

06 Committed to people

- 6.1 We nurture and foster our talent
- 6.2 We generate a positive impact on our environment





06.1

We nurture and foster our talent

Management approach

The sector is facing major challenges: the fourth industrial revolution (and the fifth on its way), the lack of professionals to fill some positions, and generational diversity are just some of them. To meet these challenges, companies must respond with a strategy and **a firm commitment to a fair transition** through the training and development of their staff.

Added to this, the decline in social cohesion and the change in priorities caused by the pandemic have not only triggered phenomena such as “The Great Resignation”, but have also led to emotional **well-being and mental health being one of the main areas of work for companies**. Talent is increasingly demanding and the employer-employee relationship model goes beyond the boundaries of the contractual link. Instead, relationships are emerging that focus on dialog and shared commitments at all stages of the employee experience, also considering the employee as a citizen and as a person.

As is to be expected in the new “stakeholder capitalism”, this reordering of priorities has also appeared on the agendas of the boards of directors and management committees of companies. Organizations are seeking to fulfill their purpose, improve their performance, and strengthen their leadership vis-à-vis their stakeholders in a completely different work context.

At Antolin, 2022 was marked by the transformation of the company, whose main objectives include **attracting and retaining the best talent**. Being a high-performance organization, which is the company’s aim, requires flatter and more flexible structures, focused on the customer, and where decision-making is proactive, based on predictive data analysis models, and which manages the employee experience as a factor adding competitiveness.

In response to the challenges posed, **in 2022 the company’s management promoted a cultural change**, creating a new way of working that is more flexible, inspiring, and collaborative and, therefore less hierarchical. And while being faithful to the principles and values that identify Antolin, in what it is today, and what it wants to be in the future: a business model committed to sustainable development, a group of people united behind a purpose.

OBJECTIVES “Value of people”

Zero accidents: a safe and healthy working environment

- <2.30 reduction in the global frequency index*
- Reinforcing the commitment to the health and safety culture

Diversity, equity and inclusion, applied to talent

- Diversity and inclusion focused on **knowledge, values and experiences**
- **Specific plans** in the tangible dimensions of diversity: gender, disability, age, race, culture and professional profile
- Increased promotion of **women to managerial levels**

*Work-related accidents and occupational diseases with sick leave/no. of hours worked x 1,000,000





Road map towards an agile and high-performance model

The Strategic Human Resources and Organizational Plan, in force since 2021, is now guiding Antolin towards the future, enhancing the best of its legacy and promoting an evolution in aspects such as leadership, talent management, and agility.

This plan's strategy is based on four basic pillars.

To support the achievement of the plan's actions and milestones, the **People First** platform is set to evolve as a single employee management tool. This evolution will pay special attention to the user experience, and will be geared towards three objectives:

- Integrated vision of the teams as an organization.
- Visibility of opportunities for learning, promotion, and professional development as an employee.
- Two-way communication tool aimed at improving the professional experience and company satisfaction.

Toward the future: strategic vision and ambition

With the ambition that characterizes Antolin, its strategic vision for 2023 includes the reinforcement and deployment of key initiatives already started in 2022:

- To accelerate Antolin's business transformation by elevating its **organizational leadership capabilities**. The goal is to provide its top 250 executives with the best possible development road map.
- To focus on the next generation of **young talent**: identifying and targeting key development areas for employees with the greatest potential.
- To strengthen **organizational performance** through the *Dialogues4ALL* process, which provides managers and teams with greater clarity, alignment, and accountability.
- To strengthen the position as a **preferred employer** by improving the employee experience. The Global People Survey 2023 will allow us to listen to their voice and identify key areas of improvement to be implemented in 2023/2024.
- To make progress in linking **recognition to contribution** and deploy a global compensation framework based on the "payment for performance" principle.
- To evolve the **learning culture towards a "total learning" approach**: a more personalized routemap, challenging traditional vertical career paths and also including informal social learning opportunities.



Policies and processes in people management

Internal reference framework

- Vision and values: the value of people.
- Code of Ethics and Conduct.
- Corporate Social Responsibility and Human Rights Policy.
- Sustainable Business Model.
- Strategic Human Resources and Organization Plan.
- Diversity policy and principle of equal opportunities.
- Protocol for preventing gender-based workplace harassment and violence at work.
- Occupational health and safety policy.
- Geographic mobility policy.
- People management model.
- Knowledge management model.

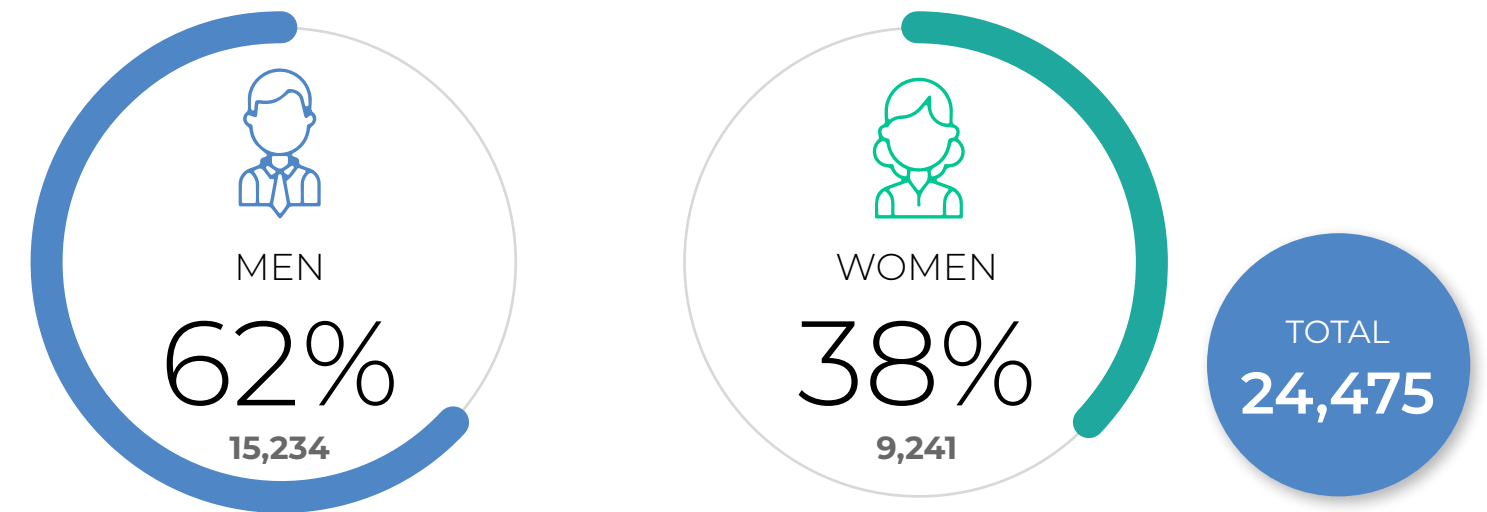
External reference framework

- United Nations Universal Declaration of Human Rights.
- Agenda 2030: Sustainable Development Goals 3, 4, 5, 8, 10, 16 and 17.
- Guidelines and principles of the International Labor Organization (ILO): Conventions 29, 87, 98, 100, 105, 111, 138, 182.
- United Nations Global Compact. Principles 3, 4, 5 and 6.
- Diversity Charter.
- European Mobility Charter.
- Occupational Health and Safety System Standard OHSAS 18001:2007 and ISO 45001.
- Local and national legislation and regulations, agreements, pacts and/or those deriving from local, regional, sectoral and international collective bargaining.
- Modern Slavery Statement Act, 2015.

Profile of the workforce

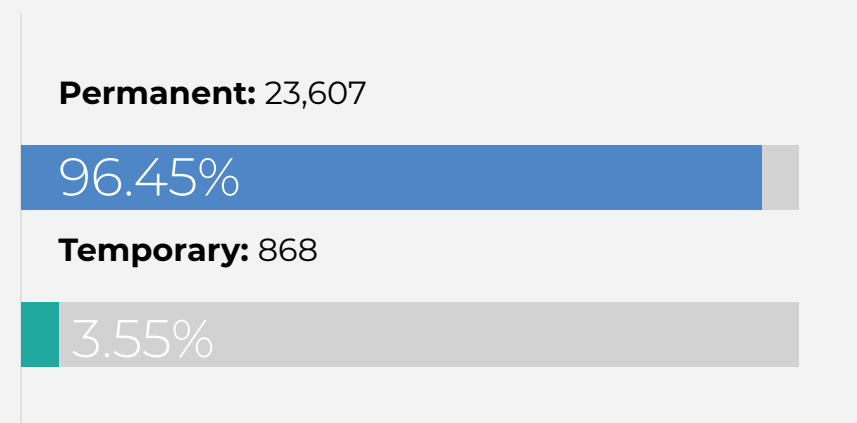
As of December 31, 2022, Antolin's team was made up of **over 24,000 professionals**.

