Table of contents

Editorial .......................................................................................................................... 06
FORVIA in brief .............................................................................................................. 08
Our sustainability convictions .................................................................................. 10
FORVIA’s 2023 sustainability performance ............................................................... 12

1. Governance .............................................................................................................. 14
   1.1 Robust & committed governance ................................................................. 16
   1.2 Sustainability governance ........................................................................... 18
   1.3 Sustainability ecosystem ............................................................................... 22

2. Planet ......................................................................................................................... 24
   2.1 FORVIA’s 2023 CO₂ emissions breakdown .................................................. 26
   2.2 Reduction of CO₂ (scopes 1 & 2) & environmental footprint in operations .................................................. 28
   2.3 Reduction of CO₂ footprint from products (scope 3) ........................................... 35
   2.4 Green taxonomy-aligned business activities .................................................... 38

3. Business ....................................................................................................................... 42
   3.1 Business ethics ............................................................................................... 44
   3.2 Safety ................................................................................................................. 47
   3.3 Responsible supply chain ............................................................................... 50

4. People ......................................................................................................................... 54
   4.1 Learning organization ...................................................................................... 56
   4.2 Diversity and inclusion .................................................................................... 59
   4.3 Local solidarity actions .................................................................................... 62

Appendix ......................................................................................................................... 68
Key performance indicators table ............................................................................... 70
FORVIA’s contribution to the SDGs ............................................................................. 72
Inspiring mobility

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.

Inspired to care
our sustainability journey

Driven to inspire the future, we are ourselves inspired to care.

For the planet, our business and society, this is our approach to sustainability.
Climate change is an existential challenge for all. It calls for a rapid and profound transformation of our industry and a great capacity for innovation to meet these challenges. It requires our transition to net zero, as well as supporting our customers in their drive to create more sustainable vehicles.

2023 was a year of acceleration on both fronts. We are one year ahead of our planned schedule to be carbon neutral in scopes 1 and 2 by 2025. In our plants, we are improving energy efficiency and increasing the use of renewable power, either by generating it at our sites or purchasing it from providers. Building on existing deals, we boosted our renewable energy capacity to up to 70% across Europe.

When it comes to products, we are committed to reducing CO₂ emissions by 45% by 2030, with the design approach “using less, using better and using longer”. This involves working with fewer raw materials, developing low-carbon materials, transitioning to frugal architecture, and creating products that last longer and are easier to recycle.

We are also advancing ultra-low and zero-emission mobility by pioneering hydrogen technologies and solutions for battery electric vehicles.

In 2023, in Fengcheng, China, we inaugurated our first net zero plant, which is an industry-leading example of sustainable production. To reduce the footprint of our sites worldwide, we follow eco-design standards encompassing every aspect of the environment, from energy efficiency, waste management and water use to preventing pollution and preserving biodiversity.

Our goal is to address future mobility needs with sustainable solutions that benefit our customers, consumers and the planet. This is a challenging but exciting task for all our teams, and we sincerely thank everyone who is working in or with the Group to advance our mission.

The fight against global warming and the quest for a more inclusive world are increasingly at the heart of societal concerns. Faced with these challenges, FORVIA is a pioneer among the automotive sector industrial players.

The SBTi’s approval of the Group’s 2045 Net Zero roadmap is highly encouraging, and on this path, 2023 was another year of concrete actions. On scopes 1 and 2, FORVIA’s ambition and speed are faster than the industry average. On scope 3, which is more challenging as it involves the value chain, upstream and downstream, FORVIA is demonstrating significant breakthroughs, particularly due to its investment in sustainable materials. This is a key lever for transforming industrial products and making them sustainable. Beyond climate, the Group is committed to improving the environmental performance of its plants – waste and water management optimization, biodiversity –, building a responsible supply chain, promoting diversity and inclusion, and advancing societal engagement.

From the investment in technologies to the priorities set by the leadership team, FORVIA is walking the talk when it comes to sustainability – step by step. A lot has been achieved, and there is still work ahead. The journey continues.

Sustainability is a global challenge to which we are deeply committed. Our efforts extend across various aspects of sustainability: we are reducing our ecological footprint and endeavouring to lower our CO₂ emissions. To contribute to this, we focus on our energy mix as well as sustainable product design.

In addition, we are committed to social responsibility. Promoting diversity and fair, attractive working conditions in our business operations as well as in our supply chains, and supporting local communities are cornerstones of our social commitment. In the economic sphere, we strive to integrate ethical principles in all our business decisions. We achieve this through responsible corporate governance, global process standards and transparent reporting.

This report provides insights into our sustainability efforts.

We are proud of what we have achieved, but acknowledge that we are still at the beginning of our journey towards a sustainable future.

Together, we can bring about positive change.
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 safe, sustainable, advanced and customized mobility. The company is organized 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 CO\(_2\) 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 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 diversity and expertise of our 150,000 employees to offer mobility solutions designed for 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 2023 sustainability performance

At the date of publication of this report, Faurecia owns more than 80% of HELLA, and the two companies form the FORVIA Group. The consolidation of FORVIA Group data is underway for certain topics. To ensure a better understanding, it is important to note the following points:

- At the end of May 2023, the company Faurecia SE (European company) became FORVIA SE. When the term ‘FORVIA SE’ is used, it refers to the scope of the former Faurecia SE entity.
- When the term ‘FORVIA’ is used, it refers to the combined scope of Faurecia SE and HELLA.

<table>
<thead>
<tr>
<th>Governance$^{(1)}$</th>
<th>A diverse, international, multidisciplinary Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>83% independent Board members</td>
<td>14 Board members, including 2 employee representatives and 5 women (42%)</td>
</tr>
<tr>
<td>1 ‘Governance, Nominations &amp; Sustainability’ Board Committee</td>
<td>2 ESG criteria linked to remuneration (gender diversity and CO₂ emissions)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planet</th>
<th>0.69 CO₂ emissions scopes 1 &amp; 2 (MtCO₂ eq)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.5 CO₂ emissions scope 3 (MtCO₂ eq) (excluding use phase of sold products)</td>
<td>8.9 waste intensity (tons waste/€ millions of sales)</td>
</tr>
<tr>
<td>26 CO₂ intensity (tCO₂ eq scopes 1 &amp; 2 / € million of sales)</td>
<td>120.3 water intensity (m³/€ million of sales)</td>
</tr>
<tr>
<td>24.9% share of revenues aligned with the green taxonomy</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>97% of targeted employees trained in the Code of Ethics</td>
<td>27%$^{(1)}$ of women among the top 300 leaders</td>
</tr>
<tr>
<td>2.70 accidents with and without lost time per million hours worked (FR1t indicator)</td>
<td>28.6% of women among managers and skilled professionals</td>
</tr>
<tr>
<td>84%$^{(2)}$ of direct purchasing volume assessed for CSR performance (representing about 2,000 direct suppliers)</td>
<td>26.9$^{(1)}$ training hours per employee per year</td>
</tr>
<tr>
<td>45/100 minimum score for suppliers assessed by EcoVadis</td>
<td>15%$^{(1)}$ of employees involved in local societal actions</td>
</tr>
</tbody>
</table>

(1) FORVIA SE data (excluding HELLA)
(2) FORVIA scope including the top 200 suppliers in HELLA’s panel
Governance

Sustainability integrated into corporate governance

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

The governance structure includes complementary governance bodies at FORVIA SE 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 Group’s convictions, values and commitments.
1. FORVIA SE Board of Directors

The Board of Directors determines FORVIA SE’s business, financial and economic strategies and oversees their implementation, in accordance with corporate aims 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 FORVIA SE 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**
  - Reviews the Group’s risk mapping
- **Compensation Committee**
  - Reviews the compensation policy for top management
- **Governance, Nominations and Sustainability Committee**
  - Steers and assesses the company’s ethics and compliance policies as regards good governance practice, and reviews the social and environmental responsibility roadmap and action plans.

**Figures as of January 2024**

<table>
<thead>
<tr>
<th>Board members</th>
<th>Independent Board members</th>
<th>Nationalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>83%</td>
<td>5</td>
</tr>
</tbody>
</table>

(1) Excluding employee representative Board members

**2. FORVIA SE 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, the FORVIA SE Executive Committee is composed of the CEO and 13 Executive Vice Presidents from the Group’s international Business Groups and support roles.

