



We live Diversity & Inclusion @ Volkswagen

Elke Heitmüller, Head of Diversity Management Volkswagen AG
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Diversity Management goes global

- Development of a new diversity strategy
- Internationalization
- Start Diversity Index
- Appointment of global diversity managers
- First international diversity conference at Bentley in Crew
- “We live Diversity” established as a Group Essential

- Diversity Management reporting directly to the Board of Management for Human Resources and Truck & Bus
- Advisory function for Sales & Marketing department

1989
- 2017

2017 /
2018

2019

2020

2021

- Focus on mentoring programs and women's goals (VW AG)
- Focus on German Company locations

- Start Diversity Wins @ Volkswagen, first mandatory training worldwide
- Launch LGBTIQ & Friends network

- Diversity anchored as a core topic in the new Group strategy “NEW AUTO”
- Further expansion of diversity governance
- Internationalization of performance management (e.g. realignment of Diversity Index, ...)



As **part of our DNA**, the Volkswagen Group is committed to diversity when it comes to cultural change: **"We live diversity"**. The task of diversity management is to sensitize employees to the issue and to promote a culture in which diversity is lived and visible in the company as a matter of course: A business-relevant added value of the Volkswagen Group – worldwide.

We need people who think and act in a diverse way and work every day to create a working environment in which our employees can contribute their talent and skills. Diversity is therefore not only part of the Group Principles, the Leadership Model and the Code of Conduct, but also part of a monitoring recommendation and firmly anchored in our "Strategy TOGETHER 2025+". Diversity is essential, required by law and an integral part of our policies and processes.

When the **right person is in the right job at the right time in the right place** – regardless of gender, cultural background, sexual orientation or other diversity dimensions – then we can say that **diversity** and **inclusiveness** have been achieved in the company. For these reasons, the Volkswagen Group's diversity strategy takes a holistic approach: we have minimum standards worldwide, which we track by means of a diversity index. We are committed to ensuring that our HR processes are fair and free of prejudice.

We offer training for managers and employees. And we contribute to remaining an attractive employer for future generations.

TOGETHER we drive diversity!



DIVERSITY is key

VISION

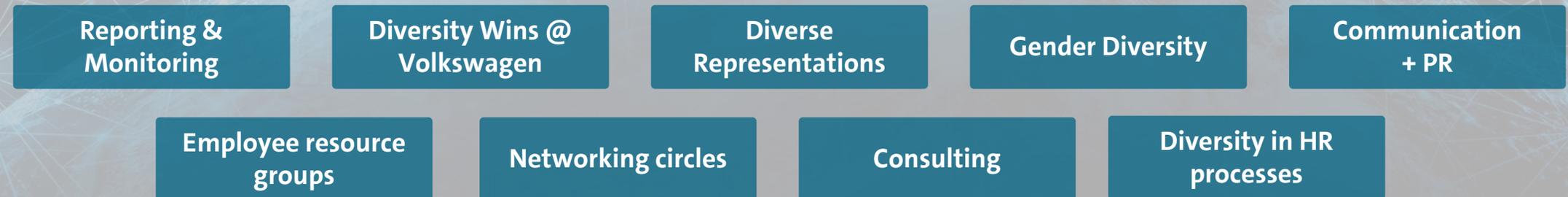


GOALS

1. Verifiable increase in diversity via the mood barometer and group Diversity Index
2. Concentration on dimensions such as gender and internationality
3. Transparent HR processes and set up of equal opportunities e.g. IT systems like Success Factors
4. Brands/ entities + departments live diversity according to their business mission
5. Volkswagen reflects diversity in all appearances, publications and advertising measures

FOCUS + TOOLS

(ongoing)





DIVERSITY
is part of our DNA

LIVING DIVERSITY

An integrated and holistic diversity approach for Volkswagen Group



What does the Diversity Index measure?

▶ Women in leadership positions



▶ Internationalization in top-level management



Targets by 2025

20,2 %

Women in Management

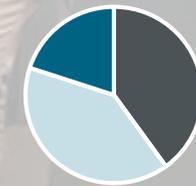
25,0 %

Internationalisation in top-level management

Year of Implementation

2017

New Diversity Index 2.0



- Women in Management
- Internationalization
- Survey

Diversity Wins @ Volkswagen – acceleration of commitment

WE ...

