

# ŠKODA AUTO DIVERSITY REPORT 2019



**ŠKODA**  
SIMPLY CLEVER







# 1

## INTRODUCTION







# Dear colleagues,

this annual diversity report is being published during the time, when the world economy, including the automotive industry, is facing enormous challenges. On the one side, history has proven that the economy runs in cycles of recession and economic growth, but on the other side, nobody could have predicted the reason and extent of the current crisis. Our company is being pushed to its limits, but the successful companies don't just accept the situation, they find the opportunities that rise from the crisis. We are facing a significant number of challenges we have to focus on, and that drives us to even further develop our company's culture.

The same way we are trying to offer our customers a more comprehensive range of our products, we are trying to have a greater variety in the field of human resources. Diversity is about not only gender, skin color, or nationality. It is about developing our full potential regardless of individual differences and overcoming obstacles.

Our ŠKODA family currently counts over 43 000 employees worldwide. That includes over four thousand international employees working in our locations in the Czech Republic and other thousands employed abroad in China, Russia or in India, where ŠKODA took over the responsibility for the region.

Contemporary trends in the automotive industry change our view on mobility; they also challenge us to keep our position as a most attractive employer in the Czech Republic. A strong company culture that reacts to trends defined by current generations helps us positively influence the lives not only of our employees but also our customers. That's why it's essential to open our minds to new ideas and create such an environment that helps diverse innovation to rise. Diversity helps us to achieve better business results, to make better decisions focused on our customers as their needs and appeals are diverse. We need innovative colleagues with various backgrounds and origins to have deeper and broader view.

In the year 2019 we took many steps toward reaching our goals in the matter of diversity and inclusion. This annual report will introduce the activities as well as the discussions we held with the society, and how all the work of our employees engaging in diversity projects has helped us grow into more inclusive employer.

Sincerely,  
Bohdan Wojnar



**Cultural  
Change  
Initiative VW**



**Diversity  
Index**



**DIVERSITY IS A  
TOP PRIORITY  
FOR THE  
WHOLE  
VW GROUP**

**Together  
2025  
Strategy**



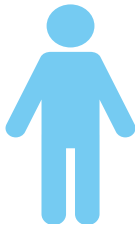
**Long-term  
sustainability  
strategy**







**Monitor  
recommendations**



**T4I, corporate values**



**VW Diversity Community**



**Ethical Codex**



**Management  
Advance  
Program**



# DIVERSITY AT ŠKODA

ŠKODA AUTO is committed to equal opportunities, regardless of ethnicity, race, gender, disability, ideology, religion, nationality, sexual orientation, social background, or political affiliation, insofar as these are based on democratic principles and tolerance towards those with different beliefs.

## EQUAL OPPORTUNITY AND EQUAL TREATMENT

Equal opportunities and the same treatment are vital cornerstones of a fair, unprejudiced, and open approach. The Volkswagen Group encourages respectful cooperation in a spirit of partnership, diversity, and tolerance. That is how we achieve a maximum degree of productivity, competitive and innovative capability, creativity, and efficiency.

We embrace diversity, actively encourage inclusion, and create an environment that fosters each employee's individuality in the interests of the company. We create an environment where everyone is being heard and contributes. As a matter of principle, our employees are selected and supported based on their qualifications, skills, and personal integrity.

Many studies from the last few years show that diversity inside of teams helps to achieve better results. In the context of business, it helps us to make better decisions towards our customers as their needs and appeals are very diverse. To provide what is required, we need innovative colleagues that come from a different environment and bring to the company their rich experiences that help us get a broader view.

# DIVERSITY TEAM 2019

The need for diversity in tech companies doesn't come to us as a surprise. That's why ŠKODA AUTO needs a strong community of people that are helping company culture to be more open and inclusive.

The main leader of this initiative is **Jana Šrámová**, Head of Operative HR Care, Digitalization, and HR 4.0.

When it comes to diversity strategy and operation, the SB/5 team is responsible for one of the company's most strategic pillars of the brand's values.

The team SB/5 (Transformation and HR 4.0) tracks the latest trends in human resources, their identification and implementation. They combine the strategic initiatives of the VW Group and ŠKODA AUTO in the field of HR. An integral part of the team's activities is also HR innovative solutions and process optimization (SVP). On top of that, team SB/5 also develops the topic of diversity. SB/5 communicates these important topics. They identify external trends and recognize the best practice for the company.

The team is led by **Miroslav Jedlička**, who coordinates a group of specialists. ŠKODA AUTO also has its HR Diversity specialist, **Jan Kotík**, who is responsible for development of diversity-related topics.

Supporting diversity and inclusion topics is a company-wide effort. In every area, there are diversity teams that help develop initiatives and programs. Diversity is a TOP priority for ŠKODA AUTO and helps us succeed. Thank you for your contribution!



# DIVERSITY DIMENSIONS AT ŠKODA AUTO

## **GENDER BALANCE**

We aim to engage more women across the whole company, develop their careers, and help them achieve their goals. That's why we focus on supporting girls during their school years or a program to reintegrate parents after maternity or parental leave. We emphasize the education of talented women who will become managers.

## **ORIGIN AND CULTURE**

We support the internationalization of management and teams. Our customers come from many culturally diverse markets. The current business environment requires a deep understanding of socio-cultural dynamics and the nature of each market. Understanding our customers, their aspirations, and their needs are fundamental to succeed and stay competitive.





## **GENERATION COOPERATION**

Each generation of employees brings a different perspective on topics such as digitalization, cooperation, and diversity. Each generation can be distinguished by its work approach, preferred leadership style, but also by perceiving the working environment differently.