**3. Full involvement of FORVIA SE employees in company shareholding**
The employee 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, FORVIA SE and HELLA publicly announced their intention to combine their businesses. Since January 2022, FORVIA SE 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 FORVIA’s core businesses
- Knowledge of the market in a specific geography
- Experience in an industrial company
- Risk management
- Leadership & crisis management
- Banking/Finance
- Governance/management of a large company
- Automotive technologies
- International experience
- CSR
- Data-based technology/digital expertise
- Energy/Electrification

**15%** women  
**46%** French members

**10 independent Board members**

**2 employee representative Board members**
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.

1.2 Sustainability governance

At FORVIA SE’s Executive level, sustainability is led by Victoria Chanial, Executive Vice President for Communication, Public Affairs and Sustainable Development, working together with the Sustainable Development Executive Committee, which includes one HELLA representative.

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

Group risk mapping integrating extra-financial risks

FORVIA SE’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 20 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.
FORVIA’s sustainability-linked remuneration criteria

<table>
<thead>
<tr>
<th>Short-term variable compensation</th>
<th>Long-term variable compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FORVIA SE Chief Executive Officer</td>
<td>15% of variable compensation linked to scope 1 &amp; 2 CO₂ neutrality results</td>
</tr>
<tr>
<td>FORVIA SE top 300 senior executives</td>
<td>15% of variable compensation linked to scope 1 &amp; 2 CO₂ neutrality results</td>
</tr>
<tr>
<td>FORVIA SE 4,800 managers</td>
<td>15% of variable compensation linked to scope 1 &amp; 2 CO₂ neutrality results</td>
</tr>
<tr>
<td>HELLA Management Board</td>
<td>7.5% of 2023 variable compensation linked to the accident rate and to CO₂ intensity scopes 1 &amp; 2</td>
</tr>
</tbody>
</table>

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 FORVIA SE 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 product development. The aim is to be in a position to make the right decisions and look ahead to the first vehicle production by 2025. The internal CO₂e price will also be applied to the current product portfolio, incentivizing serial CO₂e improvements.

Group strategy integrating climate risk transition

Applying the 11 Task Force on Climate-related Financial Disclosure (TCFD) recommendations

FORVIA SE has integrated the 17 TCFD recommendations, broken down into four reporting categories: governance, strategy, risk management, and indicators and objectives.

Climate-based scenarios: assessing the effects of climate transition for the Group

As part of these TCFD recommendations, FORVIA SE 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 impacts of climate change. They take into account the disruptive effects of the climate transition and assess the resilience of the Group’s strategy.

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

As per TCFD recommendations

WORLD ECONOMIC SITUATION IN 2050

GLOBAL GOVERNANCE’ SCENARIO
- Governance
  - CO₂ central bank / Climate World Bank (CWB)
  - International Environment Court
- CO₂ MANAGEMENT
  - CO₂ cap & trade for companies + fragmented CO₂ fines and CO₂ border taxes
  - Varying CO₂ price over time / scope: €50–100

COMPLEX COMPETITION’ SCENARIO
- Governance
  - Private & national / regional decision-makers take action
  - Shared initiatives + free riders (governments + companies)
- CO₂ MANAGEMENT
  - CO₂ central bank / Climate World Bank (CWB)
  - Managed CO₂ price: €150–100

WILD WORLD’ SCENARIO
- Governance
  - Wild World pension / health funds drive environmental markets (incl. CO₂)
  - States decentralize and divest public services
- CO₂ MANAGEMENT
  - Few regional CO₂ taxes & regulations
  - Varying CO₂ price (wild market): €0–1000

WORLD CLIMATE IN 2080

GLOBAL GOVERNANCE’ SCENARIO
- +1.5°/2.5°C RCP 2.6
  - €50–100 price

COMPLEX COMPETITION’ SCENARIO
- +2.5°/3.5°C RCP 4.5/6.0
  - Varying CO₂ price: €0–1000

WILD WORLD’ SCENARIO
- +3.5°/4.5°C RCP 8.5
  - Wild World pension / health funds drive environmental markets (incl. CO₂)
  - States decentralize and divest public services
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.
## Commitments for the planet

### Key Performance Indicators

<table>
<thead>
<tr>
<th>Environmental footprint of operations</th>
<th>FORVIA IN 2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emissions scopes 1 &amp; 2 (MtCO₂eq)</td>
<td>-41%</td>
<td>Neutrality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste intensity (metric tons/€ millions of sales)</td>
<td>Equal vs 2022</td>
<td>-28%</td>
<td>-34%</td>
<td></td>
</tr>
<tr>
<td>Water intensity (m³/€ millions of sales)</td>
<td></td>
<td>-31%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Circular economy of products</td>
<td></td>
<td></td>
<td></td>
<td>-45%</td>
</tr>
<tr>
<td>CO₂ emissions full scopes (1, 2, 3) (MtCO₂eq)</td>
<td></td>
<td>-5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference year: 2019

Key performance indicators audited by an independent third-party organization
In June 2022, FORVIA became the first French company and the first global automotive company to receive the new SBTi Net-Zero Standard certification.

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.

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 reduction 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’s SBTi net-zero commitments

In June 2022, FORVIA became the first French company and the first global automotive company to receive the new SBTi Net-Zero Standard certification.

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 reduction 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’s SBTi Net-Zero Standard-approved roadmap

FORVIA’s SBTi Net-Zero Standard-approved roadmap

<table>
<thead>
<tr>
<th>Year of Reference</th>
<th>2025 Short-term Target</th>
<th>2030 Intermediate Target</th>
<th>2045 Net-zero Emission Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>-80% reduction in emissions for scopes 1 and 2 ‘Operations’</strong></td>
<td><strong>-45% reduction in emissions for scope 3 ‘Upstream and Downstream’</strong></td>
<td><strong>-90% reduction in emissions for scopes 1, 2, and 3</strong></td>
<td>Neutralization of the final 10% of emissions through removal</td>
</tr>
</tbody>
</table>

**SCOPES 1 AND 2**

- Fuel combustion: 131 kt CO₂ eq
- Production of purchased electricity and heat: 557 kt CO₂ eq
- On-site production of renewable energy: 688 kt CO₂ eq
- External sourcing of renewable energy: 131 kt CO₂ eq

**SCOPE 3**

- Extraction, production and distribution of purchased energy: 169 kt CO₂ eq
- Sites’ waste treatment: 137 kt CO₂ eq
- Production of capital goods: 504 kt CO₂ eq
- Upstream and downstream transport: 2,146 kt CO₂ eq
- Business travel & commuting of employees: 232 kt CO₂ eq
- Production of purchased goods and services: 8,896 kt CO₂ eq
- Processing of sold products: 290 kt CO₂ eq
- End-of-life for sold products: 1,016 kt CO₂ eq
- Others: 101 kt CO₂ eq

**CO₂ neutrality**

<table>
<thead>
<tr>
<th>Clean energy</th>
<th>Energy efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• On-site production of renewable energy</td>
<td>• Digitalization and smart meters</td>
</tr>
<tr>
<td>• External sourcing of renewable energy</td>
<td>• Electrification of processes and heat production</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>-45% CO₂ emissions</td>
<td>-45% CO₂ emissions</td>
</tr>
</tbody>
</table>

**Use less**

- Lightweight solutions
- Eco-design

**Use better**

- Green manufacturing
- Recycled materials
- Bio-based materials

**Use longer**

- Recyclability
- Modularity

**Vehicle usage**

- Electrical vehicle usage: 25,375 kt CO₂ eq

**FORVIA’s SBTi net-zero commitments**

In June 2022, FORVIA became the first French company and the first global automotive company to receive the new SBTi Net-Zero Standard certification.

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.

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 reduction 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’s SBTi Net-Zero Standard-approved roadmap

FORVIA’s SBTi Net-Zero Standard-approved roadmap

<table>
<thead>
<tr>
<th>Year of Reference</th>
<th>2025 Short-term Target</th>
<th>2030 Intermediate Target</th>
<th>2045 Net-zero Emission Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>-80% reduction in emissions for scopes 1 and 2 ‘Operations’</strong></td>
<td><strong>-45% reduction in emissions for scope 3 ‘Upstream and Downstream’</strong></td>
<td><strong>-90% reduction in emissions for scopes 1, 2, and 3</strong></td>
<td>Neutralization of the final 10% of emissions through removal</td>
</tr>
</tbody>
</table>

**UPSTREAM**

- Development of ultra-low CO₂ materials: creation in 2022 of a new subsidiary, MATERFACT, for the development of sustainable advanced materials.
- Engagement with partners, including suppliers, to converge towards a net-zero future.
- FORVIA received an ‘A’ rating from CDP (Carbon Disclosure Project) for the high commitment of its suppliers in its CO₂ neutrality roadmap.

