

Škoda Auto

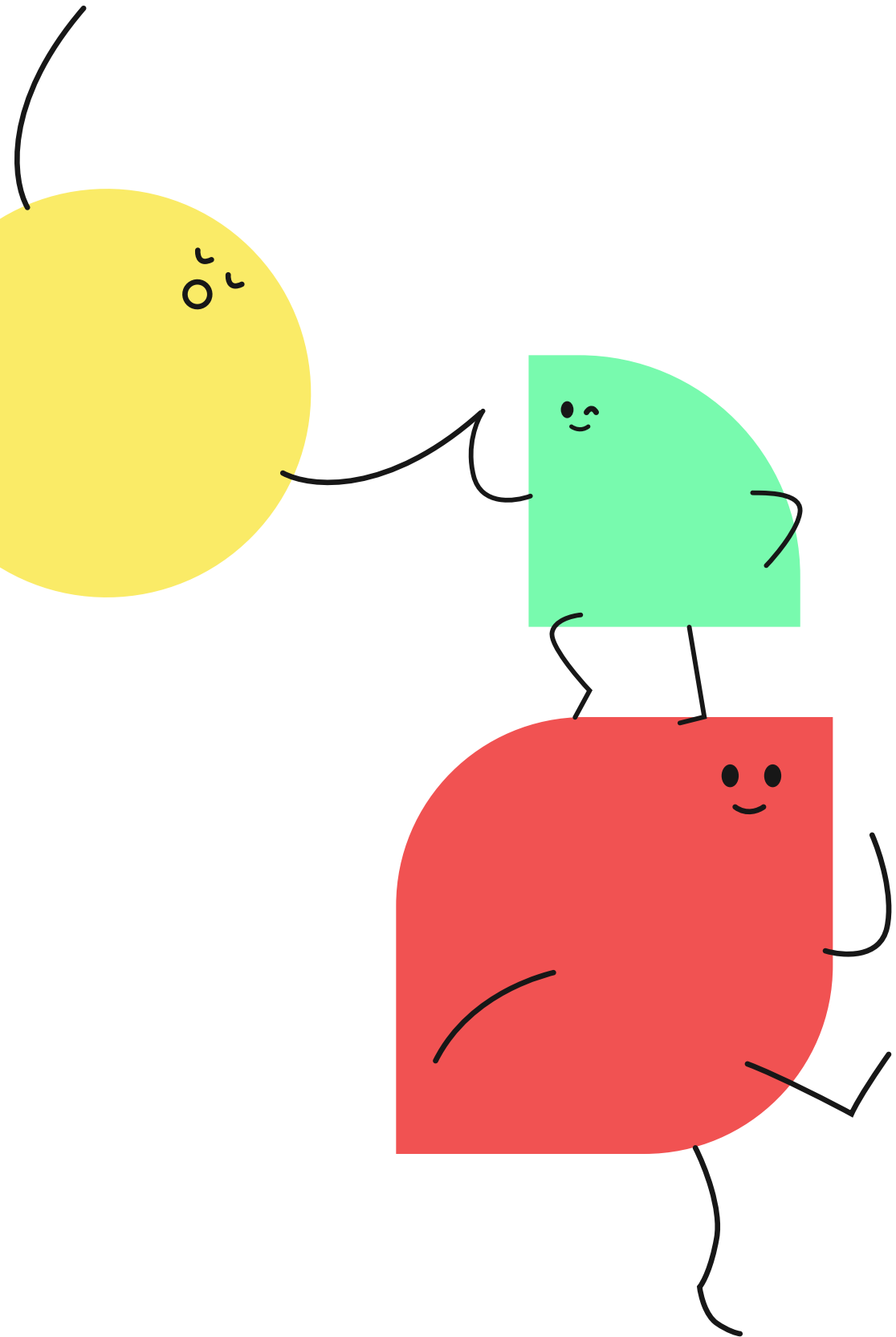
# Diversity report 2023

SKODA





# Contents



## 01

### Foreword

Page 4–8

## 02

### Diversity, equity & inclusion

Page 9–20

## 03

### Enyaq Coupé Respectline

Page 21–23

## 04

### Gender balance

Page 25–29

## 05

### Family friendly policy

Page 31–34

## 06

### LGBT+

Page 35–37

## 07

### Intergenerational cooperation

Page 38–45

## 08

### ERGs

Page 47–51

## 09

### Individual capabilities

Page 52–54

## 10

### Diverse mindset

Page 55–64

## 11

### Škoda Auto areas

Page 65–72

## 12

### Škoda Auto in the regions

Page 73–76

## 13

### Internationalization

Page 77–80

## 14

### Everyone finds support

Page 81

## 15

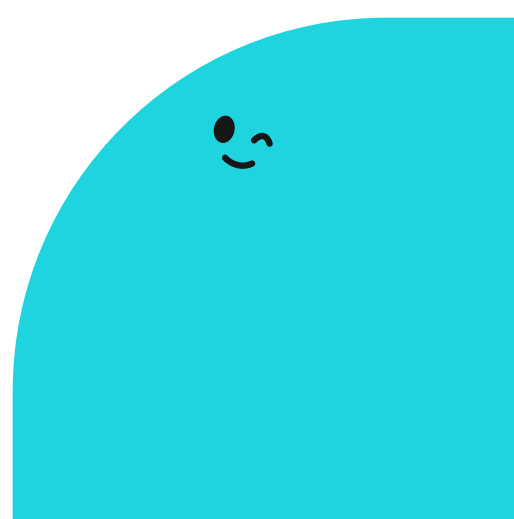
### Partners

Page 82

## 16

### D&I Team

Page 83



# Klaus Zellmer

chairman of the Board of Management

It's an honour and pleasure to introduce to you the steps we've taken in 2023 towards increasing diversity and inclusion within Škoda Auto. As a major employer and a leading stakeholder in Czech society, we understand the value of this topic for our own employees and for our everyday interactions with wider society.

Diversity and inclusion are an engine of innovation and global success because they ensure we benefit as an organization from the greatest range of perspectives and experiences. At the same time, our commitment to D&I means greater opportunity for those from many different backgrounds. In this sense, it is a true win-win.

Our passion for diversity was most notably reflected last year in the launch of the spectacular Škoda Enyaq Coupé Respectline model. This special version of our fully electric model in beautiful colors was specifically designed to highlight the importance of human rights, respect, and fair treatment of all people and the environment.

At the same time, we are systematically fostering the internationalisation of our global workforce. This opens us to new experiences and fresh inputs that are critical to helping us navigate through the accelerating changes in our industry. This is certainly one contributor to our success as Škoda Auto enters new markets, interacts with new customers and launches new models.

My thanks go out to all Skodians involved in our diversity and inclusion initiatives, and to all who contribute their unique individual perspectives to our work.

**SKODA**



# Jaroslav Povšík

chairman of the Works Council Trade Union KOVO

Škoda Auto and the entire Volkswagen Group have always prided themselves on building diversity and inclusion in a very friendly and organic way from the beginning. This has been true even during times when perhaps some did not know the meaning of these two words. Volkswagen Group - spread virtually worldwide, and since 1991 also within the countries of the Council for Mutual Economic Assistance and the Warsaw Pact - has always made it a priority to focus on these issues.

They are particularly important from a human perspective, but also from the perspective of a long-established image both internally and towards customers, who—as is generally known—are very diverse and spread across the world.

Škoda Auto is a completely natural part of this continuous process. Everything is incorporated into the universal Volkswagen—a people's car, so to speak, for all people.

**SKODA**



# Maren Gräf

board member for People and Culture

Dear Škodians,

I am truly excited to share that our efforts in promoting diversity and inclusion have made significant progress. It's heartening to see that these values are now seamlessly integrated into our daily operations, reflecting a growing understanding that they are an integral part of our company culture.

Every day, I take pride in witnessing the positive impact of our collective work. Thanks to the outstanding collaboration among all of you, we have surpassed our target for women in management, achieving an impressive 18.3%. This success brings us closer to our strategic goal of becoming a leader in ESG by 2030.

Our approach involves setting an example and fostering a fair environment with equal opportunities for everyone. As many of you know, sustainability is a cause close to my heart, and that's why I have been a strong advocate for the Škoda Enyaq Respectline car, which embodies the fusion of electromobility with respect for people, nature, and our company's values.

I want to express my heartfelt gratitude to all those who have contributed to and continue to support various diversity and inclusion initiatives. Events such as Škoda Women's Day and European Diversity Month at Škoda Auto not only underscore our commitment to diversity but also guide us toward a brighter future.

As we face challenging times ahead, let's not underestimate the power of collaboration and support. Let's remember that our diverse and inclusive environment has brought us numerous benefits and will continue to do so moving forward.

I extend my sincere thanks to each and every one of you for your contributions, and I eagerly anticipate our future endeavors as we strive for an even more inclusive and diverse future for Škoda Auto.

**SKODA**



# Theresa Necker

S/X - Transformation coordinator

I am delighted to present the Diversity Report 2023, a testament to our commitment to fostering a diverse and inclusive workplace. The tireless efforts of the D&I team and the collective support of our colleagues have been instrumental in driving our company's transformation, and creating an inclusive and welcoming environment for all.

At Škoda, we recognize the paramount importance of diversity and inclusion as catalysts for organizational growth and success. We understand that diversity goes beyond gender balance, family-friendly policies, LGBT+ inclusion, intergenerational cooperation, internationalization, employee communities, individual capabilities, and a diverse mindset. It is about celebrating the uniqueness of each individual, embodied in the "YOU" dimension – recognizing and valuing the individuality of each person at Škoda. We are happy that we have become a Premium Member of the Pride Business Forum, reaffirming our commitment to fostering an inclusive environment for all LGBT+ people. Furthermore, our continual advancement of New Work practices and the increase in members joining our Employee Resource Groups (ERGs) underscore our ongoing efforts to create an environment where every employee can thrive and contribute to our collective success.

I am excited about the journey ahead as we continue to champion diversity and inclusion at Škoda, and I am confident that our commitment to these principles will not only drive our organizational transformation, but also strengthen our position as an employer of choice. Thank you for your unwavering support as we strive to create a workplace where everyone feels valued and empowered to bring their authentic selves to work.

**SKODA**



# Diversity Community Meet Up



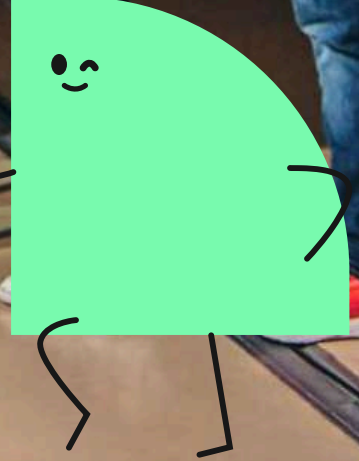
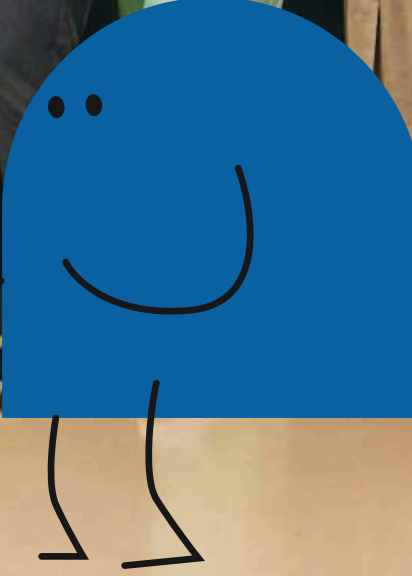
European Diversity Month

## Diversity Community Meet Up

Join us at [slido.com](https://www.slido.com)  
#diversitymeetup2023



You matter  
We matter  
Diversity matters



SKODA



# Diversity, equity & inclusion at Škoda Auto 2023

SKODA

01



# Diversity, equity & inclusion

## Humanity, respect, and openness

Diversity, equity, and inclusion (DEI) are fundamental pillars at Škoda Auto, upon which the success, creativity, and innovation of the entire car manufacturer are built. Together, we fulfill the Next Level Škoda Strategy for Diversity 2030.

### DIVERSITY

Is all the unique ways in which we differ. From physical attributes, to our varied individual perspectives and ideas. There is true richness in our differences and preferences.

### EQUITY

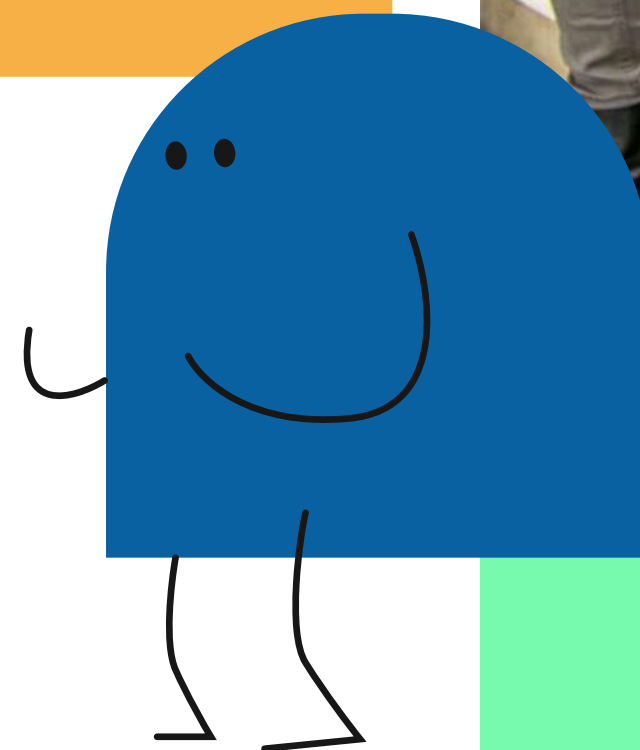
Is our shared commitment to create access to opportunity for advancement in a manner that is fair and just. This includes efforts to identify and remove barriers that pose challenges to full participation by underrepresented groups.

### INCLUSION

Our individual and collective action to create environments of belonging, where members of all groups feel welcomed, respected, supported and valued.

For more information on the development of diversity at Škoda Auto, please click here:

[More info](#)



### MISSION

Škoda Auto gives everyone the opportunity to develop and use their potential in a natural and safe environment with respect to their individual qualities.

### VISION

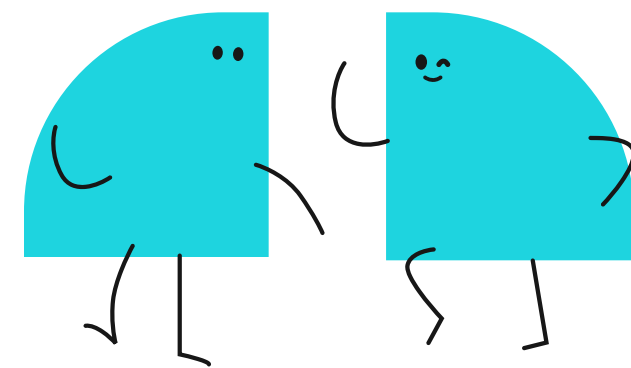
Škoda Auto – A Place for Everyone

# D&I dimension

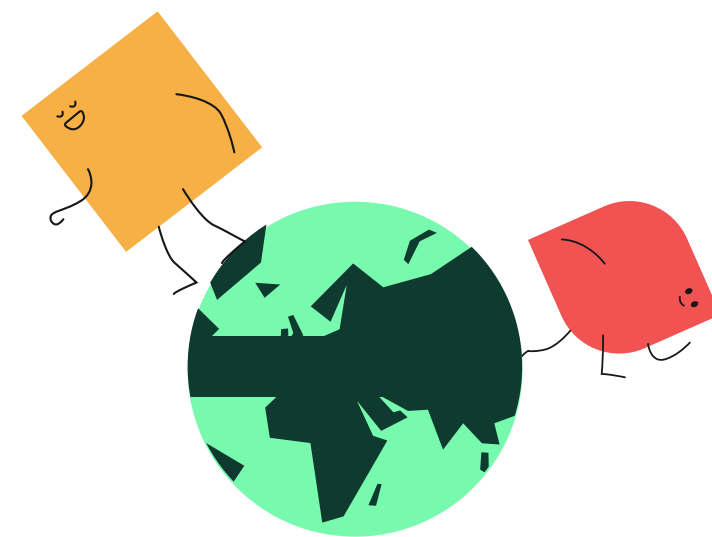
as defined in the Next Level Škoda Strategy for Diversity 2030



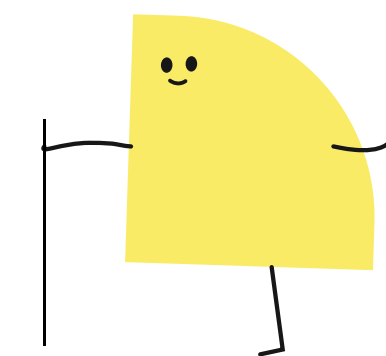
**Gender balance**



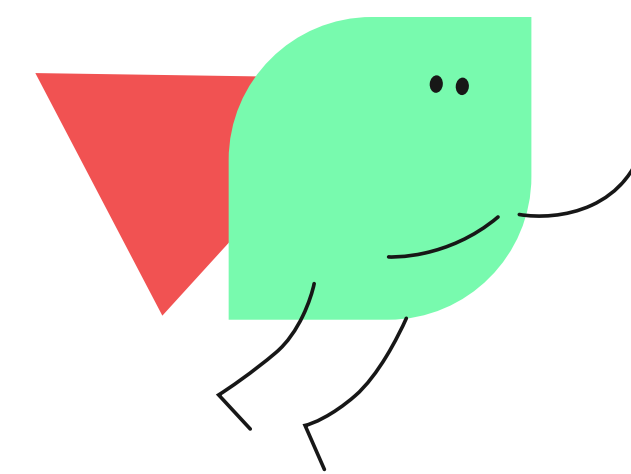
**LGBT+**



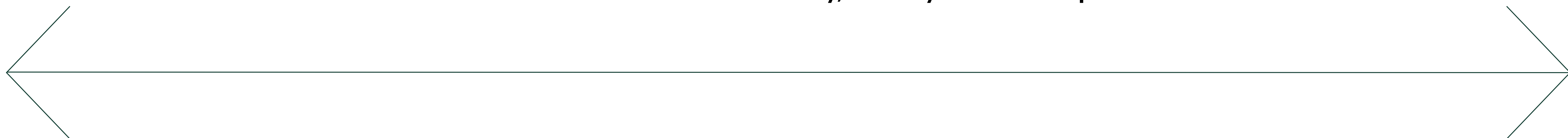
**Internationalization, nationality, ethnicity**



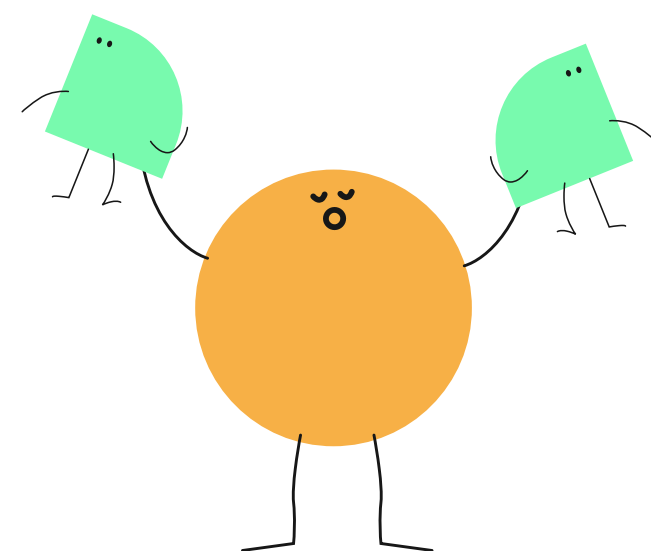
**Individual capabilities**



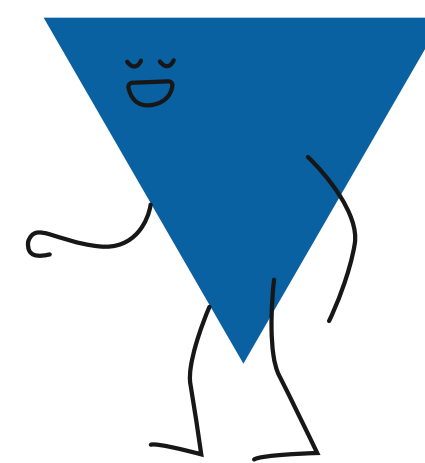
**You**



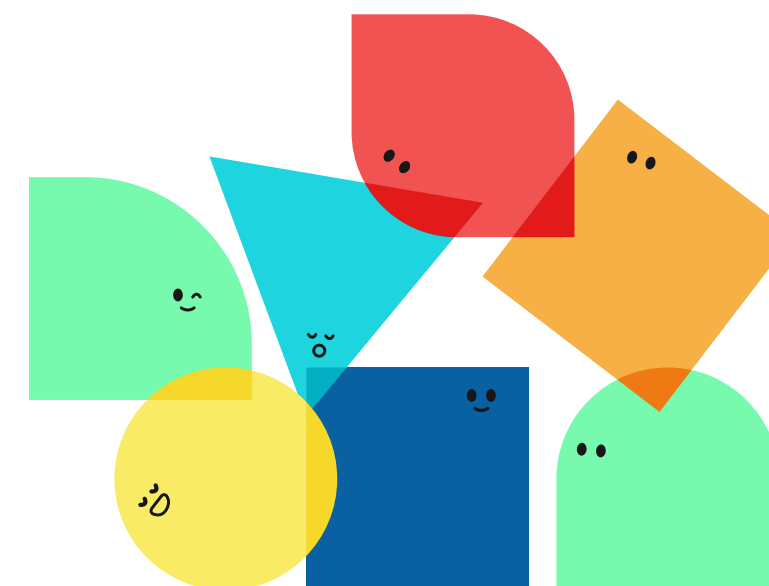
**Family friendly policy**



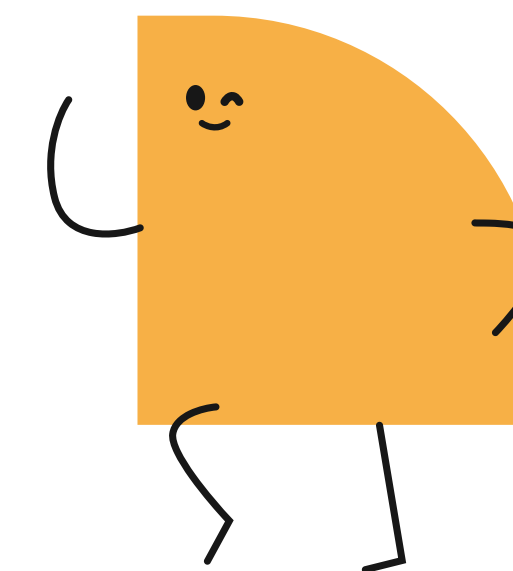
**Age diversity**



**ERGs (employee communities)**



**Inclusive mindset**



# 2023 KPIs

Women in MNG

**18,3 %** ▲

Internationalisation in MNG

**31%** ▲

Diversity index

**24,6** ▲

## We also monitor:

### Age diversity

Service and age structure of the staff

### Flexibility

Flexible work arrangements and their utilization

### Disabilities

Measurement of the share of disabled persons according to legal requirements: 4%

### Equal pay

Analysis of fair remuneration

# D&I activities

## Measures

Retirement programme

Employee Retirement Programme  
PWD employees to meet statutory requirements 4 %

Recruitment targeted at women and internationalisation

New Work concept - alternative forms of work

Training for female managers and HR specialists

## Connection and activation

all areas and using ambassadors and diversity ambassadors

## Communication

Guides and tools for work with diversity and inclusion

Inclusive language is standard at Škoda Auto

**Nudge management**  
**Inclusive language**  
**Transgender information leaflet**  
**Overview of unconscious bias**

## Tools

Working groups, meetings, workshops, etc.