## **INDIVIDUAL CAPABILITIES**

At ŠKODA AUTO, we have six sheltered centers within our plants, where we employ more than 350 disadvantaged people. The project has existed since 2001 to help employees who cannot perform their tasks to full extend because of their health or social situation. ŠKODA AUTO, in collaboration with the social partner KOVO UNIONS, strongly supports social policy beyond the requirements set by legislation.

## **DIVERSE MINDSET**

An innovation comes along with people, their experience, and a different view of the world. Understanding and personal commitment to the principles of diversity are the foundation of business success. And it might as well be the key to the satisfaction of our employees, our customers, and the public. Every leader at ŠKODA AUTO is responsible for creating psychologically safe work environment.

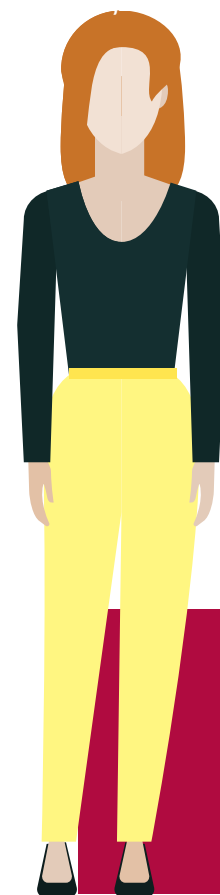
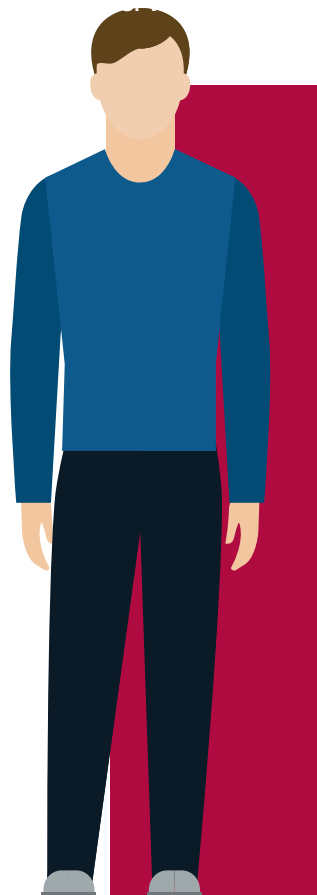
## 2019 Diversity Statistics

# GENDER BALANCE

Men and women employed at  
ŠKODA AUTO in the  
Czech Republic

17,702  
80.3%

4,355  
19.7%



DIRECT  
EMPLOYEES IN TOTAL

**22,057**

2018: 21,454



INDIRECT  
EMPLOYEES IN TOTAL  
**11,824**  
2018: 11,284

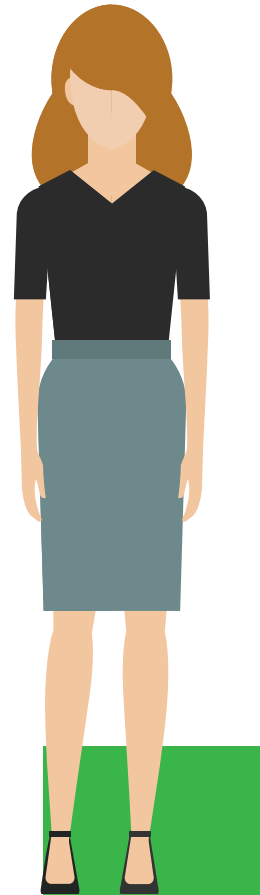
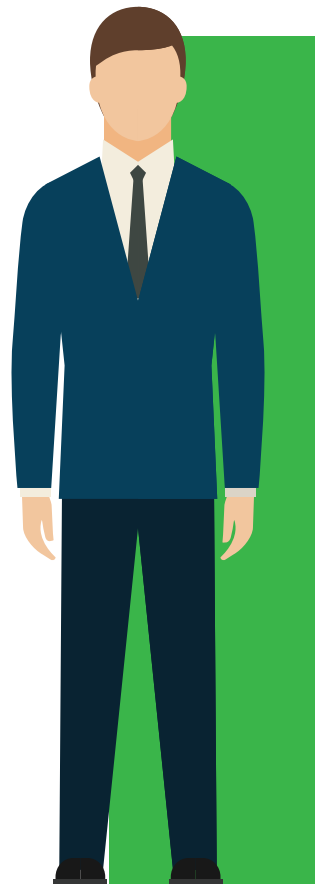
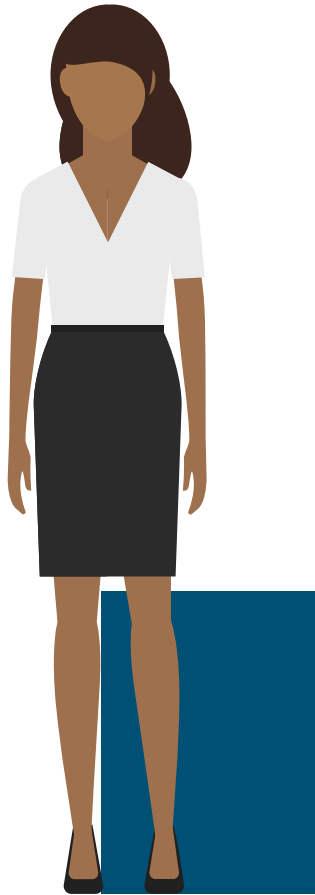
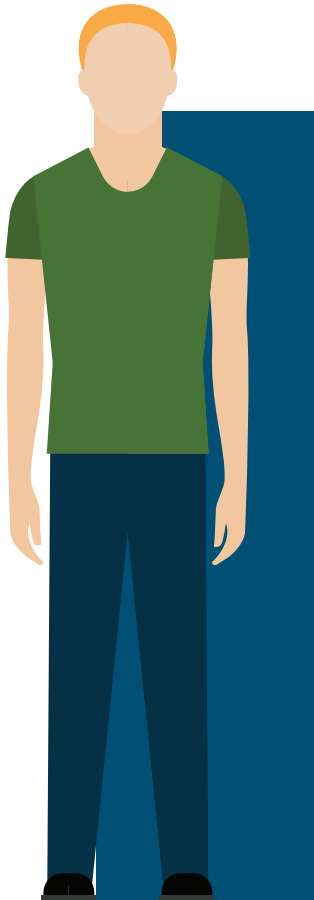
MANAGEMENT  
EMPLOYEES IN TOTAL  
**693**  
2018: 651

