

# SKODA



Škoda Auto  
Diversity Report 2022



**Simply  
Diverse**

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# Foreword



## Klaus Zellmer

Chairman of the Board of Škoda Auto a.s.

Diversity and inclusion are an integral part of our corporate DNA and at the heart of creativity and innovation. This is exactly what Škoda Auto stands for. Our employees, with their unique backgrounds, offer Simply Clever ideas. So, it's a challenge for us to reach out and engage them all in a discussion. For me personally, equal opportunities are key. At Škoda Auto, we are not afraid to discuss uncomfortable topics at all levels.

We inspire every person to actively promote diversity and inclusion, which makes our company better. Diverse teams deliver better results, reflect the entire company, and ultimately represent our customer base. Last year and within the recent months, we made progress with our internationalisation strategy and are continually moving it forward. Our presence in new markets, and the resulting growing international collaborations, play an important role and contribute to making sure that diversity and inclusion are seen as self-evident.



## Maren Gräf

Member of the Board of Management for People & Culture

Diversity and inclusion are firmly embedded in our corporate strategy, which provides a clear roadmap for the coming decade of change. Particularly in turbulent and challenging times, psychological safety and a positive team culture are extremely important. A culture in which we truly live these values, at all levels of Škoda Auto. The new diversity and inclusion strategy proves that we want to create an equal, safe and welcoming work environment where everyone can be themselves. Therefore, it is very important that the corresponding activities are seen as natural to the people at Škoda Auto. This is because their impact enables each individual to reach their full potential, thus increasing the success and attractiveness of the entire company.

It is up to each of us to take an active role in the transformation of the company culture. It takes time, tolerance and patience, but every small step is part of a big transformation. I am therefore very proud of the thousands of colleagues who work intensively and consciously on various projects to make Škoda Auto more diverse and more inclusive.



## Jaroslav Povšík

Chairman of the Works Council Trade Union KOVO

I believe there was a significant step forward in diversity and inclusion in 2022. Personally, I see it as a great step forward that women are gradually being empowered in the production field as well. Despite the initial mistrust, these changes are good for the workplace. However, I must say that we have a long way to go, because implementing diversity and inclusion in practice is moving slowly and still generates mistrust. The main driver, force and beacon in this respect is clearly Maren Gräf, who is spreading a positive human wave through the Management Board and to the entire company. She is a great inspiration to us, moving boldly into the next level of diversity, innovating step by step, and also better evaluating all the benefits and lessons learned. Our goal is nothing less than to be the best in the Czech market in implementing these values.



## Theresa Necker

Transformation Coordinator

Diversity offers us different perspectives, experiences and ways of thinking, which is a fundamental factor in the success of our business activities. It is important to live diversity continuously and in all its forms. We need to integrate diversity into our business decisions and processes, so that we aren't just saying empty words. It is a long-term direction that everyone needs to be involved in. Diversity and inclusion require consistent support throughout the organisation and a willingness to change. Škoda Auto has firmly anchored activities in this area in its sustainable development strategy. All areas of the company see diversity as an added value for society, understand its challenges and contribute to it through various activities. We have many great examples of commitment, enthusiasm and collaboration that bring diversity to our corporate culture. However, in order to ensure a more inclusive working environment, such as flexible working hours, individual implementation is next in line after the official introduction. This sometimes requires adjustments to daily work processes, quite a lot of administration and, of course, the efforts of all parties involved. We will only succeed by continuing to work closely together, keeping an open mind to new ideas, and making full use of our experience. This is the kind of work I look forward to.

# News from 2022

Last year marked a major step forward for the development of diversity and inclusion at Škoda Auto. The achievements weren't only limited to the S/X Department's activities, but also in the employees' perception and acceptance of these values.

All information about diversity at Škoda Auto can be found on the Diversity, Equity and Inclusion page on the Škoda Space intranet.



Events organised by the S/X Department



News about diversity and inclusion



Useful tools, information and educational materials

## Diversity pages were launched on the Škoda Auto website

[www.skoda-auto.com/company/diversity](http://www.skoda-auto.com/company/diversity)



[www.skoda-kariera.cz/diverzita](http://www.skoda-kariera.cz/diverzita)



## My Story video

In preparation for European Diversity Month, Board Member for People and Culture Maren Gräf and Board Member for Purchasing Karsten Schnake produced a video as living proof of the diversity throughout Škoda Auto, titled My Story.

[vimeo.com/715158505/809d27b8ab](https://vimeo.com/715158505/809d27b8ab)



## Employees with disabilities

A new strategy is being developed to introduce more accessible working conditions for employees with disabilities. The aim is also to ensure greater awareness on both the employer and employee sides and provide general support for employees with disabilities, such as, when communicating with the authorities.

## TOP Responsible Company

We received the award for TOP Responsible Company in Diversity – Diversity Charter Award for the European Diversity Month project at Škoda Auto.



## Simply Diverse

Just as Škoda Auto and its products are Simply Clever, the company is now also Simply Diverse. Last year, to help communicate the theme of diversity and inclusion, we created a logo that references our core values.

## Škoda Auto Management info

To help communicate these values, we published an informational brochure for management that focuses on diversity, inclusion and their development, as well as our goals.



# Next Level Škoda Diversity Strategy 2030

The world around us is full of diversity, and our goal is to promote it in every way we can. Škoda Auto's Next Level Škoda Strategy 2030 has anchored its commitment to spreading diversity and inclusion throughout the company. In 2022, we supplemented these responsible, necessary commitments through concrete measures found within Diversity Strategy 2030. Our actions strongly affirm that our dedication to diversity, equal opportunities and tolerance are key factors in realising our ambitious goals.



## Diversity

We value the differences that make us unique. Diversity is the real wealth of our society.



## Equity

We are committed to providing accessible opportunities for advancement that are fair and equitable. Our goal is to identify and remove barriers so that any employee groups can benefit from these opportunities.



## Inclusion

As individuals and as a collective, we actively strive to create an environment of belonging where everyone feels welcomed, respected, supported and sufficiently valued.