**DOWNSTREAM**

- Development of lightweight architecture, energy frugality in vehicle use, and end-of-life recyclability solutions, contributing to the circular economy.
- Development of hydrogen technologies and battery systems for zero-emission mobility.

**THE NET-ZERO STANDARD**

Neutralization of the final 10% of emissions through removal

<table>
<thead>
<tr>
<th>2025</th>
<th>2030</th>
<th>2045</th>
</tr>
</thead>
<tbody>
<tr>
<td>-45% CO₂ emissions</td>
<td>-45% CO₂ emissions</td>
<td>-90% CO₂ emissions</td>
</tr>
</tbody>
</table>

**Upstream (emissions related to FORVIA products)**

- Development of ultra-low CO₂ materials: creation in 2022 of a new subsidiary, MATERFACT, for the development of sustainable advanced materials.
- Engagement with partners, including suppliers, to converge towards a net-zero future.
- FORVIA received an ‘A’ rating from CDP (Carbon Disclosure Project) for the high commitment of its suppliers in its CO₂ neutrality roadmap.

**Downstream (emissions related to the use phase of FORVIA products)**

- Development of lightweight architecture, energy frugality in vehicle use, and end-of-life recyclability solutions, contributing to the circular economy.
- Development of hydrogen technologies and battery systems for zero-emission mobility.

**Target aligned with the most ambitious SBTi standard**

CO₂ will be sequestered in sustainable materials, such as plastics.
This is one of the missions of FORVIA’s newly created subsidiary, MATERFACT.
2.2 Reduction of CO₂ (scopes 1 & 2) & environmental footprint in operations

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. The Group has identified four levers to achieve its goal:

- Energy savings, in particular through smart meters, digitization, and the recovery and recycling of heat from manufacturing processes
- Production of renewable energy on site (solar)
- Development of renewable energy through long-term electricity purchase contracts (Power Purchase Agreements: PPAs)
- Electrification of processes and heat production

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. In parallel, off-site PPAs 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
15-year contract signed in 2022

Off-site PPAs
10-year contract signed in 2022

- 100 hectares of solar panels on 150 sites in 22 countries
- 130 MWp of cumulative capacity ultimately
- 7% of FORVIA’s global electricity consumption
- 50 sites contracted for a projected capacity of 61 MWp at end 2023

FORVIA aims to take part in worldwide renewable energy projects.

Solar rooftop on a FORVIA production site, Allenjoie, France
Building a CO₂ neutrality plan with a strong ecosystem

From planning to action – measuring the Group’s CO₂ footprint, developing a roadmap and implementing action plans – FORVIA relies on an ecosystem of expert partners to achieve its CO₂ neutrality goals and ensure compliance with the most advanced requirements.

Sustainable Development department

The CO₂ neutrality project is managed as part of the Sustainable Development department, reporting to the Executive Committee. Its holistic implementation includes an operational interface network for all Business Groups and support functions. A monthly and global dashboard of key indexes is used to closely monitor the roadmap and react appropriately.

Compensation for managers that integrates CO₂ neutrality criteria

To involve all teams in achieving CO₂ neutrality, the managers’ compensation scheme includes a CO₂ reduction component:
- Top 300 senior executives: 15% of short-term compensation is linked to CO₂ neutrality results of scope 1 & 2 objectives
- All 4,800 managers eligible for variable compensation have 15% of their short-term compensation linked to CO₂ neutrality results of scope 1 & 2 objectives.

FORVIA’s ecosystem of expert partners

- **Deloitte**: sustainability leadership advisor
- **Schneider Electric**: advises on off-site PPAs and developing energy-saving solutions
- **KPMG**: advises on on-site PPAs
- **Mazaraki**: audits results for all scopes
- **Accenture**: sets industry benchmarks; identified first action plans (scopes 1, 2, 3)
- **Engie**: develops energy-saving solutions and installs solar panels on site
- **EDP Solar**

2023 HIGHLIGHTS

- **‘Energy Efficiency as a Service’ program**
  Partnering with Engie, Schneider Electric and Green Yellow, FORVIA assessed the energy-saving potential of over 100 sites, leading to detailed optimization studies. By the end of 2023, over 60 plants worldwide had signed Energy Performance Contracts, translating identified optimization opportunities into concrete actions through investment in efficiency measures.

Climate adaptation

FORVIA entrusted AXA-Climate with the analysis of potential climate hazards at its sites by 2030 and 2050, depending on two IPCC scenarios.

Developing the skills of our on-site teams

To better apply its best practices, in 2023, the Group developed a digital role-playing game with CiViTime, placing players in a global competition between sites. Plunged into the heart of a climate crisis scenario, participants must adapt and guide the transformation of their site towards CO₂ neutrality. This role-playing game is intended for all site management committees around the world. Since its launch in 2023, it has been made available to more than 200 sites.

Solar rooftop on a FORVIA production site, Amnéville, France
2. Environmental footprint

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 the 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.

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)
- 82% of total water consumption is released to the public wastewater network

Improved water management is based on accurate monitoring, leak prevention and closed-loop use. The Group is preparing a plan to reduce the water consumed from the city network by prioritizing ‘water stress’ areas and installing rainwater harvesting systems at new FORVIA sites (around 15–20 sites per year).

Preventing environmental pollution

Limiting the use of hazardous chemical products

FORVIA has implemented a data system for managing substances throughout the supply chain for all its procured products (based on the International Material Data System (IMDS) OEM declaration system specific to the automotive sector). It performs upfront lifecycle analysis and prevention for process byproducts that may impact the environment. Among other benefits, this system provides the Group with complete information about the substances entering its products in compliance with directives such as the European Union’s REACH (Registration, Evaluation and Authorization of Chemicals) regulation. Its actions consist initially of identifying substances of concern, then anticipating and proposing substitutes.

Limiting volatile organic compound (VOC) emissions from production

FORVIA monitors and limits atmospheric VOC emissions related to its business.

Reducing impacts on biodiversity

FORVIA is committed to limiting its impact on biodiversity by reducing the effects 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 include:

- 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.)
- protected natural water areas (rivers and streams).

From 2023, every FORVIA site has been required to implement actions to preserve biodiversity as one of the ‘10 green fundamentals’, which involves identifying impacts on biodiversity and taking measures to limit these, such as banning the use of herbicides or insecticides, controlling light pollution and raising employee awareness.

Biodiversity mapping

Of FORVIA’s 300 sites worldwide, four were identified close to an ‘Area of Zero Extinction’ and drew up a plan for restoration actions with an external expert.

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 fundamentals’ 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 soil subsurface studies when appropriate. In the case of industrial restructuring resulting in plant closures, the Group systematically assesses the environmental impact and carries out a soil subsurface study when appropriate.

2023 HIGHLIGHTS

The Group pays particular attention to the quality of its wastewater. Analyses are systematically carried out on all sites, in accordance with local standards and regulations. FORVIA then consolidates the data at Group level to be able to manage this effectively. In 2023, the Group consolidated the quantities of heavy metals and chemical oxygen demand (COD) discharged at the exit of a site; these parameters are identified in the environmental permits of certain sites.

Quantity of wastewater discharge:

- 95,000 kilos of chemical oxygen demand (COD)
- 48 kilos of heavy metals

2023 FIGURES

- 88% of production plants were ISO 14001 certified
- 227,000 t of waste generated by sites (of which 63% was non-hazardous)
- 68% waste recycling rate
- 3,055,000 m³ of water consumption
- 794 t of volatile organic compound (VOC) emissions

Partners for biodiversity

To reduce the footprint of its sites, FORVIA joined Act4Nature in 2022. This international alliance, led by the French organization Entreprises for the Environment (EpE), was launched to accelerate concrete action by companies to promote biodiversity. Within this framework, the Group has set SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for biodiversity, water, waste and the environment.

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.
### 2.3 Reduction of CO₂ footprint from products (scope 3)

#### OUR VISION

FORVIA’s commitment to the circular economy is reflected in the design of its products, taking into account their entire lifecycle (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 FORVIA SE uses are mainly metals (75% by weight of total raw materials purchased) and plastic (25%).

#### OUR APPROACH

FORVIA is focusing its scope 3 decarbonization strategy on the use of sustainable materials, the development of eco-design and the lifecycle analysis of vehicles. These tools enable the CO₂ neutrality strategy to be managed across the entire supply chain.