9,277  
**78.5%**

2,547  
**21.5%**

595  
**85.9%**

98  
**14.1%**



## 2019 Diversity Statistics

# COUNTRY OF ORIGIN

Foreigners at ŠKODA AUTO  
in the Czech Republic

Canada, Cuba,  
Mexico, USA

AMERICA  
10

AFRICA

4

Algeria,  
Tunisia



**ASIA**  
**86**

Austria, Bosnia and Herzegovina, Bulgaria, Belarus, Germany, Estonia, Spain, Finland, France, Switzerland, Georgia, Greece, Croatia, Hungary, Ireland, Italy, Lithuania, Moldavia, North Macedonia, Poland, Romania, Serbia, Russia, Slovenia, Slovakia, Turkey, Ukraine, United Kingdom

**EUROPE**  
**4627**

People's Republic of China, India, Iraq, Iran, Jordan, South Korea, Kazakhstan, Mongolia, Singapore, Syria, Uzbekistan, Vietnam

## 2019 Diversity Statistics

# GENDER AND ORIGIN

Foreigners at ŠKODA AUTO  
in the Czech Republic





INDIRECT  
EMPLOYEES IN TOTAL

649

2018: 593 in total

men  
521  
**80.3%**

women  
128  
**19.7%**

MANAGEMENT  
IN TOTAL

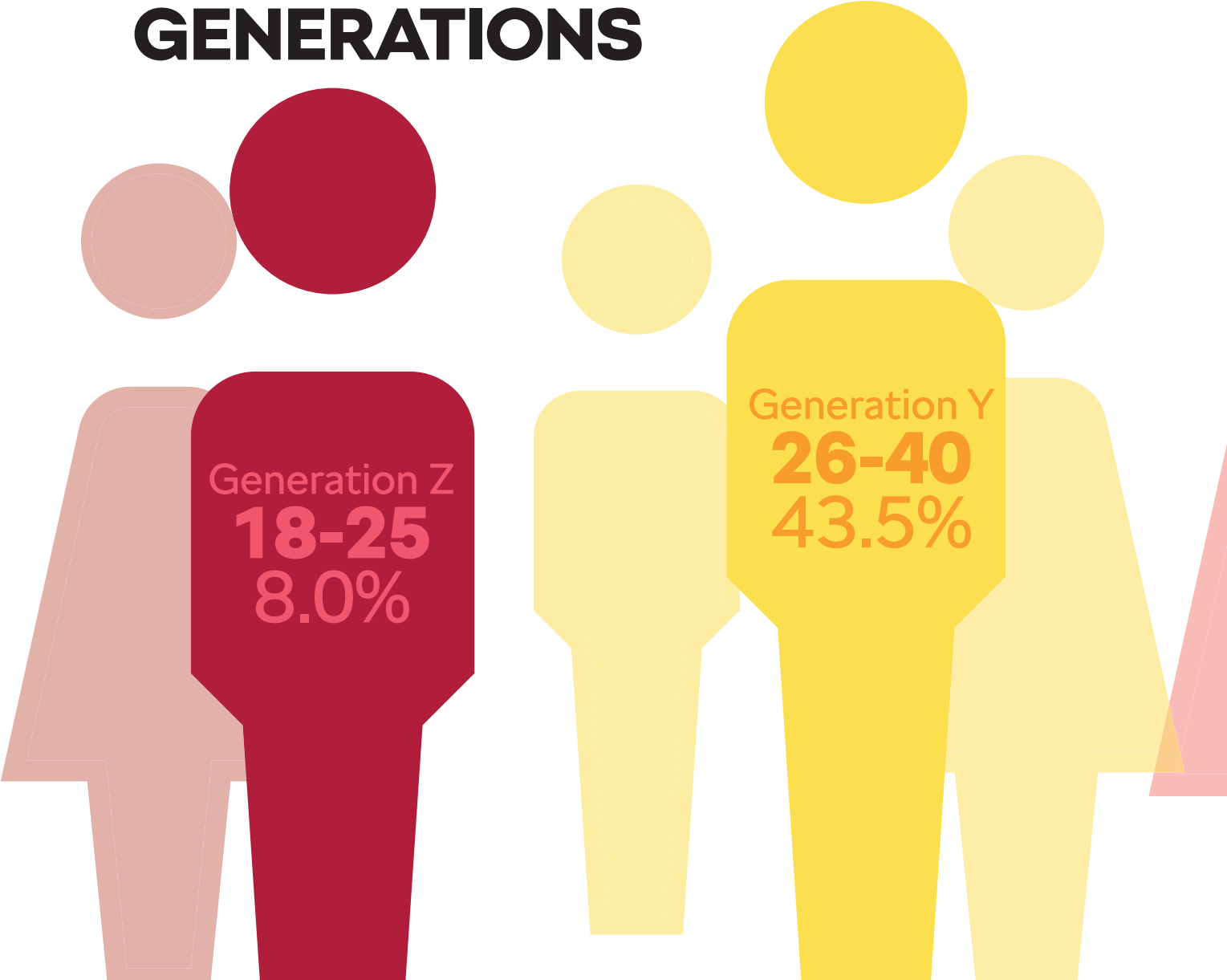
118

2018: 117 in total

men  
102  
**86.4%**

women  
16  
**13.6%**

# AGE AND GENERATIONS



**39.4**

Average age of  
ŠKODA AUTO  
employees

Generation X  
**41-55**  
39.8%

Baby boomers  
**55+**  
8.7%

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## DIVERSITY IN THE CZECH REPUBLIC