Distribution by gender

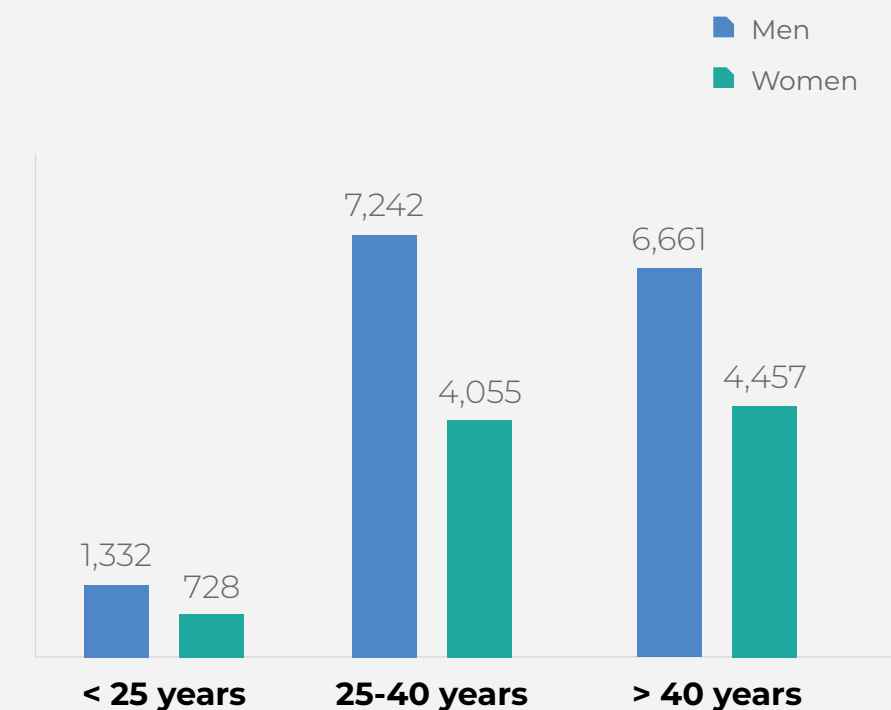


Distribution by contract type*

Number of people by contract type (according to duration)



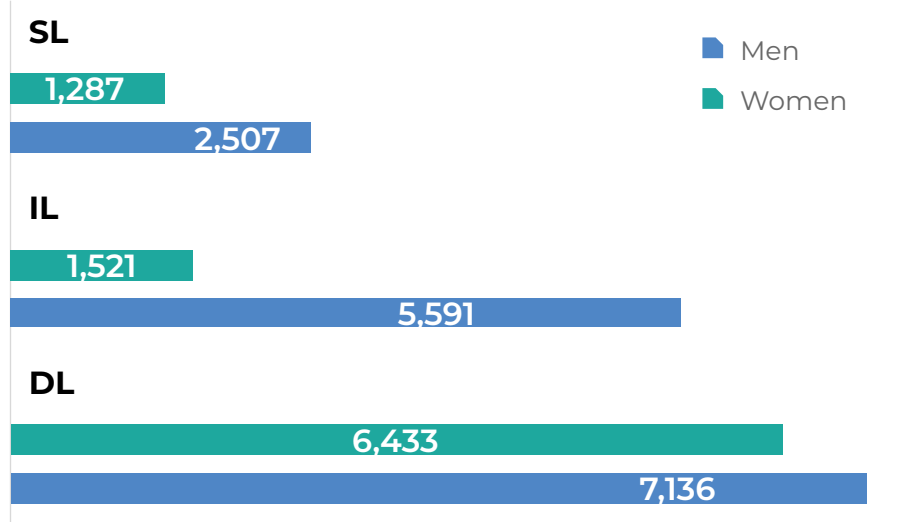
Distribution by age*



*According to staff figures at the end of 2022. Does not include companies accounted for by the equity method.



Distribution by type of labor*



Direct labor (DL): The workers who have remained registered at an Antolin company for a period of time, assigned to the production process, performing direct work on the product in accordance with the established work method.

Indirect labor (IL): The workers who have remained registered at an Antolin company for a period of time, who perform activities to support the production process and are assigned to the Maintenance, Logistics, Quality, Engineering and Production Departments.

Structural labor (SL):
• Structural - Technical and Sales Offices and Headquarters: all employees in the technical and sales offices, Grupo Antolin-Irausa, S.A.U. and Grupo-Antolin-Ingenieria, S.A.U. are included as structural.

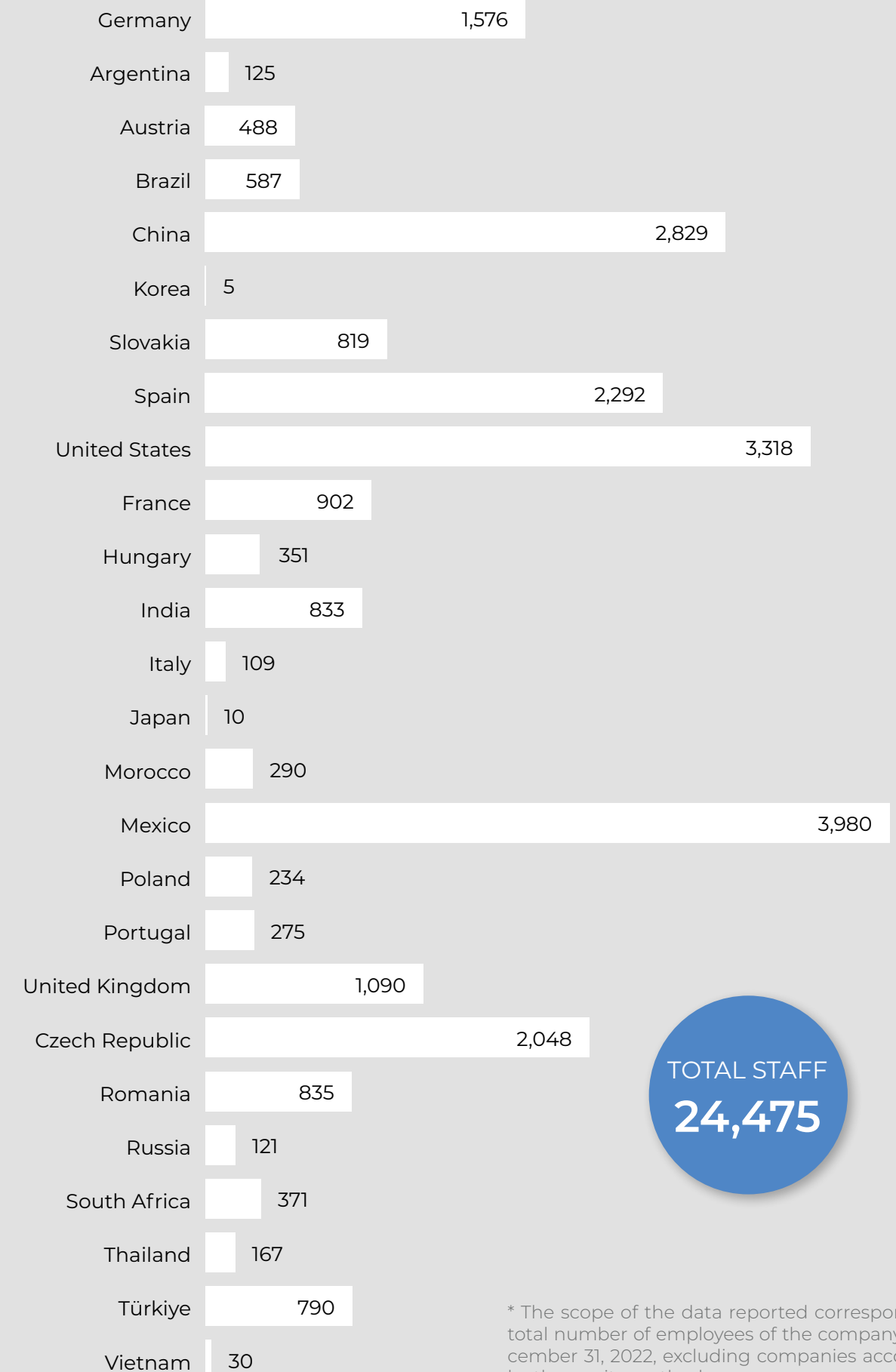
• Structural - Factory: The workers who have remained registered at an Antolin company for a period of time, who perform activities to support the production process.

Technology jobs

To lead the mobility of the future and meet the demands of its stakeholders, Antolin is committed to employing diverse and highly qualified talent.



Geographical distribution (in number of people)*



TOTAL STAFF
24,475

* The scope of the data reported corresponds to the total number of employees of the company as of December 31, 2022, excluding companies accounted for by the equity method.

*According to staff figures at the end of 2022. Does not include companies accounted for by the equity method.

