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Our vision
Mobility is at the heart of people’s lives and what matters to them: moving freely and caring for the planet, in their own way.

Our mission
We pioneer technology for mobility experiences that matter to people.

Driven to inspire the future, we are ourselves inspired to care.
For the planet, our business and society, this is our approach to sustainability.
Editorial

For many years, sustainability and responsibility have been convictions that are strongly shared by Faurecia and HELLA. Now that our communities have successfully joined forces and begun our new adventure as FORVIA, the world’s seventh-largest Tier-1 automotive supplier, this commitment brings us even closer. We see and frame everything through the lens of sustainability: for us, mobility is about much more than moving. It is at the heart of people’s lives and what matters to them: moving freely and caring for the planet, in their own way. This common vision is reflected in our mission: to create pioneering technology for mobility experiences that matter to people.

Our common sustainability roadmap is already delivering substantial results. We are convinced that our targets and commitments to the planet, business and people make us a Group that offers exciting opportunities and perspectives for all of our stakeholders, who are part of our journey. With many actions in place, we are already embracing the urgent transformation of our industry.

FORVIA has become the first automotive player with a net-zero target approved by the Science Based Targets initiative (SBTi), recognizing our efficiency and leadership in this field.

Our goal is to reach CO₂ neutrality from 2045 by transforming our products and production methods, based on the maxim to use less, use better, and use longer.

Our commitments translate into practical, measurable initiatives that you will discover in this Sustainability Report for 2022. We would like to thank our incredible 150,000-strong community who put sustainability at the heart of everything they do, in order to meet the challenges of future generations.

Among the major challenges of our times, the fight against climate change and the quest for a fairer, more inclusive world go hand in hand: one cannot exist without the other. For many years, convinced that companies should make a positive contribution to society, Faurecia and HELLA have been automotive industry pioneers in walking the talk on sustainability issues. Their wide range of commitments and actions include CO₂ neutrality, responsible supply chain, diversity & inclusion, and societal engagement. The road ahead is long and complex. And FORVIA has all the assets to play a leading role.

This is why it has been an honour to join the Governance, Nominations and Sustainability Committee as Chairman from early 2021, to guide and assess company’s ethics and compliance policies and review its social and environmental responsibility actions.

Faurecia and HELLA are committed to achieve their shared mission under the FORVIA Group. I am confident that they will accelerate together and succeed in building a net-zero, sustainable future that reconciles protecting the planet with improvements to mobility, well-being and development.

Patrick Koller
FORVIA Faurecia Chief Executive Officer

Michel De Rosen
FORVIA Faurecia Chairman of the Board of Directors

Jean-Bernard Lévy
Chairman and Chief Executive Officer of EDF Member of FORVIA Board of Directors – Chairman of the Governance, Nominations and Sustainability Committee

Contribution to a better, more sustainable world is one of the most pressing issues of our time. At FORVIA, we are committed to our holistic Sustainability Roadmap focusing on our impact on the planet and people, as well as responsible governance. Key action areas address circularity and the reduction of the CO₂ footprint of our value chain. FORVIA’s new science based net-zero targets are proof of our engagement to tackle climate change and decrease greenhouse gas emissions, aiming for a net-zero value chain in 2045.

We are taking action today to combat climate change with sustainable, profitable solutions.

For instance, we are investing in R&D for innovative technologies that electrify vehicles and pave the way for CO₂-neutral mobility. Our employees can do their jobs in the knowledge that they are contributing to make the world a better place. And that is an amazing mindset.

Michel Favre
FORVIA HELLA Chief Executive Officer
FORVIA in brief

With the acquisition of a controlling interest in HELLA, Faurecia and HELLA have created FORVIA, a global automotive supplier with an advanced technology portfolio and innovation capability.

Aligned with key industry megatrends and fast-growing technology areas, FORVIA is uniquely placed to bring solutions for a safe, sustainable, advanced and customized mobility. The company is organised into six Business Groups, which are accountable for Operational Performance and Total Customer Satisfaction.

The Group’s key initiatives for sustainable development, and in particular its ambition to become net CO₂ neutral by 2045, are based on its strong convictions and values. Its transformation is embedded in a robust, ethical and efficient corporate governance structure.

This document enables all stakeholders to better understand the company’s vision and strategy for profitable growth. FORVIA’s business model is focused on creating value for all its stakeholders, in terms of both financial and non-financial performance, over the short and long term.

At FORVIA, we believe that embracing a bold ambition inspires us to push the boundaries and play our part in driving positive change.

By placing sustainability at the heart of our strategy, we care for our planet, conduct business in a responsible way and positively contribute to our society.

At FORVIA, we offer a unique and broad technology portfolio for advanced and customized mobility experiences.

United around a common passion, we leverage the full diversity and expertise of our 150,000 talents to offer mobility solutions designed for the people.

For further information please consult the Group’s website www.forvia.com.
Our sustainability convictions

Our world is in a state of permanent disruption and faces major environmental and social challenges. These include, among others, urbanization, population growth, climate change, scarce resources and technological change.

As a company, we strongly believe that we play a key role in facing up to these challenges, and that we can make a difference.

We have started to have a positive impact on society and the planet by:

- reducing our CO₂ footprint and offering solutions for sustainable mobility;
- investing in technology and new business models;
- engaging in open, responsible and balanced dialogue with our stakeholders;
- contributing to economic development and the creation of social value through local hiring;
- encouraging the broadest possible diversity in our recruitment processes and career management, while fostering workplace conditions that are tailored to individual needs;
- providing training and career advancement for our employees.

And we will continue to move forward: this is the cornerstone of FORVIA’s commitment to sustainability.
FORVIA’s 2022 sustainability performance*

**Governance**

- A diverse, international, multidisciplinary Board of Directors
- 75% independent Board members
- 14 Board Members, including 2 representing employees and 5 women (45.5%)
- "Governance, Nomination & Sustainability" Board Committee
- Quarterly Excom Committee meeting on sustainable transformation initiatives
- Remuneration linked to ESG criteria (gender diversity and CO₂ emissions)

**Planet**

- CO₂ emissions scope 1 & 2 (MtCO₂eq)
- 0.83
- CO₂ intensity (tCO₂eq/€ million of sales)
- 33
- CO₂ emissions controlled scope 3 (MtCO₂eq) (excluding use of sold products)
- 12
- Water intensity (m³/€ million of sales)
- 126.3
- Waste intensity (metric tons/€ millions of sales)
- 8.9
- Share of revenues aligned with the Green taxonomy
- 21.6%

**Business**

- Share of targeted employees trained on the Code of Ethics
- 96.7% **
- Accidents per million hours worked and without a day lost (FR11)
- 2.08
- Minimum EcoVadis score for suppliers in panel
- 77% **
- Percentage of suppliers included in the panel assessed on sustainable development by EcoVadis
- 40/100 **

**People**

- Women among the top 300 leaders
- 23% **
- Women managers & skilled professionals
- 27.3%
- Training hours per employee
- 22.9h **
- Share of employees involved in local projects
- 15% **

* At the publication of this report, Faurecia owns more than 80% of HELLA. The two companies form the FORVIA Group. This report mainly concerns the sustainability performance of Faurecia. When available, data are presented for HELLA’s sustainability performance. The consolidation of FORVIA Group data is ongoing.

** Faurecia data.
FORVIA’s governance structure relies on the best standards of independence, transparency, openness, inclusiveness and responsibility for the Group’s strategic and operational business.

FORVIA’s governance structure includes complementary governance bodies at Faurecia and HELLA with efficient decision-making processes at all levels of the Group. It takes into account every financial, societal, social and environmental challenge in light of the Groups’ convictions, values and commitments.

1. Governance

Sustainability integrated into corporate governance

- Definition of Faurecia’s sustainability convictions
- Materiality analysis
- Reference year for the sustainability roadmap
- TOP 300 senior executives: 10% of variable compensation linked to ESG criteria
- Creation of the internal department: Climate Strategy & Sustainable Transformation Initiatives
- Three climate-based scenarios used to test the resilience of the Group’s strategic plan
- Faurecia becomes independent from its historic shareholder, PSA/Stellantis
- Renaming of the Governance & Nomination committee to include the term Sustainability
- Appointment of Jean-Bernard Levy as a new independent Board Member and Chairman of the Governance, Nominations and Sustainability Committee
- Launch of Faur’ESO, the employee shareholding program
- Launch of the internal CO2 price
- Closing of the strategic and transformative acquisition of HELLA
- Creation of FORVIA: a combination of Faurecia & HELLA, creating the world’s seventh-largest automotive supplier
- 4,800 Faurecia Managers: 15% of variable compensation linked to ESG criteria
- Faurecia integrates the EURONEXT CAC 40 ESG® index
1.1 Robust & committed governance

1. Faurecia Board of Directors

The Board of Directors determines Faurecia’s business, financial and economic strategies and oversees their implementation, in accordance with the corporate purpose and taking social and environmental challenges into consideration. The Board meets at least four times a year.

Enhanced independence
As a result of the FCA and PSA merger, the distribution by Stellantis in 2021 of its stake in Faurecia to its shareholders allowed the Group to affirm its business strategy as an independent company. The resulting enhanced independence was reflected in a change in governance, with a large majority of independent members sitting on the Board of Directors.

Three dedicated committees
Three permanent committees are tasked with preparing discussions on specific topics. They issue proposals, opinions and recommendations within their areas of expertise, with a sustainability issue integrated into each:

- Audit Committee
- Compensation Committee
- Governance, Nominations and Sustainability Committee

Steer and assess the company’s ethics and compliance policies as regards good governance practice, and review the social and environmental responsibility roadmap and action plans.

Figures as of March 2022.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>42% of Board members are women*</td>
<td>75% independent Board members* versus 61.5% in 2019</td>
</tr>
<tr>
<td>14 Board members</td>
<td>6 nationalities</td>
</tr>
<tr>
<td>10 independent Board members</td>
<td>2 employee representative Board members</td>
</tr>
</tbody>
</table>

2. Faurecia Executive Committee

The Executive Committee has an international, diverse membership. It meets at least once a month to review the Group’s results and discuss operations and strategy. Operating under the responsibility of the Chief Executive Officer, Faurecia Executive Committee is composed of the CEO and 13 Executive Vice-Presidents from the Group’s international Business Groups and support roles.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15% women</td>
<td>46% non-French</td>
</tr>
</tbody>
</table>

3. Full involvement of Faurecia employees in the company’s shareholding

The employees’ shareholding scheme and the existing top managers’ shareholdings bring employee share ownership to over 2.4% of the company’s capital.