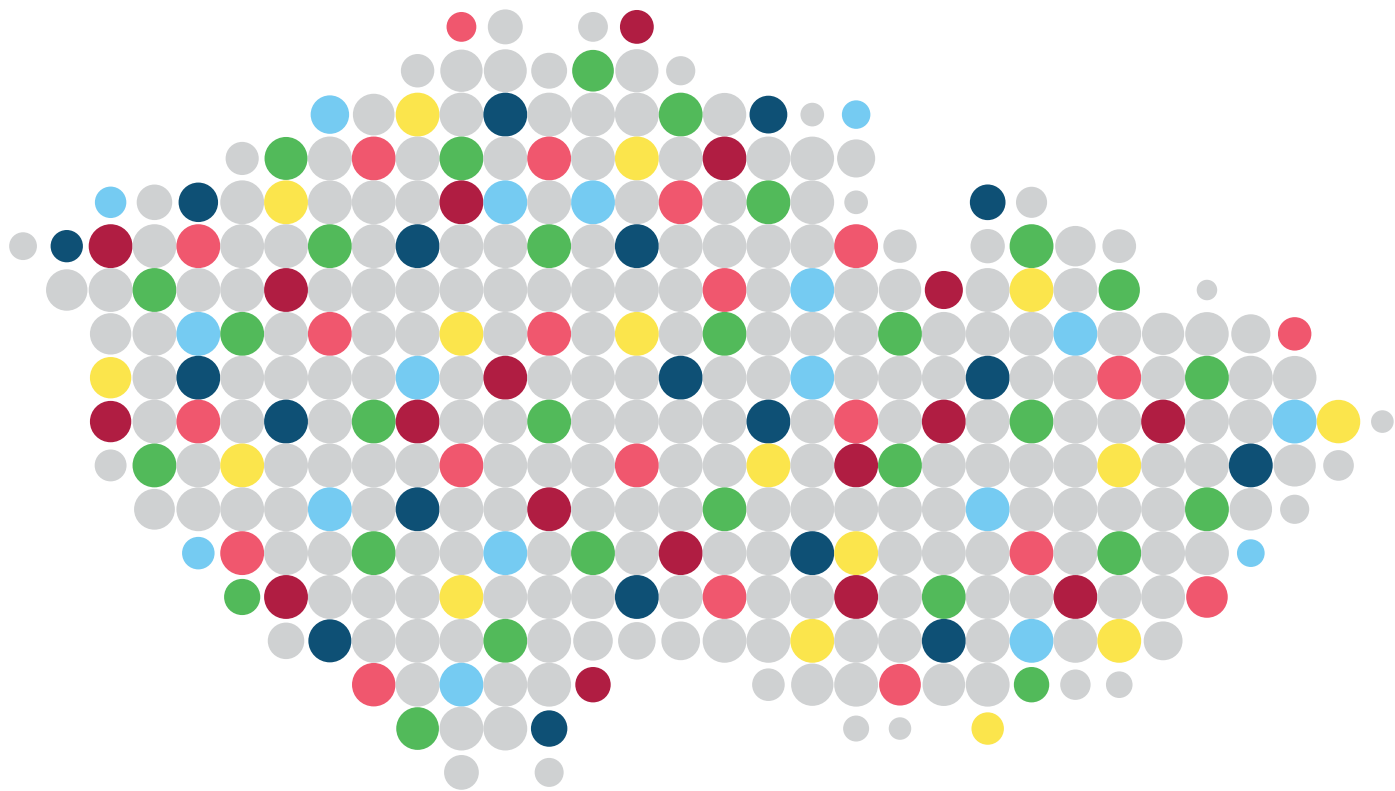
# SITUATION IN THE CZECH REPUBLIC

2019 was one of the most successful years for the Czech labor market. The Czech Republic steadily keeps the lowest unemployment rate in Europe, and it's the low availability of people that could help create a more diverse environment in companies. Corporations lead a war for talents on and off the market. This is a trend we've seen throughout Europe.

## **HOW IS THE CZECH REPUBLIC DOING IN TERMS OF DIVERSITY?**

The Czech Republic still has the lowest percentage of employed women with children under the age of 6 years and also the lowest number of women in leadership positions and politics. And it's not the only area for improvement. The population is getting older, and 4.5% of people are foreigners.

Diversity in the work environment is becoming a crucial topic that forces companies to re-think their approach to their employees. And the workers find the issue as vital as they are putting pressure on their leadership regarding diversity and inclusion. According to Business for Society, it's the case in 67% of companies.





# BUSINESS FOR SOCIETY

Business for Society is the largest platform for Corporate Social Responsibility in the Czech Republic with the primary goal to lead a discussion with corporations regarding ethical company management towards the society, employees, customers, and natural environment. They help small and big companies to develop their principles of sustainability.

The main pillars of their activity are the development of human capital (work flexibility, age management, diversity, talent management), resource protection (reducing waste, support of technological innovation) and responsible business environment (transparency, dialog with the lawmakers, support for communities).

