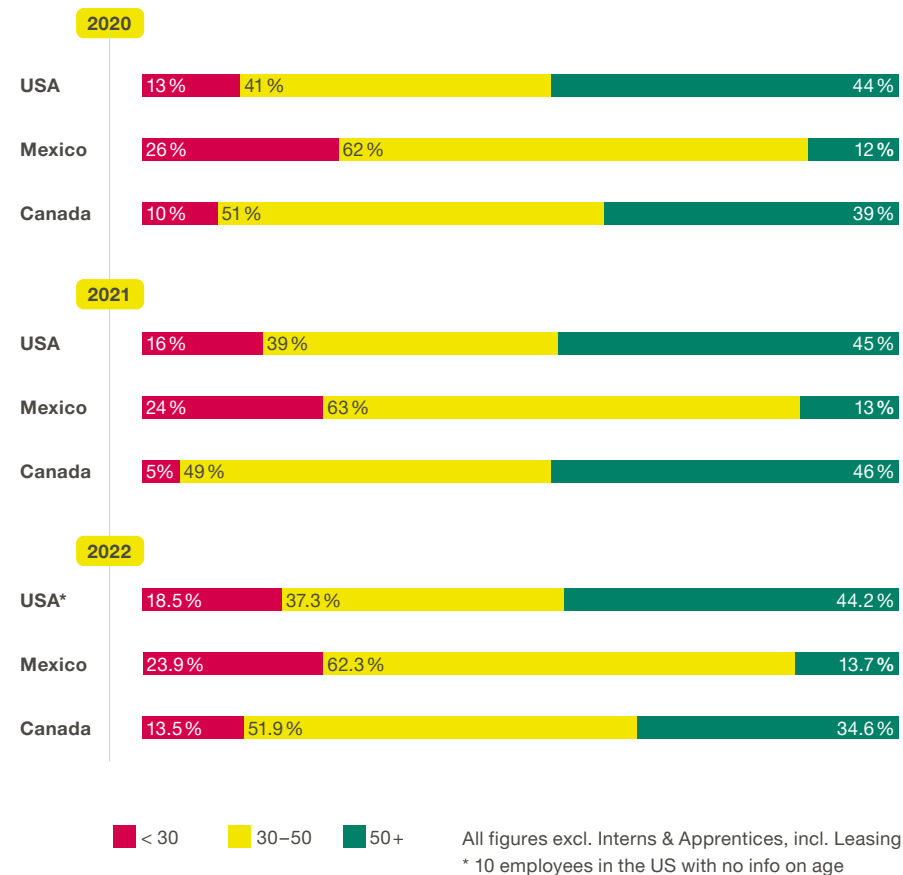
COMPARISON 2020–2022 OVERVIEW

Age Groups

After a slight increase in employees aged 50+ from 2020 to 2021, Canada took the biggest step in terms of rejuvenating its workforce, with a significant increase in the share of under-30s, while the share of over-50s is the lowest among all three countries.

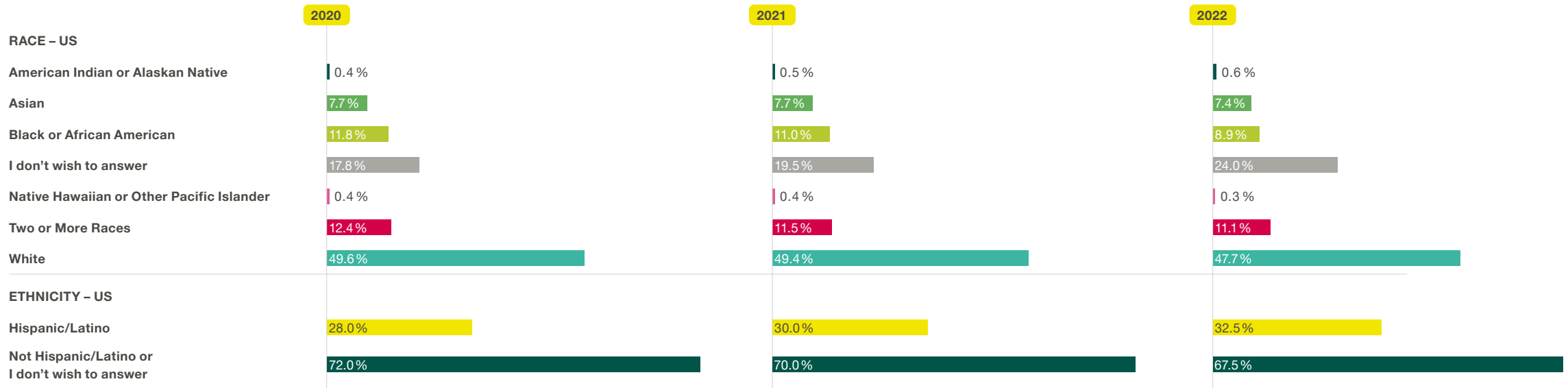
Despite a slight shift toward older employees, Mexico continues to have the youngest workforce.

In the USA, figures have changed only slightly, with the middle age group shrinking in favor of the youngest, while the oldest age group remains largely stable.



GENDER, AGE GROUP, RACE, ETHNICITY – DIVERSITY

COMPARISON 2020–2022 OVERVIEW



Race/ethnicity – US only

In the case of the United States, the proportion of Caucasian (White) employees in Vitesco's workforce has decreased slightly from just under 50 to 47.7 percent, while the other values have remained roughly the same.