1. **Using environmentally friendly materials**

   The Group is reorganizing 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, thermost or composite plastics such as glass-fibre reinforced polypropylene).

   The Group innovates for greater fragility via:
   - lean cockpit architecture & seat design
   - reduction of materials
   - use of CO₂-negative material
   - scrap reduction.
3. Lifecycle analysis (LCA)
FORVIA conducts a simplified LCA of all its innovations on the impact of CO\textsubscript{2} 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 5 Lifecycle Assessment working groups led by the main industry associations. The purpose is to discuss relevant issues and establish a common methodology.

Electronic systems recycling: the RepairLab
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.

DECORE partnership: sustainable design that supports the circular economy
The DECORE (DEcarbonation, COckpit, REcycling/REconditioning) program was created by FORVIA SE with Renault, the French Atomic Energy Commission (CEA) and MTB Recycling.
Its goal is to decarbonize the vehicles of the future using technologies that emit the least CO\textsubscript{2}, are more sustainable, and increase vehicle lifetime through retrofitting and refurbishment. The target is to provide cockpits designed with 40% recycled materials and a CO\textsubscript{2}eq impact reduced by 85% by 2030.

4. Sustainable materials

MATERI’ACT
A new division to develop materials for CO\textsubscript{2} neutral products
FORVIA created MATERI’ACT, a new division that develops, sources, produces and sells advanced sustainable materials with a low and ultra-low CO\textsubscript{2}eq footprint. The new entity brings more than 10 years of expertise in the formulation and processing of recycled and bio-sourced materials. All sustainable materials from MATERI’ACT are aligned with the European green taxonomy.

3 product lines with materials whose CO\textsubscript{2}eq footprint is reduced by 20%–85% compared to current materials:
- Recycled and bio-sourced composite plastics for interiors, seats and lighting
  - Renewable polymers are made from recycled plastics or biomass. If they come from biomass, they sequester the CO\textsubscript{2} in the atmosphere through photosynthesis. They are also offered outside the automotive industry.
- Low CO\textsubscript{2}-footprint covers for seats and interiors
  - They have a premium feel and appearance, offering an alternative to traditional leather. They can also be used in other sectors, such as fashion and furniture.
- Low CO\textsubscript{2}-footprint carbon fibers for hydrogen pressure vessels
  - In the long term, this will include bio-sourced 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 (‘direct reduced iron’) in Fos-sur-Mer, France, in 2027. The Group is also working with the steelmaker SSAB to use the first European green steel in its seats from 2025.
2.4 Green taxonomy-aligned business activities

OUR VISION

The EU taxonomy for sustainable activities 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 EU environmental objectives, for instance, a climate-friendly economy.

As a key partner helping automotive manufacturers meet CO2 neutrality targets and committed to protecting the environment, FORVIA has analyzed the eligibility and alignment of its activities under the green taxonomy.

OUR APPROACH

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

1. Hydrogen storage system technologies

Climate change mitigation activity (3.2)

FORVIA believes that hydrogen-powered mobility and fuel cell technology will occupy a significant place in the powertrain energy mix in the next 10–15 years. It supports automakers by providing complete hydrogen storage system integration for vehicle architecture that meets industry requirements, with just-in-time delivery of end-of-line tested turnkey systems.

FORVIA’s carbon-fiber homologated tanks (350 and 700 bar) are designed to optimize weight reduction and fuel consumption. They are developed at the Group’s Centre of Expertise for Hydrogen Storage Systems in Bavans, France, and are produced at our first hydrogen tank mass production plant in Allenjoie, France. Additional production locations are already operating in South Korea and China. FORVIA has signed major contracts to produce hydrogen storage systems for light commercial vehicles and heavy-duty commercial vehicles.

Hydrogen storage system (HSS)

2. Battery components

Climate change mitigation activity (3.4)

The rapid growth of electric vehicles is driving the need for integrated battery solutions; lightweight construction will also make 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 (PHEVs). These systems monitor the voltage, temperature and current of the battery and provide various safety functions, including those related 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.

The Group is also an expert in the thermal management of cooling circuits for batteries, electric motors and vehicle interiors. Its intelligent battery sensors measure the state of charge and health of vehicle batteries.

Key highlights

Investing in green hydrogen

Green hydrogen is easily produced by water electrolysis using electricity from renewable energy. It is a key tool for zero-pollution and zero-CO2-emission mobility. Hydrogen also allows the storage of overproduced renewable energy, such as that from wind turbines operating at night.
3. Technologies for zero-emission and low-carbon vehicles(1)
Climate change mitigation activities (3.18 & 3.3)

FORVIA develops components for sustainable automotive design focusing on the selection of materials, energy efficiency, extending product lifetime and increasing recyclability. This contributes to reducing CO₂ emissions and improving the environmental performance of vehicles.

Full interior systems capability

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

(e) ‘Interior for the Planet’

FORVIA’s ‘Interior for the Planet’ innovation program is based on three pillars: use less, incorporate recyclable and recycled materials to create alternatives to fossil-fuel products, with no impact on cost. By 2030, FORVIA aims to reduce the CO₂ footprint of its new interiors by up to 85% throughout their lifecycle versus 2019.

Seats and seating systems

FORVIA develops eco-designed technologies for complete seats: seat mechanisms and frames, covers and comfort solutions are aimed at optimizing safety, comfort and well-being. The Group is working on textiles with a low carbon footprint for seat covers as alternatives to leather. It is also innovating to reduce the complexity of its seat design from 80 to 20 elements. This frugality-based innovation will facilitate personalization and refurbishment over the seats’ lifetime, as well as end-of-life recycling.

(e) ‘Seat for the Planet’

FORVIA’s ‘Seat for the Planet’ innovation program is based on lifecycle management and five requirements: use sustainable materials (natural, reduced CO₂ footprint, recycled or recyclable), use less (and reduce waste in manufacturing), avoid mixed materials, focus on consumer experience and needs, and design for easy assembly and disassembly. By 2030, FORVIA aims to reduce the CO₂ footprint of its seats by up to 68% vs 2019, throughout their entire lifecycle.

Clean mobility

One-third of the energy currently produced by automotive drive trains is lost as heat through the exhaust system. FORVIA’s Exhaust Heat Recovery System (EHRS) is adapted for use in hybrid vehicles, allowing them to operate in electric mode more often, improving fuel economy and reducing CO₂ emissions.

Compact EHRS

FORVIA’s compact EHRS can be installed close to the engine for maximum heat recovery. It reduces fuel consumption by 3–7% in cold conditions due to faster engine warmup and increased use of the electric mode.

4. Sustainable technologies over the product lifecycle
Climate change mitigation activity (3.6)

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

NAFILean®

FORVIA’s NAFILean® technologies incorporate hemp fibers in non-visible plastic interior components. In addition to being fully recyclable, they offer up to 40% reduction in weight and reduce CO₂ emissions up to 95% compared to the market reference. Around 9 million vehicles are equipped with NAFILean® products.

5. Repair and remanufacturing
Transition to a circular economy (5.1)

FORVIA repairs and remanufactures vehicle components such as navigation systems, radios, monitors, control modules, bodywork control units, engine control units and clusters at its production site in Custines, France.

(1) Zero-emission vehicles are defined by the EU and include battery electric vehicles. Low-carbon vehicles are hybrid (hydrogen or electric) vehicles with emissions of less than 50 CO₂/kg. FORVIA is reporting its activities under this category (CCM 3.3) to enable a better comparison to automakers as a voluntary additional disclosure.
## Business commitments

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>FORVIA IN 2023</th>
<th>FORVIA Objectives 2025</th>
<th>FORVIA Objectives 2027</th>
<th>FORVIA Objectives 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business ethics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of targeted employees trained in the Code of Ethics</td>
<td>97% 🟢</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Safety</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of accidents with and without lost time per million hours worked (FR1 indicator)</td>
<td>2.70 🟢</td>
<td>1.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Responsible value chain</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of direct purchasing volume assessed for CSR performance (representing about 2,000 direct suppliers)</td>
<td>84%⁽¹⁾ 🟢</td>
<td>85%⁽²⁾</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum Ecovadis score of the suppliers in the panel</td>
<td>45/100 🟢</td>
<td>55/100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference year: 2019

⁽¹⁾ FORVIA scope including the top 200 suppliers in Hella’s panel
⁽²⁾ FORVIA scope including all suppliers in Hella’s panel

Key performance indicators audited by an independent third-party organisation.
3.1 Business ethics

**OUR VISION**

In today’s business environment, organizations 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 commitment to integrity. They are supported by a robust compliance process 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.