Business for Society is the biggest partner of CSR Europe and a national coordinator of many European programs – such as the Czech edition of the Diversity Charter. Also, the organization supports inter corporation collaboration to share know-how and help companies to achieve goals that are beneficial to society.

# DIVERSITY CHARTER

In 2019, ŠKODA AUTO became a signatory of the Czech Diversity Charter.

On the occasion of Diversity Day at the Czech Parliament, organized by Business For Society in May 2019, ŠKODA AUTO signed the European Diversity Charter among the other 15 companies. Jana Šrámová, our HR Executive for Operational Care, Digitalization, and Strategy signed the Charter in the name of ŠKODA AUTO and our company could showcase our same approach to everyone.

European Diversity Charter is an employer's initiative focused on promoting diversity in companies and institutions. Each employee should be appreciated in the same way no matter their gender or gender identity, nationality, ethnicity, beliefs or world-view, disability, age, or sexual orientation.

Czech Diversity Chart currently has 80 signatories who are part of 10,000 signatories in Europe. Find the charter at [diverzita.cz](https://diverzita.cz).

**7000**  
signatářských  
firem v Evropě



**Charta  
Diverzity**

**Diverzita =**









## Diversity Charter Czech Republic

We believe that employees' competence and skills – as diverse, creative and innovative as possible - are a key to the long-term success of our business. In the era of advancing globalisation and social and demographic changes, the ability to acknowledge and respect diversity helps us to establish permanent relationships with our customers and business partners. **Therefore, we are adopting principles of the Diversity Charter, which is based on, and further expands, the scope of Memorandum Diversity 2013+ focused on gender diversity only.**

We perceive diversity as a principle that enables people to fulfill their potential irrespective of their individual differences. A conscious application of the diversity principle brings acceptance, support and further development of individuals' talents. We also recognise that this approach brings opportunities for innovation.

By signing the European Diversity Charter, we commit to maintaining a workplace environment that is open to all, irrespective of their gender, race, skin colour, nationality, ethnic origin, religion, world views, disability, age or sexual orientation.

By taking this step, we wish to contribute to an atmosphere of mutual respect and trust, which will in turn have a positive effect on society in the Czech Republic and beyond.

In accordance with the Diversity Charter, we will:

1. Develop culture that is based on mutual respect and recognition of individuals' talents. Top management fully endorses and supports the diversity principles and equal opportunities. We are committed to creating workplace conditions that will enable all employees to be guided by these values and to respect them. The company's policies and procedures will incorporate the diversity principle to enable greater innovation and strategic development.
2. Support and implement changes that will enable employees to take full advantage of their talents and skills while respecting the work-life balance. We understand that every individual is different and therefore we strive to align individual potential with efficiency standards.
3. Promote rules in human resources management that will support the diversity principle, with the emphasis on equal-opportunity recruitment, training, career development, assessment and promotion, and consideration of personal and family situation of employees.
4. Actively promote the implementation of Diversity Charter principles within our internal and external communication. On regular basis we will present our commitments, actions and successes both publicly and towards our employees.



# BUSINESS FOR SOCIETY EVENTS

As a signatories of the Diversity Charter and members of Business for Society we participate in many events held by the organisation. During these happenings signatories discuss diversity issues and Exchange practices from their companies. Together we are also challenging a current status quo in society often in the presence of political representatives.

Happenings we participated in last year:

- 22. 01.** TIME TRAVEL: INTERGENERATIONAL DIALOG
- 05. 03.** WOMEN IN LEADERSHIP PLATFORM
- 12. 04.** MOTHERS AND FATHERS ARE WELCOMED
- 24. 05.** DIVERSITY DAY 2019
- 14. 06.** WOMEN AT THE AGE 4.0
- 07. 08.** WOMEN IN LEADERSHIP PLATFORM
- 09. 10.** DIVERSITY 2020
- 07. 11.** SINGLE PARENTS AT WORK
- 05. 11.** THE FUTURE IS FEMALE







# COOPERATION WITH CZECHITAS

In the past four years, Czechitas has become a household name in IT education for women. This non-profit organization has been helping society to break the cliché that women, IT, and technologies, in general, don't go together. At ŠKODA AUTO, we know this myth needs to disappear.

IT is still one of the fastest-growing segments on the job market, and new positions are opening every day. Yet, still only a few women are graduating from technical universities. That's why we believe we need to offer women the opportunity to learn. It is a vital step we need to take for the future if we want to have strong IT teams that are capable of working on a wide specter of projects, look for Simply Clever IT solutions.

Cooperation with Czechitas and ŠKODA AUTO has been ongoing for a few years now, and it is a collaboration between STR, SB/5, and SE departments. This partnership helps the cause to raise awareness of diversity in the company in connection to IT and Technical Development.

In 2019 our partnership allowed for creating a new Czechitas learning center in Mladá Boleslav and Liberec to grow a local community of girls, women, and children interested in courses like data work, programming, analytics, and many more. We accommodated classes in Mladá Boleslav at ŠAVŠ and our Inno Cube area. We joined Czechitas at their Job Fair held in Prague and also offered our Themenpatenschaften members to join the course for essentials of web development.

# VISIT OF MINISTER OF LABOUR AND SOCIAL AFFAIRS JANA MALÁČOVÁ

In October, we hosted Czech Minister of Labour and Social Affairs Jana Maláčová at Mladá Boleslav to discuss Diversity, equal opportunities and alternative forms of work at ŠKODA AUTO. We also touched topic of development of Mladá Boleslav region with the support of ŠKODA AUTO Endowment Fund, CSR projects, and for example price of the electricity rate for charging of referential cars.