- › **Inclusive leadership training**
- › **Male and Female Principle**
- › **Unconscious biases**
- › **Diversity training for male and female professionals**
- › **Intercultural courses organised by the Škoda Academy**

## KPIs

- › Women in management
- › Internationalisation in management
- › Diversity index
- › Age diversity
- › Flexibility
- › Health disadvantage
- › Equal Pay

## Regular strategy evaluation process

Annual equal pay analysis

# D&I in practice 2023

17

events  
on diversity and inclusion

23 500

employees contacted  
during Diversity Month 2023

2

new informational resources for  
different groups of employees





# Škoda Auto's public declarations on D&I

- **Škoda Auto ranked in Diversity Leaders 2024 in December 2023**
- **Škoda Auto sent an open letter to the Prime Minister of the Czech Republic Petr Fiala**  
Along with 65 other companies, it has appealed to the Prime Minister to push for the legal acceptance of marriage for all couples in 2023
- **Škoda Auto becomes general partner of Pride Business Forum in 2023**  
This reinforces the car-maker's commitment to equalising the rights of LGBT+ colleagues and all people in society
- **Škoda Auto joined the D&I Shapers platform of the non-profit organisation OPIM in 2023**
- **Škoda Auto signs 2021 Pride Business forum memorandum**

**SKODA**

## Škoda Auto is a proud signatory of the Diversity Charter since 2019

We are committed to:

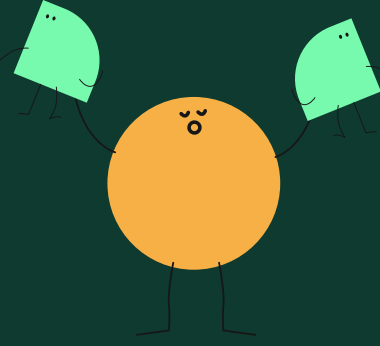
1. Developing a culture based on mutual respect and appreciation of individual talent. The leadership of the organisation is the carrier of the idea of promoting diversity. We intend to create the conditions for everyone to respect and act on these values. Strategy and processes will continue to be developed with the principles of diversity in mind, which we see as a source of innovation and strategic development.
2. Promoting and implementing measures that enable all employees to make full use of their talents and skills, while respecting the quality of their personal lives. We recognise the diversity of each individual and strive to match their potential with set performance standards.
3. Implementing human resource management policies that promote diversity with an emphasis on the fair recruitment and selection of employees, access to training, career development, evaluation and remuneration, and personal and family situations.
4. Actively promoting the implementation of the principles of the Diversity Charter in our internal and external communications. We will regularly present our commitments, actions, and achievements to the public and communicate them to our employees.

# 2023 Events



**8. 3.**  
**Škoda Women's Day**

**2. 2.**  
**Online meeting for parents**



**23. 3.**  
**Online webinar: children and gaming**

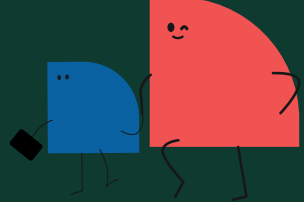
**1. 6.**  
**Introducing Enyaq Coupé Respectline**



**28. 4.-29. 5.**  
**European Diversity Month**



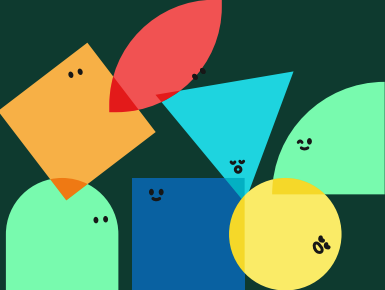
**14. 9.**  
**Online webinar: children and social networks**



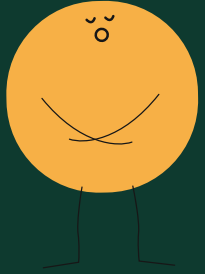
**7.-13. 8.**  
**Prague Pride Festival**



**21. 9.**  
**Diversity and inclusion in recruitment**



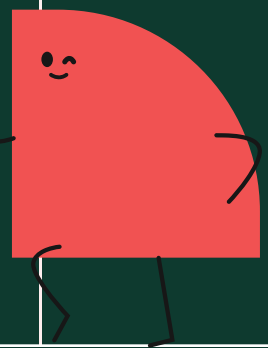
**14. 11.**  
**Men at the crossroads**



**9. 10.**  
**D&I Forum OPIM**



**Premium member of PBF**

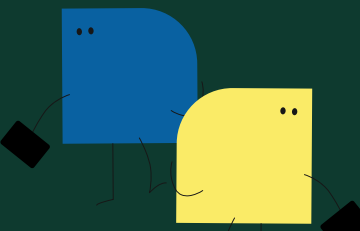


**21. 11.**  
**Women and vision II**



**1. 12.**  
**Diversity Community Meet up**

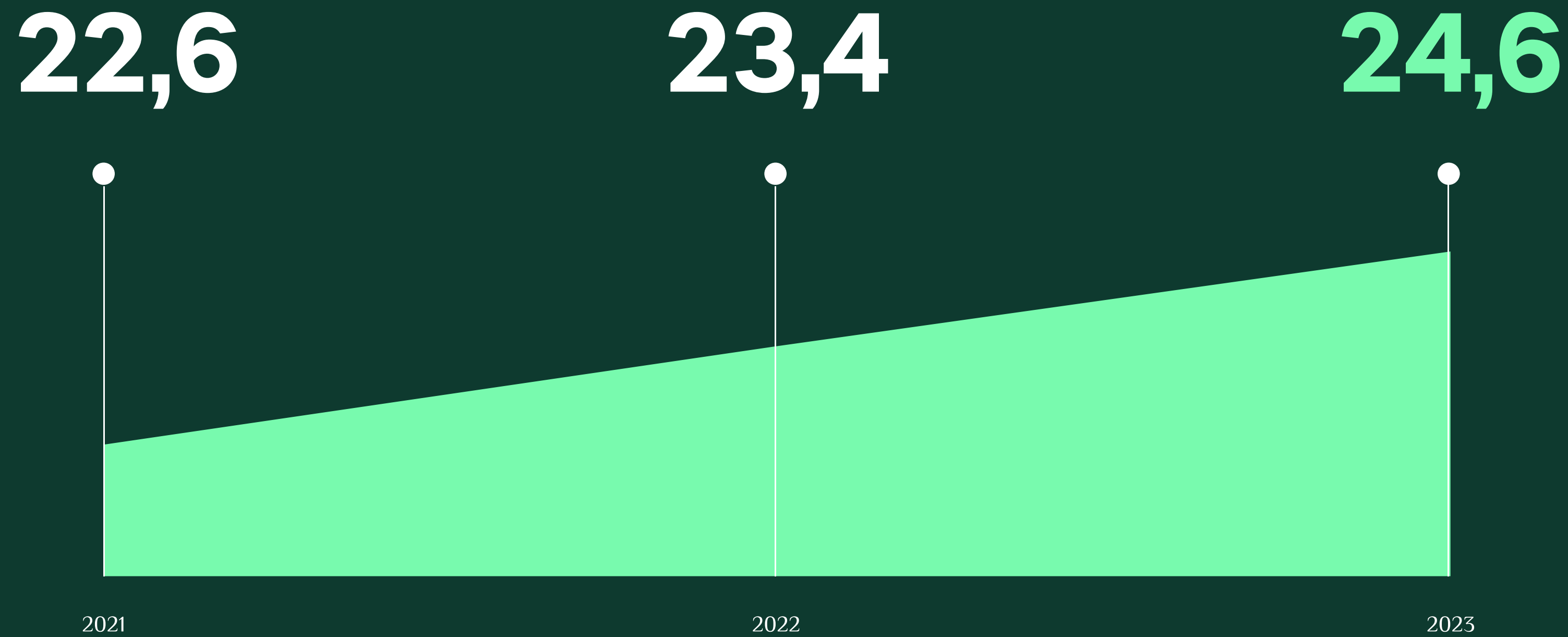
**7. 12.**  
**Safety in the virtual world from a parent's perspective**



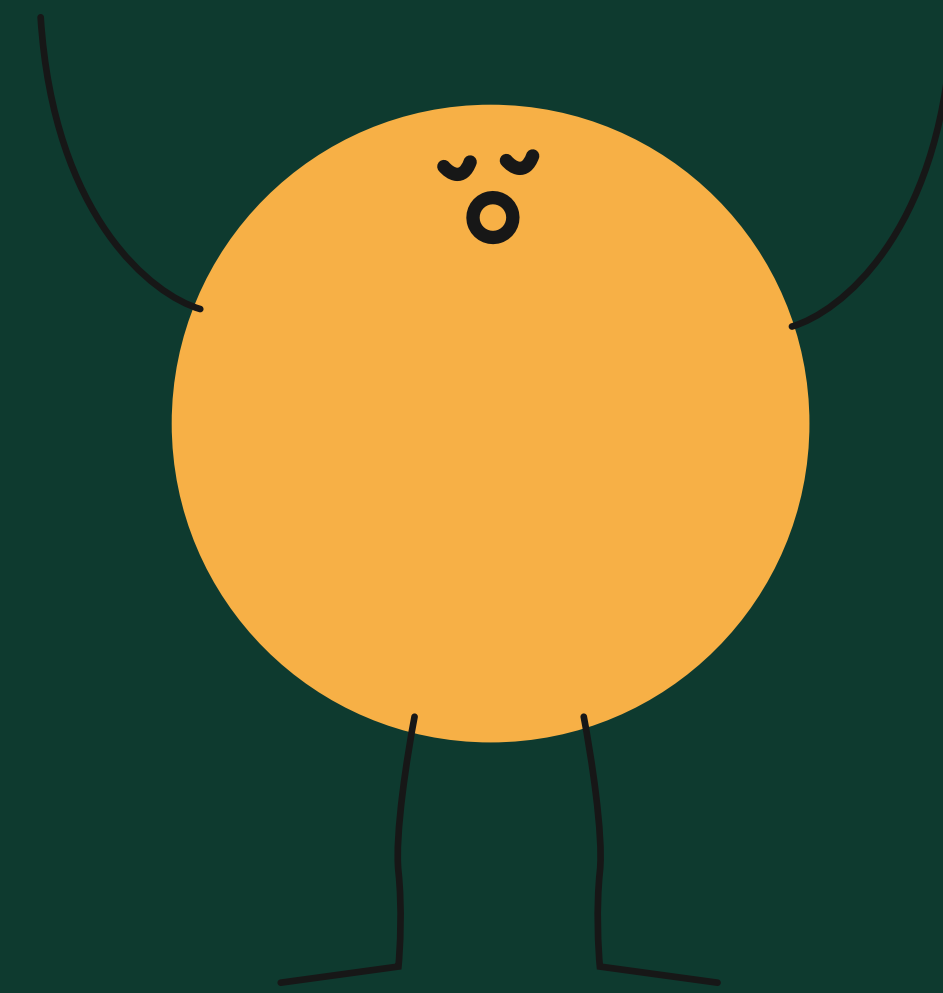
January February March April **May** June July August September October November December



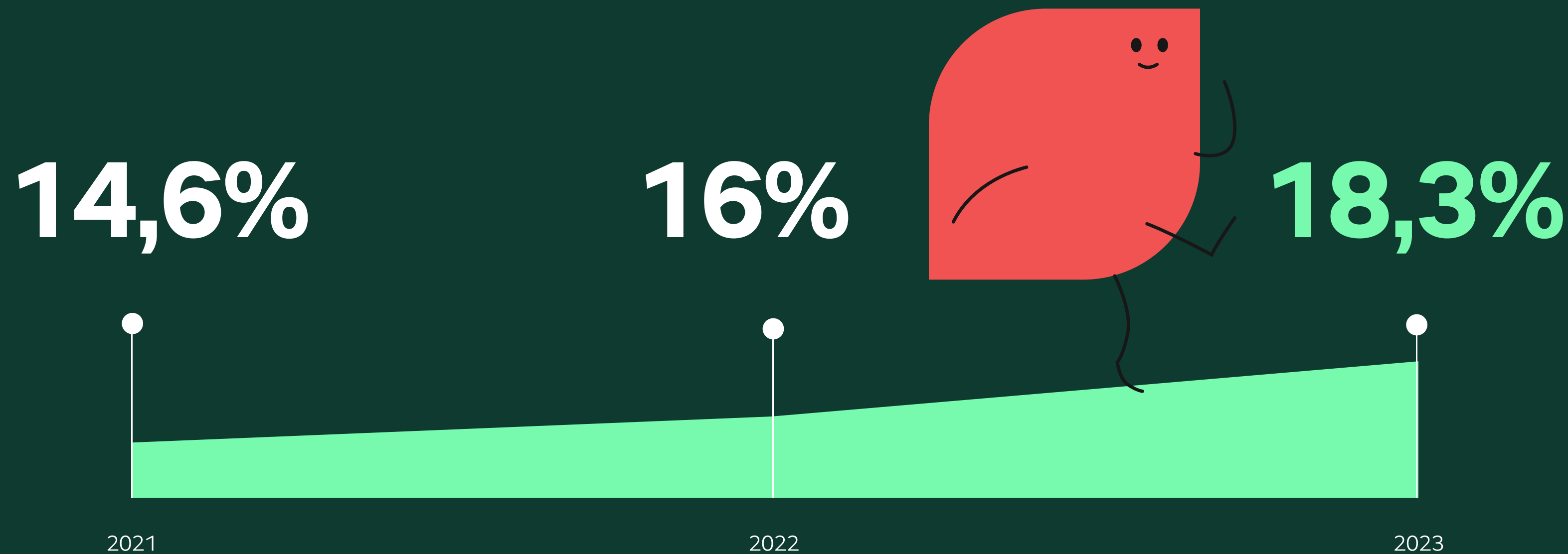
# Diversity index



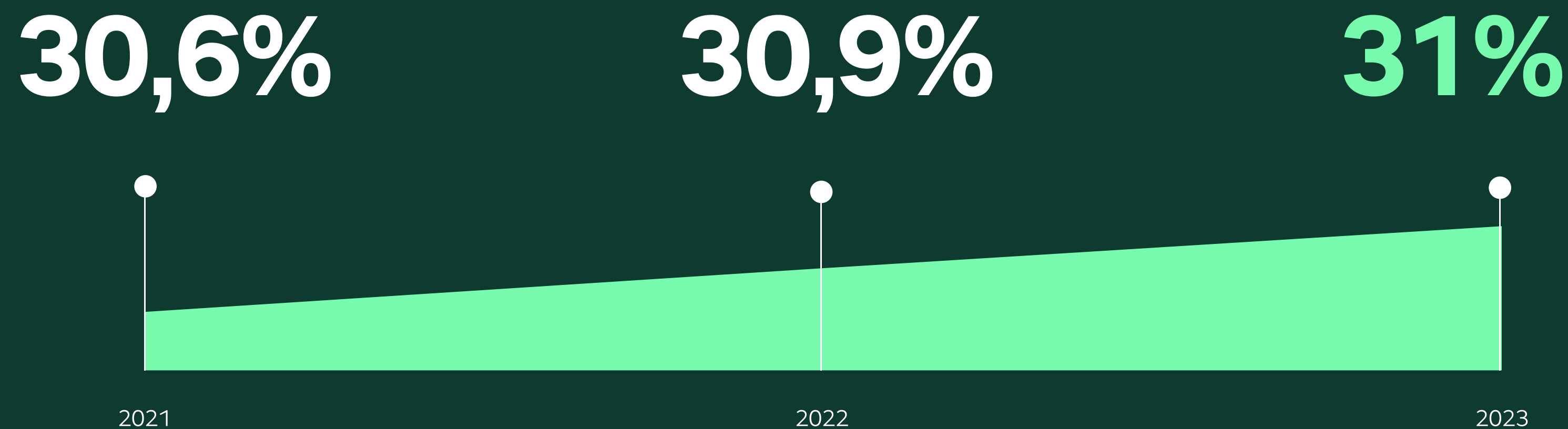
Percentage of women in management and managers with foreign citizenship, including Czech managers with three or more years of foreign experience