2. Strong compliance governance

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

- **Group compliance committee**, chaired by the Chief Executive Officer, for priorities and strategic decisions
- **Risk committee** for compliance risk discussions
- **Audit committee** for disclosure of the annual compliance roadmap

- **Regional Compliance Officers (RCOs) and Business Group 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 and 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 compliance risk mapping on a regular basis, using feedback from the population exposed to identified risks.

**2023 FIGURES**

The Code of Ethics is published in different languages:

- 12 for FORVIA SE
- 15 for FORVIA HELLA

**2023 FIGURES**

100% Tier-1 compliance risks included in the Group’s risk universe
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 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 guidelines 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 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

FORVIA SE’s Speak Up line: a way to escalate ethics and compliance issues

Employees (including temporary workers, subcontractors, etc.), partners, suppliers, and civil society (NGOs), civil society organizations and local communities can raise concerns or report violations of FORVIA SE’s internal policies, processes and applicable laws via an independent whistle-blowing hotline: www.foureia.ethicspoint.com

Human rights policy

The FORVIA SE human rights policy 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: FORVIA HELLA employee training

FORVIA HELLA is using a new e-learning tool to train 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

FORVIA undertakes to guarantee a safe work environment for all staff working on its sites, whether they are employees, temporary employees or external 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 principles set out in the ‘7 mandatory safety rules’.

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.

The CARE program is deployed at nearly 300 sites worldwide. Its function is to raise awareness and increase commitment of all employees and subcontractors as they go about 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 executives, including all levels of leadership.

In addition, to guarantee the safety of all, the Group applies the ‘7 mandatory safety rules’.

Training, communication and internal audits

The FES ensures that all employees are continuously trained according to HSE rules. On site, a variety of channels are used (videos, messaging, presentations, etc.) to remind all employees of the ‘7 mandatory safety rules’ 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 ‘7 mandatory safety rules’ 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.

3.1 Business ethics

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

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

FORVIA SE’s Speak Up line: a way to escalate ethics and compliance issues

Employees (including temporary workers, subcontractors, etc.), partners, suppliers, and civil society (NGOs), civil society organizations and local communities can raise concerns or report violations of FORVIA SE’s internal policies, processes and applicable laws via an independent whistle-blowing hotline: www.foureia.ethicspoint.com

Human rights policy

The FORVIA SE human rights policy 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: FORVIA HELLA employee training

FORVIA HELLA is using a new e-learning tool to train 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

FORVIA undertakes to guarantee a safe work environment for all staff working on its sites, whether they are employees, temporary employees or external 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 principles set out in the ‘7 mandatory safety rules’.

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.

The CARE program is deployed at nearly 300 sites worldwide. Its function is to raise awareness and increase commitment of all employees and subcontractors as they go about 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 executives, including all levels of leadership.

In addition, to guarantee the safety of all, the Group applies the ‘7 mandatory safety rules’.

Training, communication and internal audits

The FES ensures that all employees are continuously trained according to HSE rules. On site, a variety of channels are used (videos, messaging, presentations, etc.) to remind all employees of the ‘7 mandatory safety rules’ 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 ‘7 mandatory safety rules’ 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.
2. Product safety

A zero-defect strategy

FORVIA is committed to ensuring that all its products are of impeccable safety. To this end:

1. Quality criteria are used 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. Products are designed to ensure the active and passive safety of drivers and passengers.

FORVIA's safety approach is applied throughout its value chain: from sourcing, to development, production and monitoring of customer satisfaction and, wherever applicable, product recall. Information is centralized at Group level, enabling mistakes to be learned from and to anticipate issues that come to light.

Beyond ensuring its products comply with the regulations in force, FORVIA is committed to designing the safest products in light of independent assessments of driver and passenger safety: for example, International New Car Assessment Programmes (NPACs). These tests focus on safety criteria such as accident avoidance and the consequences of different types of impact. FORVIA is equally committed to meeting the requirements defined by equipment manufacturers, which go beyond regulatory frameworks.

To achieve this, FORVIA has mandatory quality and safety rules for its processes governed by 14 fundamental criteria, including essential criteria, preventive criteria and continuous improvement criteria. These criteria are managed by the FORVIA Excellence System.

Creating a product safety culture

Total Customer Satisfaction (TCS)

Quality and safety are central to the Total Customer Satisfaction strategy of FORVIA. The Group puts a continued focus on customer satisfaction and the strengthening of its quality and safety approach by centralizing customer feedback at Group level and developing a digital end-to-end reporting tool that provides an overall view of customer satisfaction at each point of contact. In this way, the quality team can deal quickly with problems reported by customers, identify defective products internally and implement action plans without delay.

Training and awareness

On joining FORVIA, all employees are required to undergo training in work standards, including product safety. 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 through face-to-face and online training and through communication campaigns and events dedicated to sharing best quality-control practices from its sites around the world.

Compliance with standards

Compliance with standards is a cornerstone of FORVIA’s quality culture. Employees must take applicable standards into account when creating products and services. Any problem or anomaly must be reported to the Group’s Alert Management System, which includes more stringent environmental criteria as well as new security and cybersecurity criteria. This generates a corrective action plan.

Ensuring ‘Built-in quality’

FORVIA’s priority is the protection of vehicle users. The Group's Safety and Regulation (S&R) system sets quality milestones at all product development stages that must be monitored, traced and verified throughout the value chain.

- Safety of components and materials: zero-defects requirement for suppliers
- Safety in design: preventive analysis of the total safety of the product throughout the design process
- Safety during production: systematic checkpoints for each part produced

The safety compliance of each part is digitally traced at each checkpoint, allowing any issues to be precisely analyzed and anticipate recall campaigns, if necessary. Audits of standards at all sites are carried out to verify compliance and used to inform an approach of continuous improvement.

Innovating for the future

With the rise of automated and autonomous driving modes, FORVIA is developing active safety management solutions that protect occupants. Sensor- and camera-based detection technology allows a 360° view of a constantly changing environment, vigilance systems make it possible to monitor driver alertness or the presence of a person or animal in the car when it is locked, and e-mirrors reduce cognitive load and help drivers evaluate risk.

As autonomous vehicles expand the use of the car interior, seats will no longer need to be fixed, vertical and forward-facing. FORVIA is also developing passive safety systems that protect passengers in case of a crash, devising seat belts and airbags for traveling in complete safety regardless of the seat position.

FORVIA product quality & safety certifications

- IATF 16 949 and ISO 9001®: quality management in the automotive industry
- ISO 26 262: functional safety & data security
- TISAX® Trusted Information Security Assessment Exchange (based on the ISO 27 001 standard)

Quick Response Continuous Improvement (QRCI)

FORVIA SE 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

FORVIA is committed to combating fraud and counterfeiting, and is working with several suppliers and customers on a blockchain system to certify the compliance of a vehicle’s components. As well as product safety, this system will measure the environmental and carbon impact of products across the value chain.

Air quality

FORVIA participates in United Nations working groups on vehicle interior air quality in collaboration with vehicle manufacturers. The aim is to ensure the health of those onboard and improve the sector's knowledge of measuring air quality and the impacts of products inside the vehicle.

Product cybersecurity

New regulations and standards such as UNECE R-155 and ISO/SAE 21434 require vehicles and their electronic control units to be protected against malicious cyberattacks. FORVIA HELLA is integrating strict cybersecurity controls that meet these requirements in smart car access systems, electronic power steering units, radar sensors and battery management systems for vehicle manufacturers.

100% of FORVIA sites are certified with international quality management standards IATF 16 949 and ISO 9001

KEY HIGHLIGHTS

Quick Response Continuous Improvement (QRCI)

FORVIA has developed a system that analyzes the frequency of work-related accidents to measure the effectiveness of actions in specific areas. 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

FORVIA is committed to combating fraud and counterfeiting, and is working with several suppliers and customers on a blockchain system to certify the compliance of a vehicle’s components. As well as product safety, this system will measure the environmental and carbon impact of products across the value chain.

Air quality

FORVIA participates in United Nations working groups on vehicle interior air quality in collaboration with vehicle manufacturers. The aim is to ensure the health of those onboard and improve the sector’s knowledge of measuring air quality and the impacts of products inside the vehicle.