HELLA governance
On August 14, 2021, Faurecia and HELLA publicly announced their intention to combine their businesses. Since January 2022, Faurecia has held a controlling interest, with 81.6% of HELLA shares, becoming HELLA’s new controlling shareholder.

12 key skills and areas of expertise that set the company apart

Members of both Boards and the Executive Committee hail from a wide range of backgrounds and contribute diverse and complementary skills.

- Experience in Faurecia’s and HELLA’s core businesses
- Specific knowledge of a geographic market
- Experience in an industrial company
- Risk management
- Leadership & crisis management
- Banking/Finance
- Governance/Management of large companies
- Automotive technologies
- International experience
- CSR
- Data-based technologies/digital expertise
- Energy/Electrification
1.2 Sustainability governance

1. Driving the Group’s sustainability strategy

Over the years, sustainability has become an integral part of FORVIA’s decision-making process. Given the importance and scope of the sustainability issues involved in many strategic decisions, each governance body handles these issues within its area of expertise.

At Faurecia’s Executive level, sustainability is led by Christopher Mokwa, EVP for Group strategy, digital transformation and Sustainability, working together with the Climate and Sustainable Transformation Executive Committee, which includes one HELLA representative.

2. Sustainability embedded in the Group’s processes & decision making

Group risk mapping integrating extra-financial risks

Faurecia’s list of extra-financial risks is based on an in-house materiality analysis carried out in 2018 by a multidisciplinary working group from various departments. Comparisons were drawn with a risk universe for peers within the automotive sector. The preliminary list of risks was based on a methodology linked to frequency of occurrence and degree of seriousness, which was then discussed in around twenty interviews with external stakeholders. The Executive Committee then approved a final list of risks and opportunities. These are updated on a yearly basis, and supplemented by the sustainability roadmap monitoring indicators.
1.2 Sustainability governance

Internal strategic plan process: Business Groups & functions integrating sustainability

As part of an annual internal process, Business Groups present their 3-year strategic plan to Faurecia Executive Committee members, integrating the greenhouse gas footprint reduction roadmap and more broadly the sustainability roadmap, including implementation strategies (planning, budget, resources, KPIs, etc.).

Investment decisions steered by an internal CO₂e price

Global warming, regulations, taxes and incentives will soon impact the CO₂e footprint of vehicles. Since 2021, the Group has thus included a CO₂e footprint price in new products development. The aim is to be in a position to make the right decisions and look ahead to the first vehicle’s production by 2025. The internal CO₂e price will also be applied to the current product portfolio, incentivizing serial CO₂e improvements.

Group strategy integrating the climate risk transition

For part of these TCFD recommendations, Faurecia has developed three prospective climate-based scenarios (economic, social and environmental) in partnership with the Toulouse School of Economics. These scenarios are all related to the impact of climate change. They take into account the disruptive effects of the climate transition and assess the resilience of the Group’s strategy.

FORVIA’s sustainability-linked remuneration criteria

<table>
<thead>
<tr>
<th>Faurecia Chief Executive Officer (see URD 2021 p.15 for more details)</th>
<th>Short-term variable compensation</th>
<th>Long-term variable compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>15% of variable compensation linked to scope 1 &amp; 2 CO₂e neutrality results.</td>
<td>10% of performance shares linked to gender diversity objectives.</td>
<td></td>
</tr>
<tr>
<td>Faurecia TOP 300 senior executives</td>
<td>15% of variable compensation linked to scope 1 &amp; 2 CO₂e neutrality results.</td>
<td>10% of performance shares linked to gender diversity objectives.</td>
</tr>
<tr>
<td>Faurecia 4,800 Managers</td>
<td>15% of variable compensation linked to scope 1 &amp; 2 CO₂e neutrality results.</td>
<td></td>
</tr>
<tr>
<td>HELLA Management Board</td>
<td>10% of the variable compensation linked to safety at work and energy in 2022.</td>
<td>25% of the variable compensation linked to safety at work and energy in 2022.</td>
</tr>
</tbody>
</table>

Three climate-based scenarios are used to test resilience of the Group’s strategic plan

As per TCFD recommendations

<table>
<thead>
<tr>
<th>Governance</th>
<th>Economic situation in 2050</th>
<th>Climate situation in 2080</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Governance</td>
<td>Complex Competition</td>
<td>Wild World</td>
</tr>
<tr>
<td>* CO₂ central bank/ Climate World Bank (CWB) * International Environment Court</td>
<td>* Private &amp; national/ regional decision-makers take action * Shared initiatives + free riders (governments + companies)</td>
<td>* Pension/health funds drive environmental markets (incl. CO₂) * States decentralize and divest public services</td>
</tr>
<tr>
<td>CO₂ price: € 50-100 (“managed” price)</td>
<td>CO₂ price: €30-200 (varying over time/ scope)</td>
<td>CO₂ price: €0-1,000 (wild market, varying CO₂ price)</td>
</tr>
<tr>
<td>++</td>
<td>++</td>
<td>-/+</td>
</tr>
<tr>
<td>+/ +</td>
<td>+/ +</td>
<td>+/ +</td>
</tr>
<tr>
<td>+2.5°/3.5°C</td>
<td>+3.5°/4.5°C</td>
<td>Temperature RPC 2.6 RCP 4.5/6.0 RCP 8.5</td>
</tr>
</tbody>
</table>
1.3 Sustainability ecosystem

The Group adheres to international norms and standards, reflecting its commitment to best environmental, social and societal practices.

The Group also relies on recognized partners and methodologies to develop and monitor its sustainability strategy. It uses international reporting frameworks and certifications to ensure its transparency and guarantee the quality of its management systems and processes.

Planet

- SBTi
  FORVIA’s emissions reduction targets have been approved by the Science Based Targets initiative (SBTi) under the most ambitious scenario of 1.5°C. In 2022, FORVIA became the first automotive company with net-zero target approved by the SBTi.
- TCFD
  Since 2019, Faurecia has applied the recommendations of the Task Force on Climate-related Financial Disclosure.
- French Business Climate Pledge
  In 2017, Faurecia was one of the major French companies to sign the French Business Climate Pledge to take practical actions to combat climate change.
- Global Hydrogen Council and French Hydrogen Council
  FORVIA is part of the Hydrogen Council’s executive group. The Hydrogen Council is a global initiative of leading energy, transport and industrial companies with a united vision and a long-term ambition for hydrogen to drive the energy transition.
- Movin’on
  Board member of the Movin’on Lab. Created by Michelin, the Movin’on Lab is an innovative and collaborative ‘Think and Do Tank’ aimed at promoting better life through Sustainable Mobility.
- We Mean Business coalition
  Since 2021, Faurecia has been a member of the coalition led by seven non-profit organisations: BSR, CDP, Ceres, CLG Europe, Climate Group, The B Team and WBCSD. The coalition aims to catalyse business leadership and drive policy goals to accelerate the transition to a net-zero economy.

Business

- EPE
  FORVIA is a member of Enterprises for the Environment (EPE), a French organisation that brings together 50 large French and international companies willing to give greater weight to environmental issues in their strategic decisions and day-to-day management.
- ISO 14001
  The Group’s analysis and control of local environmental risks is based on the ISO 14001 international standard. In 2022, 90% of FORVIA production sites which had been operational for at least two years, were ISO 14001 certified.
- ISO 9001 & IATF 16949
  In 2022, 100% of FORVIA’s sites were certified by the international standard for quality management systems in the automotive industry.

People

- UN Global Women’s Empowerment Principles
  Since 2020, FORVIA has been a signatory of the WEP - an initiative established by the United Nations Global Compact and UN Women. FORVIA is committed to promoting gender equality and the empowerment of women in the workplace.
- Happy Index Trainees
  Faurecia is “Happy Index Trainees” certified. Certification recognizing companies’ approach to the onboarding, support and management of their trainees, work-study trainees and volunteers for international experience (VIEs).

Transversal

- SDGs
  Faurecia strongly supports the United Nations Sustainable Development Goals (SDGs) by integrating them into its materiality analysis.
- Global Compact
  Since 2004, Faurecia has been a signatory to the 10 principles of the Global Compact, a United Nations initiative launched in 2000. Faurecia renews its membership each year, and is committed to promoting respect for human rights, international labour standards, environmental protection and the fight against corruption.
- GRI Global Reporting Initiative (GRI)
  Faurecia prepares its Extra-Financial Performance Declaration and reporting in accordance with GRI standards, core option.
- Sustainability Accounting Standards Board (SASB)
  The analysis of Faurecia’s extra-financial challenges was made using comparisons with a risk universe for automotive sector peers, and based on SASB recommendations.
- EcoVadis
  Since 2017, Faurecia has been working with EcoVadis to carry out an in-depth assessment of its suppliers, focusing on their ethical, social, and environmental practices. In 2023, HELLA will be included in the scope of this assessment.

Faurecia ESG ratings

- MSCI A
  Scale Aaa to CCC
- ISS ESG A
  Scale A+ to D-
- Moody’s ESG 64/100
- Euronext CAC 40 ESG Top 1% in our category
- Risk category “Low risk” in the automotive parts sector
- Climat -A
- Water B
- Suppliers A
- Scale A to D
2. Planet

Care for the planet

- Application of TCFD recommendations
- CO₂ reduction commitments
- Partnership with Schneider Electric for strategic planning
- Climate transition risks, definition of 2050 scenarios with the Toulouse School of Economics
- Hydrogen Center of Expertise in Bavans, France
- Emissions reduction targets approved by the SBTi and compliant with 1.5°C global warming

First Green Bond issuance
Cross Business group division for sustainable materials
Partnerships with Engie, Schneider Electric and GreenYellow for energy savings
Agreement with SSAB to develop green steel parts
Internal price of CO₂ for new products
Member of the "We Mean Business" coalition targeting CO₂ neutrality
Rated "A" as a CDP Supplier engagement leader
On-site PPA (solar panels) with Engie & EDP covering 7% of energy consumption
Partnership with Veolia for recycled plastic raw materials
Variable compensation for managers integrating CO₂ criteria
FORVIA is the first automotive company with a net-zero target approved by the Science Based Targets initiative
FORVIA commits to Act4Nature
Launch of the Green Factory whitebook
Partnership with AXA Climate to analyse the evolution of climate hazards at its sites