***Our aim is for Škoda Auto to pave the way in the field of diversity and inclusion and to be the best role model for other companies. We therefore focus on every employee, our immediate surroundings and on Škoda Auto as a whole, as well as the company's position and presence in the market. Simultaneously, we consistently instil our core values of humanity, openness and respect".***

### Theresa Necker

Transformation Coordinator

## Vision

Škoda Auto – A place for everyone

## Mission

Škoda Auto provides every employee with the opportunity to develop and benefit from their own potential in a safe environment and with respect for their individual qualities.

## Our goals



- Gender equality
- Strengthening employee groups (Škoda Proud, Internationals@ŠKODA)
- Support for LGBT+ employees
- Enacting measures for employees with physical disabilities
- Strengthening intergenerational cooperation
- Developing the company's pro-family policy

## How will we achieve this?

### Legal and corporate requirements

- Synchronisation of EU regulations for D&I
- Introduction of standards according to ESG criteria
- Implementation and compliance of D&I principles according to the Volkswagen Group standards

### Tasks for future employees

- Personal development of mid-level professionals
- Greater individual flexibility
- Teleworking

### Implementing diversity and inclusion

- Standards in diversity, equity & inclusion also include digitalisation and IT systems
- Mandatory inclusive language
- D&I culture is a sure thing in the supply chain

### Human and individual approach

- Humanity is all that matters. Although most contact is made through technology, an individual approach is needed for the care of staff.
- Increasing automation requires the company to act as a personnel career partner.

### Škoda Auto's task in the working environment

- Better offers for alternative forms of work
- Less hierarchy, ultimately shifting leadership to teams
- New forms of organisational structures
- Greater promotion for employees' wellbeing and work-life balance
- Project-based teams

# '22 Highlights

## May

### European Diversity Month at Škoda Auto

February

March

April

25

**S/X performance at Red Button**

31

**The Law of Love** documentary screening

06

**Czechitas** Children and Social Networks workshop

22

**Fun & Run** Prague charity run against homophobia, based out of Žluté lázně

27

**Business for Society** European Diversity Day Conference organised by the Chamber of Deputies of the Parliament of the Czech Republic

31

Female and Male Principles workshop for all employees

Opening meeting for employee group **Internationals@Škoda**

June

August

September

October

December

01

**Dads at Work** guest speaker David Škrobánek

15

**People Talks** Diversity & Inclusion

21

Safe Mobility workshop for parents

08-13

**Prague Pride Festival**

01

**Union of Industry and Transport** Inclusive Czech Industry Conference

11

**Work flexibility round table**

20

**Czechitas Workshop** on healthy boundaries for children in the digital world

15

**Škoda Diversity Community Meet up**

# European Diversity Month at Škoda Auto



Škoda Auto prepared a large variety of initiatives and activities for European Diversity Month 2022 in May. With the aim to raise awareness of the importance of diversity and inclusion in the workplace and in daily life, our slogan for the month became, "Each of us is unique! Diversity is what unites us". The month's initiatives were a success, reaching 25,000 people.



## Karsten Schnake

Member of the Board of Management for Procurement

*Generally, people at Procurement are very open minded and understanding, as they work daily with our partners all over the world and sometimes have to face, for example, cultural differences. However, I can say that I am especially happy that we were one of the first areas that conducted the D&I Training. Hats off to our colleagues from the People and Culture Department for managing this! I think that a continuous reminder of why D&I are so important and what they can bring to all of us – professionally as well as privately – is one of the most important elements".*

### People Talks: Company culture and change management

Informal discussions with employees on all dimensions of diversity and inclusion and their perspectives on them.

### HR workshop on LGBT+ topics

Online training for HR departments on LGBT+ topics. Škoda Auto offers all employees a new guide with useful advice on employing LGBT+ people.

### Online meeting for parents

For parents on maternity and parental leave, staying in touch with their employer is very important. Thanks to the online meetings, one of which took place on 4 May, parents could continue to stay connected to Škoda Auto. At the meeting, parents learned, among other things, about the plan to create an employee group to facilitate communication between their employer and themselves. They also received a lot of inspiration on how to maintain a healthy work-life balance and how to use other Škoda Auto programmes.

### Meeting with Maren Gräf and women from the People & Culture Department's talent programme

A meeting focused on sharing experiences took place on 12 May.

### Meeting of former Škoda Auto employees



### Škoda Trainees – A discussion on diversity, equity and inclusion

An inspiring meeting with trainees took place on 19 May at the Škoda Museum.

### Czechitas workshop: Parents guiding children through the digital world

How can you help children get the best out of digital technologies and not become victims of them? Lecturers Markéta Ubíková and Tereza Odstrčilová answered these questions at a workshop for parents. Attendees had the opportunity to learn how to properly deal with the pitfalls of digital technologies at home and at school.

### ŠAVŠ – Students and their projects

Škoda Auto Vysoká škola also supported European Diversity Month with a variety of interesting projects, including stories of foreign students living in the Czech Republic and studying in Mladá Boleslav.

On 5 May, Škoda Auto continued its tradition, holding a friendly meeting for former employees at the Škoda Auto Museum. Nearly 200 attendees participated in a rich programme throughout the event, including a presentation of benefits offered to former employees. Amongst the guests were Maren Gräf, Jaroslav Povšík, Chairman of the KOVO Trade Union, and Bohdan Wojnar, former member of the Škoda Auto Board of Directors.



## Diversity Community Meet Up



On 17 May, a meeting was held to mark the International Day against Homophobia, Transphobia and Biphobia, inviting diversity and inclusion supporters and ambassadors from across the automotive industry. Christian Schenk, Škoda Auto Board Member for Finance and IT, also took part in the discussion. His team, led by Iva Benešová, demonstrated how they spread diversity by creating an open culture and work-life balance policy, promoting flexible forms of work and motivating female students to study IT.

## Transgender Meet Up with Lenka Králová, Ambassador of the Trans\*parent Initiative



Transgender ambassador, IT developer and YouTuber Lenka Králová publicly opened up a transgender discussion for the first time at Škoda Auto. In an interview with Martina Zimmermann from the S/X – Transformation Unit, she explored the lives of trans people, including their difficulties in the workplace, with the authorities and, oftentimes, within the family. She also shared her own life story, which was full of hope and inspiration.

## Diversity Meet Up with Dita Formánková, Founder of Czechitas



Škoda Auto is the proud general partner of Czechitas. Since 2014, Czechitas has been successfully increasing diversity in the IT world, supporting children, women, parents and seniors in IT skills. Dita Formánková, who currently works as Diversity Director at Avast, shared her experience in a discussion.