However, the proportion of respondents who did not wish to comment on this issue increased by a few percentage points.

STRATEGIC PILLARS / NA DE&I GOALS 2022

THEY HELP US WORK TOGETHER TO SHAPE OUR CULTURE AND DELIVER FASTER, BETTER RESULTS

LISTEN AND LEARN



General Awareness and Education.

Unconscious Bias training for people leaders.

Leadership Development.

Train leaders on inclusive practices / behaviors.

Active Listening.

Courageous Conversations with ERGs.

DEVELOP AND RETAIN TALENT



Talent Marketplace.

Perform strategic executive workforce analysis and develop pipeline of qualified talent by having Talent Management Conferences twice a year.

Talent Acquisition.

Mitigate bias in identified “moments of truth” during recruiting process.

ERGs.

Ensure continuity and success of existing ERGs and support the creation of new ones.

INSTILL ACCOUNTABILITY



DE&I Customized Plans.

Each member of the NA leadership team to have a DE&I plan in place.

DE&I Goals for All.

All employees with a DE&I goal in their performance targets.

DE&I Governance.

Establish a NA DE&I Council.

BE A ROLE MODEL



DE&I Site Network.

Connect DE&I initiatives and best practices between sites.

Neighboring Communities.

Reach out to organizations within the communities we operate in through Local DE&I Site Councils or ERGs.

Supplier Diversity Awareness and Support.

Develop internal awareness activities that help drive diverse spend growth.

LISTEN AND LEARN

FEEDBACK IS A GIFT THAT HELPS US GROW

- 1 GENERAL AWARENESS AND EDUCATION
- 2 LEADERSHIP DEVELOPMENT
- 3 ACTIVE LISTENING





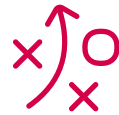
GENERAL AWARENESS AND EDUCATION

EMPLOYEE COMMUNICATION MEETINGS

Last year, we made DE&I content available for everyone: We offered customized trainings developed with our partner CADIA (Center for Automotive Diversity, Inclusion and Advancement) and LinkedIn Learnings around DE&I, and established it as a central topic in our regional strategy. We then continued to expand the knowledge around DE&I through our “employee townhalls” that we call Employee Communication Meetings (ECMs).

Monthly, we invited all our employees to join the Management Team of North America for 90 minutes of content sharing, business updates, guest speakers and Q&A's. During 2022 we established DE&I as a standing topic in those meetings: The opening remarks and business updates from our CEO Sandy Stojkovski were regularly followed by a DE&I update.

We shared goals and strategy, updated employees on survey results, raised awareness of various activities of our ERGs or local DE&I Councils, and celebrated certain important dates. We purposefully sent out the message of “this is important” by establishing DE&I as part of the agenda, while providing our employees the opportunity to ask questions, to get involved, and to listen to what the company was doing to further advance the topic.



EXPAND

EMPLOYEE DE&I
KNOWLEDGE



11,000

ATTENDANTS
AT 11 ECM SESSIONS





LEADERSHIP DEVELOPMENT

SETTING THE TONE FROM THE TOP

In 2022, we launched special trainings for people leaders in unconscious bias and inclusive leadership. They were conducted by Pearn Kandola, a top business-psychology consultancy, with the aim to heighten our leaders' awareness of their own hidden biases and the impact they have on their everyday decision-making and interaction with their employees.

The trainings equipped leaders with a better understanding and strategies to mitigate biases, promote inclusivity, and make fair decisions. Training contents were bias recognition, self-reflection, fostering diversity, and accountability. By enhancing awareness and promoting inclusive practices, our leaders can now create a more equitable work environment that values and respects all team members.

Trainings in English and Spanish took place in a virtual classroom and were a pilot project in North America. All people leaders in the region were invited, and we trained more than 75% of them. Our further ambition: We want to train ALL our employees in NA on unconscious bias. Next steps will also include rolling out these trainings at other Vitesco Technologies' locations worldwide.



600+

PEOPLE LEADERS
TRAINED



ACTIVE LISTENING

WE LISTEN, WE LEARN, WE ACT

“Active listening” means full concentration on the other person. It requires giving undivided attention, empathizing, and providing feedback to ensure mutual understanding.

To increase understanding of underrepresented groups in the company, we held 6 “courageous conversations” between the NA leadership team and different ERGs. These events gave participants a sense of actually being part of the change, of coming to the table with leaders, of being heard.

The NA leadership team received direct feedback from these groups, gained a better understanding of their challenges in the workplace and took actions. Some examples include better access to data for ERGs, improvements in policies, transparency in executive job opportunities and awareness of job vacancies for ERG members.





MARTIN ABDULAHAD

CUSTOMER TECHNICAL MANAGER,
STELLANTIS

“Vitesco Technologies leadership does a great job making themselves available for guidance. If you are looking to turn to them for their thoughts – I say go for it!”

“Since joining Vitesco Technologies only two years ago and having the chance to champion A.G.E.S., an intergenerational global ERG, I have had some tremendous opportunities. I have been a part of courageous conversations with the leadership team where we had candid discussions about the company from the perspective of an outsider.

I have seen how well feedback has been received, used to the advancement of shaping policy and affecting culture that helps for the betterment of the employee experience at Vitesco.

I feel proud that I have been able to make an impact by capturing the voice of my colleagues and utilizing A.G.E.S. ERG as the platform to share it.

