STELLANTIS

CORPORATE SOCIAL RESPONSIBILITY REPORT



Powered By Our Diversity,
We Lead The Way The World Moves

2023 CORPORATE SOCIAL RESPONSIBILITY REPORT

REFERENCE FOR READING THE CSR REPORT 3

MESSAGE FROM THE CHAIRMAN & THE CEO 5

1 BUSINESS MODEL AND GOVERNANCE: CREATING SHARED AND LASTING VALUE - INTEGRATED REPORT 8

2 BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE - CLIMATE REPORT 30

3 DRIVING THE COMPANY TRANSFORMATION THROUGH THE DEVELOPMENT OF HUMAN CAPITAL 79

4 MEETING CHANGING CUSTOMER EXPECTATIONS ON MOBILITY 144

5 PREVENTING ETHICS VIOLATIONS BY PROMOTING OUR ETHICAL CULTURE 174

6 PROMOTING PROTECTION AND IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCES 201

7 ENSURING PROTECTION OF HUMAN RIGHTS AND SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES 251

8 APPENDIX 288

REFERENCE FOR READING THE CSR REPORT

The Report contains 8 chapters, 6 of which are dedicated to the 6 CSR macro risk (pillars), each one with an associated color

- **Chapter 1** is the Integrated Report dedicated to Stellantis CSR business overview
- **Chapters 2 through 7** present the 22 Stellantis CSR issues (challenges) according to the following sections:

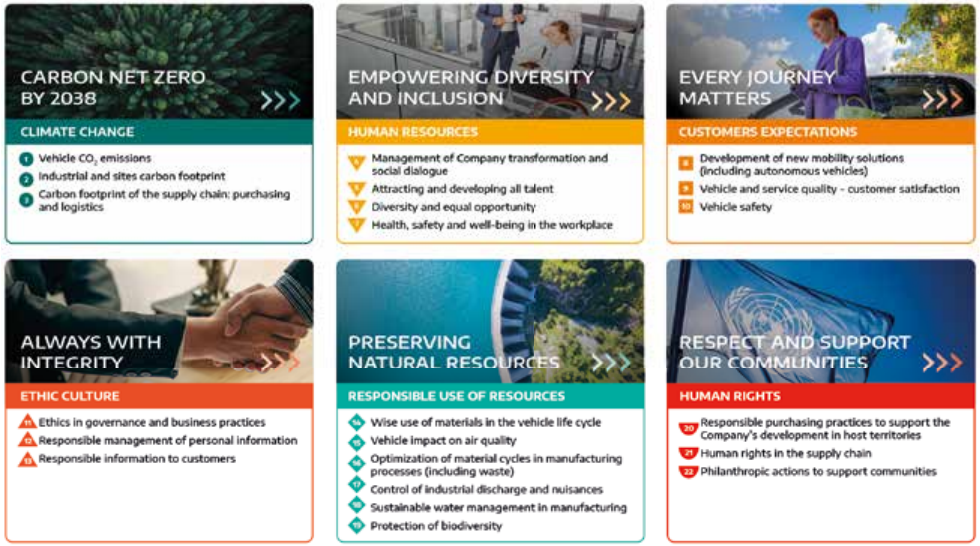
1. Context and Stellantis position
2. Forward-looking vision and targets
3. Identification and management of risks and opportunities
4. Governance and decision bodies to lead actions
5. Policies to execute the strategy
6. Organization and resources
7. Main initiatives, achievements and results
8. Detailed key performance indicators

Chapter 2 is the Climate Report and presents common sections 1. to 4. for its three CSR issues. Sections 5. to 8. are presented for each CSR issue.

Chapter 6 presents common sections 4. to 6. for industrial waste (6.4), pollution (6.5), water (6.6) and biodiversity (6.7). The remaining sections are presented for each CSR issue.

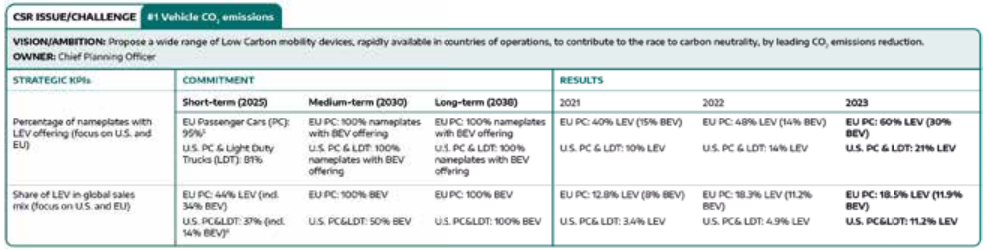
Chapter 7 presents common sections for Responsible Purchasing (7.1) and Human Rights (7.2) including the global approach (with sections 3. to 5.), a focus on Human Rights in the supply chain (with related sections 1. to 7.), and a link to Human Rights in own workforce.

- **Chapter 8** covers the methodology and auditor's report.



Each **Forward-looking vision** and targets section includes a **commitment scoreboard** composed of:

- Vision/ambition
- Strategic KPIs
- Commitment
- 2021, 2022 and 2023 results



CSR ISSUE/CHALLENGE #1 Vehicle CO_2 emissions

VISION/AMBITION: Propose a wide range of Low Carbon mobility devices, rapidly available in countries of operations, to contribute to the race to carbon neutrality, by leading CO_2 emissions reduction.
OWNER: Chief Planning Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	Medium-term (2030)	Long-term (2038)	2021	2022	2023
Percentage of nameplates with LEV offering (focus on U.S. and EU)	EU Passenger Cars (PC): 95%[1] U.S. PC & Light Duty Trucks (LDT): 81%	EU PC: 100% nameplates with BEV offering U.S. PC & LDT: 100% nameplates with BEV offering	EU PC: 100% nameplates with BEV offering U.S. PC & LDT: 100% nameplates with BEV offering	EU PC: 40% LEV (15% BEV) U.S. PC & LDT: 10% LEV	EU PC: 48% LEV (14% BEV) U.S. PC & LDT: 14% LEV	**EU PC: 60% LEV (30% BEV)** **U.S. PC & LDT: 21% LEV**
Share of LEV in global sales mix (focus on U.S. and EU)	EU PC: 44% LEV (incl. 34% BEV) U.S. PC&LDT: 37% (incl. 14% BEV)[1]	EU PC: 100% BEV U.S. PC&LDT: 50% BEV	EU PC: 100% BEV U.S. PC&LDT: 100% BEV	EU PC: 12.8% LEV (8% BEV) U.S. PC& LDT: 3.4% LEV	EU PC: 18.3% LEV (11.2% BEV) U.S. PC& LDT: 4.9% LEV	**EU PC: 18.5% LEV (11.9% BEV)** **U.S. PC&LDT: 11.2% LEV**

Throughout the Report there are boxes that indicate **focus areas**:

STELLANTIS PROJECT

COMPANY TRANSFORMATION THROUGH THE SOFTWARE STRATEGY

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

Additional information in note area

Link icon legend

External documents

< 2.6 > Internal section reference

Press release

Video

Website

Related Sustainability indexes GRI 3-2 | SASB-440b.1 | TCFD.Ra

CSR macro risk symbol and issue number/title from materiality matrix 1

Related SDGs

Text and data highlights

400 megawatts of new solar projects in Michigan - enough clean energy to power 130,000 homes annually

Relationship between loyalty to the brand and aftersales satisfaction

OVERVIEW OF THE CHAPTERS CONTENT

Chapter **1 Business model and governance**: creating shared and lasting value is the Integrated Report of the Company, which presents business model, CSR policy, materiality matrix, how the Company shares value created with its stakeholders

Chapter **4 Meeting changing customer expectations on mobility** (macro risk III) describes customers expectation in terms of customers experience, safety and new mobility solutions

- 8 Development of new mobility solutions (including autonomous vehicles)
- 9 Vehicle and service quality - customer satisfaction
- 10 Vehicle safety

Chapter **7 Ensuring protection of human rights and supporting a balanced economic development of territories** (macro risk VI) explains how how the Company manages its supply chain and how it brings attention to local communities

- 20 Responsible purchasing practices to support the Company's development in host territories
- 21 Human rights in the supply chain
- 22 Actions to support communities

Chapter **2 Bringing a tangible impact on climate change** (macro risk I) is the Climate Report that includes all targets and initiatives to ensure carbon net zero 2038 target

- 1 Vehicle CO_2 emissions
- 2 Industrial and sites carbon footprint
- 3 Carbon footprint of the supply chain: purchasing and logistics

Chapter **5 Preventing ethics violations by promoting our ethical culture** (macro risk IV) details integrity and ethic in Stellantis' business practices

- 11 Ethics in governance and business practices
- 12 Responsible management of personal information
- 13 Responsible information to customers

Chapter **8 Appendix consists of a technical appendix** including the scope of reporting, sustainability references and the auditor's report

Chapter **3 Driving the Company transformation through the development of human capital** (macro risk II) is the description of HR policies and activities

- 4 Management of Company transformation and social dialogue
- 5 Attracting and developing all talent
- 6 Diversity and equal opportunity
- 7 Wellbeing, health and safety in the workplace

Chapter **6 Promoting protection and implementing responsible use of natural resources** (macro risk V) outlines how the Company is managing responsibly materials and production of mobility devices

- 14 Wise use of materials in the vehicle life cycle (including product recycling)
- 15 Vehicle impact on air quality
- 16 Optimization of material cycles in manufacturing processes (including waste)
- 17 Control of industrial discharge and nuisances
- 18 Sustainable water management in manufacturing
- 19 Protection of biodiversity

MESSAGE FROM THE CHAIRMAN & THE CEO

GRI 2-22

MESSAGE FROM THE CHAIRMAN

2023 has been a year marked by new projects and significant achievements for Stellantis. Our mission to provide clean, safe, and affordable freedom of mobility to all has never been more important, and the resilience of our colleagues, under the leadership of Carlos Tavares, has made the difference.

The story of Stellantis is one of boldness and progress, of always moving forward. We set the course, allocated resources, and strengthened our capabilities in the communities where we are present. This has allowed our 14 American, British, French, German, and Italian iconic brands to continue creating products that customers love and enjoy, while leading the industry in terms of margins and staying on our path toward achieving carbon neutrality by 2038.

I would like to share the momentum across the entire organization in reaching our carbon neutrality ambition. This year, many teams worked internally and with external partners to develop the most efficient and effective solutions to deliver on our commitments. We will continue to execute our decarbonization strategy to protect our Company, our employees, and generations to come.

As part of wider society, Stellantis Foundation, through its philanthropic activities, partnered with CERN to inaugurate the Science Gateway in Geneva, a new emblematic center for science education and outreach. This initiative will allow students and families from around the world to understand the importance of scientific research and its applications, joining education programs that spark innovation and excellence.

Simultaneously, we continued to champion access and opportunity by supporting talent wherever it resides. In 2023, the Stellantis Student Awards concluded its second global program, celebrating more than 600 family members of Stellantis employees for their dedication to learning.

Embracing the diversity of backgrounds and perspectives we will continue to improve Stellantis, as we believe in the value of the dynamic engagement that happens when different ideas collide. The future is full of possibilities, and we are committed to offer the best mobility solutions within the industry. I'm sure that, thanks to the leadership team and to the support of our stakeholders, Stellantis is aiming for a sustainable tomorrow as a great company to work for.

February 22, 2024

/s/

John Elkann

Chairman

MESSAGE FROM THE CEO

I often use the phrase "actions speak louder than words" and in 2023 we doubled down on this mantra. We again demonstrated our ability to execute, to innovate and to transform into a sustainable mobility tech company ready to beat the odds and live its purpose: "Powered by our diversity, we lead the way the world moves."

Make no doubt, the enormous transformation happening now in our industry is our opportunity - not a threat – to shake up the status quo, redefine our destiny, and demonstrate we have the best teams to face fierce competition. We have the people and the mindset, even if we are not always perfect. Dare Forward 2030 is our bold executional roadmap, and on that track, despite the headwinds of all different kinds, we already have some incredible wins under our belt, creating value for our stakeholders.

At the end of 2023, nearly one-third of our product portfolio was battery electric, and in 2024 we intend to have an additional 18 BEVs launched, bringing us to 48 electric models total. This product offensive will support the big electrification push in North America and strengthen our European position. Notably, we launched great models like the Citroën ë-C3, the most competitively priced B-segment EV produced in Europe, and the Jeep Avenger, which was awarded European Car of the Year 2023, among many other top honors. Plus, we remain neck-and-neck with the current leaders in electric vehicles in our Enlarged Europe region.

This year also saw the launch of the first of four all-new, BEV-centric platforms. In July, we presented the STLA Medium benchmark platform debuting it on the Peugeot E-3008, with best-in-class range of up to 700 kilometers (435 miles).

The second platform, STLA Large, will be launched this year with 800 kilometers (500 miles) and fitted to exceed customer expectations. STLA Large is a highly flexible, BEV-native platform that will serve as the foundation for upcoming global vehicles in the D and E segments, and able to take multiple propulsion systems, including hybrid and internal combustion.

To support our bold electrification ambition, we secured our raw materials needs through 2027 and are on the right pace in battery production. In December 2023, ACC started preliminary production for Stellantis at its Billy-Berclau Douvrin Gigafactory (France) on schedule, paving the way for further industrial developments to meet demand, marked by the start of construction of the second block on the French site, before launching the construction of the first block in Germany and the double block in Italy. The joint venture gigafactories in N.A. are also progressing well with our partners Samsung SDI and LG Energy Solution. We also signed a deal with CATL for the supply of lithium iron phosphate battery cells and modules, further expanding our diverse battery chemistry portfolio.

Flexibility, execution, resilience and agility remain core tenants of the Stellantis mentality and with our several tech and new model announcements the Company is poised to profitably navigate customer demand, market fluctuations and political shifts. In fact, we delivered continued growth outside Enlarged Europe and North America with our "third engine" delivering a 13 percent increase in Net revenues.

This year, we also invested €1.4 billion in Zhejiang Leapmotor Technology Co. Ltd ("Leapmotor"), a pure play new energy vehicle original equipment manufacturer ("NEV OEM"), and we now hold approximately 21 percent equity, giving us a leading role in supporting their promising growth in China as well as global expansion opportunities through the new Leapmotor International joint venture for which we will manage. We are actively addressing a white space in our business model and can now benefit from Leapmotor's competitiveness both in China and abroad.

Building on our growth story, the Stellantis Pro One commercial vehicles team achieved market share leadership in EU30 and South America and is the undisputed leader in EU30 BEV sales with 38.8 percent BEV market share. The business is on track to achieve its objectives with a completely updated and expanded line-up including internal combustion, battery electric, fuel cell hydrogen and range extended variants.

Critical to our long-term sustainability, we opened our first Circular Economy Hub in Italy to bring together a powerhouse of skills and activities aimed at creating a high-performing center of excellence. Our goal is to industrialize the recovery and sustainable reuse of materials, while building innovative technologies and advanced capabilities, to safeguard our shared future.

And just before the year concluded, we successfully launched our employee share purchase plan – Shares to Win - in Italy and France and look forward to it being extended to several other countries in 2024.

Importantly, our record full year 2023 financial results are leading the pack. Net revenues grew 6 percent y-o-y to €189.5 billion, Net profit rose 11 percent to €18.6 billion, and industrial free cash flows increased 19 percent y-o-y to €12.9 billion.

In the effort to support a permanent dialogue with external stakeholders, we hosted our first Freedom of Mobility Forum in 2023 on the topic: "In a decarbonized world, will freedom of mobility be affordable to a happy few only?". The lively debate reflected the rich diversity in opinions from our esteemed panelists. We are now gearing up for the second annual debate coming on April 3, 2024.

Last, but certainly not least, I warmly thank all Stellantis employees, our shareholders and the many stakeholders who are supporting our continued success. Of course, there will be little chance to relax in 2024 with challenges coming quick and fast but we remain committed to preserving freedom of mobility. Because this is what Stellantis was made to do.

Thank you.

February 22, 2024

/s/

Carlos Tavares

Chief Executive Officer

CONTRIBUTIONS TO SDGS TABLE

6 CSR MACRO-RISKS / PILLARS	22 CSR ISSUES / CHALLENGES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
I. BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE	1 Vehicle CO_2 emissions									✓		✓	✓	✓				
	2 Industrial and sites carbon footprint												✓	✓				
	3 Carbon footprint of the supply chain: purchasing and logistics									✓			✓	✓				
II. DRIVING COMPANY TRANSFORMATION THROUGH THE DEVELOPMENT OF HUMAN CAPITAL	4 Management of company transformation and social dialogue			✓	✓				✓									
	5 Attracting and developing all talent	✓			✓	✓			✓		✓						✓	
	6 Diversity and equal opportunity	✓				✓			✓									
	7 Health, safety and well-being in the workplace			✓														
III. MEETING CHANGING CUSTOMER EXPECTATIONS ON MOBILITY	8 Development of new mobility solutions (including autonomous vehicles)							✓		✓		✓		✓				✓
	9 Vehicle and service quality - customer satisfaction									✓								
	10 Vehicle safety			✓						✓		✓						
IV. PREVENTING ETHICS VIOLATION	11 Ethics in governance and business practices												✓				✓	
	12 Responsible management of personal information									✓							✓	✓
	13 Responsible information to customers																✓	
V. PROMOTING PROTECTION AND IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCES	14 Wise use of materials in the vehicle life cycle (including product recycling)						✓	✓		✓		✓	✓	✓			✓	
	15 Vehicle impact on air quality												✓	✓				
	16 Optimization of material cycles in manufacturing processes (including waste)												✓	✓				
	17 Control of industrial discharge and nuisances												✓					
	18 Sustainable water management in manufacturing						✓						✓					
	19 Protection of biodiversity												✓			✓		
VI. ENSURING PROTECTION OF HUMAN RIGHTS AND SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES	20 Responsible purchasing practices to support the company's development in host territories								✓	✓			✓					
	21 Human rights in the supply chain					✓	✓		✓	✓	✓		✓					✓
	22 Actions to support communities				✓							✓		✓				



1 BUSINESS MODEL AND GOVERNANCE: CREATING SHARED AND LASTING VALUE - INTEGRATED REPORT

1.1 VALUE CREATION MODEL **9**

1.1.1 Business Model 9
1.1.2 Key Figures 14
1.1.3 Stakeholder dialogue for a better mutual understanding with society 15
1.1.4 Shared value for stakeholders 15

1.2 MATERIAL CSR RISKS AND OPPORTUNITIES INHERENT TO THE VALUE CREATION MODEL **19**

1.2.1 CSR macro-risks and related CSR issues: Stellantis CSR pillars and challenges 19
1.2.2 Stellantis materiality matrix: relative position of the 22 CSR challenges 19
1.2.3 Extensive assessment of risks 21
1.2.4 CSR trajectory 23

1.3 CSR GOVERNANCE **28**

1.3.1 CSR policy 28
1.3.2 CSR in the Board of Directors 28
1.3.3 CSR embedded into business: at the Executive and Operational levels 29

1.1 VALUE CREATION MODEL



1.1.1 BUSINESS MODEL

A Mobility Tech Company

GRI 2-1 | GRI 2+6 | GRI 203-2

Born from the bold and visionary spirit of its founding companies, Fiat Chrysler Automobiles and Groupe PSA, Stellantis N.V. was created to shape the future of mobility with innovative and sustainable solutions.Stellantis is guided by a clear mission: to provide freedom of movement for all through distinctive, appealing, affordable and sustainable mobility solutions.