## Women in management



## Management internationalisation

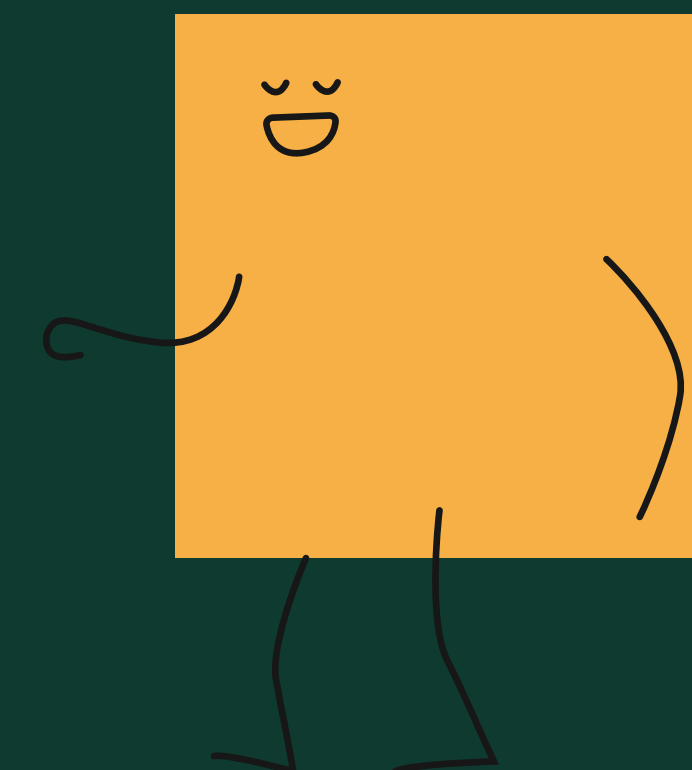


Total number of male and female employees

34 125

Average age

41,6



Men 26 878

78,8% ▼

Women 7 247

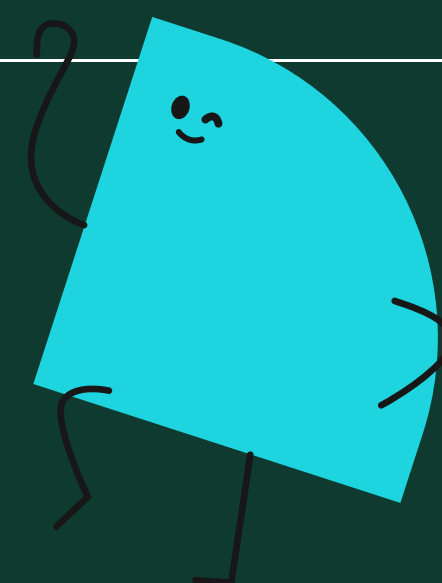
21,2% ▲

Czech 28 936

84,8% ▲

Foreigners 5 189

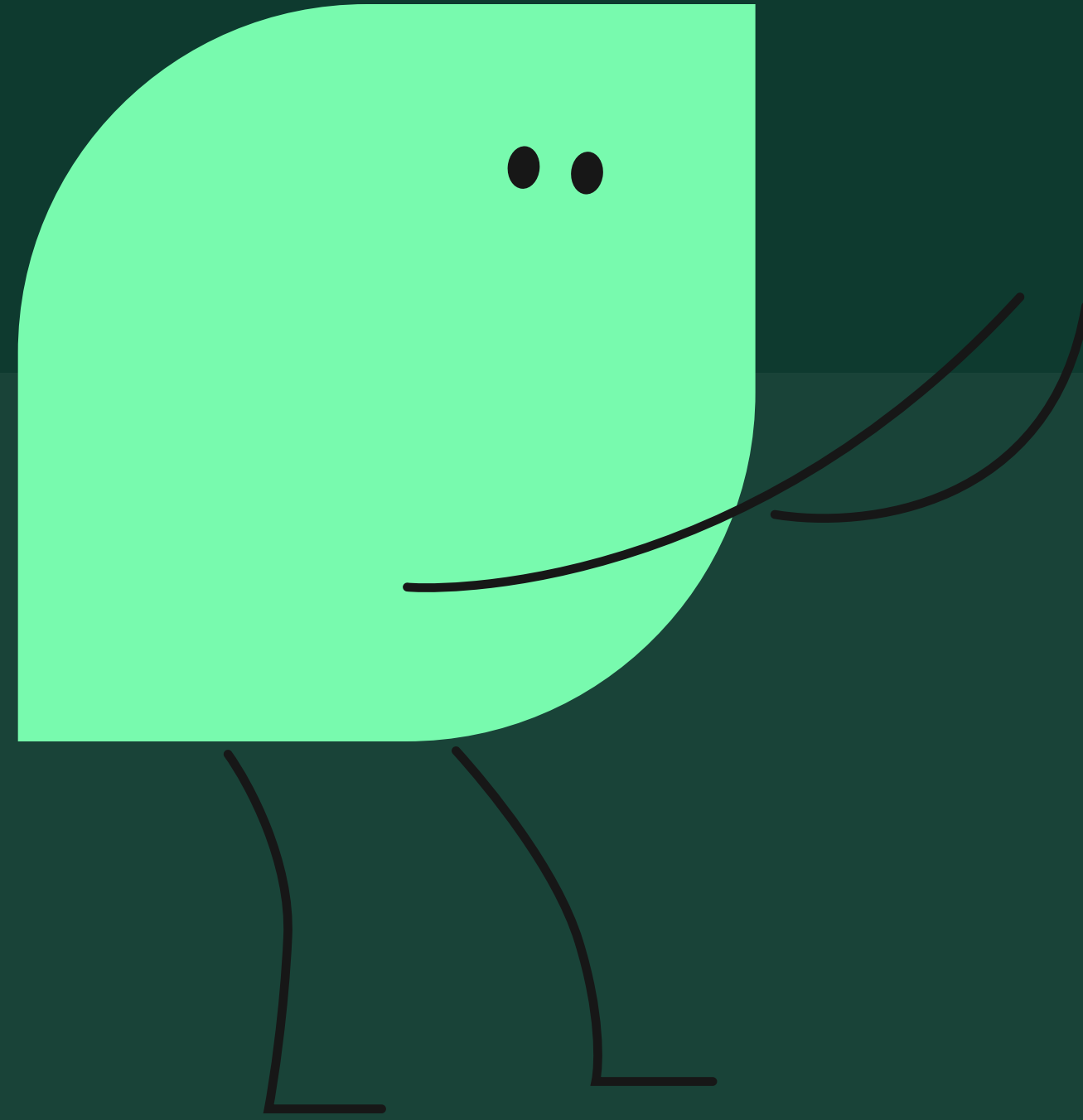
15,2% ▼



### Sheltered Centre

number of male and female employees

466



PWD / disabled persons

1,3%

# Enyaq Coupé Respectline



SKODA

02

3

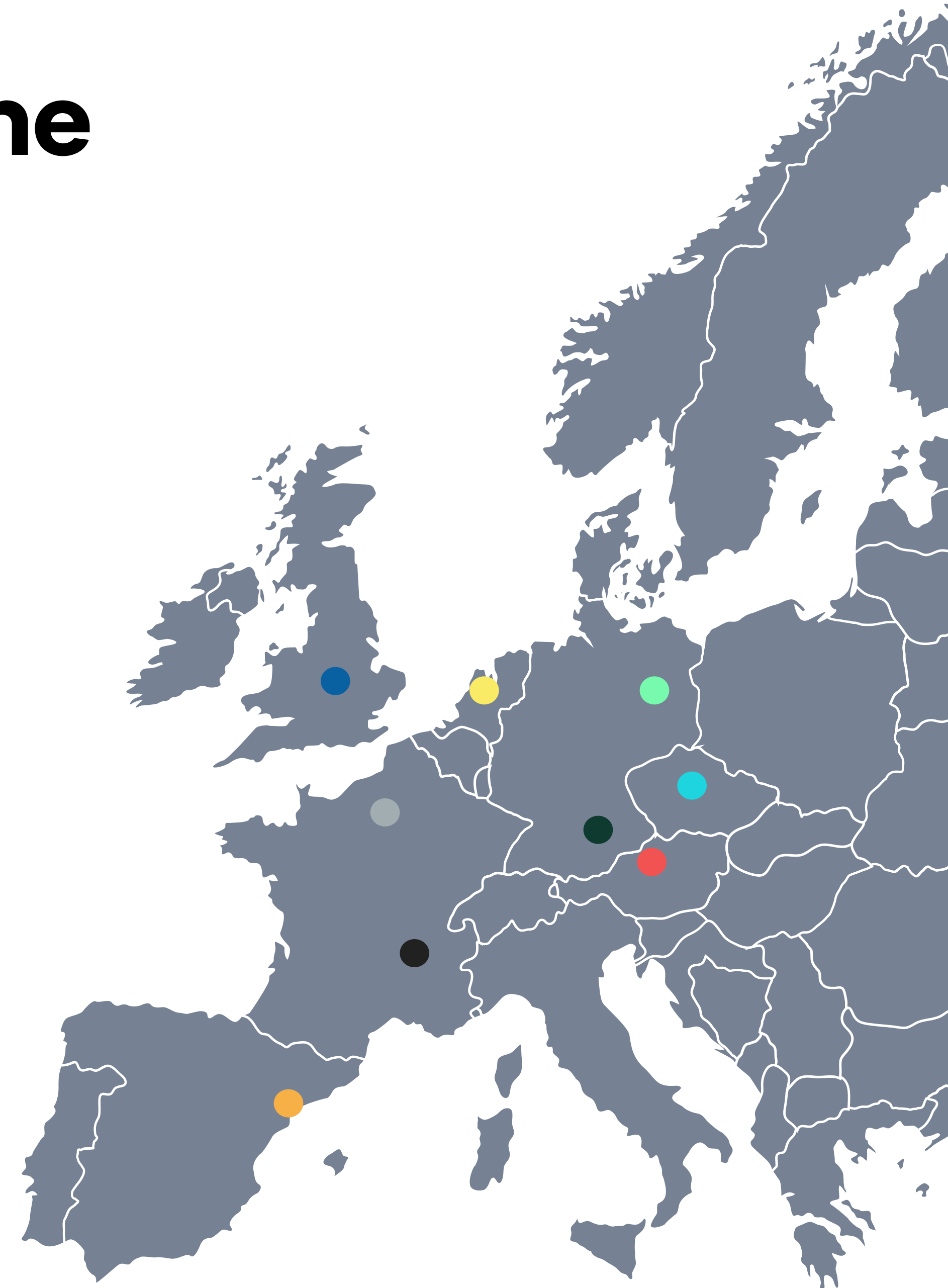
# Škoda Enyaq Coupé Respectline

Škoda Auto has unveiled a car with a unique design that celebrates diversity, equality, fairness, and inclusion – the car-maker's core values. The attractive electric car appeared at many events in the Czech Republic and abroad during the year.



- Milton Keynes Pride Festival (UK)
- Amsterdam Pride (NL)
- GreenTech Festival Berlin
- Prague Pride (CZ)
- IAA Munich (DE)
- Škoda Live erleben (A)
- Tour de France & Tour de France Fem (F)
- Lyon Motorshow (F)
- Barcelona Motorshow (ES)

**SKODA**



The interior and exterior design of the **Škoda Enyaq Coupé Respectline** underlines the importance of human rights and respect for all people, nature and everything that surrounds us. Colour elements have been applied to the original white bodywork, symbolising the unity of all life on Earth, to create a transition in a myriad of rainbow hues.

# Equally colourful and unbounded as life itself



SKODA



# Škoda Auto A Place for Everyone

SKODA





# Gender balance

SKODA



03

### Women in management 2023

# 18,3%



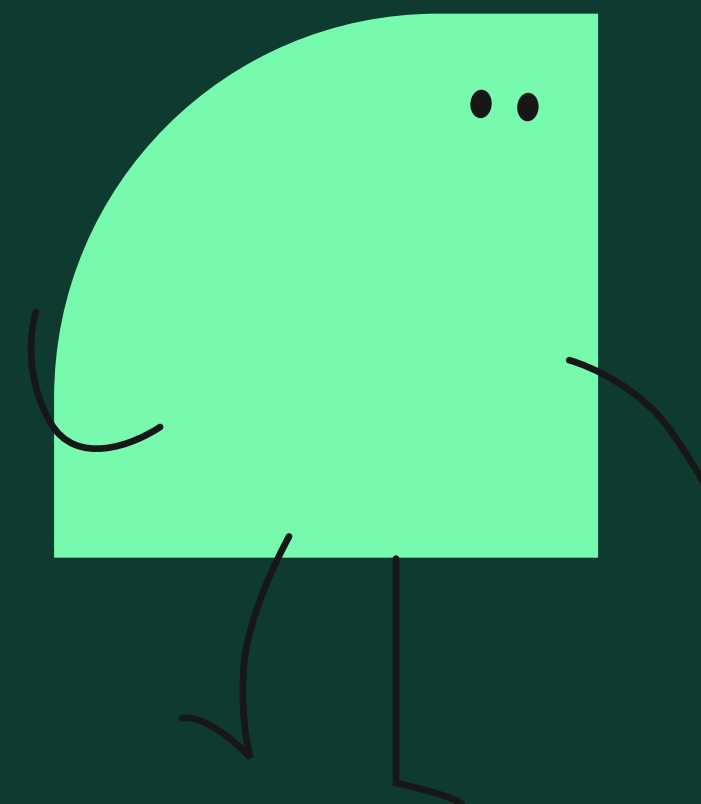
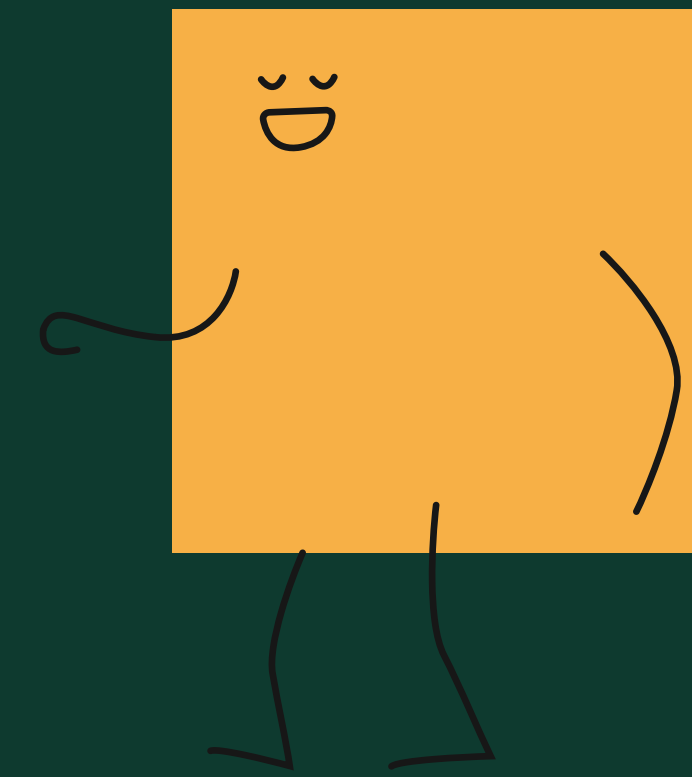
### 2025 KPI

# 20%

### 2030 KPI

# 25%

2023 KPI  
**17,4%**



In addition to aiming to increase the proportion of women in management, the automaker supports equal conditions for all groups of employees, regardless of gender, age, origin, and other attributes

# Gender balance

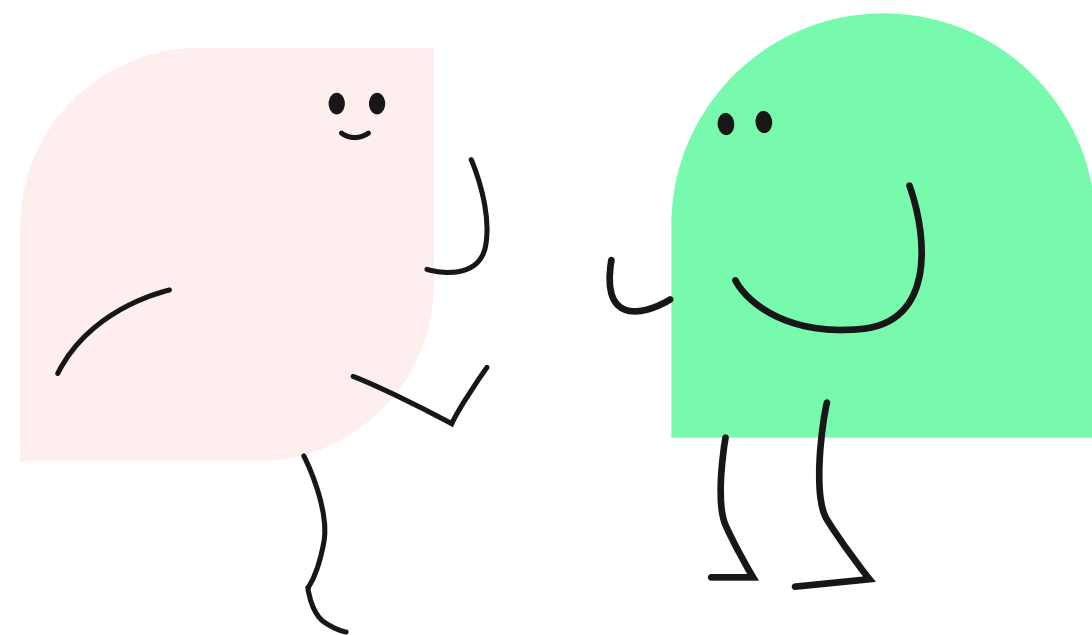
**Gender balance is crucial to Škoda Auto's diversity and success. Our goal is to promote gender-neutral talent throughout the company, including in its leadership.**

- We strive to level the playing field for all male and female employees to achieve gender balance
- By creating suitable working conditions for women, Škoda Auto sets an example for other industrial companies



# Promoting women at Škoda Auto in 2023

- We organize workshops The Male and Female Principle at Work (now also for individuals)
- We offer a Role Model Program for male and female employees
- We have developed a recruitment campaign aimed at women – 32% of new recruits in 2023 were women
- We encourage women not only to enter into management, but also to advance into senior-level management
- We are working to ensure that women can not only build their careers, but that they have better conditions, for example by changing the company culture
- We support work-life balance (combining work and family life)
- We are introducing the New Work concept, which includes tools such as part-time work, flexible working hours, and mobile working



**SKODA**



## Career development for women includes

- Mentoring programmes
- Educational events
- Training or activities with partner organisations (Czechitas, Start Driving, etc.)

# Events



## Girl's Day

- A day full of entertaining and educational activities that help motivate young women to study engineering
- More than 40 female students, teachers, and instructors helped with the event organization
- Booths with activities focused on robotics, automotive mechanics, electronics, CNC and 3D printing, logistics, presentations, and EDU.Lab

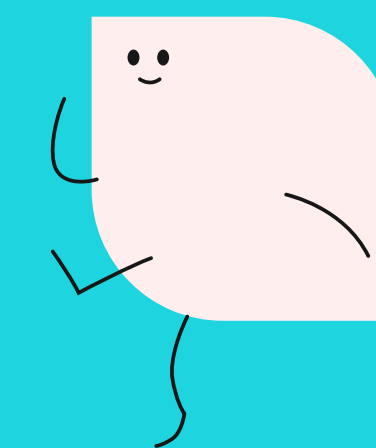
## Škoda Women's Day

- The first edition of a corporate event held under the auspices of Škoda Auto's Board Member for Sales and Marketing, Martin Jahn
- The goal was to showcase as many activities and opportunities as possible, not just for women, that Škoda Auto offers
- Inspirational speeches by coach Radka Maňáková and lawyer, trade unionist, and journalist Šárka Homfray
- A modern self-defense course for women addressing inappropriate behavior in the workplace

## Women and vision (I, II)

- May and November 2023
- Meeting of the Finance, IT, and Legal departments with a diverse program focused on the career and personal development of women

**SKODA**



# Family friendly policy



SKODA

04

# Parents in Škoda Auto 2023

## Maternity leave

169

## Parental leave women

820 ▼

## Parental leave men

12 ▲

## Unpaid leave until the child turns 4 women

70 ▲

## Unpaid leave until the child turns 4 men

1 ▼

102

**Women on maternity leave, parental leave, or unpaid leave until the child reaches four years of age worked under work contracts (Agreement on work performance / Agreement on work activity)**

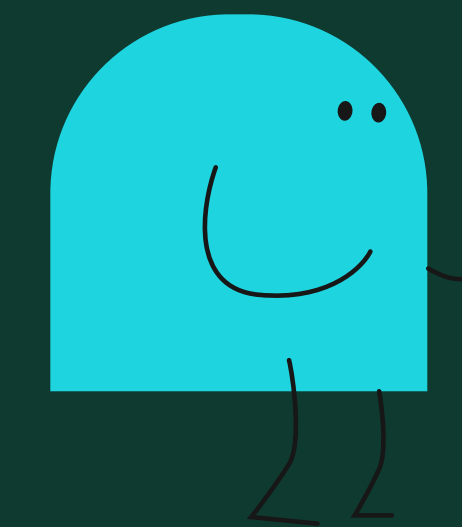
SKODA

## Activities for parents

Škoda Space – a new section for parents has been created on the corporate intranet

Support for education and skill expansion – opportunities to participate in seminars and training, including a wide range of formats offered by the organization Czechitas

Active support for returning to work – ensuring everyone has equal pay and parents have ample employment opportunities and the ability to continue their career paths



### Stay in touch

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

e-mail for regular unified communication with parents

A guide for parents on maternity/paternity leave – regularly updated to provide current and future parents with information on how to proceed when leaving and returning to work and information about the exit checklist.

# Benefits for employees on maternity and parental leave

## ■ Škoda Cafeteria Benefits

An internet application where employees can use points earned from health-promoting activities and collective bargaining to shop, like in an e-shop, or pay for benefits using the Flexi Pass Card at contract partners throughout the Czech Republic

## ■ MultiSport Pass

New MultiSport passes must be ordered by the 15th of the month, with the subscription automatically continuing in subsequent months

## ■ Contribution to supplementary pension savings

Contributions from the employer received by employees even on maternity or parental leave. It is important to have a contract with a pension fund, including an agreed upon employer contribution

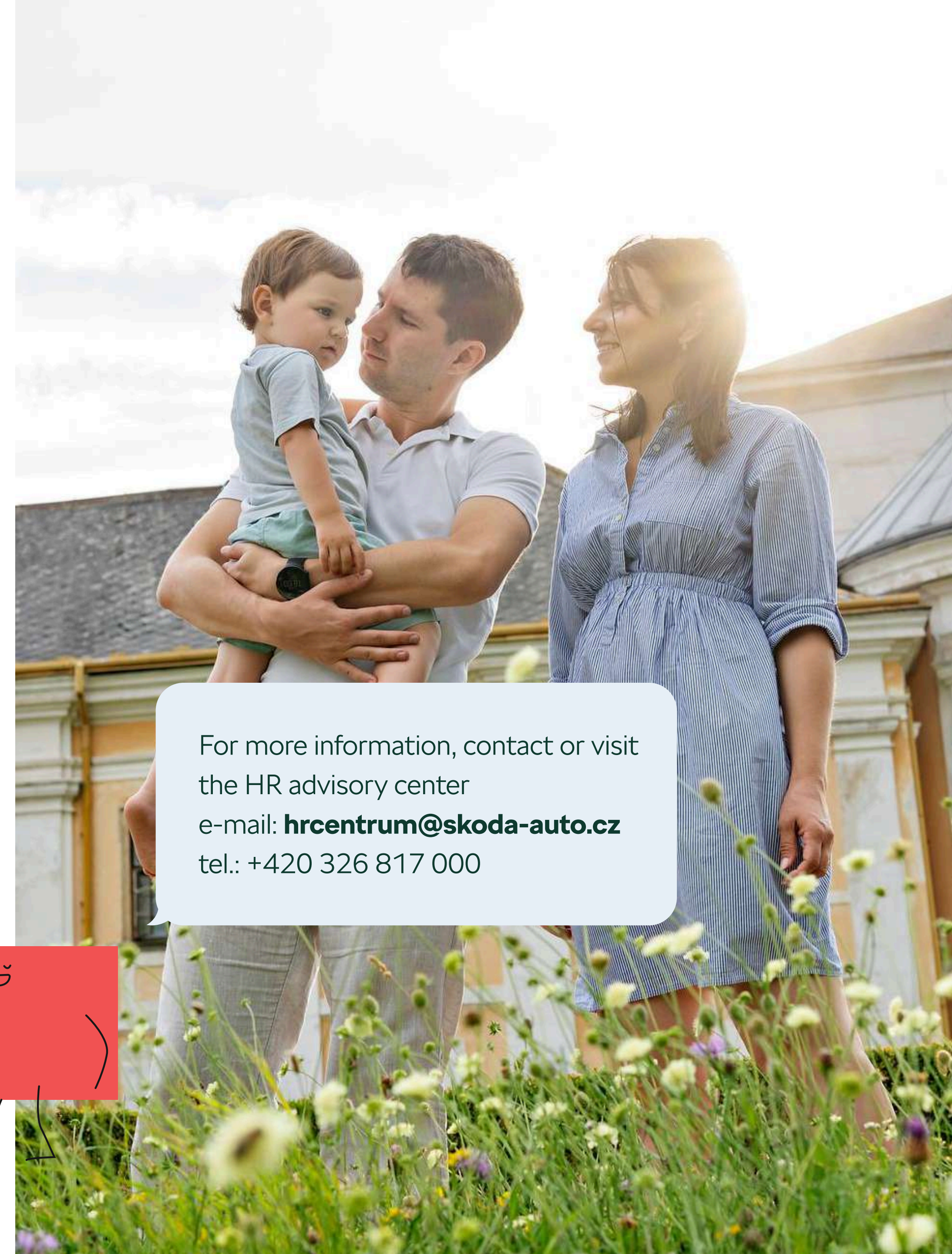
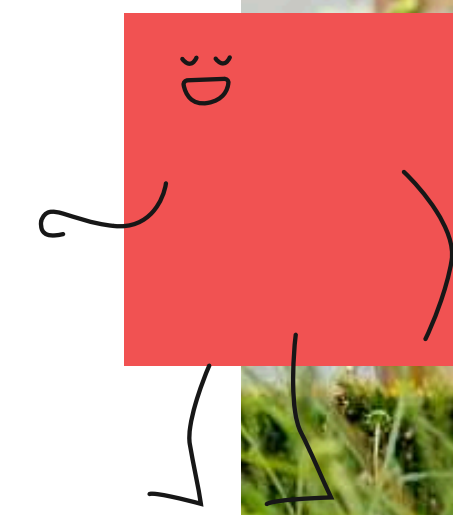
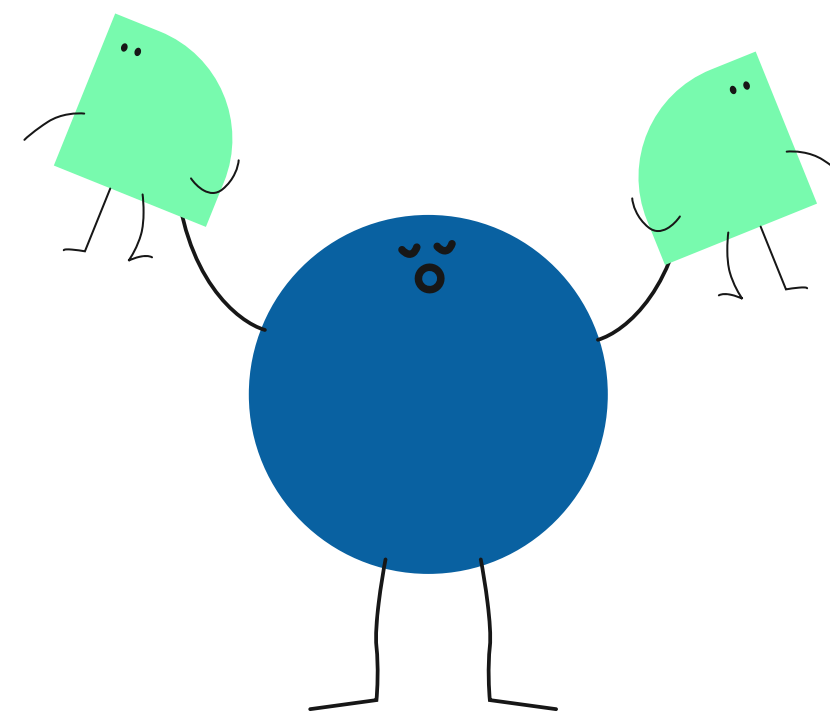
## ■ T-Mobile Benefit

An advantageous employee program

## ■ Recreation and travel

## ■ Purchase of computing technology

Computers and accessories from HP, Lingea dictionaries, refurbished computers and laptops from VT Data