Environmental footprint in operations

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2019</th>
<th>2022</th>
<th>2025 Target</th>
<th>2027 Target</th>
<th>2030 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emissions scopes 1 &amp; 2 (MtCO₂eq)</td>
<td>0.86</td>
<td>0.60</td>
<td>0.83</td>
<td>Neutrality</td>
<td>-</td>
</tr>
<tr>
<td>CO₂ intensity (CO₂eq scopes 1 &amp; 2/ € million of sales)</td>
<td>47</td>
<td>32</td>
<td>33</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Energy intensity of sites (MWh scopes 1 &amp; 2/ € million of sales)</td>
<td>121</td>
<td>95</td>
<td>101</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Waste intensity (metric tons/ € millions of sales)</td>
<td>15</td>
<td>10.6</td>
<td>8.9</td>
<td>-28%</td>
<td>-34%</td>
</tr>
<tr>
<td>Water intensity (m³/ € millions of sales)</td>
<td>176</td>
<td>122.3</td>
<td>126.3</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Circular economy of products

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2019</th>
<th>2022</th>
<th>2025 Target</th>
<th>2027 Target</th>
<th>2030 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emissions controlled scope 3 (MtCO₂eq) (excluding use of sold products)</td>
<td>8.57</td>
<td>9.05</td>
<td>11.98</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Investments for sustainable technologies

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2019</th>
<th>2022</th>
<th>2025 Target</th>
<th>2027 Target</th>
<th>2030 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of revenue aligned with taxonomy</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>21.0%</td>
<td>-</td>
</tr>
</tbody>
</table>
2.1 FORVIA 2022 CO₂ emissions breakdown

FORVIA's SBTi Net-Zero commitments

Recent years have seen an influx of net-zero commitments from companies. The SBTi Net-Zero Standard was launched to combat criticisms about the consistency of the quality and goals of these commitments. It provides a credible, independent assessment of corporate short- and long-term net-zero targets, in line with climate science.

FORVIA set a target in 2020 to become CO₂ neutral in its operations by 2025 (scopes 1 & 2). This roadmap has been assessed and approved by the Science Based Target initiative (SBTi) with a -80% commitment for scopes 1 & 2. This is in line with the target in the 2015 Paris Agreement of limiting global warming to 1.5°C.

The Net-Zero Standard requires companies to become CO₂ net-zero no later than 2050, and to show evidence of a common, robust, science-based understanding of what this entails. Certification is a way for companies to demonstrate to stakeholders that their emissions reductions targets are of a pace and scale required to limit long-term global warming to 1.5°C by the end of the century compared to the pre-industrial period.

FORVIA is committed to reducing its scope 1, 2 and 3 CO₂ emissions by 90% (in absolute value) by 2045 – a target that meets the SBTi’s most ambitious standard.

Neutralizing the final 10% of CO₂ emissions
Residual emissions amounting to 10% will be offset by removals, meaning CO₂ from the atmosphere will be sequestered in sustainable materials, such as plastics. This is one of the functions of MATERI’ACT, FORVIA’s newly created Sustainable Materials entity.
2.2 Reduction of CO₂ & Environmental footprint in Operations (scopes 1 & 2)

**OUR VISION**

Reducing FORVIA’s environmental footprint involves neutralizing the greenhouse gas footprint in all of the Group’s activities. FORVIA is also committed to applying international environmental standards in all of its sites, and works on a daily basis to reduce, recover or recycle waste generated throughout the production chain, wherever possible. Similarly, the company is committed to using water more efficiently and to closely monitoring the use of chemicals and volatile organic compound emissions.

**OUR APPROACH**

1. CO₂ neutrality in operations (scopes 1 & 2) by 2025

Actions to accelerate the energy transition and increase energy savings

To reach its goal of operational CO₂ neutrality, FORVIA launched a global energy transition plan for 2020-2025 to develop digitalized energy efficiency and to self-produce and supply renewable energy for all Group sites around the world. As part of this plan, the Group is committed to a minimum 15% energy reduction.

FORVIA’s actions to meet the target of CO₂ neutrality across its sites by 2025 (scopes 1 & 2)

**FORVIA Power Purchase Agreements (PPAs)**

FORVIA is stepping up its strategy to become CO₂ neutral by signing Power Purchase Agreements (PPAs) with strategic partners in the medium and long term. On-site PPAs involve setting up facilities and producing renewable energy on FORVIA sites. Off-site PPAs, meanwhile, will allow the Group to source renewable energy from externally located assets. Leveraging these strategic collaborations with leading global partners will allow FORVIA to speed up and improve its energy resilience.

**On-site PPAs with Engie and EDP (2022)**

- 100 hectares of solar panels on 150 sites in 22 countries
- 100 MW of cumulative capacity by end-2023
- 30% of total capacity installed before end-2022
- 7% of FORVIA's global electricity needs

**Off-site PPAs (2022)**

- 27 wind turbines in two locations in Sweden
- 650 GWh/year by end-2023
- 2/3 of FORVIA's European electricity consumption

**On-site PPAs**

- €100m investment in energy savings by 2023

**Off-site PPAs**

- 28 29 Sustainability Report 2022

FORVIA

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0 1 2 ÉCHELLE 1/1 TONS RECOMMANDÉS (RVB)

FAURECIA

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JFB

Date : 26/01/2022

TECHNIQUE

R0 V36 B211 #0024d3

R250 V0 B87 #fa0057
2. Reduction of CO₂ & Environmental footprint in Operations (scopes 1 & 2)

FORVIA’s ecosystem of expert partners

Deloitte: sustainability leadership advisor

FOOTPRINT
- Greenhouse Gas Protocol: the protocol used to publish all scopes (with assessment of uncertainties).

ROADMAP
- Schneider Electric: advising on disclosure of roadmaps for scopes 1 & 2.

ACTION PLANS
- KPMG: advising about on-site PPAs.
- Schneider Electric: advising about off-site PPAs and developing energy saving solutions.

Making better use of water resources
FORVIA industrial processes consume a modest amount of water:
- 2/3 of the Group’s consumption for sanitary use (showers, catering, toilets).
- 91% of total water consumption is released to the Public Wastewater network.

Improving sites’ environmental performance
FORVIA has committed to ISO 14001 environmental certification for its production plants that have been operational for more than two years, based on a principle of continuous improvement.

Avoiding, managing, and recovering waste
Sites implement local initiatives to improve the reduction, sorting and recovery of product waste and to reincorporate production scraps into processes as much as possible. Actions range from reducing production waste, strengthening sorting practices, setting up recycling systems to recover waste externally, and reusing packaging.

Limiting volatile organic compound (VOC) emissions from production
FORVIA monitors and limits atmospheric VOC emissions related to its business.

Avoiding accidental discharge into water and soil
To eliminate the risk of accidental discharge inherent to industrial activity, FORVIA trains all site operators in anticipating risks and reacting correctly in the event of an accidental spill, in particular via its “10 green Attitudes” training program. All ISO 14001-certified sites integrate the prevention of this risk into their management system. FORVIA assesses the environmental risks of its industrial projects by systematically conducting environmental audits and subsoil studies research when appropriate.

Lastly, for industrial restructuring resulting in plant closures, the Group systematically assesses the environmental impact and carries out a soil and subsoil study when appropriate.
2.2 Reduction of CO₂ & Environmental footprint in Operations (scopes 1 & 2)

- Assessing the impact on biodiversity and identifying FORVIA sites located near to natural environments
  FORVIA moderates its impacts on biodiversity by reducing the impact of its activities on the soil and the air. The Group has mapped its sites located close to protected areas, and takes action to reduce the pressure on these areas. Protected areas close to FORVIA sites are natural areas containing fauna and flora (interest type 1 or 2); areas containing protected species that are endangered or liable to become endangered (e.g. leopards, ground squirrels, etc.); and protected natural water areas (rivers and streams). There are 24 sites (17 production plants, 6 assembly sites and 1 R&D site) located less than three kilometres from a protected area.

  In 2022, FORVIA committed to Act4Nature. Led by the French organisation Entreprises pour l’Environnement (EpE), Act4nature is an international alliance that aims to promote practical business actions that benefit nature through 10 common commitments and so-called SMART (Specific, Measurable, Attainable, Relevant and Time-bound) individual commitments.

- FORVIA Green factory white book
  FORVIA has created a guide listing the environmental constraints to be considered and the best practices to be applied when developing a new site (the Group develops about 15 to 20 new sites per year). It includes the identification and management of potential impacts on biodiversity.

- Digital technology for low energy use
  The Group rolled out 280 sites a system to allow a detailed analysis of energy consumption remotely. 101 plants were equipped with a connected measurement of their power consumption, making it possible to view it with a temporal accuracy of 10 to 15 minutes.

- Energy shortage response
  The Group deployed a white book on energy management in times of shortage. This guide recommends best practices and Group’s instructions, such as: adaptation and monitoring of temperatures, reduction of natural gas consumption, adaptation of work organization and work clothes, and provides for procedures to be followed in the event of a gas or electricity supply disruption.

- Climate adaptation
  FORVIA entrusted AXA-Climate with the analysis of the evolution of climate hazards at its sites, by 2030 and 2050, according to two IPCC scenarios.

- Assessing the impact on biodiversity and identifying FORVIA sites located near to natural environments

- Key Highlights

- 90% of production plants (operational for more than 2 years) were ISO 14001 certified
- 70% waste recycling rate
- 226,000t of waste generated by the sites (of which 63% of non-hazardous)
- 3,130,000m³ of water consumption
- 1,170t of Volatile Organic Compound (VOC) emissions

In 2022
2.3 Reduction of CO₂ footprint from products (scope 3)

1. Using environment-friendly material

The Group is reorganising its purchasing process for low-carbon raw materials and services (controlled scope 3) and has launched a project to measure and reduce CO₂ emissions.

2. Improving eco-design

For each innovation project, the Group has implemented an eco-design assessment to address the following points: avoiding substances of concern; recyclability; environmental impact; and interior air quality. The possibilities for end-of-life recycling are an ongoing consideration.

FORVIA systematically studies plastics substitutes that are not easily recyclable (PVC, thermoset or composite plastics such as glass-fibre reinforced polypropylene). The Group innovates for greater frugality via:

- lean cockpit architecture & seat design;
- material reduction;
- use of CO₂-negative material;
- scrap reduction.

OUR VISION

FORVIA’s commitment to the circular economy is reflected in the design of its products, taking into account their entire life cycle (eco-design, use of resources and raw materials, use phase, end-of-life and recycling). The Group has developed an efficient management strategy for its materials and resources. The materials that Faurecia uses are mainly metals (80% by weight) and plastic (20%).