Part of the visit was also meet-up with our KOVO Union and their joint visit to our Protected Profile Center when the Minister could meet with employees. In the other half, Mrs. Maláčová visited the Museum, where she could learn about the rich history of our brand.



**3**

**DIVERSITY AT  
ŠKODA AUTO**







# SITUATION AT ŠKODA AUTO

Our vehicles are sold in over one hundred countries in the whole world. That's over half of the countries in the world. Each state has its history, culture, dominant religion, a socio-economic situation, which reflects the needs of our customers. And nationality still shouldn't be the only focus. We also have to think about the age of our customers, gender, and all the other soft factors as if they are digital optimists or not.

We want to offer our Simply Clever solutions to everyone, and that's why it's so important to include all those factors in the process of product creation and development. The opinion of each of our employees' matters and pushes us forward. Thanks to greater diversity in our teams, we can create products and services that serve the needs of the full specter of customers.

At ŠKODA AUTO, we support diversity by allowing our employees to get work experience from abroad, we dedicate ourselves to find the best talents for available positions. We reconnect with our employees on parental leave by improving our internal communication platforms and through events. We want to make sure every candidate or an employee gets equal chances to develop their potential, feel safe, and heard. Because of this, we can continue to bring our colorful ideas to life and offer products that serve people all over the world in their day to day life.

**Western  
Europe**  
520,500

**Central  
Europe**  
215,800

### TOP 10 MARKETS

1. China
2. Germany
3. Czech Republic
4. Russia
5. United Kingdom
6. Poland
7. France
8. Spain
9. Austria
10. Italy

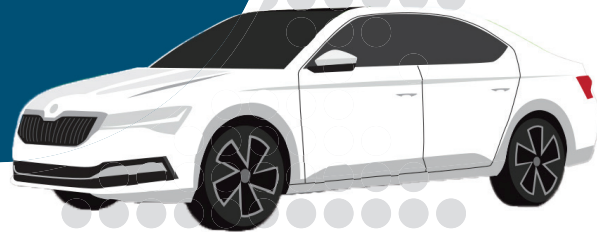
**Eastern  
Europe**  
50,200

**Russia**  
88,600

**China**  
282,000

**Other  
markets**  
85,708

**1,242,800**  
**Total number of cars  
delivered  
to customers  
in 2019**



# THEMENPATENSCHAFTEN

The first dimension of ŠKODA AUTO diversity strategy is a “gender-balanced” company – supporting women across the entire company. As part of the Themenpatenschaften project, each board member is a patron of a specific topic and supports a team consisting of a manager and member of a talent pool.

The year of 2019 was an important milestone for Themenpatenschaften projects as we launched quarterly meetings where team members can discuss progress in their projects. The discussion serves as a consultation of project status, but we also hosted interesting speakers Pavlína Kalousová and Jana Skalková from the Business for Society. Pavlína spoke about her experience as a woman in management, and Jana held a workshop and spoke about good examples of diversity from the Czech Republic and Europe.





## **TECHNICAL DEVELOPMENT**

**Project owner:** Kateřina Vránová,  
Edita Weberová

### **INSPIRE WOMEN FOR TECHNICAL DEVELOPMENT**

The objective is to analyze the readiness of the work environment in technical development for women in order to motivate them to join management programmes..

## **CHAIRMAN OF THE BOARD**

**Project owner:** Karolína Koláčná  
**PROCES FAKOM**

Proportion of Women at decision-making of design themes. Strengthening of influence women at decision-making in complete process FaKom.

## **SALES AND MARKETING**

**Project owner:** Petra Kučerová  
**WOMEN NETWORK**

To create a communication platform and networking concept among ŠKODA Women

## **PRODUCTION AND LOGISTICS**

**Project owner:** Kateřina Kramešová  
**INCREASE OF FOREWOMEN**

Objective is to develop and support women in management and forewomen positions i P area

## **HUMAN RESOURCES**

**Project owner:** Anna Beranová  
**ŠKODA AS A FAMILY FRIENDLY  
EMPLOYER**

Goal is to keep parents engaged with the company while on their parental leave and offer them support when they return to work

## **FINANCE AND IT**

**Project owner:** Jaroslava Brázdová  
**WORK-LIFE BALANCE: SERVICES  
THAT HELP**

Develop and support services that will help women talents and managers with work-life balance

## **PURCHASING**

**Project owner:** Pavla Krejčí  
**WOMEN AND PARENTAL LEAVE -  
REONBOARDING**

Define what women need during parental leave so that their return to work can be easier

# ŠKODA FAMILY

Did you know that ŠKODA AUTO has currently about 900 employees at maternity/paternity leave? In the context of the Czech Republic, that's about the size of one medium company. This number shows that it's quite necessary to keep close contact with this community and offer support when it's time to return to work.

That's why the third year in a row, we organized an event ŠKODA Family to renew our contact with parents and provide them with current updates in the company. Our invitation got accepted by 150 parents who could learn about the new benefit program Cafeteria, about new ŠKODA Space, many health programs, and projects funded by ŠKODA AUTO endowment fund.

As we wanted to do something special, we introduced a new segment of the panel discussion with colleagues working in a shift mode, about their return to work. The forum brought up interesting topics like how to align family and work-life when both parents are working in a shift mode. The problems that changing shifts bring to a family but also about the possibilities of part-time jobs or some very sound personal advice about the importance of education during parental leave.

In the more informal part, our parents could visit different booths that offered information about health program offers, get their flu vaccination, talk with colleagues from the personal care department. Visitors could also take a look at the newest addition to our product line ŠKODA KAMIQ.