For more information, contact or visit the HR advisory center  
e-mail: [hrcentrum@skoda-auto.cz](mailto:hrcentrum@skoda-auto.cz)  
tel.: +420 326 817 000



# Support for families with kids



Childbirth contribution

Provision of paid leave to care for a child up to 12 years old

Paid leave at the birth of a child to the employee's spouse/partner

Contribution to childcare

Care for physical and mental health (Škoda polyclinic, Kvasiny, Vrchlabí)



# Time for family and time for work

Škoda Auto, in cooperation with the KOVO Union, offers extensive options for adjusting work schedules

## New Work

Tools that can help find solutions to the growing demand for flexibility from employees, as well as addressing some duties set by the labor code, such as the obligation to adjust working hours for employees caring for children

## Mobile work

- One of the most used forms of flexible work within the New Work tools, which replaced the so-called home office
- The average usage rate in 2023 was 12.7% of all worked hours
- In 2023, nearly 10,000 employees had signed a Mobile Work Agreement, which the nature of their work tasks allowed
- Employees perform their activities outside the workplace at times agreed upon with their direct supervisor, following the rules of mobile work

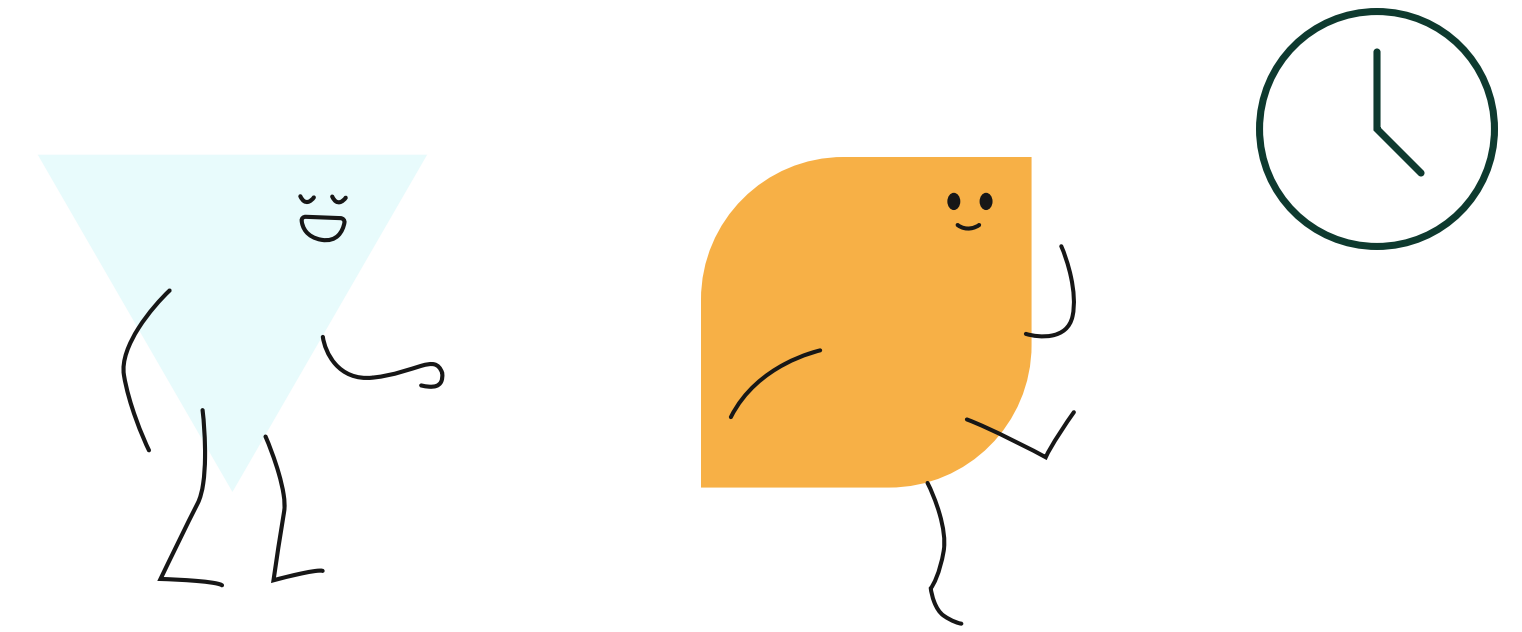
## Desk sharing

- The goal is to maximize the use of workplaces with regard to the utilization of mobile work
- Desk sharing represents a new form of the so-called hybrid office
- Employees can use various workplaces depending on the type of work activity within the Škoda Activity Based Workplace concept

**SKODA**

# Alternative work arrangements

Usage in 2023



## Reduced working hours

**24** male employee

**193** female employee

## Combination of shorter working hours

**5** male employee

**63** female employee

LGBT+

SKODA

05



# 2023 milestones



**May**

## Fun&Run

An annual charity run against homophobia organized by Prague Pride



**Jun**

## Pride Business Forum

- Participation in the PBF conference as part of Škoda Auto's commitment to align with the rights of LGBT+ colleagues.
- In November, Škoda Auto became a premium member of the PBF
- Presentation of the Škoda Enyaq Coupé Respectline



**Aug.**

## Prague Pride Festival

- Škoda Auto officially partners with the festival for the second time
- Škoda Enyaq Coupé Respectline floating on a pontoon on the Vltava River



**ON-LINE**

Always available online seminar

## LGBT+: Why Should I Care?

**Jun**

## Pride Business Forum Heroes

An award that highlights individuals who most contribute to creating equal conditions for LGBT+ employees, won by Jan Kotík from Škoda Auto



**Sept.**

## Support for marriage for all

Škoda Auto signed a petition from the "We Are Fair" initiative supporting marriage for all couples and associated equal rights

## Open letter

**Sept.**

66 companies, including Škoda Auto, sent an open letter to Czech Prime Minister Petr Fiala, to support changes to the legislative framework regarding access to LGBT+ people and to advocate for the legal acceptance of marriage for all couples

**ON-LINE**

Always available online seminar

## Webinar: Parenting in same-sex couples

**ON-LINE**

Always available online seminar

## A Chair for the Guest: LGBT+ Diversity

Educational video for the community of masters and their masters

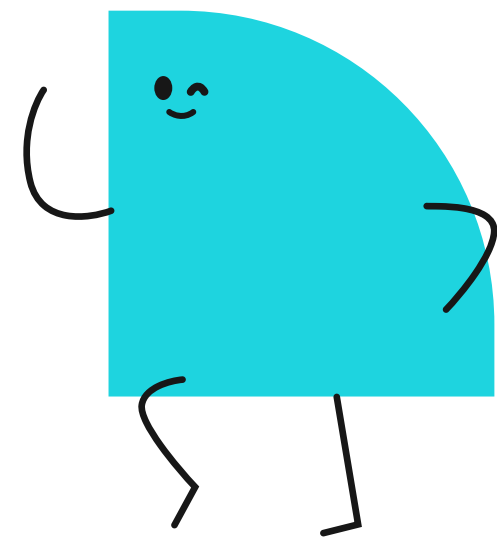
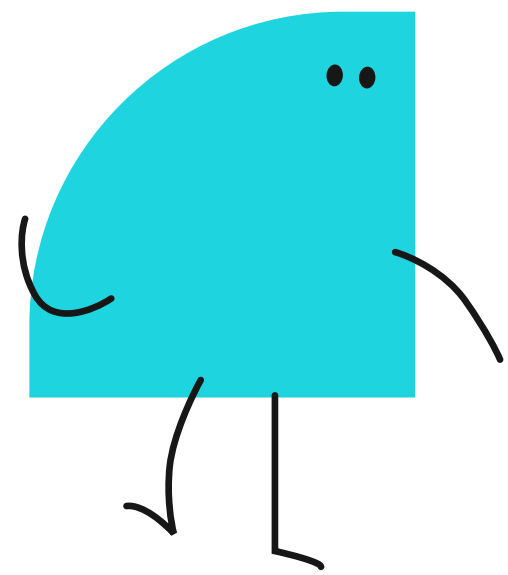


# LGBT+ diversity

**At Škoda Auto, we strive for equal conditions for everyone regardless of gender identity or sexual orientation**

We have partially equalized conditions between marriage and registered partnership outside the legal framework

We support transgender employees, including those in transition



**SKODA**



## Škoda Proud

- An employee group aimed at building bridges across the company and creating an inclusive work environment
- Open to all employees
- Regularly organizes informal meetings and co-organizes events for the entire company

**Join us!**

**Škoda Proud is open to everyone – thus both LGBT+ people and allies (friends, supporters)**

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

**SKODA Proud**

# Intergenerational cooperation

SKODA

06



# Škoda Auto at every age

The ability to fully utilize one's potential without any disadvantage due to age is fundamental for Škoda Auto, and therefore, the automaker focuses on developing age management, which includes a comprehensive approach to addressing demographic situations and changes in the workplace

# 41,6

Average age of employees in 2023

# 13,9

Average length of service of employees in 2023

## Work on reduced schedules

Škoda Auto offers several options to adapt work to the needs of employees of all ages

## New Work

### Mobile work

Activities performed outside the workplace at times agreed upon with a supervisor

### Desk sharing

Desk sharing by employees

## Utilization of mobile work by age of employees

<b>15,1%</b>	<b>17%</b>	<b>11,9%</b>	<b>8,6%</b>	<b>7,3%</b>
20–30 years	30–40 years	40–50 years	50–60 years	over 60 years

**SKODA**



## Alternative work arrangements

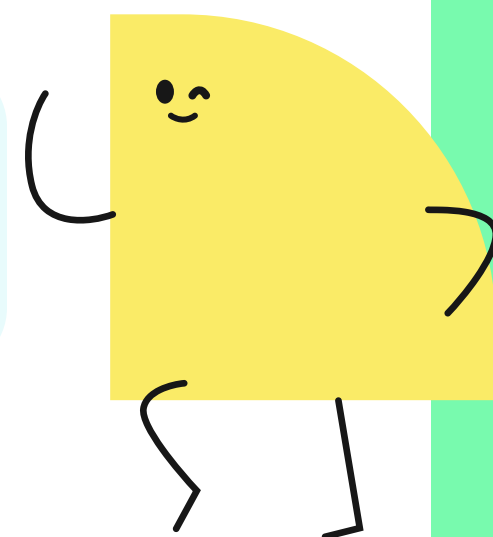
- Reduced working hours
- Job sharing
- Combination of shorter working hours

# Retiree Benefits (former Škoda Auto employees)

- Dining at selected restaurants
- New car purchase and lease options
- Used car purchases\*
- Vehicle servicing and other services (Service Center Kosmonosy)
- Disposal of excess inventory and materials
- International travel insurance

\* Available if the main employment lasted 3 or more years prior to retirement

For more info:  
[benefity@skoda-auto.cz](mailto:benefity@skoda-auto.cz)



**SKODA**



**Planning Retirement?**  
**We'll transparently guide you through the whole process**

For more details, contact or visit the HR Advisory Center  
e-mail: [hrcentrum@skoda-auto.cz](mailto:hrcentrum@skoda-auto.cz)  
tel.: +420 326 817 000

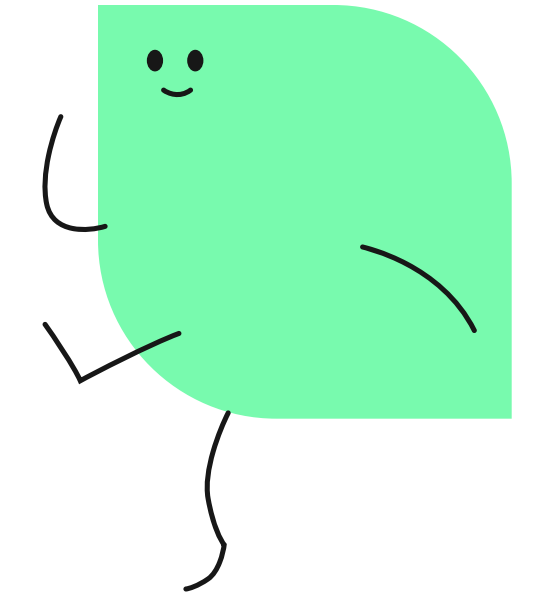




[www.skoda-career.com](http://www.skoda-career.com)

# Trainee program

Trainees are placed in various Škoda Auto departments through a rotation process based on their professional interests, availability, and subsequent interviews.

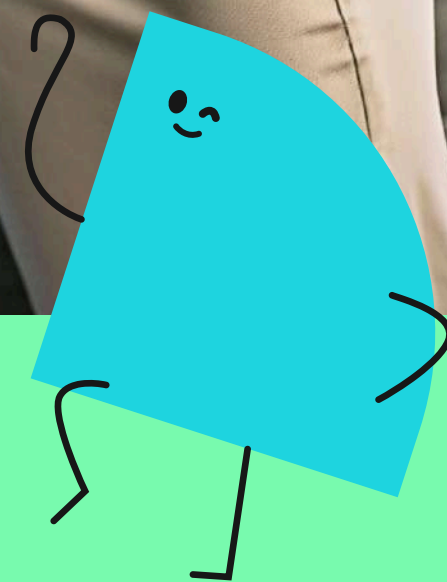


## Trainee

- Full-time internal employee
- University graduate
- Overseas study experience during their education
- Communicative in English
- Keen to continue personal development
- Participate in educational activities (workshops, excursions, language courses)

## Mentor

- Supports trainees career-wise (rotation and placement in the company) and in expertise
- Main communication link between the department managing trainees and their workplace department
- Leads the first rotation
- Provides feedback



# Programs for Students

## ■ Student Talent program

Helps students develop skills beyond internships

## ■ PhD program

Opportunity to collaborate on a dissertation with Škoda Auto professionals

## ■ Internships

Offers students practical experience vital for future employment

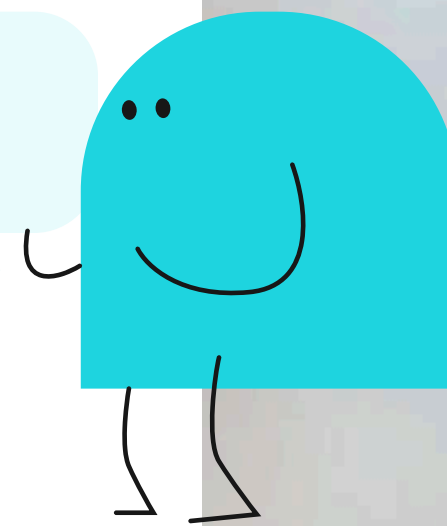
## Dual Study&Work program

■ Allows students to study and work simultaneously at Škoda Auto

## Final thesis collaboration

■ Consultations with Škoda Auto experts

More info



## Recent Updates to Agreement on work performance and Agreement on work activity

- Scheduling of working hours and familiarising employees with their work schedules
- Entitlement to vacation (from January 1, 2024)
- Entitlement to additional pay allowances
- Employees entitled to shift differentials, such as night shifts or weekends, must be approved by SPS/1.
- Right to request a work contract and the employer's obligation to provide a reasonable written response within one month
- Right to an immediate written explanation for unjustified termination of work agreements



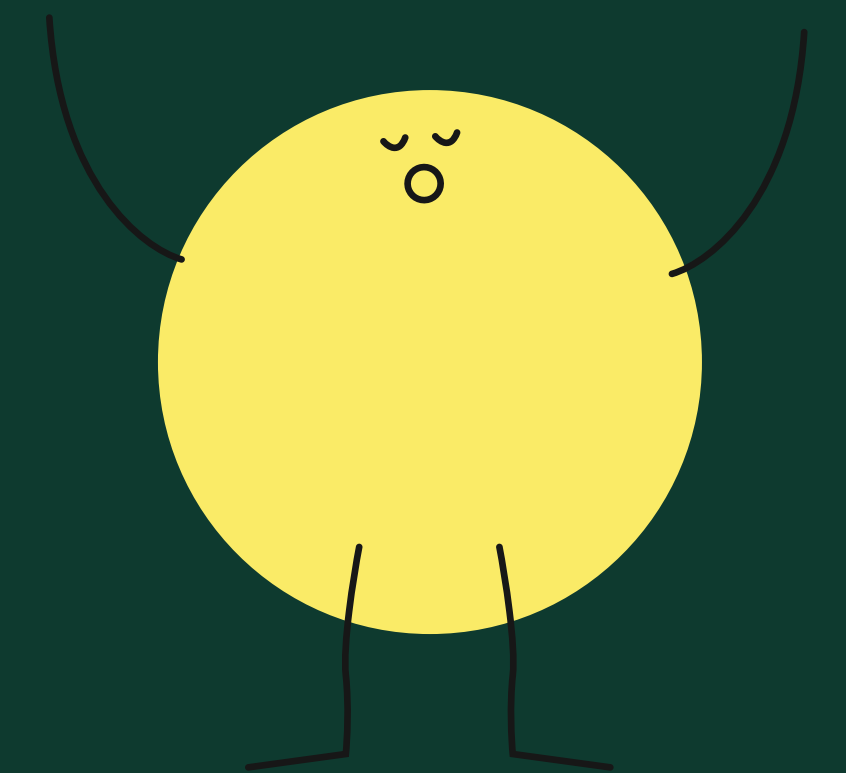
**Sample documents have been developed and are available to the HR department**



## Reflection of diversity in education

- Communities with different target groups
- Knowledge sharing and collaborative learning among experts
- Mentoring program/Matchbox
- Peer-to-peer in 42Prague
- Young generation & Teachers
- Live library
- Diversity as a natural part of lessons
- Young generation and skills (e.g., Roadiaq 2023)

**SKODA**



# Health and Support for All Ages

In the fall of 2023, a new campaign titled "Health Matters" was launched, aiming to highlight the importance of physical and mental health care, encourage regular medical check-ups, and promote open communication about one's health status. As part of the campaign, for instance, a Men's Health Week took place in November

## Health pillars

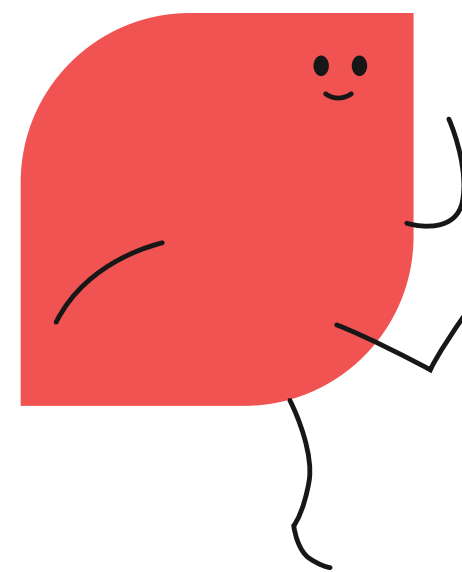
Škoda Auto for Health  
Occupational health services  
Škoda Polyclinic  
First aid  
Preventive programs at Škoda Auto  
Health insurance preventive programs  
Rehabilitation and preventive care for employees  
ŠkoFit  
Online doctor 24/7  
Ergonomics and work physiology  
Mental health matters  
Health support educational events

## Pillars of Physical and Mental Health Care

Cafeteria point credits  
Preventive health programs  
Spa rehabilitation stays  
Rehabilitation programs  
Vaccinations  
Smoking cessation  
"Be Fit" Studio  
Online doctor 24/7

## Support in Life Stages – through paid leave

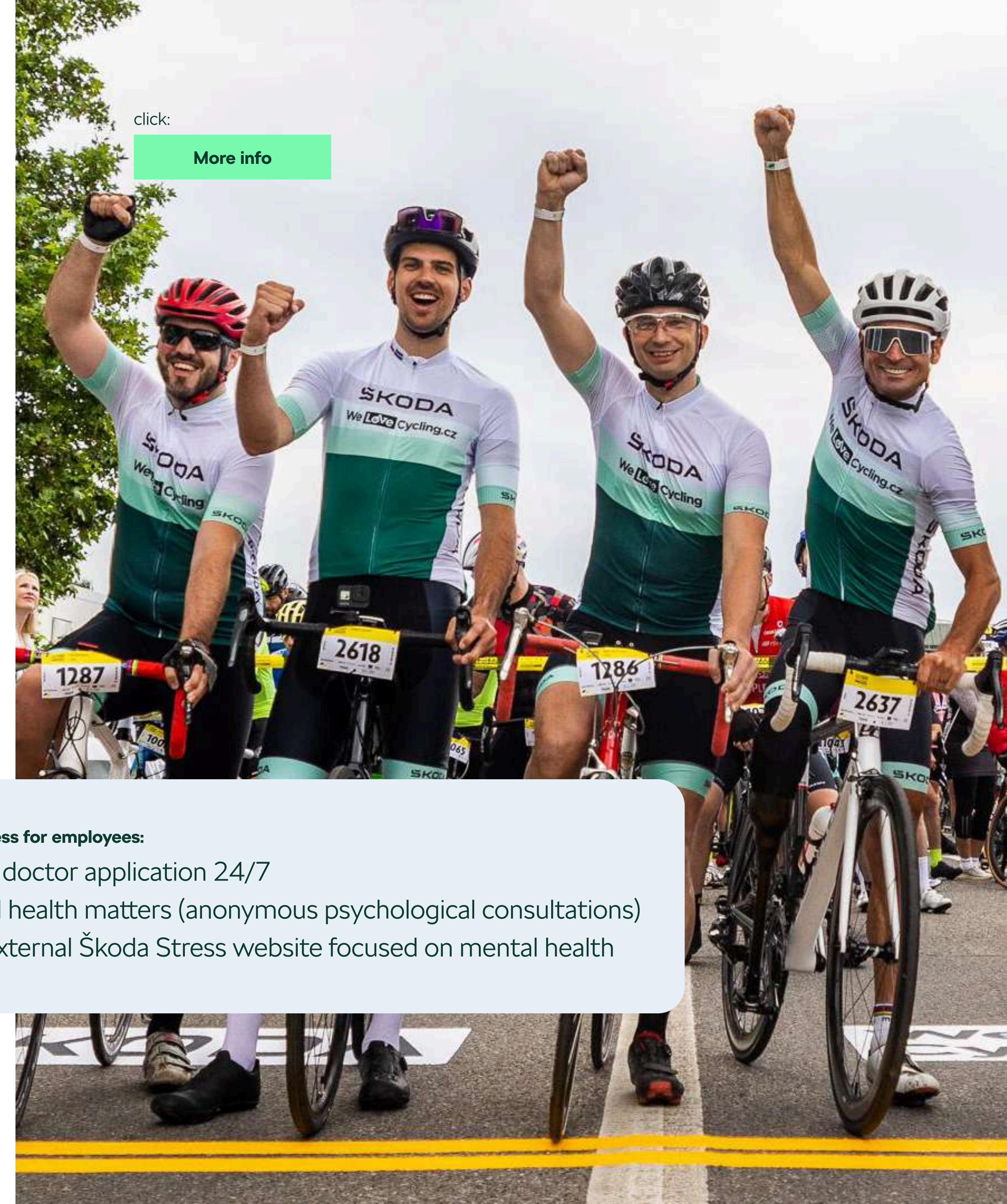
Wedding (+ car loan)  
Family death (+ social assistance to the family)  
Injury (employee insurance)