## Fun & Run

In cooperation with Prague Pride and based out of Žluté lázně, Prague's charity run against homophobia took place on 22 May.

## Establishment of Internationals@Škoda

The launch of a new employee group focused on employees from abroad became a highlight at European Diversity Month for Škoda Auto. The group, led by Robin Ojha, Romny Romero and Aida Merušić, aims to support international colleagues across the company and contributes to making Škoda Auto the number one choice for international workers.

[internationals@skoda-auto.cz](mailto:internationals@skoda-auto.cz)

## My Story video screening

Škoda Auto employees from a variety of backgrounds shared their personal and distinctive experiences in the My Story video.



[vimeo.com/715158505](https://vimeo.com/715158505)

## VW Group Digital Meet Up

A meeting on the field of diversity and inclusion within the VW Group took place on 19 May. Speakers Jacqueline Harvey, Head of Sales Region China & Hong Kong for AUDI AG, Jan Kotík, Diversity Specialist at Škoda Auto and Anne Hoerner, Head of Diversity, Culture and Strategic Projects and Executive Member of the Board for Bentley Motors shared their experiences on the topic.

## European Diversity Day Conference

The European Diversity Day Conference, organised by Business for Society, took place, once again, on 27 May in the Chamber of Deputies of the Parliament of the Czech Republic.

## Female and Male Principles workshop

Workshop available for all employees that focuses on how to treat female and male principles in teams at work.

## Online meeting for parents

An online meeting, which presented news, projects and useful information for parents, took place at the beginning of May.



We are

# open

At Škoda Auto, we are all working together towards a tolerant international working environment that is open, understanding and respectful – because respect for other colleagues is a core competence for all of us. One of the greatest strengths found within Škoda Auto is the diversity amongst our employees – their different characteristics, qualities and opinions. Our goal is to support all of our talents regardless of gender, citizenship, age, sexual orientation, experience, education, beliefs or disabilities. The only thing that matters is their contribution to the team. We want to ensure that the workplace is safe, completely open and that there are no barriers to employment. Still, some talents may find it difficult, or may lack the motivation or interest to seek leadership positions. It's important to offer them support and to keep any barriers, real or perceived, to a minimum. Škoda Auto is a place for everyone.



*At Škoda Auto, we are firmly committed to diversity and inclusion as an integral part of our corporate culture. It is everyone's job to ensure that all colleagues are psychologically safe and respect each other. One of the key tasks of our managers is to enable all employees to reach their full potential".*