In March 2022, Stellantis presented its plan Dare Forward 2030. As declared by Stellantis CEO "This plan focuses on how Stellantis will thrive through the decade (...) and paves the way for our ambition to be second to none in value creation for ALL stakeholders" ↘[1]. Dare Forward 2030 is built upon three fundamental pillars that will lead the Company to achieve its financial ambition of doubling Net Revenues to €300 billion by 2030 (as compared to 2021), while sustaining double-digit AOI margins throughout the decade.

- **CARE**: Stellantis has the ambition to achieve carbon net zero by 2038[2] with an intermediate target of cutting carbon emissions in half by 2030[3], compared to 2021 levels.
- **TECH**: Stellantis' electrification push accelerated with a 21% year-on-year increase in global battery electric vehicle (BEV) sales, to more than 349,000 vehicles in 2023. With 30 BEVs now in market (including mobility devices), the BEV portfolio is to reach 48 by the end of 2024, supporting the target to have more than 75 BEVs globally and global BEV sales of 5 million by 2030.
- **VALUE**: Stellantis prioritized its seven accretive businesses to complement its core business an achieved year-over-year[4] growth: circular economy, data business, mobility, financial services, pres-owned cars, aftermarket, commercial vehicles.

The Stellantis CSR strategy is fully integrated in the Dare Forward 2030 strategic plan and contributes to the achievements of its objectives.

Stellantis is listed on Milan's Borsa Italiana, on Euronext Paris and on the New York Stock Exchange. Our principal activity is the design, development, manufacture and sale of automobiles bearing the Abarth, Alfa Romeo, Chrysler, Citroën, Dodge, DS Automobiles, Fiat, Jeep, Lancia, Maserati, Opel, Peugeot, Ram and Vauxhall brands. Stellantis also develops and offers customers new mobility services with Free2move and Leasys.

We offer vehicle choices from luxury, premium and mainstream passenger vehicles to pickup trucks, SUVs and light commercial vehicles, parts, as well as dedicated mobility, services and financial, services brands.

In this new era of mobility, our portfolio of brands is uniquely positioned to offer distinctive and sustainable solutions to meet the evolving needs of customers, as they embrace electrification, connectivity, autonomous driving and shared vehicle ownership.

Stellantis is comprised of

- two hundred-year-old groups, establishing a leading automotive mobility provider as a main activity in a context of deep industrial transformation.
- the 1st European distribution group, Stellantis & You, with more than 200 retail sites, 450 stores and 35 spare parts hubs present in 12 countries. five activities: New car sales, Pre-Owned car sales, After-sales services, Spare-parts sales and rent
- pre-owned cars ecosystem: the Spoticar label, the companies and start-up Aramis Group and Stimcar for the car reconditioning and Autobiz for trade-in and valuation solutions.
- aftermarket labels, brands and e-commerce sites including circular economy activity, dedicated to spare parts and services are completing the scope.

[1] ↘ https://www.stellantis.com/en/company/dare-forward-2030/value

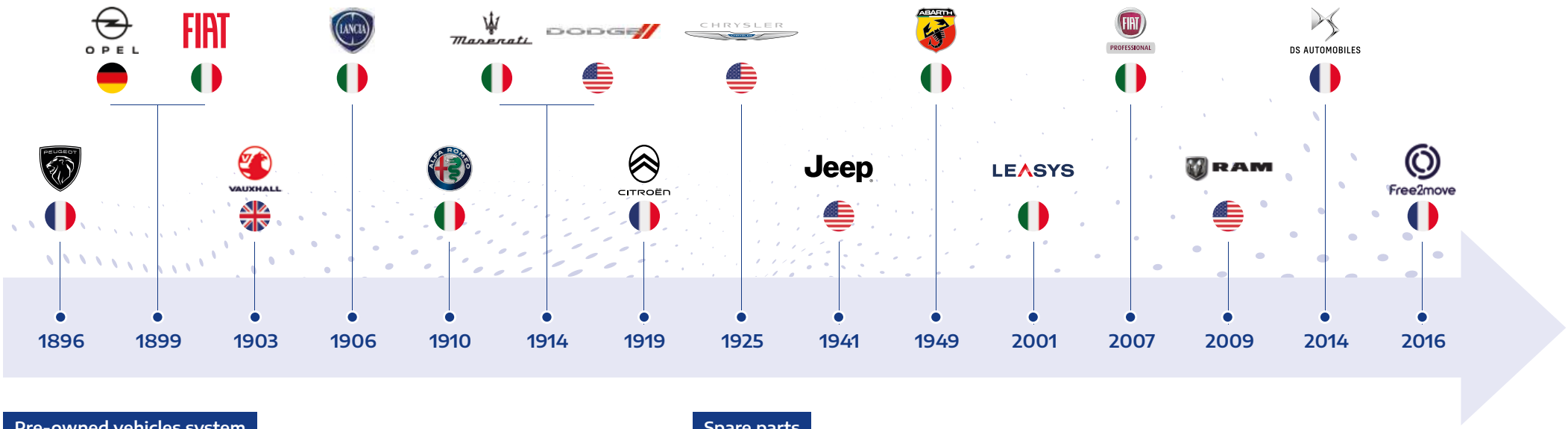
[2] With single digit percentage compensation of remaining emissions vs 2021 levels

[3] Including Scopes 1 and 2 (-75% in absolute emissions tCO_2eq) and Scope 3 (-50% in intensity emissions tCO_2eq/vh)

[4] Completed merger of Peugeot S.A. ("PSA") with and into Fiat Chrysler Automobiles N.V. ("FCA") on January 16, 2021 ("Merger"). On January 17, 2021, combined company was renamed Stellantis N.V. ("Stellantis" or "Company"). PSA was determined to be the acquirer for accounting purposes, therefore, the historical financial statements of Stellantis represent the continuing operations of PSA, which also reflect the loss of control and the classification of Faurecia S.E. ("Faurecia") as a discontinued operation as of January 1, 2021 with the restatement of comparative periods. Acquisition date of business combination was January 17, 2021, therefore, results of FCA for the period January 1 - 16, 2021 are excluded from full year 2021 results unless otherwise stated. 2021 Pro Forma results are presented as if the Merger had occurred on January 1, 2020 and include results of FCA for the period January 1 – 16, 2021

A strong and diverse portfolio of iconic brands

Well-established automotive, mobility and parts and services brands with strong roots



Pre-owned vehicles system

ARAMISGROUP

Aramis Group: Since 2016, Aramis Group has created a partnership with PSA Peugeot-Citroën Group (now Stellantis). A pioneer in its field, Aramis Group is an online multi-brand purchase and sale of used cars present in six countries with its brands Aramisauto, Cardoen, Clicars, CarSupermarket, Onlinecars and Brumbrum, respectively in France, Belgium, Spain, United Kingdom, Austria and Italy.

SPOTICAR

Spoticar: Spoticar is the used car multibrand label of Stellantis. Both a digital platform and a large network of proximity outlets from the Stellantis networks, Spoticar is the obvious online and offline choice for used car buyers. Spoticar brings a large offer of quality used vehicles, with innovative services. Spoticar continues to grow and is already present in 12 countries with more than 3,000 points of sales.

stimcar | STELLANTIS

Stimcar: Stimcar Is an innovative specialist in the reconditioning of used vehicles. Stellantis invested in Stimcar to support its development, strengthening circular economy initiatives. Present in several cities in France, Stimcar provides for the development of several reconditioning centers in France and Europe.

autobiz

Autobiz: Since 2004, Autobiz has provided trade-in and valuation solutions to all the players in the European automotive industry. With over 15 billion data points collected and over 50 million trade-in files in more than 35 countries, Autobiz is a benchmark in vehicle valuation, consulting and purchasing process digitization.

Spare parts

MOPAR

Mopar: the name of the original parts of the group for all our Brands vehicles.

Mopar established in 1937

SUSTAINera Circular Economy

SUSTAINera: Group circular economy label created in 2022 SUSTAINera parts and accessories cover the range of parts from the circular economy, (the 4R: REMAN, REPAIR, REUSE, RECYCLE)

OUR EXCLUSIVE MULTI-BRAND PARTS RANGE

EUROREPAR

Eurorepar: established in 2002

BÖLK

Bölk: created in 2016 belonging to Mister Auto

bproauto Next-level parts.

bproauto: created in 2017 (B.pro) and modified in 2020 by Mister Auto and bought by the group (PSA automobiles SA) in 2022

E-COMMERCE TEACHERS AND E-COMMERCE SITES

DISTRIGO

Distrigo: our multi-brand distribution, memory sign created in 2016

EUROREPAR

Eurorepar Car Service: multi-brand repair network, established in 2003

B·PARTS

B-Parts: online used parts sales site, created in 2010 bought by the group in 2020

MISTER AUTO

Mister Auto: online retail site for multi-brand automotive replacement parts creation date 2008, bought by the group in 2015

autobutler

Autobutler: online automotive repair quote comparator, created in 2010, bought by the Group in 2016

In 2022, Stellantis has paved its way to a more integrated approach to support its electrification roadmap: partnerships were announced with raw material (Controlled Thermal Resources, Alliance Nickel, Kuniko) and energy suppliers (Symbio Energy, Starplus energy, Punch Powertrain, NextStar Energy, factorial, ACC, Emotors). EV offensive supported by five gigafactories in Europe and North America are being developed with partners for vertical integration of key components like electric motors and transmissions and strategic raw materials deals to guarantee our sourcing needs.

In 2023, additional partnerships were announced with raw materials suppliers (Element 25, Terrafame, MCEwen Copper, Niron Magnetics, Argentina Lithium and energy suppliers (Lyten, Ample, CATL, Tiamat).

Stellantis parts offering aims at covering almost all brands and models (including competitive vehicles) and the three market segments in a best / better / good approach, whatever the vehicle age and budget, going from:

- **Best** for customers looking for quality, durability and wanting to enhance their vehicle's resale value: Mopar genuine parts and SUSTAINera remanufactured parts for all Stellantis models
- **Better** for smart buyers looking for price without compromising on quality: Exclusive multi-brand private labels with Eurorepar and bproauto, multi-brand supplier range and SUSTAINera multi-brand repair offer for electronic parts and automatic gearboxes
- **Good** for best cost customers looking for a price and to extend the life of their vehicle: muti-brand Bölk and SUSTAINera multi-brand genuine reuse parts offer.

Impact of software strategy

Our electrification and software strategies will support the shift to become a sustainable mobility tech company (for example BMW and Waymo partnerships to improve AutoDrive functions), leveraging the associated business growth with over-the-air features and services, and working to deliver the best experience to our customers.

Stellantis is shifting its business model to become a mobility tech company. It aims to grow its software and connected services business through:

- Services and Subscriptions
- Features On Demand
- Data as a Service and Fleet Services
- Conquests, Service Retention and Cross-Selling.

In addition, this software strategy is expected to support vehicle pricing and resale value.

With eight software development hubs in seven countries (Brazil, France, Germany, India, Italy, Poland and United States) Stellantis wants to deploy next-generation tech platforms building on existing connected vehicle capabilities to transform how customers interact with their vehicles, to generate €20 billion in incremental annual revenues by 2030, and to have 13 million connected cars on the road.

8 Software hubs delivering cutting-edge mobility

- Auburn Hills, Mich, United States
- Pernambuco, Brazil
- Poissy, France
- Rüsselsheim, Germany
- Gliwice, Poland
- Turin, Italy
- Hyderabad, India
- Bengalûru, India

Through software and on-demand features, Stellantis will work to provide customers with the ability to tailor their vehicles to individual needs and desires through over-the-air updates, further increasing the unique qualities of the varied brands within Stellantis and strengthening the bond between the vehicle and driver.

Software strategy is rolled out in 2021, 2022 and 2023:

- by partnering with digital and engineering services, such as Foxconn for smart cockpit; Amazon for connected experiences, Qualcomm for digital chassis and high-performance computing power and aiMotive for artificial intelligence and automated driving software
- by recruiting talents to leverage technical expertise while adding software development resources to existing Stellantis technical operations
- by developing and testing autonomous vehicles through partnerships with BMW and Waymo.

To increase the positive impacts and reduce the negative consequences of our activities throughout the value chain, Stellantis takes specific actions that are designed to maintain or develop the Company's environmental, relational, financial, human, industrial and intellectual capital.

These efforts result in the value that the Company shares with its stakeholders.

As a member of the Global Compact, Stellantis supports the United Nations Sustainable Development Goals (SDG): we responsibly contribute to the global effort to transition to a more sustainable future **< Contributions to SDGs table >**.

Moving to a sustainable mobility tech company

INPUTS CAPITAL

> ENVIRONMENTAL
Renewable and nonrenewable environmental processes and resources.

> FINANCIAL
Capacity to finance the economic development, either in-house or from financial markets.

> HUMAN
Motivation of employees to be innovative and adherence to governance principles, risk management methods and ethical values of the Company.

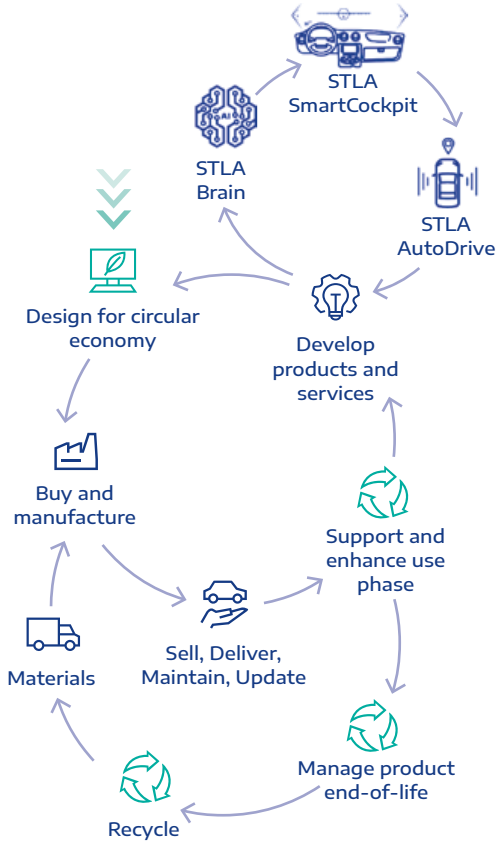
> INDUSTRIAL
Manufacturing resources available for production, research and development, logistics.

> INTELLECTUAL
Intangible assets such as intellectual property and organizational capital.

> RELATIONAL
Stakeholder relations: ability to share information; brands and reputation.

> TECH
Innovative, clean, safe and affordable mobility.

OPERATING ACTIVITIES



For more information see 6.1 and 2.5.3.2.1 >

OUTPUTS

PRODUCTS AND SERVICES

Broad portfolio of iconic and complementary automotive brands and mobility services, to cover all key segments: AN OFFER FOR EVERY CUSTOMER!

Global SUV
Jeep

American brands
CHRYSLER | DODGE | RAM

Upper mainstream
OPEL | PEUGEOT | VAUXHALL

Core
CITROËN | FIAT | ABARTH | FIAT PROFESSIONAL

Premium
ALFA ROMEO | DS AUTOMOBILES | LANCIA

Luxury
Maserati

E-mobility
Free2move | LEASYS

For more information see 6.1 >

OUTCOMES

VALUE CREATION FOR STAKEHOLDERS

> INVESTORS AND SHAREHOLDERS

> CUSTOMERS

> EMPLOYEES

> SUPPLIERS AND PARTNERS

> HOST COMMUNITIES AND CIVIL SOCIETY

> ENVIRONMENT

For more information see 1.1.4 >

Fast tech transformation

SOFTWARE

- STLA AutoDrive up to Level 3 — 2023
- Waymo — STLA AutoDrive up to Level 4 and 4+ — 2023
- aiMotive — Advanced AI and AD Software STLA AutoDrive — 2022
- amazon — Connected Experiences STLA SmartCockpit & cloud for STLA Brain — 2022
- Qualcomm — Snapdragon® Digital Chassis™ solutions High-performance computing power** — 2022
- FOXCONN — STLA SmartCockpit — 2021

ELECTRIFICATION*

- TIAMAT — Affordable Sodium-Ion Battery Technology — 2024
- CATL — Lithium Iron Phosphate — 2023
- Ample — Modular Battery Swapping Technology — 2023
- LYTEN — Lithium-Sulfur Battery — 2023
- EMOTORS — Electric motors — 2022
- ACC — Battery cells & modules — 2022
- Factorial — Solid-state batteries — 2022
- NEXTSTAR ENERGY — Gigafactory, Canada Battery cells & modules — 2022
- Punch Powertrain + Stellantis — e-Transmissions (Punch Powertrain + Stellantis) — 2022
- STARPLUS ENERGY — Gigafactory, USA Battery cells & modules — 2022
- Symbio — Zero-emission Hydrogen Mobility Fuel cell stack — 2022

CHARGING INFRASTRUCTURE & SERVICES

- IONNA — Joint venture to build a high-powered EV charging network across North America — 2024
- Free2move — Innovative mobility service available in the U.S. and in Europe — 2016

STELLANTIS DARE FORWARD 2030 STRATEGIC PLAN

CIRCULAR ECONOMY

- RINOMIC — Electric Retrofitting — 2022
- orano — EV Battery Materials — 2023
- GALLOO — End-of-Life Vehicle Recycling — 2023

RAW MATERIALS

- Element 25 — Manganese Sulphate Supply — 2023
- Terrafame — Low-Carbon Nickel Sulphate Supply — 2023
- McEwen Copper — Copper Supply — 2023
- Niron Magnetics — Clean Earth Magnets — 2023
- ARGENTINA LITHIUM & ENERGY — ALE — 2023
- KUNIKO — Nickel sulphate and cobalt sulphate — 2022
- ALLIANCE NICKEL — Nickel and cobalt sulphate supply — 2022
- CTR — Lithium supply Battery grade lithium hydroxide — 2022
- VULCAN ENERGIE ZERO CARBON LITHIUM™ — Battery grade lithium hydroxide — 2021

MOBILITY TECH

- LEAPMOTOR — Leveraging tech-first, cost-efficient EV ecosystem in China; creating 51% Stellantis owned JV for exclusive distribution outside China — 2023
- ARCHER — eVTOL Aircraft Electric vertical take-off and landing — 2022

* Includes hydrogen
** Snapdragon and Qualcomm branded products are products of Qualcomm Technologies, Inc. and/or its subsidiaries

1.1.2 KEY FIGURES

GRI 2-1 | GRI 2-6 | SASB-000.B

Stellantis has operations in 37 countries around the world which is a strong asset for understanding and anticipating the upcoming changes of customer expectations while creating value for all stakeholders.