I feel inspired by the relationships that I have built across Vitesco in such a short period of time. One area to highlight are the mentoring opportunities that I’ve had, which have provided me with exposure and access to senior leadership and key stakeholders. Vitesco Technologies leadership does a great job making themselves available for guidance. If you are looking to turn to them for their thoughts – I say go for it!”

DEVELOP AND RETAIN TALENT

RETENTION IS A PERSONAL DECISION,
NOT A BUSINESS STRATEGY

- 1 TALENT MARKETPLACES
- 2 TALENT ACQUISITION
- 3 ERGs





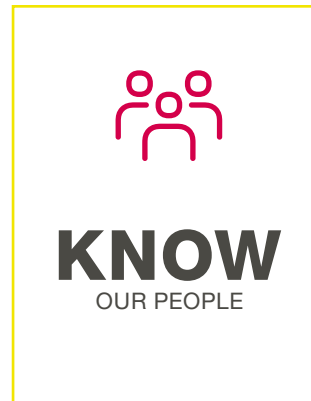
TALENT MARKETPLACES

HIGHLIGHTING THE COMPANY'S TALENT

We understand that our people are the company's people. They don't belong to one function or business unit, they don't report to one leader and one leader only. So in order to promote our collaborative spirit and to allow our leaders to "get to know" the talented professionals around them, we established "talent marketplaces" with all of NA's leadership team.

Twice during the year, we reviewed the composition of each team (in terms of different DE&I characteristics), and performed a strategic executive workforce analysis to develop our qualified talent. This included also a discussion of open positions, current and in the pipeline.

During those sessions, we not only highlighted our talented colleagues but also determined follow-up development actions. As an example, our ERGs have been a great mechanism to develop professionals: we invited some of them to join ERG's governing teams to acquire additional skills, gain exposure to senior (and global) executives, and show or improve their overall management capabilities. This benefits both sides, our ERGs and our young leaders.



TALENT ACQUISITION

MAKING THE ORGANIZATION A RECRUITER

We identified the need to improve our channels for new job positions. This is not just about bringing more diversity to our candidate slates, it also meant helping our leaders to write optimized job descriptions appealing to a broader audience, advertise open positions appropriately, and conducting interviews that incorporated diversity in their structure.

Together with our external partner Pearn Kandola, we developed an Inclusive Hiring Guidebook that included tips, recommendations and research on the importance of having a well-rounded, inclusive process to bring people into our organization. We needed to strengthen the whole effort, bring awareness to the process, and train not only the talent acquisition team, but also our hiring managers in how to be more inclusive.

Questioning ourselves in how inclusive our hiring processes were, we concluded that we needed to expand the network and make the whole organization a recruiter – starting with our ERGs. We also developed strong partnerships with organizations such as Disability:IN, Out and Equal, Catalyst and specific diverse recruiting firms.



MITIGATE
BIAS
DURING THE
RECRUITING
PROCESS

Organizations we partner with

- > CADIA
- > Inforum
- > Orion Talent
- > National Society of Black Engineers
- > Society of Women Engineers
- > Out and Equal
- > Disability:IN
- > Catalyst
- > ASCEND
- > National Minority Supplier Development Council (NMSDC)
- > Women’s Business Enterprise National Council (WBENC)



EMPLOYEE RESOURCE GROUPS (ERGS)

DRIVING ENGAGEMENT THROUGH COLLABORATION AND PURPOSE

What is an ERG?

A voluntary, employee-led group that fosters a diverse and inclusive workplace aligned with Vitesco Technologies' core values #PASSIONATE, #PARTNERING, #PIONEERING. These groups find a common identity trait that brings them together around a unifying mission. This can be gender, sexual orientation, race, ethnicity, faith, veteran status, disability status, working parents, age, job function, etc.

ERGs promote aims such as:

- > Education and awareness
- > Internal community connections
- > External recruitment
- > Leadership development
- > Career growth and learning

Why are ERGs important to us?

ERGs allow us to maximize the extraordinary expertise and experiences of our employees. Employees who participate in ERGs become more engaged by identifying ways to leverage diversity, increase inclusion and support business outcomes.




2500+
PARTICIPANTS
IN ERG EVENTS



~100
ERG EVENTS



For a resolution of the acronyms and a short explanation of our ERGs please see next page.

EMPLOYEE RESOURCE GROUPS (ERGs)

DRIVING ENGAGEMENT THROUGH COLLABORATION AND PURPOSE

ERG overview

The acronyms reveal the common identity trait that brings ERG members and allies together around their unifying mission.



A.B.L.E.
Abilities Beyond
Limits and Expectations



L.I.V.E.
League of
International Vitesco Employees



A.G.E.S.
Alliance of Generations
for Employee Success



PRIDE
LGBTQ+ employees and Allies
of Vitesco Technologies



A.S.I.A.
Asian-Pacific Society
for Innovation and Achievement



R.E.A.C.H.
Resources for Employees
of African Culture and Heritage



L.E.A.D.
LatinX Employees
Advocating for Diversity



WOFVT
Women of
Vitesco Technologies



THE 4 C MODEL

A FRAMEWORK FOR OUR ERG ACTIVITIES

ERGs are not an end in themselves. Their activities should serve various aspects and we evaluate them according to the “4 C model”. This model, developed by the management and diversity expert Dr. Robert Rodriguez, is a well known evaluation tool in the market today, a standard framework for ERGs and a way to effectively measure their success.