# ŠKODA ACADEMY

ŠKODA ACADEMY is an entity that manages all the education of our employees. They carry the responsibility for strengthening the company culture, and diversity is part of that. The main goal for 2019 was to drive the company's culture to bigger openness, loosen the traditional hierarchy barriers, and improve collaboration in ŠKODA ACADEMY's teams and across the company.

## **ROLE MODEL PROGRAM 2.0**

RMP 2.0 is a program introduced in 2019, offering leaders inspiration to improve the atmosphere and team collaboration. A catalog with suggestions of activities, which are strengthening values anchored in our VW Group Essentials like trust and openness, is available to the leaders across the company, giving them ideas on how to improve the ways of team cooperation.

Some activities are Culture for Breakfast, Book your Boss, Happy Meetings, and more. From a diversity point of view, the most interesting activities included can be Jr. Talk and Meet the Others, which are both focusing on keeping our minds open towards the views of others. All the RMP measures lead to improving the trust, honesty, ways in which teams cooperate, and also to downsizing traditional hierarchy distances. This shift in our corporate culture represents a fundamental condition for us as a company to be able to fulfill our strategical goals in the future, which are aligned. If we want to get there, everyone needs to participate actively.

## **MANAGEMENT ADVANCED PROGRAM**

MAP is a newly formed program dedicated to future MK managers to prepare talents to deal with strategic tasks in an often changing environment, to help them initiate new changes and help build company culture.

The program has three stages - first, is Strategy and Innovation. Second, Integrity and Diversity, Third, Controlling, and Corporate Processes. Each training also includes the specialist or expert for the topic who explains the theory on a real case study from the company.

Absolving this program is required if the talent wants to become an MK level Manager.

# PREVENTIVE PROGRAM FOR DIVERSITY AND INCLUSION

## ŠKODA AUTO a.s. Vocational School

Students of the first year at the ŠKODA AUTO Vocational School joined a program focused on diversity and inclusion called Live Library. In total, three workshops introduced them to current social issues through their favorite YouTuber or people with real experience regarding the topic. These discussions help to prepare the future generation of our potential employees to help with the company's culture.



### FIRST WORKSHOP

The first workshop called Personal Values - The diversity in us a.k.a. it's not only about a gender. Students were discussing diversity and inclusion from the perspective of law, unconscious biases, they could also learn about how the brain and consciousness works.

# 2

## SECOND WORKSHOP

The second workshop had a guest, famous Czech YouTube star Johny Machette, who discussed with the students topics like dangers of social media, the most common biases, potential of learning from each other. The workshop also included Harvard University tests for defining its own biases.

The students were encouraged to share their personal experiences, speak their minds, and they mostly showed interest in the topic of diversity. We received very positive feedback, and it seems these events will continue in the years to come. As the students are later on becoming



# 3

## THIRD WORKSHOP

Interviews with Live Books - authentic people with authentic experiences - converted Muslim, previously homeless, people with a mental or physical disability, transgender.

The method used was the official method recognized by the European Advisory for dialogs and experiences from the first hand with people from a different environment.

our employees, this initiative will help us to create a sustainable case for diversity and inclusion.



# OTHER ACTIVITIES

# SUPPORTING DIVERSITY

## **GIRLS DAY**

ŠKODA AUTO is the leading partner of International event Girls Day. On this day, companies in 16 European countries invite girls to see that there is nothing to fear when it comes to working in the technology field.

On the contrary, it's one of the most perspective fields to work in.

Around 40 girls had a chance to visit the production, technical development, and meet with our design team. They could try to paint the car in a virtual paint shop, work with CNC machines, design a 3D model, or get a ride in electro mobile.

## **TRAINEE PROGRAM**

Our program for new graduates is one of the oldest in the Czech Republic and has diversity at its core. The plan is open to students from all over the world to apply and become ŠKODA Employees. To support a diverse mindset, the applicants must have previous experience from abroad, for example, from the Erasmus program.

Also, being part of the group of trainees means that people get to participate in many activities like being part of project teams focused on support of the program. Some members are responsible for CSR, HR Marketing others for on-boarding, and in 2019 diversity-focused team Jump-In. The goal of the group is to help international trainees to connect them, and create the intercultural exchange between different nationalities.

**4**

**DIVERSITY AT  
VOLKSWAGEN**







# DIVERSITY AT VOLKSWAGEN

We are currently driving into a challenging future for the automotive industry, and we want to work on making our business more sustainable for all generations. The challenge is significant, and to fulfill this role, we need committed and competent employees. Diversity is much more than the advancement of women. It is about having the right person in the right place at the right time in the right job – at every level, regardless of their cultural background or other attributes.

We need to not only attract new talent but also retain the current employees. That's why creating a diverse work environment where everyone feels safe and included is so important.

What happens when a homogeneous group of people designs and bring a product to market? Who do they think of when developing and testing the product? That's right – other members of their mono-culture! It's how the Homo sapiens' brain works. One real-life example is the smartwatch, whose heart rate monitor only worked on white skin and thus excluded many other target groups with more heavily pigmented skin. Another is crash test dummies, which in the past almost always simulated only the male body – when a different physique, such as that of women, causes very different injuries. There are numerous examples of how harmful thinking inside the box can be for a company, especially one with global operations that deal with very different groups of customers. What appeared to go well for a long time can give rise to significant losses – financial and even worse.

Diversity is an essential pillar in the company's culture, but it is also a matter that we have to put in practice in our everyday lives. Not only as a part of our strategy but also as part of our humanity.

DIVERSITY





# DIVERSITY WINS

To entrench diversity in the Group and thus ensure future sustainability, Elke Heitmüller, Head of Diversity at Volkswagen AG, along with Benjamin Ramirez, Head of Diversity and the Advancement of Women in the Volkswagen Group, have launched a program that ensures that we put diversity into practice in the Group across all brands and on all continents.