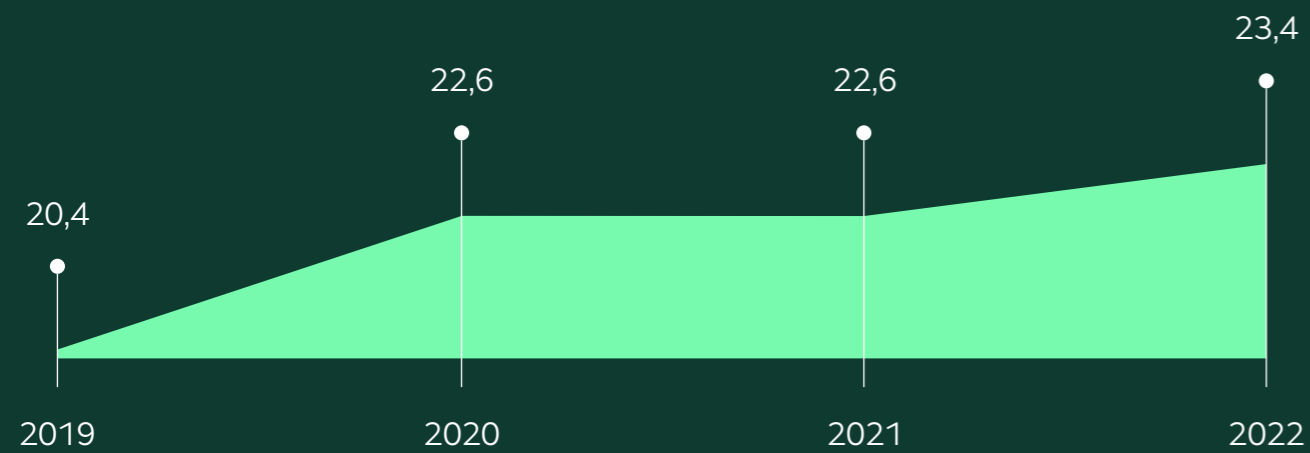
## Maren Gräf

Member of the Board of Management  
for People and Culture

# 2022

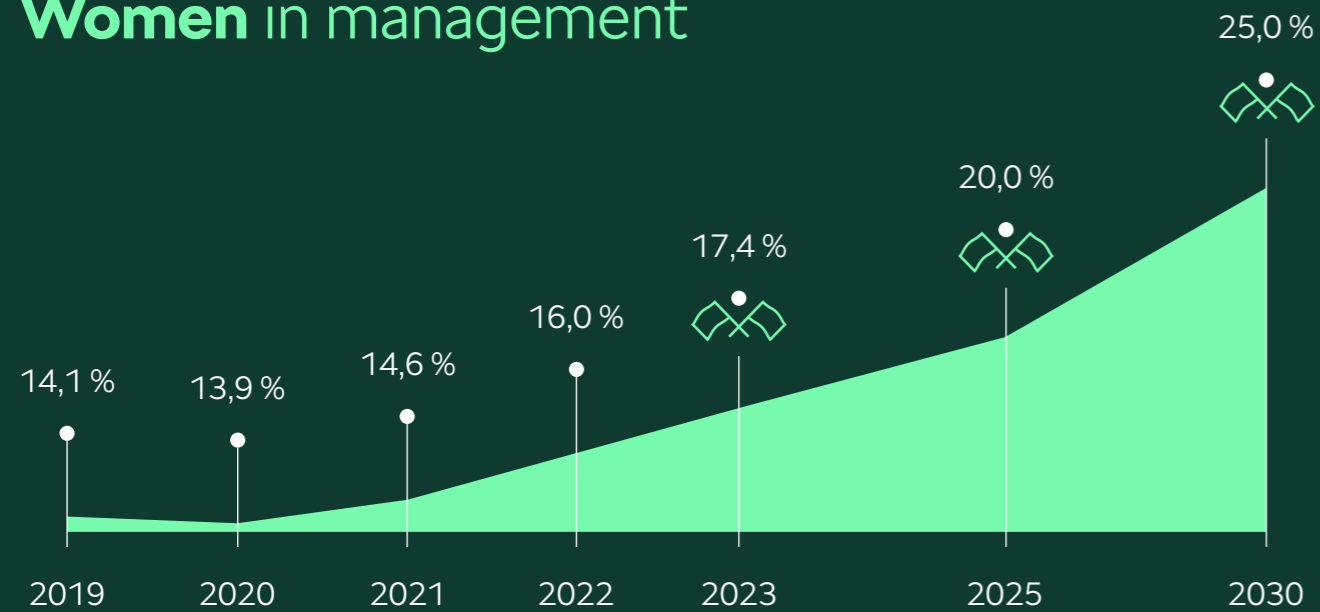
## Growth in diversity

### Diversity index



\*Percentage count of women in management and the number of foreign managers, including managers with 3 or more years of foreign experience in the VW Group

### Women in management



↓ **34 249** Employees



↑ **20,8 %** Women



↑ **41** Average age



↑ **14,8 %** International employees



↑ **1,32 %** Employees with disabilities



# Gender Balance

Škoda Auto offers a wide range of career paths, with a goal to offer support, without distinction, to all of our employees. Gender balance at all levels of employment is especially essential to us. For this reason, we actively work with both masculine and feminine principles to ensure a balance between them. We also strive to reflect our gender diversity goals throughout our management and continuously act to reach the targets set out in Next Level Škoda Strategy 2030.



**The diversity of our employees is a great strength that we want to further promote and develop. And there are many different approaches. For example, in the Czech Republic, women make up 63% of university graduates and 44% of the workforce. Therefore, we have reasonable targets embedded in all of the company's core development strategies for increasing these ratios".**

## Klaus Zellmer

Chairman of the Board of Management of Škoda Auto



**In line with our goals, we are striving to increase the number of women in senior positions in production and logistics. On our journey towards diversity, we have defined KPI targets, applied the 1:1 appointment principle and held diversity seminars. Open discussions across regions has increased the credibility, understanding and transparency of diversity. However, we are still in the learning phase of how to work and deal with the impact of positive discrimination of particular groups on others".**

## Dr. Michael Oeljeklaus

Member of the Board of Management for Production and Logistics

Škoda Auto's goal is to have 20% of management made up of women by 2025. To reach more female employees, we are working to expand our training tools and initiatives, such as mentoring programmes. As part of Škoda Auto's mindset change, the ability to lead and inspire others should become part of every supervisor's skillset. These programmes are aimed at women for now. The drive to increase the number of women in leadership positions may initially make men feel threatened, but these changes are rewarding for them too. This is proven in departments that have taken proactive and responsible steps to implement diversity and inclusion at all levels of leadership.


**Škoda Auto's goal is to motivate young talent and connect them with our brand as soon as possible. Our focus is not only on women, but also on internationalisation and the professions of the future. We are trying to support parents and arouse their interest in technology as well. They can, then, motivate their children to study technical fields and are less susceptible to the bias that technology is more suitable for boys. Škoda Auto is a traditional company with an interesting history that offers great potential for professional growth. We want our company to be attractive to people at different life stages. So, we need to offer employees flexibility that enables a work-life balance".**



## Dr. Anika Stappenbeck


Head of Management Care, Recruitment and Employer Branding





## GDP of the country 7.8%

Greater involvement of women in diverse work sectors can increase GDP growth in the Czech Republic.



## Diversity Index 23.4

The Diversity Index, our key internal performance indicator, allows us to track internationalisation, as well as the number of women in management.

Diversity and, especially, gender balance in corporate management are beneficial for both human rights and economic growth. Companies and organisations with higher levels of gender diversity in management have an advantage over their competitors in that they work with a much wider range of perspectives. This promotes more efficient decision making or, for example, quicker reactions to unexpected situations. In addition, businesses with a higher number of women in senior positions are more profitable. This is confirmed by consultancy firm McKinsey in its analysis of companies in central and eastern Europe.



*The beginning of any change is challenging, but I can already see noticeable positive results from our efforts towards gender balance. The ability of women to make full use of their intuition, empathy and sensitivity is a huge benefit. This is what we really need these days, not only in leadership. It is also one of the reasons why I am actively involved in, for example, supporting female candidates for talent management and other projects that support women on their career paths. But I offer personal mentoring and other activities to anyone who needs such support”.*

### Martin Jahn

Member of the Board of Management for Sales and Marketing



## People Talks

In June, an inspiring employee discussion on all dimensions of diversity took place. Our employees' active involvement helped to establish themes for our diversity strategy.

## The Female & Male Principles workshop

Understanding the masculine and feminine principles in each of us promotes professional development and a better functioning team. Working with these principles in synergy helps employees to understand and complement each other in the workplace.

## Board to Talents

A talent programme open to women at different stages of their career journey and from a variety of backgrounds. A board member mentors a mentee once a month, discussing relevant topics together.

## Woman 2 Woman

This programme was created by female managers who would have appreciated mentoring throughout their own journey. As a result, they wanted to become mentors themselves and support women on their career paths.

**Barbora Austová (Škoda Academy)**  
barbora.austova@skoda-auto.cz

# Family support

The balance between family and work life is crucial for many Škoda Auto employees. The spectrum may range from pregnant employees, to employees on parental leave and employees with children in school. We constantly work to create an environment and tools that reflect the real needs of families and to foster an open, friendly and motivating relationship between all of our team members.