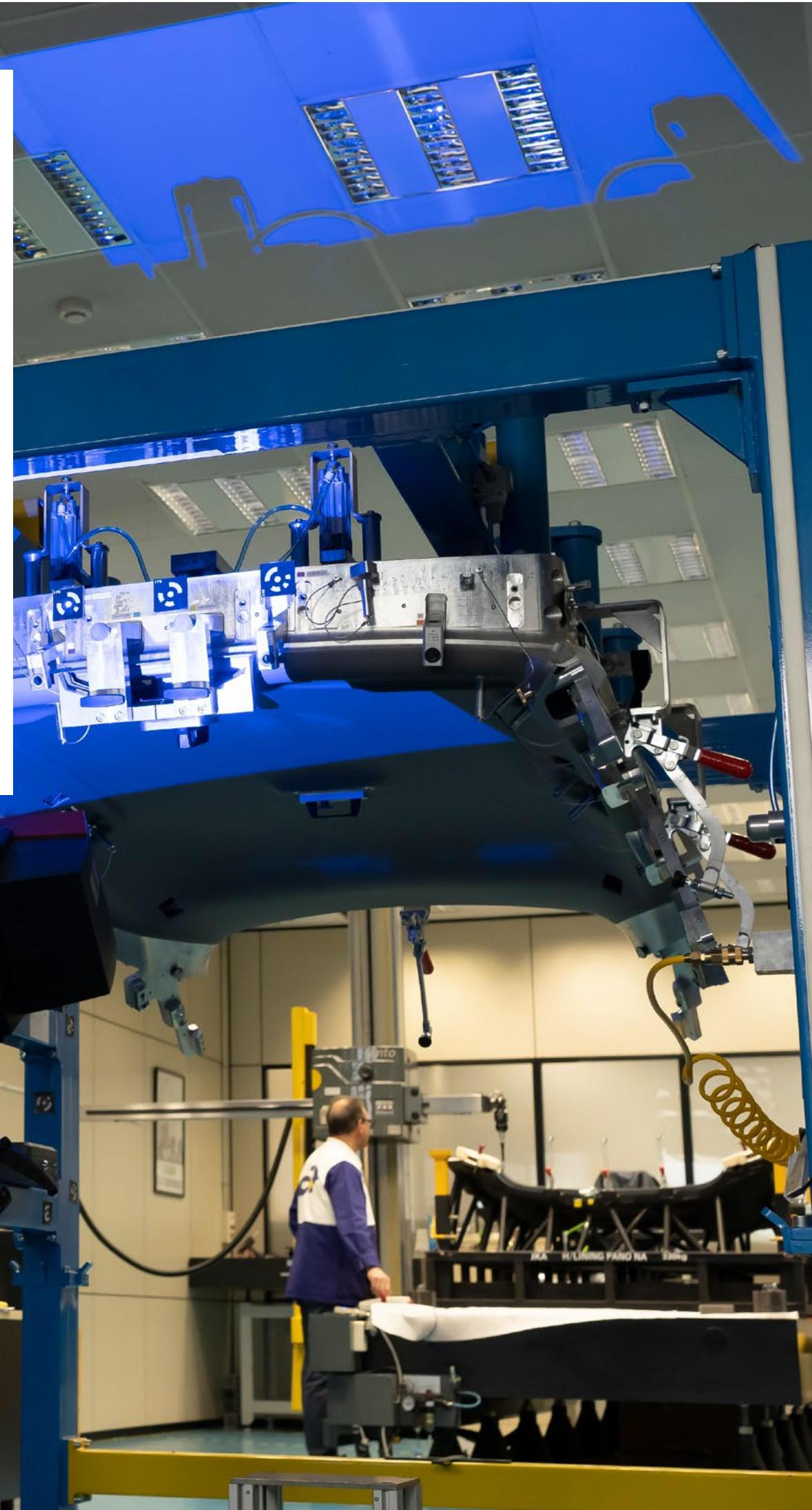


Safe and healthy work environments

Antolin's business model combines the search for profitability with the ability to connect with the needs of its stakeholders. Among them, safety and well-being are one of the main concerns in the post-pandemic era.

On this basis, and based on the commitment that drives it as a responsible business, Antolin continued to work in 2022 to promote dynamics that prioritize the health and well-being of people in order to strengthen the confidence of its internal talent.

The 2022 balance sheet is in the black, as the proposed goals to ensure health and well-being were achieved, while also improving the safety and ergonomics of the processes, as well as the internal management of the Occupational Health and Safety System.



Protecting health and well-being

In the first part of the year, Antolin's work in the area of occupational health and safety continued to focus on protecting people from COVID-19. Ongoing compliance with prevention protocols, testing, and vaccination promotion were a feature at all the organization's companies during the first half of the year.

Once these early months were over, as soon as the pandemic allowed, the company resumed its **health promotion**, physical exercise, disease prevention, emotional health, and healthy eating activities.

Commitment to reducing and preventing cancer. As part of the "Solidarity in the company" corporate program, aimed at reducing and controlling cancer through prevention, Antolin joined the "We are not all equal when it comes to fighting cancer" campaign for World Cancer Day. Other local initiatives included breast cancer prevention campaigns in the companies based in Brazil and Mexico, and information and early detection campaigns for colon and prostate cancer at the companies based in Spain and Mexico, as well as others focused on the detection of the human papillomavirus.

Prevention and self-care. These initiatives are complemented by programs on visual health and the prevention and distribution of vaccines against the common flu, tetanus, and hepatitis B at some centers. And campaigns such as that for "**I take care of myself**" in Mexico to raise awareness of the importance of self-care, protection, and prevention to avoid accidents.

Sustainable innovation and health. Antolin aspires to turn the vehicle into a space offering comprehensive health protection, with the development of solutions such as air purification and surface sterilization systems inside the vehicle. A contribution to health in which it was able to go deeper through its participation in the Forética Health and Sustainability Action Group, which in 2022 explored the concept of the "health footprint" from a dual perspective: the company's impact on the health of its employees, and its contribution to the health of customers and consumers through its products.

Toward zero accidents

Antolin promotes a **positive occupational health and safety culture**. Following the principle of shared responsibility, everyone at Antolin strives to create a safe environment by complying with and enforcing the company's health and safety standards and measures.

In 2022, the **improvement in safety and process ergonomics**, due to both designs from the new projects and changes implemented following the analysis of the accident rate in recent years, resulted in the largest reduction in frequency and severity rates to date.

Specifically, the **Frequency Index fell by 10.76%** and the **Severity Index by 18.18%**. Moreover, the 9.76% reduction in the total number of accidents is also worth mentioning, this being more significant in percentage terms for women (12.5%) than for men (8.36%). The overall reduction of occupational diseases by 22.22% is equally important.

The great figures seen in the past year are no coincidence. Antolin promotes many initiatives at all its centers to raise awareness on the importance of safety at work. The following are just a few examples from the past year:

- Corporate awareness campaign **“Building a positive culture of health and safety: Let’s work together”**, to celebrate International Workers’ Memorial Day.
- **Safe and Healthy Working Environments (ELSSA [Entornos Laborales Seguros y Saludables])** badge awarded by the Mexican Government to one of its centers in that country for the “Safe and Healthy Working Environments” program.
- Participation in forums and meetings, such as **Encuentro by Laboralia 2022**, the first conference of occupational risk prevention and occupational health and safety professionals.
- First edition of the **Safety, Health, and Environment Day in Italy and Occupational Health and Safety Month in India**.
- Celebration of **1,000 days without an accident** at centers in Brazil, France, and Mexico.

64% of Antolin’s workforce is covered by certified Occupational Health and Safety systems

	2021	2022
Occupational Health and Safety Management System Certificates according to ISO 45001	52	56
Workforce covered by ISO Certificate 45001	59.83%	64.07%
Global Frequency Index: (Occupational accidents and/or diseases with sick leave/no. of hours worked) x 1,000,000	3.57	3.15
Severity index (Number of working days lost/no. of hours worked) x 1,000	0.21	0.18
Fatal accidents	0	0
Total Recordable Incident Rate (TRIR): (Total number of accidents and injuries/Total number of hours worked) x 200,000	2.57	2.05



Improved internal management of the Occupational Health and Safety System

The third key to Antolin’s positive balance sheet in occupational safety in 2022 was the improved internal management of the Occupational Health and Safety System. The company relies on activating and updating this system, based on the ISO 45001 standard, as a key means of preventing injuries, avoiding health problems, and, in short, providing safer and healthier workplaces.

In the past year, the Occupational Health and Safety System has seen **significant progress**:

- Implementation in new companies.
- Reinforcement and consolidation in companies where it was already in operation.
- Increase in the number of internal audits and qualified internal auditors.
- Increase in the number of certificates, with seven new ones, reaching a total of 56 (64% of the workforce covered by certification).



Diverse talent, talent without limits

Diversity, equality, and inclusion. These three elements represent strategic axes for Antolin's excellence and competitiveness. Its business project cannot be understood without them. The convergence of diverse profiles, alternative ways of thinking, and different origins generates a rich ecosystem where different ideas come together to make sustainable and innovative development possible.