... inspire for more diversity

... are a community with almost

600 diversity trainers

... train diversity and inclusion

**... qualify over 28.300 executives
for more inclusive leadership**



FACING OUR CHALLENGES

LET'S NUDGE THE FUTURE

NUDGE

Objectives of the Diversity Wins @Volkswagen programme

- Why diversity matters
- Analysing the challenges
- How to achieve an inclusive culture
- Role of the leaders and getting into action

- **Aligning and connecting Diversity Wins @ Volkswagen with the Diversity Index for sustainable, measurable results**
- **Strengthening diversity competence in One HR**
- **More diversity initiatives from different departments/areas**
- **Mandatory diversity modules in leadership development programs and others**
- **Digital refresher formats for topics on diversity and inclusion**

**More
Diversity!**

Establishing a Diversity Panel – measures against discrimination



Members of the Diversity Panel:

- ❖ **Prof. Dr. Naika Foroutan** Director of the Berlin institute for empiric integration and migration research
- ❖ **Elke Heitmüller** Head of Group Diversity Management Volkswagen AG
- ❖ **Beate Hofer** Group CIO Volkswagen AG
- ❖ **Gunnar Kilian** Board Member of management Human Resources and Truck & Bus Volkswagen AG
- ❖ **Dr. Ralf Kleindiek** Partner and Director Boston Consulting Group GmbH, former state secretary
- ❖ **Dr. des. Narku L. Laing** CEO „Vielfaltsprojekte“, consultant, diversity trainer
- ❖ **Tupoka Ogette** Author and consultant, expert for diversity and anti-discrimination, trainer
- ❖ **Susanne Preuk** General works council, Works committee, Chairwoman of the Equal opportunities committee
- ❖ **Hans Sarpei** Expert for the topics racism and social media, former soccer player
- ❖ **Klaus Zellmer** Board Member for Sales, Marketing and After Sales Volkswagen passenger cars brand

Topics:

- Corporate responsibility for safe spaces and speak up culture
- Every day racism in internal and external communication
- Discrimination by processes, programs & algorithms

Tasks:

- Counseling Volkswagen board members
- Strengthening diversity and inclusion management
- Expertise and initiatives
- Sensitizing for racial diversity and every day discrimination

Our Commitment to Diversity

”

Diversity and equal opportunities empower our innovation and unleash the potential of our employees. This strengthens our company and contributes to our company`s success.

At Volkswagen, we truly live Diversity.

Gunnar Kilian,
Board Member for Human Resources and Truck & Bus at
Volkswagen Group

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Our working environment must fundamentally be reflected in society, which is increasingly diverse. Of course, a diverse workforce reacts better to different customers and thus also creates the basis for our business success and long-term loyalty. We will make our diversity commitment clearly visible both within our company and in the context of our external activities. Even against resistance. We will not stop setting an example with this attitude.

Klaus Zellmer,
Board Member for Sales, Marketing and After Sales at
Volkswagen Brand



New Recruiting for New Volkswagen: „Hello Possible“

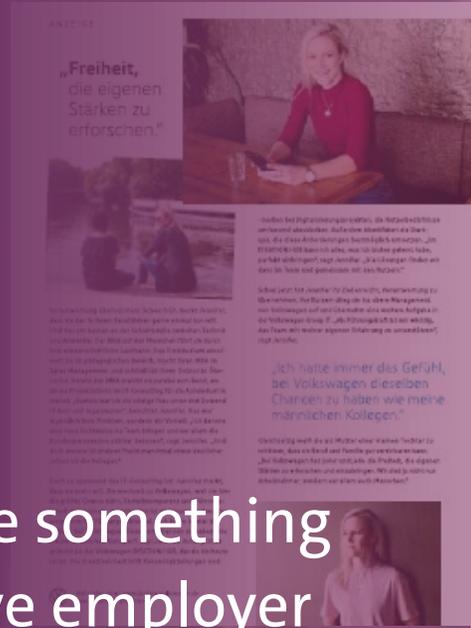


| Software is female

| Attract female digitization, electrification and IT experts

| Visionary women who want to change something should see Volkswagen as an attractive employer

| Volkswagen was the First Mover to change the image in a field that no other car brand is so consistently occupying



Employee Resource Groups: Our Communities at Volkswagen Chattanooga

WOMEN
IN
MOTION



We Live Diversity.  Chattanooga

Working
Families
Together we are better.



We Live Diversity.  Chattanooga

Mil.
Vets



We Live Diversity.  Chattanooga

AFRICAN-AMERICAN
BUILDING
LEADERSHIP
EXCELLENCE



We Live Diversity.  Chattanooga

PRIDE
LGBTQ + ALLIES



We Live Diversity.  Chattanooga



Community

Our Community of Diversity Managers is constantly growing: Currently about 60 Diversity Managers at Volkswagen Group



Communication

Weekly Diversity Managers Call with responsible Diversity Managers (local)
Quarterly Community Calls (worldwide)



Annual Diversity Conference

5th Diversity Conference in 2021



Recruitment

Employer branding campaign

Use of gender-neutral language in
job advertisements



Development

Mentoring programme

Job sharing in leadership positions

Impat programme



Retirement

Age Diversity Mentoring
programme

In development



The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.

Peter Drucker