*If parents don't lost touch with the workplace, they won't lose touch with their industry. This is extremely beneficial for parents that don't want to put their careers on hold while on leave – an issue that is often faced”.*

### Natália Hudecová

Diversity Specialist S/X

## News for parents

- Škoda Space - Upgraded section on the website providing parents with the permanent opportunity to participate in seminars and trainings to expand their competences, such as digital skills, soft skills or professional knowledge.
- The e-mail address skoda.family@skoda-auto.cz was created for regular communication with parents.
- A guide to alternative ways of working for parents and managers is now available to all team members.
- Parents can regularly access online meetings, parent-focused events, as well as internal events.
- A working group to support pro-family policies across the People and Culture Department was established.
- Checklists for onboarding and offboarding parents on maternity and parental leave were created.
- Parents can retain their work phone numbers during maternity and parental leave.
- All health programmes Schofit are available for parents on maternity and parental leave.
- Due to our digitisation expansion efforts, data changes can now be made online in the internal system Kompas.
- Parents can participate in mock interviews and apply for a new position. This gives parents the opportunity to practice interviewing, receive feedback from recruiters, or check the availability of other positions on the internal Job Exchange portal.
- Family members can receive a Multisport card.
- Cooperation with external agencies were established, such as Good Dad or MÁMA JOB.
- Czechitas has expanded their educational offers and online meetings for parents on maternity and parental leave.

## Stress-free and Confident Return to Work

A workshop to support parents returning to work.

## Safe Mobility

Participants learned how to properly use seatbelts, recognise the differences in children's car seats and understand the common causes of preventable traffic accidents.

## Alternative Forms of Work roundtable for managers

In October, over 200 managers and HR managers joined the live broadcast of a pro-family and parental employment meeting. The discussion mainly focused on flexible forms of work and practical insights from both employers and employed parents.

# Alternative ways of working



*Škoda Auto continues to tear down barriers: the People & Culture Department is leading the way, but it is up to each area to efficiently use the available measures. In my opinion, various forms of working are one of the most useful instruments. Approaches such as mobile work, job sharing or support of part time jobs can significantly help families to balance family life and professional careers of both parents".*

## Karsten Schnake

Member of the Board of Management for Procurement

## Desk sharing

The "New Work" concept was piloted in autumn 2021, in cooperation with the SPS and BAR Departments, and with significant support from the KOVO Trade Union. This initiative not only shares desks between team members, but also focuses on culture, employee leadership, work environment, innovation, training and collaboration.

## Mobile work

A flexible form of work that has replaced the WFH policies. After aligning with their manager and the mobile work rules, employees can perform their duties away from the workplace in the working hours agreed upon.

## Alternative work hours

Adjustments in working hours to meet the needs of, e.g., parents on MD/RD or employees caring for family members.

- Shorter work hours
- Job sharing
- Combination of shorter working hours



**For questions about mobile work, contact the HR Department or the Special Relations and HR Compliance Unit.**

# A ton of patience and an online calendar

Radka Gottwaldová works as an assistant to the Kvasiny car production manager. She, together with Michal Ryšavý, a Change Management Specialist, is raising two daughters – five-year-old Beata and eight-year-old Alžběta.

## How do you and your partner share childcare duties?

Since I've worked for Škoda Auto, even during my parental leave, we've always had to plan and divide our time between family and work. I'm very lucky that my partner is completely involved in childcare. Because of this, we manage the shifts from school and nursery to the girls' many hobbies. But it wouldn't be possible without an online calendar and two cars in the family.

## What has most effectively helped you to organise your time and family life?

Of course, there are times when it's not easy to juggle it all, especially when the kids are sick. So, the most important people are your partner and your boss.

It's about responsibility, communication and respect. The new tools for work that have become widespread during the pandemic are a big help. The family doesn't suffer as much and we get the job done on time. But working from home is not really possible in manufacturing.

## What advice would you give to other parents that are struggling to balance their careers and family life?

First and foremost, arm yourself with a ton of patience. You have to understand where the line is – where work is inspiring and rewarding for you. Also, careers develop differently for someone who has kids who have left the nest or are in their teens, and differently for couples as well.

## How do you remember your return to work?

Coming back after parental leave is emotionally challenging. The reward for a job well done is in our paycheck, but the smell of freshly baked buns doesn't waft through the house during the week. You are in a team, your socialisation is at an all-time high, your brain is running at 100% focus, but you are still most excited to go home and hug your loved ones. Still, your family's needs and work change a little every year, so you spend your life trying to happily balance between these worlds.



# Intergenerational support

The average age of Škoda Auto employees has been steadily increasing, with the 40–45 age group most represented. Our goal is to ensure that every employee has the opportunity to reach their full potential and is not disadvantaged by their age. We will be implementing intergenerational support to ensure a comprehensive approach to dealing with the current situation and any changes in the workplace.



*At Škoda Auto, we are trying to spread awareness that diversity is not limited to gender balance and related quotas for women in management, but also, for example, intergenerational cooperation and many other advantages. The topics of diversity and inclusion are linked to a greater issue of shifting the entire corporate culture. We must leave the confines of our thinking and see these topics as a great opportunity for our company”.*

## Dr. Johannes Neft

Member of the Board of Management for Technical Development



Oldest area age-wise

**People & Culture**



Youngest area age-wise

**Procurement**

## Internships at Škoda Auto

Designed for full-time university and college students who want to join Škoda Auto. They have the opportunity to gain valuable experience for future employment.

## Student talent programme

Allows students to develop skills and abilities beyond their internship, such as participation in educational courses and trainings, or meetings with managers and industry professionals. In addition, trainees are provided with a mentor, who was a former trainee and is now employed within the company.

## Trainee programme

A year-long programme designed for university graduates, who rotate through various departments at Škoda Auto to experience the work within each area.

**Business Trainee programme** – Linked to economic or business-oriented universities (with focuses on, e.g., marketing, HR, strategy, purchasing or aftersales), trainees can participate in interesting projects related to electromobility, digitalisation and more.

**Tech Trainee programme** – For graduates of technical universities (with focuses on, e.g., development, quality and production or projects dedicated to electromobility).

## Doctoral programme

In collaboration with Škoda Auto professionals, the programme offers doctoral students paid work on a dissertation. Additionally, students have access to courses and trainings, as well as meetings with managers.



[www.skoda-career.com](http://www.skoda-career.com)

## Our objectives

- Expansion of training programmes
- Recruitment of employees, aged 50+
- Flexible working arrangements
- Career development
- Health protection
- Age Management Conference
- Support for intergenerational cooperation

## Baby boomers, X & Y

Škoda Auto offers a range of age-related programmes and benefits for all employees, and will continue to expand and improve the offers.