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OUR APPROACH

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FORVIA conducts a simplified LCA of all its innovations on the impact of CO₂ eq. Based on the ISO 14040 and 14044 standards, it measures impacts including greenhouse gas emissions, consumption of non-renewable resources and materials, and water eutrophication. The Group is also an active participant in 4 Life Cycle Assessment working groups led by the main industry associations. The purpose is to discuss relevant issues and establish a common methodology.

In 2022

40% of revenues generated by development projects covered by a CO₂ LCA of the products. The Group expect to reach 80% by the end of 2023.

Industry associations

FORVIA created MATER'ACT, a new division to develop materials for CO₂ neutral products. The range of products includes:

- Recycled and biosourced composite plastics for interiors, seats and lighting. Renewable polymers are made from recycled plastics or biomass. If they come from biomass, they sequester the CO₂ in the atmosphere through photosynthesis. They are also offered outside the automotive industry.
- Low CO₂ eq footprint covers for seats and interiors. They have a premium feel and appearance and thus offer an alternative to traditional leather. They can also be used in other sectors, such as fashion and furniture.
- Carbon fibers with a low CO₂ eq footprint for pressurized hydrogen vessels. This includes in the long term, biosourced elements. This technological innovation will drastically reduce emissions from carbon fiber production processes.
- Green steel, produced by reducing iron oxides using hydrogen and low-carbon electricity. FORVIA is a founding partner of GravitHy, which will produce hydrogen-reduced iron in Fos-sur-Mer in 2027 (“direct reduced iron”), and is also working with the steelmaker SSAB to use the first European green steel in its seats from 2025.

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3. Life Cycle Analysis

FORVIA creates MATER'ACT, a new division to develop, source, produce and sell unique cutting-edge materials with low, and ultra-low footprint bringing up to 95% CO₂ reduction versus current materials. The new entity brings more than 10 years of expertise in formulating and processing recycled and bio-sourced materials, including experience in variability management. All sustainable materials from MATER'ACT are aligned with the European Green Taxonomy.

MATER'ACT: a new division to develop materials for CO₂ neutral products

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2.3 Reduction of CO₂ footprint from products (scope 3)

Electronic systems recycling: the RepairLab
Faurecia Clarion Electronics (FCE) offers a multi-brand repair service throughout Europe.

In 2020, in partnership with Stellantis and Renault, FCE launched an electronic repair offer based on a circular economy model.

30,000 repairs each year

Lifcycle Solutions
HELLA’s Lifecycle Solutions business group contributes to environmental protection and the prudent use of resources. As part of its Aftermarket services, the company supplies wholesalers with around 35,000 different spare parts and provides workshops with diagnostic equipment and additional tools. FORVIA thus helps to extend vehicles’ lifetimes, getting them back on the road quickly and efficiently.

2.4 Green taxonomy aligned investments

Our Vision
The EU taxonomy is a classification system issued by the European Commission that sets out a list of environmentally sustainable economic activities. It provides a common framework for investors to determine which investments are seen as contributing to net-zero carbon commitments and the Paris Climate Agreement.

As a key partner helping automotive manufacturers meet CO₂ neutrality targets, FORVIA has analyzed the eligibility & alignment of its activities under this green taxonomy classification.

In 2022, of FORVIA’s revenue were aligned with the EU green taxonomy under the four categories:

- 3.2. Manufacture of equipment for the production and use of hydrogen
- 3.3. Manufacture of low carbon technologies for transport
- 3.4. Manufacture of batteries
- 3.6. Manufacture of other low carbon technologies

As a company fully committed to the climate transition, FORVIA is developing sustainable technologies that contribute to climate change mitigation and adaptation.

Our Approach
1. Hydrogen storage systems technologies (eligible under 3.2)

FORVIA believes that hydrogen-powered mobility and fuel cell technology will occupy a significant place in the powertrains energy mix in the next 10-15 years. It supports automakers by providing complete Hydrogen Storage System integration for different vehicle architectures that meet industry requirements, with just-in-time delivery of end-of-line tested turnkey systems.

FORVIA’s carbon-fibre homologated tanks (350 and 700 bar) are designed to optimize weight reduction and fuel consumption. They will be produced at the Group’s new Center of Expertise for Hydrogen Storage Systems in Bavans, France. FORVIA has already signed major contracts to produce Light Commercial Vehicles, as well as a large-scale Heavy-Duty Commercial Vehicle project to promote hydrogen mobility in Switzerland.

2. Battery systems technologies (eligible under 3.4)

The rapid growth of electric vehicles is driving the need for integrated battery thermal and energy management solutions, as well as lightweight battery housing that makes electric driving more economical.

FORVIA’s battery management systems (BMS) ensure the safe and reliable functioning of lithium-ion batteries for fully electric vehicles, as well as for plug in and hybrid vehicles (PHV). These BMS monitor the voltage, temperature and current of the batteries, as well as providing various safety functions including those relating to high voltage. The BMS design is modular and scalable for integration into different drive electronics, independent of the cell technology used. This ensures a high degree of variability for use in a wide range of batteries and vehicle models.

Key Highlights
Investing in Green Hydrogen
Green hydrogen is easily produced by electrolysis of water using electricity from renewable energies. It is a key lever for zero pollution and zero CO₂ emission mobility. Hydrogen also allows for the storage of overproduced renewable energy, such as a wind turbines operating at night.

Hydrogen Storage System (HSS)
Gaseous hydrogen tank
Hydrogen storage system for light commercial vehicles
Hydrogen storage system for Heavy-Duty Vehicles
3. Low-carbon vehicle technologies* (eligible under 3.3)

FORVIA develops full system technologies for sustainable automotive design and materials, extending product life and increasing recyclability.

Full interiors systems capability

FORVIA develops sustainable materials for instrument panels, door panels and centre consoles, as well as the seamless integration of smart functionalities. The use of bio-sourced materials (vegetable fibres mixed with a resin) can reduce the weight of vehicle parts and significantly lower environmental impacts.

Electronics

The electrification of vehicles is a major lever for CO₂-neutral mobility. FORVIA thus offers a comprehensive portfolio including sensors and actuators, automated driving, lighting, body electronics, cockpit electronics, hmi/displays and energy management. FORVIA’s Advanced Driver Assistance Systems (ADAS) devices help to reduce emissions when driving.

Clean mobility

One-third of the energy currently produced by automotive drivetrains is lost as heat through the exhaust system. FORVIA’s Exhaust Heat Recovery Systems (EHRS) is adapted for use in hybrid vehicles by engine warmup and increased use of the electric mode.

In 2022

€2,073m in gross R&D expenditure* (8% of sales)

4. Other sustainable technologies (eligible under 3.6)

FORVIA develops sustainable materials demonstrating substantial life-cycle greenhouse gas emission reductions compared to the best performing alternative technologies available on the market.

Hydrogen Fuel Cell systems

In 2019, Faurecia created Symbio: a joint venture with Michelin to develop, produce and market hydrogen fuel cell systems for all types of electric vehicles. With an initial investment of €140 million, Symbio unites Faurecia’s and Michelin’s hydrogen fuel cell stack operations, with a new plant dedicated to the production of fuel cell stacks in the Lyon region. Faurecia and Symbio address 75% of the fuel cell value chain.

Partnership with Stellantis

Stellantis’ new range of light commercial vehicles will be equipped with Faurecia hydrogen storage systems, as well as fuel cell stacks through Symbio.

*Low-carbon vehicles are hybrid (hydrogen or electric) with emissions of less than 50 CO₂kg.
# 3. Business

## Responsible performance

### Business ethics
- **2019**
  - Percentage of targeted employees trained on the Code of Ethics: 93%
- **2020**
  - 96.7%
- **2021**
  - 100%
- **2022**
  - 100%

### Safety
- **2019**
  - Accidents per million hours worked with and without lost time (FR1t indicator): 2.05
- **2020**
  - 1.47
- **2021**
  - 2.08
- **2022**
  - 1.5

### Sustainable supply chain
- **2019**
  - Share of direct purchasing volume assessed for CSR performance (representing around 2,000 direct suppliers): 80%
- **2020**
  - 93%
- **2021**
  - 95%
- **2022**
  - 95%
- **2023**
  - 95%

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<td>Percentage of suppliers included in the panel assessed on sustainable development by EcoVadis</td>
<td>80%</td>
<td>77%</td>
<td>95%</td>
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<td>Minimum EcoVadis score of the suppliers in the panel</td>
<td>30/100</td>
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3.1 Business ethics

OUR VISION

In today's business environment, organisations need to be increasingly agile and reactive. FORVIA's new internal compliance dashboard reflects its belief in the importance of promoting a culture of integrity, safety and vigilance wherever the Group operates, while ensuring compliance with the highest ethical standards.

FORVIA has been a member of the United Nations Global Compact since 2004. It is committed to respecting and promoting the conventions of the International Labour organisation (ILO) on human rights, labour standards and the environment in its business practices. FORVIA's Code of Ethics contains all of its rules and principles, which must be understood and respected in all countries by all employees across all business lines, and by all business partners.

OUR APPROACH

1. Building an ethics and compliance culture

The Group's ethics and compliance program seeks to implement an extensive system of policies, processes, training programs and communications. FORVIA's leaders have a personal, renewed commitment to integrity. They are supported by a robust compliance processes that drives a Group-wide culture of integrity.

The Code of Ethics aims to develop accountability and employee empowerment based on respect for fundamental human rights, economic and social dialogue, skills development, and ethics and rules of conduct, including those related to detecting and preventing corruption.

The principles set out in the Code of Ethics are translated into operational requirements by the Management Code and other systems, such as the Anti-Corruption Code of Conduct and the Best Practices Guide aimed at combating anti-competitive practices.

In 2022

- 12 different languages for the Code of Ethics
- 100% acknowledgement of the Faurecia Code of Ethics by new employees
- 15 different languages for the Code of Ethics

2. Strong compliance governance

The implementation of the Group compliance program is based on specific organisation and governance:

- Group compliance committee chaired by the Chief Executive Officer, for priorities and strategic decisions.
- Risk committee for compliance risks discussions.
- Audit committee for disclosure of the annual compliance roadmap.
- Regional Compliance Officers (RCOs) and Business Groups Compliance Leaders for implementing the compliance program, sharing priorities and drafting action plans.

3. Continuous risk assessment

FORVIA defines and implements systems, processes and risk assessment plans to continuously improve its ethics & compliance program.

The Group Compliance Officer works closely with the Risk Officer and the Internal Control and Internal Audit network. Their role is to identify and monitor non-compliance risks and to update the compliance risk mapping on a regular basis, using feedback from the population exposed to identified risks.

