

# 2022 Consolidated Sustainability Report

SUSTAINABILITY IN MOTION



• APTIV •



# Sustainability in Motion

2022 SUSTAINABILITY SUMMARY REPORT



A NOTE FROM OUR CEO

“Sustainability is a core value at Aptiv, as it represents how we serve our customers, how we support our communities and how we safeguard our environment. It also represents how we operate all aspects of our business.”

Kevin P. Clark Chairman and Chief Executive Officer, Aptiv

**SUSTAINABILITY: A REFLECTION OF OUR RESILIENCE AND OUR VALUES**

Sustainability is a core value at Aptiv, as it represents how we serve our customers, how we support our communities and how we safeguard our environment. It also represents how we operate all aspects of our business. As a global company committed to enabling safer, greener and more connected mobility, we know that future can only be achieved if we have the vision and the people – as well as the solutions – that can be sustained over time.

Embracing sustainability standards not only makes us a better company; it also makes us more resilient, reflecting the underlying strength of our products and our people. Our suppliers have seen our resilience, and so too have our customers and our employees.

We continue to advance our unique capabilities around the brain and nervous system of the vehicle with investments in software-driven, innovative solutions to improve vehicle safety and to reduce CO<sub>2</sub> emissions. No collisions, no emissions. These solutions already help our OEM customers achieve their sustainability goals, but as the industry moves to electric, software-defined vehicles, we are ideally positioned to provide

our OEM customers with the vehicle architecture and charging solutions to make that transition possible.

What’s more, our connectivity solutions enable the trend towards full life cycle management and contribute to the long-term sustainability of vehicles, enhancing safety and user-experience technologies with over-the-air software updates throughout a vehicle’s lifetime.

While sustainability informs our entire enterprise, our focus has been on four pillars.

**People.** We recognize that sustainability is only possible with talented people, which means bringing together workers with diverse backgrounds, experiences and capabilities, all committed to a safer, greener, more connected world. We are proud to have been named a Financial Times Diversity Leader for the second time, with women accounting for about 50 percent of our global workforce, and we have increased the number of women in executive leadership roles by 20 percent.

**Products.** Our products will continue to advance the sustainability goals of our customers, with our systems and solutions enabling the electric, software-defined vehicles of tomorrow. These efforts will allow our customers to solve their toughest challenges.

**Planet.** We are committed to protecting the environment, and we have announced our pledge to power all our global operations with 100 percent renewable energy by 2030 and to ensure that our products will be net carbon-neutral by 2040. These goals build on our alignment with the Science Based Targets initiative to help reduce the effects of climate change and to create a zero-carbon economy.

**Platform.** We believe that sustainability is driven through shared values and ethical conduct – doing the right thing, the right way, for all stakeholders. Our commitment in this regard has been recognized by Ethisphere, which in 2021 identified Aptiv, for the 10th consecutive year, as one of the world’s most ethical companies.

This report describes these four pillars of sustainability and, I hope, conveys the scope of our commitments and the extent of our investments. Sustainability is a team effort, and I’m proud that our entire team – our 190,000 employees from around the world – is helping us achieve these goals. It is our employees who will ensure that our company, our customers and our planet continue to thrive.



# Our Sustainability Strategy

AT APTIV, WE SET A HIGH BAR

We make **products** and solutions of the highest quality — designed, developed and manufactured responsibly — that transform society by enabling safer, greener and more connected mobility. In doing so, we take care of our **people** and communities, minimize our impact on the **planet** and manage our company according to an enduring ethical **platform**.

[CLICK HERE FOR OUR 2025 COMMITMENTS →](#)

## OUR FRAMEWORK FOR DELIVERING ON OUR MISSION

### MISSION

Why we do what we do

#### SAFE

A future with zero accidents



#### GREEN

A future with zero emissions



#### CONNECTED

A future with seamless connectivity



### APPROACH

How we do business

#### PEOPLE

Foster safer, more inclusive and high-performing workplaces



#### PRODUCTS

Design and deliver solutions that transform society



#### PLANET

Make the world greener



#### PLATFORM

Do the right things in the right way



### IMPACT

Our effect on the world

PARTNER OF CHOICE

ENGAGED EMPLOYEES

STRONGER COMMUNITIES

SAFER VEHICLES

GREENER WORLD

CONNECTED MOBILITY

CREATE STAKEHOLDER VALUE

# Putting People First

## MOVING FORWARD AS ONE TEAM

Reimagining the vehicles of tomorrow takes the best minds of today. Our workforce is united by our mission to build a future with zero collisions and zero emissions and where vehicles are connected to the world around them in innovative ways. To help our high-performing team succeed, we foster a culture that values diverse backgrounds, prioritizes safety and recognizes that talent development is a never-ending process. Investing in our people at every stage of their careers, and in the communities where they live and work, isn't just the right thing to do — it's good business.

## COMMITTED TO OUR PEOPLE

FOCUSED ON ALL ASPECTS OF THE EMPLOYEE EXPERIENCE

### Community Engagement & Wellbeing

- 178,000 trees planted or donated
- 12,500 children reached with road safety education
- 4,400 hours of STEM workshops funded through partnerships with nonprofits and school-based programs, six times our goal

### Attract, Retain & Develop Talent

- 500,000 employee development training hours delivered, a 22% increase over 2020
- \$68 million invested in facility improvements, including our new Krakow, Poland, test track; a new technical center in Carmel, Indiana; renovations to our Troy, Michigan, campus and our Agoura Hills, California, office; and the construction of a 3 million-square-foot technical center in Bangalore, India

### Health & Safety

- 90% fewer lost-time days than the industry benchmark
- 10% more safety training delivered to employees than our annual goal
- 37% of manufacturing sites certified for ISO 45001 health and safety standard, on track for 100% by 2025

### Diversity, Equity & Inclusion

- 20% increase in the number of women in executive leadership roles, with women now holding 21% of our leadership positions
- 47% of participants in our global mentoring program are women, up from 34% in 2020

**“Our goal of enabling the future of mobility starts with a team that performs at a high level. In addition to prioritizing employee health and safety, we look for ways to provide our people with unique opportunities, beginning with talent acquisition and continuing through every stage of employee advancement. We are committed to ensuring equal access to opportunities because we know that diverse perspectives make our company stronger.”**



**Bill Presley**

Senior Vice President and President, Signal & Power Solutions

# Spotlight on Success

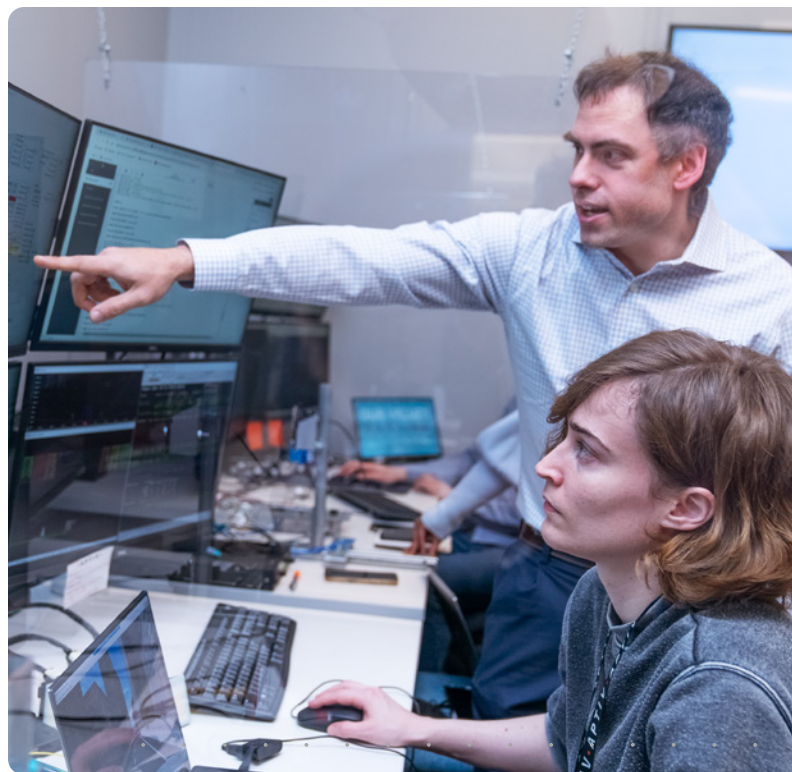
## Diversity Starts With Opportunity

In 2021, Aptiv welcomed the first group in a two-year software apprenticeship program at our Troy, Michigan, location to make training for high-demand skills more accessible, especially to individuals in underserved communities.

Working with local community STEM organizations, we reach out to individuals who have a passion for innovation but may lack a college degree — which will help bring people from a range of diverse backgrounds into our next generation of developers.

Apprentices are paid while they attend a 10-week software bootcamp, and they continue to learn essential technical skills on the job, working one-on-one with a mentor as a full-time, salaried employee.

Upon successfully completing the program, apprentices will have the opportunity to advance their careers at Aptiv in permanent, full-time positions. The next group of apprentices will begin in fall 2022.



### APTIV TECH DAYS

Held events in Carmel, Indiana; Krakow, Poland; and Shanghai, China, to educate employees on Aptiv’s next-generation technologies and inspire innovations that cross segments and leverage the full breadth of Aptiv’s capabilities. We extended this approach by conducting nine virtual chats throughout the year, on topics ranging from cybersecurity to Lean 2.0, reaching thousands of employees through both live attendance and replays.