Diversity managers create awareness of the importance of the topic and how successfully it can be managed. They positively influence other employees and build a community that helps to strengthen the values of diversity within the whole Volkswagen group.

This program helps to share know-how and best practices between diversity teams throughout the company. The year of 2019 was no different.

# TRAIN THE TRAINER WORKSHOP

In 2019 ŠKODA AUTO organized one of the first workshops focused on diversity in the whole VW Group. The lecturings are part of the Diversity Wins @Volkswagen program launched by VW as a support initiative of the strategy Together 2025 goal.

Each company in the group selected their representative to claim the role of a trainer, who will become the diversity ambassador. During the summer of 2019, these ambassadors were trained by experts from VW AG and Porsche Consulting. Those trainers will then organize training within their own company according to their cultural environment.

Understanding the importance of diversity is the elementary premise of helping the whole concern succeed.

The workshop was held during two days in Mladá Boleslav, and we were joined by our colleagues from VW Poznan, VW Motor Polska, VW Russia, MAN Bus Sp., Ducatti and VW Slovakia.

The event also gave support to our academic sphere by collaboration with ŠAVŠ.







# **VOLKSWAGEN DIVERSITY CONFERENCE IN SALZBURG**

Each year, Volkswagen Group hosts a traditional conference for all members of the VW Diversity community. In the year of 2019, the conference was held in Salzburg at Porsche holding. At Volkswagen Group's third Diversity conference in Salzburg, diversity managers from all over the world discussed how diversity is lived out in the Group and what role a safe working environment plays in its success.

## **DIVERSITY AS A CRITICAL SUCCESS FACTOR FOR THE FUTURE**

Just under 70 diversity managers from various locations and brands discussed how successfully this strategy is already being implemented and practiced within the Group and what efforts are still needed to increase diversity, during Volkswagen Group's third Diversity Conference, held in Salzburg from September 5 to 6. After several stops, including the UK and Sweden, this time, it took place at the invitation of Porsche Holding GmbH, based in Austria.

This year's focus was on the exchange of knowledge and best practice examples from different brands and locations to learn from each others successes and mistakes.

Volkswagen Board Member for Human Resources Gunnar Kilian was enthusiastic about the spirit of the conference and underlined the importance of a diverse corporate culture for Volkswagen Group: "We need more effort focused on diversity throughout the Volkswagen Group. Diversity is one of our key success factors for the future, so that we can use the potential of very different people in all their differences – whether nationality, gender, or sexuality – for the benefit of the company."

Just how important this topic is to him is shown by the fact that the Group's Diversity and Women's Advancement Team will be reporting to him personally from October. "Thanks in part to Elke Heitmüller and her team, we have made significant progress in recent years, and I am convinced that the team I met here will make 'Diversity wins' a reality within the Volkswagen Group."



# “OUR SISTER BRANDS”

As the importance of diversity grows within the whole Volkswagen group, we can see increased number of projects dedicated to improving inclusion and equality. The 2019 Conference was a great source of inspiration when it comes to Diversity projects.

## **SCANIA**

### **3 HIGHLIGHTS**

**Competence mapping** In one entity, SCANIA tested and mapped the competencies of all employees. The person scoring highest in the numeric test was a receptionist in Gdansk, who is currently working in CFO office.

**Skill capture Revisit** A structured way to support the momentum in the D&I journey (every 6 months we revisit the management teams to measure the temperature, capture the best practices and suggest next steps.

**Cross-functional team** In order to cut cost, instead of just focus on your own department, a cross-functional team of different departments and different competencies was formed. With the different perspectives a list of 120 ideas.





## **AUDI AG**

**Diversity Parkours in Ingolstadt** "We live diversity" is a corporate principle and a strategically important topic for Audi. With the help of the Diversity Parcours we want to sensitize employees from all business areas to the topic. The aim of the project is that the participants playfully approach the topic of diversity, question their own thinking patterns and (unconscious) prejudices and understand the diversity in themselves, in the team and in the organization. Each station appeals to different senses. In a reflection phase at the end of the course, the participants exchange their own experiences with thought patterns and their role in relation to diversity. The course also promotes a non-discriminatory work environment at Audi.

## **SEAT**

**Gender Diversity Online Training** 3 Diversity and inclusion awareness trainings created to provide the necessary tools to the Seat Equality Commission.

**Women @SEAT** Group of women who represent different areas of the company and who analyse the women's role into the organisation and create new initiatives

**Diversity Statement in job posting** Introduction of a Diversity Statement in all job postings that recognize SEAT as a Diversity employer

## **VW GROUP SWEDEN**

**Mentor Him** - All male members in Board of Management have a female mentor to help them see the world from a different perspective

**Survey to all employed women in the organisation** In order to attract more women, the ones who already work for us are a great source to understand what to improve.

5

DIVERSITY IN 2020







# DIVERSITY IN 2020

We know that discussion about diversity needs to continue throughout the years, and even if we meet our goals and expectations, we again will want to move forward.

So for the year 2020, we plan to continue the education of managers and team leaders throughout the whole company. We are launching trainings as part of the Diversity wins @ Volkswagen Group initiative. Other than that, we also want to work closely with our board members as they can act as role-models when it comes to equality and inclusion. Our collaboration with Business for Society continues, and we strengthen our bond with becoming a golden partner of the Czech Diversity Day. We will be the main speaker at the European Diversity Day 4.0 in the Czech Parliament.

We hope that this year will bring us closer to creating equal opportunities for all our employees and the potential candidate so we can create a colorful, energetic, and innovative work environment.





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