Who we are

160 nationalities

14 iconic brands committed to offering best-in-class fully electrified solutions

Industrial operations in more than **37** countries

Net Revenue **€189.5** billion

More than **130** markets to deliver vehicles and services of unparalleled quality

Profit sharing **€1.9** billion redistributed to employees

A complementary presence in key regions, with 3 plillars: Europe, USA, South America

ENLARGED EUROPE



> SALES
2.7 Milions of units
16.8% Market share

> WORKFORCE
125,824
50% of total

> REVENUES
€66,598 mln

NORTH AMERICA



> SALES
1.8 Milions of units
9.4% Market share

> WORKFORCE
78,142
31% of total

> REVENUES
€86,500 mln

SOUTH AMERICA



> SALES
0.9 Milions of units
23.5% Market share

> WORKFORCE
27,602
11% of total

> REVENUES
€16,058 mln

MIDDLE EAST & AFRICA



> SALES
0.6 Milions of units
14.8% Market share

> WORKFORCE
5,668
2% of total

> REVENUES
€10,560 mln

CHINA AND INDIA & ASIA PACIFIC



> SALES
0.2 Milions of units
0.4% Market share

> WORKFORCE
5,214
2% of total

> REVENUES
€3,528 mln

MASERATI



> SALES
0.03 Milions of units
100% Market share

> WORKFORCE
1,307
1% of total

> REVENUES
€2,335 mln

OTHER



> WORKFORCE*
7,185
3% of total

> REVENUES
€3,965 mln

TOTAL



> SALES
6.2 Milions of units

> WORKFORCE*
250,942

> REVENUES**
€189,544 mln

* Workforce KPIs are based on the CSR scope 2023. Legal entities joining Stellantis less than six month ago or out from the HR consolidation tool are not taken into account.
** All outside Automotive division

1.1.3 STAKEHOLDER DIALOGUE FOR A BETTER MUTUAL UNDERSTANDING WITH SOCIETY

GRI 2-12 | GRI 2-29 | GRI 102-42

Stellantis activities have an impact on the perception and the decisions of many internal and external stakeholders.

The Company has identified its main stakeholder categories and has engaged with them in ongoing dialogue through dedicated channels (refer to the following table).

Through effective dialogue with its stakeholders at the local and global levels, Stellantis works to ensure that:

- there are opportunities to gain mutual understanding with the society and its constituents
- the most material environmental, social or economic risks are identified and addressed and better prevention measures are taken
- actions are taken to reduce the negative effects of the Company's operations and to develop opportunities for value-creation
- the Company remains attentive to sociological and technological changes
- the Company is able to adapt its business model and propose new efficient solutions that meet changing expectations and needs of the society.

In order to ensure that a wide variety of interests are duly represented and heard, Stellantis published in 2023 its Stakeholder Engagement Policy [5]. It presents our commitment to collaboration and dialogue, especially regarding the sustainability aspects of our strategy.

Freedom of Mobility Forum

In its second year, the Freedom of Mobility Forum (the Forum) is fueling public debate through its platform with an open discussion on the freedom of mobility in a decarbonized world.

In 2023, the Forum held its first debate on March 29 that gathered six passionate problem-solvers to challenge the topic of the year entitled "In a Decarbonized World, Will Freedom of Mobility Be Affordable to a Happy Few Only?". During the two-hour debate, they could challenge the status quo, expand perspectives and identify how best to enable safe, affordable and sustainable freedom of mobility for a society facing the implications of global warming. Diverse and expert contributors representing industry, academia, government and civil society proposed their approaches on how to provide freedom of mobility for people and the goods and services they need while mitigating climate change.

The debate was followed up by featured contents, released on a monthly basis, with the aim to deep dive on the perspectives of the topic of the year. Main assets, mostly based on interviews, are giving the floor to experts from all over the world to express their views, each in their respective discipline, on challenges and levers to preserve freedom of mobility.

New for the 2024 edition of the live debate, planned on April 3, 2024, the Forum has extended invitations to select universities and their students. This collaboration between the Forum, universities and students will help shape the debate and encourage the exchange of ideas around the world, notably with young generations [6]. To feed the 2024 edition, YouGov an international opinion data provider has conducted a survey to share more facts and figures around the globe during the debate.

[5] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis-Stakeholder-Engagement-Policy.pdf

[6] https://www.freedomofmobility.stellantis.com/en
https://www.stellantis.com/en/news/press-releases/2024/january/freedom-of-mobility-forum-announces-2024-topic-expert-panelists-and-university-participants-for-second-annual-live-debate-on-april-3

1.1.4 SHARED VALUE FOR STAKEHOLDERS

GRI 201-1 | GRI 201-2 | GRI 203-1 | GRI 203-2

Creating shared and lasting value for our stakeholders

We acknowledge that long-term success is achieved by linking economic growth with respect, financial performance with social responsibility, and industrial development with environmental stewardship.

To create and share value, we engage our stakeholders: our employees, our customers, our partners, our suppliers, our host territories and their communities, our investors and the environment through dialogue and activities.

As a leading Company and member of the Global Compact, we are committed to shaping a better future through a strong sense of responsibility and leadership in a new era of sustainable mobility. The 2030 United Nations Sustainable Development Goals are a framework for our actions in the transition to a more sustainable future.

Distribution of added value

Extract from Annual Report

Distributions		(in millions of euros)	(as a % of revenue)
CapEx + R&D[7]	**2023**	**9,125**	**4.8**
	2022	8,938	5.0
	2021	10,081	6.6
Public sector[8]	**2023**	**3,793**	**2.0**
	2022	2,729	1.5
	2021	1,911	1.3
Employees[9]	**2023**	**19,100**	**10.1**
	2022	18,200	10.1
	2021	17,100	11.2
Shareholders[10]	**2023**	**4,208**	**2.2**
	2022	3,353	1.9
	2021	3,765	2.5

Stellantis Employees Rewarded with Record €1.9 Billion Worldwide Linked to Full Year 2023 Performance [11]

[7] Gross R&D Expenses, research tax credit and subsidies excluded.

[8] Corporate Tax.

[9] Bonuses and profit sharing included.

[10] Dividends paid to Shareholders.

[11] https://www.stellantis.com/en/news/press-releases/2024/february/stellantis-employees-rewarded-nearly-1-9-billion-worldwide-for-2023-performance-totaling-6-billion-since-company-creation

STAKEHOLDER GROUPS	STAKEHOLDER CATEGORIES	MEANS OF DIALOGUE		MAIN TOPICS
Clients	Private customers, consumer groups and other road users organizations	▪ Brand websites ▪ Dealership networks ▪ Customer Relations teams	▪ Consultation with consumer panels ▪ Customer satisfaction surveys and market research ▪ Company's social media	▪ Quality of products and service ▪ Environmental performance of vehicles ▪ Road safety ▪ Sustainable mobility
	BtoB clients including dealership network	▪ Fleet sale team: direct engagement and participation in tenders ▪ Training on sales and marketing ▪ Analysis of periodic customer satisfaction surveys	▪ Monitoring of financial performance and forecasts ▪ Analysis of all types of risks (including ethical) before contracts are signed	▪ Financial and strategic performance ▪ Quality of products, service and customer satisfaction ▪ Environmental performance of vehicles and manufacturing facilities ▪ Sustainable mobility
Employees	Employees	▪ Internal communication (town halls, newsletters, employee portal, events, awareness campaigns, etc.) ▪ Direct dialogue with management	▪ Suggestion collection processes (idea boxes) ▪ Periodic satisfaction surveys ▪ Training	▪ Strategy, specifically decarbonization, economic and commercial results ▪ Market conditions ▪ Workforce related topics such as diversity, learning, wellbeing, health and safety, working conditions, compensation and benefits, etc. ▪ Company transformation, impact on skills, new ways of working ▪ Career path
	Employee and labor union representatives	▪ Various employee representation bodies at national or transnational level: • in Europe: European Works Councils of PSA, Fiat and Opel Vauxhall, • in North America: UAW (U.S. Union) and Unifor (Canadian Union).	▪ Collective bargaining agreements and employee relations agreements with labor unions and employee representatives	▪ Strategy, notably decarbonization, economic and commercial results ▪ Market contexts ▪ Workforce related topics such as diversity, learning, wellbeing, health and safety, working conditions, compensation and benefits, etc. ▪ Company transformation, impact on skills, new ways of working
Financial Community	Shareholders and other investors	▪ Letter to shareholders ▪ CSR Report and Annual Report ▪ Corporate website	▪ Annual and quarterly financial results ▪ Shareholders' Annual General Meeting ▪ Investor meetings (including online events on strategy)	▪ Financial and CSR performance ▪ Strategy, results and forecasts
	Financial and SRI analysts	▪ CSR Report and Annual Report ▪ Corporate website ▪ Annual and quarterly financial results	▪ Conferences presenting the company's strategy (roadshows) ▪ Responses to questionnaires and requests ▪ Discussion sessions	▪ Financial and CSR performance ▪ Strategy, results and forecasts

STAKEHOLDER GROUPS	STAKEHOLDER CATEGORIES	MEANS OF DIALOGUE		MAIN TOPICS
Partners	Suppliers, partners in cooperation and innovation projects and joint ventures, industry associations	▪ Monthly meetings ▪ Innovation days ▪ Supplier awards ▪ Suppliers' convention ▪ Products/projects meetings ▪ Presence of the Company's delegates in regional automotive industry bodies and trade associations	▪ Supplier relations teams ▪ CSR self-assessment questionnaires ▪ Responsible Purchasing Guideline ▪ Analysis of all types of risks (including ethical) before a contract is signed ▪ Sustainability clauses in contracts ▪ Joint development programs	▪ Company's projects for products and industrial initiatives ▪ Innovation strategy and plan ▪ Financial and CSR performance in the supply chain, and other measures to support the company's strategy
Civil Society	Associations and NGOs	▪ CSR Report and Annual Report ▪ The Company's social media ▪ Meetings	▪ Responses to ad hoc requests ▪ Charitable giving ▪ Freedom of Mobility Forum	▪ Road safety ▪ Human rights in the supply chain ▪ Environmental impact of activities across value chain ▪ Education and inclusion ▪ Freedom of Mobility in a decarbonized world
	Representatives of host communities, including local administrations	▪ Events (open days and facilities visits) ▪ Meetings and discussions ▪ Freedom of Mobility Forum		▪ Economic and social development in host communities ▪ Environmental impacts near Stellantis facilities ▪ Freedom of Mobility Forum
	Research and teaching partners; including universities and schools	▪ Intern and apprenticeship programs ▪ Laboratory space for doctoral/thesis students ▪ Open Labs ▪ Chairs at universities, engineering schools and business schools in host countries	▪ Awareness campaigns, sites visits and educational events held by the company's facilities with local schools ▪ Freedom of Mobility Forum	▪ Innovations on sustainable mobility and related topics (e.g., materials) ▪ Freedom of Mobility Forum
	Public institutions, including Governments, public agencies and regulatory bodies	▪ Direct dialogue through ad hoc meetings and institutional channels ▪ Participation in working groups and collaborative projects ▪ Freedom of Mobility Forum		▪ Financial and CSR performance ▪ Strategy, results and forecasts ▪ Product launches ▪ Investments in plants and technological development ▪ Social impacts of the transformation of the automotive sector ▪ Freedom of Mobility Forum
	Journalists and Media	▪ Direct dialogue ▪ Press releases ▪ Presentations and press conferences ▪ Auto Shows	▪ Corporate and brand websites and social media ▪ Freedom of Mobility Forum	▪ Financial and CSR performance ▪ Strategy, results and forecasts ▪ Product launches ▪ Investments in plants and technological development ▪ Social impacts of the transformation of the automotive sector ▪ Freedom of Mobility Forum
Environment Groups	Associations and NGOs	▪ CSR Report and Annual Report ▪ Social media ▪ Meetings ▪ Responses to ad hoc requests ▪ Joint development programs and protocols Freedom of Mobility Forum		▪ Climate strategy ▪ Real-driving emissions ▪ Circular economy ▪ Environmental impacts of activities ▪ Freedom of Mobility Forum

Distribution of value created in 2023

Customers

- 14 iconic brands committed to offering best-in-class fully electrified solutions
- Two mobility brands offering mobility solutions including subscription programs, car sharing and charging services with 39,405 LEVs infleeted during 2023
- Affordable maintenance with spare parts from circular economy: cost savings for customers up to 70% of new part price
- The total range of sustainable parts covers more than 15% of customers aftersales needs
- High level of product quality through 100% of the Stellantis vehicle assembly plants and powertrain plants certified ISO 9001 or IATF 16949
- More than 40% reduction in 3 months in service vehicle defect rate compared to 2021

Employees

- Personnel cost: €19.1 billion
- Profit sharing: €1.9 billion redistributed to employees in 2024 for profits attributable to 2023.
- Training: €144 million invested delivering about 2.9 million hours of training to approximately 210,000 employees
- Total lost-time accident frequency rate: 0.95
- Annual appraisal: 96% of white collars employees
- Diversity and inclusion: 30% of women in leadership position (L1-L2-L3)
- 225,518 employees, accounting for 90% of the workforce are covered by collective agreement
- Remote work up to 80% of eligible employees

Environment

- Investments: €5.6 billion of R&D costs during 2023 and over €30 billion total investment planned through 2025 for electrification and software
- 2030 Electrification plan: working to pursue a BEV version for 100% of passenger car models marketed in Europe, and for 100% of passenger car and light duty truck models in the U.S.
- Low Emission Vehicle offering: expanded to 47 electrified models (BEV+PHEV)**: 60% of passengers car nameplates in Europe and 21% of passengers car and light duty truck nameplates in the U.S.
- Global BEV sales up 21% year over year
- CO_2 emissions for scope 1 and 2 reduced by 20% compared to 2021
- Manufacturing initiatives: control energy consumption led to savings of approximately €60 million with emission reduction of 120,000 tons of CO_2-eq
- Life Cycle Assessments (LCAs) covered 74% of the total fleet sold
- Vehicles available in Europe are 95% recoverable and 85% recyclable
- High-Voltage battery recycling rates: 69.3% for Li-ion batteries and 83.8% for NiMH batteries in 2022

Host communities and civil society

- Philanthropy: more than €18.5 million to support 366 projects focused on education
- 5,174 Stellantis employees participated in employee volunteerism program
- Youth development: 4,913 apprentices and 3,399 interns trained
- direct contractual relationship with more than 2,000 Tier 1 direct material suppliers

Investors and shareholders

- Net Revenue: €189.5 billion
- €4.7 billion ordinary dividend*
- Adjusted operating margin: 12.8%
- Wages to revenue ratio: 10.1%
- Industrial Free cash flow: €12.9 billion
- Net profit: €18.6 billion
- Synergies: €8.4 billion net cash benefit
- EU Taxonomy Regulation aligned Revenues: 8.8%, OPEX: 39.4%, CAPEX: 34.9%

Suppliers and partners

- Purchase: more than €104 billion
- CSR performance: 3,461 supplier groups assessed by EcoVadis, corresponding to more than 89% of the annual purchased value
- 2,438 patent applications published
- Global innovation ecosystem: 160 co-founded projects worldwide with over 1,000 partners
- Building an innovative and powerful ecosystem with new strategic partnerships such as Leapmotor, Lyten, CATL, Orano, Kuniko, MCEwen Copper, Niron Magnetics. These are in addition to the ones concluded in 2022 with Automotive Cells Company, LG Energy Solution, Samsung SDI, Controlled Thermal Resources, Factorial Energy, Umicore and Vulcan Energy; and collaborations with Amazon, BMW and Foxconn

- Economic and financial value
- Environmental value
- Social value

* Subject to shareholder approval.
** Perimeter: passenger car and light commercial vehicle nameplates in Europe, passenger car and light duty truck nameplates in the U.S.

1.2 MATERIAL CSR RISKS AND OPPORTUNITIES INHERENT TO THE VALUE CREATION MODEL



1.2.1 CSR MACRO-RISKS AND RELATED CSR ISSUES: STELLANTIS CSR PILLARS AND CHALLENGES

GRI 3-2

Stellantis has identified **six CSR macro-risks** and addresses them in accordance with the UN Sustainable Development Goals. These six CSR macro risks are the **six pillars of Stellantis approach to Corporate Social Responsibility**. In light of the Company's activities, each macro-risk has been broken down into a number of CSR issues, which are material to the Company and its stakeholders. These CSR issues are Stellantis CSR challenges.

CSR risk management approach

Given its determination to take Corporate Social Responsibility into account in all its decisions and activities, Stellantis integrates CSR risks considerations into the audit plan to address audit activities on relevant CSR risks.