Product cybersecurity

New regulations and standards such as UNECE R-155 and ISO/SAE 21434 require vehicles and their electronic control units to be protected against malicious cyberattacks. FORVIA HELLA is integrating strict cybersecurity controls that meet these requirements in smart car access systems, electronic power steering units, radar sensors and battery management systems for vehicle manufacturers.
3.3 Responsible supply chain

 OUR VISION

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 responsible business practices from a social, environmental and economic point of view.

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.

In addition, 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.

 OUR APPROACH

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 includes 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. The responsible purchasing policy reflects FORVIA’s commitment to respect:

- Universal Declaration of Human Rights
- International Labour Organisation (ILO) 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 FORVIA’s panel of “direct” 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. Thanks to an international declaration platform, FORVIA is able to identify all the products containing these minerals (gold, tin, tantalum and tungsten) as well as the suppliers using them. FORVIA uses the Conflict Mineral Reporting Template (CMRT) questionnaire of the Responsible Minerals Initiative (RMI) for its annual supplier risk assessment campaign, and thus check the sources of supply validated by RMI. The Group also ensures that suppliers use channels approved by the automakers who are FORVIA customers.

 Responsible leather sourcing

FORVIA SE takes care to use responsible sourcing, particularly for its leather-related activities for seat manufacturing. For this activity, the Group mainly works with around ten direct suppliers assessed by the manufacturer. These suppliers market by-products of the food chain and are assessed via EcoVadis.

In addition, FORVIA SE is developing products to replace leather.
3. Mitigating procurement risk

FORVIA’s risk mapping integrates key suppliers’ risk management, overseen by the Risk Committee on a quarterly basis. FORVIA uses an ongoing supplier risk assessment process. An external data analytics tool alerts the Group about any material, financial, reputational or 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 Ecoladis 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’s purchases represent about 70% of controlled emissions in its scope 3. Thus the suppliers, whose CO2 targets align with FORVIA’s, are key to achieving FORVIA’s target of -45% of CO2 emissions for scope 3 (in absolute value) by 2030. This is a cornerstone in the development of the supplier relationship which 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:

• A CO2 commitment 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). In 2023, the Group offered to make a financial contribution to 500 of its suppliers for their first participation in the CDP Supply Chain, an accelerator for climate issues. More than 300 suppliers responded positively to this invitation.

• Innovations in sustainable and recyclable materials, the circular economy, and waste and byproduct management.

4. A CO2-neutral supply chain

FORVIA recognized as a Supplier Engagement Leader in 2023 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. In 2023, the Group offered to make a financial contribution to 500 of its suppliers for their first participation in the CDP Supply Chain, an accelerator for climate issues. More than 300 suppliers responded positively to this invitation.

The FORVIA Supplier Council: sharing priorities with suppliers

Since 2020 and the start of the Covid-19 health crisis, FORVIA SE has had a Supplier Council. Twice a year, it brings together representatives from 10 suppliers to share strategy and to discuss future challenges, changing markets and trends, as well as the carbon reduction policy. In 2021, in addition to discussions on strategy, the Council met to discuss three priority topics in terms of sustainable development:

Power Purchase Agreements (PPAs), best practices in energy management to achieve CO2 neutrality, and alternative materials. In 2022 and 2023, the Council paid particular attention to best practices in energy management and control. At the end of 2023, the Council was extended to include HELLA partners.

KEY HIGHLIGHTS

EcoVadis rating
FORVIA SE score is of 74/100 in the 2023 EcoVadis sustainability rating.

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.

Financial program
Since 2017, FORVIA has set up a reverse factoring program for some of its suppliers, which allows them to access additional liquidity.

Buyer training
In 2023, more than 500 buyers took part in six online training courses on sustainable development, integrating human rights and fundamental rights.

Supplier training courses
In 2023, nearly 300 suppliers were invited to two online training sessions on sustainable development.

Sustainability Day
FORVIA organizes a Sustainability Day, an annual meeting to present its non-financial roadmap and performance to which the Group’s suppliers are invited.
# People

Contribute to society

## Commitments for people

### Key performance indicators

<table>
<thead>
<tr>
<th>FORVIA OBJECTIVES</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning organization</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of training hours per employee per year</td>
<td>26.9h&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>25h</td>
</tr>
<tr>
<td><strong>Diversity &amp; inclusion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of women among the top 300 leaders</td>
<td>27%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>25%</td>
</tr>
<tr>
<td>Percentage of women among managers and skilled professionals</td>
<td>28.6%</td>
<td>30%</td>
</tr>
<tr>
<td>Percentage of non-European employees among the top 300 leaders</td>
<td>33%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Employee engagement index based on the annual survey conducted with all employees</td>
<td>75%&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>Local solidarity actions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of employees involved in local societal actions</td>
<td>15%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td></td>
</tr>
</tbody>
</table>

---

<sup>(1)</sup> FORVIA SE data (excluding HELLA perimeter).

<sup>(2)</sup> Key performance indicators audited by an independent third-party organization.

Reference year: 2019


4.1 Learning organization

**OUR VISION**

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, while being prepared for change and challenges.

**OUR APPROACH**

1. **Training to support the Group’s strategic orientations**

   FORVIA’s training offer is aimed at all employees across all levels of responsibility.

   • **FORVIA University**: 23,000 managers and skilled professionals have access to FORVIA’s corporate university programs and services to grow the skills required for the Group’s transformation. FORVIA University has five campuses worldwide, and provides both face-to-face and online training.

   • **Learning Lab**: all employees have access to this digital learning platform, including a library of over 620 business courses and managerial courses available in more than 23 languages.

   • **All on Board Connect**: the Group has created a learning community based on monthly webinars. The aim is to give all employees a better understanding of key issues and to involve everyone in the Group's transformation.

2. **Managing talent**

   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 aims. It also offers all new hires a personal induction program to learn about its values, its strategy, its organization, its culture and its operational systems.

   FORVIA conducts annual assessments to ensure that its package remains competitive compared to local markets.

   • **FORVIA University**: training offerings are aimed at all employees across the Group’s strategic levels of responsibility.

   • **Value creation and entrepreneurial spirit**

   • **Managerial skills**

   • **Customer offer**

   • **Plant performance and optimal production start-up**

   • **Technological expertise**

   • **Working methods for excellence and creativity**

   • **Team spirit, agility, respect and open-mindedness**

   • **Energy, responsibility, team spirit, agility, respect and open-mindedness**

   • **Flexibility, adaptability, collaboration and interactions with all of the Group’s stakeholders.**

   • The Group’s six values: energy, responsibility, team spirit, agility, respect and open-mindedness. These values form the foundation of FORVIA’s culture and have been defined to meet current and future challenges in a constantly changing environment. They define FORVIA, unite its employees and guide collaboration and interactions with all of the Group’s stakeholders.

   • The Management Code for managers outlines the expected exemplary behaviour. Training sessions are regularly organized for managers.

   • Organizational principles encourage decentralized decision-making processes in the different levels of the organization in order to strengthen the autonomy of teams and facilitate decision-making.

   • Culture: ‘Being FORVIA’

   ‘Being FORVIA’ defines the Group’s culture and its management model, which is shared with all employees through:

   • The Group’s six values: energy, responsibility, team spirit, agility, respect and open-mindedness. These values form the foundation of FORVIA’s culture and have been defined to meet current and future challenges in a constantly changing environment. They define FORVIA, unite its employees and guide collaboration and interactions with all of the Group’s stakeholders. The Management Code for managers outlines the expected exemplary behaviour. Training sessions are regularly organized for managers. Organizational principles encourage decentralized decision-making processes in the different levels of the organization in order to strengthen the autonomy of teams and facilitate decision-making.

   • Ensuring FORVIA’s attractiveness and retaining the talent of tomorrow

   FORVIA’s recruitment management centres, called ‘talent hubs’, implement local recruitment programs for young graduates and early-career professionals. One of the key tools used by the Group to achieve its objectives of hiring young graduates is the international volunteer scheme in companies (VIE).

   In 2023

   • 1,600 young people worldwide benefited from apprenticeship contracts.

   • > 750 international volunteers in companies (VIE).

   • Onboarding new employees

   All new hires follow a specific onboarding program called Welcome On Board to discover the Group, its values, its strategy, its organization and to familiarize themselves with FORVIA culture and its operational systems. This application is integrated into Microsoft Teams, which offers them personalized notifications every day, adapted to their needs. Some countries have held special events, such as orientation days, to expedite the integration of new hires.