### RAISING THE BAR IN SAFETY

Achieved outstanding safety performance, thanks in part to a 98% engagement rate with our “safety look-across” process, which was used 111 times in 2021 to proactively identify safety practices that can be applied to multiple locations. Every week, this systematic process requires each site’s Environmental, Health & Safety director to verify whether any identified safety improvements could be used at their site. For example, a manufacturing site in China improved the safety of one of its machines, and 32 other sites adopted the practice across 200 pieces of equipment.



### EDUCATION & OUTREACH

Donated more than \$1 million to schools, vocational training efforts and youth enrichment programs worldwide. Recipients include Girls Who Code, an organization that empowers women to pursue careers in technology by providing online tools, books, programming clubs and in-person workshops; and the GreenLight Fund, which helps transform the lives of youth and families in high-poverty urban areas by creating local infrastructure and meeting critical community needs.



### EMPOWERING ENGAGEMENT

Expanded the Women’s Network in Wuppertal, Germany; Krakow, Poland; and Troy, Michigan, and started up a new chapter in Dublin, Ireland, that includes close to 100 members. The group’s mission is to support, inspire and empower women through an inclusive forum focused on personal and professional development.

# Sustainable by Design

## REIMAGINING THE NEXT GENERATION OF MOBILITY

The products we create are at the heart of our sustainability goals. Aptiv is on a mission to make the world safer, greener and more connected by ushering in the electrified, software-defined vehicles of tomorrow. By leveraging our unique expertise with the brain and nervous system of the vehicle and continuously refining our processes, Aptiv works with OEMs to take a comprehensive approach to the vehicle solution stack, balancing performance and cost for our customers' specific needs.

## COMMITTED TO EXCEPTIONAL PRODUCTS

SOLVING OUR CUSTOMERS' TOUGHEST CHALLENGES

### Safe Mobility

- Helped democratize advanced safety, launching industry-leading advanced driver-assistance systems that support hands-free driving and over-the-air updates on multiple flagship vehicles for Ford and Stellantis
- Leveraged advanced sensing and central compute solutions to enhance situational awareness of both the exterior and interior of the BMW iX

### Customer Satisfaction

- Launched Net Promoter System to listen, learn and act on customer feedback
- Honored as Hyundai Motor Group Supplier of the Year
- Received Jaguar Land Rover Quality Award

### Carbon Footprint

- Aptiv products on vehicles sold since 2015 have helped save 100 million tons of emissions
- Created next-generation charging inlets with active cooling to handle up to 55% more charging power and reduce charging time by as much as 37% compared with passive-cooled options
- Developed high-voltage aluminum cables and busbars that reduce vehicle weight and energy consumption

### Connectivity

- Awarded first central vehicle controller, enabling the software-defined vehicle by translating commands generated by advanced algorithms into the individual signals used by hundreds of components that execute them
- Launched a next-generation driver monitoring system that employs machine learning for in-cabin sensing, enhancing safety features such as seat belt recognition, body tracking and gesture recognition

### Data Security

- Completed IT security training for 94% of salaried employees
- Maintained 100% alignment to the highest standards for industry, regulatory and customer requirements, including TISAX, SOX, GDPR, ISO/SAE and IATF

### Product Quality

- Implemented a universal process at all segments to drive continuous improvement with customer feedback
- Recertified 100% of manufacturing sites and major technical centers to IATF 16949, the industry-standard quality management system

**“The electrified, software-defined vehicles of tomorrow will be unrecognizable from the hardware-focused internal combustion engine cars and trucks we grew up with. OEMs will need to master both software and hardware in order to thrive. Aptiv’s ability to ‘look around the corner’ to understand the unique needs of the mobility industry helps OEMs offer the best solutions to consumers – today, and in the future.”**



**Glen De Vos**

Senior Vice President and Chief Technology Officer

# Industry-Leading Innovations

## AI/ML Gets the Most From Radar

Aptiv developed a groundbreaking radar-based object classification system that achieves five times better performance on a broad set of radar sensors.

Classification is essential for vehicles to identify what an object is, and it has traditionally required compute- and power- intensive vision-based solutions. However, Aptiv's advanced machine learning enables a more efficient, radar-centric approach to determine whether an object is another vehicle, a pedestrian, a bicycle or some other vulnerable road user and is able to draw better conclusions about how those objects are likely to behave.

This technology provides a huge opportunity to optimize existing hardware while taking advantage of radar's other strengths — such as superior performance in poor weather and lighting conditions. Radar-centric systems are 25 percent more cost-effective and 65 percent more energy-efficient than camera-centric systems.

Aptiv's machine learning technology has been included in recently launched vehicles that will receive over-the-air software updates in 2022 and beyond, enabling all vehicles on the platform to enhance their capabilities over time.



### SUPPLY CHAIN CONTINUITY

Enhanced supply chain resilience by developing a digital twin of our end-to-end supplier and customer network, providing Aptiv with the ability to “look around the corner” in real time to identify and proactively plan for supply chain risks. With this technology-led approach, Aptiv can achieve upstream visibility into the supply chain, anticipate disruptions, optimize costs and design products to reduce future supply chain risks.



### E-MOBILITY INNOVATION

Accelerated the trend toward electric vehicles, reaching \$3.5 billion in high-voltage bookings during 2021 and producing high-voltage content for half of all EVs that have launched over the past few years. To meet the needs of future EVs, we began research on using recycled copper for high-voltage cables in some applications.



### FLEET MANAGEMENT TOOLS

Developed analytics capabilities with the potential to reduce select operational costs in long-haul Class 8 trucks by up to 10% and deployed the capabilities across hundreds of fleet vehicles. Users praise our system for its ability to identify emissions systems failures, load their trucks to optimize fuel usage and weight, and avoid unnecessary trips to weigh stations.



# Toward a Greener Future

## A SYSTEMATIC APPROACH TO PROTECTING THE ENVIRONMENT

Our goal of achieving carbon neutrality by 2040 takes Aptiv's mission to make the world greener beyond the products we create. Minimizing the impact of our production on the environment while protecting the communities where we operate is essential to ensuring a viable long-term business model. That's why we take a holistic view of our operations and carefully assess and prioritize opportunities for improvement that will yield the most meaningful results.

## COMMITTED TO MAKING A DIFFERENCE

CARBON NEUTRALITY GOAL GUIDES OUR ACTIONS

### Carbon Footprint

- Committed to the Science Based Targets initiative, joining other corporate leaders in ambitious climate action that adheres to standards outlined by the Paris Agreement
- Achieved 100% renewable electricity at all sites in Ireland and Germany, advancing toward our goal of sourcing 100% renewable energy globally by 2030
- Certified all Aptiv manufacturing sites to the ISO 14001 international standard for measuring and improving an organization's environmental impact

### Water Conservation

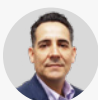
- Saved over 17.5 million liters of water
- Although our operations are not water-intensive, we reduced water consumption at sites located in regions with water scarcity

### Waste Reduction

- Reached an 87% waste recycling rate, exceeding our 2025 goal, even with increased waste from personal protective equipment and other COVID-19 challenges

**“We would like to convert our operations to 100 percent renewable energy sources at the flip of a switch, but we know from experience that it takes a systematic approach to make a long-term impact.”**

**Transparency and open communication with all of our employees, suppliers and customers ensures that our people can prioritize projects that offer the most environmental benefit as we reduce our overall waste and tap into renewable energy streams. The passion and flexibility demonstrated by our whole team to meet our goals show how central sustainability is to our business model.”**



**Arturo Alvarez**

President, Latin America, and President, Electrical Distribution Systems

Cleanup event in Mexico

# Global Changes Start Locally

## Conserving Water and Supporting Communities

Although Aptiv’s operations are not water-intensive, more than 30 Aptiv sites are located in water-stressed regions of Mexico. We take action on such critical issues because we know the impact fresh water has on the health of the communities where our employees live.

In 2021, we supported the restoration of hydrological micro basins in the Sierra Tarahumara region through an alliance with United Way. Covering 41,000 square kilometers (an area the size of Switzerland), the land feeds rivers that flow into the Gulf of Mexico and the Atlantic Ocean.

Our contribution will be used to employ 450 local residents to plant 31,000 trees to help preserve the region’s biodiversity, and to educate the indigenous Rarámuri communities about soil and water conservation techniques.

Partnering with indigenous communities ensures that the project will have a greater impact over the long term by providing skills that can be used for years to come.



### PACKAGING REUSE

Eliminated 290 tons of packaging material at a site in Singapore during 2021 by coordinating with both suppliers and customers to ensure the reusability of incoming cardboard and other packaging materials. This aligns with our commitment to increase material diversion from landfills by reducing waste generation and finding ways to increase our recycling rate to more than 80%.



### ISO CERTIFICATION

Completed the ISO 50001 energy efficiency certification at our most energy-intensive site and started the certification process on the next three most energy-intensive sites. This effort is in line with our goal of certifying our 10 most energy-intensive sites by 2025, covering one-third of our total energy usage.



### SOLAR POWER

Implemented a rooftop solar panel project at an Aptiv facility in Portugal, that has generated 700,000 kWh of electricity since it went live last April and eliminated about 137 tons of CO<sub>2</sub> production. The solar panels are expected to save \$40,000 per year. Solar panel installation projects at various Aptiv sites reduced CO<sub>2</sub> production in 2021 by a total of 1,700 tons. Through on-site generation, renewable sourcing and energy efficiency, Aptiv reduced CO<sub>2</sub> emissions by 5% from a 2019 baseline and is on target to reach 25% by 2025.