The Company's risks and associated control procedures are described in <1.2.3> and further detailed in the risk management section of the Annual Report [12].

1.2.2 STELLANTIS MATERIALITY MATRIX: RELATIVE POSITION OF THE 22 CSR CHALLENGES

GRI 2-12

For Stellantis, a material CSR issue is a sustainability factor that can have a present or future impact on the Company's value drivers, competitive position, and therefore on long-term stakeholder value creation.

22 CSR issues are considered to be material by Stellantis experts and stakeholders, according to two criteria:

- those that reflect the environmental, economic and social impacts of the Company's activities
- those for which the environmental, economic and social contexts in which the Company operates have impact on the Company's performance.

Based on this **double materiality approach**, those CSR issues are considered as having an influence on the stakeholders' assessments and decisions. **Each CSR issue is a CSR challenge for Stellantis**.

This CSR Report presents a definition, the Stellantis ambition and commitment and the main initiatives and achievements related to each CSR issue/challenge.

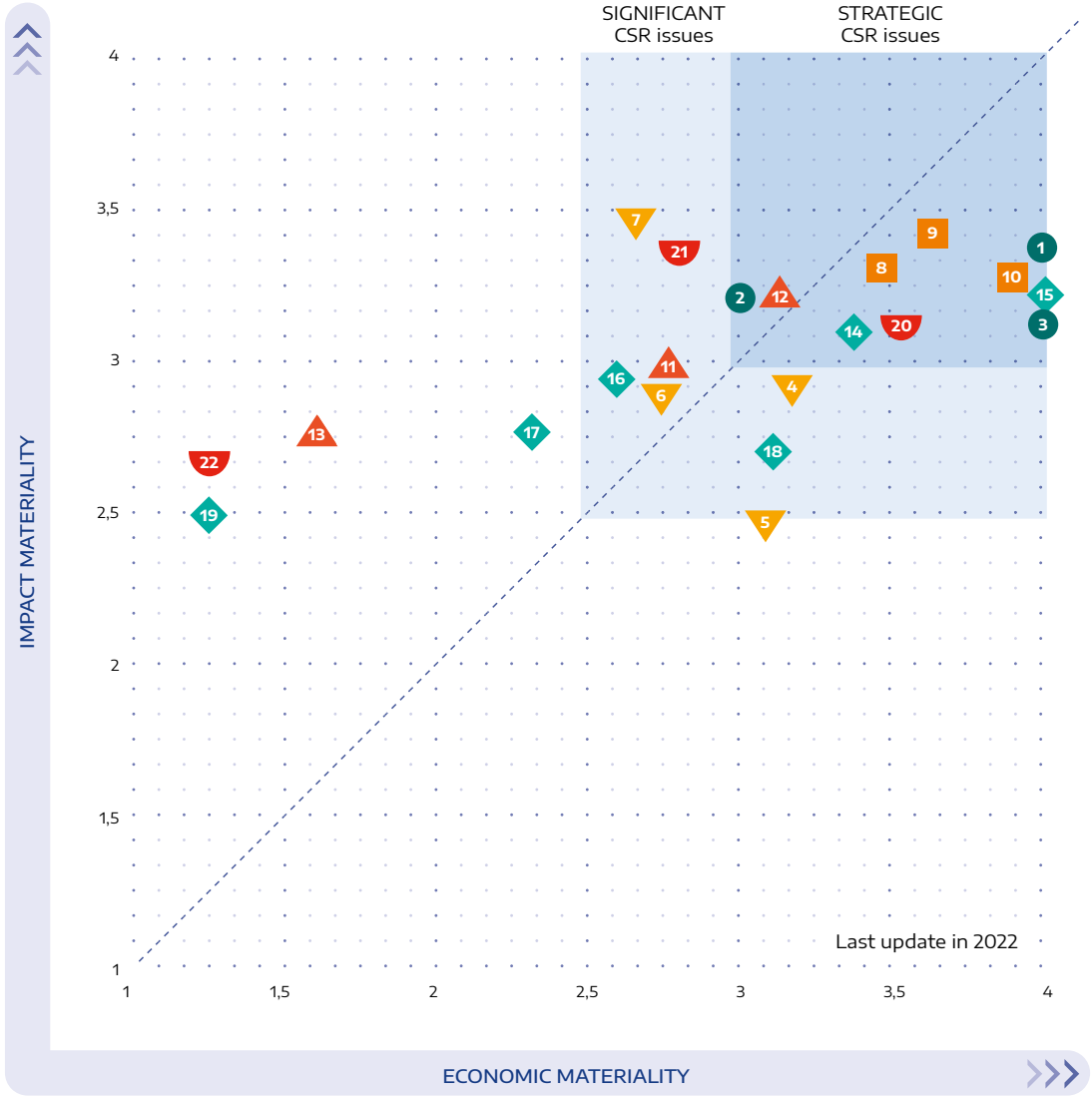
Throughout the year Stellantis reviews progress on the CSR issues/challenges and the status is validated by the Top Executive Team and presented to the Board of Directors.

The Company adopts measures proportionate to the position of each CSR issue/challenge in the materiality matrix. These measures are described in this CSR Report.

The 22 CSR issues are grouped in six macro-risks (pillars).

[12] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

Stellantis CSR materiality matrix updated (with stakeholder survey in 2022)



DEFINITION: Strategic issues: economic and impact assessments higher than 3

Stellantis CSR macro-risks/pillars and CSR issues/challenges

6 CSR MACRO-RISKS / PILLARS	22 CSR ISSUES / CHALLENGES
I. BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE	1 Vehicle CO_2 emissions
	2 Industrial and sites carbon footprint
	3 Carbon footprint of the supply chain: purchasing and logistics
II. DRIVING COMPANY TRANSFORMATION THROUGH THE DEVELOPMENT OF HUMAN CAPITAL	4 Management of company transformation and social dialogue
	5 Attracting and developing all talent
	6 Diversity and equal opportunity
	7 Health, safety and well-being in the workplace
III. MEETING CHANGING CUSTOMER EXPECTATIONS ON MOBILITY	8 Development of new mobility solutions (including autonomous vehicles)
	9 Vehicle and service quality - customer satisfaction
	10 Vehicle safety
IV. PREVENTING ETHICS VIOLATION	11 Ethics in governance and business practices
	12 Responsible management of personal information
	13 Responsible information to customers
V. PROMOTING PROTECTION AND IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCES	14 Wise use of materials in the vehicle life cycle (including product recycling)
	15 Vehicle impact on air quality
	16 Optimization of material cycles in manufacturing processes (including waste)
	17 Control of industrial discharge and nuisances
	18 Sustainable water management in manufacturing
	19 Protection of biodiversity
VI. ENSURING PROTECTION OF HUMAN RIGHTS AND SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES	20 Responsible purchasing practices to support the company's development in host territories
	21 Human rights in the supply chain
	22 Actions to support communities

Materiality Matrix Methodology

Stellantis' materiality matrix has been updated in 2022 and approved by the Board of Directors in 2023. It is based on the **double materiality principle** which invites companies to report not only on financially material topics that influence their value, but also on economical, environmental and social impacts that the company has on the society. The materiality thresholds have not been defined yet by the Company; they will be set in alignment within the European Corporate Sustainability Reporting Directive timeframe.

The CSR risk assessment was the first step in the process: the CSR issues and macro-risks were identified based on the expertise of the network of CSR correspondents and contributors, representing relevant organizations within the Company and on a dialogue with main stakeholders (partners, clients, employees, civil society, financial community and environment groups). In total, 145 organizations representing these stakeholder families have been invited to contribute to the assessment through a survey. Regional assessments were conducted. Stakeholders were identified by both internal experts and by external third party.

This materiality assessment allowed us to identify critical economic, environmental and social issues on which Stellantis activities have impacts (impact materiality) or which have a significant impact on Stellantis business performance and long-term value creation (economic materiality).

The result was confirmed by a review of issues reported by industry peers and an analysis of worldwide CSR reference and reporting standards. Stellantis is viewing to update the present Materiality Matrix according to the guidelines published in August 2023.

A representative sample of stakeholders was then interviewed to ascertain their opinion.

Then to position the CSR issues on the matrix the structured approach was implemented as follows:

- the position of the issue on the horizontal axis represents the **importance of the CSR issue for the business performance of the Company**, according to three criteria:
  - likelihood of the threat (probability of occurrence in short- to medium-term (1-5 years) materializing and opportunities created by the issue
  - the severity of the impact for the Company, quantified in monetary terms by the Division affected, in case of absence of action. The quantification in monetary terms ("outside-in" perspective) has been considered according to the European Financial Reporting Advisory Group (EFRAG) draft standards with the following perspective: "if it triggers financial effects, i.e., generates or may generate significant risks or opportunities that influence or are likely to influence the future cash flows and therefore the enterprise value in the short, medium or long term but are not captured by financial reporting."
  - impact on long-term performance, in case of absence of action.

  the position of the issue on the vertical axis represents how Stellantis activities impact people and planet for each CSR issue, according to stakeholders' assessment . Survey takers were asked, for each of the 22 CSR issues, to assess the kind of impact Stellantis' business practices have on the issue (whether positive or negative), the significance of impact of Stellantis on this topic (scale, scope, ability to be remediated) and the likelihood of the impact (short-, medium- and long-term). The score given for each issue by the interviewed and surveyed stakeholders reflect their assessment of the impact the Company can have for each issue.

An external provider, a neutral third party, ensured that each issue was scored strictly and fairly using a rigorous methodology, based on the proposal for a Corporate Sustainability Reporting Directive (CSRD) published by the European Commission on April 21, 2021. The materiality thresholds have not been defined yet by the Company; they will be set in alignment within the European CSRD timeframe. Methodology and matrix have been challenged by external auditors based on available knowledge by the end of 2022.

1.2.3 EXTENSIVE ASSESSMENT OF RISKS

TCFD.Ra TCFD.Rb TCFD.Rc GRI 2-12

The overall Risk Management System of Stellantis integrates the identification and assessment of climate-related risks.

Stellantis uses a group-wide risk analysis framework to assess, manage and report risks, including climate-related physical and transition risks and opportunities. All functions are expected to identify and update the risks inherent to their activities. The principal risks in each function, those which are most critical, are analyzed each half year. The enterprise risk assessment is based on a bottom-up approach beginning with functional areas, and concludes with the review by the responsible Chief Operating Officers. The central Risk Management team consolidates results into a report for review and validation with the Top Executive Team.

Stellantis Protection, Audit and Risk Management Department is in charge of assessing the magnitude of the risk as well as the degree of maturity of the risk management measures adopted. The assessment and prioritization process of risks/opportunities, including those posed by climate change, starts with classification of likelihood of the risk occurrence, potential impact on profitability, business continuity and reputation, and mitigation actions in place. These elements determine the residual risk rating defining the risk significance and prioritization for the Company. Risks that are identified as having high- or medium high-ratings are considered significant. The top significant risks, those that might have a substantive financial or strategic impact on the business, are deemed "Top Risks". Each Top Risk is then classified by risk categories (Strategic, Operational, Financial and Compliance) and control measures and mitigating actions are subsequently defined.

Results of the risk assessment are submitted to the Audit Committee, assisting the Board of Directors in their responsibility for strategic oversight of risk management activities. The Audit Committee reviews risk protocols and covers the spectrum of the climate-related physical and transition risks that could have an impact on the Stellantis financial and accounting information. The Board of Directors validates the mapping of Top-Risks.

Stellantis' risk management system includes action plans and quality indicators, which are audited by the Risk Department of the Company.

Corporate Social Responsibility (CSR) macro risks and issues are also embedded in the Enterprise Risk Management (ERM) process through interviews of a significant number of managers and top managers. The relevant actions are reflected in the mitigation plans implemented in operational divisions and included in training programs as needed.

CSR pillars and their challenges embedded in Stellantis Dare Forward Strategic plan



CARBON NET ZERO BY 2038

CLIMATE CHANGE

1. Vehicle CO_2 emissions
2. Industrial and sites carbon footprint
3. Carbon footprint of the supply chain: purchasing and logistics



EMPOWERING DIVERSITY AND INCLUSION

HUMAN RESOURCES

4. Management of Company transformation and social dialogue
5. Attracting and developing all talent
6. Diversity and equal opportunity
7. Health, safety and well-being in the workplace



EVERY JOURNEY MATTERS

CUSTOMERS EXPECTATIONS

8. Development of new mobility solutions (including autonomous vehicles)
9. Vehicle and service quality - customer satisfaction
10. Vehicle safety



ALWAYS WITH INTEGRITY

ETHIC CULTURE

11. Ethics in governance and business practices
12. Responsible management of personal information
13. Responsible information to customers



PRESERVING NATURAL RESOURCES

RESPONSIBLE USE OF RESOURCES

14. Wise use of materials in the vehicle life cycle
15. Vehicle impact on air quality
16. Optimization of material cycles in manufacturing processes (including waste)
17. Control of industrial discharge and nuisances
18. Sustainable water management in manufacturing
19. Protection of biodiversity



RESPECT AND SUPPORT OUR COMMUNITIES

HUMAN RIGHTS

20. Responsible purchasing practices to support the Company's development in host territories
21. Human rights in the supply chain
22. Philanthropic actions to support communities

1.2.4 CSR TRAJECTORY

CSR ISSUE / CHALLENGE	VISION/AMBITION	STRATEGIC KPIS	COMMITMENT		
			Short-term	**Medium-term (End of Strategic Plan)**	**Long-term**
Carbon footprint reduction in the whole value chain **Owner**: Chief Planning Officer	Contribute to global carbon neutrality, with an ambitious carbon footprint reduction roadmap	GHG emissions reduction (%) (intensity GWP - per vehicle) across scopes 1, 2, and 3 - 1.5°C scenario – Global	2023: targets for vehicle programs under development consistent with -50% GHG emissions per vehicle 2030 objective	2030: reduce GHG emissions by 50% per vehicle vs 2021 level	2038: Carbon Net Zero, with single digit % compensation of residual emissions vs 2021 level[13]
1 **Vehicle CO_2 emissions** **Owner**: Chief Planning Officer	Propose a wide range of Low Carbon mobility devices, rapidly available in countries of operations, to contribute to the race to carbon neutrality, by leading CO_2 emissions reduction	Percentage of nameplates with LEV offering (focus on U.S. and EU)	2025: EU Passenger Cars (PC): 95%[14] U.S. PC & Light Duty Trucks (LDT): 81%	2030: EU PC: 100% nameplates with BEV offering U.S. PC & LDT: 100% nameplates with BEV offering	2038: EU PC: 100% nameplates with BEV offering U.S. PC & LDT: 100% nameplates with BEV offering
		Share of LEV in global sales mix (focus on U.S. and EU)	2025: EU PC: 44% LEV (incl. 34% BEV)[15] U.S. PC&LDT: 37% (incl. 14% BEV)	2030: EU PC: 100% BEV U.S. PC&LDT: 50% BEV	2038: EU PC: 100% BEV U.S. PC&LDT: 100% BEV
2 **Industrial and sites carbon footprint** **Owner**: Chief Manufacturing Officer	Contribute to a decarbonized economy by achieving net zero emissions within our activities worldwide (scope 1 and 2)	Absolute scope 1 and 2 GHG emissions (tons of CO_2-eq)	2025: -50% vs 2021	2030: -75% vs 2021	2038: Carbon Net Zero, with single digit % compensation of residual emissions vs 2021 level[13]
		Share of decarbonized electricity used (%)	2025: 50%	2030: 100%	2038: 100%
3 **Carbon footprint of the supply chain: purchasing and logistics** **Owner**: Chief Purchasing & Supply Chain Officer	Request our suppliers and their supply base by reaching out to them on a cascading basis, therein to support our road to carbon neutrality by bringing innovative solutions and by adopting own GHG emissions reduction trajectories to comply or outreach the Paris Climate Agreement	Share of Annual Purchased Value from suppliers with CO_2 reduction targets compliant with the Paris Agreement CO_2 emissions of purchased parts	2025: 80% Annual Purchase Value from strategic (Level 1 and Level 2[16]) suppliers Award business compliant with CO_2 emission targets defined for each new EV project	2030: 95% Annual Purchase Value from strategic (Level 1 and Level 2[16] suppliers. -40% of CO_2 emissions of scope 3 upstream activities on BEV's scope vs 2021	2050: Carbon Net Zero of the supply chain with minimal compensation

[13] The achievement is conditioned by key external enablers: decarbonized energy (based on Announced Pledges Scenario from International Energy Agency), and conducive public policies for BEV (charging infrastructure, purchasing incentives).
[14] The change in the percentage of electrified nameplates in 2025 (compared to 91% for U.S. PC & LDT communicated in 2022 disclosures) is due to planning adjustments delaying two model launches from late 2025 to early 2026.
[15] EU 2025 mix subject to change based on market conditions in Europe.
[16] Strategic "Level 1" and "Level 2" suppliers represent the most relevant strategic suppliers to Stellantis primarily based on Annual Purchased Value (APV), innovation and additional critical factors.