Antolin's management is deeply committed to this strategy of respect and promotion of diversity and this translates into specific plans that address diversity in its **most tangible dimensions**: functional capacity, age, gender, race, sexual orientation, social and cultural origin and professional profile, among others. These plans are always adapted to the culture of the countries in which it operates.

Moreover, the diversity, equity, and inclusion (DE&I) strategy contributes to the company's ability to attract and retain talent. In its search for diverse talent, Antolin prioritizes the attraction of professionals who share its values, people who will contribute to building a better company for a better future.

Principle of non-discrimination

The principle of non-discrimination is enshrined in **Antolin's Code of Ethics and Conduct**, the cornerstone of the company's behavior in all its activities, and in the **Corporate Social Responsibility and Human Rights and Diversity Policies and the principle of equal opportunities**, which are in force throughout the organization.

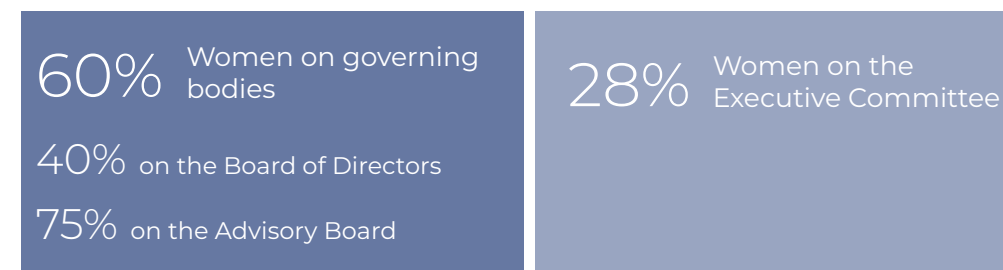
This principle not only translates directly into the treatment of the employees, but also guides the **selection processes for new talent**. Initiatives such as the progressive implementation of the blind CV and the use of neutral and inclusive language guarantee the application of the principles of merit and ability under identical conditions for anybody wishing to join the company.

Furthermore, aware of the current social context, Antolin pays special attention to **indirect discrimination**, understood as a situation in which an apparently neutral provision, criterion, or practice can place a person at a disadvantage compared to others.

Diversity and gender equality

Despite the progress made, the agenda for equality between women and men continues to be a challenge for organizations. In this regard, the future ISO 53800 standard, planned for publication by the end of 2023, could represent a turning point by promoting a common language and framework of understanding for companies in all regions.

Antolin has been working in this direction of improvement for some time. Its **equality model** is homogeneous, consistent with the expectations of its stakeholders, and tailored to the needs of the company, regulatory requirements, and the individual characteristics of each region. Its strategic objectives include the **progressive increase in the number of women in management positions**. As part of this goal, Antolin is committed to training and continuous learning.



Training is also essential to combat workplace harassment. In 2022, Antolin continued with a **training program for the prevention of harassment and discrimination**, mandatory for the entire workforce, with the aim of identifying the different facets of harassment and learning how to respond to it. All of this is part of the **Anti-Harassment Policy and Protocol for the prevention of workplace harassment, gender-based harassment, and violence in the workplace**, in force since 2020.

Equality plans: progress underway

- In 2022, **Equality Committees were set up at four centers** (two in Burgos, one in Pamplona, and one in Navarre). Formed by representatives of the company and legal representatives of the workers, they approved their corresponding equality plans.
- Project underway for the **progressive review of the equality plans** and their adaptation to regulatory demands in relation to the pay gap and remuneration audits.



Diversity, inclusion, and equity, a lever for competitiveness and for attracting and retaining talent



Raising awareness, the key to progress

The promotion of diversity must go beyond the scope of compliance. **Antolin promotes awareness to convey the importance of gender equality to all its teams.** Some of the many actions carried out for this purpose in 2022 include the following:

- Adherence to the **“CEO Partnership for Diversity”** initiative, led and promoted by the Adecco Foundation and the CEOE Foundation with the aim of contributing to innovation and the development of business strategies and policies for Diversity, Equity, and Inclusion (DE&I) at organizations and companies.
- Antolin signed up to the slogan chosen for **International Women’s Day 2022: #BreakTheBias**. Thousands of colleagues shared this year’s gesture to show their support for a world of equal opportunities, free of prejudices, stereotypes, and discrimination. With the color pink as the protagonist, the different plants joined the initiative with women’s health campaigns, talks, and motivational sessions in Brazil, Spain, India, and Mexico. There was also recognition of the effort and good work by the female staff at its center in Morocco, where 47% of the quality department is made up of women, Tlaxcala (Mexico), and Valencia (Spain).
- The center in Saltillo (Mexico) actively and voluntarily contributed to the development of the community through different events and initiatives, such as the **“Flying to freedom”** program for the reintegration of women released from prison. This commitment was recognized by the Rotary Club of Saltillo.
- Antolin promotes entrepreneurship and the development of the local industrial fabric with the POLO positivo program, which in 2022 rewarded the **female talent** of an entrepreneur, who presented the ‘Smart Energy APP’ solution for the call focused on “Industrial Challenge: Smart Management for Improving Energy Performance”.
- The company supports healthcare, **women’s empowerment**, and the promotion of quality education from schools in India with the social circular economy project **Village Upliftment Program** —with Hand by Hand India— to build self-sufficient communities close to the company’s business location. The last of the 2021-2023 programs is located in Gujarat Village and Khoda Vasodara, communities close to Antolin’s activity in Sanand.

These initiatives are completed with **externally focused actions that give real visibility to the commitment to equal opportunities beyond the organization**, through participation in specialized meetings, conferences, and masterclasses, interviews in regional, national, and international media channels and forums, and training and professional development programs, where women are the protagonists.

- **Event for professional equality at the Elysée Palace.** Within the framework of the French Presidency of the Council of the European Union, Antolin went to the Elysée Palace to mark International Women’s Day, supporting the declaration in favor of professional equality between women and men.
- **Testimonials from Antolin’s female talent.** Several female executives from Antolin’s STEM areas offered their vision and experience at the **Castile and León Automotive Cluster** (FACYL) and on Castile and León TV. Among other collaborations, the company was also present at the business meeting *“Women in business: The era of diverse talent”* in Madrid.
- **Empowering young talent.** Linked to the commitment to young talent, Antolin was part of the jury for the *@50&50_Chicas_Imparables* initiative, the Youth and Leadership program, which seeks to provide young women with the self-confidence they need, thanks to the development of skills and competencies, so that they can become leaders. Antolin completed this collaboration by offering masterclasses and talks.



Diversity in all its dimensions

While gender equality is an absolute priority for Antolin, the company has not forgotten about other dimensions of diversity. Functional or cultural diversity or even age can sometimes be a disadvantage in the labor market. Discrimination also **impoverishes the overall talent** of an organization, which is something Antolin understands.

The company encourages the integration of **people with different abilities** into its teams, whether in its own workforce or through collaboration with special employment centers. It also measures the inclusion of other circumstances, beyond disability, which can be a barrier to people's employability, especially in **territories defined by multiculturalism** such as the United States.

In this area of diversity, Antolin has also participated in joint working groups with its customers, such as **The FoE Supplier Diversity**, of Ford in Europe, with the presence of its main suppliers. And its work has been recognized as part of the *Tier II WIN (Widening the Inclusion Network Program USA & the Michigan Minority Supplier Development Council)* program to **make progress in diversity management in the supply chain**.

In terms of **age**, Antolin has responded to the increase in senior talent in recent years (over 40% of the workforce in 2022 is over 40 years old) in two different ways: on the one hand, it promotes employability programs; and on the other, it carries out initiatives to promote health, physical exercise, and emotional well-being.

People First Diversity & Inclusion Team

The United States is the pilot region for a DE&I strategy based on the recognition and integration of cultural differences in the organization through the "People First Diversity & Inclusion Team" project. As a starting point, a multidisciplinary team was set up in 2022 with representatives from all plants in this country to identify and understand the main biases in their work environments. The ultimate goal was to detect diversity-related problems and involve employees in the search for solutions.



Winning picture from Antolin's photography competition to celebrate Cultural Diversity Day



Culture of continuous learning

In line with the 2022 State of the Union address in which the President of the European Commission, Ursula von der Leyen, declared 2023 as the **European Year of Skills**, Antolin is devoting significant efforts and resources to the continuous training and improving the skills of its teams. The goal is to provide everyone with the necessary tools so that **nobody is left behind in the new green and digital economy**. According to a study by the World Economic Forum in 2020, in 10 years 5% of the jobs that existed then will have disappeared and 50% of all jobs will be different due to automation.

Antolin wants the best professionals and the best people in its teams. That is why in 2022 it has continued to develop programs and actions that guarantee the personal and professional growth of its teams, and which, in turn, enable Antolin to respond to the demands of its customers in the new mobility.