Based on this model we created our own, to ensure our ERGs focus in the areas that are critical to our business – culture, company, colleagues and community.

The following examples show how our ERGs addressed these four themes with their activities in 2022. They are only a small selection of all ERG activities and events during the past year. The events within each section are listed in chronological order.



CULTURE

includes all ERG activities that

impact a positive environment for all employees to feel safe, supported, included and empowered.



COMPANY

includes all ERG activities that

enhance corporate reputation through internal and strategic external representation to help drive business results.



COLLEAGUES

includes all ERG activities that

support all employees to thrive to their fullest potential by providing educational and development opportunities.



COMMUNITY

includes all ERG activities that

positively impact the communities where the company operates and foster collaboration with external organizations.



CULTURE

CREATE AN ENVIRONMENT FOR ALL EMPLOYEES TO FEEL SAFE, SUPPORTED, INCLUDED AND EMPOWERED



Women of Vitesco Technologies – WOFVT ERG

#Exchange meetings

- > Every month throughout the whole year 2022

Bringing each other forward

WOFVT was our pioneer in the ERG space and when the North American chapter was launched in 2021, ERGs were born into our organization! Since then, in 2022 WOFVT expanded to launch a Global Chapter, and the teams worked hard and collaborated to ensure they continued to be leaders in the ERG community and expand their reach within the organization.

In 2022, culture was a primary focus of the WOFVT ERG. In monthly “#Exchange” meetings the team members discussed relevant topics like skill building and career advice, shared information and networked.

470+
PARTICIPANTS





CULTURE

CREATE AN ENVIRONMENT FOR ALL EMPLOYEES TO FEEL SAFE, SUPPORTED, INCLUDED AND EMPOWERED



Asian-Pacific Society for Innovation and Achievement
– A.S.I.A. ERG

Ramadan
> May 2022

Awareness for Muslim traditions

To give colleagues of the Muslim faith a stage and raise awareness about their culture, A.S.I.A. ERG hosted a virtual panel discussion about the Muslim fasting month of Ramadan. Colleagues at all of our 5 US and Canada locations shared their stories on how they celebrate Ramadan with their families and what traditions they grew up with.

All sites displayed Ramadan décor and shared traditional snacks and treats to increase the cultural awareness of our colleagues.

A quote from an ERG member: “For the first time, I really felt seen in the company.”

150+
PARTICIPANTS



Ramadan décor and traditional snacks and treats at all our NA locations contributed to increase the cultural awareness of Muslim traditions.



CULTURE

CREATE AN ENVIRONMENT FOR ALL EMPLOYEES TO FEEL SAFE, SUPPORTED, INCLUDED AND EMPOWERED



**LatinX Employees
Advocating for Diversity
– L.E.A.D. ERG**

**Hispanic Heritage Month
Panel Discussion Event**
> October 2022

Hispanic Heritage Month Panel Discussion Event

With this event, our LEAD ERG honored Hispanic Heritage Month.

It served as an opportunity to raise awareness of why it is celebrated, recognize the contributions of the Hispanic community, and to highlight the added value that Hispanic/Latin culture brings to our company.

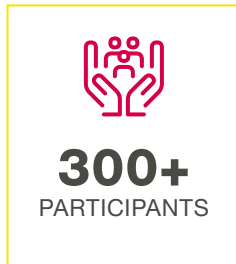


Ivan Padilla
Global Customer Experience
Manager, Ford Motor Company



Dr. Jorge L. Chinea
Professor of History and Director
of the Center for Latino/a & Latin
American Studies at Wayne State
University

Panelists Ivan Padilla and Dr. Jorge L. Chinea shared their personal stories to encourage colleagues of diverse backgrounds – especially those with Hispanic/Latin heritage.



COMPANY

ENHANCE CORPORATE REPUTATION THROUGH INTERNAL AND EXTERNAL REPRESENTATION TO HELP DRIVE BUSINESS RESULTS



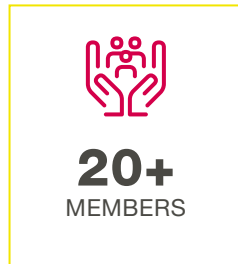
League of International Vitesco Employees – L.I.V.E. ERG

Launch of L.I.V.E. ERG
 > April 2022

Supporting expatriates

LIVE ERG was launched by expatriate Karoline Kalt at our NA HQ location in Auburn Hills, MI. The ERG viewed their existence not only to show support for fellow international colleagues, but also as an effective way to be a valued partner to the organization.

As such, the ERG took on the task of helping expatriates acclimate to the new country and creating resources to support this process. For example, it organized a committee that, together with the location’s HR team, welcomed new colleagues to the site.



“When I came to the US for a two-year assignment, I was a little lost at first. I thought, how nice it would be to have some help. So I founded LIVE – to help expatriates get started a little easier and to make them feel welcome.”
 Karoline Kalt, Head of Product Line Mild Hybrid Drive NA and L.I.V.E. ERG Champion.



COMPANY

ENHANCE CORPORATE REPUTATION THROUGH INTERNAL AND EXTERNAL REPRESENTATION TO HELP DRIVE BUSINESS RESULTS



Resources for Employees of African Culture and Heritage – R.E.A.C.H. ERG

Wayne State University (WSU) partnership
 > Juneteenth Celebration 2022

Partnering for mutual benefits

REACH ERG was invited to give opening remarks before the kick-off of Juneteenth Celebration at Wayne State University (WSU). For this occasion, REACH forged an ongoing partnership with WSU to get our company’s name out into the community and foster recruitment and diversity.