   • Training to support the Group’s strategic orientations

   • Key figures

   | 2023 FIGURES |
   | Training hours per employee and per year |
   | 26.9(1) |
   | Resignation rate of managers and skilled professionals |
   | 8.6% |

   (1) FORVIA SE data (excluding Hella perimeter).
3. Strengthening social dialogue

FORVIA SE 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 European countries in which the Group has a presence. The committee is committed to strengthening economic and social dialogue.

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

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 promotes diversity as a real strength and asset, to act for inclusion and to fight against all forms of discrimination and harassment.

Diversity is a multi-dimensional concept that includes a person’s origin, religion, gender, disability status, sexual orientation, training experience, or any other difference.

**OUR APPROACH**

1. Promoting gender diversity

Implementing the diversity and inclusion policy

The Vice President of FORVIA SE responsible for the University and HR Transformation coordinates the deployment 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 SE encourages the recruitment of female talent. The Group carries out actions to improve its attractiveness among female engineering students with the initiative ‘Women in technology’. FORVIA SE also encourages its partner recruitment agencies on the issue of gender diversity, with an objective of increasing the representation of women among the shortlisted candidates. Two out of four profiles must be women.

A review of female talent is also planned every quarter. Two training programs to strengthen women’s leadership have also been launched by FORVIA University, centred on mentoring, coaching and sponsorship.

**KEY HIGHLIGHTS**

RISE program

The Group launched the RISE program, a nine-month course to prepare female talent identified as having the potential to join the Group's top 300 leaders in the short or medium term.

<table>
<thead>
<tr>
<th>2023 FIGURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>421&lt;sup&gt;(1)&lt;/sup&gt; agreements signed in 22 countries</td>
</tr>
<tr>
<td>62%&lt;sup&gt;(1)&lt;/sup&gt; of employees covered by a social agreement</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> FORVIA SE data (excluding HELLA perimeter).
2. Diversity training
Several training modules are in place to raise manager awareness and grow an inclusive culture. The issues addressed include understanding unconscious bias and achieving greater efficiency via a diverse team.

3. Monitoring employee engagement
For several years, FORVIA has monitored employee engagement via an annual satisfaction survey. This survey collects and measures employee feedback. It focuses on four key indices: employee engagement (level of motivation of employees), employee enablement (ability of employees to carry out their work), well-being at work, and diversity and inclusion. This survey provides information on several perspectives including ethics and the whistle-blowing system, training and career development, compensation, health, safety, the environment, and the sustainable development strategy. The survey is designed to give an overview of all permanent employees’ engagement, providing key insights that are shared at site level.

4. Promoting local employment with local managers
FORVIA SE promotes local jobs for management positions in order to better understand specific cultural contexts and thus 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 developing local talent around the world.

---

**2023 FIGURES**

| 28.6% | of women managers and skilled professionals |
| 34.1% | of external hires of managers and skilled professionals were women |
| 7,000(1) | employees received diversity training |
| 75% | employee engagement index |
| 92%(1) | of managers and skilled professionals were recruited locally |

(1) FORVIA SE data (excluding HELLA perimeter).

---

**Attracting talent to the industrial sector**

In 2023, the Group joined forces with the 12th edition of the Women in Industry Awards. The Group sponsored the ‘Production Women’ category in order to promote women in industrial jobs and make these positions more attractive to women. This initiative made it possible to highlight the Group’s women in various areas.

**Integrating gender equality in compensation**

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

OUR VISION

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 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.

OUR APPROACH

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.

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.

3. The Solidarity HUB volunteering platform

To expand its societal impact and facilitate employee engagement, the Group has a digital tool that centralizes FORVIA’s solidarity actions throughout the year. Launched in 2021, the Solidarity HUB also offers ‘private’ volunteer work with non-profit organizations, bridging the gap between employees’ desire to act and the volunteer missions offered by local non-profits.
Two new partnerships to develop initiatives on marine education and conservation

In 2023, in line with its strategy of sustainable transformation and more specifically its CO2 neutrality objective, the FORVIA Foundation forged two major partnerships for the protection of the oceans with the Maud Fontenoy Foundation and the Plastic Odyssey Foundation.

With these two new partners, the FORVIA Foundation seeks to raise awareness among its stakeholders about protecting the oceans, which are the planet’s main reservoir of biodiversity. Their preservation and restoration is a key focus in the fight against climate change.

These two new partnerships will encourage the education of young people in the protection of marine biodiversity, better know ledge of the challenges of plastic pollution in the oceans, and in the long term, the development of ever more environmentally friendly industrial applications.

Education of young people to protect marine biodiversity with the Maud Fontenoy Foundation

Through the partnership with FORVIA, the Maud Fontenoy Foundation will be able to strengthen its initiatives to educate future generations about the importance of preserving marine ecosystems. This will help to support more than 150 sea school programs for disadvantaged children.

In November 2023, the Maud Fontenoy Foundation and FORVIA set up the Climate and Biodiversity Awards. The objective of this initiative is to support student researchers focused on the research and development of solutions for and from the ocean. The winners of the first edition of the awards will be announced in June 2024.

Improving knowledge of the challenges of plastic pollution in the oceans and more responsible use of plastic resources with the Plastic Odyssey Foundation

Plastic Odyssey’s mission is to combat plastic pollution by promoting the circular economy through various initiatives. These initiatives include education on plastic pollution along the coasts, which accounts for more than 75% of ocean waste, awareness of recycling through professional communities, and the development of entrepreneurship in plastic waste recovery and transformation.

Through its partnership with the FORVIA Foundation, Plastic Odyssey will be able to accelerate its activities while benefiting from FORVIA’s technological and scientific expertise to optimize the quality of materials recycled from plastic waste. By exploring new paths, it will be possible to optimize manufacturing processes that will promote the increasingly sustainable use of plastic waste by giving it a second life.

Societal action partnerships

The FORVIA Foundation has enhanced its impact by forging eight partnerships with external organizations recognized for their societal actions.

€1,410,000 global funding in 2023

**Humanitarian aid**

**Culture**

Providing emergency assistance – food, basic necessities, psychological assistance – and long-term educational support to students affected by the Covid-19 crisis in France

Since 2020, the Foundation has supported projects addressing post-Covid issues. This includes mental health support for young people, suicide prevention, daycare for children from families in difficulty in order to promote a return to employment, emergency shelters for women victims of violence and their children, and the financing of scholarships for young adults without family support.

Combining culture and inclusion with the Théâtre des Amandiers de Nanterre

As a national drama centre, the mission of the Théâtre Nanterre-Amandiers is to support creations by young people that will be the theatre of tomorrow. The Foundation contributes to the La Belle Troupe des Amandiers program, a two-year training course in acting for 12 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 funds the Simplo Foundation’s program ‘Bac(k) on track’, an intensive learning program for people with few or no qualifications that helps prepare them before they resume their studies, as well as offering emergency scholarships for the most vulnerable students.

Providing educational and social connections for ‘street children’

The FORVIA Foundation supports three mobile schools that organize regular visits to disadvantaged neighbourhoods in Mexico and Romania, providing an educational and social connection for ‘street children’. In 2023, the Foundation supported the opening of a new mobile school in South Africa.

**Environment**

**Societal action partnerships**

**Humanitarian aid**

**Culture**

Combining culture and inclusion with the Théâtre des Amandiers de Nanterre

As a national drama centre, the mission of the Théâtre Nanterre-Amandiers is to support creations by young people that will be the theatre of tomorrow. The Foundation contributes to the La Belle Troupe des Amandiers program, a two-year training course in acting for 12 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.

Supporting young digital workers and improving the prospects of those with little or no qualifications to find digital jobs

The FORVIA Foundation funds the Simplo Foundation’s program ‘Bac(k) on track’, an intensive learning program for people with few or no qualifications that helps prepare them before they resume their studies, as well as offering emergency scholarships for the most vulnerable students.

Providing educational and social connections for ‘street children’

The FORVIA Foundation supports three mobile schools that organize regular visits to disadvantaged neighbourhoods in Mexico and Romania, providing an educational and social connection for ‘street children’. In 2023, the Foundation supported the opening of a new mobile school in South Africa.

**Education**

Supporting young digital workers and improving the prospects of those with little or no qualifications to find digital jobs

The FORVIA Foundation funds the Simplo Foundation’s program ‘Bac(k) on track’, an intensive learning program for people with few or no qualifications that helps prepare them before they resume their studies, as well as offering emergency scholarships for the most vulnerable students.