Overview of employee benefits



# LGBT+ diversity

Respect for all people, regardless of sexual orientation or gender identity, continues to grow and Škoda Auto is trying to set an example. It's Škoda Auto's mission to pave the way for acceptance within the workplace, partnering with Pride Business Forum in 2021, as well as implementing many other successful initiatives since. The Škoda Proud employee group was the main driver for change, but the open-mindedness of the Škoda Auto team also supported progress.

## Prague Pride Festival

- This August, Škoda Auto became Prague Pride's official partner for the first time
- Employees had the opportunity to join the Škoda Proud employee group in the rainbow parade

## Trans people at Škoda Auto

- The first public talk at Škoda Auto on the lives of trans people in the Czech Republic
- Transgender MeetUp, was hosted by Lenka Králová, who is a software engineer and ambassador of Trans:parent, an organisation that works to promote acceptance for transgender people in the Czech Republic
- HR work respecting relational and gender diversity – a guide and training on LGBT+ diversity for Škoda Auto HR employees
- The Transgender Guide (an informational brochure) is now available to employees
- Trainings for psychologists, HR managers and doctors are available within Škoda Poliklinika



## Škoda Proud activities

- Regular meetings
- Joint trips
- Educational and social events with the Diversity and Inclusion team
- How to Use Inclusive Language, a guide for introducing inclusive language at all levels, is now available for all employees
- HR Work Respecting Relational and Gender Diversity – a guide to LGBT+ diversity for HR employees



<https://portal.skoda-auto.cz/skodaspace/group/corporate-responsibility/dei-tahaky>



*What a great year 2022 has been for our network! Lots of new experiences, regular meetings, exciting diversity and inclusion events with colleagues and other companies. We were particularly proud of Škoda Auto's first participation in the Prague Pride Festival, one of the most important events of the year for the positive representation of our LGBT+ community. Thank you all!!*

### Stefan Webelhorst

Colour and Equipment Designer in the Design Department

## The Law of Love

In March, employees had the opportunity to attend a screening of Barbara Chalupová's documentary *The Law of Love* about marriage for all, regardless of orientation, followed by a discussion with the film's director.

## Fun & Run: Run against homophobia

Škoda Auto and its employees took part in a charity run against homophobia. The run was based out of Prague's Žluté lázně in May and co-organised by Prague Pride.

## Work it OUT

In June, Štěpán Špringl, Head of Transformation, spoke on a panel at the Pride Business Forum's annual Work it OUT conference in Prague.



[www.youtube.com/watch?v=gq2DWOXQMXQ](https://www.youtube.com/watch?v=gq2DWOXQMXQ)

To support or join the LGBT+ community at Škoda Auto, contact [skoda.proud@skoda-auto.cz](mailto:skoda.proud@skoda-auto.cz)





# Internationalisation efforts

Škoda Auto is an international company, operating in various markets around the world. We recognise both the importance and the benefits of national diversity and are working to make Škoda Auto increasingly attractive to foreign workers. Our mission is to become the most desirable employer for expats in the Czech Republic.



**52 nationalities**

are employed at Škoda Auto



**14,8 % of employees**

at Škoda Auto are foreigners



**14% of management**

at Škoda Auto are foreigners



**30,9 % of KPI's**

internationalisation in management

Data from December 2022

KPI Internationalisation at management is composed of managers with non-Czech citizenships and Czech managers with more than 3 years of experience working abroad. Because of this, Škoda Auto is already very well positioned to reach our target of 32% in 2025. We continue to actively preparing recruitment of new employees from abroad, also focusing on countries other than Germany.

On 31 May 2022, the Internationals@Škoda employee group was established with the aim of making foreign colleagues feel welcome in the Czech Republic. The group also provides awareness about different cultures to Czech colleagues and builds a bridge between the company and its members. At the end of the year, the group grew from 108 members to 405.



***We are a very active community and we are pleased to support and develop diversity at Škoda Auto. We are happy that the company accepts us and aligns with our community and its values".***

**Aida Merušić**

Project Coordinator ADM, VA1 – After Sales Region 1

## What's New

- An active campaign to recruit women from abroad was created
- Recruitment information for international colleagues is available



## Goals

- More FSE for gaining experience abroad
- Increasing the amount of English spoken throughout the company
- More training in English available at the ŠKODA Academy
- More trainee programmes and foreign internships (e.g., cooperation with more with foreign universities or motivating foreign Erasmus students to join Škoda Auto)
- Recognising foreign experience gained outside the Volkswagen Group
- Make ŠKODA Space available in English

We are

# authentic

## Diversity and inclusion in practice

Our goal is to ensure that diversity and inclusion are clear and inherent to all Škoda Auto employees, at all levels across the company.

## Procurement Area B

### Diversity and inclusion support throughout 2022

- A diversity and inclusion workshop was conducted by all two-letter leaders and the Board Member Secretary
- Job sharing in BN Department – two mothers on maternity leave sharing one position
- 12 different nationalities successfully work together

### Diversity and inclusion challenges and priorities

- We plan to enrol all staff in a roll-up information workshop by the end of 2023
- Offer more frequent job sharing options and other opportunities for parents on maternity leave
- Continually innovating the talent programme
- Inspiring and collaborating on job rotation opportunities with other brands in the group
- Creating equal opportunities, offering clear explanations and encouraging transparent dialogue



*Škoda is known for many things: be it the super design, value for money, high quality or smart solutions – all the great aspects of the brand and products. But what will make me the happiest is when one of the top things on people's minds will also be that Škoda Auto is the company everybody dreams to work for. And my strong belief is that this can be achieved by focusing on topics such as innovation, sustainability and of course the environment at work – and here, diversity and integrity are key instruments”.*

### Karsten Schnake

Member of the Board of Management for Procurement

## Value Engineering Department BW

### Promoting diversity and inclusion in 2022

In 2022, the BW team consisted of 26 members, from 12 countries, across three continents. The diverse age representation spans two generations. Thanks to the diverse collaboration, the team has successfully completed several exceptional projects.