- 100% Tier-1 compliance risks included in the Group Risk Universe

Respect for fundamental human rights

FORVIA CODE OF ETHICS

Freedom of expression and social dialogue
- Right to form associations and join a union
- Contractual policy
- Industrial and social redeployment

Skills development
- Equal treatment and non-discrimination
- Induction and training
- Professional development and employability

Development of economic and social dialogue
- Breaches of the Code of Ethics

Ethics and rules of business conduct
- Internal reporting procedure
- Online reporting procedure
4. Training and communication on ethics and compliance

FORVIA has introduced various training sessions for all FORVIA employees (including part-time employees, interns, consultants, etc.). These courses are tailored to FORVIA’s risk profile, and address the risks that local teams may face. They include online mandatory MOOCs (Ethics, Anti-trust, Anti-corruption), regular refresher sessions at the industrial sites, practical guides on anti-competitive practices, reporting and managing conflicts of interest, and the internal whistle-blowing procedure. Significant efforts have been made to disseminate these guides throughout the Group.

Along with the Human Resources, Internal Audit and Control teams, the Compliance department ensures that all identified employees receive proper training in the internal rules.

**FORVIA’s Duty of Care plan**

In 2022, FORVIA enhanced its Duty of Care plan. Its purpose is to identify risks and prevent serious violations of human rights and fundamental freedoms, or the health and safety of people and the environment, resulting from the Group's activities or those of its subcontractors and suppliers in the various countries where it operates.

**Key highlights**

**Faurecia’s Speak Up line: a way to escalate ethics and compliance issues**

Employees (including temporary workers, subcontractors, etc.) and suppliers are encouraged to raise concerns or report violations of Faurecia's internal policies, processes and applicable laws via an independent whistle-blowing hotline: www.faurecia.ethicspoint.com

**Human right policy**

Faurecia published its Human right policy which is part of a set of framework documents aimed at guaranteeing human rights: the Code of Ethics; the Code of Conduct for suppliers and service providers and the vigilance plan.

**Anti-trust law: HELLA employee training**

HELLA uses a new e-learning tool to train the relevant employee groups on anti-trust issues, challenges and laws. Available in four languages, the course addresses rules and offers tips relating to contact with competitors.

**3.2 Safety**

**Our vision**

FORVIA seeks to provide a safe work environment for all its employees and outside parties, while placing quality and service at the heart of operational excellence.

Policies and measures are implemented to anticipate, reduce and manage the main safety risks identified by FORVIA (physical injury related to production; occupational illnesses related to workstation ergonomics) based on two priorities: protecting employees’ health and improving workplace safety.

The Group’s Hygiene, Health and Safety policy is overseen by the HSE department. It translates into a set of simple, practical rules via the “Seven Fundamental Principles for Safety”.

FORVIA is also committed to its products being beyond reproach in terms of quality and safety, including the active and passive safety of drivers and passengers, with the goal of achieving Total Customer Satisfaction. The Group’s safety policy applies to its entire value chain: sourcing, development, production, customer satisfaction monitoring and, where applicable, product recalls.

In 2022

<table>
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<tr>
<th>Branch</th>
<th>Accident severity rate</th>
<th>(lost days/1,000 hours)</th>
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**Our approach**

1. Safety at work

Workplace health and safety driven by excellence

FORVIA’s Hygiene, Health and Safety policy is implemented via the Faurecia Excellence System (FES). Based on active risk prevention, this management tool uses metrics that can be regularly checked, and their effectiveness measured.

FES incorporates the leading quality, environmental and safety standards (e.g. IATF 16949, ISO 14001 and ISO 45001) and benefits from FORVIA’s 14+ years of experience. It is continually supplemented with the best internal and external practices relating to lean manufacturing.

Creating a culture of safety with the CARE program

The CARE program is deployed at nearly 300 sites worldwide. Its function is to raise awareness and increase commitment among all employees and subcontractors as they perform their day-to-day work. The program is based on four fundamental principles:

- Compliance: compliance with HSE rules through training and audits;
- Attitudes: reactions and practices that ensure the safety of all employees;
- Risk mitigation: detecting and preventing risks;
- Everyone’s Commitment: from operators to top management, including all levels of leadership.

Training, communication and internal audits

The FES ensures that all employees are continuously trained according to HSE rules. On site, several communication media (videos, messaging, presentations, etc.) are used to remind all employees of the “Seven Fundamental Principles for Safety” on a daily basis. All meetings systematically begin with a safety topic. An online platform has also been set up to discuss and share best practices. Each month, a specific topic is chosen to highlight one of the Group’s best practices and celebrate employees’ commitment to safety issues.

Annual in-plant audits and risk assessment

Each year, an internal team conducts FES audits to assess compliance with the “Seven Fundamental Principles for Safety” and the level of risk at all sites.

The Group also launches regular actions to detect and prevent occupational safety risks in all its plants. Each “Autonomous Production Unit” aims to detect one risk per day. To better anticipate accidents, employees participate directly in the daily identification of risks.

**Our vision**

FORVIA's Duty of Care plan

FORVIA's Hygiene, Health and Safety policy is implemented via the Faurecia Excellence System (FES). Based on active risk prevention, this management tool uses metrics that can be regularly checked, and their effectiveness measured.

FES incorporates the leading quality, environmental and safety standards (e.g. IATF 16949, ISO 14001 and ISO 45001) and benefits from FORVIA’s 14+ years of experience. It is continually supplemented with the best internal and external practices relating to lean manufacturing.

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2. Product safety

Implementing zero-defects

- Safety policy
  FORVIA’s product safety goals are rooted in its zero-defects quality policy. This policy consists of:
  1. using quality criteria to ensure the intrinsic safety of products and systems with regard to their materials, their design, and their production processes (VOC emissions, mechanical resistance, etc.);
  2. designing products that ensure the active and passive safety of drivers and passengers.

- Safety regulations and criteria
  The Group ensures that its products comply with local regulations. Depending on the country, these may include mandatory equipment or qualifications, performance tests or impact tests. Regulatory compliance is confirmed according to local legislation, by self-certification, or by certification from accreditation laboratories.
  FORVIA is also committed to designing the safest products based on independent driver and passenger safety assessments, particularly those carried out by the international New Car Assessment Programs (NPACs). Tests relate to accident prevention and the consequences of various types of impacts.
  Finally, FORVIA is committed to implementing its quality and safety policy in a way that meets equipment manufacturers’ requirements, which extend beyond the regulatory framework.

Creating a product safety culture

- Total Customer Satisfaction strategy (TCS)
  The Total Customer Satisfaction strategy enhances and affirms FORVIA’s competitive position in terms of quality and customer loyalty. Product safety occupies a central place in FORVIA’s worldwide operations via quality agreements, a shared vision spanning all regions, and the integration of local needs.

- Training and awareness
  The FORVIA University Quality Academy is present at all Group sites to ensure that all employees are aware of and apply quality and safety rules. All operators receive training in working standards, including product safety, as part of the induction to the Group.

Managing product safety

FORVIA integrates end-user safety into its processes throughout its value chain via the Faurecia Excellence System (FES) - the Group’s management tool with integrated quality and safety standards (IATF 16949 and ISO 9001).

- Safety of components and materials: sharing the Group’s zero-defects goal with suppliers via the Supplier Quality Requirements.
- Safety in design: conducting a preventive analysis of failure modes and their effects (e.g. Design/Process Failure Mode and Effect Analysis, DFMEA)
- Safety checks during production: applying systematic control points.
- Continuous improvement: implementing assessment and audit programs.
- Digital traceability: ensuring that each part produced at each control point is safety compliant. Successive records are made, from the supplier to the customer, to analyze any problems and anticipate recall campaigns, if necessary.
- Alert and problem resolution system: any employee can report a non-conformity and generate a corrective action plan.

In 2022

FORVIA’s sites are IATF 16 949 certified (automotive market requirements including ISO 9001)

Product Cyber Security

New regulations and standards such as UNECE R-155 and ISO/SAE 21434 require vehicles and their electronic control units to be secured against malicious cyber attacks. HELLA is following automotive manufactures in implementing strong cyber security controls that meet these requirements (e.g. Smart Car Access Systems, Electronic Power Steering Units, Radar Sensors and Battery Management Systems).

KEY HIGHLIGHTS

Quick Response Continuous Improvement (QRCI)

Faurecia has developed a system that analyzes the frequency of work-related accidents to measure the effectiveness of actions in a specific area. After each accident, a QRCI analysis is performed using a problem solving method to ensure that the primary causes of the accident are understood, that corrective actions have been effectively implemented, and that preventive measures are in place and shared across the various sites.

Blockchain project

Faurecia is committed to combating fraud and counterfeiting, and is already working with several suppliers and customers on a blockchain system. As well as product safety, this system will measure the environmental and carbon impact of products across the value chain.
3.3 Responsible supply chain

Social, environmental and fair economic business practices are key aspects of the Group’s relationship with its partners. Based on the Group’s convictions and its Code of Ethics, FORVIA has developed a sourcing and supply chain Code of Conduct that sets out its expectations for supplier relations.

FORVIA or a third party regularly audits suppliers to ensure compliance with this code. A sustainability assessment is fully integrated into the Group’s supplier management strategy to ensure that their respective aims are fully aligned.

Finally, FORVIA engages in ongoing dialogue with suppliers to maintain close ties and share knowledge and best practices. This includes a Supplier Council organized twice a year and chaired by the CEO, regular supplier conventions, and an annual supplier satisfaction survey.

1. The sourcing and supply chain Code of Conduct

Since 2013, the Group has required its suppliers to comply with its sustainable purchasing policy, which targets the four fundamental principles of the ISO 26000 international standard for procurement: protecting the environment; respecting human and labour rights; ethical business conduct; and sharing best practices across the Group’s global supply chain. This complies with the following documents and conventions:
- UN Convention Against Corruption
- Universal Declaration of Human Rights
- International Labour organisation’s Declaration (ILO)
- UN Declaration on Fundamental Principles and Rights at Work
- Rio Declaration on Environment and Development
- Universal Declaration of Human Rights
- International Labour organization’s Declaration (ILO)

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- UN Declaration on Fundamental Principles and Rights at Work
- Rio Declaration on Environment and Development
- United Nations’ Convention against Corruption

2. Assessing suppliers’ sustainable practices

Since 2017, the Group has worked with EcoVadis to carry out an in-depth assessment of its suppliers, focusing on their ethical, social, and environmental practices. The assessment is a prerequisite to joining Faurecia’s panel of suppliers. Suppliers with an EcoVadis score above 62 are audited every three years; the others are audited annually.