**SKODA**

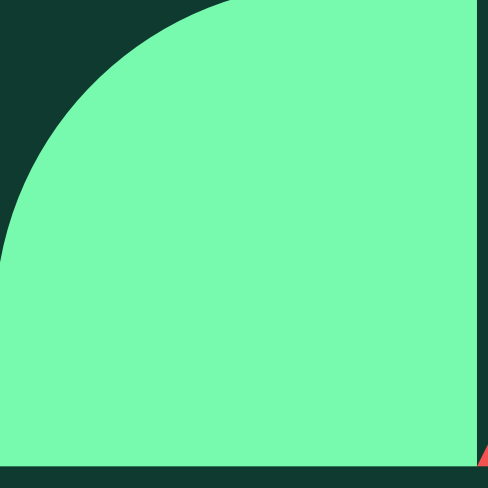
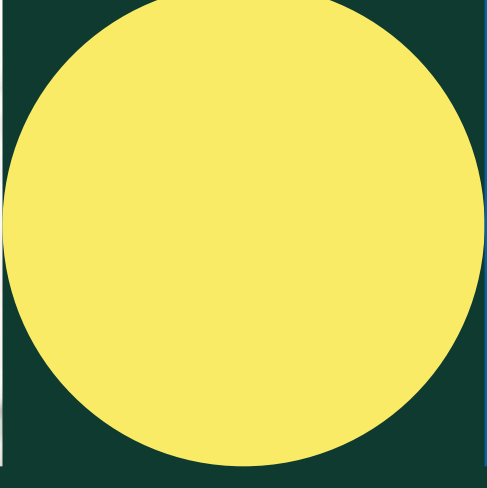
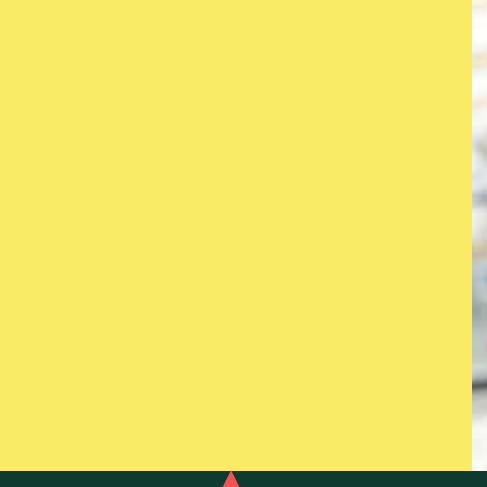
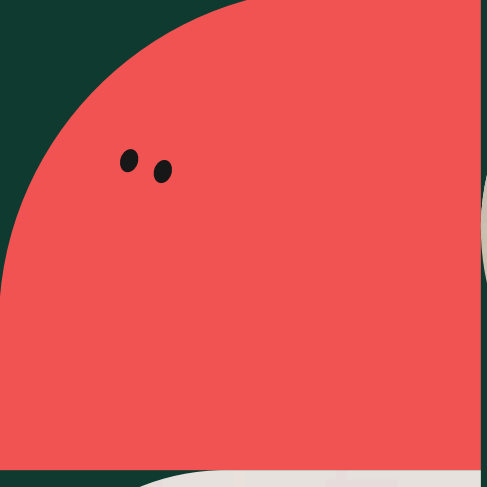
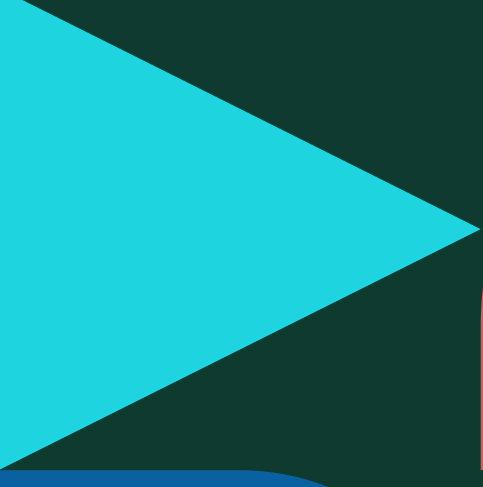
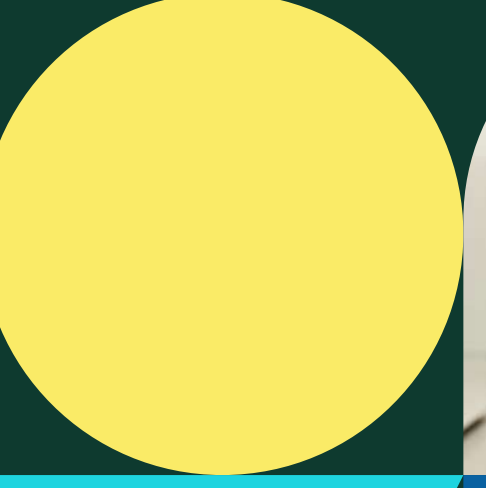
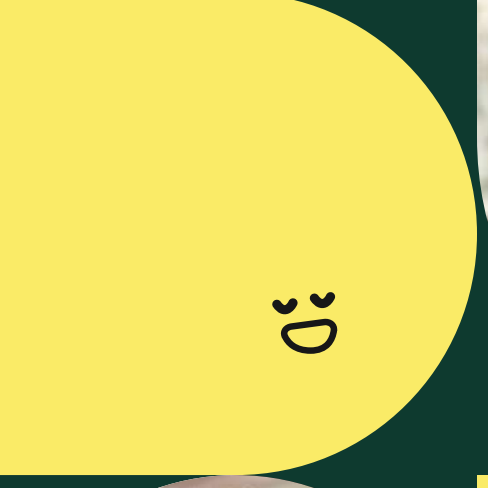
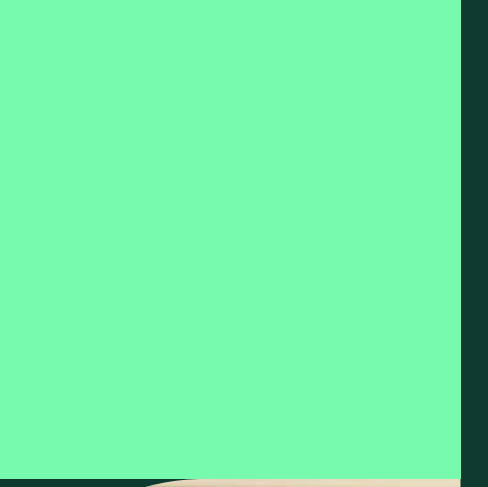
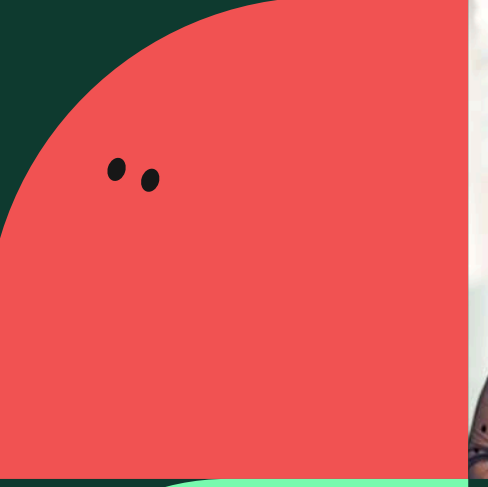
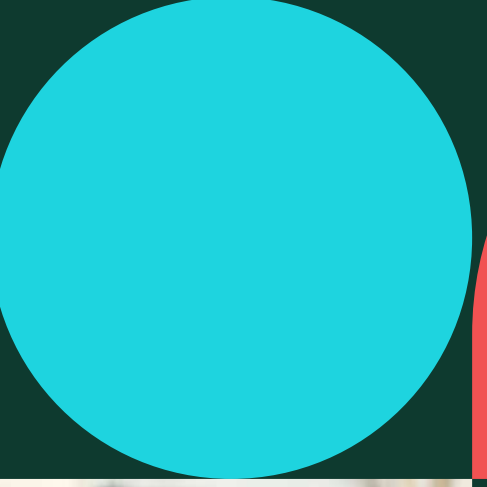
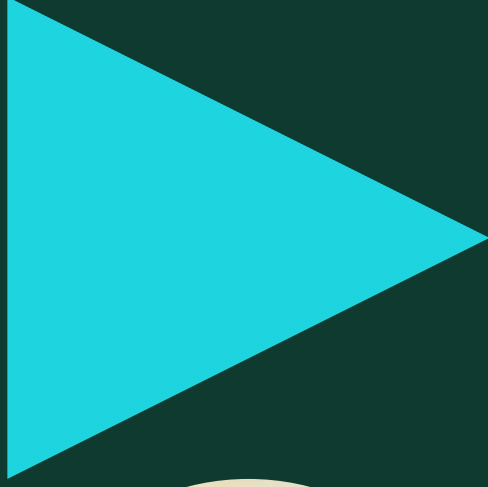
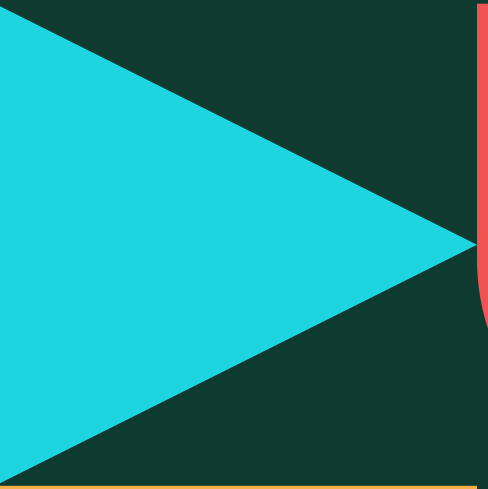
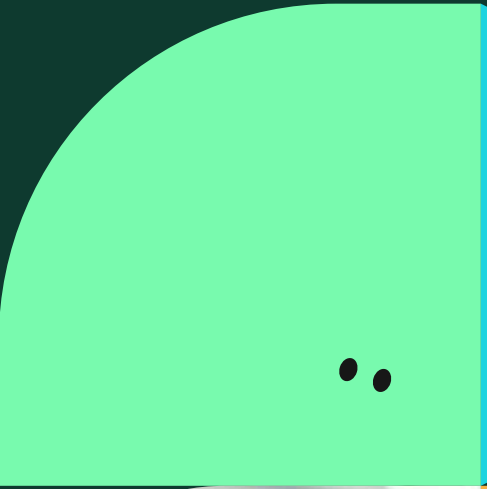
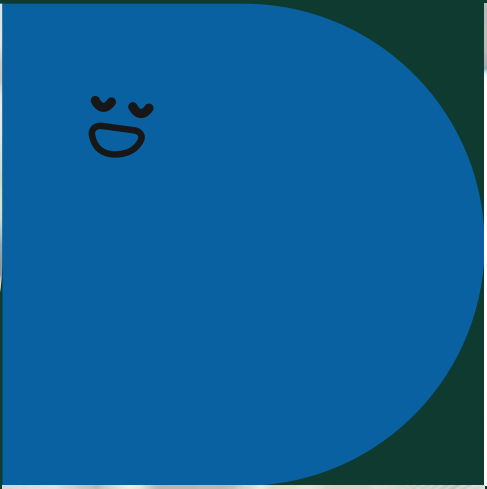
click:

[More info](#)



### Free access for employees:

Online doctor application 24/7  
Mental health matters (anonymous psychological consultations)  
New external Škoda Stress website focused on mental health



# Employee groups



SKODA

07

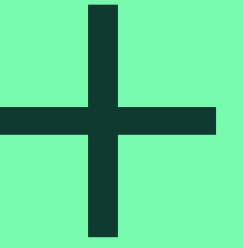
# ERGs/Employee groups



- Membership can include Škoda Auto employees from both direct and indirect areas
- Group activities take place outside of working hours
- ERGs organize events on diversity-related topics (coming out at work, intercultural evenings, informal community meetings, and more)
- Employees voluntarily create, manage, and implement the group's activities
- Establishment of employee groups is approved by the S/X – Transformation team

## Benefits of ERGs

- Increased employee loyalty
- Building an inclusive corporate culture
- Development of leadership skills
- Innovation incubators through cross-company collaboration
- Support for networking
- Enhanced sharing of experiences and knowledge







internationals@skoda-auto.cz

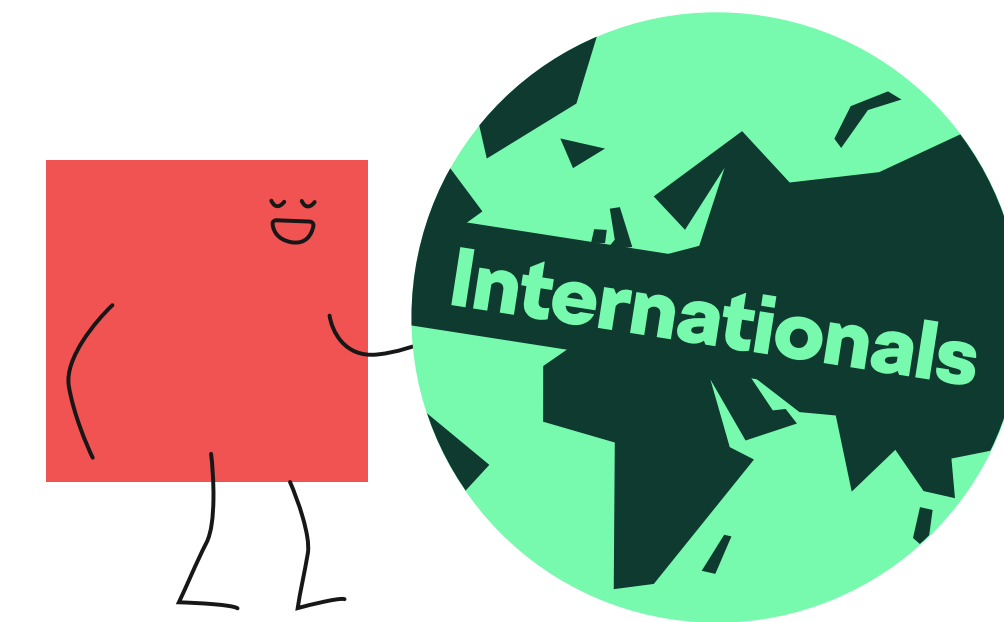
# 501

members

# 6

networking events organized

## SKODA



## Internationals@Škoda

- Collaboration with S/X – Transformation (Regular updates on mobile work, promotion of English, and other relevant topics)
- Interaction with international ERGs to share experiences and best practices
- Strategy creation for 2024
- Opětovné spuštění kanálu Teams Channel (100+ members)
- Closer cooperation with the People & Culture
- Collaboration with Škoda Academy (feedback and future training, a sub-channel in teams for English language training)



skoda.proud@skoda-auto.cz

- Annual Employee Group Meeting (March)
- Beer&Talk (6 sessions in Mladá Boleslav)
- Fun&Run 2023 – annual charity run against homophobia
- Malá Skála, Drábské světničky – 2 trips (June, September)

**SKODA** Proud

**92**

members

**SKODA**

# Škoda Proud Events organized with the D&I team

## European Diversity Month

Online workshop "Don't Be Afraid to Share" - Coming Out at the Workplace

## Diversity Community Meet Up 2023

## LGBT+: Why Should I Care?

Online lecture

## Prague Pride Festival 2023

ERG Networking at the Pride Business Forum

Škoda Proud Meet Up in Pride Village – participation in the pride parade

**SKODA**



in preparation:

**WomeN@work**  
by SKODA

# Individual capabilities



SKODA

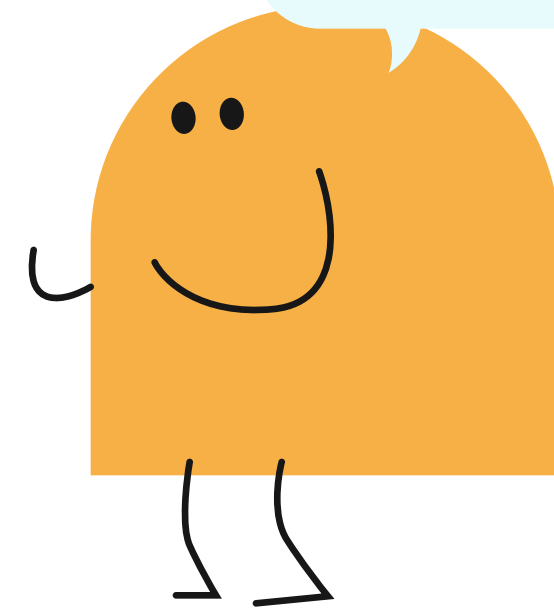
08

# Individual capabilities

# PWD 1,3%\*

Škoda Auto supports the opportunities, development, and individuality of all employees regardless of health or social limitations.

\* For employees with disabilities at Škoda Auto in 2023. The target is 4% by 2030 as per the Škoda Auto Next Level Strategy 2030



# 5

workspaces

## Sheltered Centre

Provides a supportive environment and opportunities for remaining in or reintegrating into the workforce

# 466

employees in 2023

# SKODA

## Škoda Auto for PWD

- Employment of Persons with Disabilities
- Paid leave for persons with disabilities (5 working days per year)
- Paid leave for a family member of a ZTP/P cardholder (5 working days per year).
- Recuperative stays in spas

## Goals

- Placement of employees – assigning suitable job positions in case of work capacity changes or for social reasons
- Qualification development – ensuring appropriate programs to gain new or expand existing qualifications
- Rehabilitation – securing appropriate programs to support employee health
- Reintegration – assistance in reassignment to permanent job positions

# Handy Card

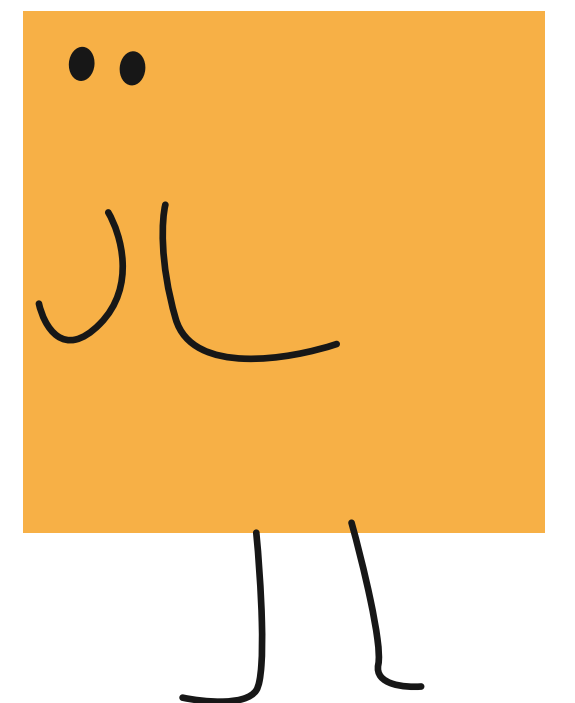
## Program to Ensure Mobility for Employees with PWD Status



- **Car purchase and necessary modifications with price benefits**
- **Extra discounts on selected types of insurance**
- **Insurance for compensatory aids including sports equipment**
- **Advisory services for handling insurance claims**
- **Discounts on fuel throughout the Czech Republic**
- **Discounts on stair lifts chairs**
- **Discounts on aids for the deaf and hard of hearing**
- **Specialized types of language training**
- **Discounts on trips with CK ATIS, etc.**
- **Discounts on compensatory aids and wheelchairs from Ortoservis and DMA**

For inquiries and interest in the Handy Card, contact the Customer Center

tel.: 739 306 714,  
e-mail: [info@carclub.cz](mailto:info@carclub.cz),  
[www.carclub.cz](http://www.carclub.cz)



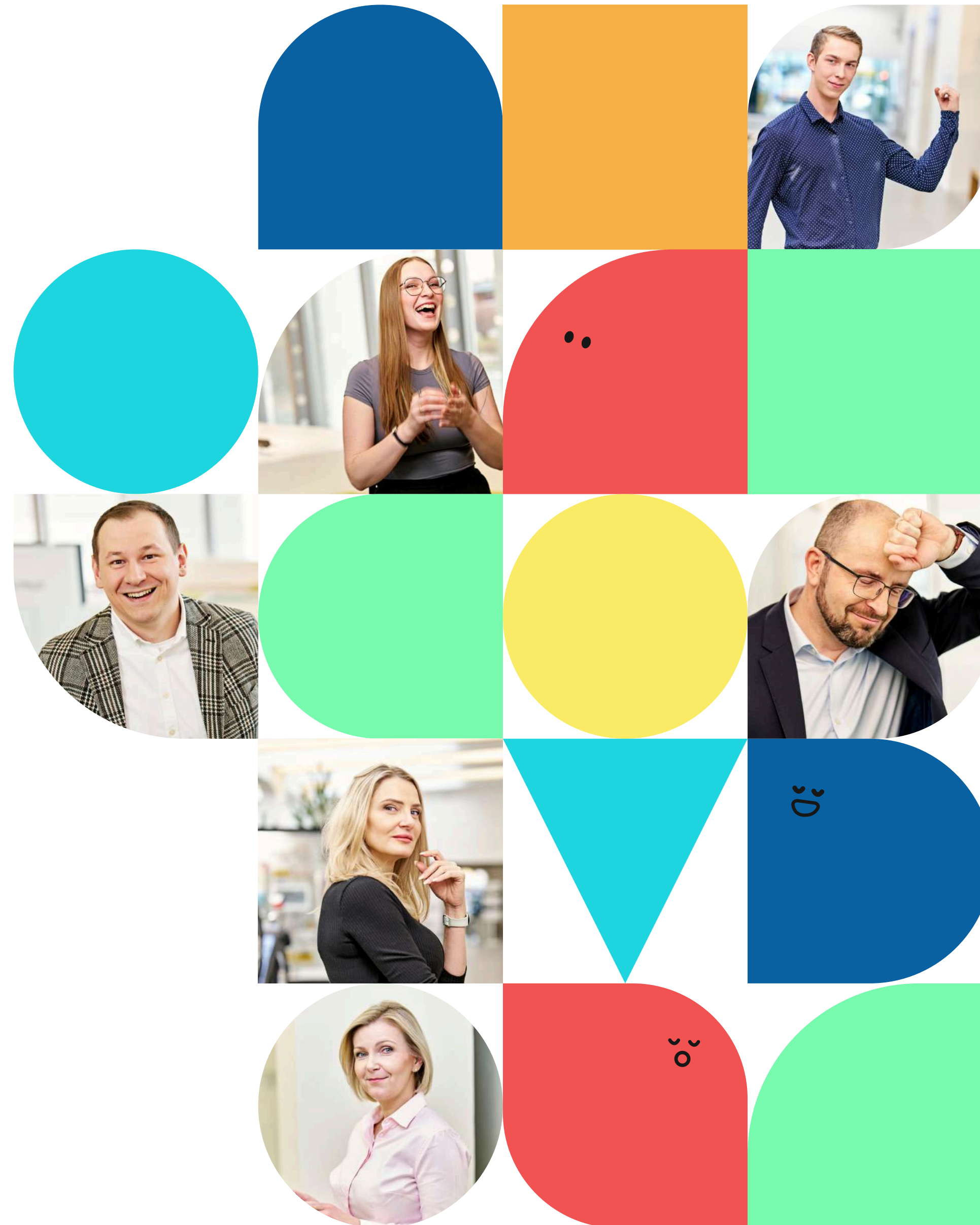
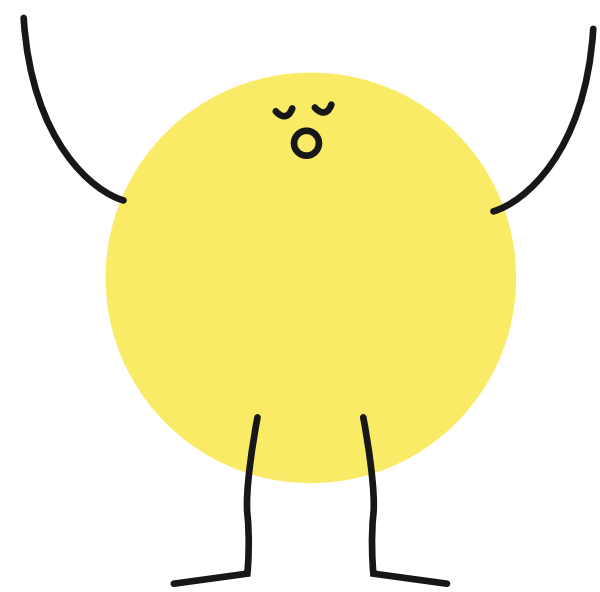
# Diverse mindset