990,100

Average training hours in 2022

41

Average training hours per employee in 2022

New knowledge and strengthening of capacities

Within the framework of its new transformation plan (Gear up Our Ambition), it is especially important to have the best talent. We need a specialized talent, motivated to give the best of themselves in the application of the solutions and **advanced industry technologies** to which the company is committed in order to lead the future of new mobility.

To this end, the strategic lines promoted by the company include training all company employees in new technologies to optimize their performance (upskilling), together with the expansion and development of knowledge to adapt to new job requirements (reskilling).

In this area, it is worth highlighting Antolin's active participation in **Upskilling4future**, a project led in Spain by Forética, in partnership with JP Morgan and CSR Europe, on new jobs and a fair transition. After two and a half years of work, it came to an end in 2022 with these final activities:

- Publication of the final project document, the study *"Upskilling and Reskilling in the Age of Just Transition"*, presented at the Upskill4Future round table within CSR Europe's SDG Summit.
- Round table at the closing event in Spain of *"Upskill4Future. Training and employability for a future of sustainable work"* where the main international trends around green jobs and the just transition were explored with CSR Europe and JP Morgan.

Generating a new learning ecosystem

In 2022, the first steps were taken to improve the quality of training content and promote its digitalization. This is a starting point that will enable us to standardize processes, reduce costs, and improve the brand image. It will also result in increased productivity and a better integration of new recruits into the company's culture. In 2023, will have a digital content design tool to create and share online courses quickly and easily.

Likewise, the **promotion of leadership and skills management** are among the company's other priorities in this new era. The following are some of the most important initiatives in 2022 related to these strategic areas:

- **Dialogues4ALL.** Antolin program aimed at increasing and improving conversations between the manager and their team, strengthening the definition of objectives and designing realistic development plans. 100% of managers have already participated in it.
[» See Best Practice](#)
- **Skills management model.** Launched in 2022, it provides a common framework and language for all the human resources department's processes: recruitment, development and learning, performance appraisal, and team management. The result is eight global skills, with the addition of four specific ones for the leadership team. This model is one of the most stable in the market and is already part of the selection criteria in recruitment processes.
- **Corporate University Ecosystem Program.** In line with the cultural change in the learning model, Antolin is promoting this program as a focus of innovation and multiculturalism, through which it can work on the employability of individuals and teams to improve productivity and develop more competitive profiles within the organization. Antolin's ambition is to transform the concept of training as we have known it to date into a broader one: a learning ecosystem where knowledge is also acquired through experience, with new opportunities that imply a break in the way of doing and thinking.

Moreover, **ESG skills** are also gaining ground in the training pathway, thanks to increasing regulatory pressure and stakeholder expectations. Antolin needs talent with specific knowledge — relevant to each function in the organization— in environmental, social, and governance matters. And with this goal in mind, progress was made in 2022 in defining a skills development model focused on three phases: diagnosis, mapping, and training pathway.



Attracting and managing unique talent

For Antolin's success, it is essential to **attract, select, and retain the best talent**, consistent with both the company's values and the current and future needs of the business.

In addition to ensuring compliance with the legislation, following criteria of merit and ability, and the objective appraisal of candidates, Antolin's talent selection and recruitment processes have several **key priorities** for the company:

- To promote **access for young people to their first job** through scholarship programs and other agreements. Antolin aspires to create a strong ecosystem with universities and educational centers based around innovation.
- To present candidates with an **attractive and comprehensive value proposition**, based on equality, diversity, and inclusion, and comprised of competitive remuneration, a wide range of professional training and development opportunities, a healthy working environment, and measures for work-life balance.
- To strengthen Antolin's brand and image as a **quality employer**, in keeping with the evolution of its corporate culture and with the support of an innovative and differential positioning on social networks.

A great place to work for the second consecutive year

It's not just a matter of attracting the best talent. Organizations can make a difference in the way they manage and retain talent. Antolin is one of these companies and in 2022 its employee value proposition earned it, for the second consecutive year, **first place in the industrial category of the prestigious Merco Talent ranking**.

This recognition is in addition to the **Merco Empresas (Merco Companies) Ranking as the industrial company with the best reputation in Spain**—also repeating its leadership in this case—and among the 100 companies with the strongest reputation in the country.

Attracting young talent

A company with the ambition to lead the transformation of the sector and build the future of sustainable mobility must have the **talent that will define that future**.

Among the different initiatives run to attract young talent are the following:

- **Dual Training Programs.** Aimed at training young people in technology-related fields, all dual programs combine academic studies with experience and practical training at the company. In all cases, the company provides students with a contract and covers their tuition fees. The company also seeks to ensure that once they have finished studying, these students remain with the company as employees.

The dual programs are carried out in Spain, Mexico, and Germany. In the latter country, a program is being carried out for Spanish students trained in STEMS disciplines. In addition to pursuing a degree in Mechanical Engineering, they can train at Antolin's centers and become fluent in English and German. Nearly thirty students are already participating in this program, which has received a high rating.

- **IT Bootcamp.** Initiative aimed at attracting and developing young talent in the technological field in order to incorporate them into the digitalization team. Participants are always mentored and supervised by the heads of Antolin's different technical areas forming part of the bootcamp.

In 2022, the program was aimed at all national universities and 20 profiles were selected from degrees as diverse as Computer Engineering, Industrial Organization Engineering, Telecommunications Engineering, and newer qualifications such as *Data Science & Business Analytics*.





Work organization: adaptation and flexibility

The organization of working time at Antolin is based on a work schedule negotiated according to the needs of the customer, the company, and the specific needs of the work environment. Principles such as job stability and quality, and time and location flexibility are paramount.

Beyond this, although teleworking and remote work have been giving way to face-to-face work, these forms of work have remained in some countries such as Germany, France, and the United Kingdom. In those jobs that allow it, it is a positive measure for the employees' work-life balance.

This **balance between work and personal life** is another factor that organizations must address in order to attract and retain the best talent. At Antolin, programs to promote a work-life balance are the local responsibility of each country. The regional and local human resources teams combine the measures required by law with others tailored to the needs of their teams. Always with adaptation and flexibility as the underlying principle.

Labor relations

In 2022, the ongoing consequences of the pandemic and the outbreak of the conflict in Ukraine impacted relations between the companies and their workers. Antolin has continued with measures implemented almost three years ago —such as flexibility and work-life balance— and the use of **ERTE (Temporary Redundancy Plans) as a structural tool in managing production models**. For its part, the crisis in the global supply chain continued to cause production stoppages, which the company has managed with the Redundancy Plans and flexibility measures such as the bank of hours.

As part of its commitment to human rights and labor standards in the countries in which the company operates, Antolin recognizes and defends the **freedom of association and the right to collective bargaining** of everyone in all of the companies, national and international.

The company also ensures that communication between workers and unions and/or representatives is smooth and respectful, providing communication channels at each center for this purpose. The entire workforce also has access to a channel for direct participation through joint meetings of the management and employees. In this way, **100% of the workforce is represented**.