Several members of the REACH leadership team attended to support the initiative and provided information to the students and faculty of WSU. ERG Champion Everton Swearing delivered the opening remarks.



100+
 WSU STUDENTS &
 FACULTY MEMBERS



At their information booth, the REACH team informed Wayne State University students and faculty about working and career opportunities at Vitesco Technologies.



COMPANY

ENHANCE CORPORATE REPUTATION THROUGH INTERNAL AND EXTERNAL REPRESENTATION TO HELP DRIVE BUSINESS RESULTS



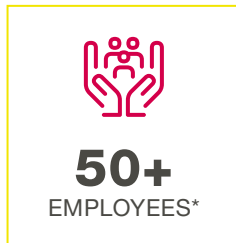
**Alliance of Generations
for Employee Success
– A.G.E.S. ERG**

**Knowledge Transfer Event
– Sales Training**
> October 2022

Knowledge Transfer from experts to sales team members

To showcase the ability of ERGs to positively impact employees and the business, AGES hosted a Knowledge Transfer panel discussion to members of our NA Sales Team with panelists consisting of experienced Vitesco Technologies experts in the industry. The event was presented on Teams, organized and hosted by David Willemot (Customer Technical Manager) and German Morales (Senior Sales Manager). The Panel Discussion was moderated by Dave Willemot.

Some topics covered were tactical in nature and involved subjects that are often hard to find in any type of training material, e.g., “Can I say NO to my customer?”, “Selling based on USPs” or “Contract Review Methodologies”.



*Since this was a call focused on the sales function, only those in a sales role attended.



Teams Training “Knowledge Transfer – Sales” – panel discussion to members of our North American Sales Team with Vitesco Technology experts in the industry:

Dr. Yi Liu
Head of Powertrain Sales NA

Richard Volansky
Global Head of Ford Sales

Scott Griswold
Global Head of General Motors Sales

Thomas Lewis
Global Head of Stellantis Sales





COLLEAGUES

SUPPORT ALL EMPLOYEES TO THRIVE TO THEIR FULLEST POTENTIAL BY PROVIDING EDUCATIONAL AND DEVELOPMENT OPPORTUNITIES



Abilities Beyond Limits and Expectations
– A.B.L.E. ERG

Workplace Burnout Global Roundtable Event
> September 2022

Strengthening our colleagues

In September, ABLE ERG organized a webinar and roundtable discussion recognizing the post pandemic working environment and the ways employees had to adapt to better balance their home and work life. Some techniques on how to avoid work overload and stress were also shared during the session.

Vitesco Technologies' employees shared personal experiences and ABLE members suggested ways to combat workplace burnout.



275+
PARTICIPANTS





COLLEAGUES

SUPPORT ALL EMPLOYEES TO THRIVE TO THEIR FULLEST POTENTIAL BY PROVIDING EDUCATIONAL AND DEVELOPMENT OPPORTUNITIES



Resources for Employees of African Culture and Heritage
 – R.E.A.C.H. ERG

Networking Event
 > October 2022 (2 days)

Getting to know each other in person

When travel restrictions were lifted due to the pandemic, REACH held its first face-to-face networking event for NA members. They could make personal contacts and strengthen their connection to the organization, received a year-to-date report on the ERG’s progress and could provide real-time feedback on what the ERG should focus on in the future.

A mix of internal and external speakers and activities like a tour of the Wright Museum of African American History rounded out the two-day event.



30+
 REACH
 MEMBERS

A statement that makes you think from attendees at the networking event: “At this event, for the first time in my life, not just in my work life, but for the very first time in my WHOLE LIFE, I was part of the majority.”





COLLEAGUES

SUPPORT ALL EMPLOYEES TO THRIVE TO THEIR FULLEST POTENTIAL BY PROVIDING EDUCATIONAL AND DEVELOPMENT OPPORTUNITIES



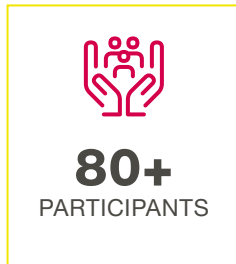
LGBTQ+ Employees and Allies of Vitesco Technologies – PRIDE ERG

Webinar
“HIV in the Workplace”
> November 2022

Commemorating World Aids Day

PRIDE ERG organized a Panel Discussion with top-class speakers from UNICEF, Amazon and International AIDS Association.

The goal was to bring awareness to HIV overall in commemoration of World Aids Day and to gain an understanding on how to support affected colleagues effectively within the workplace.





COMMUNITY

MAKE A POSITIVE IMPACT ON THE COMMUNITIES WHERE WE OPERATE, IN COLLABORATION WITH EXTERNAL ORGANIZATIONS



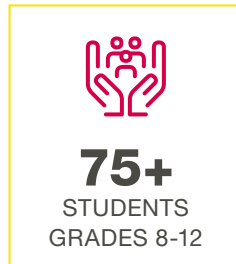
**Asian-Pacific Society
for Innovation and
Achievement
– A.S.I.A. ERG**

**STEM Event at
Troy Smith Middle School**
> July 2022

**Supporting the community and
communicating our values**

The ASIA team spent time at Troy Smith Middle School to encourage local children to pursue STEM (Science, Technology, Engineering and Mathematics) career fields and to support the local community.