### APTIV SUSTAINABILITY AWARDS

Generated more than 500 employee submissions to our 19th annual internal awards for sustainability projects, a 66% increase over 2020.

# Sustainability Through Shared Values

## PUTTING PRINCIPLES IN THE DRIVER'S SEAT

Deliberate oversight and measurement are essential to governing our operations ethically and equipping employees and suppliers with the tools and training they need. Only by living our values can we succeed in our mission to make the world safer, greener and more connected. Our proactive engagement with stakeholders at every level enables our entire team to always do the right thing, the right way.

## COMMITTED TO THE HIGHEST ETHICAL STANDARDS

RESPONSIBLY ENGAGING EMPLOYEES, SUPPLIERS AND REGULATORS

### Ethics & Anti-Corruption

- 91% of salaried employees completed training on our Code of Ethical Business Conduct, closing in on our goal of 95% by 2025
- Deployed training to 100% of new salaried employees

### Stakeholder Dialogue

- Reached 110,000 views via 10 intranet posts that educate employees on our sustainability commitments
- 13 of our top 25 shareholders met with us during our annual Stewardship outreach, representing about 41% of Aptiv's outstanding shares
- All-employee broadcasts emphasized the critical importance of our carbon neutrality pledge and other sustainability objectives

### Human Rights in the Supply Chain

- 100% of key direct suppliers have signed the Aptiv Supplier Code of Conduct or have provided a comparable code

### Responsible & Local Sourcing

- The Aptiv Conflict Mineral Report was published in January 2022
- Deployed Aptiv's sustainability training video to 100% of key direct suppliers

### Compliance & Regulation

- 100% of Aptiv sites included in our annual audit plan were assessed for labor law compliance

**“Adhering to the highest ethical standards is at the heart of Aptiv’s sustainability strategy. We develop tools and policies that enable all of our stakeholders to confidently live by Aptiv’s values, which is essential to mitigating legal and financial risk and ensuring a positive impact on the environment, our people and the communities where we operate.”**



**Kate Ramundo**

Senior Vice President, Chief Legal Officer, Chief Compliance Officer and Secretary

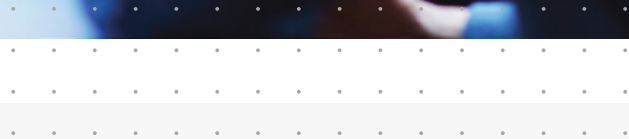
# Engaging Employees on Ethics

## An Open Dialogue on Compliance

Aptiv provides employees with the tools and training they need to always do the right thing, the right way. In addition to our regular training and communications, in 2021 we used several new creative platforms to educate and engage with employees on ethics and compliance.

We started an internal podcast with senior leaders to highlight the compliance topics that are most relevant to our business. We delivered live, targeted training on key emerging risks and regulatory enforcement trends. And we launched a monthly newsletter to maintain an ongoing dialogue with employees about the importance of ethical business conduct and a culture in which everyone feels free to voice any concerns.

Aptiv provides its stakeholders with multiple channels to speak up, through Human Resources, the Legal & Compliance Department and our confidential hotline, the Aptiv Drive Line. The Drive Line is operated by an independent third party, 24 hours a day, seven days a week, and offers translation services for many of our employees' native languages. We treat all reports confidentially, investigate them thoroughly and will not tolerate any form of retaliation. Aptiv counts on its employees to live our values daily to help ensure our reputation as a company that does business with integrity.



### EMPLOYEE SURVEY

Identified a third-party surveying tool and developed processes to give employees a private online global platform to assess interactions with their supervisors. The employee survey launched in January 2022.



### SUSTAINABLE ACCOUNTABILITY

Helped ensure compliance of our sustainable packaging goals by measuring material sourcing in performance assessments. For one OEM, we identified products that source a high volume of single-use plastics and worked with the customer to begin eliminating unnecessary plastic wrappers for an entire product line.



### PERFORMANCE MEASUREMENT

Continued to incorporate our sustainability objectives into the compensation of our executives, subjecting executive bonuses to a ±10% modification based on sustainability progress.



### CONTINUED RECOGNITION

Designated one of the World's Most Ethical Companies by Ethisphere for the 10th year in a row.

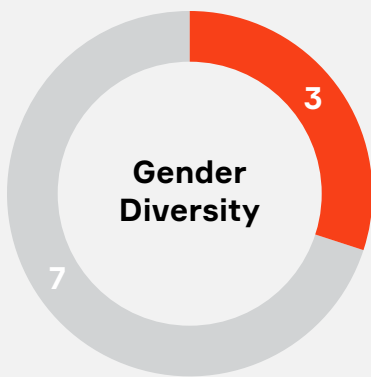


# Board of Directors

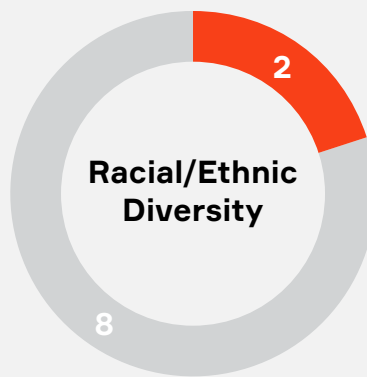
Our Board provides strategic guidance, oversees performance and takes action to ensure that Aptiv appropriately evaluates, manages and mitigates risk. The Board shares our mission, our values and our commitment to sustainability.

[CLICK HERE TO LEARN MORE →](#)

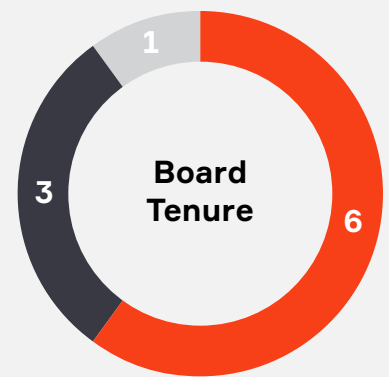
## BOARD DIVERSITY



● Women ● Men



● Diverse ● Nondiverse



● 0-4 Years ● 5-8 Years ● 9+ Years

The Board makes key decisions quickly and effectively, in meetings characterized by an environment of trust, confidentiality, open dialogue, constructive commentary and mutual respect. The Board and Aptiv’s leadership team enjoy a strong partnership, which encourages transparent, consistent and frequent engagement and critical business reviews. The Board actively engages in the strategy and risk assessment of the business.

Aptiv’s Board has five standing committees made up entirely of independent directors: Audit, Compensation and Human Resources, Finance, Innovation and Technology, and Nominating and Governance. Matters of sustainability are generally the province of the Nominating and Governance Committee.

Additional details on our Board’s committees, its charters and how Board performance is evaluated are available on our website and in our proxy statement.

# Aptiv at a Glance

Aptiv's progression toward our 2025 commitments is a fundamental part of our overall business strategy as we create value for all stakeholders: our customers, partners, investors, employees and communities.

[CLICK HERE TO LEARN MORE →](#)

## APTIV BY THE NUMBERS



**\$24B**  
2021 business bookings



**18,900**  
scientists and engineers



**\$15.6B**  
2021 revenue



**190,000**  
employees



**15%**  
2021 growth over market



**127**  
manufacturing facilities



**\$2.61**  
2021 earnings per share\*



**12**  
major technical centers



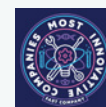
**\$1.4B**  
2021 investment in engineering



**46**  
countries

\*Adjusted for restructuring and other special items

## RECENT RECOGNITION



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# Sustainability in Motion

2022 SUSTAINABILITY PROGRESS REPORT

# Sustainability Progress Report

## PEOPLE

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>PEOPLE</b>			
<b>HEALTH &amp; SAFETY</b>			
Proactively mitigate risks and identify safety best practices	Collaborate and partner with suppliers and industry participants to promote collective action and knowledge sharing (as with COVID-19)	<ul style="list-style-type: none"> <li>Identify organizations that foster an open exchange of ideas and provide Aptiv with opportunities to influence the auto industry</li> </ul>	<ul style="list-style-type: none"> <li>Actively participated in the European Association of Automotive Suppliers (CLEPA), which helped us monitor regulations from the EU and evaluate the potential impacts, advocate our position on draft regulations and gain benchmarks on best practices</li> </ul>
Ensure 100% of manufacturing sites have ISO 45001 certification		<ul style="list-style-type: none"> <li>Implement a standard, Aptiv-wide operating system that enables a faster certification process</li> <li>Innovate auditing process to allow for remote internal audits using Microsoft Teams and HoloLens</li> </ul>	<ul style="list-style-type: none"> <li>Certified 37% of our manufacturing sites to the new ISO 45001 health and safety standard — nearly double our annual goal</li> </ul>
Improve workplace safety through safe culture and strong leading indicators		<ul style="list-style-type: none"> <li>Proactively identify and control risks to prevent minor incidents</li> <li>Identify the root causes of incidents and take corrective actions worldwide through a global look-across process</li> </ul>	<ul style="list-style-type: none"> <li>Achieved 0.026 Lost Workday Case Rate per 100 employees, 90% less than the industry benchmark</li> <li>Reached 98% engagement in safety look-across process, which was used 111 times in 2021 to proactively identify safety practices that could be applied to multiple locations</li> </ul>
Building on our Lean culture, provide every employee with 4 hours of safety training per year		<ul style="list-style-type: none"> <li>Align Lean 2.0 deployment with our safety capability across the entire workforce</li> </ul>	<ul style="list-style-type: none"> <li>Delivered 10% more safety training to employees than our annual goal</li> </ul>



OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>ATTRACTING &amp; RETAINING THE BEST TALENT</b>			
Meet employee needs at every stage of their career	Increase internal fill rate on open positions	<ul style="list-style-type: none"> <li>Review development plans of top talent and succession plans for key positions on an ongoing basis</li> <li>Raise employee awareness and visibility of internal career opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Increased internal promotion rate approximately 10% through focused talent reviews by CEO and executives</li> <li>Launched Internal Talent Marketplace and saw 30% uptick in internal applications</li> </ul>
	Decrease voluntary attrition rates	<ul style="list-style-type: none"> <li>Foster employee engagement and address issues before they manifest as attrition</li> <li>Benchmark compensation for 3,500 roles across a variety of departments</li> <li>Launch engagement and wellbeing initiatives at 13 tech centers</li> <li>Redefine AS&amp;UX operations model to increase software engineer retention</li> </ul>	<ul style="list-style-type: none"> <li>Conducted engagement sessions with employees to identify key opportunities to improve job satisfaction</li> <li>Delivered 500,000 training hours to employees, a 22% increase over 2020</li> <li>Hosted Aptiv Tech Days in Krakow, Poland, and Shanghai, China</li> <li>Redefined the AS&amp;UX operations model to clarify roles and responsibilities, provide end-to-end accountability and enable employee growth by creating clearer opportunities for progression</li> </ul>
	Increase intern conversion rate to entry-level positions	<ul style="list-style-type: none"> <li>Secure open roles for graduating interns and closely mentor them along the way</li> <li>Establish programs for intern conversion at three major technical sites</li> </ul>	<ul style="list-style-type: none"> <li>Converted 67% of interns to entry-level positions in the United States (17% higher than in 2020, and in line with the U.S. average of 66%)</li> </ul>
	All managers participate in Leading Through Culture workshops	<ul style="list-style-type: none"> <li>Instill our values and behaviors into Aptiv's leaders: Always Do the Right Thing, the Right Way; Play to Win; Act With Urgency; One Team; Passion for Results; Think and Act Like Owners; Operate With Respect</li> </ul>	<ul style="list-style-type: none"> <li>Had more than 5,000 managers complete culture training</li> </ul>
<b>DIVERSITY &amp; INCLUSION</b>			
Cultivate a workforce that values diverse voices and backgrounds	Grow executive sponsorship of employee-led communities	<ul style="list-style-type: none"> <li>Promote a culture of inclusion based on local needs and challenges</li> </ul>	<ul style="list-style-type: none"> <li>Continued employee community support (e.g., African American, Connected Women and Hispanic groups), including new groups in Dublin, Ireland; Krakow, Poland; and Wuppertal, Germany; and a virtual networking group in Latin America</li> </ul>
	Achieve year-over-year improvement in employee engagement scores; regular employee surveys and pulse surveys	<ul style="list-style-type: none"> <li>Create action plans at each division, function and site based on culture survey feedback</li> <li>Develop ongoing quarterly pulse surveys to engage employees on direct management experiences</li> </ul>	<ul style="list-style-type: none"> <li>Increased our culture survey score by 27% compared with 2019</li> <li>Developed the global pulse surveys and launched them in January 2022</li> <li>Held launch sessions with executives about the importance of feedback, including seven employee roundtables with the CEO</li> </ul>

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
Cultivate a workforce that values diverse voices and backgrounds	Conduct pay equality studies for gender globally and for race in the United States, to identify and close gaps	<ul style="list-style-type: none"> <li>Conduct a pay study using a robust methodology and take focused actions as needed</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed pay by gender in all 31 countries where Aptiv has at least 20 employees and, adjusting for experience and job function, found a global gender wage gap of about 3.5% in 2021, an improvement over 2020</li> </ul>
	Increase gender diversity	<ul style="list-style-type: none"> <li>Ensure appropriate gender representation in our hiring pipeline, starting with university job fairs and our internship program</li> <li>Conduct a dedicated diversity talent review and ensure female representation in succession plans</li> <li>Conduct leadership development programs for women</li> </ul>	<ul style="list-style-type: none"> <li>Was named a <i>Financial Times</i> Diversity Leader for the second consecutive year</li> <li>Increased women in executive leadership roles by 20%, with women now holding 21% of our leadership positions</li> <li>Participated in the Society of Women Engineers job fair, at the largest conference for women engineers in the world</li> <li>Participated in the 2021 Grace Hopper Celebration, an event that highlights career opportunities for women in computing and research</li> <li>Held a two-day leadership development program for women</li> </ul>
	Increase racial diversity in United States	<ul style="list-style-type: none"> <li>Increase diversity in our software developer pipeline while investing in the communities we live in</li> <li>Engage early with a diverse pool of candidates at top schools</li> </ul>	<ul style="list-style-type: none"> <li>Maintained the racial diversity of our U.S.-based workforce at 40% — well ahead of the national average of 22%</li> <li>Launched a software apprenticeship program in Michigan aimed at providing opportunities to applicants from underserved communities</li> <li>Donated \$25,000 via the Aptiv Foundation to the GreenLight Fund, which helps transform the lives of youth and families in high-poverty urban areas by creating local infrastructure and meeting critical community needs</li> </ul>

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>COMMUNITY ENGAGEMENT &amp; WELLBEING</b>			
Encourage meaningful employee participation in community outreach	<b>Safe:</b> Conduct vehicle safety education for 30,000 children	<ul style="list-style-type: none"> <li>Reach 50 children per site with a road safety education program</li> <li>Develop virtual road safety program to roll out to local schools or children of employees</li> <li>Partner with local authorities to offer road safety classes</li> </ul>	<ul style="list-style-type: none"> <li>Reached more than 12,000 children through road safety education programs</li> <li>Achieved 42.6% of the 2025 target in our first year</li> </ul>
	<b>Green:</b> Plant 80,000 trees per year	<ul style="list-style-type: none"> <li>Plant or donate 650 trees per site per year</li> <li>Engage employees in volunteer activities to plant trees in public spaces or adopt a tree to plant at home</li> <li>Donate to global, regional or local nonprofit organizations focused on reforestation</li> </ul>	<ul style="list-style-type: none"> <li>Achieved 44.6% of the cumulative target of 400,000 trees by 2025 in our first year</li> <li>Planted or donated more than 178,000 trees</li> <li>Saw more than 12,000 employees volunteer for tree-planting activities or adopt trees to plant on their own</li> <li>Partnered with various nonprofit organizations to facilitate tree plantings, including Pies de la Tierra, One Tree Planted, Ant Forest, Tree-Nation, the Hungarian forest conservancy program, the Osberghausen regional reforestation program and the Tangier tree-planting program</li> </ul>
	<b>Connected:</b> Empower girls in tech through 3,000 hours of workshops	<ul style="list-style-type: none"> <li>Complete 5 hours of STEM workshops per site per year</li> <li>Partner with nonprofit organizations focused on STEM education programs</li> <li>Engage employees in volunteer activities to provide coaching or training in STEM projects (on-site or at schools)</li> </ul>	<ul style="list-style-type: none"> <li>Offered or sponsored more than 4,400 hours of STEM workshops, exceeding our 2025 target by 49.4%</li> <li>Donated \$100,000 via the Aptiv Foundation to Girls Who Code, an organization that helps girls and young women pursue careers in technology</li> <li>Partnered with various nonprofit organizations to support STEM education, including First Lego League, the Smile Foundation, the Axel Foundation, Children's University Foundation and A-Coffee</li> </ul>

# Sustainability Progress Report

## PRODUCTS

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>PRODUCTS</b>			
<b>PRODUCT QUALITY</b>			
Continuously refining our processes to improve efficiency and ensure quality	Advance Lean maturity at all sites, underpinning a culture of continuous improvement	<ul style="list-style-type: none"> <li>Deploy Lean 2.0 methodology across our manufacturing sites via a five-phase process, and measure maturity by phase-gate KPIs and Lean Maturity Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Had 20% of sites enter Phase 1, on track for our 2025 goal</li> </ul>
	Meet and exceed customer quality and service requirements for quality, delivery, warranty and project execution as measured in Voice of the Customer scorecards	<ul style="list-style-type: none"> <li>Review monthly scoring for each top-revenue customer with the executive and plant teams, and review go-green plans to achieve each customer KPI</li> </ul>	<ul style="list-style-type: none"> <li>Improved quarterly quality and delivery scores despite global supply chain challenges</li> <li>Recertified 100% of manufacturing sites and major technical centers to IATF 16949, the industry-standard quality management system</li> </ul>
	Expand and maintain Customer First program at all of Aptiv's manufacturing sites	<ul style="list-style-type: none"> <li>Leverage Voice of the Customer feedback, including customer scorecards, awards and escalations, to identify opportunities for driving continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Implemented a consistent process at all segments to drive continuous improvement with customer feedback</li> <li>Conducted a quarterly operating system assessment and review by the Aptiv Quality Excellence team, with all segments achieving a rating of more than 90% in their application of the process</li> </ul>
	Reduce waste in the form of transport, inventory, motion, waiting, overproduction and defects to drive efficiency and effectiveness	<ul style="list-style-type: none"> <li>Conduct a Lean baseline for five-phase deployment and focus on three key areas in each phase: Value Stream Mapping, Voice of the Customer and Business, and Lean Maturity</li> </ul>	<ul style="list-style-type: none"> <li>Completed 26 baselines in 2021, 20% more than our goal</li> </ul>
<b>CUSTOMER SATISFACTION</b>			
Proactively engaging customers to ensure satisfaction	Conduct annual Voice of the Customer survey	<ul style="list-style-type: none"> <li>Launch Net Promoter System (NPS) to listen, learn and act on direct customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>Conducted 11 NPS studies with nine OEMs</li> <li>Obtained feedback for 303 Aptiv primary relationship owners from 417 customer contacts</li> <li>Honored as Hyundai Motor Group Supplier of the Year</li> <li>Received Jaguar Land Rover Quality Award</li> </ul>