SKODA

09



# Support for diverse mindset



**68% increased** employee retention<sup>1</sup>

**70% more** likely to capture new markets<sup>2</sup>

**26% more likely** to experience above average profitability<sup>3</sup>

A team with a member who shares a client's ethnicity is **152% likelier** to understand that client<sup>2</sup>

**1.8 times** more likely to be change-ready<sup>4</sup>

**1.7 times** more likely to be innovation leaders in their market<sup>4</sup>

**3,5% increase** in EBIT for every 10% increase in gender diversity in the company's leadership<sup>5</sup>

**76% of job-seakers** make decisions based on the diversity of a potential employer's staff<sup>6</sup>

**19% increase** in revenue resulting from innovation<sup>7</sup>



# Courses offered in 2023



- E-learning D&I
- Men at a Crossroads
- Coming Out at the Workplace
- LGBT+ training for tariff coordinators
- Czechitas – Webinars for Employees
- Simply Diverse Quiz
- Transgender Talk
- How to Stand Up for Yourself

For the current offer, contact us:  
[diversity@skoda-auto.cz](mailto:diversity@skoda-auto.cz)

**SKODA**



# E-learning for D&I

- E-learning via LMS eDoceo for Škoda Auto employees, accessible also to parents on parental leave
- Combination of a theoretical foundation and practice with real-life examples
- Information can be utilised on a personal level, in team collaboration, and in team management by leaders

Understanding the importance of diversity and inclusion

Recognizing the challenges on the path to greater diversity and the unconscious biases we encounter

Proposing ways to sustainably achieve diversity and an inclusive culture (e.g., using nudge management techniques to foster solution-oriented actions)

Škoda Auto has launched the Degreed platform for employees

## E-learning content

- Diversity and inclusion
- Unconscious biases
- Nudge management method
- Psychological safety in the workplace
- Your role in supporting diversity
- Summary

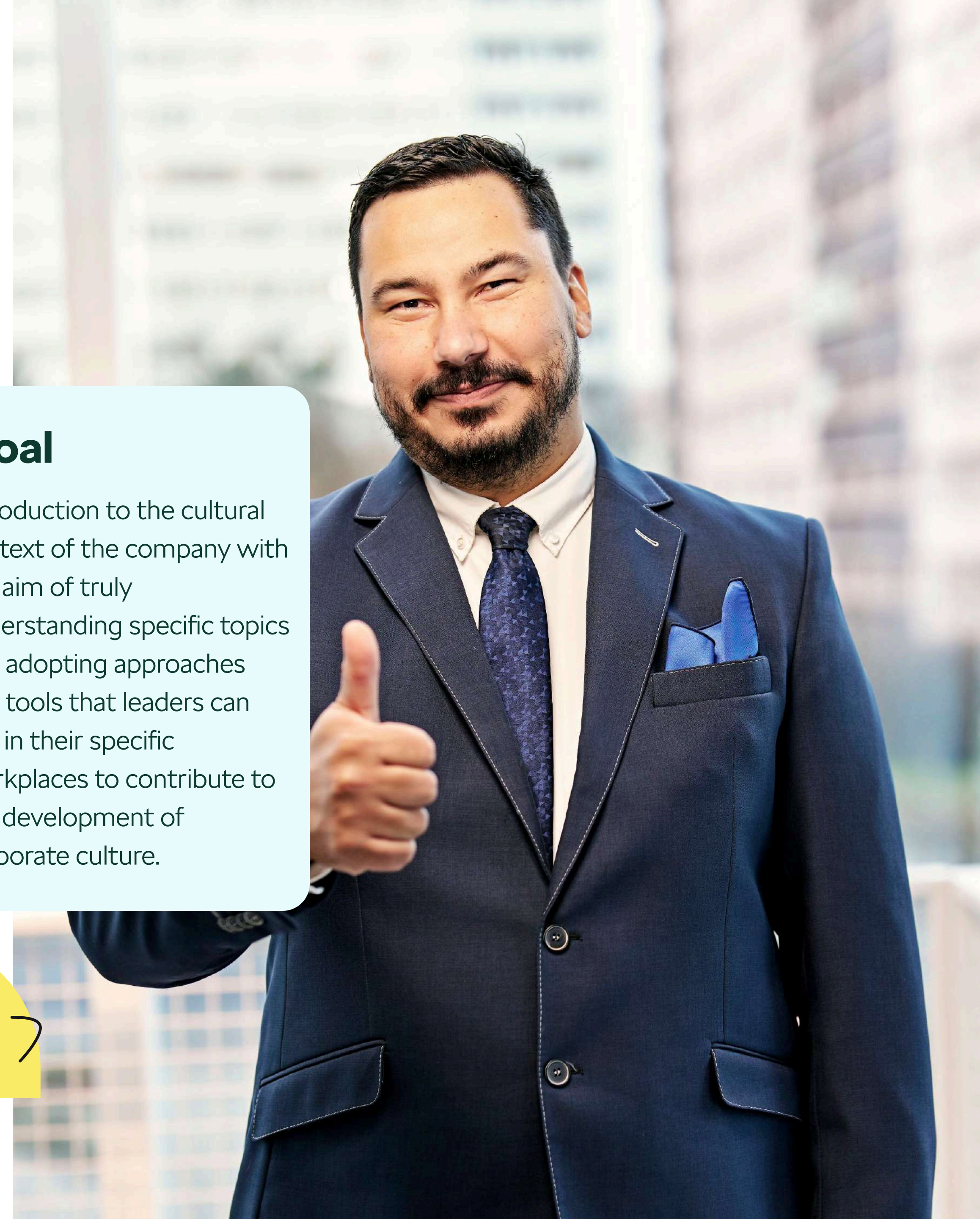
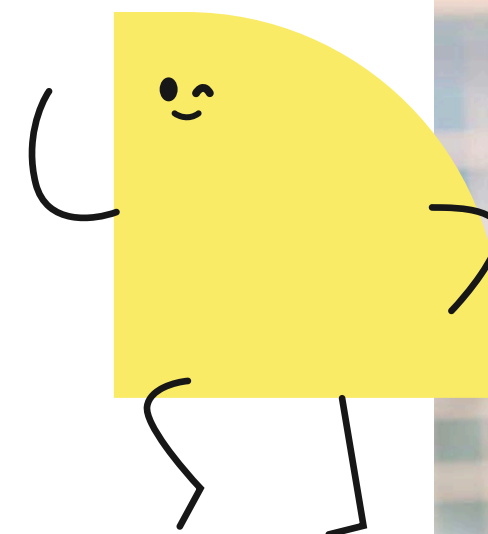
# Workshop on corporate culture

## Content

- Clarifying the strategic importance of developing corporate culture and the crucial role of leadership
- Understanding key topics: Code of Cooperation, Integrity, and Leadership Model
- Introduction to the overarching initiative Together4Integrity
- Comprehending the purpose and significance of the Volkswagen Group Principles, their individual implementation in a specific work environment, and day-to-day work with one's team
- Intended for direct supervisors including management
- Duration 3,5hrs

## Goal

Introduction to the cultural context of the company with the aim of truly understanding specific topics and adopting approaches and tools that leaders can use in their specific workplaces to contribute to the development of corporate culture.



# Škoda Leadership Model

## Types of Leaders

### Empowering ally

Creates an environment of trust and cooperation, connects colleagues and teams across levels and department for everyone's benefit (more empathy, less micromanagement)

### Keen prototyper

Develops and supports fast and bold ideas and prototypes, accepting initial failures that push us forward and ultimately lead to success (more courage, less conventional habits)

### Can-do-spirit

Communicates openly, has an inner passion for finding great solutions and, along with others, creates a sustainable future (more creative instinct, less formalism and bureaucracy)

**SKODA**



## Content

- A tool designed to help all leaders clearly and understandably aim towards the goals set by Škoda Auto as leaders
- Continues the so-called target culture of Škoda, which was established in 2022 and applies to all employees
- Primarily intended for managerial staff

# Utilisation of the Nudge methodology in leadership

Nudge Management includes tools for creating a diverse and inclusive work environment. It comprises a set of interventions that involve improving the work environment and new work habits based on behavioral science findings.

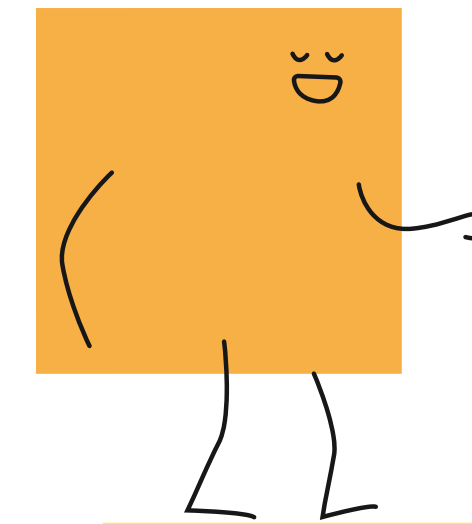
INTERVENTIONS

Internal stimuli

Leadership-driven stimuli

Environmental stimuli

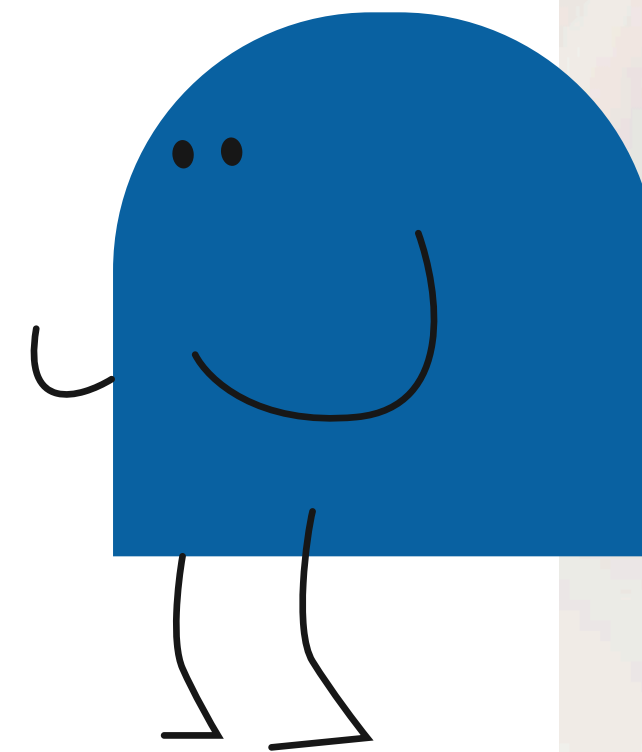
Process stimuli



It brings a comprehensive leadership culture based on findings from behavioral science

# Role Model Program

- An initiative for all leaders across the Group's brands aiming at strengthening and supporting the ongoing transformation of the company culture
- Offers concrete ideas to support openness and improve cooperation not only within your teams, but across the whole company
- Primarily intended for members of management in a leadership position (= managers with direct reports) and participation is mandatory for this group
- During the year, the status of the RMP implementation for Škoda Auto is regularly reported to the Group
- Optionally, tariff coordinators and foremen also have the opportunity to get involved and inspired



# D&I cheat sheets

## Q&A

What do you ask us most often?

## Vocabulary of DEI terms

The most important terms

## Inclusive language

Tips on how to show respect for differences in spoken and written expression

## Information leaflet on the topic of Transgender Gender Identity

A toolkit for employers with practical advice for creating a workplace friendly to transgender and non-binary people

## Toolkit: How to take care of trans talents (cs)

Toolkit that helps you to create an inclusive environment for trans and non-binary people. In Czech language only

## Handbook: LGBT+ (cs)

You will find basic information that will help you understand what LGBT+ people go through in life and in the workplace, what challenges they overcome, and what specific needs they may have

## Glossary of Terms

Guidelines for handling specific situations for staff, managers, supervisors, and the HR department

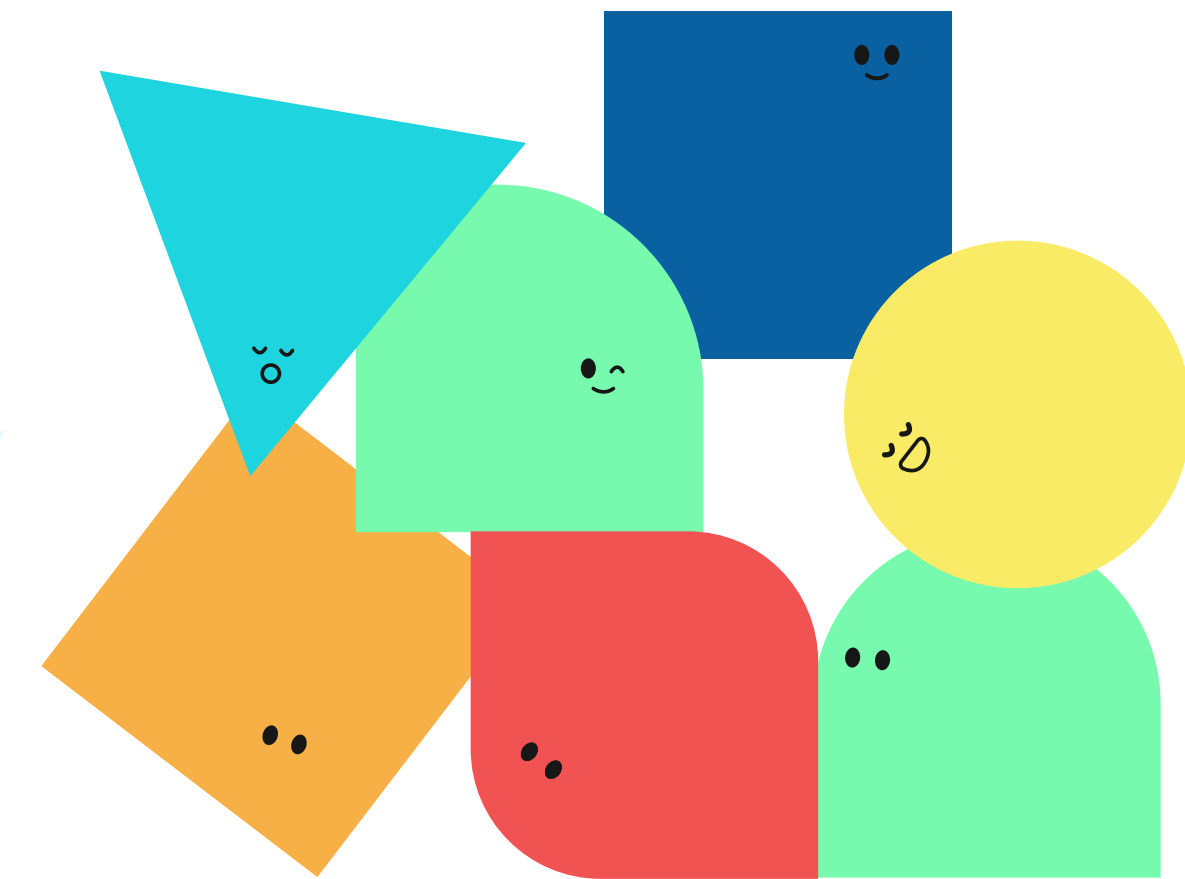
## Basic information on LGBT+ topic

Basic information on LGBT+ topics, glossary of relevant terms, useful links and contacts

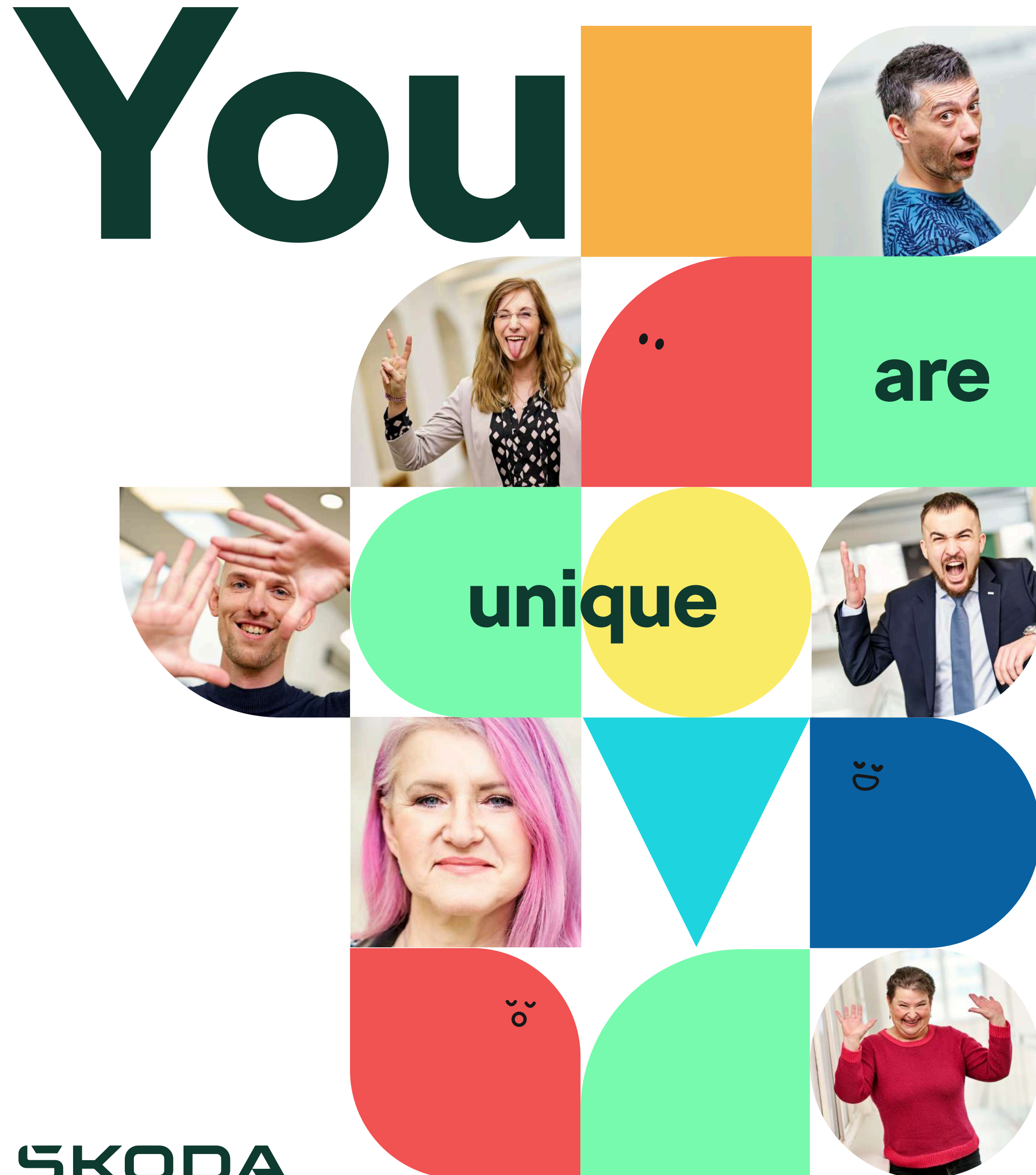
## Unconscious Biases Overview

Common prejudices and how to address them

All materials are available to employees on the Škoda Space intranet



DEI

**SKODA**

We respect and celebrate the differences that make each of us unique. We support individuality and create a psychologically safe environment where everyone can be their true selves. Each of us can bring all our qualities to our work. We believe that it is only in such an environment that we can fully utilise our potential, regardless of our individual differences

## The D&I team offers:

- Individual consultations for individuals and teams
- Counselling and collaboration as needed



# Škoda Auto Areas

SKODA

10



# Technical Development Area

Diversity index	17,7
Women in management	9%
Part-time work	1,3%
Utilise mobile work	16,7%

## Activities supporting diversity

### P.O.K.E.C.

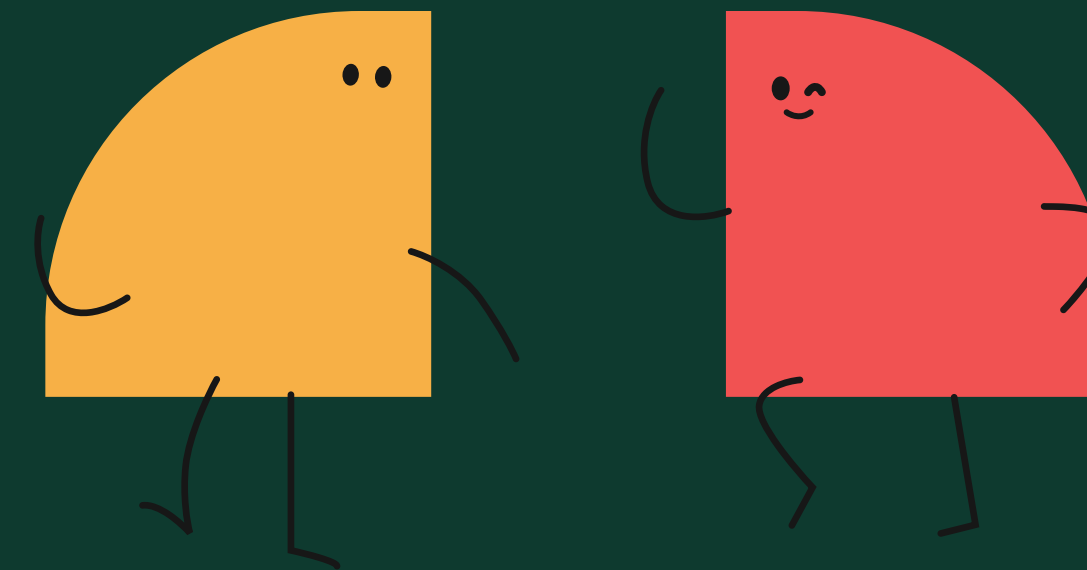
„Personal Open and Kind Exchange Communication“

#### The procedure:

List of volunteers ▶ Random selection of 2 of them ▶ 30-minute interview about non-work and work-related topics ▶ Completion of feedback form

#### P.O.K.E.C. goals

- Communication between departments
- Connecting colleagues from different areas of Technical Development
- Meeting new colleagues beyond just a work level
- Expanding communication to other areas of Škoda Auto



# Finance, IT and Legal Affairs Area

11 diversity ambassadors within the area

Diversity index **28,5**

Women in management **23,3%**

Part-time work **2,6%**

Utilize mobile work **41%**

Activities supporting diversity

## Job sharing

In 2023 used in 14 job positions

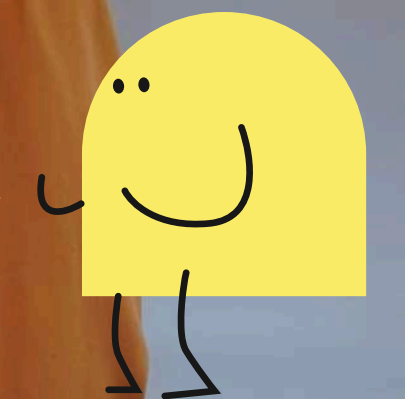
▶ In 2024 will grow to 20 job positions

**SKODA**



### Meetings

- Women and vision I. (May 2023) – 70 attendees
- Women and vision II. (November 2023) – 75 attendees



### Career questionnaire for women focusing on time

#### Proposed measures:

Mobile work (up to 100% if needed)

Unpaid leave (1–5 working days per year)

Limiting the number of meetings (no regular meetings after 5 p.m.)