At the operational level, FORVIA also has a robust process in place to ensure that its suppliers meet sustainability commitments, in strict compliance with:
- REACH (the European Registration, Evaluation and Authorization of Chemicals)
- IMDS (International Material Data Collection System - the automotive industry’s material data system)
- Conflict minerals regulations: to curtail trade in some metal and minerals in conflict zones and high-risk areas, FORVIA implements a process to provide transparency and certainty about the supply practices of importers, smelters and refiners. An international declaration platform gives FORVIA information on all products containing these minerals, as well as the suppliers using them. FORVIA uses the Responsible Minerals Initiative’s (RMI’s) Conflict Mineral Reporting Template (CMRT) questionnaire as part of its annual supplier risk assessment campaign.

FORVIA endeavours to use responsible sourcing, particularly for leather items used in seating products. The Group works with around 10 direct suppliers, which are proposed and assessed by the manufacturer. These suppliers offer food chain by-products.
3. Mitigating procurement risk

FORVIA’s risk mapping integrates key suppliers’ risk management, overseen by the Risk Committee on a quarterly basis. Faurecia uses an ongoing supplier risk assessment process. An external data analytics tool alerts the Group about any material, financial, reputational and compliance risk, at all stages of supplier relationship management:

- **Listing in the supplier panel**: the entry process includes a general risk assessment and a CSR assessment.
- **Supplier qualification**: depends on the supplier’s level of risk and the results of the EcoVadis analysis.
- **Corrective action plans for at-risk suppliers**: monitored on a daily basis by buyers, and monthly by the Commodities Director since 2021.
- **Risk analysis of materials used by suppliers**: systematic inclusion in the International Material Data System (IMDS) - the automotive sector’s data collection system - from the design phase.

**FORVIA recognized as a Supplier Engagement Leader in 2021 and 2022 by CDP**

The Group was rated “A” by CDP for its excellent supplier engagement since the launch of its CO₂ Neutrality program in 2019. The Group has been recognized for the way it has mobilized its partners to converge towards a net-zero future across its entire value chain. The Group is also aiming to onboard 500 key suppliers into CDP’s Supply Chain Management Program by 2022.

4. A CO₂-neutral supply chain

Suppliers whose CO₂ targets align with FORVIA’s are key to achieving CO₂ neutrality by 2030, as purchases account for 70% of scope 3 emissions. A cornerstone of the supplier relationship, this is based on four pillars:

- supplier’s commitment to CO₂ targets;
- CO₂ impact assessment using a common IT platform;
- sharing of best practices and existing data on energy efficiency and CO₂ emissions in factories;
- shared action plan to reduce the total CO₂ footprint.

In 2021, FORVIA asked its suppliers to take part in the Group’s climate strategy, which outlined requirements for 2021 and 2022:

- a CO₂ commitment from 2021 led by Executive Management;
- a gradual increase in the minimum requisite EcoVadis score (35 in 2021, 55 in 2025 and 66 in 2030);
- an incentive to participate in the Carbon Disclosure Project (CDP), a climate-neutrality accelerator;
- innovations in sustainable and recyclable materials, the circular economy, and waste and by-product management by 2022.

**EcoVadis highlights**

- **EcoVadis score**: Faurecia scored 74/100 in the 2022 EcoVadis sustainability rating. It is in the top 1% of the companies in its category rated by EcoVadis.
- **FORVIA’s “Speak Up” line and supplier alerts**: The alert procedure was opened to all Group suppliers via the website. A systematic reminder is sent during business reviews with each supplier.
- **Respect for Human Rights in HELLA’s supply chain**: HELLA has also initiated cobalt and mica due diligence. Suppliers will be asked about their sustainability performance and their human rights policies on a risk basis.
- **EcoVadis**: End of 2022, HELLA started assessing its suppliers for sustainability by EcoVadis.
## 4. People

### Contribute to society

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td><strong>Top Employer certification in 10 countries</strong></td>
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<tr>
<td><strong>Diversity targets included in leaders’ variable compensation</strong></td>
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<tr>
<td>Faurecia signs the UN Women’s Empowerment Principles</td>
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<td>Committee to maintain 1,400 jobs for apprentices, young graduates &amp; volunteers for international experience (VIEs)</td>
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<tr>
<td>Faurecia Foundation Employee Shareholding plan</td>
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<td>Diversity &amp; Inclusion Digital Events: first WW Recognition Program</td>
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<tr>
<td>Virtual recruitment fair offering more than 800 apprenticeship contracts &amp; internships</td>
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<td>Faurecia Foundation selects 11 employee projects</td>
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<td>Faurecia Foundation signs 5 new external partnerships</td>
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<tr>
<td>Happy Index Trainee label in Europe and 4 countries</td>
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<tr>
<td>Launch of Her Way: conferences to promote Women within the Group</td>
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<td>FORVIA Foundation selects 21 new employee projects</td>
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<td>Launch of the Solidarity Hub: volunteering platform for FORVIA employees</td>
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<tr>
<td>Launch of RISE: program to develop the internal promotion of women to the Top 300 leaders.</td>
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### Commitments for People

#### Key Performance Indicators

<table>
<thead>
<tr>
<th>Reference</th>
<th>2022</th>
<th>Target</th>
<th>2027</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Learning organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of training hours per employee per year</td>
<td>21.6h</td>
<td>22.9h</td>
<td>-</td>
<td>25h</td>
</tr>
</tbody>
</table>

#### Diversity & Inclusion

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of women among the Top 300 leaders</td>
<td>15%</td>
<td>23%</td>
<td>-</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Percentage of women managers and skilled professionals hired externally</td>
<td>30%</td>
<td>35.4%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Percentage of women managers and skilled professionals</td>
<td>24.4%</td>
<td>28.9%</td>
<td>27.3%</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td>Percentage of non-Europeans among the Top 300 leaders</td>
<td>34%</td>
<td>35%</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Engagement index based on the annual employee survey of all employees</td>
<td>64%</td>
<td>73%</td>
<td>-</td>
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#### Local solidarity actions

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<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of employees involved in local societal actions</td>
<td>10%</td>
<td>15%</td>
<td>-</td>
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</tbody>
</table>
4.1 Learning organisation

FORVIA’s core businesses are undergoing a rapid transformation. The Group strives to ensure its staff remain employable throughout their working lives via learning, professional mobility and on-the-job training. This is the best way to guarantee that everyone can reap the benefits of technological advances, innovation and changing work practices, whilst being prepared for change and challenges.

Talent management is a key component of employee development, and FORVIA’s HR strategy and best practices are aimed at attracting and retaining talents to meet business needs and foster their growth.

OUR VISION

FORVIA pursues an active policy of dialogue and negotiation with employee representative bodies. In 2018, it created a European company committee composed of 25 members that proportionally represent the workforce of the 16 European countries in which the Group has a presence. The committee is committed to strengthening economic and social dialogue.

In 2022, FORVIA created the group Works Council in France. This new committee is a forum for information and discussion on FORVIA’s group’s strategic orientations and activities in France. It consists of 17 members appointed by the national trade unions.

In 2022

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<td>of employees covered by a social agreement</td>
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<td>65%</td>
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</table>

3. Strengthening social dialogue

Faurecia’s managerial values

Faurecia’s corporate culture and management model is aligned with its transformation strategy. The model seeks to encourage agile and inclusive leadership. It promotes three managerial values - entrepreneurship, accountability and autonomy - and three behavioural values - energy, respect and exemplarity.

To bring this culture to life, Faurecia developed its Management Code, which sets out the key skills that leaders must acquire according to their level of responsibility. The Code provides self-assessment and managerial benchmarks for use in annual performance reviews. It also serves as a reference for employees to construct an individual development plan.

2. Managing talents

FORVIA’s talent management policy supports employees in their career development. From the time of hiring, employees are offered professional opportunities including mobility options and promotions. The Group uses international volunteer programs as a key driver for its graduate recruitment ambitions. It also offers all new hires a personal induction program to learn about its values, its strategy, its organisation, its culture and its operational systems.

FORVIA uses an annual assessment to ensure that its package remains competitive compared to local markets.

In 2022

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→ 493 agreements signed in 23 countries in 2022

14.9% resignation rate

13.8h training hours per employee and per year
4.1 Learning organisation

Sustainability Report 2022

platform. The lab offers over 2,000 training access to Learning Lab – FORVIA’s online training days, and take place in Mexico, Eastern Europe, various hierarchical levels. They last for several days and aim to foster and promote talented managers and experts. These engage, accelerate, drive) to train and promote L.E.A.D programs (LEAD = learn, engage, accelerate, drive). Thus, FORVIA has implemented a series of training programs for apprentices, VIEs and doctoral students for 2020 and 2021, with an additional target of 400 interns.

In 2022 >1,600 young people worldwide benefitted from apprenticeship contracts

Learning Lab

In 2022, the Learning Lab had accumulated more than 1.7 million hours of training delivered (17 hours per person) since its launch at the end of 2015.

HELLA trains its future leaders

HELLA has implemented a series of LEAD programs (LEAD = learn, engage, accelerate, drive) to train and promote talented managers and experts. These are conducted annually and aim to foster and develop global talent. The programs are run at various hierarchical levels. They last for several days, and take place in Mexico, Eastern Europe, China, India and Germany.

Learning Lab opens for HELLA

Since spring 2022, HELLA employees have enjoyed access to Learning Lab - FORVIA’s online training platform. The lab offers over 2,000 training courses on topics such as communication, artificial intelligence, creativity, time management, sustainability and many more.

4.2 Diversity and inclusion

Our Vision

Diversity is one of FORVIA’s strengths. It is both a source of motivation for employees and a source of innovation. It has a positive impact on FORVIA’s performance and on the development of its employees. FORVIA is committed to promoting diversity as a genuine strength and an asset, to fostering inclusion, and to combating all forms of discrimination.

Diversity is a multi-dimensional concept that includes a person’s origin, religion, gender, disability status, sexual orientation, training experience, or any other difference. It is already part of FORVIA’s culture and identity: employees spanning 103 nationalities and backgrounds have been central to the company’s success. The Group has adopted a gender diversity target and inclusion action plans to create an inclusive culture in which all forms of diversity are seen as a genuine source of value. Plans are also in place to set up an internal Board Committee.

Our Approach

1. Promoting gender diversity

Implementing the diversity and inclusion policy

The Vice-President of FORVIA University and HR Transformation coordinates the rollout of the diversity and inclusion policy. A Group Diversity and Inclusion Champion sponsors the program and leads an internal network of around 40 diversity and inclusion ambassadors around the world. Their role is to promote diversity and inclusion within their business scope and in their country, in particular through training.