CSR ISSUE / CHALLENGE	VISION/AMBITION	STRATEGIC KPIS	COMMITMENT		
			Short-term	Medium-term (End of Strategic Plan)	Long-term
4 **Management of company transformations and social dialogue** Owner: Chief Human Resources & Transformation Officer	Implement co-construction with trustful and transparent social dialogue with employee representatives and stakeholders to continuously develop and prepare the Company for future challenges	% of countries[17] covered by collective agreements	2024: 90%	2030: 95%	2040: 100%
5 **Attracting and developing all talent** Owner: Chief Human Resources & Transformation Officer	Recruit and empower talents, by increasing a 'learning enterprise culture' and developing strategic skills, with the right talents in the key roles to create a highly committed workforce and seize new businesses	Access rate to training (=No. of employees trained/total number of employees)	2024: 95 %	2030: 100%	2040: 100%
		% of technical engineering reskill/ upskilling	2024: 10%	2030: 30%	2040: 50%
6 **Diversity and equal opportunity** Owner: Chief Human Resources & Transformation Officer	Reinforce diversity, equal opportunities and inclusion as a strength for our teams and business by influencing the development of new ideas and solutions that will shape the future	Workforce gender balance: % women in leadership position (L1-L2-L3)	2025: >30%	2030: >35%	2040: >40%
7 **Health, safety and wellbeing in the workplace** Owner: Chief Human Resources & Transformation Officer	Create a safe and engaging work environment promoting employees' health and wellbeing at work for a greater work life balance	Lost-time injury frequency rate [LTIR /1,000,000 hwkd]	2024: <1	2030: <1	2040: <1
8 **Development of new mobility solutions (including autonomous vehicles)** Owners: Brand Chief Executive Officer, Free2move Chief Executive Officer, Leasys Chief Software Officer Chief Engineering Officer	Lead innovation for Mobility-as-a-Service to support freedom of movement with affordable, safe and sustainable mobility solutions	% of Low Emission Vehicles (below 50g CO_2 per kilometer) infleeted in the year for car sharing / short- and medium-term rental / subscription / long-term rental (lease)	2025: 40%	2030: 60%	2038: 100%
		% Revenues from Low Emission Vehicles (below 50g CO_2 per kilometer) within Mobility (incl. EV solutions + Data Service) and Rent (car sharing / short- and medium-term rental / subscription / long-term rental (lease))	2025: 20%	2030: 40%	2038: 80%

[17] Countries with over 150 employees

CSR ISSUE / CHALLENGE	VISION/AMBITION	STRATEGIC KPIS	COMMITMENT		
			Short-term	**Medium-term (End of Strategic Plan)**	**Long-term**
9 **Vehicle and service quality - Customer satisfaction** **Owner**: Chief Customer Experience Officer	Be Number 1 in syndicated surveys in customer satisfaction with excellent quality vehicles, services and mobility, providing a seamless customer journey, worldwide	Customer satisfaction: presence rate of Stellantis brands in the first quartile of the product and service syndicated surveys, in the main markets. Year for base 100 is 2021, target is +20% each year	By 2024: 160	2030: 280	2040: All Stellantis brands in the first quartile
		3 months in service repairs rate: percentage of reduction vs reference year 2021	2022: -40% 2024: -55%	2030: -75%	2040: -80%
		Customer satisfaction as measured by Net Promoter Scores (NPS) (New Vehicle sales + After-Sales). Year for base 100: 2021	2025: Sales: 103 Aftersales: 109	2030: Sales: 109 Aftersales: 117	2040: Sales: 114 Aftersales: 121
10 **Vehicle safety** **Owner**: Chief Engineering Officer	Develop and offer safe products all around the world, continuously striving for state-of-the-art level of safety risk avoidance, as well as crash protection for vehicle occupants and vulnerable road users	Level of robustness of the global harmonized vehicle safety organization, processes and technical expertise, including active safety, passive safety, cybersecurity (for its safety relevance), and product safety	2025: Governance, organization and processes defined and set up, external audit every 3 years, performed by an independent assessment body and considering industry standards including ISO26262, ISO21448, ISO21434	2030: External audit performed each year, considering new technologies embedded in Stellantis products	2040: External audit performed each year, considering new technologies embedded in Stellantis products
11 **Ethics in governance and business practices** **Owner**: General Counsel	Promote a culture of transparency and integrity by requiring our workforce to comply with our Code of Conduct, applying appropriate discipline for non-compliance, and requiring our business partners to adopt and apply similar ethical standards and controls	Number of days to provide a personalized first answer on reported concerns regarding potential violations of the Code of Conduct	2025: Personalized first answer within 1.5 days	2030: Personalized first answer within 1.25 days	2050: Personalized first answer within 1 day
		World Most Ethical (WME) Company status with Ethisphere[18]	2025: Obtain recognition by Ethisphere as one of the World's Most Ethical Companies as part of their WME process	2030: Maintain WME status by Ethisphere	2050: Maintain WME status by Ethisphere
		Board gender balance (% of female directors)	2025: at least 40% of Board seats should be occupied by women and 40% by men upon expiration of current terms	2030: at least 40% of Board seats should be occupied by women and 40% by men upon expiration of current terms	2050: at least 40% of Board seats should be occupied by women and 40% by men upon expiration of current terms

[18] ↘ The Ethisphere WME process is described here: https://ethisphere.com/what-we-do/worlds-most-ethical-companies/

CSR ISSUE / CHALLENGE	VISION/AMBITION	STRATEGIC KPIS	COMMITMENT		
			Short-term	**Medium-term (End of Strategic Plan)**	**Long-term**
12 **Responsible management of personal information** **Owner**: General Counsel	Protect personal data by processing information confidentially and according to applicable data protection regulations	% of complaints raised by Supervisory Authorities from customer privacy/ data protection infringements handled within 1 month (and/or due date required by the Authorities)	2022: 100%	2030: 100%	2040: 100%
13 **Responsible information to customers** **Owner**: Chief Sales & Marketing Officer	Provide accurate and comprehensive information to consumers through responsible marketing practices in all mass market communications, and engage them with direct communication only when consumers request it	Number of convictions of non-compliance concerning: ▪ product and service information and labeling ▪ marketing communications	2022: Zero convictions Worldwide	2030: Zero convictions Worldwide	2050: Zero convictions Worldwide
14 **Wise use of material in the vehicle life cycle (including product recycling)** **Owner**: Chief Engineering Officer	"Wise use of material in the vehicle life cycle (including product recycling)" is innovative with eco-design and leverage end-of-life opportunities in a circular economy approach to reduce the use of natural resources and the environmental impact to the lowest possible level	Percentage of Green Materials (includes renewable and recycled content with lower carbon footprint materials) on total vehicle weight	2025: launch the first vehicles containing 25% of Green Materials	2030: launch the first vehicles containing 40% of Green Materials	2050: continue to reinforce Green Materials content in the future vehicles
		Availability of solutions to optimize High-Voltage Batteries lifespan and End-of-Life through Repair, Remanufacturing, Second-Life, Recycling	2025: at least one solution is implemented for each High-Voltage Battery sold in EU, NA, China	2030: at least one solution is implemented for each High-Voltage Battery in all countries where EVs are sold	2050: all solutions implemented in all countries where EVs are sold
15 **Vehicle impact on air quality** **Owner**: Chief Engineering Officer	Meaningfully reduce impact on air quality by focusing on development of a wide range of affordable Zero Emission Vehicles (ZEV)	Share of ZEV[19] in global sales mix (focus on U.S. and EU)	2025: EU: 34% of Passenger Cars U.S.: 14% of Passenger Cars + Light Duty Trucks	2030: EU: 100% of Passenger Cars U.S.: 50% of Passenger Cars + Light Duty Trucks	2038: EU: 100% of Passenger Cars U.S.: 100% of Passenger Cars + Light Duty Trucks
		Percentage of nameplates with ZEV[19] offering (focus on U.S. and EU)	2025: EU: 78% of Passenger Cars U.S.: 59% of Passenger Cars + Light Duty Trucks	2030: EU: 100% of Passenger Cars U.S.: 100% of Passenger Cars + Light Duty Trucks	2038: EU: 100% of Passenger Cars U.S.: 100% of Passenger Cars + Light Duty Trucks
16 **Optimization of material cycles in manufacturing processes (including waste)** **Owner**: Chief Manufacturing Officer	Design industrial processes that allow minimal use of raw materials and ensure 100% waste recycling in local loops of circular economy	Total waste normalized (kg/vehicle produced)	2025: 40 kg/vehicle produced	2030: 36 kg/vehicle produced	2050: 22.5 kg/vehicle produced
		Percentage of waste recovered out of total waste generated	2025: 84%	2030: 90%	2050: 100%
		Percentage of plants with Zero Waste Sent to Landfill	2025: 65%	2030: 75%	2050: 100%

[19] ZEV = Zero Emission Vehicles (Battery Electric Vehicles)

CSR ISSUE / CHALLENGE	VISION/AMBITION	STRATEGIC KPIS	COMMITMENT		
			Short-term	**Medium-term (End of Strategic Plan)**	**Long-term**
17 **Control of industrial discharges and nuisances** **Owner**: Chief Manufacturing Officer	Implement state of the art technical solutions to prevent industrial activities from causing nuisances to the surrounding areas	Volatile Organic Compounds (VOC) emissions from paint shops normalized (g/m² painted)	2025: 25 g/m² painted	2030: 25 g/m² painted	2050: ambition of 0 g/m² painted
18 **Sustainable water management in manufacturing** **Owner**: Chief Manufacturing Officer	Promote responsible water stewardship to strive for zero water withdrawal by water recycling in industrial activities	Total water withdrawn normalized (m³/vehicle produced)	2025: 3.5 m³/vehicle produced.	2030: 3.0 m³/vehicle produced	2038: 2.0 m³/vehicle produced in water-stressed areas 2050: 1.0 m³/vehicle produced.
19 **Protection of biodiversity** **Owner**: Chief Manufacturing Officer	Ensure the development of biodiversity on our sites by preserving natural habitats	Percentage of plants that have done a RENATU evaluation and are developing biodiversity projects	2025: 60%	2030: 100%	2050: strategic partnership for global biodiversity program.
20 **Responsible purchasing practices to support the company's development in host territories** **Owner**: Chief Purchasing & Supply Chain Officer	Ensure selection of suppliers based on quality, competitiveness, and social, ethical and environmental standards, hence supporting responsible economic development in host territories	% Annual Purchase Value (APV) purchased from Tier 1 suppliers evaluated on CSR	2025: 90% of APV of direct material (parts)	2030: 95% of APV of direct material (parts); 75% of APV of indirect material	2050: Maintain 95% of APV for direct material; 90% APV for indirect material
		Average CSR scores of Stellantis Tier-1 Suppliers assessed by independent third-party vs average CSR scores of all companies assessed by third party	2025: 15% higher	2030: keep a positive gap of 15%	2050: keep a positive gap of 15%
21 **Human rights in the supply chain** **Owner**: Chief Purchasing & Supply Chain Officer	Require, monitor and control the total respect for human rights along the entire global supply chain process, involving all actors to ensure transparency and full alignment with Human Rights principles	Average human rights scores of Stellantis Tier-1 suppliers assessed by independent third party	2025: Increase of +2.5% vs score as of 01/01/21	2030: Increase of +5% vs score as of 01/01/21	2050: in top level performance category
22 **CSR issue / challenge Actions to support communities** **Owner**: Chief Communication & CSR Officer	Driven by our societal commitment, we empower people through education and access to mobility	Amount of budget for philanthropy	2024: at least €15 million dedicated to philanthropy + all philanthropic projects focused on the new philanthropic strategy[20]	2030: at least €15 million dedicated to philanthropy + at least one philanthropic project in each region[20]	2038: at least €15 million dedicated to philanthropy + at least one philanthropic project in each region and for each philanthropic focus areas[20]

[20] Amount decided for three years split by year, based on Stellantis current performance and general economy financial trend, and benchmark with OEM involvement in philanthropy.

1.3 CSR GOVERNANCE

1.3.1 CSR POLICY

"Powered by our diversity, we lead the way the world moves".

Stellantis corporate purpose finds its roots in the inextinguishable appetite for mobility of all human beings: our corporate responsibility is to design and offer a range of mobility solutions which are affordable, safe and sustainable.

In order to protect our ability to provide those solutions in the long run and create **shared value for the society in which we operate**, guided by our support to the **UN Sustainable Development Goals**, our Corporate Social Responsibility policy finds its roots in the United Nations Global Compact Principles and embraces:

- a holistic approach of our environmental footprint: our actions strive to bring a tangible impact on climate change and make a **wise use of natural resources**. Life cycle analysis support our decisions, notably when technology or material related changes impact key features of our products (mass, recyclability, etc.)
- a human-centered management of our activities and their **social impacts**: we promote the development of our teams, we leverage on their **diversity** as an asset to understand citizens' both common and specific expectations and desires all around the world, we support **economic local development** through **responsible purchasing practices**, we encourage **social local initiatives** through philanthropic actions in the communities around our locations
- **strong ethical principles** in governance and business relationships: the Stellantis governance model reflects our commitment to a culture dedicated to integrity, responsibility and ethical behavior in all areas of our activity and **along the entire value chain**. Our governance model supports our focus on creating a **shared and lasting value for our stakeholders**.

For Stellantis, value creation in the long run results from economic, environmental and social performance. We protect our sustainable development **through responsible decisions** and **transparent** business practices. Our Corporate Social Responsibility policy is based on these fundamental principles:

- We consider **transparency** as the basis of mutual **trust with the society**. Our responsibility is to make decisions knowing we will be accountable for them in the future. Stellantis strives to publish clear, extensive and accurate information to ensure our stakeholders have access to quality data. As an illustration, we obtain an independent auditor's opinion on the truthfulness of its content, based on both assurance procedures at corporate (consolidated) level and at site level. Furthermore, the auditors based their selection of sites considering relevant reporting risks and geographical spread. The auditors have conducted their examination in a manner that allowed them to obtain sufficient and appropriate evidence to conclude on a reasonable or a limited assurance level for most of the metrics. It also feeds the public debate, for the benefit of the general interest.
- **As data-driven company**, we base our decisions on facts, **scientific** approaches and close monitoring of our activities.

Stellantis regards its CSR policy as a collective and individual endeavor, which ensures that the principles of Corporate Social Responsibility are embedded into each business decision and guides the Company's approach to its strategic challenges.

The CSR commitments presented in this Report are supported by accountable members of the Top Executive Team. Our CSR commitments are part of a proactive trajectory and supported by KPIs closely monitored.

Company employees at the various level of the organization are committed to adhere to and implement this CSR roadmap, which reflect Stellantis' ambitions for the future.

1.3.2 CSR IN THE BOARD OF DIRECTORS

GRI 2-9 | GRI 2-10 | GRI 2-11 | GRI 2-12 | GRI 2-14

Stellantis Corporate governance ensures that the Company is managed in the interests of its shareholders and its main stakeholders.

The Board of Directors of Stellantis is formed by 11 members, the majority of the directors are independent. Five members were nominated by former Groupe PSA and two of its reference shareholders (EPF/FFP and BpiFrance), while five were nominated by FCA and reference shareholder (Exor), including the Chairman. Carlos Tavares, CEO of Stellantis and former CEO of PSA is also a member of the Board of Directors. Refer to the Corporate Governance section of the 2023 Annual Report [21] and Form 20-F for more details.

In accordance with the articles of association of Stellantis and with the Regulations of the Board of Directors [22] adopted on January 17, 2021, the Board of Directors is responsible for the management and strategic direction of the Company and has control and oversight responsibilities on the topics which impact the Company's sustainability and long term performance. Board structure, composition and related committees, are aligned with shareholders' long-term interests, which include CSR related matters.

Board members have been selected based on their experience and skills, and their complementarity to form a group bringing different perspectives to assess situations from a broad point of views, and to take into account the best interests of stakeholders. Stellantis Board ensures a variety of viewpoints are heard and factored into responsible corporate decision-making.

The ESG Committee

In accordance with the Company's articles of association, the Board of Directors has adopted the Charter of the ESG Committee [23].

> The function of the ESG Committee is to assist and advise the Board of Directors and act under authority delegated by the Board of Directors with respect to monitoring, evaluation and reporting on the sustainable policies and practices, management standards, strategy, performance and governance globally of the Company and its subsidiaries.

[21] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf
[22] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_Board_Regulations.pdf
[23] https://stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_ESG_Committee_Charter.pdf

1.3.3 CSR EMBEDDED INTO BUSINESS: AT THE EXECUTIVE AND OPERATIONAL LEVELS

GRI 2-13

The Stellantis **CSR Global Office** reports directly to the Executive Vice President (EVP) - Chief Communications and CSR Officer, who is a member of the Top Executive Team and reports to the Chief Executive Officer. The role of the CSR Global Office is to:

- ensure that Stellantis makes necessary corporate CSR public disclosures
- support dialogue with stakeholders on ESG matters to improve Company's practices.

The Stellantis CSR Global Office oversees a CSR network composed of subject matter experts: the CSR Champions and CSR Correspondents, who represent the global functions of the Company.

The **CSR Champions** work to ensure that the CSR issues under their responsibility are considered appropriately in the decisions of their Division. They:

- organize, monitor and consolidate the CSR commitments and key messages
- ensure the Company's CSR results with improvement actions align with stakeholders' expectations.

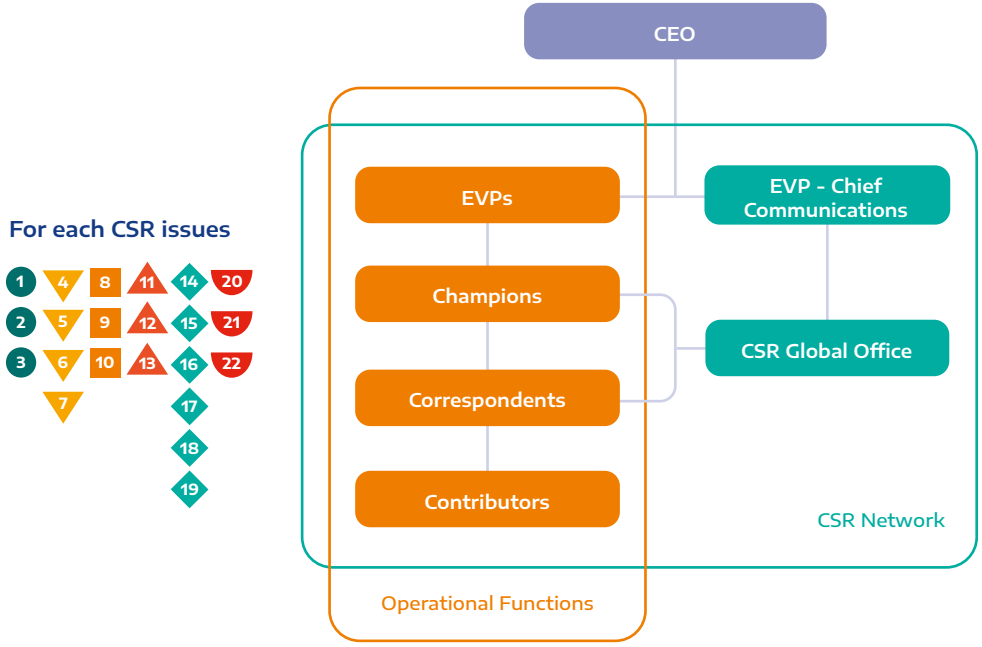
The **CSR Correspondents** focus on proper and reliable disclosure of qualitative and quantitative information for the CSR issues under their responsibility. They:

- manage their network of expert contributors to collect and consolidate facts and figures covering the reporting scope to deliver their sections of the CSR disclosures
- propose actions to improve performance.