This was also a great way for the ERG to promote our company values “Passionate, Partnering, Pioneering” and the Vitesco Technologies brand.



STEM – Science, Technology, Engineering and Mathematics – Event for 50 students from grades 8–12 at Troy Smith Middle School.





COMMUNITY

MAKE A POSITIVE IMPACT ON THE COMMUNITIES WHERE WE OPERATE, IN COLLABORATION WITH EXTERNAL ORGANIZATIONS



Abilities Beyond Limits and Expectations
 – A.B.L.E. ERG

Out of the Darkness Walks
 > October 2022

Education and information

Mental Health is one of three pillars of focus covered in ABLE’s mission.

To bring awareness to this topic, the ERG partnered with our locations in Auburn Hills, Newport News and Seguin to sponsor and participate in the local “Out of the Darkness” walks. These walks are hosted annually to generate awareness about suicide and to support families who have lost a loved one to suicide.



75+
 EMPLOYEES
 ACROSS 3 NA
 LOCATIONS





COMMUNITY

MAKE A POSITIVE IMPACT ON THE COMMUNITIES WHERE WE OPERATE, IN COLLABORATION WITH EXTERNAL ORGANIZATIONS



**Alliance of Generations
for Employee Success
– A.G.E.S. ERG**

**Cross-ERG
Community Outreach,
Holiday Party, Fundraiser**
> December 2022

Helping local children in need

AGES ERG led the ERG-wide community outreach, holiday party and donation drive for the Developing K.I.D.S. charity. Together, teams from ABLE, AGES, LEAD, LIVE, REACH and WOFVT raised money and gifts for children in need. It was the first event of its kind, with so many ERGs working together.

With games, music and prizes, people were encouraged to participate and support the great cause for the local community. Not only did this connect our company with the surrounding community, but it also brought the internal ERG community together.



A.G.E.S. and other ERGs presented the Developing K.I.D.S. Detroit charity and collected cash and in-kind donations for the organization.





NATASHA HAQUE

MECHANICAL ENGINEER MANAGER

“My pronouns are she/her/hers and I am an LGBTQ+ ally.”

“When I signed up for the Unconscious Bias Virtual Workshop provided by Vitesco Technologies in 2021, I had no idea that less than a year later I would be invited to join the PRIDE ERG Leadership team. The workshop gave me an enlightened perspective of my personal journey as a white, cis-gender female, Indian immigrant, mechanical engineer in the Automotive Industry. In addition to my leadership style benefiting from the renewed focus on empathy, I also found my self-image boosted in an unexpected way. While allowing myself to

dwell on my personal privilege – areas in life where I experience an absence of barriers – I quickly realized the power that my privilege affords me.

And what better way to harness that power than as an ally to a community that needs the support? As an ally, I pledge to educate myself, provide a safe space, listen to, speak up for, and uplift my LGBTQ+ colleagues. I am very proud of the fact that this personal mission is actively encouraged by my employer.”

INSTILL ACCOUNTABILITY

WE ACT LIKE OWNERS

- 1 DE&I CUSTOMIZED PLANS
- 2 DE&I GOALS FOR ALL
- 3 DE&I GOVERNANCE





DE&I CUSTOMIZED PLANS

EACH LEADERSHIP TEAM MEMBER TO HAVE A DE&I PLAN

We established Talent Marketplaces that included conversations about diverse candidates for promotions, succession and development. We communicated our DE&I strategy and goals to a broader audience. We brought ERGs to decision-making tables ... So the next natural thing was to hold leadership accountable. To show we were walking the talk.

We decided to have DE&I plans in each business unit and group function. Our leaders would be presenting their plans and their results in our bi-yearly talent marketplace sessions. And we would have follow-up individual consultations to help them overcome obstacles in the deployment of their individual strategies, as well as feed them with ideas of things to pilot and things that had worked for other teams. We created a whole series of good practices and the opportunity to share them with others. We enabled our leaders to start talking about DE&I with their teams, on a regular basis in their monthly meetings. We encouraged them to set up Diversity Task Forces, Councils and define their own DE&I Focal Points.

Today we are seeing initiatives be born and executed even without the direct involvement of the DE&I office.

Establishing “what good looks like” also means allowing leaders to interpret and tailor it to their needs and their own team’s dynamics.



DE&I GOALS FOR ALL

ALL EMPLOYEES WITH A DE&I GOAL IN THEIR PERFORMANCE TARGETS

As part of the 2022 annual Goal Setting Process, we asked every Vitesco Technologies employee to develop a personal DE&I goal according to the NA DE&I strategy. We encouraged our employees to set a goal that related to their passions and functional department. The goal was discussed and agreed upon between employee and supervisor and included in our people management system MyCareer.

To make the topic more tangible, we gave examples of such personal goals – mapped to our four strategic pillars and for different levels: leaders, managers and individual contributors. An individual contributor, for example, might set the goal of joining an existing ERG and volunteer to lead a Sub-Committee (Listen & Learn), become an “Onboarding Buddy” for a new colleague (Develop & Retain Talent) or participate in 2 local volunteering events.

Whatever it is, every personal DE&I goal must definitely be S.M.A.R.T. = specific, measurable, attainable, relevant and time-bound.

By the way: We shared this goal setting framework with many other industry suppliers who found it to be very helpful for their organizations.