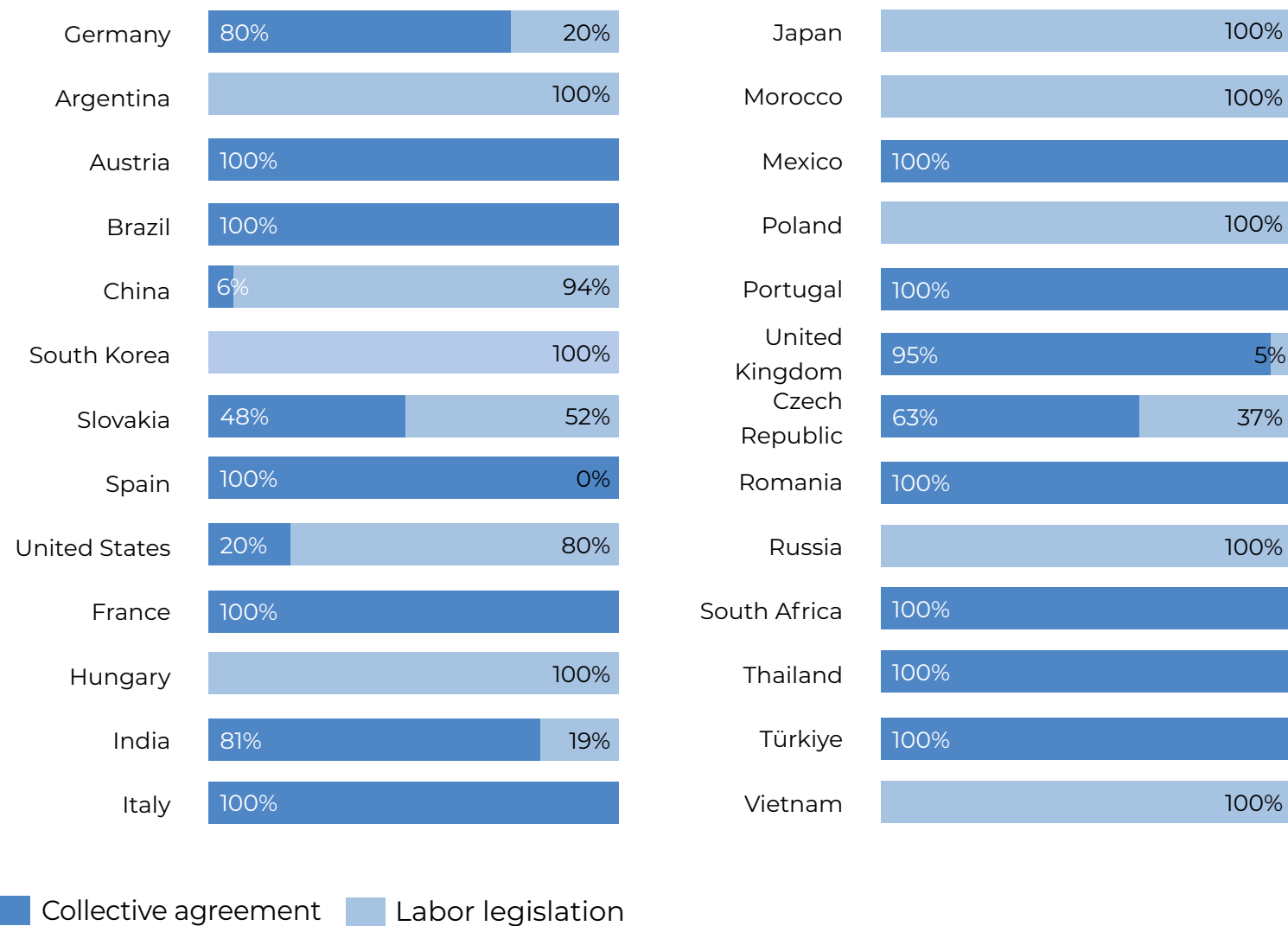
Collective bargaining agreements have always been a tool promoted by the company in each of the negotiations carried out each year to improve on the generic or minimum nature of state legislation. In 2022, **28 collective bargaining agreements** were signed between workers' representatives and the company. Of these, seven were in Mexico, five in the Czech Republic and Spain; four in Germany and France; and one each in the United Kingdom, the United States, and Argentina.

However, for those companies that are not party to a collective bargaining agreement, pact, or instrument, people are covered by the legislation and regulations in force, always including a reference to occupational health and safety.



In those countries with strict legislation where there is a risk of a breach of employment rights, Antolin applies the company's governance model, with the Code of Ethics and Conduct as a cornerstone, along with the policies and systems used to implement this. An example of this is the existence of a works council in one of its locations in China.

Finally, it should be noted that Antolin's commitment to placing the customer at the core encourages the establishment of long-term responsible and stable relationships in all areas of management, which also have an impact on labor relations between the company and its employees.



» Best practice

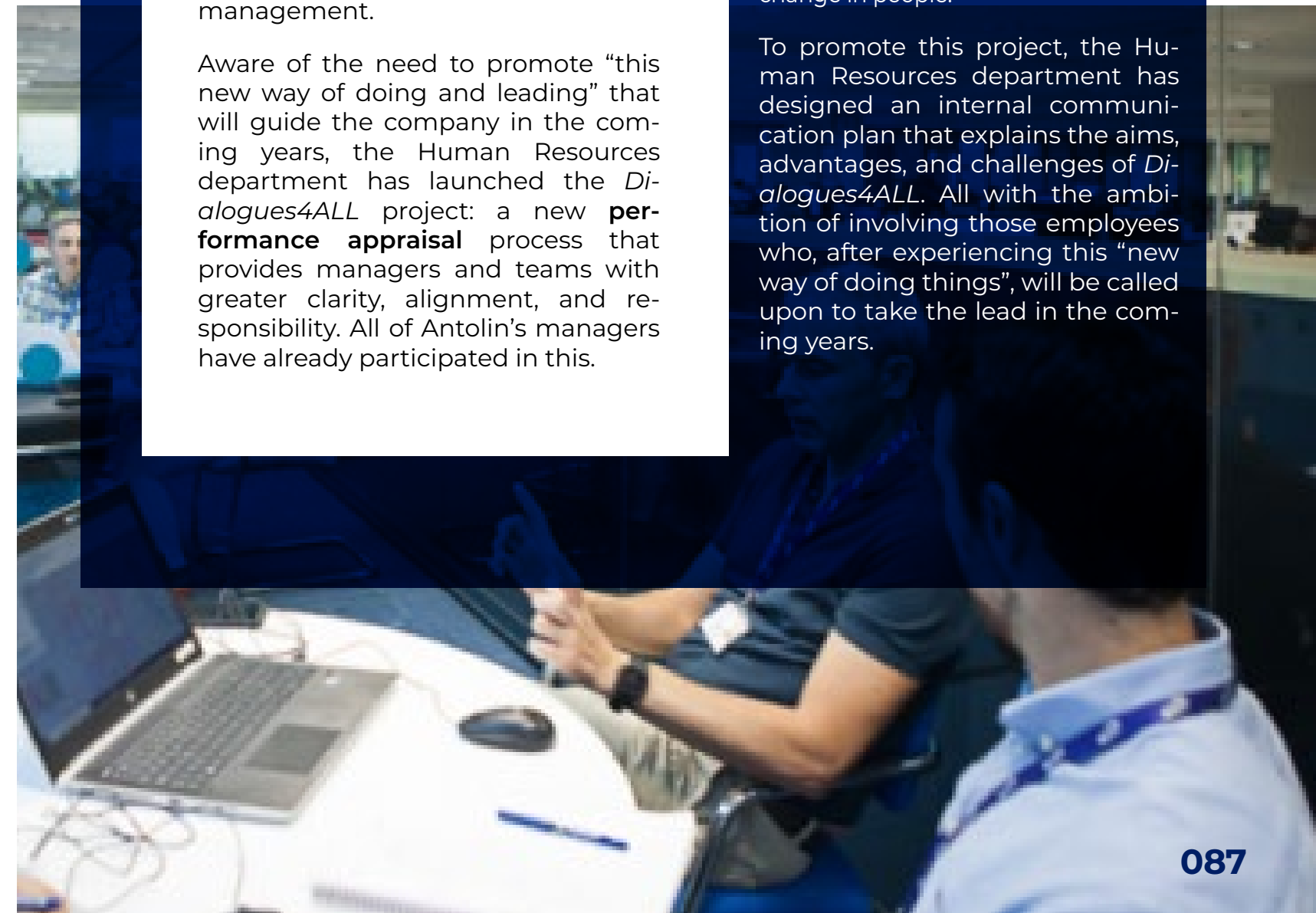
Dialogues4ALL: improving the company's performance for all stakeholders

Strengthening the performance of the organization through a new way of working and the cultivation of new leadership styles is part of Antolin's strategic vision in relation to talent management.

Aware of the need to promote "this new way of doing and leading" that will guide the company in the coming years, the Human Resources department has launched the *Dialogues4ALL* project: a new **performance appraisal** process that provides managers and teams with greater clarity, alignment, and responsibility. All of Antolin's managers have already participated in this.

The process focuses on strengthening the number of conversations between the manager and their team, improving the quality of these conversations, reinforcing the definition of **smart** (specific, measurable, achievable, relevant, and time-bound) goals and increasing the design of realistic development plans that promote change in people.

To promote this project, the Human Resources department has designed an internal communication plan that explains the aims, advantages, and challenges of *Dialogues4ALL*. All with the ambition of involving those employees who, after experiencing this "new way of doing things", will be called upon to take the lead in the coming years.





06.2

We generate a positive impact on our environment



Antolin's legacy in society is built through its people. This value makes it unique, and it is the company's responsibility to maintain and increase it in the future

Management approach

Today's society expects the commitment shown by companies to be more tangible than ever, especially after the unprecedented challenges faced by the world in recent years. And those looming on the horizon: the crisis resulting from the rising cost of living and the erosion of social cohesion are in the top 5 main short-term risks in the World Economic Forum's *Global Risks Report 2023*.

Aware of this, Antolin demonstrates through its daily activity its firm intention to generate a positive impact in all its forms and contribute to sustainable, just, and inclusive development at the environmental, social, and economic levels. The company shares the ambition set out by the 2030 Agenda and the Sustainable Development Goals. And it knows that to reach this horizon, which is getting closer and closer, collaboration and shared commitments are essential.

At a time of constant change and growing interdependence, the responsibility of decisions and actions towards its customers, suppliers, investors and, of course, towards the people who embody Antolin's values and build its legacy, namely its employees, is becoming increasingly important.



Recognition of Antolin's DNA: Values Awards

The commitment to sustainability comes from within the company, from that modest family business that was founded in a small workshop in Burgos and became a global company and a leader in the sector. More people joined that initial core, all of them united by unique values, without which it would not be possible today to anticipate and respond to challenges.