- Very successful Future Day project
- A cost analysis involving two VW brands
- In support of the Work Package 3 – NLE+ project, aiming to achieve 10% ROS (return on sales) in 2025 – on 21 November 2022, an ideathon was organised, where 80 employees from different departments came together to brainstorm innovations for customers

### Diversity and inclusion challenges and priorities

- The BW team has shown an increased level of creativity compared to the more homogenous group it was previously. In particular, originality and out-of-the-box thinking has increased, which has helped uncover hidden potential. Going forward, our aim is to sustain these changes and maintain a high appeal for talent from around the world
- Gender balance



*Diversity & inclusion are my daily motivations and are key for a sustainable company to remain successful in times of disruption and transformation”.*

### Luz Marina Saldarriaga Gonima

Coordinator of Interior & Exterior Value Engineering



## Technical Development Area E

### Diversity and inclusion support throughout 2022

- Regular talent meetings with female managers from Area E
- Leadership Impuls Meetings for female talent in Area E with the participation of Dr. Johannes Neft and managers
- Diversity and inclusion activities for Area E presented at the Diversity Community MeetUp
- Area E participation in the Internationals@Škoda's excursion with US students

### Diversity and inclusion challenges and priorities

- Promoting topics related to diversity and changing the company culture, employee mindsets and empowering people
- Helping employees to use diversity and inclusion as assets and preparing them for challenges that may lie ahead

### Girl's Day

- 40 girls from secondary schools visited four sites in Česana



*People and diversity are integral parts of our future strategy. We are therefore trying to promote a thorough change in mindsets regarding this topic. For example, in 2022, we held an informal meet & greet for employees and established the Mindset Change support group to map out the strengths and weaknesses of our field. We are also piloting leadership training at our office. We would like to thank the ŠKODA Academy for its great support".*

### Dr. Johannes Neft

Member of the Board of Management for Technical Development

## Chairman of the Board Area G

### Diversity and inclusion support throughout 2022

- Support for women in our talent pipeline with a clear commitment to having 25% of leadership filled by women in the region by 2030
- An increase in the internationalisation of our teams
- Administering open days, team breakfasts and cross-team meetings to overcome barriers
- Speaking a foreign language so that no employee ever feels left out

### Diversity and inclusion challenges and priorities

- One of Area G's biggest challenges is the development and overall support of foreign language employees
- Motivating foreign employees to join Škoda Auto (most of our foreign talent resides in Prague)
- Further strengthening the number of women in management and the greater internationalisation of our teams

## Sales and Marketing Area V

### Diversity and inclusion challenges and priorities

- Recruiting young talent from universities in collaboration with Hiring and Employer Branding
- In addition to our traditional cooperation with ŠAVŠ we will focus on collaborating with other universities, e.g., with the Faculty of Business Administration at VŠE (lectures, seminar papers, workshop)

### Talent meeting with Area V managers

Recurring meetings were held between female talent and Area V female managers, providing an open discussion on how to draw inspiration. They also shared their experiences, missteps and lessons learned.

### Diversity and inclusion support throughout 2022

- Many area managers participated in a mentoring programme
- Martin Jahn offered mentoring for women on the path to management
- A functional diverse team of 22 nationalities was built
- The Diversity Index was increased, as well as contribution to overall corporate goals
- Support for our NSCs in the area of diversity, e.g., a high number of women (7) hold Managing Director positions at European importers



*Within Area V, we openly discuss all topics, including diversity and inclusion. Our managers are my ambassadors. I can say that these topics are already very natural for us and also visible in the diversity of our team. I am also very happy for the initiative to support the community of women in the talent programme, for whom we have created a unique platform for meeting, networking, sharing and learning under the auspices of Dana Plath and Eva Kancnýřová".*

### Martin Jahn

Member of the Board of Directors for Sales and Marketing



## Production and Logistics Area P

### Diversity and inclusion support throughout 2022

- Diversity and inclusion KPIs were incorporated into FORCE strategy
- Open discussions and close cooperation with the Indian region
- Active participation of women in lectures and at the workshops Screw Up and Q-Tag (Werkfahrt)
- Women and P talents mentoring
- Personnel changes, such as outsourced staff recruitment and women appointed to senior positions in production areas
- Diversity team set up
- A D&I roadmap was created that involves the entire area on the topic of diversity and preparing various activities
- Creation of a video on diversity to prevent biases

### Diversity and inclusion challenges and priorities

- Preserving equal opportunities for all
- Successfully meeting the established D&I key performance indicators in the FORCE strategy, as well as improving D&I throughout the business unit
- Instituting the Women in Maintenance project, mapping the current situation, defining objectives and potential candidates, as well as laying the groundwork for 2023
- Managing and supporting the long-term sustainability of existing D&I activities
- Communicating know-how and best practices with other VW component plants
- Maintaining full points in the Speed+ Award in the following years



### Questionnaire to promote diversity in P in 2022

As part of the FORCE strategy, the Logistic area has prepared an online questionnaire to promote diversity in the area P. The results helped to better understand the requirements and position of women in production and logistics. In addition, many meetings and interviews were held where women could react to the current events and share their experiences and insights on diversity.



*We are working with the production and logistics team to increase transparency when discussing diversity and its objectives. We want to live diversity, not just talk about it. In my opinion, diversity needs to be part of our culture. We define it not only as gender equality, but we also take into account religion, sexual orientation, age, disability and ethnicity so that we can offer equal and fair opportunities for all".*

#### Dr. Michael Oeljeklaus

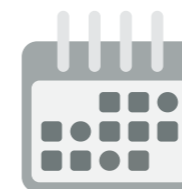
Member of the Board of Management for Production and Logistics

We are

# motivational

Diversity and inclusion affect everyone, and employees at all levels of Škoda Auto work hard to spread these values throughout the workplace. Still, unconscious biases are a part of human nature and we must actively fight them. We therefore offer many opportunities to learn about the different dimensions of diversity and inclusion and help our teams to develop them. There has been a major shift in the visibility and knowledge of these topics throughout 2022.

## Diversity and inclusion in practice throughout 2022



**22 events**  
on diversity & inclusion



**26,000 employees**  
were reached



**32 training sessions**  
on diversity and  
inclusion



**5 new guides**  
for different  
employee groups

# Diversity and inclusion in practice

## Simply Diverse Quiz

A team-based interactive workshop to raise awareness on the topic of diversity and inclusion, created as part of the company-wide Mindset Change strategy, for employees by employees.

## Guides and tools

All information and tools for working with diversity and inclusion are available on Škoda Space in the Diversity, Equity and Inclusion section.