# Procurement Area

Diversity index	37,5
Women in management	30,6%
Part-time work	3,4%
Utilize mobile work	20,3%

## Activities supporting diversity

Job sharing

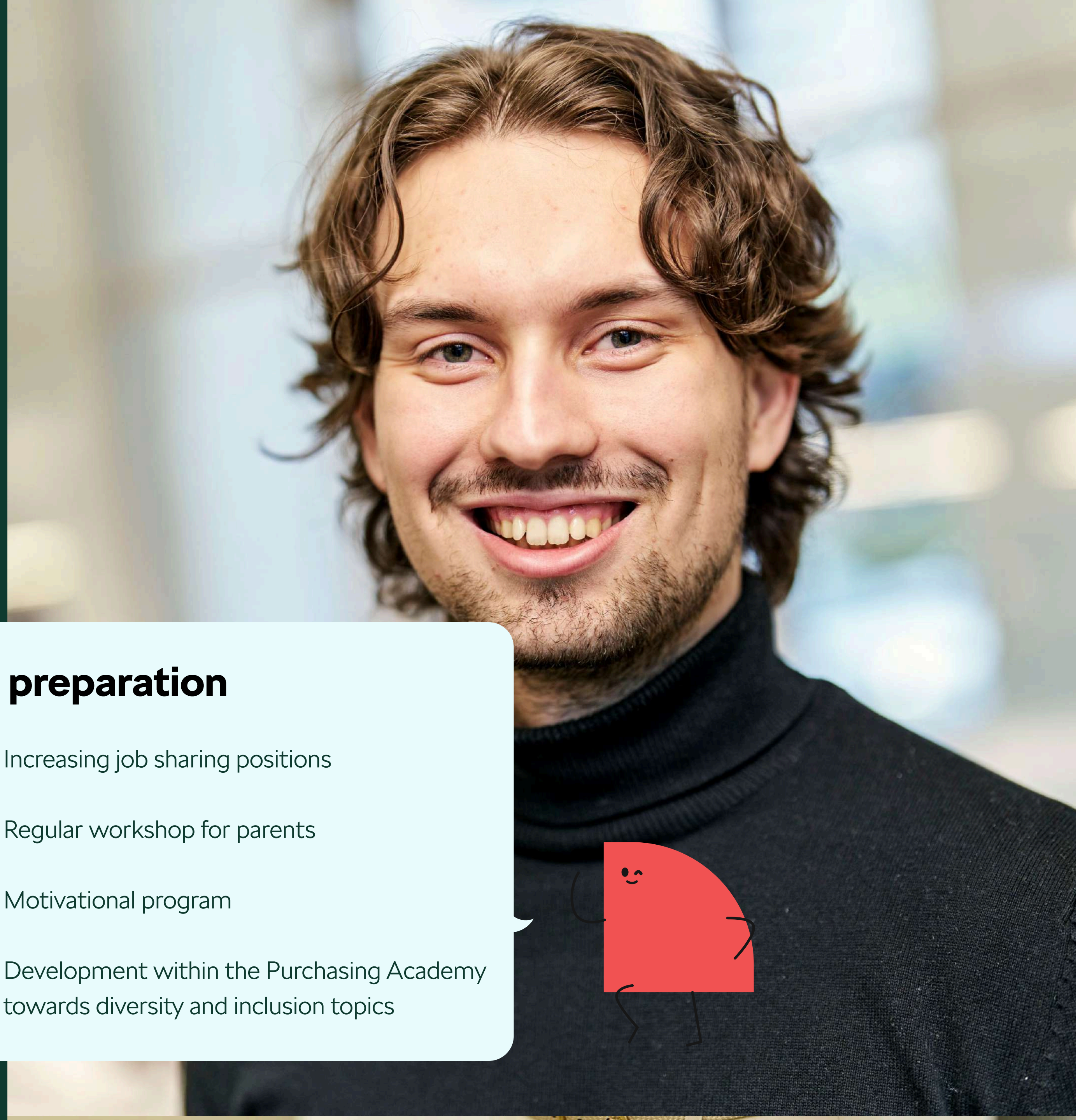
Workshop for parents

Short-term job rotations

SKODA

## In preparation

- Increasing job sharing positions
- Regular workshop for parents
- Motivational program
- Development within the Purchasing Academy towards diversity and inclusion topics



# Chairman of the Board of Management Area

Diversity index	<b>26,6</b>
Women in management	<b>15,8%</b>
Part-time work	<b>0,7%</b>
Utilize mobile work	<b>10,5%</b>

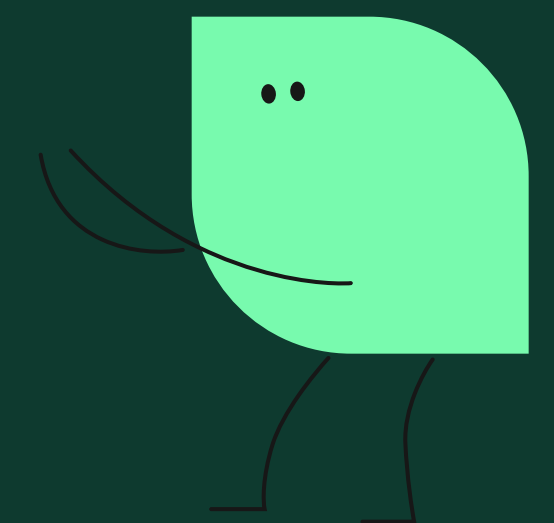
## Activities supporting diversity

### Support for women in management

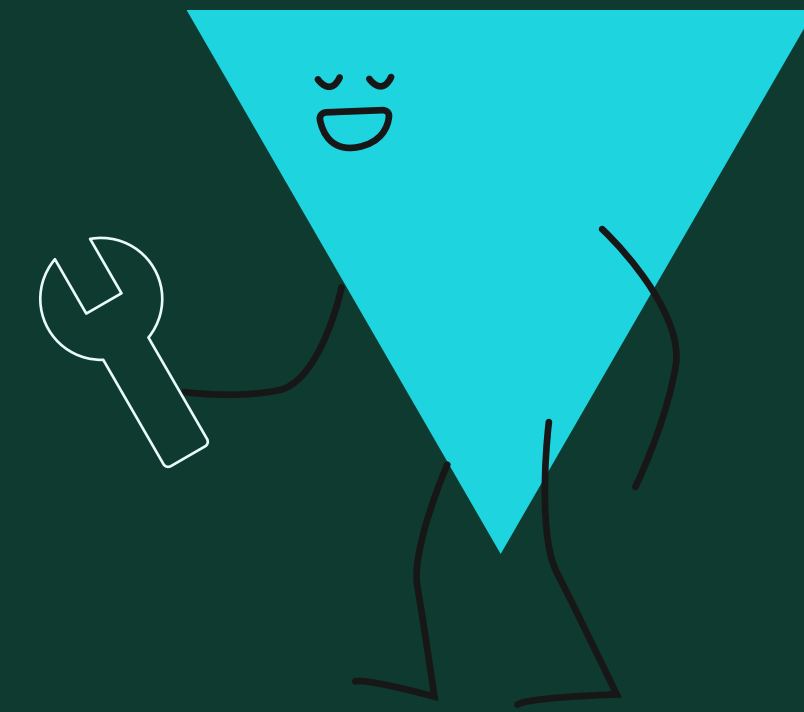
**Efforts to provide equal opportunities for both genders in management development**

**Focus on ensuring work flexibility for women (especially those with young children)**

**Motivation for the Chairman of the Board area to strengthen support for female talents by central talent management**



# Production and Logistics Area



Diversity index	<b>17,7</b>
Women in management	<b>13,3%</b>
Part-time work	<b>0,1%</b>
Utilize mobile work	<b>3,7%</b>

## Activities supporting diversity

**Employee rotation within the Volkswagen Group (shadowing and desk surfing)**

**Shared projects with India**

**Buddy talks - meetings with employees on maternity or parental leave**

**Lectures and projects with high school and university students**

# Sales and Marketing Area

Diversity index	<b>34,8</b>
Women in management	<b>21,6%</b>
Part-time work	<b>3,4%</b>
Utilize mobile work	<b>13,6%</b>

## Activities supporting diversity

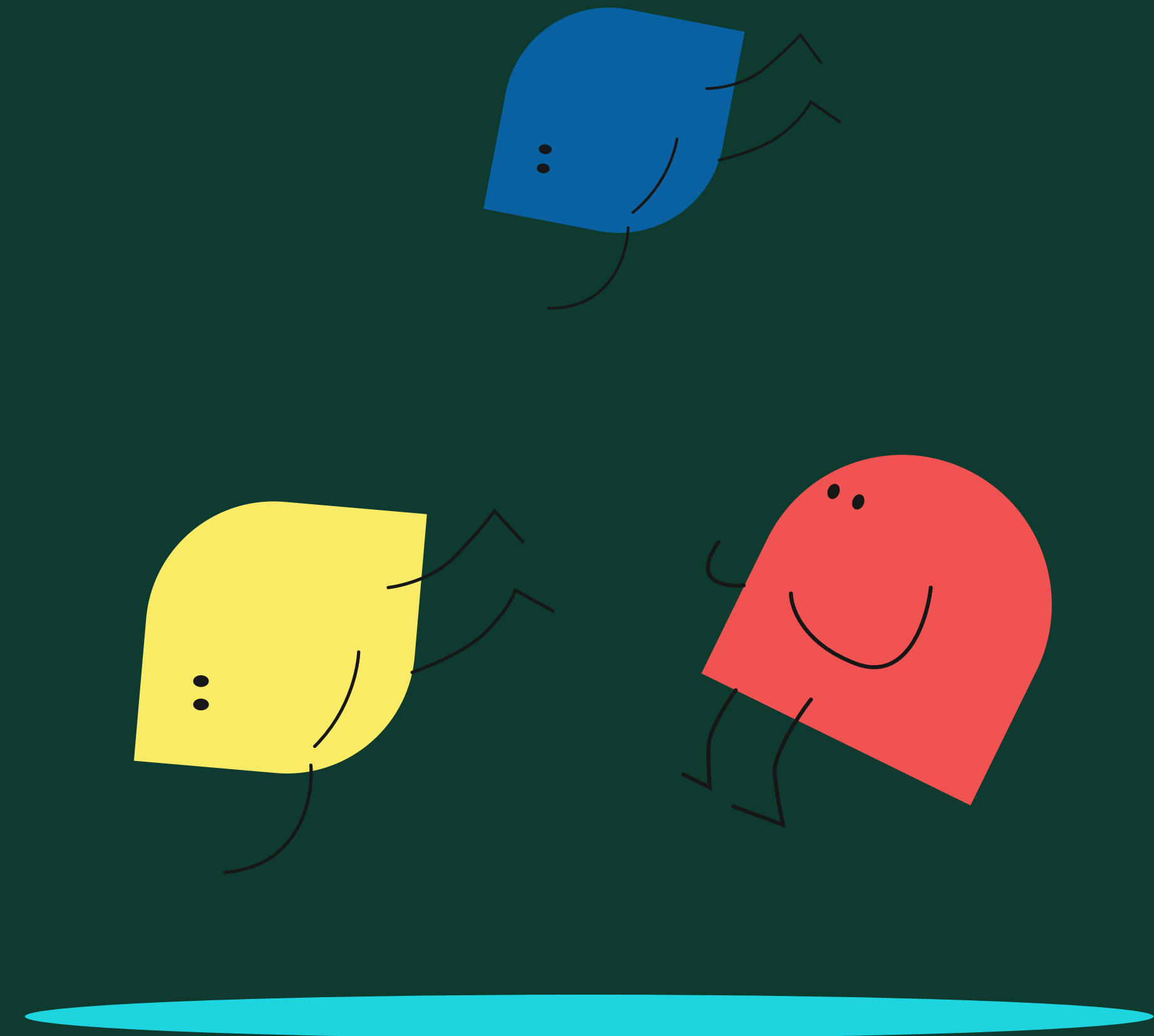
### Talent pool

Significant increase in the number of talented women (44% women and 56% men)

### Meetings of female talents with area managers

Focus on diversity and inclusion, alternative job opportunities, career development, and mentoring projects

### Ongoing mentoring



# People and Culture Area

Diversity index	<b>35,1</b>
Women in management	<b>51,1%</b>
Part-time work	<b>5,2%</b>
Utilize mobile work	<b>11,2%</b>
Internationalization in management	<b>19,1%</b>



**The People and Culture domain encompasses all topics related to D&I for the entire Škoda Auto company.**



# Škoda Auto across regions

SKODA



SKODA AUTO INDIA

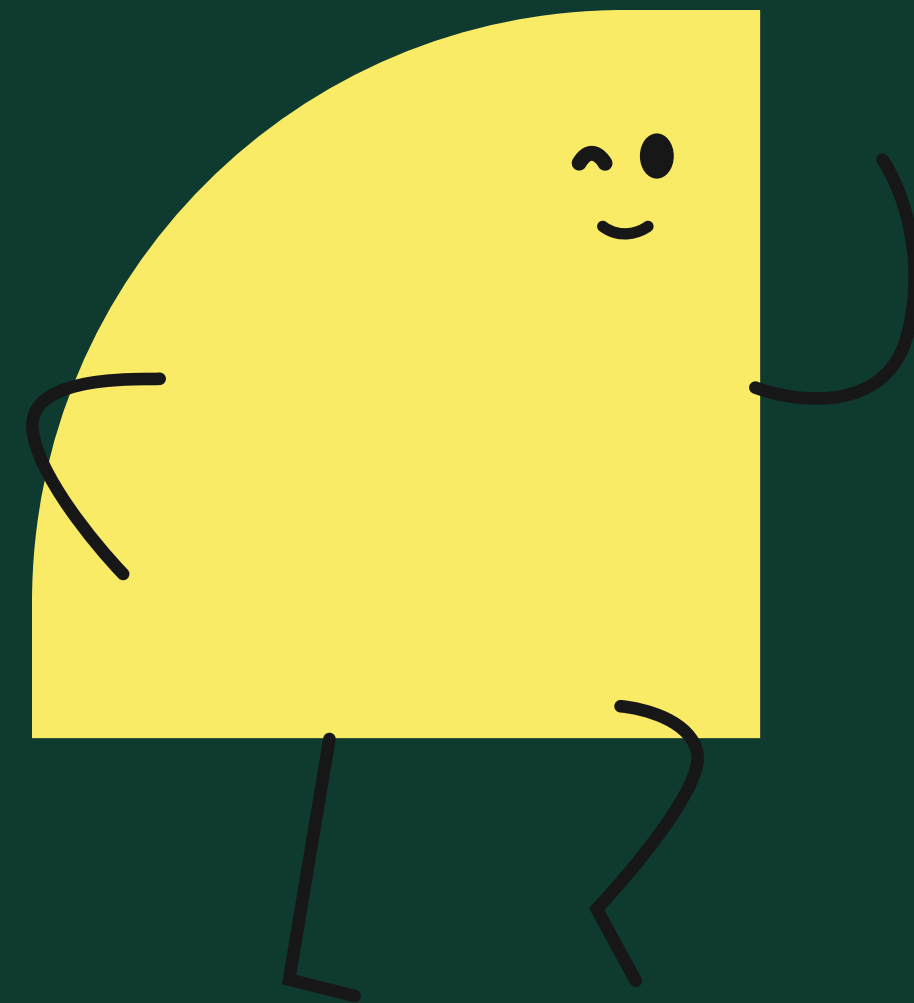
General information, SAVV/PL

11

# Germany

# 11,5%

KPI Women in management



## Activities in 2023

### Diversity website

- Website launch
- Communicating diversity news at Škoda Auto
- Placement of media links reflecting diversity at Volkswagen AG (video, interview, article)

### DAX (Škoda Auto Deutschland newspaper)

- Recruitment of international and medically disadvantaged employees

### German Corporate Diversity Summit

### Tour der Hoffnung

# India

## Planned diversity support

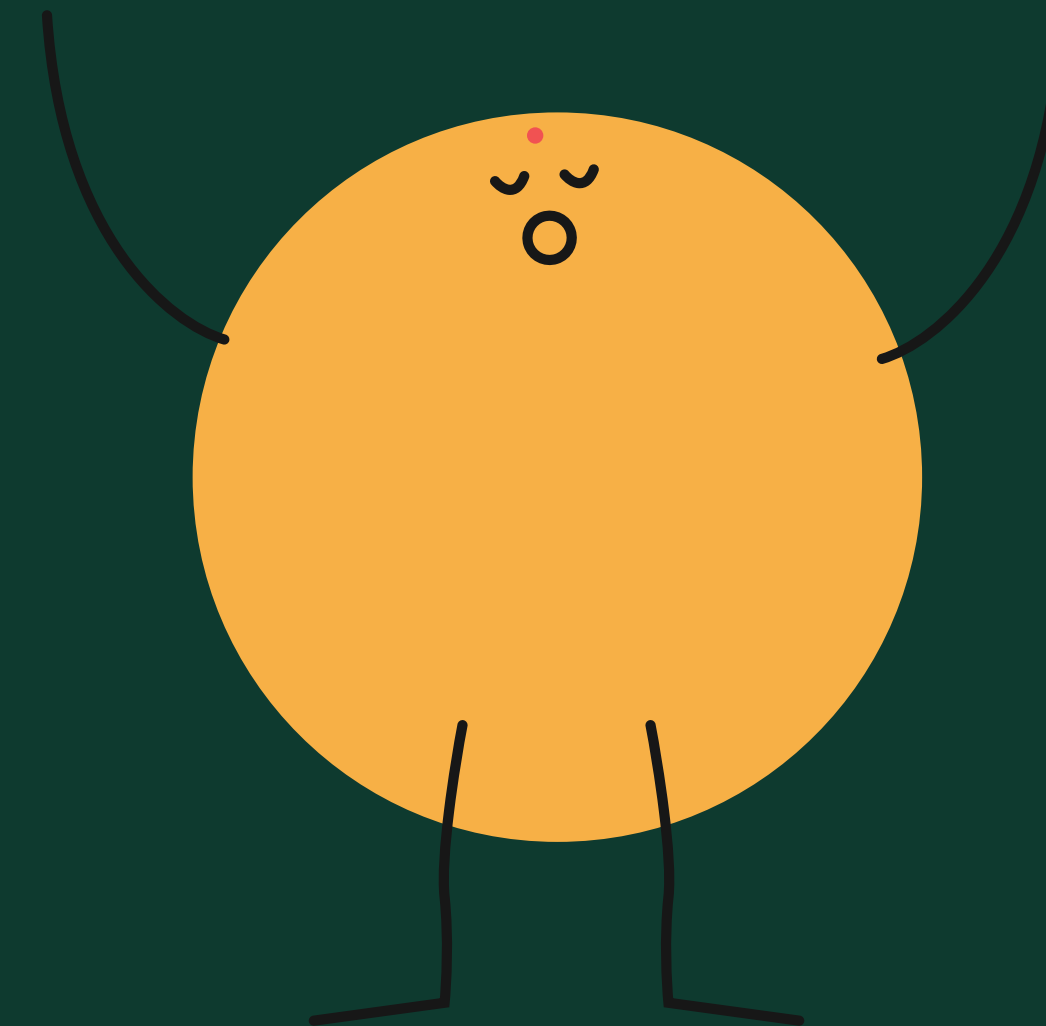
- Recruitment from universities focusing on talented women
- Setting gender criteria for staff selection
- Development programs for women employed in white-collar and blue-collar positions
- "Inclusion Plan" for female employees (year-round activity)