Members of the Top Executive Team play a key role in the Company's CSR roadmap: they validate the medium and long-term CSR visions, ambitions and targets for the CSR issues that are under their responsibility and are responsible for the achievements.

Top Management incentives are set to align as much as possible with the diverse stakeholders' interests.

The CSR Network





2 BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE - CLIMATE REPORT

2.1 CONTEXT AND STELLANTIS POSITION 31

2.2 FORWARD-LOOKING CLIMATE VISION AND TARGETS 33

2.3 IDENTIFICATION AND MANAGEMENT OF CLIMATE RISKS AND OPPORTUNITIES 37

2.3.1 Facing reality as it is: climate-related risks and opportunities throughout the organization and across the value chain 39
2.3.2 Resilience strategy built with climate-related scenarios 43
2.3.3 Climate embedded into Business Planning via the use of an internal price of carbon 43

2.4 CLIMATE GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS 44

2.4.1 Supervisory bodies: striving for long-term climate resilience 44
2.4.2 Executive bodies: putting climate responsibility as a central theme in executive decision-making 44
2.4.3 Embedding climate across various management levels 46

2.5 VEHICLE CO_2 EMISSIONS 46

2.5.1 Policies to execute the strategy 46
2.5.2 Organization and resources 46
2.5.3 Main initiatives, achievements and results 48
2.5.4 Detailed key performance indicators 58

2.6 INDUSTRIAL AND SITES CARBON FOOTPRINT 61

2.6.1 Policies to execute the strategy 61
2.6.2 Organization and resources 62
2.6.3 Main initiatives, achievements and results 63
2.6.4 Detailed key performance indicators 71

2.7 CARBON FOOTPRINT OF THE SUPPLY CHAIN: PURCHASING AND LOGISTICS 73

2.7.1 Policies to execute the strategy 73
2.7.2 Organization and resources 74
2.7.3 Main initiatives, achievements and results 74
2.7.4 Detailed key performance indicators 77

STELLANTIS' CSR MACRO-RISK PILLAR I. BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE

In the World Economic Forum "2021 Risk Report", climate was declared a major and imminent risk to the global economy, having wide environmental impacts, and increasing economic and societal divisions, inside countries and between regions.

Companies are key players to introduce solutions and Stellantis is committed to bring a tangible impact on climate change. Stellantis has concerns that the climate emergency may be a threat to the operations of industrial and global companies like ours. Likewise, Stellantis is concerned that if nothing is done to correct the current climate situation, the rise in temperatures might drastically affect the environment including water, air and biodiversity, which may alter the ability to sustain human activities. Through challenging dialogues with stakeholders, such as investors, institutions, and Non-Governmental Organizations (NGOs), among others, Stellantis is refining its vision of carbon neutrality, its targets, its initiatives and solutions.

Stellantis is committed to addressing the United Nations 2030 Sustainable Development Goals (SDGs) and to meeting the challenge of drastically reducing its carbon footprint. Stellantis is rethinking its value creation model to anticipate major trends.

Climate change requires a global response, which for Stellantis includes designing vehicles with lower CO_2-eq emissions, reducing the carbon impact of manufacturing facilities, logistics and purchasing and putting measures in place to offset any remaining carbon impact. Stellantis views it as an opportunity to be even more agile to face the challenges and to create the future of mobility, allowing for freedom of movement with reduced or no carbon emissions.

To demonstrate its tangible commitments for a low-carbon economy, Stellantis has strengthened its climate governance by having climate change concern embedded in its decision-making processes and developed a holistic and ambitious strategy with the goal to reduce CO_2-eq emissions across its entire value chain.

Stellantis also considers that growing awareness about upcoming climate changes for each and every individual is of the utmost importance. In this respect, Stellantis is providing free and easy access to a web-based Climate School with more than ten hours of training to its employees, in order for them to better understand the stakes and to get prepared for the necessary sustainable transformation of their activity. As of end-of-year 2023, more than 26,000 cumulated hours of training have been completed.

2.1 CONTEXT AND STELLANTIS POSITION

Stellantis has a holistic approach to climate change.

Given its main sources of greenhouse gas emissions, the Stellantis decarbonization strategy is threefold:

1. Cutting vehicle CO_2 emissions < 2.5 >
2. Moving forward into a carbon-efficient production system < 2.6 >
3. Improving the environmental performance of the supply chain < 2.7 >

The subsequent sections of this Climate Report detail the strategy implemented by Stellantis including the governance and actions to achieve the targets, following the recommendations of the Task Force on Climate related Financial Disclosures (TCFD).

CSR issue/challenge #1 Vehicle CO_2 emissions

Based on an assessment of more than 14,000 scientific publications, the Intergovernmental Panel of Climate Change (IPCC) [1]'s Sixth Assessment Report on the physical science of climate change demonstrates that human activities have warmed our planet's atmosphere faster than anything people have experienced for at least 2,000 years.

The Sixth Assessment Report also answers important questions about how greenhouse gas emissions and other pollutants are changing our climate. It sheds light on how plants, soil and the oceans store and release carbon, how the global climate is responding to human influence, and the impacts of accelerating global warming: an increasingly variable water cycle, lasting changes in ocean and sea levels caused by the melting of the planet's ice caps, and more generally, extreme weather and climate events.

The Sixth Assessment Report also highlights the importance of the choices we all make today. Therefore, its recommendations must inform the development and implementation of Stellantis' strategy.

In its latest assessment on transport-related emissions, the International Energy Agency (IEA) reported that global CO_2 emissions from cars and vans stood at 3.53Gt in 2022, slightly below the 2019 pre-pandemic high of 3.61Gt. To be on track for the IEA's Net Zero Scenario, these emissions need to fall to 2.06Gt by 2030 [2].

The automotive industry has a role in the global effort to limit global warming to 1.5 degrees. To support this effort, Stellantis is adapting its business model and launching new technologies in order to meet its milestones and objectives while satisfying consumer expectations for access to safe, sustainable and affordable mobility solutions. Vehicle electrification is one of the key actions through which we are supporting the transition to a decarbonized economy while working toward carbon neutrality.

[1] https://www.ipcc.ch/report/ar6/wg1/
[2] https://www.iea.org/energy-system/transport/cars-and-vans

Company's public position

Stellantis believes it has an ethical responsibility to offer customers affordable mobility solutions that are sustainable for the planet and its citizens.

Stellantis is determined to be compliant with applicable GHG regulations around the globe. This has been demonstrated since the creation of Stellantis with a fast-growing LEV line-up and sales mix, aiming at an ambitious position in the industry in terms of low CO_2 emissions.

This determination has been further strengthened through Stellantis' Dare Forward 2030 plan published on March 1, 2022, which includes an accelerated roll-out of BEVs worldwide and our target to reduce lifetime CO_2 emissions per vehicle by 50% in 2030 compared to 2021, on the path to achieving carbon net zero by 2038 with single-digit compensation [3].

Stellantis believes that the renewed global ambitions to tackle climate change, including the Paris Agreement and the EU and U.S. objectives for carbon neutrality by 2050, could be achieved if the economic, political and societal spheres adapt. Transition to low CO_2 transport and mobility at an increased pace requires policymakers to develop and implement a carefully coordinated plan that takes into account the economic and social challenges associated with this rapid transition. It also requires public authorities to actively support the development of an affordable and sustainable mobility ecosystem through the wise use of regulatory frameworks and financial tools and by ensuring the contribution of all sectors and green energy sources of all kinds. The energy sector's ability to provide sufficient decarbonized electricity is particularly important. The availability of a convenient and widespread vehicle recharging and fast charging infrastructure will play a crucial role and must be facilitated; Stellantis' initiatives on charging infrastructure **< 2.5.3.2.4 >** should be complemented by policy and public investments.

CSR issue/challenge **#2 Industrial and site carbon footprint**

Although the emissions associated with fuel and electricity consumption in our manufacturing and other facilities represents a small part, around 1% of the Company's overall carbon footprint, we are committed to reducing carbon emissions from industrial operations and non-manufacturing facilities. We regard this effort as an important factor in tackling climate change. As far as vehicle manufacturing is concerned, the major cause of greenhouse gas emissions is energy consumption. To reduce our impact on climate, Stellantis acts on several levers such as optimizing the energy efficiency of manufacturing processes, using electricity derived from decarbonized sources and adopting more efficient technologies.

Company's public position

At Stellantis, we are contributing to the emergence of a decarbonized economy by engaging our talented teams and assets to drive toward global carbon neutrality. Stellantis has been rolling out a process for controlling its environmental impact and ensuring continuous improvement. Based on our experience (the vast majority of our plants are, or are becoming ISO 14001-certified, and the environmental footprint of our manufacturing operations is progressively declining).

We are convinced that the energy transition requires that all actors of the economic ecosystem join forces; manufacturing companies need to find affordable and available carbon-free energy sources to implement their decarbonization pathway.

We also believe new solutions need to be found and scaled up in Carbon Capture & Storage (CSS) technologies, and we encourage governments to support research and development efforts in this field.

CSR issue/challenge **#3 Carbon footprint of the supply chain: purchasing and logistics**

In addition to emissions from vehicles and manufacturing, there are significant emissions that are connected with our activities but come from outside the organization. The CO_2 emissions linked to our supply chain represent less than 10% of Stellantis' overall carbon footprint, while inbound and outbound transportation accounts for about 1%.

We are working with our supply base to support our climate leadership and we ask suppliers to adopt climate and carbon neutrality objectives that are in line with Stellantis commitments.

Stellantis has made reducing CO_2 emissions associated with logistics a priority. The environmental impact of inbound and outbound transportation is far-reaching, and ranges from local impacts (air and sound pollution) to global warming. We are working to optimize transport plans, loads, and volumes, and developing multimodal transport.

Company's public position

Stellantis supports the decarbonization of automotive industry suppliers. This goal is an important element of our supplier partnerships, as decarbonization will be a key factor of competitiveness and long-term commitment between Stellantis and its supply base. To reduce the CO_2 impact of our supply chain, we work with key suppliers at the product design and development phase, with particular focus on increasing the usage of recycled materials and designing products to optimize recyclability. Our suppliers' environmental commitments are supported and accredited by industry-leading external partners, such as the CDP and its Supply Chain Program **< 2.7.3.2 >**.

We are also engaged in several organized initiatives. These include local and wider scale initiatives of the automotive industry, amongst them several in Europe and North America at national (PFA; AIAG; VDA; ANFIA) and regional levels (by the ARIAs, automotive competitiveness clusters, regional automotive industry associations) with public authorities and the administration **< 7.1.6 >**.

The Global Purchasing and Supply Chain Division supplements this automotive industry network and its ecosystem by appointing regional leadership in each manufacturing cluster around the world.

In the area of transport and logistics, Stellantis urges public authorities to increase and improve multimodal transport solutions, which will enable low-carbon transportation access to and from Stellantis facilities worldwide. For road transport, Stellantis welcomes policies and innovative solutions to support higher road use efficiency and reduce the carbon intensity of freight transport (e.g., promoting high-capacity transport such as gigaliners).

[3] https://www.stellantis.com/content/dam/stellantis-corporate/investors/events/strategic-plan-2030/2022_03_01_Strategic_Plan.pdf

2.2 FORWARD-LOOKING CLIMATE VISION AND TARGETS

GRI 3-3
TCFD.Mc

Commitment scoreboard

CSR ISSUE/CHALLENGE **Carbon footprint reduction in the whole value chain**

VISION/AMBITION: Contribute to global carbon neutrality, with an ambitious carbon footprint reduction roadmap.
OWNER: Chief Planning Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2023)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
GHG emissions reduction (%) (intensity GWP - per vehicle) across scopes 1, 2, and 3 - 1.5°C scenario – Global	Targets for vehicle programs under development consistent with -50% GHG emissions per vehicle 2030 objective	Reduce GHG emissions by 50% per vehicle vs 2021 level	Carbon Net Zero, with single digit % compensation of residual emissions vs 2021 level[4]	80.2 tons CO_2-eq/veh Stellantis global absolute carbon footprint: 527.2 million tons	77.1 tons CO_2-eq/veh (-3.8% vs. 2021) Stellantis global absolute carbon footprint: 450.6 million tons	**74.3 tons CO_2-eq/veh (-7.3% vs. 2021)** **Stellantis global absolute carbon footprint: 460.7 million tons**

CSR ISSUE/CHALLENGE **#1 Vehicle CO_2 emissions**

VISION/AMBITION: Propose a wide range of low carbon mobility devices, rapidly available in countries of operations, to contribute to the race to carbon neutrality, by leading CO_2 emissions reduction.
OWNER: Chief Planning Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
Percentage of nameplates with LEV offering (focus on U.S. and EU)	EU Passenger Cars (PC): 95% U.S. PC & Light Duty Trucks (LDT): 81%[5]	EU PC: 100% nameplates with BEV offering U.S. PC & LDT: 100% nameplates with BEV offering	EU PC: 100% nameplates with BEV offering U.S. PC & LDT: 100% nameplates with BEV offering	EU PC: 40% LEV (15% BEV) U.S. PC & LDT: 10% LEV	EU PC: 48% LEV (14% BEV) U.S. PC & LDT: 14% LEV	**EU PC: 60% LEV (30% BEV)** **U.S. PC & LDT: 21% LEV**
Share of LEV in global sales mix (focus on U.S. and EU)	EU PC: 44% LEV (incl. 34% BEV)[6] U.S. PC&LDT: 37% (incl. 14% BEV)	EU PC: 100% BEV U.S. PC&LDT: 50% BEV	EU PC: 100% BEV U.S. PC&LDT: 100% BEV	EU PC: 12.8% LEV (8% BEV) U.S. PC& LDT: 3.4% LEV	EU PC: 18.3% LEV (11.2% BEV) U.S. PC& LDT: 4.9% LEV	**EU PC: 18.5% LEV (11.9% BEV)** **U.S. PC&LDT: 11.2% LEV**

[4] The achievement is conditioned by key external enablers: decarbonized energy (based on Announced Pledges Scenario from International Energy Agency), and conducive public policies for BEV (charging infrastructure, purchasing incentives).
[5] The change in the percentage of electrified nameplates in 2025 (compared to 91% for U.S. PC & LDT communicated in 2022 disclosures) is due to planning adjustments delaying two model launches from late 2025 to early 2026.
[6] EU 2025 mix subject to change based on market conditions in Europe.

CSR ISSUE/CHALLENGE **#2 Industrial and sites carbon footprint**

VISION/AMBITION: Contribute to a decarbonized economy by achieving net zero emissions within our activities worldwide (scope 1 and 2).
OWNER: Chief Manufacturing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
Absolute scope 1 and 2 GHG emissions (tons of CO_2-eq)	-50% vs 2021	-75% vs 2021	Carbon Net Zero, with single digit % compensation of residual emissions vs 2021 level[7]	3,874,486	3,443,124 (-11% vs 2021)	**3,080,249 (-20% vs 2021)**
Share of decarbonized electricity used (%)	50%	100%	100%	45%	55%	**58%**

CSR ISSUE/CHALLENGE **#3 Carbon footprint of the supply chain: purchasing and logistics**

VISION/AMBITION: Request our suppliers and their supply base by reaching into them on a cascading basis, therein to support our road to carbon neutrality by bringing innovative solutions and by adopting own GHG emissions reduction trajectories to comply or outreach the Paris Climate Agreement.
OWNER: Chief Purchasing & Supply Chain Officer

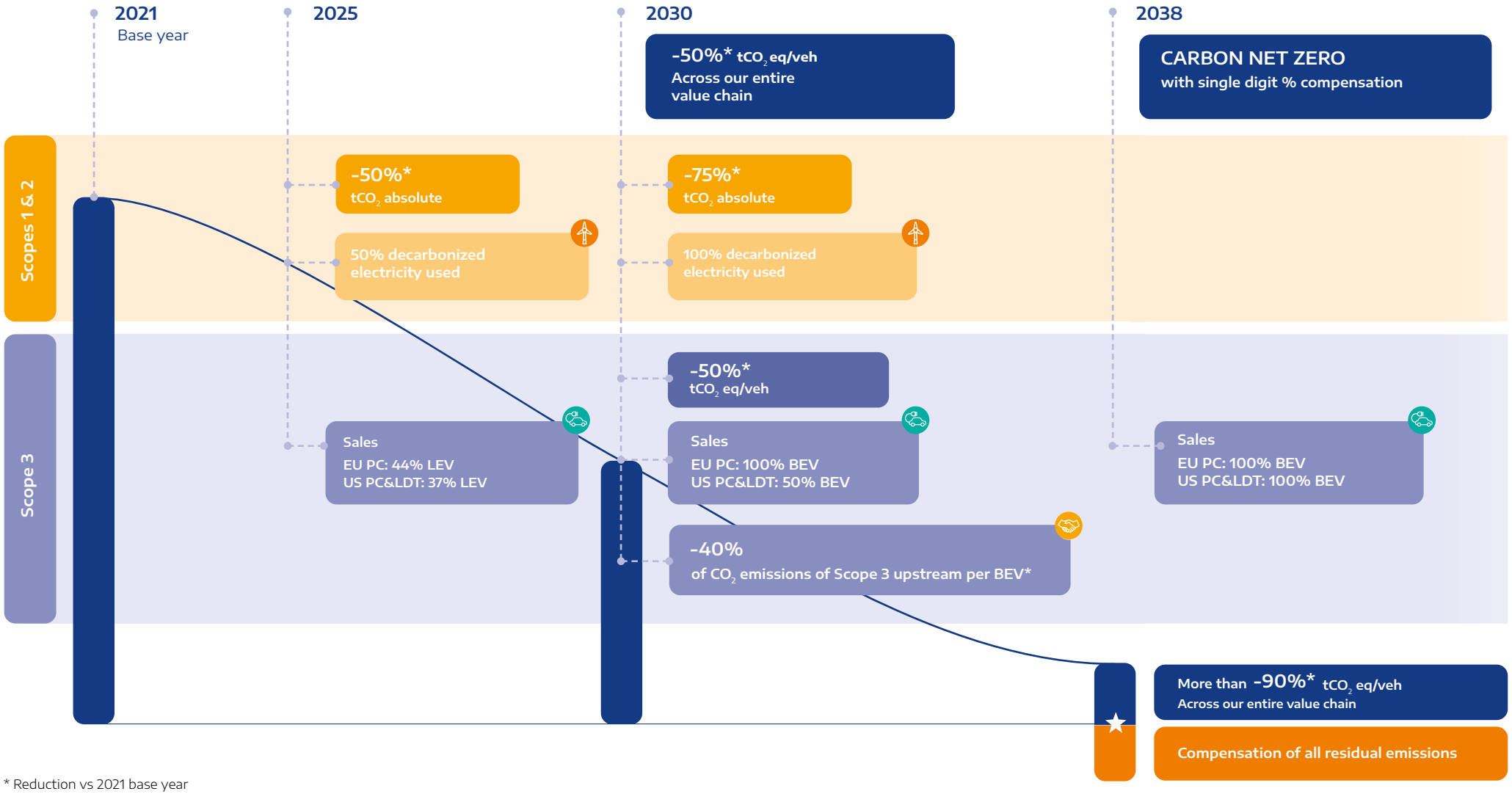
STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
Share of Annual Purchased Value from suppliers with CO_2 reduction targets compliant with the Paris Agreement	80% Annual Purchase Value from strategic (Level 1 and Level 2[8]) suppliers	95% Annual Purchase Value from strategic (Level 1 and Level 2[8]) suppliers	Carbon Net Zero of the supply chain with minimal compensation[7]	More than 55% of strategic (Level 1 and Level 2[8]) suppliers committed to comply with the Paris Agreement	More than 65% of strategic (Level 1 and Level 2[8]) suppliers committed to comply with the Paris Agreement	**More than 75% of strategic (Level 1 and Level 2[8]) suppliers committed to comply with the Paris Agreement**
CO_2 emissions of purchased parts	Award business compliant with CO_2 emission targets defined for each new EV project	-40% of CO_2 emissions of scope 3 upstream activities on BEV's scope vs 2021				

[7] The achievement is conditioned by key external enablers: decarbonized energy (based on Announced Pledges Scenario from International Energy Agency), and conducive public policies for BEV (charging infrastructure, purchasing incentives).
[8] Strategic "Level 1" and "Level 2" suppliers represent the most relevant strategic suppliers to Stellantis primarily based on Annual Purchased Value (APV), innovation and additional critical factors.