Promoting gender equality in recruitment and careers

FORVIA encourages its partner recruitment agencies to promote gender diversity. In 2021, the Group increased its target for the proportion of women among shortlisted job applicants. From now on, two out of four shortlisted applicants must be female (compared to one in three previously). The Group also launched a program for recruiting high-potential female executives and reaching gender balance among Faurecia’s 300 most senior executives.

A review of women’s careers is also planned every year, and the People Review was adapted to include a section on female talent at various levels within the Group. Two programs for developing female talents have also been launched by FORVIA University, centred on mentoring, coaching and sponsorship.

Equal pay

An annual equal pay analysis has been carried out since 2016, revealing no major statistical differences. Any discrepancies are examined on an individual level and corrected on a case-by-case basis.

Integrating gender equality in compensation

As a way of involving Faurecia’s 300 top executives in our diversity strategy, 10% of their long-term variable compensation is linked to meeting gender diversity targets.

In 2022

27.3% of women managers and skilled professionals

35.4% of new managers and skilled professionals hired were women

28.9% of women managers and skilled professionals

23% of women in Faurecia top 300 leaders (+6% vs. 2019)

17,000 employees received diversity training

162 women enrolled in a coaching and mentoring program

25.2% of women managers and skilled professionals
2. Diversity training

Several training modules are in place to raise managers’ awareness and grow an inclusive culture. The issues addressed include understanding unconscious biases, achieving greater efficiency via a diverse team, etc.

In 2022

150 managers attended a Management Committees training session on diversity

17,000 employees received diversity training

3. Monitoring employee engagement

For several years, FORVIA has monitored employee engagement via an annual satisfaction survey. This survey provides insight on several aspects of employees (ability of employees to carry out their work). This survey measures and collects employees’ feedback (level of motivation of employees) and the enablement of employees (ability of employees to carry out their work). This survey provides insight on several aspects of employees (ability of employees to carry out their work).

In 2022

73% Employee engagement index

4. Promoting local employment with local managers

FORVIA promotes local managerial appointments to better understand specific cultural conditions and strengthen its performance. The Group also strives to have a positive impact on the economic development of the regions where it operates by employing and nurturing local talent around the world.

In 2022

93% of Faurecia managers and skilled professionals were recruited locally

KEY HIGHLIGHTS

Diversity & Inclusion digital events

In May 2022, Faurecia hosted its second edition of a global event dedicated to diversity and inclusion. Two virtual sessions were organised to celebrate the many initiatives taking place across the company. Gender diversity - an area where Faurecia is committed to progress - was a particular focus.

> 900 applications worldwide

60 D&I award winners from 25 countries

Gender diversity in the TOP 300 leaders

Faurecia launched the RISE program, a nine-month support program to develop the internal promotion of women to the Top 300 leaders.

The Faurecia Women at Work network

This purpose of this network is to connect women, to encourage exchanges of views and co-development, and to guide women in their careers within the Group. This involves three specific initiatives: local discussion sessions (“Let’s connect”), large-scale digital events centred on inspiring women’s career paths (“Her Way”), and small group discussions with a leader role model.

Networking events to promote diversity

For its Women’s Day, more than 240 HELLA female employees from various business divisions, roles and countries met for a live digital event. Among the main topics addressed were the art of networking and communicating.
4.3 Local solidarity actions

**OUR APPROACH**

FORVIA is a member of the community in each region where it operates worldwide. The Group contributes to local economic development and creating local social value. It has a responsibility to maintain a frank, ongoing dialogue with the communities near to its sites to ensure that its operations are harmoniously integrated in each region.

The Group aims to strengthen its commitment to local communities by initiating or contributing to projects and programs that address local needs, and by offering its expertise and resources in support of these actions. The Group’s societal engagement is based on local economic development and local solidarity actions initiated by employees and the FORVIA Foundation.

**1. The FORVIA Corporate Foundation**

In 2020, the Group officially launched its corporate Foundation, which invests significant resources to support projects in countries where the Group operates. These actions are centred on three pillars: mobility, the environment and education. Employees are asked to submit their ideas to the Foundation for projects with a tangible social impact. They can then develop and deploy these initiatives on a larger scale.

- **€1 million** year budget
- **4 calls for projects** among employees since 2020
- **+ 4,000 people** supported since 2020
- **34 employees solidarity projects** financed since 2020

**2. Implementing societal action programs**

FORVIA encourages solidarity initiatives at all of its sites by facilitating employees’ involvement in projects that benefit society, and by offering its expertise to the regions where the Group operates. Each site is invited to design its own local and annual societal action plan, and employees make significant contributions to local communities through voluntary initiatives in the form of events or donation campaigns.

For instance, the “FORVIA Unites with Employees for Local Services” (FUELS) initiative was created in 2010 by Faurecia North America employees to fight hunger. It has gradually spread to other causes and countries. Among all the actions carried out in 2022, the teams in the United States, Mexico and Canada were encouraged to perform two hours of community service. More than 5,500 volunteers, employees, their friends and family members took part in this campaign. Together, they volunteered more than 16,000 hours cleaning parks and rivers or serving meals.

**3. The Solidarity HUB: volunteering platform**

To expand its societal impact and facilitate employee engagement, the Group is implementing a digital tool that will centralize FORVIA’s solidarity actions throughout the year. Launched in 2021, the Solidarity HUB also offers “private” volunteer work with non-profit organisations, bridging the gap between employees’ desire to act and the volunteer missions offered by local non-profits.
After successfully implementing 14 projects FORVIA Foundation’s call for projects Third edition of the
FORVIA Foundation launched its third call for projects in 2022.
21 employee solidarity projects were selected. These will be supported in 2022 by a
€700,000 grant.

**KEY HIGHLIGHTS**

**Third edition of the FORVIA Foundation’s call for projects**
After successfully implementing 14 projects in 2020 and 2021, the FORVIA Foundation launched its third call for projects in 2022.

**HELLA’S Hueck Foundation**
HELLA’s Hueck Foundation (founded in 1999 for the company’s centennial anniversary) focuses on supporting education, science and environmental conservation, and assisting children and seniors in the surrounding communities of Lippstadt, Germany.

**Local solidarity actions**
Each year, employees are involved in local solidarity actions on their sites. These include fundraising campaigns, blood donations, food collections, or other initiatives addressing specific needs. For example, during the Covid-19 health crisis, teams in Romania designed an air filtering device for hospital wards, and teams in India developed a cost-effective ventilator.

**Societal action partnerships**
The FORVIA Foundation has enhanced its impact by forging five partnerships with external players recognized for their societal actions.

**Humanitarian aid**

- **€400,000 global funding in 2022**

**Culture**

- **Combining culture and inclusion with the Théâtre des Amandiers de Nanterre**
  As a national drama center, the mission of the Théâtre Nanterre-Amandiers is to support creations by young people that will be the theater of tomorrow. The Foundation contributes to the La Belle Troupe des Amandiers program, a two-year training course in acting for twelve young artists. During this training program, the apprentice actors perform their own creations across the Nanterre area and the Greater Paris region to reach the widest and most dispersed audience possible in order to make culture accessible to all.

**Education**

- **Supporting young digital workers and improving the prospects of those with little or no qualifications to find digital jobs**
  The FORVIA Foundation fund their program “Back on track”, an intensive learning program for people with few or no qualification that prepares them before they resume their qualifying studies, as well as emergency scholarships for the most vulnerable students.

**Environment**

- **Supporting actions that promote biodiversity and protect ecosystems**
  The FORVIA Foundation supports the les prairies de NOÉ program dedicated to the protection of wild pollinators in France. With the help of NOÉ, the Foundation will develop, between 2023 and 2024, a project to restore wild pollinators on two FORVIA pilot sites in France and Germany. The project will focus on the rehabilitation of natural spaces, change in green space management practices, and employee awareness.

**Exceptional donation of €550,000**

- **AID TO UKRAINE**
  - €300,000 to the NGO Première Urgence Internationale
    - €145,000 to Première Urgence Internationale
      - for hygiene products for mother and child emergencies at the Polish border
  - €250,000 to local NGOs in the countries bordering Ukraine
  - €145,000 to Fundația Comunitara Valcea in Romania
  - €40,000 to Caritas in the Czech Republic
  - €20,000 to People in need in Slovakia
  - €20,000 to local NGOs in Romania

- **AID FOR UKRAINIAN REFUGEES**
  - €65,000 to Jędrzynia Dzieciom in Grojec, Poland
  - €145,000 to Fundația Comunitara Valcea in Romania
    - (Farian initiative for the integration of refugee children)

An exceptional donation from the FORVIA Foundation
In March 2022, the FORVIA Foundation earmarked €500,000 in response to the war in Ukraine. An internal call for donations was launched to support the initiative led by more than 20,000 FORVians in neighbouring countries (Poland, Romania, Hungary, Slovakia and the Czech Republic). This fundraising campaign raised €25,000 in donations from employees, which the Foundation matched with an additional €25,000. The funds are being distributed to NGOs providing aid to refugees and those remaining in Ukraine.

HELLA support for Ukrainian refugees
HELLA donated €100,000 to the UN’s emergency refugee aid fund. Hella’s employees also organised a variety of initiatives to help those fleeing the war in Ukraine. Volunteers in Slovakia, Lithuania, Germany, Romania and the Czech Republic collected donations in kind.