- Diversity and Inclusion Dictionary
- Nudge Management – tools for creating a diverse and inclusive working environment
- Inclusive language – tips for communicating respectfully
- Informational leaflet on transgender topics
- Overview of unconscious biases
- Diversity and Inclusion Q&A

## Go to Space

All materials and information about SX activities can be found on Škoda Space.



[portal.skoda-auto.cz/skodaspace/group/corporate-responsibility/diversity-equity-inclusion](https://portal.skoda-auto.cz/skodaspace/group/corporate-responsibility/diversity-equity-inclusion)

## Czechitas

Long-term collaboration on a wide range of activities

- Parents a guides to the digital world
- Healthy boundaries in the digital world
- Programming courses for women and girls
- IT summer school for high school girls
- IT retraining courses for older generations
- Inspiring students to study in technical and IT fields

## Courses and workshops

- **Female and Male Principles**  
Understanding the complementary nature of male and female principles and how to best utilise them in society.
- **Unconscious biases**  
E-learning on unconscious biases are available on the Škoda Auto eDoceo e-learning platform.
- **Training for professionals**  
Trainings for doctors, psychologists, HR professionals, as well as teams within Škoda Auto on diversity and inclusion are tailored to individual needs.
- **Intercultural courses**  
Organised by Škoda Academy, intercultural courses offer answers on how to work with cultural differences within a team, as well as how to learn to prevent conflicts through understanding. In 2022, courses were held on German, Indian and Chinese and focused on general cultural differences. Foreign employees could also take a course on the Czech Republic.

## Tip

By using the materials in English, you can support long-term international cooperation within your department and help open it up to future international colleagues.



# Škoda Auto across regions

We ensure that the core values of the Škoda Auto are valid throughout the entire company, without distinction. We enjoy the mutual inspiration and support between the countries that Škoda Auto operates in.

## India



*Developing diversity and inclusion in the team is a big challenge, but an even bigger priority for us. We believe that skilled and talented men and women play an integral role in shaping the future of the automotive industry and we need to consciously integrate and encourage more female talent in the industry. Our D&I initiatives in 2022 have brought us a lot of insights in this regard. Empowering women who are top performers and building their careers is a big step forward for our company, the auto industry and for society as a whole.*

### Piyush Arora

Managing Director and CEO, Škoda Auto Volkswagen India

## Licence to Drive

This project aims to motivate women to drive and help them to obtain a driving licence.

## Empower Her

This programme promotes gender equality and helps develop female talent to reach management positions.

## Women to Women – The new Volkswagen dealership

Opened in Koyampattur, Volkswagen Passenger Cars India, the first all-female car dealership, employs more than 35 women. The programme helps to promote women in the dealership network and improve customer experience.



## Germany



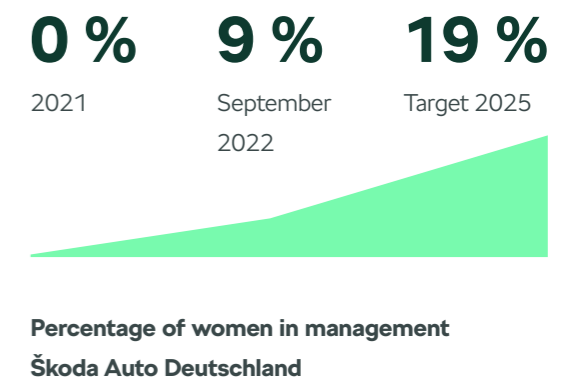
*“For us, the most important progress in the area of diversity and inclusion in 2022 is certainly the increase in the number of women in management. At the end of 2021, there were no women in management, and by the end of the following year, 9% of management were made up of women – a big step towards our 2025 target. We are also very proud of our new stand-alone diversity website, which helps our employees see diversity and inclusion as a fundamental part of their work and personal environment.”*

### Lisette Holzapfel

Škoda Auto Deutschland

## Škoda Auto Deutschland challenges

- Creating space to understand the importance of diversity and inclusion
- Developing a sustainable and inclusive culture
- Raising awareness about the role of managers and their related activities
- Recognising and reducing the unconscious biases of employees at all levels
- Integrating inclusive behaviours into the day-to-day management of teams



## Slovakia



*“We have developed the values of diversity and inclusion as a daily part of our employees’ work activities. We support these values on a regular basis and try to constantly build a more diversified workplace. We also focus on contributing to social responsibility through our activities.”*

### Božena Ziková

HR/Organization/Processes, Škoda Auto Slovakia

## Škoda Auto Slovakia initiatives

- Organised an employee collection for Centrum pre rodiny a deti Bernolákovo on St. Nicholas Day and International Children’s Day
- To show support for Ružinovský domov seniorov in Bratislava, Škoda Auto Slovensko employees painted the facility’s fence
- Cooperation with the non-profit organisation Dorka, which helps clients in difficult life situations, as well as disadvantaged families with children. Clients of the organisation make original Dorka bags from discarded Škoda Auto advertising materials
- We launched the new project Hockey Galaxia at the end of 2022, supporting female ice hockey players under 15 years of age

We are

# supportive

At Škoda Auto, we know that it is important to not only improve ourselves, but the world as a whole. That's why we partner with many organisations and events that help spread diversity and inclusion throughout society.



# The Diversity and Inclusion team

Implements and communicates diversity, equity and inclusion themes, and assists teams across the business in working with diversity within their operations.

The Diversity and Inclusion team is part of the S/X Transformation Unit and falls under the S – People and Culture Area. Theresa Necker is the coordinator of the Transformation Unit (internal unit designation: S/X).



**Need support or advice? Interested in diversity and inclusion trainings and programmes?**

We are here for you

**Martina Zimmermann**

Diversity Expert Coordinator

**Natália Hudecová**

Diversity Specialist S/X

**Jan Kotík**

Diversity Specialist S/X  
Currently in SEAT S.A.

**Theresa Necker**

Transformation Coordinator



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**Intranet**

[portal.skoda-auto.cz/skodaspace/group/corporate-responsibility/diversity-equity-inclusion](https://portal.skoda-auto.cz/skodaspace/group/corporate-responsibility/diversity-equity-inclusion)

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Contact us at  
[diversity@skoda-auto.cz](mailto:diversity@skoda-auto.cz)