DE&I GOVERNANCE

ESTABLISH NA DE&I COUNCIL

A DE&I Council serves as an advisory board and is made up of employees and/or external experts who lead, advocate for, coordinate, inform, and/or support the execution of the organization's DE&I strategy. It removes barriers to implement cultural initiatives, and provides support (financial, communications, expertise, etc.) for events and activities.

For the employees being part of a Council, the benefits are multiple: learning from peers and leaders in an informal environment, networking, career growth and personal development, practice in communication skills, and much more.

Employees from every level were invited to join the regional councils to advocate for topics relevant for their region/site. In a kickoff-meeting during October 2022 we launched our NA DE&I Council. The council provided hands-on support in the ideation and implementation of NA's DE&I strategy. Its members are committed ambassadors of our desired culture with an active voice in decisions. The NA Council encourages all employees to join in our DE&I efforts, and meets quarterly on a regular basis.



**4 DE&I
SITE COUNCILS
LAUNCHED**



**1 DE&I
REGIONAL COUNCIL
LAUNCHED**



TODD BROWN

BUSINESS UNIT HEAD,
ACTUATION AND AFTERMARKET NA

“We must be conscious and proactive to achieve balance. I believe mentoring and promoting our female talent is key to getting more qualified candidates for open leadership roles.”

“I was for the last four years on assignment in Juarez, Mexico, one of our largest manufacturing sites in North America. I was running the plants there when we had the unique opportunity in 2019 to optimize the organizational setup. This meant bringing together two plants and a large warehouse under one management team. It was an ideal time to make changes. I started together with my HR partner to assess the leadership in the plants in order to determine who was the best person for all of our leadership roles.

Out of this, the question was: where could we make effective changes, and in doing so, could we already work towards improving the balance of gender in the leadership roles?

The result was that we reached 25% of female executives in the leadership team, and their direct reports were 20% female as well. Impressive, but considering that the gender distribution in Mexico is close to 50%, I believe we can do even better!

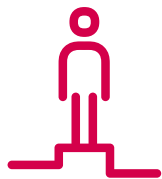
My personal learning after this experience is that we must be conscious and proactive if we want to achieve balance. Number one is of course that we must pick the best qualified candidates for roles. However, we can do better in recruiting and encouraging female talent in our organization to apply for our job postings. In addition, I believe mentoring and promoting our female talent is key to getting more qualified candidates for open leadership roles.”



BE A ROLE MODEL

WE LEAD BY EXAMPLE

- 1 DE&I SITE NETWORK
- 2 NEIGHBORING COMMUNITIES
- 3 SUPPLIER DIVERSITY AWARENESS AND SUPPORT





DE&I SITE NETWORK

CONNECT DE&I INITIATIVES AND BEST PRACTICES BETWEEN SITES

Great things were happening around us. We heard from our different sites and noticed there were great practices. However, they weren't leveraged across our organization. So we decided to start connecting them to share what they were doing locally and listen to what others were doing at their sites – sometimes very similar, and therefore an opportunity to align and not re-invent the wheel every time.


This is how the site network started. In a monthly call, every site was represented, sharing best practices of the month and upcoming actions for the following one.

Soon the conversations gained momentum and the question came up: should we expand and bring in other sites or countries? Is there something to learn from a global community?

The answer was YES and our site network turned into our monthly “MOSAIC meetings” – with representatives of the NA sites and the rest of our countries, group functions and business units.

The site network had started with a small group of people. They had fun working together, invited and inspired others. It was – and is – a successful way to build a community, to multiply impact, to expand ...

Meanwhile, our MOSAIC meetings regularly count over 100+ participants – and the number is still growing.



100+
PARTICIPANTS





NEIGHBORING COMMUNITIES

REACHING OUT THROUGH VARIOUS CHANNELS

At many sites, Vitesco Technologies and its employees engage in various activities for and with our neighboring communities as part of our corporate social responsibility and DE&I efforts. Often these activities and events are organized and/or supported by our local DE&I Councils.

On the following pages we list a selection of our 2022 activities. They are just a fraction of the numerous activities and events that our sites and employees regularly hold for their neighboring communities.

- In July, Seguin participated in the annual community “Biggest Small-Town 4th of July Parade” where they celebrated American heroes and 50 years in their Seguin, Texas plant location.
- In July/August Seguin and Newport News Sites supported School Supply Drives and similar initiatives.





NEIGHBORING COMMUNITIES

REACHING OUT THROUGH VARIOUS CHANNELS

- › In August, Newport News (NPN) Site's annual "Stuff the Backpacks" event took place: 50 backpacks stuffed with supplies to benefit local children whose families have children in hospice care to help ease some of the burden from the families.
- › In November, Newport News and Seguin locations hosted the "Annual Thanksgiving Food Drive" to benefit their local food banks: Almost 2,000 pounds of food were donated to ensure that needy people in their communities had a holiday meal.
- › "Wes' Wish Toy Drive" took place in November for the 12th time, with the support of our Newport News Site. Wes, son of one of our employees and name giver of this event, had suffered from pediatric cancer and died in 2018, aged 12. When he got his diagnosis he wished to give away his toys to other children in the same situation. Since 2012, "Wes' Wish Toy Drive" takes place annually. In total, the drive collected 1,881 toys, estimated value \$20,000 and helped more than 175 local kids. NPN was proud to be a part of this effort.