As a tribute to these values and a reminder of their importance, each year the Values Award recognizes the professionals and teams that, through their attitude and work, best represent Antolin's values. In 2022, the fourth edition involved 579 nominations and 94 finalists, from which 15 final candidates were chosen. Of these, five (one for each value) will be chosen as winners of the Antolin Values Awards 2022 at the company's Annual Convention in 2023.

The president of UNICEF Castile and León, María Eugenia García Rincón, presents María Helena Antolin, Vice-President of Antolin, with a recognition of the company's commitment.



Sustainable contribution model

Antolin's contribution model connects economic, environmental, and social value in the environments close to its activity and in response to the main concerns of the communities in which it operates.

As part of its management model, Antolin's contribution model describes how the company wants to and can interact with the surroundings that it shares with its stakeholders, in order to build a future of common prosperity under the triple economic, social, and environmental perspective.

Although social action represents an important part, there are many actions and initiatives carried out by each Antolin center. The commitment to the immediate surroundings does not end there, as the corporate activity of the business areas and territories also contribute to the growth and development of society.

Policies and commitments

Internal reference framework

- Vision and Values.
- Code of Ethics and Conduct: donations and contributions.
- Sustainable Contribution Model.
- Sustainable Business Model.
- Corporate Social Responsibility and Human Rights Policy.
- Policies and guides against corruption and bribery:
 - » Anti-corruption policy.
 - » Gifts and hospitality policy.
 - » Conflict of interest policy.
 - » Protocol for preventing gender-based workplace harassment and violence at work.
 - » Compliance guidelines: donations and contributions.
 - » Compliance guidelines: anti-corruption and bribery.

External reference framework

- United Nations Universal Declaration of Human Rights.
- Agenda 2030: Sustainable Development Goals 3, 4, 5, 7, 8, 9, 10 and 17.
- Principles of the United Nations Global Compact. Principles 1 and 2.
- Guiding Principles of Business and Human Rights.
- Children's Rights and Business Principles.
- Guidelines and principles of the International Labor Organization. Conventions no. 111, 1958 and 155, 1981.
- Modern Slavery Act 2015.
- United Nations Convention against corruption.
- OECD Guidelines for Multinational Enterprises.
- OECD Due diligence guidance for responsible business conduct.
- ISO 37001:2017 Anti-bribery management systems.
- UK Bribery Act 2010.





Creation of shared value

The creation of shared value at Antolin stems from the correct management of the intangible aspects that allow it to obtain, from its stakeholders, the social license to operate based on listening, dialog, and partnerships.

When Antolin talks about contribution, there are many different elements which can be broadly grouped into regulatory bodies and society. Meanwhile, when referring to society in general, the communication is mainly with bodies and organizations in the academic, environmental, industrial and social areas.

The combination of the lines and areas of contribution in its contribution model results in a set of initiatives developed jointly with its main representatives, some of which are described below.



COMMITMENT TO OPEN INNOVATION, COOPERATION, AND THE TRANSFER OF KNOWLEDGE

Antolin is working to consolidate an **ecosystem of strategic partnerships** with companies, startups, and innovation centers.

- Collaboration with several open innovation and entrepreneurship platforms at the local level, such as: agreements with **POLO positivo** (Burgos) and **Wolaria** (Castile and León).
- At the national level, collaboration with **Ennomotive** (Madrid), a high-profile advanced engineering platform, with which it has already launched seven technological challenges through the ANTOLIN i.JUMP program.
- Participation in one of the leading national events on open innovation, **Startup Olé**.
- Collaboration with **Plug & Play**, the world's largest open innovation platform in the field of mobility.
- Collaboration with **Cardumen Capital**, a company specialized in promoting investment in technology from Israel.

» More information about innovation in [chapter 2](#) and [chapter 3](#)



EDUCATION AND EMPLOYABILITY AS A DRIVER OF CREATION, DEVELOPMENT OF TALENT, AND DIVERSITY

Antolin runs programs adapted to the company's environment and strategy to provide **opportunities for diverse and global talent**.

- **Design Challenge Award.** In collaboration with universities and schools from around the world, it challenges design students to imagine the interior of the vehicles of the future, a more advanced, technological, and sustainable interior.
- **EMERGE Alliance** (European Margins Engaging for Regional and Global Empowerment). Aimed at developing deeper transnational cooperation and creating the e-Merge University of the future. Antolin participates as an example of university-industry knowledge transfer.
- **Photography competition to celebrate Cultural Diversity Day.** Competition open to all employees with the aim of capturing images that represent the company's diversity. The prize always goes to charity and in 2022 (with the winning photograph taken by a UK employee) it was donated to the Worcestershire Wildlife Trust, a local charity working to protect the environment and wildlife in Worcestershire.
- **Dual vocational training** schools in Germany, Spain, the United States and Mexico.
- Internship programs at companies.
- Graduate scholarships and contracts for research assistants through the General Foundation of the University of Burgos.
- Tertiary Education Bursaries South Africa (study scholarships).
- FFL First Lego League Tournament.
- @50&50 #ChicasImparables (#UnstoppableGirls, female leadership).
- IT Bootcamps.
- Outsourcing of component assembly activities in Spain to centers that employ people with disabilities.
- Outplacement service in the process of decoupling professionals from the company.

» More information on talent development in [6.1 We nurture and foster our talent](#)



PROMOTION OF BUSINESS ACTION ON HEALTH AND SUSTAINABILITY

Antolin promotes these initiatives within the social pillar of its strategy as a sustainable business model.

- **GrupAtlon.** Fun day for employees, families, and friends in Burgos, with sports as the main theme. It is part of the **enFORMA Antolin Sports Club** initiatives to promote physical exercise and a healthy lifestyle.
- Celebration of the **25th anniversary of Antolin Sports Club**, for the children of employees in Burgos.
- **Together it's possible.** As a result of the "Solidarity in business" program, since 2012 this initiative has encompassed various cancer prevention campaigns run at different centers around the world in collaboration with cancer associations and organizations.
- Antolin's participation in **Forética's Health and Sustainability Action Group.**
- Awareness campaign **"To build a positive health and safety culture: Let's work together"**.
- **"I look after myself"** campaign in Mexico.
- Participation in local activities in different sporting disciplines.

» More information on health, safety, and well-being in [6.1 We nurture and foster our talent](#)



SOCIAL AND ENVIRONMENTAL DEVELOPMENT OF THE ENVIRONMENT IN RESPONSE TO ITS NEEDS AND EXPECTATIONS

Antolin runs projects by, for, and with people. They are the driving force behind everything.

- **Humanitarian aid in Ukraine.** Antolin, together with a number of associations and institutions, has been involved in offering aid through its plants and staff. [See Best Practice.](#)
- **"A drawing, a smile". Annual collaboration with UNICEF** in the traditional children's Christmas competition. The drawings are converted into a donation to the UNICEF Emergency Fund.
- **"Village Upliftment Program" project,** in collaboration with Hand by Hand India, to build self-sufficient communities close to the company's business location.
- Recognition from the Rotary Club for one of its centers in Saltillo (Mexico) for its active and voluntary contribution to community development.
- **Big food collection** to support local food banks.
- **For a good cause: Christmas charity auction** in support of the Burgos Food Bank.
- **Environmental volunteering** in Spain, India and Mexico.
- Child protection initiatives in Europe, North America and Mercosur.
- Blood donation campaigns.





Social contribution in figures

SOCIAL CONTRIBUTION (€)		at 12.31.2021	at 12.31.2022
Total		€855,552.08	€919,899.61
BY REGION	Asia and Africa	€338,929.11	€196,521.00
	Europe	€290,692.80	€298,483.88
	Mercosur (Southern Common Market)	€2,943.66	€11,402.13
	North America	€222,986.51	€413,492.60
BY CONTRIBUTION TYPE	Donations and voluntary actions	€382,498.01	€495,293.56
	Sponsorship and patronage	€464,991.98	€369,219.05
	Emergency responses	€8,062.09	€55,387.00
PER EMPLOYEE		€34.19	€38.13

The quantitative figures are the result of the actions carried out by the companies within their local area in response to the main concerns in their most direct environment, together with those with a broader scope of action linked to the company's strategy. They do not include the investment made in training and innovation programs which are included in the different budget items for the departments responsible.

» Best practice

Aid for Ukraine
Commitment and response where they are needed the most

At Antolin, humanitarian aid for Ukraine has been a priority from the very moment the conflict started. The company offered donations and established various measures to support both the families of the Ukrainian colleagues affected by the war and the refugee centers. From the very beginning, constant contact was kept with the more than 700 Ukrainians working at Antolin's plants in Europe and their families.

Essential items such as medicines, hygiene products, food, and survival materials arrived in the country. Thanks to the collaboration of the team at the

SDGS IMPACTED



headquarters in Burgos, 1,400 kg of humanitarian aid was collected. In addition, the plants located in Romania, Czech Republic, Poland, Slovakia, and Hungary approved aid for the transportation, accommodation, and living expenses of workers and their families, as well as donations to local refugee centers.