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
Proactively engaging customers to ensure satisfaction	Proactively engage with customers to understand their sustainability goals and propose solutions and services to reach those goals	<ul style="list-style-type: none"> <li>Proactively reach out to customers via sales teams</li> <li>Follow up after sustainability report distribution</li> <li>Present Aptiv's sustainability strategy and learn about customer strategy via support, hosting of customer events and presentations</li> <li>Participate in joint customer workshops</li> </ul>	<ul style="list-style-type: none"> <li>Discussed sustainability-related content with 13 different customer groups via more than 20 meetings and presentations, exceeding our annual goal by 18%</li> <li>Conducted deep-dive follow-up meetings and joint activities with 6 customer groups</li> </ul>
	Conduct customer outreach, sending annual sustainability package to our largest customers	<ul style="list-style-type: none"> <li>Send sustainability package directly to contacts</li> </ul>	<ul style="list-style-type: none"> <li>Met target by sending the sustainability package to all 20 largest customers</li> </ul>

**DATA SECURITY**

Fostering a culture of security excellence	Align all of Aptiv's data cybersecurity practices with appropriate international standards	<ul style="list-style-type: none"> <li>Conduct internal audit exercises for SOX and GDPR</li> <li>Have IBM conduct an external assessment of IT security controls</li> <li>Execute individual internal and external audits for relevant standards at all Aptiv sites (e.g., TISAX, IATF)</li> </ul>	<ul style="list-style-type: none"> <li>Maintained 100% alignment to the highest standards for industry, regulatory and customer requirements, including TISAX, SOX, GDPR, ISO/SAE and IATF</li> </ul>
	Continuously train Aptiv employees using systems and services on cyber risks and how to prevent them	<ul style="list-style-type: none"> <li>Communicate on a monthly basis through email and on internal social platforms to promote security topics and highlight security risks</li> <li>Use Aptiv Academy learning management system to assign, deliver and track security training</li> <li>Host virtual cybersecurity panel</li> </ul>	<ul style="list-style-type: none"> <li>Completed mandatory IT security training for 94% of salaried employees</li> <li>Hosted panel for Cybersecurity Awareness Month in October</li> </ul>
	Pursue a target of zero incidents of compromised security systems, loss of data or breaches of privacy	<ul style="list-style-type: none"> <li>Add security tools and controls to detect suspicious activity and reduce threats from phishing attacks</li> <li>Streamline security operations to make them more effective</li> </ul>	<ul style="list-style-type: none"> <li>Had zero reportable security incidents that compromised IT systems or resulted in loss of data or breach of privacy in 2021</li> <li>Added security tools and controls to detect suspicious or malicious activity, extending to Aptiv cloud infrastructure and cloud apps</li> <li>Added passwordless capability to reduce threats from phishing attacks and stolen credentials and enhance security with multifactor authentication controls</li> <li>Consolidated security operation center services from three service providers to one, creating more efficient processes and faster response times</li> </ul>

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>CARBON FOOTPRINT (GREEN) SVA</b>			
Enabling high-voltage electrification and fast charging	Develop transformative, sustainable architecture that enables feature-rich, highly automated, electrified vehicles of the future	<ul style="list-style-type: none"> <li>• Abstract hardware from software and integrate third-party applications through CI/CD</li> <li>• Enhance software and up-integration capabilities for zone controllers</li> <li>• Validate network performance across zonal/centralized architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Developed functioning SVA™ demonstrator for CES 2022, highlighting multiple technical milestone achievements</li> <li>• Was awarded Great Wall CVC, which will launch on the WEY brand, with subsequent opportunities on Haval and others</li> <li>• Received the Stellantis STLA Brain electrical architecture design partner award</li> <li>• Was awarded the Baidu GCP (CVC), to be produced under the Geely-Baidu joint venture Jidu</li> <li>• Received seven SVA advanced development awards</li> <li>• Completed our most advanced and comprehensive collaboration with a customer, which is informing multiple production programs for zone control and CVC</li> </ul>
	Help drive consumer adoption of electric vehicles, by delivering next-gen electrical architectures that enable fast charging and are optimized to reduce size and weight while simplifying manufacturing	<ul style="list-style-type: none"> <li>• Develop busbars and aluminum cables to address packaging and weight constraints in the next generation of high-voltage vehicle architecture</li> <li>• Enable fast charging through advancements in thermal management for charging inlets</li> </ul>	<ul style="list-style-type: none"> <li>• Developed high-voltage aluminum cables and busbars that reduce vehicle weight and energy consumption</li> <li>• Created next-generation charging inlets with active cooling to handle up to 55% more charging power and reduce charging time by as much as 37% compared with passive-cooled options</li> </ul>
<b>SAFE MOBILITY (CONNECTED) OTA</b>			
Driving OTA capabilities with SVA™	Enable over-the-air updates across our platform solutions	<ul style="list-style-type: none"> <li>• Ensure Aptiv products are OTA-capable and influence OEMs to include OTA capability</li> <li>• Continue centralization of compute power within a vehicle so that updates only have to download to a central location rather than to multiple systems throughout a vehicle</li> <li>• Enable containerization that allows incremental updates in line with the ISO/SAE 21434 automotive security standard</li> <li>• Optimize architecture design of Aptiv's SVA™ approach and next-generation advanced driver-assistance system (ADAS) platform to receive OTA updates as efficiently and securely as possible</li> </ul>	<ul style="list-style-type: none"> <li>• Helped democratize advanced safety, launching industry-leading ADAS solutions that support hands-free driving and OTA updates on multiple flagship vehicles for Ford and Stellantis</li> <li>• Delivered ADAS satellite architecture software and hardware to Stellantis that will support OTA in 2022</li> <li>• Supported SAIC-GM GL8 feature enhancements via OTA on centralized hardware, leveraging OTA-capable architecture to support new platform development</li> </ul>
	Innovate and deliver high-speed data connectivity solutions	<ul style="list-style-type: none"> <li>• Launch next-generation product families for coax and differential-pair applications (mini coax and H-MTD)</li> </ul>	<ul style="list-style-type: none"> <li>• Generated prototypes and first test data</li> <li>• Increased number of pursuits with multiple OEMs</li> </ul>
	Develop open platforms that enable seamless access to digital consumer ecosystems that enhance the in-cabin user experience	<ul style="list-style-type: none"> <li>• Continue work on driver-monitoring system and cabin monitoring system platforms</li> <li>• Incorporate DMS/CMS solutions into cross-GPL products</li> </ul>	<ul style="list-style-type: none"> <li>• Received business award for Mercedes multipurpose interior camera (MPIC)</li> <li>• Was awarded an extension of GM DMS business</li> </ul>