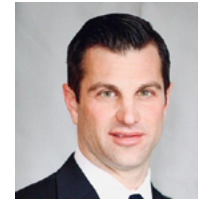
SUPPLIER DIVERSITY AWARENESS AND SUPPORT

DEVELOP INTERNAL AWARENESS ACTIVITIES THAT HELP DRIVE DIVERSE SPEND GROWTH

“Just as diversity of thought and diversity of our team members benefits Vitesco, the same is true for Supplier Diversity. Supplier Diversity stimulates new ideas and perspectives and promotes innovation. It increases competition which leads to a favorable financial impact for Vitesco. Supplier Diversity also supports our sustainability goals through localization efforts, which in turn creates economic opportunities in the communities where we live and work.”

Anthony Esposito
Head of Purchasing & SQM, North America

SUPPLIER DIVERSITY CHAMPIONS



Anthony Esposito
Head of Purchasing
NA – Executive Lead



Feras Batah
Head of Purchasing
& SQM Americas



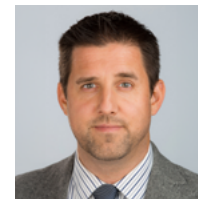
Miguel Samano Cancino
Category Manager (PM)



Thomas Lewis
Global Head of
Stellantis Sales



Samuel Manjarrez
Global Category
Manager (NPM)



Joshua McKay
Central Sales



Courtney Quenneville
Supplier Diversity



Esther Rubio
Advance Purchasing



Mike Stoller
Head of
Communications NA

Accomplishments in 2022



We became **CORPORATE MEMBERS** of these national advocacy organizations.



We launched the **SUPPLIER DIVERSITY CHAMPIONS COMMITTEE** to create awareness and drive growth.



We implemented the **FIRST MANDATORY TRAINING** on the topic of Supplier Diversity.



We spent **\$78M WITH 77 BUSINESSES** either owned by women, minorities, veterans or classified as a small business.



AMBER CARLTON

LEARNING MANAGER, SEGUIN TX

“Becoming the best version of ourselves is how we can leave an imprint on the world.”

“As a member of the Seguin, Texas site, being a role model means treating everyone with kindness and respect. I do my best to acknowledge the greatness in everyone and encourage them to grow in whatever workstream they choose. It also means showing up when asked and always being ready to support. It means displaying patience and fortitude and pushing for greatness even when the odds are against you. Seguin, Texas has a large minority population, that represents many cultural backgrounds.

I feel that it is my responsibility as the training manager to help everyone feel included, heard and advocate for them to ensure they obtain the resources they need to be successful in their jobs.

For me, being a role model is being a servant leader. The production staff are the most important contributors in the plant and we as leaders must do everything in our power to support them and encourage them in doing their best.”

RESULTS & CONCLUSION

WE'RE ON THE RIGHT TRACK ...

CADIA AWARD

We're proud to have been recognized with the award from the Center for Automotive Diversity, Inclusion and Advancement's (CADIA) for our efforts toward creating a culture of inclusion.

The CADIA Impact Award recognizes excellence and a commitment to Diversity, Equity and Inclusion in the automotive industry.

"As a newer company, we have embraced the opportunity to create a culture that reflects our company values in daily practice. One aspect of how we express our culture is to ensure all of our employees can confidently come to work with the psychological safety for personal expression. We believe our people make the difference, and we want everyone to feel that support in offering their contributions to the company."

Florencia Stanfield



RESULTS & CONCLUSION

WE'RE ON THE RIGHT TRACK ...

BEYA AWARD

The Black Engineer of the Year Awards (BEYA) in science, technology, engineering, and math (STEM) recognizes innovative leaders, and enables employers to share achievements of minorities groups in their companies in all STEM fields. The nominees are voted on by the BEYA Selection Committee from hundreds of eligible entries.

In 2022, we were proud of Everton Swearing for being nominated and selected as the winner for the BEYA Technical Sales and Marketing Award, as well as of three other employees for being recognized: Joe Wright and Elvin Simpson, both Seguin, for the Science Spectrum Award, and Armand Forman from Deer Park as Modern-Day Technology Leader.



Everton Swearing
Sales Director,
Key Account Manager
(image on the right)



FINAL THOUGHTS

ABOUT MEASURABLE AND NON-MEASURABLE THINGS ...

Some say: what can't be measured doesn't exist.

We say: what can't be measured sometimes is just what brings communities, organizations and companies to life.

Here at Vitesco Technologies, we started a journey with a few leaders pushing a topic that was alien to many. Today, after just two years as an independent company, we can firmly say that DE&I and culture are closely related. That we manage and lead in the hope of becoming a best-in-class employer.

Our commitment to becoming a better, more inclusive organization is shown in our global survey results and in the fact that we care for our people. We listen and we act.

2022 has been a learning experience for us. We know we still have a long way to go. But if we think how much we have progressed in the last 24 months, we can be proud of everything accomplished. And the more consistency we show, the better we will become.

**We look forward to another exciting year
in our DE&I journey!**



GLOBAL DE&I TEAM SAYS “HELLO”



MEET OUR GLOBAL DE&I TEAM

(from left to right)

Florencia “Flora” Stanfield
Head of DE&I

Courtney Carpineti
Global ERG Leader

Rita “Gina” Alpozan
Head of DE&I Europe

Melissa Hirsch
DE&I NA Acting Head



**“WE DON’T JUST TALK ABOUT
TRANSFORMATION.
WE **ARE** THE TRANSFORMATION.”**

vitesco
TECHNOLOGIES