In parallel, Antolin has joined the international initiative launched by Global Compact "Give a job for Ukrainians" and that led by the CEOE Foundation in Spain "Companies for Ukraine", to publish all job offers targeted at Ukrainian refugees and help fill vacant positions.





Partnerships

The involvement of Antolin's different stakeholders in its business project, as well as the strengthening of trust between both parties in order to build long-lasting and stable relationships, are a priority for the company.

To do this, Antolin keeps close contact with different **stakeholders both in the public sphere** (governments, ministries, embassies, investment and foreign trade promotion agencies, local bodies), **as well as in the private sphere** (industrial, business, and automotive sector associations).

The commitment to its environment underpins the collaboration ties with numerous national and international institutions.

Automotive

- Antolin is represented on the **Managing Board of SERNAUTO (Spanish Association of Automotive Suppliers)** and actively participates in different committees.
- Globally, Antolin collaborates with **more than 20 associations from the automotive sector**, among which we can highlight:
 - » AFIA
 - » AMICA
 - » Automotive Industry Association of Czech Republic
 - » Automotive Industry Association of Slovakia
 - » FIEV
 - » Hungarian Automotive Association
 - » MICHauto
 - » Sindipeças
 - » VDA



Innovation

- Antolin has a collaboration agreement with the Massachusetts Institute of Technology (**MIT**), within the *Industrial Liaison Program* (ILP).
- It is a member of the Board of the **COTEC Foundation** and of **AMETIC** (Multisectoral Association of Electronics, Information and Communication Technologies, Telecommunications, and Digital Content Companies), the association representing the digital technology industry in Spain.
- Antolin actively collaborates with organizations such as **IBV** (Valencia Biomechanics Institute) and **SERCOBE** (National Association of Capital Goods Manufacturers); as well as initiatives like the **Circular Plastic Alliance** (CPA) to boost the European Union's recycled plastics market, and the **Functional Printing Cluster**, Europe's leading functional printing cluster.



Family

- Antolin is part of the **Family Business Institute**, one of the most important and influential bodies with the government, institutions, media organizations, and society.



Academic

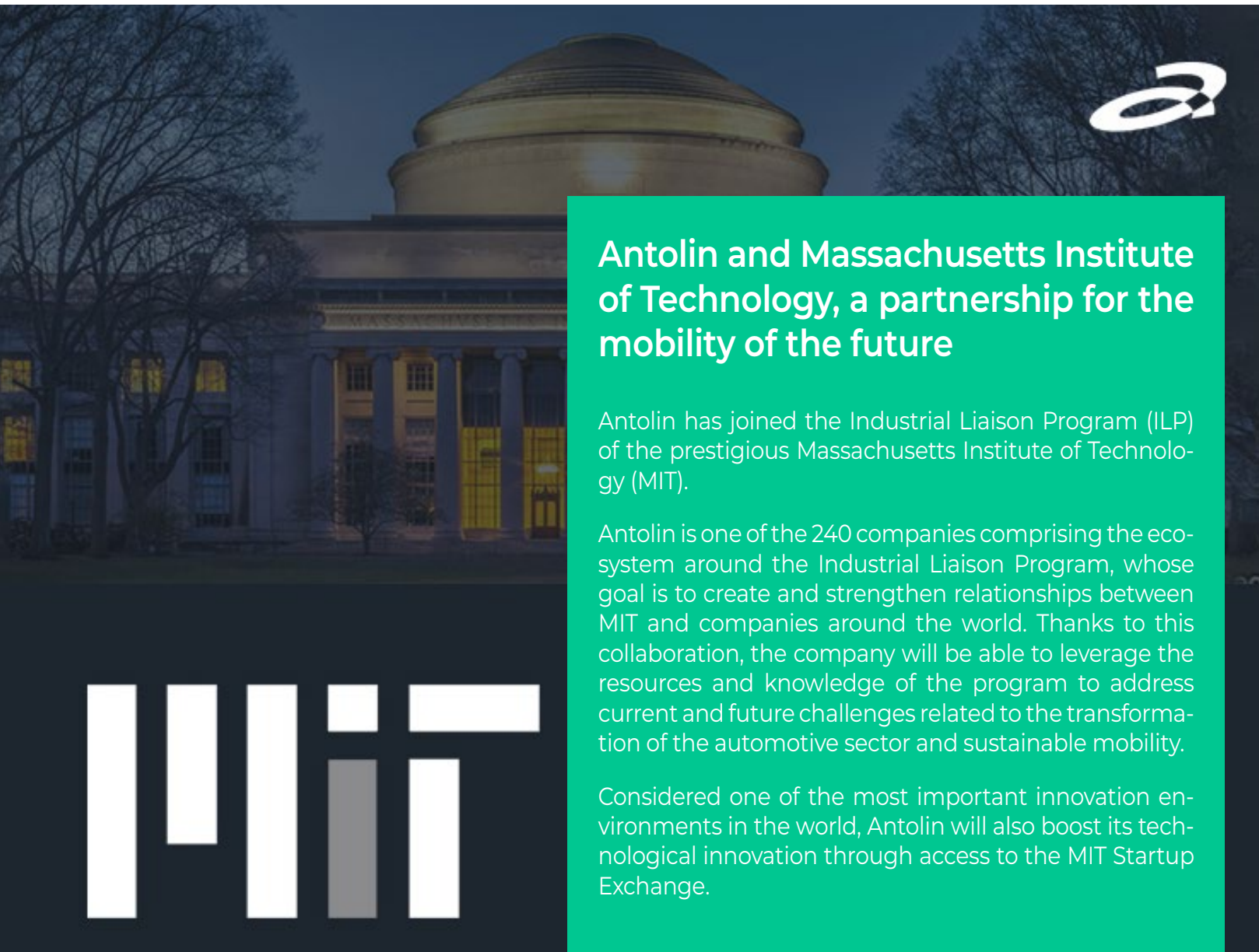
- Patron of the **Chair of the Connected Industry (ICAI)**, at the Higher Technical School of Engineering at Comillas Pontifical University, which facilitates the transfer of the current vision of the automotive sector and its future needs to future professionals and engineers.
- Active collaboration with **different universities in Spain and other countries** in various fields, programs, and actions.





Business

- Antolin is a member of the **Spanish Chamber of Commerce** and participates in several committees.
- Member of other organizations such as:
 - » Spanish Excellence in Management Club
 - » Spanish Circle of Entrepreneurs
 - » AERCE (Spanish Association of Purchasing, Procurement, and Supply Professionals)



Antolin and Massachusetts Institute of Technology, a partnership for the mobility of the future

Antolin has joined the Industrial Liaison Program (ILP) of the prestigious Massachusetts Institute of Technology (MIT).

Antolin is one of the 240 companies comprising the ecosystem around the Industrial Liaison Program, whose goal is to create and strengthen relationships between MIT and companies around the world. Thanks to this collaboration, the company will be able to leverage the resources and knowledge of the program to address current and future challenges related to the transformation of the automotive sector and sustainable mobility.

Considered one of the most important innovation environments in the world, Antolin will also boost its technological innovation through access to the MIT Startup Exchange.

Sustainability

- Antolin is a founding member of the **Spanish Global Compact Network** and a member of its Executive Committee. Since 2004, it has been committed to the business responsibility initiative of the **United Nations Global Compact** and to its principles regarding human rights, work, the environment and the fight against corruption. In 2022, for the 11th consecutive year, Antolin received the *Advanced* rating for its progress report, thanks to its progress in complying with and disseminating the ten principles.
 - » To mark the seventh anniversary of the SDGs, in 2022 Antolin participated, for yet another year, in the **annual publication for the Global Compact Spain “SDGs Year 7. Innovation to achieve the 2030 Agenda: new sustainable business models”**. In a video included in the document, Antolin’s corporate innovation department explained how the company is contributing to achieving sustainable mobility.
- Member of the **SERNAUTO Responsible Business Committee**.
- Membership of other important associations:
 - » **Forética**. Social Cluster, Transparency and Good Governance Cluster and Climate Change Cluster. Working groups: Circular Economy and the Future of Sustainability. In 2022, the election of Antolin as a member of its Managing Board for the 2023-2024 period was approved.
 - » RMI (Responsible Minerals Initiative).
 - » ASCOM (Spanish Compliance Association)
 - » Chair of Economic and Business Ethics at Comillas Pontifical University



Cultural

- Member of the **Board of the Princess of Asturias Foundation** for the promotion of all scientific, cultural, and humanistic values as universal heritage.
- In 2018, Antolin signed a collaboration agreement with the **Burgos Cathedral VIII Centenary Foundation** to support a program of cultural and social activities, which ended in 2022.



All the above, together with all other activities run locally and regionally by the different companies, demonstrates the need for collaboration and the establishment of partnerships between governments, the private sector, and civil society, a cooperation built on principles and values, a vision and shared goals, placing people and the planet at the center of Antolin.