**FORVIA STANDS WITH UKRAINE**

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4.3 Local solidarity actions

**FRANCE**
- Accommodation support and inclusion measures for homeless people
  > 5 families
- Supporting the artistic training program for young comedian from the French theater "le Théâtre des Amandiers"
  > 12 artist students
- Setting up of 1 mobile space to help with the orientation and integration of young people who have dropped out of school or without qualifications in rural areas of the east of France
- Supporting the creation of a school offering vocational training in industrial maintenance
  > 45 students

**PORTUGAL**
- Supporting an environmental education program for seniors organised by young people
  > 40 seniors & 8 young people

**UNITED STATES**
- Installing wheelchair ramps to improve the independence of people
  > 6 families
- Supporting the education & integration of children and families in 2 refugee centres
  > 252 young refugees
- Financing digital tools & providing training for children in need
  > 50 children and 30 families

**SPAIN**
- Supporting the education & integration of children and families in 2 refugee centres
  > 252 young refugees
- Financing digital tools & providing training for children in need
  > 50 children and 30 families

**BRAZIL**
- Vocational training for school dropouts
  > 275 children

**MEXICO**
- Reforestation venture that redistributes the benefits to a children's charity
  > 12,000 trees per year and 100 children

**ARGENTINA**
- Mentoring & scholarships for vulnerable teenagers
  > 10 students
- Restoring indigenous forests to improve the livelihood of local farmers
  > 25 farmers and 300 students

**FORVIA Foundation**

**GERMANY**
- Financing the purchase of a minivan for a disabled people's residence
  > 22 residents
- Financing digital equipment to support a digital coaching program for vulnerable parents to help them better support their children in the use of the media
  > 100 families

**CZECH REPUBLIC**
- Financing minivans for 3 non-profit organisations helping children with disabilities
  > 100 beneficiaries

**SLOVAKIA**
- Introducing eco-friendly practices to a primary school and providing training
  > 100 children

**ROMANIA**
- Digital tool donation & extracurricular activities for disadvantaged children
  > 62 children
- Providing a minibus to improve the social inclusion of children with disabilities
  > 44 children
- Road safety training and social activities to improve the social inclusion of children with disabilities
  > 120 children
- Setting up an IT lab in a school located in a disadvantaged area
  > 150 children
- Building a lecture hall in a rural school
  > 150 children

**ITALY**
- Refurbishing computers so that children can follow classes online
  > 300 children
- Ecofriendly assistance and deliveries for families impacted by Covid-19
  > 1,000 families

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**CHINA**
- Afterschool centers for migrant workers' children
  > 700 children

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- Introducing eco-friendly practices to a primary school and providing training
  > 100 children

**VIETNAM**
- Financing scholarships & providing materials to offer a brighter future for schoolgirls in Mekong
  > 50 schoolgirls

**MOROCCO**
- Providing bikes that allow children from remote villages to go to school by themselves
  > 100 children

**TUNISIA**
- Vocational training for school dropouts
  > 100 children

**INDIA**
- Improving education for girls in 2 schools
  > 400 schoolgirls
- Improving facilities & training at a residential school for the visually impaired
  > 130 residents
- Creating a green energy village
  > 300 families
- Increasing the capacity of a school & dormitories in a rural residential school
  > 70 schoolgirls

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### Key performance indicators table

<table>
<thead>
<tr>
<th>Commitments</th>
<th>Flagship projects</th>
<th>Key performance indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planet</strong></td>
<td></td>
<td><strong>2019</strong></td>
</tr>
<tr>
<td><strong>Environmental footprint of operations (scope 1 &amp; 2)</strong></td>
<td>- Management of the CO₂ neutrality strategy on all sites</td>
<td>CO₂ emissions scopes 1 &amp; 2 (MtCO₂eq) 0.86 1.21</td>
</tr>
<tr>
<td></td>
<td>- Deployment and management of the environmental policy using the FORVIA Excellence System</td>
<td>CO₂ intensity (CO₂eq scopes 1 &amp; 2/€ millions of sales) 47 48</td>
</tr>
<tr>
<td></td>
<td>- ISO 14001 certifications</td>
<td>Energy intensity of sites (MWh scopes 1 &amp; 2/€ millions of sales) 121 125</td>
</tr>
<tr>
<td></td>
<td>- Reduction of energy consumption and heat recovery</td>
<td>Waste intensity (metric tons/€ millions of sales) 15 -</td>
</tr>
<tr>
<td></td>
<td>- Use of renewable energy</td>
<td>Water intensity (m³/€ millions of sales) 176 -</td>
</tr>
<tr>
<td><strong>Circular economy of products (scope 3)</strong></td>
<td></td>
<td><strong>2019</strong></td>
</tr>
<tr>
<td></td>
<td>- Management of the CO₂ neutrality strategy throughout the supply chain, via CDP supply chain</td>
<td>CO₂ emissions controlled scope 3 (MtCO₂eq) (excluding use of sold products) 8.57 11.81</td>
</tr>
<tr>
<td></td>
<td>- Life cycle analysis of innovations and the portfolio of solutions</td>
<td></td>
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<tr>
<td></td>
<td>- Creation of MATERI'ACT, a new Group entity to develop and produce innovative and smart sustainable materials</td>
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<td></td>
<td>- Two initiatives to accelerate the development of sustainable solutions: “Interiors for the planet” and “Seats for the planet”</td>
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<td></td>
<td>- Electronic repairs in partnership with automotive industry customers</td>
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<tr>
<td><strong>Investments for sustainable technologies</strong></td>
<td></td>
<td>Share of revenue aligned with taxonomy - - - 21.6%</td>
</tr>
<tr>
<td></td>
<td>- Development of hydrogen technologies and battery systems for zero-emission mobility</td>
<td></td>
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<tr>
<td></td>
<td>- FORVIA committed to increasing its activities aligned with the Green Taxonomy</td>
<td></td>
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<tr>
<td></td>
<td>- Development of low-carbon vehicle technologies</td>
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<td></td>
<td>- Hydrogen joint venture: Symbio, in a 50/50 partnership with Michelin</td>
<td></td>
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<tr>
<td></td>
<td>- Large ecosystem of partners for sustainable innovations</td>
<td></td>
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<tr>
<td><strong>Business</strong></td>
<td></td>
<td>Percentage of targeted employees trained on the Code of Ethics 93% - 96.7% - 100% - - - -</td>
</tr>
<tr>
<td><strong>Business ethics</strong></td>
<td>- Publication of the Human Rights policy</td>
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<tr>
<td></td>
<td>- Communication on the whistle-blowing procedure for employees and subcontractors</td>
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<tr>
<td></td>
<td>- Ethics, compliance and anti-corruption training</td>
<td></td>
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<tr>
<td></td>
<td>- Approach to prevent tax evasion and corruption</td>
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<tr>
<td><strong>Safety</strong></td>
<td></td>
<td>Accidents per million hours worked with and without lost time (FR1t indicator) 2.05 - 1.47 -2.08 - 1.5 -</td>
</tr>
<tr>
<td><strong>Responsible supply chain</strong></td>
<td>- Zero defect product quality program and Total Customer Satisfaction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Deployment and management of workplace safety measures using the Faurecia Excellence System</td>
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<tr>
<td></td>
<td>- CARE program to strengthen the culture of safety and ergonomics at work</td>
<td></td>
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<tr>
<td></td>
<td>- Responsible purchasing policy and Human Rights with suppliers</td>
<td>Share of direct purchasing volume assessed for CSR performance (representing around 2,000 direct suppliers) 80% - 93% - 95% - - - -</td>
</tr>
<tr>
<td></td>
<td>- CSR assessment of suppliers in partnership with EcoVadis</td>
<td>Percentage of suppliers included in the panel assessed on sustainable development by EcoVadis 80% - 77% - 95% - - - -</td>
</tr>
<tr>
<td></td>
<td>- Management of the CO₂ neutrality strategy throughout the value chain</td>
<td>Minimum EcoVadis score of the suppliers in the panel 30/100 - 40/100 - 55/100 - - - -</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td></td>
<td>Number of training hours per employee and per year 21.6h - 22.9h - - - 25h - - - - - - - - - -</td>
</tr>
<tr>
<td><strong>Learning organisation</strong></td>
<td>- Training system for all employees</td>
<td></td>
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<tr>
<td></td>
<td>- Coaching and mentoring programs for managers and professionals</td>
<td></td>
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<tr>
<td><strong>Diversity and inclusion</strong></td>
<td>- Program for the hiring and promotion of talented women</td>
<td>Percentage of women among the top 300 leaders 15% - 23% - 25% - 30% - - - - - - - - - -</td>
</tr>
<tr>
<td></td>
<td>- Diversity and inclusion training, particularly addressing unconscious bias</td>
<td>Percentage of women managers and skilled professionals hired externally 30% - 35.4% - - - - - - - -</td>
</tr>
<tr>
<td></td>
<td>- Annual employee satisfaction and engagement survey</td>
<td>Percentage of women managers and skilled professionals 24.4% - 28.9% - 27.3% - 30% - - - -</td>
</tr>
<tr>
<td><strong>Local solidarity actions</strong></td>
<td>- Faurecia launched a digital volunteering platform to promote the solidarity commitment of its employees</td>
<td>Percentage of employees involved in local societal actions 10% - 15% - - - -</td>
</tr>
<tr>
<td></td>
<td>- The Faurecia Foundation becomes the FORVIA Foundation</td>
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<tr>
<td></td>
<td>- The Faurecia Foundation selected 21 new solidarity projects worldwide</td>
<td></td>
</tr>
</tbody>
</table>
FORVIA's contribution to the SDGs

FORVIA's sustainability strategy is aligned with the United Nations Sustainable Development Goals (SDGs).

**Planet**

6. CLEAN WATER AND SANITATION
   Efficiency in water use.

7. AFFORDABLE AND CLEAN ENERGY
   On-site production and external sourcing of renewable energy.

12. RESPONSIBLE CONSUMPTION AND PRODUCTION
   Sustainable waste management.

13. CLIMATE ACTION
   Reduction of FORVIA's greenhouse gas emissions to achieve operational CO2 neutrality by 2025.

**Business**

3. GOOD HEALTH AND WELL-BEING
   Reduce safety risks in plants and road injuries via FORVIA's product quality and safety policy.

8. DECENT WORK AND ECONOMIC GROWTH
   Respect for and promotion of international principles relating to human rights and labour law throughout the value chain.

11. SUSTAINABLE CITIES AND COMMUNITIES
   Air quality innovations that are particularly suited to urban areas.

12. RESPONSIBLE CONSUMPTION AND PRODUCTION
   Eco-design of products and circular economy.

13. CLIMATE ACTION
   Development of solutions for zero-emissions mobility over the full vehicle life cycle.

17. PARTNERSHIP FOR THE GOALS
   Partnerships for sustainable innovation with key players in the industrial and technological ecosystem.

**People**

3. GOOD HEALTH AND WELL-BEING
   Implementation of uncompromising workplace safety and risk prevention policies.
   Supporting employees and families during the pandemic.

4. QUALITY EDUCATION
   Training and skills development for FORVIA's employees, in particular via FORVIA University.
   Support for solidarity and local initiatives that promote education.

5. GENDER EQUALITY
   Promotion and career development of women.
   Fight against discrimination and for professional equality.

6. REDUCED INEQUALITIES
   Fight against discrimination.

10. REDUCED INEQUALITIES
    Development of local societal actions.

17. PARTNERSHIP FOR THE GOALS
    Active societal engagement with local communities and NGOs.
Contacts

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FORVIA Foundation Operational Delegate

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92000 Nanterre, France

For more information see the
Universal Registration Document 2022