A net zero commitment to support the planet's carbon neutrality

Stellantis targets to become carbon net zero on the whole value chain by 2038, with single digit percent compensation of residual emissions versus 2021 level.

STELLANTIS CARBON NET-ZERO ROADMAP



* Reduction vs 2021 base year

Key external enablers for this roadmap are

- Decarbonized energy (based on Announced Pledges Scenario from International Energy Agency)
- Conductive public policies for BEV (charging infrastructure, purchasing incentives)

In order to contribute to the collective global carbon neutrality objective in the most efficient way, Stellantis' strategy is based on energy consumption reduction first, then carbon footprint reduction at the maximum, before balancing residual GHG emissions with carbon removal and additional other compensation solutions if relevant.

To achieve this target, Stellantis has defined a comprehensive, long-term, Carbon Net Zero roadmap, including an intermediate target of -50% reduction by 2030 versus 2021, based on the following key milestones:

- By 2030, Stellantis targets to reduce GHG emissions by -75% on industrial sites and real estate (scope 1 and 2 of GHG protocol) and to use 100% decarbonized electricity
- Stellantis continues to reduce the Well-to-Wheel CO_2 emissions of its vehicles thanks to an ambitious electrification roadmap, improvement of BEV efficiencies, and improvements in the fuel consumption of remaining ICE vehicles (scope 3 use of sold products of GHG protocol). By 2030, Stellantis intends to sell 100% BEV for passenger cars in Europe and 50% BEV for passenger cars and light-duty trucks in the U.S.
- Stellantis has actively engaged with its suppliers to reduce the carbon footprint of purchased parts, led by an objective of reducing the carbon footprint of BEV purchased parts by 40% by 2030 (scope 3 Purchased goods and services of GHG protocol). This will allow us to reduce the carbon intensity of of battery and component production and further decrease our global carbon footprint reduction as we transition to electrified mobility.

These objectives can be reached under the condition that the ecosystem adapts at the right pace and is conducive to electrification (public policies, charging infrastructure, decarbonized electricity, etc.).

Stellantis anticipates to be compliant with the EU regulation that will impose only zero tailpipe emission passenger cars and light commercial vehicles by 2035. We are targeting to sell only BEV passenger cars in the EU by 2030.

In the "Daring for Zero" series, involved employees present how they are delivering on this commitment and bringing the company closer to achieving its carbon net zero ambition ↘[9].

Comprehensive Carbon Net Zero roadmap including intermediate target of

-50%

reduction by 2030 vs. 2021 (in intensity, tons CO_2-eq per vehicle)

[9] ↘ https://www.stellantis.com/en/news/insights/designing-for-electrified-mobility

Stellantis' 2038 carbon neutrality commitment incorporates more than 90% reduction in emissions. For residual emissions that cannot be abated, Stellantis' position is to select carbon removal projects that strictly respect a set of robust quality criteria, which notably include additionality, no harm requirements for local ecosystems and communities, and environmental, social & biodiversity co-benefits.

We are also closely monitoring the evolution of regulatory frameworks concerning best practices for carbon removal (revisions to Article 6.4 of the Paris Agreement expected at COP 28, European Commission proposal on carbon removal 'QU.A.L.ITY' criteria), as well as leading science-based recommendations on carbon removal project quality.

Concurrently, Stellantis has engaged an in-depth screening of mature and emerging technologies - including Spot Source Capture, Direct Air Capture, Biochar, Mineral Storage, Reforestation & Afforestation etc. - to assess the most reliable and impactful carbon removal and storage technologies. Stellantis is committed to investing in a portfolio of carbon removal technologies and projects across several continents. Key orientations on this topic are planned to be submitted to the Strategy Council consistently with the timeline of decisions to be made for the Stellantis Carbon Net Zero roadmap.

In the Spring of 2023 Stellantis Ventures made a strategic investment in NetZero, a climate venture specializing in long-term carbon removal from the atmosphere by turning agriculture residues into biochar, a very stable form of carbon. Biochar can be mixed with agricultural soils, improving yields and reducing the need for fertilizers [10].

Stellantis computes its carbon footprint in accordance with Greenhouse Gas Protocol and consistently with ISO 14064 standard. Targets, covering absolute GHG emissions from scopes 1 and 2 and Well-to-Wheel CO_2 emissions from scope 3 in intensity, are established according to the available Science-Based Targets initiative (SBTi) methodology at the time of roadmap definition, based on Sector Decarbonization Approach for the transport sector. The 2030 intermediate targets are in line with the Paris Agreement and 1.5°C scenario.

The consistency of Stellantis' approach with SBTi recommendations was verified in 2022 by EcoAct, a specialized firm in environmental analysis and greenhouse gas diagnostics. As SBTi is preparing its Draft Interim 1.5°C Pathway for Automakers, Stellantis will revisit its assessment when an updated SBTi pathway is released.

Targets are defined assuming no change in the lifetime mileage of vehicles over the years. Nevertheless, we are working on improving vehicle durability.

Impacts on other environmental criteria of Life Cycle Assessment (LCA) are also taken into consideration **< 6.1.7 >**.

[10] https://www.stellantis.com/en/news/press-releases/2023/june/stellantis-ventures-seeds-innovation-with-11-key-investments-into-sustainable-mobility

2.3 IDENTIFICATION AND MANAGEMENT OF CLIMATE RISKS AND OPPORTUNITIES

SASB-410a.3

The automobile industry is facing profound economic, regulatory, environmental and societal challenges, driven by the need to mitigate and adapt to the effects of climate change. This translates into increasing pressure from all stakeholders (financial players, customers, regulators, civil society, NGOs and suppliers). In this context, the identification and the management of climate-related risks and opportunities is a key approach for Stellantis to work towards business sustainability.

Managing those risks and opportunities leads Stellantis to define a clear decarbonization strategy, ambitious objectives and efficient enablers.

Given Stellantis' determination to embed CSR in its decisions and activities, climate risks are managed by specific strategic actions and resources within the area of expertise required. Risk management is integrated at the heart of the strategy across the organization, from the decision-making bodies to the operational entities.

Climate leadership of Stellantis: ambition and strategy

CLIMATE CHANGE RISK AND OPPORTUNITIES

OUR IDENTIFIED CLIMATE RISKS AND OPPORTUNITIES

TRANSITIONAL OPPORTUNITIES

- New Mobility
- Innovation
- Resource efficiency
- Vehicle diversity
- Vertical Integration

RISKS

Transitional		Physical
Policy and legal	Market	Supply chain
Technology	Social	Facilities
	Reputation	Scarcity

OUR VISION FOR CLIMATE

Contribute to a global carbon neutrality, with an ambitious carbon footprint reduction roadmap

OUR CLIMATE STRATEGY

- Innovation breakthroughs for low-carbon technologies
- Strategic partnerships to master the EV value chain
- New mobility solutions expansion
- Close collaboration and innovation with stakeholders across the supply chain (purchasing and logistics)
- Carbon / energy-efficient and resilient production assets (Stellantis Production Way roadmap)

OUR OBJECTIVES FOR 2038*

- Carbon Net Zero of the Whole value chain (>90% emissions intensity reduction across scopes 1, 2, & 3), with all residual emissions compensated through carbon removal.
- 100% nameplates with BEV offering in Europe** and U.S.***
- 100% BEV sales in Europe** and 100% BEV sales in U.S.***
- Carbon Net Zero of the supply chain with minimal compensation

OUR ENABLERS

- Efficient governance with clear responsibilities
  Solid climate-related risk management with scenario analysis
- Transparent climate monitoring with ambitious metrics and targets
- Focused research and development/innovation investments
- Continuous workforce skill improvement policy
- Benchmark and sharing best practices to improve overall consumption by plants

* Commitments, targets and conditions are detailed in <2.2>
** For passenger cars
*** For passenger cars and light-duty trucks

Carbon footprint

TCFD.Mb

In order to manage its carbon footprint, Stellantis annually quantifies the total CO_2 equivalent of greenhouse gas emissions, primarily CO_2, emitted from its activities over the whole life cycle of its automotive products, taking into account its global activity and the real-life emissions of the vehicles.

The table below sums up the assessment of global Stellantis emissions of CO_2 equivalent from 2021, first year of operation of Stellantis.

Global Stellantis carbon footprint

	Year	
Scope 1 (million tons CO_2-eq)	**2023**	**1.4**
	2022	1.5
	2021	1.7
Scope 2 * (million tons CO_2-eq)	**2023**	**1.7**
	2022	1.9
	2021	2.2
Scope 3 (million tons CO_2-eq)	**2023**	**457.6**
	2022	447.2
	2021	523.3
Total emissions (million tons CO_2-eq)	**2023**	**460.7**
	2022	450.6
	2021	527.2
Total emissions per vehicle sold (tons CO_2-eq/veh)	**2023**	**74.3**
	2022	**77.1**
	2021	**80.2**

*market-based

-7.3%
in intensity (tons of CO_2-eq/veh) compared to 2021

-5.9 tons of CO_2-eq
average per vehicle sold during its life cycle in 2023 against 2021

As of 2023, Stellantis' global carbon footprint has decreased by 7.3% in intensity (tons of CO_2-eq/veh) compared to 2021, pursuing the reduction of average vehicle carbon footprint towards 2030 objective (-50% in tons of CO_2-eq/veh). Efficiency improvement of vehicles and increase of electrification mix allows to avoid 5.9 tons of CO_2-eq emissions per vehicle sold during its life cycle in 2023 against 2021. 2023 absolute emissions are below our 2021 base year. The increase in absolute emissions relative to 2022 is driven by abnormally low 2022 volumes, notably due to unfilled semiconductor orders.

Global 2023 Stellantis carbon footprint: main emission items

GRI 302-2

Detailed comparison of 2023, 2022 and 2021 emission items is provided in section < 2.5.4.2 >

UPSTREAM ACTIVITIES
SCOPE 3
(Indirect emissions)

PURCHASING
41.4 M tons CO_2-eq (9.0%)
Extraction of materials and production of parts used by Stellantis for its business
refer to 2.7 >

UPSTREAM TRANSPORT
1,4 M tons CO_2-eq (0.3%)
Transport of materials and parts to Stellantis plants
refer to 2.7 >

WORK-RELATED TRAVELS
0,33 M tons CO_2-eq (0.07%)
Movement of employees
refer to 2.7 >

COMPANY ACTIVITIES
SCOPE 1 AND 2
(Direct and indirect emissions)

BUILDING PERFORMANCE
3.1 M tons CO_2-eq (0.7%)
Fuel and electricity consumption in plants
0.6%
tertiary sites
0.03%
dealership networks and warehouses
0.02%
refer to 2.5 >

DOWNSTREAM ACTIVITIES
SCOPE 3
(Indirect emissions)

USE OF VEHICLES SOLD (WtW*)
401.5 M tons CO_2-eq (87.2%)
Fuel and electricity production (WtT*)
56.0 M tons of CO_2-eq (12.2%)
Exhaust emissions (TtW*)
345.5 M tons of CO_2-eq (75.0%)
refer to 2.5 >

VEHICLE MAINTENANCE
8.9 M tons CO_2-eq (1.9%)
Extraction of materials and production of spare parts refer to 2.5 >

PRODUCT END-OF-LIFE
2.1 M tons CO_2-eq (0.5%)
Recovery and recycling of End-of-Life vehicles refer to 6.1 >

DOWNSTREAM TRANSPORT
2.0 M tons CO_2-eq (0.4%)
Transport of produced vehicles to retail outlets for sale refer to 2.7 >

* WtW= Well-to-Wheel WtT= Well-to-Tank TtW= Tank-to-Wheel
The steps taken by Stellantis to reduce the emissions of these emission sources are described in the sections indicated.

This assessment considers the following global carbon footprints:

- UPSTREAM ACTIVITIES including:
  - all component materials of vehicles manufactured in 2023 from extraction to molding and assembly on the vehicle, using life cycle analysis databases;
  - the upstream transport < 2.7 >;
  - Work-related air travel & employee commuting (for employee commuting, all assumptions are based on French data and extended to all Stellantis employees) < 2.7 >;
  - Car trips being made with company cars are accounted through the use of Stellantis vehicles in Scope 3 downstream activities.

- COMPANY ACTIVITIES include energy consumption in:
  - manufacturing plants (assembly plants or components factories);
  - tertiary sites;
  - dealership networks.

  They are derived from GHG (greenhouse gas) assessments carried out at Stellantis plants, tertiary sites and Company-owned dealership network < 2.6 >.
- DOWNSTREAM ACTIVITIES including:
  - Tank-to-Wheel CO_2 emissions: use of vehicles sold in 2023 according to the CO_2 emissions data for each vehicle sold and the following operating criteria:
    - Mileage:
      - For North America: 225,865 miles (363,643 km) for Passenger Cars and Light Duty Trucks, and 150,000 miles (241,500 km) for Heavy Duty Trucks over 15 years, consistent with EPA Green House Gas regulation;
      - For Europe and other regions: 50,000 km for micromobility devices, 225,000 km driven for Passenger Cars and 300,000 km for Light Commercial Vehicles over 15 years.
    - Real-life consumption assumptions based on regional monitoring, notably for ICE vehicles: +20% against WLTP regulatory CO_2 emission value for Europe and +30% against unadjusted EPA fuel Consumption (consistent with EPA label value) for North America.
  - Well-to-Tank CO_2 emissions, corresponding to the impact of the production of:
    - the fuels used by conventional vehicles are evaluated using Life Cycle Assessment (LCA) databases;
    - the electricity used by the electrified vehicles is evaluated based on actuals and forecasts from LCA databases and International Energy Agency scenarios per region.
  - The production of spare parts used for the maintenance of the cars, using LCA databases.
  - The vehicle End-of-Life modelled on current processes.
  - The downstream transport < 2.7 >.

  Other subcategories of GHG protocol (e.g., CO_2 emitted from waste in operations) have an impact of less than 1% according to our first assessment. A detailed analysis is ongoing on those activities as well as on emissions from purchased services. The 2023 assessment does not capture these emissions, even though, as mentioned above, a new category (employee commuting) has been added that was not part of the 2021 and 2022 disclosures.

2.3.1 FACING REALITY AS IT IS: CLIMATE-RELATED RISKS AND OPPORTUNITIES THROUGHOUT THE ORGANIZATION AND ACROSS THE VALUE CHAIN

On the Stellantis materiality matrix, climate change appears as one of the top macro-risks the Company has to tackle. It requires a global and comprehensive response supporting the attainment of our carbon net zero target in the long-term as well as our intermediate targets in the short- to medium-term. A clear and transparent acknowledgement of the risks and issues related to climate change is therefore vital for Stellantis to work towards sustainability.

2.3.1.1 Extensive assessment of climate risks

TCFD.Ra TCFD.Rb TCFD.Rc

As part of its Risk Management System, Stellantis uses its company-wide risk analysis framework to assess, manage and report climate-related physical and transition risks and opportunities. This is described in < 1.2.3 > of this document.

Given their potential impact on the Company's situation, the two climate-related risks, "natural hazards'" and "global carbon footprint", are considered as significant risks and presented to the Audit Committee of the Board of Directors.

In accordance with the TCFD recommendations, our climate-related risk assessment sorts risks into two categories: transition risks and physical risks. The assessment of transition climate-related risks considers risks related to the current and emerging regulation, technology risks, legal risks, market risks and reputation risks. As for the assessment of physical climate-related risks, it considers both acute risks from extreme weather conditions such as floods or wildfires and chronic risks such as impacts of rising temperatures and accelerating loss of biodiversity.