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
Driving OTA capabilities with SVA™	Develop connected solutions for commercial fleet vehicles that improve emissions, energy utilization, operational efficiencies and total cost of ownership	<ul style="list-style-type: none"> <li>• Develop hardware, software, cloud and analytics that allow fleet owners to optimize vehicle maintenance and operations costs and reduce emissions and fuel usage</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted analytics pilots with large and medium-sized fleets to deliver insights that:                             <ol style="list-style-type: none"> <li>a. increase transparency to vehicle subsystem health issues, reducing vehicle downtime and improving maintenance costs</li> <li>b. determine vehicle mass to allow cargo haulers to optimize loads</li> <li>c. benchmark and highlight driver-controllable fuel efficiency and emissions improvements</li> </ol> </li> <li>• Received proof points from fleet operators showing that analytics insights create more value for them than existing products and services</li> <li>• Developed data and connectivity analytics platform proof of concept (hardware, software, cloud, analytics application)</li> </ul>
<b>SAFE MOBILITY (SAFE)</b>			
Preventing accidents through superior ADAS technologies	Innovate ADAS solutions that lower total cost of ownership and meet or exceed the most stringent regulatory and rating agency targets, through a next-gen ADAS platform that optimizes cost through maximum reusability	<ul style="list-style-type: none"> <li>• Analyze current and future regulations and improve internal specification traceability against regulations and standards</li> <li>• Maximize reuse of components and functions in production for other production programs, using standardized interfaces</li> <li>• Improve scalability with an open development environment, lifecycle maintenance and enhancement capabilities</li> <li>• Develop next-generation radar</li> <li>• Demonstrate replacement of frontal radar with side radars</li> <li>• Develop collision-avoidance technology to cover more use cases</li> </ul>	<ul style="list-style-type: none"> <li>• Announced next-generation ADAS platform to kick off 2021</li> <li>• Launched Satellite Architecture with Ford and Stellantis and was awarded the Ram Truck platform, which will leverage the same approach</li> <li>• Launched highly centralized ADAS with BMW, leveraging Aptiv's perception, central compute, and integration and testing capabilities to enable scalable ADAS up to L2+</li> <li>• Was awarded the new SRR6 radar business by Nissan and Honda to improve performance and cost of their next-generation systems</li> <li>• Engaged with multiple OEMs in defining next-generation ADAS and perception capabilities to support higher levels of automation</li> </ul>
	Provide multi-modal human-machine interface solutions that reduce driver distraction and improve convenience when interacting with the vehicle (e.g., driver monitoring systems, gesture recognition, child presence detection)	<ul style="list-style-type: none"> <li>• Continue investment in machine learning for advanced features</li> <li>• Develop middleware framework and image pre-processing software to host full interior-sensing feature set</li> <li>• Integrate driver monitoring system (DMS) algorithms onto scalable integrated cockpit controller platform</li> <li>• Implement reusable, scalable platform for rapid development of cost-effective customer solutions</li> <li>• Implement HMI-focused use cases in UX demo vehicles</li> <li>• Define interior/exterior fusion use cases</li> <li>• Strengthen partnership ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>• Was awarded the Mercedes Benz MPIC to support next-generation cabin management system</li> <li>• Launched BMW cabin monitoring system with 2D plus 3D cameras and included Aptiv software for gesture recognition, person presence detection and hand recognition</li> <li>• Leveraged advanced sensing and central compute solutions to enhance situational awareness of both the exterior and interior of the BMW iX</li> <li>• Launched DMS platform that has been adopted by three leading OEMs</li> <li>• Delivered multiple customer proofs of concept and advanced development programs with leading OEMs</li> </ul>

# Sustainability Progress Report

## PLANET

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>PLANET</b>			
<b>CARBON FOOTPRINT</b>			
Improve efficiency at the most energy-intensive sites to reduce emissions	Reduce electricity consumption at the top 10 most energy-intensive sites by certifying them for ISO 50001	<ul style="list-style-type: none"> <li>Reduce electricity consumption at our 10 most energy-intensive sites, representing one-third of our total usage, through certification and alignment with the ISO 50001 standard</li> </ul>	<ul style="list-style-type: none"> <li>Certified our most energy-intensive site, in Anting, China, to the ISO 50001 standard and started the certification process on the next three most energy-intensive sites</li> </ul>
	Power our operations with 25% of renewable electricity	<ul style="list-style-type: none"> <li>Partner with an energy expert company to assess the global renewable electricity market</li> <li>Create a list of Tier 1 countries to be powered by renewable electricity by 2025 and Tier 2 countries by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Identified 12 Tier 1 countries, with sites representing a significant share of Aptiv's total electricity consumption</li> <li>Powered sites in Ireland and Germany with 100% renewable electricity and installed solar panels at four sites globally</li> <li>Through on-site generation, renewable sourcing and improvements in energy efficiency, reduced CO<sub>2</sub> emissions by 5% in intensity from a 2019 baseline, on target with our 2025 goal</li> </ul>
	Ensure all manufacturing sites have environmental management system certification and are aligned with an international standard	<ul style="list-style-type: none"> <li>Ensure all Aptiv sites follow the same approach to effectively managing their environmental impact by aligning with the ISO 14001 standard, providing consistency across regions and business units</li> </ul>	<ul style="list-style-type: none"> <li>Certified 94% of Aptiv manufacturing sites to the ISO 14001 standard and began the certification process for the remaining 6% of sites</li> </ul>
	Continue to reduce the carbon footprint of our supply chain, through emissions and waste reduction	<ul style="list-style-type: none"> <li>Identify supply chain hot spots and carbon-intensive material sourcing to minimize the carbon footprint of products</li> </ul>	<ul style="list-style-type: none"> <li>Conducted lifecycle analysis to establish a baseline of carbon emission production at each stage of the supply chain, following ISO 14040 and ISO 14044 standards</li> <li>Initiated plans to build from this baseline to reach our 2039 product carbon-neutrality commitment</li> <li>Participated in numerous projects with the Corporate Eco Forum, including ESG Reporting and Disclosure, Navigating the Path to Net Zero and Decarbonizing supply chains</li> <li>Worked as a member of the Automotive Industry Action Group's corporate responsibility steering committee to enhance sustainability performance in the supply chain</li> </ul>

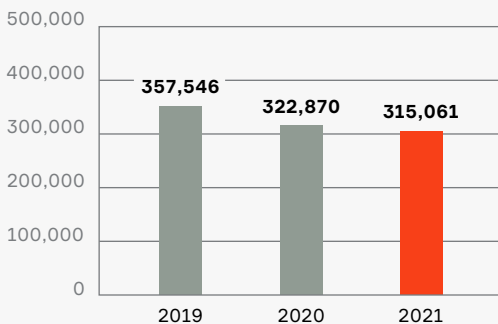


OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
Improve efficiency at the most energy-intensive sites to reduce emissions	Externally audit our greenhouse gas (GHG) emissions	<ul style="list-style-type: none"> <li>Provide all stakeholders with transparency into our GHG emissions inventory by aligning with international standards for measuring those emissions</li> </ul>	<ul style="list-style-type: none"> <li>In 2022, Aptiv achieved limited assurance on the 2021 Scope 1 GHG emissions, Scope 2 GHG emissions (market-based) and Scope 3 GHG emissions – purchase of goods and services, and use of sold products, categories</li> </ul>
<b>WATER</b>			
Address the needs of water-scarce regions within our supply chain	Reduce water consumption in high-risk areas by 2% per year; target 80% compliance with best practices for water management in low-risk areas	<ul style="list-style-type: none"> <li>Due to nature of our activities, water consumption is not significant for Aptiv's operations. Nonetheless, we expect our sites located in water-scarce regions to reduce their consumption by 2% and for the sites not located in these areas to implement and align with water management best practices</li> </ul>	<ul style="list-style-type: none"> <li>Reduced water consumption by 7% in high-risk areas, well above 2% goal</li> <li>Achieved more than 80% average compliance with water management best practices across all manufacturing sites not located in high-risk areas</li> </ul>
	Identify water scarcity areas where Aptiv has operations	<ul style="list-style-type: none"> <li>Prioritize water conservation efforts in areas identified as water scarce</li> </ul>	<ul style="list-style-type: none"> <li>Saved over 17.5 million liters of water through reuse, reduction in consumption and other methods</li> <li>Worked with third-party experts to identify Aptiv facilities in water-scarce regions</li> </ul>
<b>WASTE &amp; PACKAGING</b>			
Increase recyclability on the road to a circular economy	Achieve and maintain waste recycling rate from manufacturing at or above 80% with a circular economy approach	<ul style="list-style-type: none"> <li>Transition our waste reduction approach to align with the circular economy principle, reducing our waste while increasing its recyclability, using a formula of waste recycled/total waste generated</li> </ul>	<ul style="list-style-type: none"> <li>Reached 87% waste recycling rate, exceeding our 2025 target, even with increased waste from personal protective equipment and other COVID-19 challenges</li> </ul>

USE OF GREENHOUSE GAS

ABSOLUTE

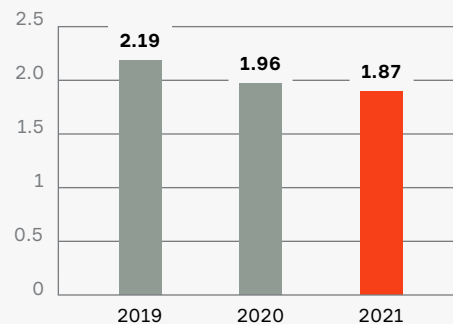
Scope 1 & 2 Emissions\* (tons of CO<sub>2</sub>e)



\*Scope 1 & 2 reflect market-based emissions

INTENSITY

Scope 1 & 2 Emissions\* (kgCO<sub>2</sub>e / employee\*\*)



\*\*FTE 1 employee = 2000 hrs

Note: Limited assurance has been obtained on the reported 2021 GHG emissions intensity metric, and 2021 scope 1 and 2 GHG emissions (market-based) metric