Providing educational and social connections for ‘street children’

The FORVIA Foundation supports three mobile schools that organize regular visits to disadvantaged neighbourhoods in Mexico and Romania, providing an educational and social connection for ‘street children’. In 2023, the Foundation supported the opening of a new mobile school in South Africa.

**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, in 2023, the Foundation developed a wild pollinator restoration project on two FORVIA pilot sites in France: its production plant in Caligny and its headquarters in Nanterre. The project focuses on the rehabilitation of natural spaces, changes in green space management practices, and employee awareness.

Giving a second life to medical equipment for people with permanent or temporary disabilities

Since 2021, the FORVIA Foundation has supported the launch of two new operating sites in France while working jointly with the Accenture skills-based Foundation to help Envie Autonomie structure its approach to the secondary market for spare parts and its logistics management and assessment of the environmental footprint of its activities.
Employee-led solidarity projects sponsored by the FORVIA Foundation in 2023

### Education projects

- **14 projects**
  - **80 children** will play in their orphanage’s new eco-friendly playground
  - **35 children** with disabilities benefit from the expansion (boys) and creation (girls) of dormitories within a centre for education and vocational training
  - **95 children** in institutions/hospitals benefit from support in learning and connection through physical and digital visits
  - **100 disadvantaged students** will develop new skills in the new ‘trade school’ located in a high school
  - **50 children** with disabilities benefit from the adaptation of their school (elevator, extended bathrooms and adapted furniture)

### Environmental projects

- **6 projects**
  - **2,000 indigenous trees** will be planted to create an urban forest
  - **150 children** from Bragança schools will be sensitized through reforestation actions (planting 2,000 indigenous trees, riverbank cleanup, and preservation of wild pollinators (5 green corridors)
  - **87 children** benefit from a computer lab with new equipment adapted to their specific needs in their rural school
  - **100 children** benefit from the installation of solar panels in their boarding school, now energy independent
  - **700 children** from rural areas migrating to big cities benefit from digital inclusion support with the creation of computer rooms equipped with recycled ‘green IT’ equipment and the renewal of two existing IT classrooms

### Mobility projects

- **6 projects**
  - **1 tunnel** has been funded to facilitate the migration of frogs under road infrastructure in an area where their habitat is threatened by human activity
  - **16 children** benefit from the renovation and provision of educational materials in their small rural preschool
  - **46 children** with disabilities use the new elevator in their day centre
  - **50 children** with disabilities benefit from the adaptation of their school (elevator, extended bathrooms and adapted furniture)
  - **50 children** with disabilities have improved mobility thanks to their centre’s new electric minibus

---

**Czech Republic**

- **60 children** with disabilities and their families enjoy new activities in summer camps
- **8 children** with disabilities have been provided with adapted bikes
- **35 children** with disabilities have improved mobility thanks to their centre’s new electric minibus
- **10 autistic children** develop computer skills to take advantage of opportunities in the field of information technology

---

**Spain**

- **60 primary and secondary school students** participate in excursions to plant 12,500 trees in a deforested local area
- **300 children** with cancer receive educational and emotional support in their primary schools
- **5 children** from rural primary schools improve their reading and writing skills with new reading corners and donated books

---

**China**

- **700 students** from rural areas migrating to big cities benefit from digital inclusion support with the creation of computer rooms equipped with recycled ‘green IT’ equipment and the renewal of two existing IT classrooms
- **150 children** from a rural area benefit from the installation of solar panels in their boarding school, now energy independent
- **300 people with disabilities** from low economic backgrounds will receive wheelchairs designed and manufactured by HELLA
- **1,000 villagers** will benefit from a new 100 kW solar farm
### Key performance indicators table

#### PLANET

**ENVIRONMENTAL FOOTPRINT OF OPERATIONS (SCOPES 1 & 2)**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emissions scopes 1 and 2 (Mt CO₂ eq)</td>
<td></td>
<td>1.17</td>
<td>0.81</td>
<td>0.69</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>0.82</td>
<td>0.58</td>
<td>0.45</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>CO₂ intensity (tCO₂ eq scopes 1 &amp; 2/€ millions of sales)</td>
<td></td>
<td>49</td>
<td>34</td>
<td>26</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>47</td>
<td>34</td>
<td>23</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Energy intensity of sites (MWh/scopes 1 &amp; 2/€ millions of sales)</td>
<td></td>
<td>125</td>
<td>104</td>
<td>92</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>122</td>
<td>99</td>
<td>88</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Waste intensity (metric tons/€ millions of sales)</td>
<td></td>
<td>8.9</td>
<td>8.9</td>
<td>-28%</td>
<td>-34%</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>14.7</td>
<td>10.6</td>
<td>10.7</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Water intensity (m³/€ millions of sales)</td>
<td></td>
<td>174.9</td>
<td>126.3</td>
<td>120.3</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>176</td>
<td>122.3</td>
<td>122</td>
<td>-10%*</td>
<td>-30%*</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

*Represents 88% of the FORVIA scope, including HELLA.

#### CIRCULAR ECONOMY OF PRODUCTS (SCOPE 3)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emissions scope 3 (Mt CO₂ eq)</td>
<td></td>
<td>12.8</td>
<td>12.9</td>
<td>13.5</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>9.9</td>
<td>10.2</td>
<td>10.5</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

#### INVESTMENT FOR SUSTAINABLE TECHNOLOGIES

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of revenue aligned with taxonomy</td>
<td></td>
<td>21.6%</td>
<td>24.9%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

### BUSINESS ETHICS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of targeted employees trained in the Code of Ethics</td>
<td>97%</td>
<td>100%</td>
<td>98.1%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>93%</td>
<td>96.7%</td>
<td>98.1%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

### SAFETY

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of accidents with and without lost time per million hours worked (FR1t indicator)</td>
<td>2.06</td>
<td>2.70</td>
<td>1.5</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>2.05</td>
<td>1.44</td>
<td>1.14</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

### RESPONSIBLE VALUE CHAIN

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of direct purchasing volume assessed for CSR performance (representing about 2,000 direct suppliers)</td>
<td>84%**</td>
<td>85%**</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>80%</td>
<td>93%</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum EcoVadis score of the suppliers in the panel</td>
<td>45/100</td>
<td>55/100</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>30/100</td>
<td>40/100</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

### PEOPLE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training hours per employee per year</td>
<td>21.6h</td>
<td>22.9h</td>
<td>26.9h</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>21.6h</td>
<td>22.9h</td>
<td>26.9h</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

### DIVERSITY AND INCLUSION

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of women among the top 300 leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>15%</td>
<td>25%</td>
<td>30%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Percentage of women among managers and professionals recruited externally</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>15%</td>
<td>23%</td>
<td>27%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Percentage of women among managers and professionals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>30%</td>
<td>35.4%</td>
<td>38.5%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Percentage of non-European employees among the top 300 leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>24.4%</td>
<td>28.9%</td>
<td>30.8%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Employee engagement index based on the annual survey conducted with all employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>34%</td>
<td>35%</td>
<td>33%</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

### LOCAL AND SOLIDARITY ACTIONS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FORVIA</th>
<th>2019</th>
<th>2022</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of employees involved in local societal actions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORVIA SE</td>
<td>10%</td>
<td>15%</td>
<td>15%</td>
<td>✔</td>
<td>✔</td>
<td>✔</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 CO₂ neutrality by 2045

**Business**
- **3. GOOD HEALTH AND WELL-BEING**
  - Reducing 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
- **13. CLIMATE ACTION**
  - Development of solutions for zero-emissions mobility over the full vehicle lifecycle

**People**
- **3. GOOD HEALTH AND WELL-BEING**
  - Implementation of uncompromising workplace safety and risk prevention policies
  - Supporting employees and families during the pandemic
- **5. GENDER EQUALITY**
  - Promotion and career development of women
  - Fight against discrimination and for professional equality
- **8. DECENT WORK AND ECONOMIC GROWTH**
  - Active prevention of accidents at work and occupational diseases
- **17. PARTNERSHIP FOR THE GOALS**
  - Active societal engagement with local communities and NGOs
Contacts

Isabelle CORNU
FORVIA Sustainable Development Director and
FORVIA Foundation General Delegate

Eugénie WARTEL
FORVIA Sustainable Development Manager and
FORVIA Foundation Operational Delegate

+33 (0)1 72 36 70 00
sustainability@faurecia.com
www.faurecia.com/en/sustainability
23-27 avenue des Champs Pierreux
92000 Nanterre, France

For more information see the Universal Registration Document 2023