# 3,5%

KPI Women in management

# 9%

Women employees from the total workforce



# Slovakia

## Activities in 2023

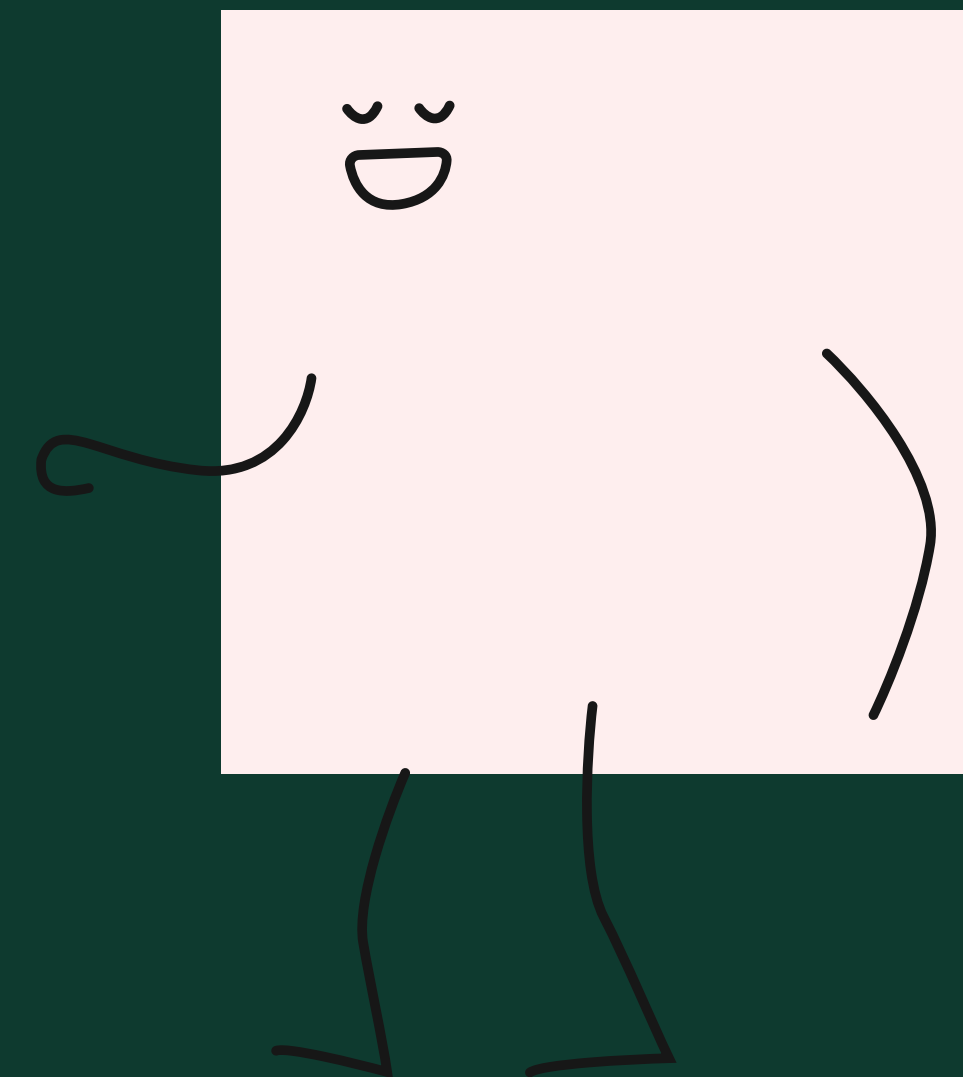
- Unconventional teambuilding: Painting a fence for a retirement home
- Support of a children's home in Bernolákov
- Support of employees on maternity leave and collaboration with them
- First implemented paternity leave

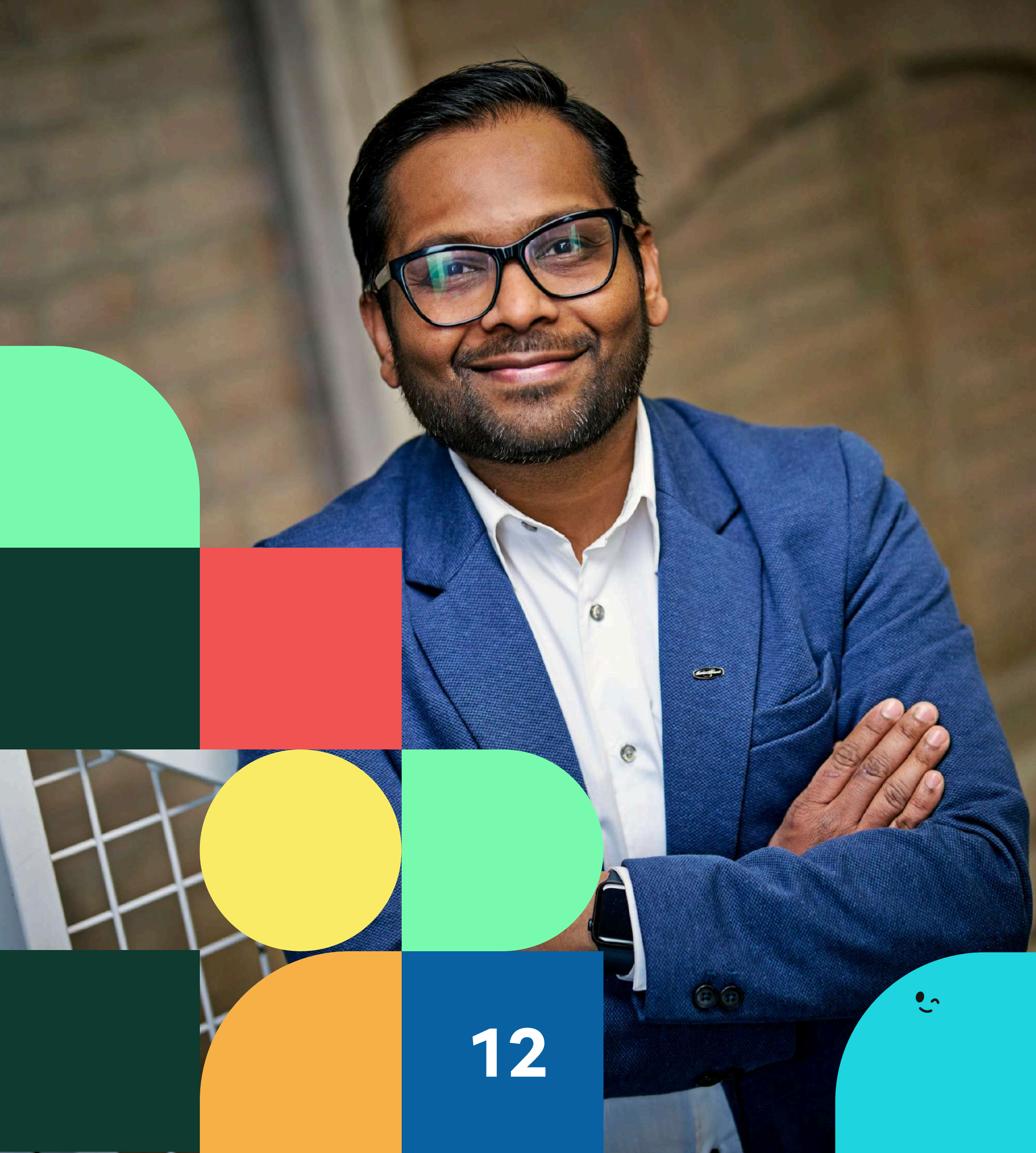
# 0%

KPI Women in management

# 3,5%

employees utilize mobile work





# Internationalization

SKODA

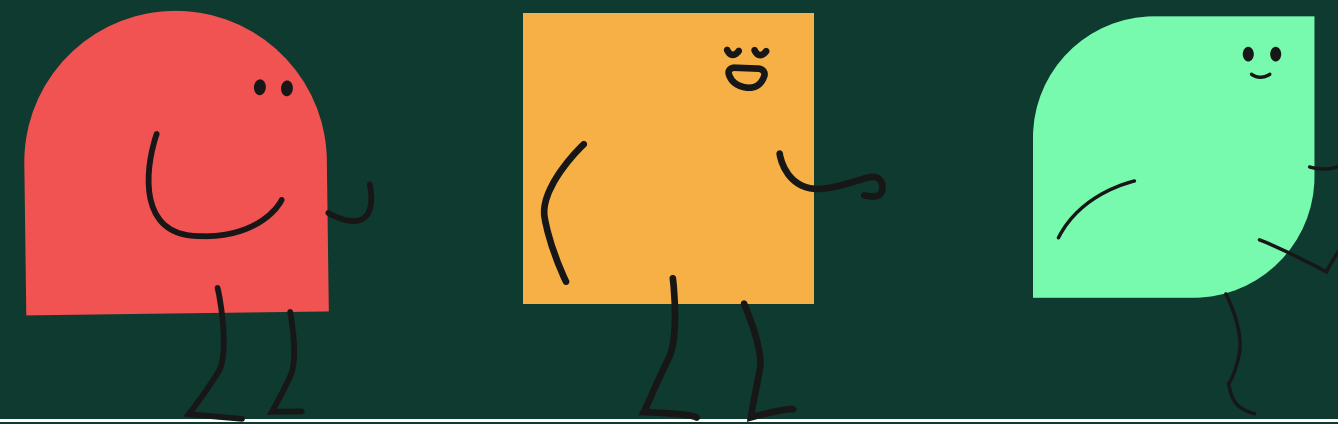
12

# Development of internationalization

Ethnic diversity is a huge asset for Škoda Auto, and the company therefore works intensively to ensure that everyone feels respected, accepted, and supported regardless of nationality and the language they speak

Internationalization v MNG  
(year 2023)

31%



Internationalization v MNG  
(goal in 2025)

31,4%



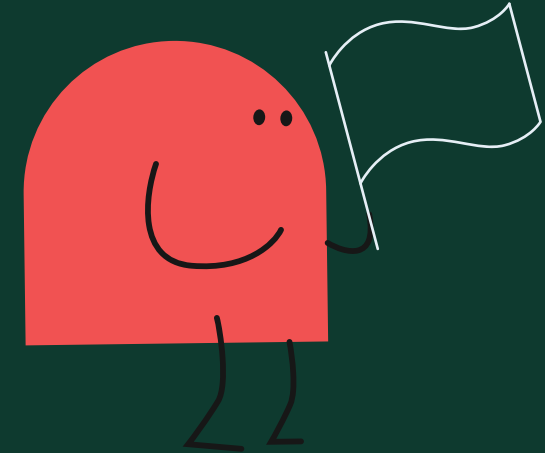
The KPI for Internationalization in management is composed of managers with foreign citizenship, including Czech managers, with three or more years of international experience

### The ratio of male and female foreigners in the total workforce

# 15,2%

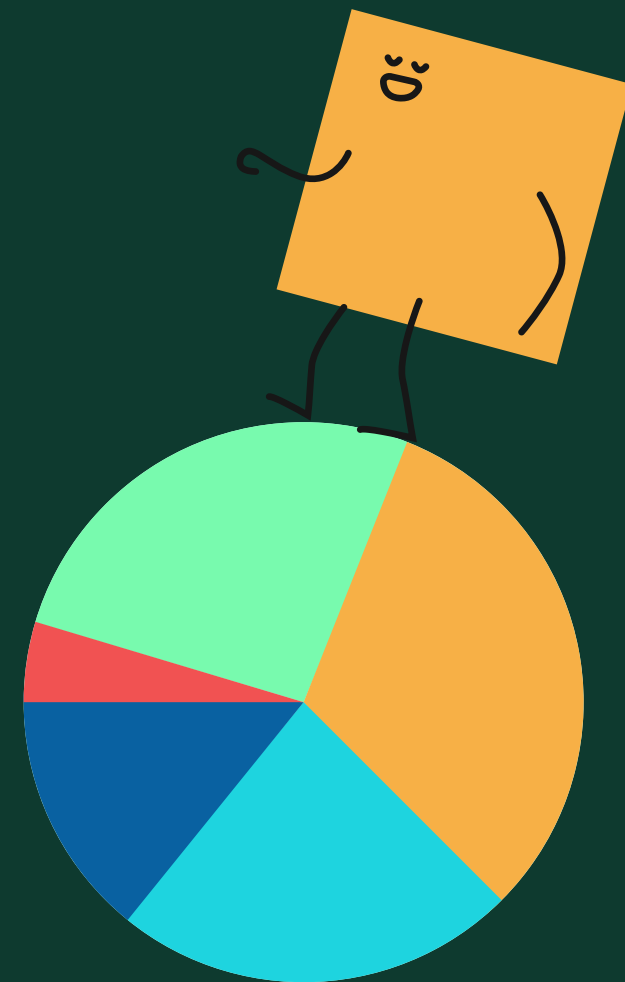
### Representation of nationalities

# 50+

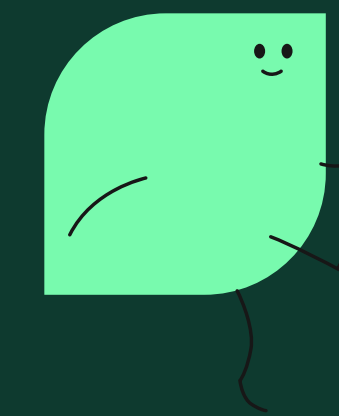


Most represented nationalities at Škoda Auto

<b>CZ</b>	<b>84,79%</b>
<b>PL</b>	<b>6,41%</b>
<b>SK</b>	<b>4,82%</b>
<b>UA</b>	<b>1,91%</b>
<b>BG</b>	<b>0,35%</b>



Educational background of foreign male and female employees



Employees in foreign services



# Steps to support internationalization in 2023

- Exploring new approaches to internationalization
- Working on internationalization within core employees, trainees, and interns
- Efforts to promote and support English as a communication language alongside Czech
- Goal to deliver documents to important bodies in both English and Czech  
Introduction of the concept of the mother tongue (this support has been utilized at several events)
- Providing training in English as well
- Partial availability of Škoda Space and Škoda Mobil Intranet in English
- Facilitating the Exchange Program within other group companies
- Organizing intercultural workshops

**SKODA**

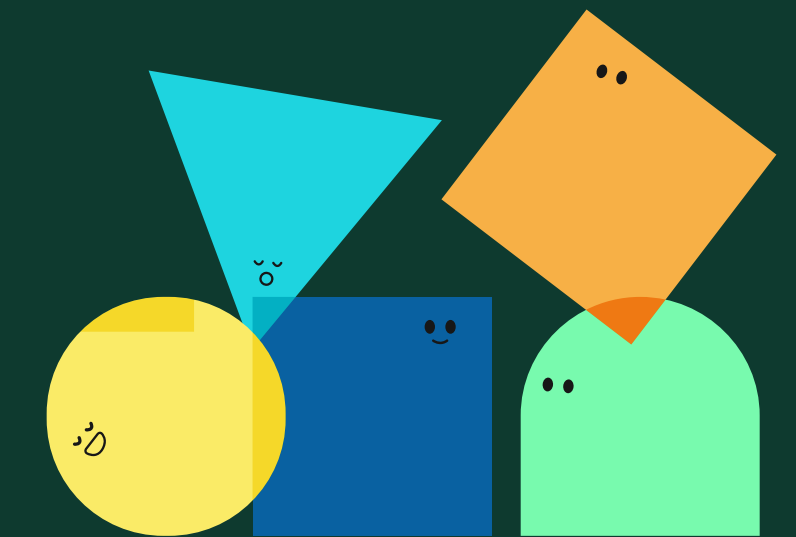
## Internationals@Škoda

employee group



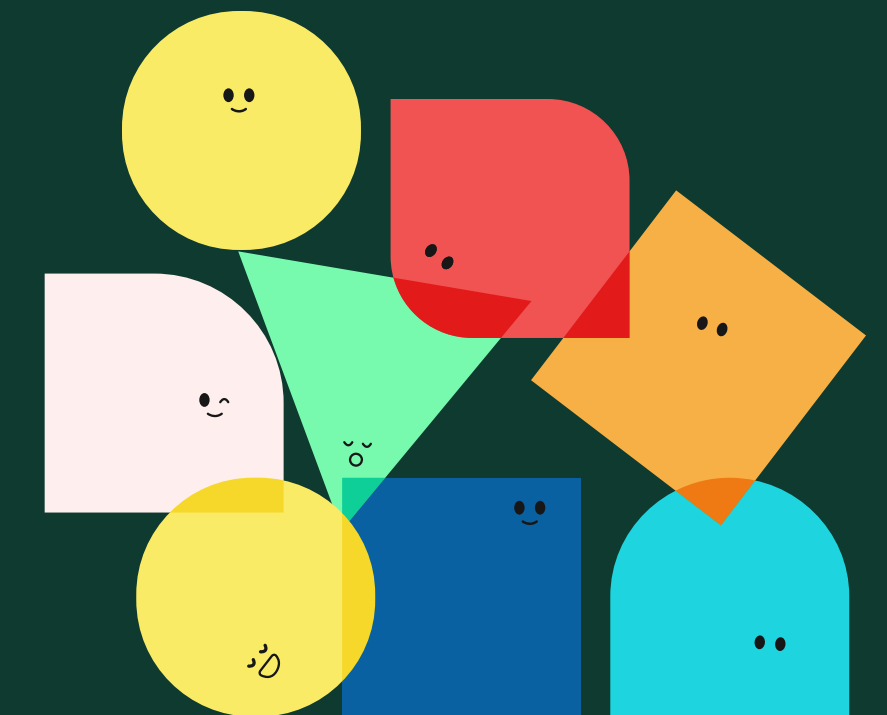
team members 2022

405



team members 2023

501





# Everyone feels safe

At Škoda Auto, we ensure that everyone feels safe here. Our whistleblowing system is now safer and more user-friendly. Don't hesitate to report unfair behavior!

## People you can trust

**David Kavan**

+420 326 811 668

**Marek Drašar**

+420 730 862 285

**Jana Václavková**

+420 730 866 095

## Get in touch with us:

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

### Škoda Auto a.s.

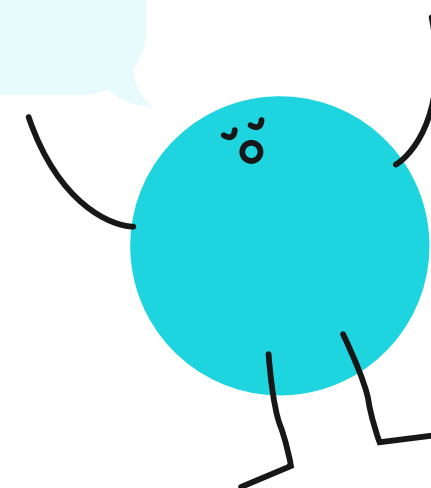
tř. Václava Klementa 869

Mladá Boleslav II, 293 01 Mladá Boleslav

Česká republika

(write the name of the selected person on the envelope)

All the photographs feature Škoda Auto employees, and the materials are used with their consent



# SKODA



Honesty, trust, protection

## Volkswagen Group

Ombudsman figure

### You can find more information at:

→ <http://www.ombudsleute-der-volkswagen-ag.de>

→ <http://www.ombudsmen-of-volkswagen.com>

Central Investigation Office of VW Group

Post office box 1717

DE-38436 Wolfsburg

Nonstop Hotline (24/7)

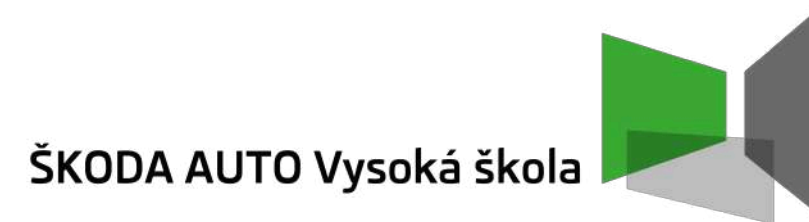
internal: +49 5361 9 46300

external: +800 444 46300

Online Reporting Channel

<https://www.bkms-system.com/vw>

# Škoda Auto supports:



*Femme Palette*



**SKODA**

# The diversity and inclusion team

part of the S/X Transformation unit and falls under the S – People and culture Area

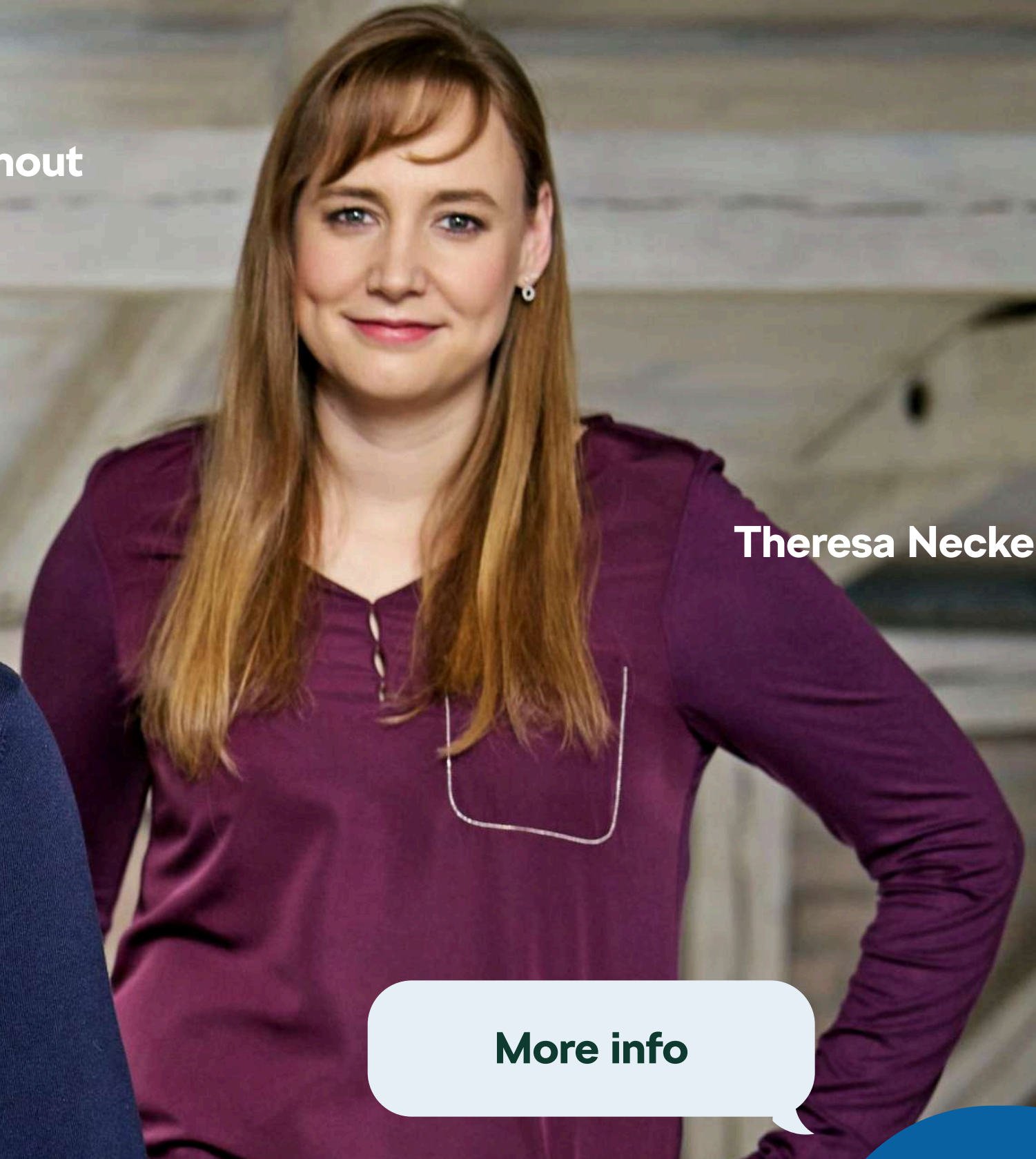
Martina Zimmermann



Karel Kohout



Theresa Necker



[More info](#)

## What we do

- We are responsible for Diversity Strategy from its preparation through to the creation and implementation of resulting projects, events, educational tools, and monitoring KPIs
- We implement and communicate the topics of diversity, equity, and inclusion throughout the company
- We assist teams from across the company in working with diversity within their activities

**SKODA**