# Sustainability Progress Report

## PLATFORM

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>PLATFORM</b>			
<b>ETHICS &amp; ANTI-CORRUPTION</b>			
Foster a culture of excellence in ethics	Provide Code of Ethics and Global Business Conduct and Conflict training to 95% of salaried employees	<ul style="list-style-type: none"> <li>Use an online training platform to provide global access to salaried employees</li> </ul>	<ul style="list-style-type: none"> <li>Trained 91% of salaried employees</li> </ul>
	Deploy onboarding Code of Ethical Business Conduct training for all new salaried hires	<ul style="list-style-type: none"> <li>Use an online training platform to provide global access to salaried employees</li> </ul>	<ul style="list-style-type: none"> <li>Deployed training to 100% of new salaried employees</li> </ul>
<b>COMPLIANCE &amp; REGULATION</b>			
Ingrain due diligence into our processes	Conduct annual risk assessment across all sites globally	<ul style="list-style-type: none"> <li>Conduct annual risk assessment of all global sites</li> </ul>	<ul style="list-style-type: none"> <li>Completed the annual risk assessment in 2021 and will continue to do so in 2022</li> </ul>
	Expand scope of annual risk assessment to include labor law compliance	<ul style="list-style-type: none"> <li>Perform labor law compliance risk assessment on all sites in the annual audit plan, prioritizing based on risk level of specific sites</li> </ul>	<ul style="list-style-type: none"> <li>100% of Aptiv sites included in annual audit plan are assessed for labor law compliance</li> </ul>
	Based on the risk assessment, develop an annual risk-based audit plan, including any risks, matters or control concerns identified by management	<ul style="list-style-type: none"> <li>Build an annual audit plan that includes about 25% of highest-risk sites; 100% of the global sites are covered every four years</li> </ul>	<ul style="list-style-type: none"> <li>Developed and completed the 2021 annual audit plan based on the risk assessment</li> </ul>
<b>STAKEHOLDER DIALOGUE</b>			
Communicate our objectives and accomplishments	Communicate sustainability strategy during all-employee broadcast meetings and global leadership calls	<ul style="list-style-type: none"> <li>Share our sustainability strategy, activities and results with employees in live presentations, emails and on GoAptiv, our internal social media platform</li> </ul>	<ul style="list-style-type: none"> <li>All-employee broadcasts emphasized critical importance of carbon neutrality pledge and other sustainability objectives</li> <li>Reached 110,000 views on 10 intranet posts educating employees on our sustainability commitments</li> </ul>
	Publish annual sustainability report, along with media posts on Aptiv's sustainable activities and community involvement	<ul style="list-style-type: none"> <li>Communicate our sustainability strategy and performance against 2025 targets and reporting framework indexes (GRI, SASB, TCFD) through our annual report and social media channels</li> <li>Conduct annual sustainability outreach with investors to gain valuable insights on industry trends</li> </ul>	<ul style="list-style-type: none"> <li>Published our sustainability report July 9, 2021</li> <li>Posted 18 social media posts on sustainability activities</li> <li>Met with 13 of our top 25 shareholders during our annual Stewardship Outreach, representing about 41% of Aptiv's outstanding shares</li> </ul>

OUR COMMITMENT	2025 TARGET	APPROACH	PROGRESS
<b>HUMAN RIGHTS IN THE SUPPLY CHAIN</b>			
Work with suppliers to follow the highest standards	Encourage key suppliers to agree to Supplier Code of Conduct principles and expand third-party due diligence program	<ul style="list-style-type: none"> <li>Track compliance for all key direct suppliers</li> <li>Access additional data sources and broaden number of suppliers monitored</li> </ul>	<ul style="list-style-type: none"> <li>100% of key direct suppliers signed the Aptiv Supplier Code of Conduct or provide a comparable code</li> </ul>
<b>RESPONSIBLE &amp; LOCAL SOURCING</b>			
Develop sustainable sourcing and disposal practices	Publish and update annually our Conflict Mineral Reporting Template (CMRT)	<ul style="list-style-type: none"> <li>Conduct survey of relevant suppliers</li> <li>Compile and publish interim and final reports</li> </ul>	<ul style="list-style-type: none"> <li>Published the final 2021 Aptiv Conflict Mineral Reporting Template in January 2022</li> </ul>
	Increase localized sourcing and use of recyclable and sustainable materials	<ul style="list-style-type: none"> <li>Source materials within the regions in which they are used</li> <li>Expand use of sustainable materials</li> </ul>	<ul style="list-style-type: none"> <li>Continued to focus on sourcing products in the region of use</li> <li>Began measuring packaging-material improvements in performance assessments to incentivize employees to shift spending to renewable resources</li> </ul>
	Key suppliers to take Aptiv sustainability training*	<ul style="list-style-type: none"> <li>Create training video on Aptiv sustainability targets for viewing on supplier portal and notify suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Deployed Aptiv's sustainability training video to 100% of key direct suppliers</li> </ul>

\* This target has been edited to improve consistency and avoid redundancy.

• APTIV •

# Sustainability in Motion

2022 SUSTAINABILITY INDEXES

# GRI Index

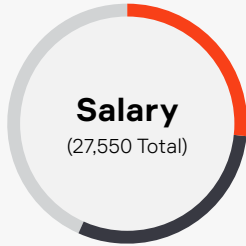
**THIS REPORT HAS BEEN PREPARED IN ACCORDANCE WITH THE GRI UNIVERSAL STANDARDS 2021: CORE OPTION**

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION																						
<b>GENERAL DISCLOSURES</b>																								
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">2021 Form 10-K</a> , page 1																						
	2-2 Entities included in the organization's sustainability reporting	<a href="#">2021 Form 10-K</a> , page 159-164 (exhibit 21.1) The scope of the environmental and social metrics included in this report represent at least 75 percent of Aptiv's total revenue.																						
	2-3 Reporting period, frequency and contact point	01/01/2021 - 12/31/2021 Annual - Calendar Year <a href="mailto:sustainability@aptiv.com">sustainability@aptiv.com</a>																						
	2-4 Restatements of information	N/A																						
	2-5 External assurance	EY provided limited level assurance on the following subject matter:  <b>Table 1</b> <table border="1"> <thead> <tr> <th>Subject matter</th> <th>Total</th> <th></th> </tr> </thead> <tbody> <tr> <td>Scope 1 GHG emissions (tCO<sub>2</sub>e)</td> <td>18,389</td> <td rowspan="6"><a href="#">Limited Assurance Statement</a></td> </tr> <tr> <td>Scope 2 GHG emissions (tCO<sub>2</sub>e) (market based)</td> <td>296,672</td> </tr> <tr> <td>Scope 3 GHG emissions – purchase of goods and services (tCO<sub>2</sub>e)</td> <td>4,205,260</td> </tr> <tr> <td>Scope 3 GHG emissions – use of sold products (tCO<sub>2</sub>e)</td> <td>3,074,931</td> </tr> <tr> <td>Lost Workday Case Rate per 100 employees (#)</td> <td>0.026</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table> <b>Table 2</b> <table border="1"> <thead> <tr> <th>Subject matter</th> <th>Total</th> <th></th> </tr> </thead> <tbody> <tr> <td>GHG emissions intensity</td> <td>1.87</td> <td><a href="#">Limited Assurance Statement</a></td> </tr> </tbody> </table>	Subject matter	Total		Scope 1 GHG emissions (tCO <sub>2</sub> e)	18,389	<a href="#">Limited Assurance Statement</a>	Scope 2 GHG emissions (tCO <sub>2</sub> e) (market based)	296,672	Scope 3 GHG emissions – purchase of goods and services (tCO <sub>2</sub> e)	4,205,260	Scope 3 GHG emissions – use of sold products (tCO <sub>2</sub> e)	3,074,931	Lost Workday Case Rate per 100 employees (#)	0.026			Subject matter	Total		GHG emissions intensity	1.87	<a href="#">Limited Assurance Statement</a>
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GHG emissions intensity	1.87	<a href="#">Limited Assurance Statement</a>																						
2-6 Activities, value chain and other business relationships	<a href="#">2021 Form 10-K</a> , page 4-9, 15-16, 94																							
2-7 Employees	<a href="#">2021 Form 10-K</a> , page 10  <a href="#">Headcount by region details are included on page 4</a>																							
2-8 Workers who are not employees	<a href="#">2021 Form 10-K</a> , page 10																							
2-9 Governance structure and composition	<a href="#">2022 Proxy Statement</a> , page 16-20, 26																							
2-10 Nomination and selection of the highest governance body	<a href="#">2022 Proxy Statement</a> , page 19-20																							

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
	2-11 Chair of the highest governance body	<a href="#">2022 Proxy Statement</a> , page 18
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">2022 Proxy Statement</a> , page 23-24
	2-13 Delegation of responsibility for managing impacts	<a href="#">2021 Sustainability Report</a> , page 33
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">2022 Proxy Statement</a> , page 24
	2-15 Conflicts of interest	<a href="#">2022 Proxy Statement</a> , page 59 <a href="#">Aptiv Conflicts of Interest Policy</a>
	2-16 Communication of critical concerns	<a href="#">2021 Sustainability Report</a> , page 35 <a href="#">Aptiv Code of Ethical Business Conduct</a> , page 9-12
	2-17 Collective knowledge of the highest governance body	<a href="#">2022 Proxy Statement</a> , page 21
	2-18 Evaluation of the performance of the highest governance body	<a href="#">2022 Proxy Statement</a> , page 19
GRI 2: General Disclosures 2021	2-19 Remuneration policies	<a href="#">2022 Proxy Statement</a> , page 28-30, 32-43
	2-20 Process to determine remuneration	<a href="#">2022 Proxy Statement</a> , page 28-30, 32-43
	2-21 Annual total compensation ratio	<a href="#">2022 Proxy Statement</a> , page 53
	2-22 Statement on sustainable development strategy	<a href="#">2022 Proxy Statement</a> , page 24
	2-23 Policy commitments	<a href="#">Aptiv Code of Ethical Business Conduct</a>
	2-24 Embedding policy commitments	<a href="#">2021 Sustainability Report</a> , page 33 <a href="#">2022 Sustainability Progress Report</a> , page 8-11
	2-25 Processes to remediate negative impacts	<a href="#">Aptiv Code of Ethical Business Conduct</a>
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Aptiv Code of Ethical Business Conduct</a> , page 9-12
	2-27 Compliance with laws and regulations	There were zero significant instances of non-compliance with laws and regulations during the reporting period.
	2-28 Membership associations	<a href="#">2021 Sustainability Report</a> , page 37
	2-29 Approach to stakeholder engagement	<a href="#">2021 Sustainability Report</a> , page 37
<b>MATERIAL TOPICS</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<a href="#">2021 Sustainability Report</a> , page 4
	3-2 List of material topics	<a href="#">2021 Sustainability Report</a> , page 4
<b>Emissions</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Environmental, Health, Safety and Energy Policy</a> , page 2
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	18,389 metric tons
	305-2 Energy indirect (Scope 2) GHG emissions	296,672 metric tons
	305-3 Other indirect (Scope 3) GHG emissions	13,908,735 metric tons
	305-4 GHG emissions intensity	1.87 metric tons/employee
	305-5 Reduction of GHG emissions	12% reduction of Scope 1 & 2 GHG emissions (2021 vs 2019)

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2022 Sustainability Summary Report</a> , pages 3-4
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	1,774 salaried new hires in 2021 (70% male; 30% female)
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Environmental, Health, Safety and Energy Policy</a> , pages 7-8
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<a href="#">Environmental, Health, Safety and Energy Policy</a> , page 4
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Environmental, Health, Safety and Energy Policy</a> , page 5
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Environmental, Health, Safety and Energy Policy</a> , page 1
	403-5 Worker training on occupational health and safety	4.8 Safety training hours per employee
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Environmental, Health, Safety and Energy Policy</a> , page 17
	403-8 Workers covered by an occupational health and safety management system	55,200 employees covered by externally certified management system
	403-9 Work-related injuries	1.4 incidents per 100 employees
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2021 Sustainability Report</a> , pages 14-16
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	18 average hours of training per salaried employee
	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">2021 Sustainability Report</a> , page 16
	404-3 Percentage of employees receiving regular performance and career development reviews	We provide all employees with the opportunity to receive frequent performance feedback. On a regular basis throughout the year, salaried employees have goal alignment performance and career development discussions with their managers (via annual goal setting, mid-year and year-end performance and talent reviews) and receive candid feedback on their performance and productivity against set objectives.
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2022 Sustainability Progress Report</a> , pages 2-3 <a href="#">2022 Sustainability Summary Report</a> , 3-4 <a href="#">2021 Sustainability Report</a> , pages 12-13
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees: Gender	50% female in total global workforce 24% female in management 22% female in technical roles
	405-1 Diversity of governance bodies and employees: Age Group	Generation Z (1997 and onwards): 20% Generation Y / Millennials (1981-1996): 53% Generation X (1965-1980): 24% Baby Boomers (1946-1964): 2%
	405-1 Diversity of governance bodies and employees: Minority	40% minority in U.S. workforce 25% minority in management 43% minority in technical roles
	405-2 Ratio of basic salary and remuneration of women to men	Global gender wage gap of 3.5% in 2021, reflecting pay by gender in all 31 countries where Aptiv has at least 20 employees and adjusting for experience and job function

EMPLOYEE HEADCOUNT BY REGION



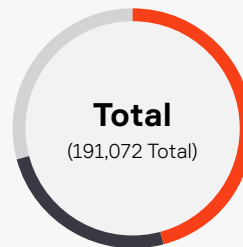
**Americas** ● 7,385  
**APAC** ● 8,273  
**EMEA** ● 11,892



**Americas** ● 80,088  
**APAC** ● 8,263  
**EMEA** ● 41,774



**Americas** ● 517  
**APAC** ● 30,888  
**EMEA** ● 1,992



**Americas** ● 87,990  
**APAC** ● 47,424  
**EMEA** ● 55,658



# Sustainability Accounting Standards Board Index (SASB)

## TRANSPORTATION + TECHNOLOGY & COMMUNICATIONS STANDARDS

Given the technological focus of our business alongside the core market of automobile components, Aptiv believes our material ESG reporting should include indicators across SASB standards for Transportation – Auto Parts; Technology & Communications – Hardware; and Technology & Communications – Software & IT Services.

ACCOUNTING METRIC	CODE	DISCLOSURE
<b>ENERGY MANAGEMENT</b>		
(1) Total energy consumed	TR-AP-130a.1 / TC-SI-130a.1	3,011,896 GJ
(2) Percentage grid electricity		90%
(3) Percentage renewable		4%
<b>WASTE MANAGEMENT</b>		
(1) Total amount of waste from manufacturing	TR-AP-150a.1	63,938 tons
(2) Percentage hazardous		13%
(3) Percentage recycled		87%
<b>DESIGN FOR FUEL EFFICIENCY</b>		
Revenue from products designed to increase fuel efficiency and/or reduce emissions	TR-AP-410a.1	<p>Aptiv's Signal &amp; Power Solutions (S&amp;PS): This segment provides complete design, manufacture and assembly of the vehicle's electrical architecture, including engineered component products, connectors, wiring assemblies and harnesses, cable management, electrical centers and hybrid high voltage and safety distribution systems. Our products provide the critical signal distribution and computing power backbone that supports increased vehicle content and electrification, reduced emissions and higher fuel economy.</p> <p>In 2021, S&amp;PS revenue total ~\$11.6B. This includes:</p> <ul style="list-style-type: none"> <li>• High Voltage Solutions: Enabling electrification for 48 volts and higher; 2021 revenue of ~\$950M</li> <li>• Low Voltage Solutions: Required for both traditional and electric vehicles</li> </ul>
<b>MATERIALS SOURCING</b>		
Description of the management of risks associated with the use of critical materials	TR-AP-440a.1	<a href="#">2020 Sustainability Report</a> , page 34 <a href="#">2019 Sustainability Report</a> , page 17
<b>COMPETITIVE BEHAVIOR</b>		
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulation	TR-AP-5201a.1	In 2021, there were zero allegations of anti-competitive behavior.

ACCOUNTING METRIC	CODE	DISCLOSURE
<b>RECRUITING &amp; MANAGING A GLOBAL, DIVERSE &amp; SKILLED WORKFORCE</b>		
Percentage of gender representation for	TC-HW-330a.1 / TC-SI-330a.3	In the global workforce:
(1) management		(1) 24% of management is female
(2) technical staff		(2) 22% of technical staff is female
(3) all other employees		(3) 50% of total workforce is female
Percentage of racial/ethnic group representation for	TC-HW-330a.1 / TC-SI-330a.3	In the U.S. workforce:
(1) management		(1) 25% of management is minority
(2) technical staff		(2) 43% of technical staff is minority
(3) all other employees		(3) 40% of total workforce is minority
<b>PRODUCT SECURITY</b>		
Description of approach to identifying and addressing data security risks in products	TC-HW-230a.1	Design threat modeling is performed on potential security weaknesses. Mitigations to these weaknesses are built-in via secure coding techniques, secure boot, and fuzz testing. Late in the design a complete penetration assessment is executed to check the product for robust security.  Monitoring of the threat landscape is conducted to assess vulnerabilities and incidents for potential product impact. The product is maintained during its lifecycle to continually harden the software and patch new vulnerabilities as they occur.
<b>ACTIVITY METRICS</b>		
Number of parts produced	TR-AP-000.A	Aptiv ships over 90 million components with 2 million unique part numbers per day
Area of manufacturing plants	TR-AP-000.C	2,408,121 square meters

# Task Force On Climate-Related Financial Disclosures (TCFD)

**WE ARE RESPONDING FOR THE FIRST TIME TO THE TASK FORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURES.**

## TCFD INDEX

KEY ELEMENTS	RECOMMENDED DISCLOSURE	DESCRIPTION	APTIV RESPONSE
Governance	a. Board Oversight	Describe the board's oversight of climate-related risks and opportunities.	<a href="#">2021 CDP Climate Change Response:</a> C1. Governance - C1.1
	b. Management's Role	Describe management's role in assessing and managing climate-related risks and opportunities.	<a href="#">2021 CDP Climate Change Response:</a> C1. Governance - C1.2
Strategy	a. Risks and Opportunities	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">2021 CDP Climate Change Response:</a> C2. Risk & Opportunities - C2.2a
	b. Impact on Organization	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<a href="#">2021 CDP Climate Change Response:</a> C2. Risk & Opportunities - C2.3a & C2.4a
	c. Resilience of Strategy	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Aptiv has not performed a climate scenario analysis yet but plan to perform one in FY2021.
Risk Management	a. Risk Assessment Processes	Describe the organization's processes for identifying and assessing climate-related risks.	<a href="#">2021 CDP Climate Change Response:</a> C2 Risk & opportunities - C2.2
	b. Risk Management Processes	Describe the organization's processes for managing climate-related risks.	<a href="#">2021 CDP Climate Change Response:</a> C2. Risk & opportunities - C2.2
	c. Integration into Overall Risk Management	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">2021 CDP Climate Change Response:</a> C2. Risk & opportunities - C2.2
Metrics and Targets	a. Climate-Related Metrics	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">2021 CDP Climate Change Response:</a> C5. Emissions methodology - C5.1
	b. Scope 1,2,3 GHG Emissions	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<a href="#">2021 CDP Climate Change Response:</a> C6. Emissions data - C6.1 & C6.3 & C6.5
	c. Climate-Related Targets	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<a href="#">2021 CDP Climate Change Response:</a> C4. Targets and performance - C4.1b

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