2.3.1.2 Sowing the seeds of the carbon-neutral future opens new business opportunities

TCFD.Sa TCFD.Sb GRI 3-3

While the climate crisis generates transition and physical risks, Stellantis also considers it as an opportunity. The Company's agility enables it to focus on the most relevant market stakes and to rapidly implement decisions made to adapt to evolving mobility expectations. New "low-carbon" mobility solutions and urban mobility markets are becoming significant sources of revenue. Along with operational efficiency and technological innovation, they enhance the leadership and value of Stellantis.

Management of climate-related opportunities and risks is embedded within the Company's business lines, with entities managing specific climate issues that are within their area of expertise.

Risk #1: More stringent CO_2 emissions regulations thresholds for vehicle manufacturers

Type of risk: Transition Risk: Policy & Legal
Timeframe: Short-term (until 2025)

Risk

RISK DESCRIPTION

The number, scope and ambition of regulatory requirements regarding greenhouse gas emissions are expected to increase significantly in the future. This concerns vehicle fuel efficiency regulations and emissions standards as well as regulations that apply to Stellantis' production facilities and to most of its suppliers. A failure to comply may lead to fines, vehicle recalls, the suspension of sales and may adversely affect Stellantis' reputation. Stellantis takes this risk into account because the Company sells vehicles in countries where regulations on fuel consumption are severe.

POTENTIAL IMPACT

Most CO_2-related regulations worldwide include a fine payment clause in case of noncompliance - see examples of assessment for Stellantis below the table.

Stellantis must devote financial and management resources, vehicle engineering and design attention to these legal requirements. Emissions standards applying to production facilities may require investments to upgrade facilities, thus increasing operating costs. Because these regulations drive investors to monitor the carbon intensity of their asset portfolios, a failure to comply may have risk profile impacts and increase credit costs. A failure by suppliers to meet applicable environmental laws or regulations may lead to a disruption of Stellantis' supply chain or to raw materials and components price increases.

Opportunities

MITIGATION STRATEGY

Developing an increasingly low-carbon range of product & services, relying on an ambitious electrification roadmap outlined in Stellantis' Dare Forward strategic plan, with an ambition to reach 100% BEV for passenger cars in Europe and 50% BEV for passenger cars and light-duty trucks in the United States by 2030 < 2.5.3 >.

Investing in process improvements to transform production locations into energy-efficient facilities, and increasing the share of decarbonized energy used < 2.6 >.

Engaging suppliers on climate-related issues to avoid supply chain disruptions due to more stringent emissions regulations < 2.7.3.1 >.

Relying on a vertical integration strategy to reduce the Company's dependence on suppliers and to reduce the risk of supply chain disruptions or cost increases due to emissions-related regulations < 2.5.3.2.2 >.

ADDITIONAL OPPORTUNITIES

Reducing vehicle complexity. Focusing on the development of environmentally friendly technologies that can be rolled out on a large scale allows product design simplification as well as purchasing and manufacturing optimization (footprint, logistics, inventories, etc.). This is a strong enabler for Stellantis powertrain and vehicle complexity reduction.

Associating suppliers to decarbonized energy. Using CO_2-eq "cradle-to gate" performance as a criterion for the business award and requesting key suppliers to commit to CO_2 reduction trajectory compliant with Paris Agreement brings a significant improvement to Stellantis environmental targets achievement < 2.7.3.2 >.

Increasing business attractiveness. European Taxonomy regulation - allowing comparison between companies of the same sector - highlights Stellantis' attractiveness in sustainable mobility and offers financial opportunities.

Risk #2: Impacts on the business model of the transition to low carbon technologies

Type of risk: Transition Risk: Technological
Timeframe: Short-term (until 2025)

Risk

RISK DESCRIPTION

The registration of LEVs is increasing sharply and is expected to keep growing.

POTENTIAL IMPACT

The transition to low carbon technologies may lead to an increase in vehicle price and have a negative impact on the demand addressed by the company's products, especially if government subsidies for EV sales are not maintained. Manufacturers may not be able to generate profit from LEV sales as anticipated since competitive pricing might be used in order to win market share, while adversely affecting profits. Technological capabilities may prove short-lived if BEVs replace PHEVs sooner than expected. After-sales revenue may also be impacted as EVs require less maintenance than ICE vehicles. The transition to LEVs could create a loss of added value if carmakers fail to obtain expertise in electrified technologies. Since EV manufacturing reduces the number of workers needed per vehicle produced, increased LEV sales could impact workforce volume. However, eventual delays in the development of new technology for electrification may result in the loss of revenue and market shares. The inability to keep up with the market's electrification trends would prevent the Company from complying with CAFE regulations.

Opportunities

MITIGATION STRATEGY

Speeding up the electrification of the car lines in all segments. Stellantis aims to overperform the market with its LEV sales, anticipating LEV pricing improvements due to a reduced Total Cost of Ownership < 2.5.3.2 >.

Gaining control over EV components supply chain to maintain the value added < 2.5.3.2.2 >.

Optimizing battery cost. The Battery Management System aims to maximize the useful energy in real life, and controlling the aging to postpone discharge as much as possible.

Anticipating the impacts of the Company's decarbonization strategy on its workers, in a "just transition approach" Stellantis boosts its workers' employability through training programs. The powertrain and gearbox industrial strategy is often on the agenda of employee representative bodies meetings < 3.1.4 > < 3.2.7 >.

ADDITIONAL OPPORTUNITIES

Selling highly efficient LEVs to gain a competitive advantage. Increased battery longevity and efficiency would increase EV range and, in turn, the demand for these vehicles < 2.5.3.2.4 >.

Selling batteries to third parties. Our vertical integration strategy provides us with the opportunity to sell batteries to other automobile manufacturers and therefore generate additional revenue.

Placing a Zero-emission hydrogen fuel cell offer complementary to the battery-electric solutions < 2.5.2 >.

Launching a fast charging network across Europe to encourage EV adoption by supporting the EV ecosystem < 2.5.3.2.3 >.

Risk #3: Insufficient supply of critical raw materials to satisfy the production needs related to LEVs

Type of risk: Transition Risk: Market
Timeframe: Short-term (until 2025)

Risk

RISK DESCRIPTION

The transition from ICE to electrified vehicles is modifying the need for raw materials. As Stellantis implements electrified powertrain applications throughout its portfolio, it depends on a significant supply of lithium, nickel and cobalt and on the supply of parts.

POTENTIAL IMPACT

Increased market power of raw materials and batteries suppliers may negatively impact Stellantis' ability to negotiate with its suppliers and may provoke raw material inflation. Price increases would increase Stellantis' operating costs and could reduce profitability. If the increased costs are passed through to customers via higher vehicles prices, the demand addressed to the products sold by Stellantis might decrease. Certain raw materials needed in lithium-ion batteries are sourced from a limited number of suppliers and countries. These may be susceptible to supply shortages or disruptions. Their sourcing may also cause negative environmental or social impacts. The global demand and supply of a single part could have huge impacts on our production. If Stellantis fails to optimize the raw materials and components used in its manufacturing processes, it may face increased production costs.

Opportunities

MITIGATION STRATEGY

Implementing battery circular economy solutions to reduce automobile manufacturers' pressure on scarce raw materials < 6.1.7.7 >.

A vertical integration strategy for LEV production. Automotive Cells Company (ACC - European partnership with TotalEnergies and Mercedes-Benz) and two other JVs (one with Samsung SDI and one with LG Energy Solutions in North America) planned five gigafactories in Europe and North America by 2025. Those are meant to secure Stellantis' battery supply < 2.5.3.2.2 >.

Carbon-free European and North American lithium sourcing & supply contracts for critical raw materials. Stellantis signed direct off take contracts with two lithium geothermal partners in Europe and North America. Tier 1 battery suppliers also secured anode/cathode supply contracts in Europe. In addition, Stellantis has signed supply deals for critical raw materials (nickel, cobalt, manganese copper, rare earths) < 2.5.3.2.2 >.

ADDITIONAL OPPORTUNITIES

Planning dual chemistry battery strategy and solid-state batteries.

From 2024 dual chemistry strategy with one cobalt-free battery to relieve EVs of raw materials concerns.

Joint development agreement signed with Factorial Energy to become a significant player in the solid-state batteries market in 2026 < 2.5.3.2.4 >.

Relying on alternative sourcing. Stellantis promotes the materials coming from recycling supply chains. Engineering resources are dedicated to increasing their rate in the production of vehicles < 6.1.7.2 >.

Reducing CO_2 emissions in the supply chain. Resource efficiency is an opportunity to combine competitiveness and climate change mitigation. Reducing the consumption of raw materials is a win-win situation: it reduces the purchases expenditures as well as the carbon footprint < 2.7 >.

The life cycle assessment will enhance the visibility on lower tier down to the raw material producer.

Risk #4: Changing mobility market due to shifts in customer preferences

Type of risk: Transition Risk: Market
Timeframe: Medium-term (2026-2035)

Risk

RISK DESCRIPTION

The automotive industry is facing disruptive trends that range from the emergence of the mobility services market to the acceleration of new technologies such as the autonomous vehicle. Automotive markets are shifting from vehicle ownership to shared mobility services that change the use of the vehicle fleet. More environmentally conscious consumers turn to product-service systems that encourage the collaborative consumption of goods and services. In some areas of the world, consumers are more reluctant to buy new vehicles and would rather look for shared mobility services. The risk for Stellantis is insufficient adaptation of its business model to new forms of mobility.

POTENTIAL IMPACT

As new forms of mobility gain consumer acceptance, vehicle sales may decrease in some markets. The loss of revenue could affect profitability, lead to asset impairment and a fall in their securities valuation. The mobility service market may negatively affect the strength of Stellantis' brands: new mobility services make it harder to differentiate a company's products from those of its competitors and therefore harder to encourage customer loyalty.

Opportunities

MITIGATION STRATEGY

Developing a portfolio of mobility services to prevent any gap between the market and Stellantis' business strategy. Free2move and Leasys aim to compete with other actors, in and out of the automotive sector, on subscription economy trends. They represent opportunities for Stellantis to increase its revenue and gain market share outside of its traditional segments < 4.1.7 >.

ADDITIONAL OPPORTUNITIES

Pursuing revolutionary autonomous driving projects as part of a multi-partner strategy. While tech players and start-ups should play an important role in the development of the autonomous vehicle market, it also represents a huge opportunity for traditional automakers who manage to launch innovative high technology projects < 4.1.7 >.

Risk #5: Increased frequency and severity of extreme weather events and water shortages

Type of risk: Physical Risk: Acute

Timeframe: Medium-term (2026-2035)

Risk

RISK DESCRIPTION

Science shows that extreme weather events are becoming more frequent and intense, that incremental climatic changes are very likely to happen, and that their impacts are expected to grow more severe over the coming years and decades. The impacts of physical risks are uncertain, in probability, magnitude and timing.

Water shortages represent a direct risk for Stellantis since its manufacturing sites use water for production processes . In 2023, 32 plants were located in a high water-stressed area (according to the World Resources Institute's Aqueduct "baseline water stress" indicator). These sites represent 33% of the Company's production volume.

POTENTIAL IMPACT

Stellantis' production facilities and supply chain are subject to risks related to natural disasters, such as earthquakes, fires, floods, hurricanes and other climatic phenomena. Any catastrophic loss or significant damage to any of its facilities would likely disrupt Stellantis' operations, delay production and adversely affect its product development schedules and shipments and lead to a loss of revenue. Our suppliers and the entire extended supply network is also vulnerable to these same disruptive impacts, potentially leading to disruption in the supply of parts for Stellantis.

The occurrence of a major incident at a single manufacturing site could compromise the production and sale of several hundred thousand vehicles. Any such loss or significant damage could result in expense to repair or replace the facility. Physical climate-related risks could also have an impact on the cost of insurance. Conflicts of use in water-stressed areas could have significant repercussions, notably economic and social impacts that would change the company's relations with some of its stakeholders. Inadequate water supply for the painting and refrigeration processes would increase Stellantis' operating costs.

Opportunities

MITIGATION STRATEGY

Making and updating plans for business continuity and activity recovery at sites, according to their exposure to the risks and their criticality. Stellantis evaluates the probability of future impacts due to earthquakes and to extreme weather events on its sites and on its supply chain taking into account climate change impact on risk occurrence. Stellantis is thus able to identify the most resilient supply chain options and associated suppliers < 2.3.1.3 >.

Relying on an effective risk-assessment method to evaluate the use of water in water-stressed facility locations and, as a result, to mitigate future climate change impacts in those areas < 6.6.4.2 >.

Striving for responsible water stewardship. To anticipate conflicts of use in water-stressed areas and to comply with a developing regulatory framework, Stellantis set the objective to reach 1 m^3 of water withdrawn per vehicle produced in industrial activities, an improvement of almost 80% compared to current performance < 6.6.2 >.

Proactive environmental management of the supply chain.

In order to minimize risks and avoid supply chain incidents, we monitor and require ISO 14001 certification from our supply base as well as carbon accounting activities covered by the Stellantis Supply Chain CDP Program. For strategic suppliers we additionally review environmental topics during top supplier meetings. Operationally, we work to optimize our supply chains by optimizing transport plans and routes < 7.1.3 >.

ADDITIONAL OPPORTUNITIES

Reusing effluents for industrial use. Stellantis filters flushing water from the paint pre-treatment process and water from reverse osmosis to reuse them as industrial water < 6.6.4.2 >.

2.3.1.3 A specific management of physical climate risks TCFD.Ra TCFD.Rb TCFD.Rc

Extreme weather events or natural disasters could damage production facilities owned by Stellantis and its suppliers' sites, disrupting production and leading to costly delivery delays to the end customer, or resulting in plant repair costs.

Identifying and assessing natural disaster risk and the evolution of physical risks due to climate change are therefore key for Stellantis to build appropriate adaptation plans, manage the related financial impacts and mitigate the risks.

Stellantis works jointly with its insurances partners, using natural disaster risk analyses from databases, such as NatCatService from Munich RE, and also gets external expertise support from AXA Climate to assess climate-related risks at 2030 and 2050 horizon according to SSP2 - RCP 4.5 and SSP5 - RCP 8.5 reference scenarios from IPCC.

This methodology is used to assess the risk exposure of more than 800 Stellantis assets and main suppliers site based on their GPS coordinates.

Based on those analyses, Stellantis implements robust industrial risk prevention strategies to:

- Promote a risk prevention culture;
- Limit and control high-risk situations through risk mitigation plans;
- Deal with emergency and crisis situations through continuity and recovery plans;
- Decide on appropriate investments

In doing so, Stellantis optimizes the transfer of high-frequency risks to the insurance market.

Stellantis' strategy to manage physical climate-related risks along the supply chain begins by identifying which suppliers would cause the most disruption to Stellantis supply chains if their production were impacted. We then assign a risk management maturity index, and work with specialized third-party risk research and development advisors to identify and quantify risks to Stellantis. On that basis, we develop adequate action plans to mitigate these risks. In addition, we have integrated site-specific risk analysis (based on suppliers' geographic location) into the selection process for new suppliers.

To reduce dependence on raw material supplies, Stellantis also works on increasing circularity and recycling for critical raw materials < 6.1 >.

Specific assessments are also conducted based on SSP3 - RCP 7.0 & SSP5 - RCP 8.5 scenario for major non-catastrophic events, such as:

- The consequences of overall increases in temperature on Stellantis locations, waving risks of business interruption and related loss due to heatwaves;
- Water stress risk, for which the business-as-usual scenario of the Aqueduct Water Risk Atlas for 2030 is used to conduct sensitivity analysis and stress testing < 6.6.4.2 >.

2.3.2 RESILIENCE STRATEGY BUILT WITH CLIMATE-RELATED SCENARIOS TCFD.Sc

Stellantis uses qualitative and quantitative climate-related scenario analysis in its strategy and planning to be resilient against transition and physical climate-related risks, notably to:

- **Define technology and product offering**

  Planning, marketing and product division teams work out scenarios based on potential regulatory orientations, market evolution, customer expectations as well as locally-available energy sources and electricity mix projections. These scenarios help define efficient product and technology offerings for each geographical zone, in accordance with the requirements to reduce road transport's impact on climate change.

- **Set greenhouse gas (GHG) emissions reduction targets**

  The use of climate-related scenarios supports the development of company-wide climate-related targets defined for scopes 1, 2 and 3 aligned with a 1.5°C scenario. The assumptions for the decarbonization of electricity are based on the International Energy Agency scenarios.

- **Measure Stellantis' assets exposure to climate events**

  Stellantis' assessment of physical climate-related risks for Stellantis assets and for its suppliers is based on a qualitative and quantitative climate-related scenario analysis (measuring climate-related risks at 2030 and 2050 horizon according to SSP2 - RCP 4.5 & SSP5 - RCP 8.5 reference scenarios from IPCC) < 2.3.1.3 >.

2.3.3 CLIMATE EMBEDDED INTO BUSINESS PLANNING VIA THE USE OF AN INTERNAL PRICE OF CARBON TCFD.Ma

Regarding "carbon pricing", Stellantis acknowledges - and is integrating into its various decision processes - the principle of regulatory pricing of GHG emissions, such as EU Emissions Trading System (ETS).

- The principle is already implemented for technical levers that reduce vehicle CO_2 tailpipe emissions, allowing Stellantis to propose an optimized set of CO_2 reduction levers on its vehicles based on a cost-efficiency analysis.
- For upcoming new vehicle programs the cost of compensation through carbon removal technologies of their global carbon footprint – including purchased parts - is assessed and is included in profitability studies when relevant.
- All plants have CO_2 reduction targets and are required to present roadmaps to reach Stellantis, carbon net zero ambition and present yearly progress. The decision-making process relating to capital investments in carbon reduction projects takes carbon price into account as well as the alignment with the decarbonization goals.

In any case, Stellantis' decarbonization pace is driven by its commitment to cut 2021 emissions by 50% (in intensity, measured in tons of CO_2-eq per vehicle) by 2030 and by more than 90% in 2038, not by a trade-off between decarbonization costs and costs of remaining emissions.

2.4 CLIMATE GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

SASB-410a.3

In order to have an efficient governance to support the implementation of decisions related to climate actions, Stellantis has embedded climate issues at various levels of the organization, with responsibility exercised within the Company's management and executive functions. Taking steps for climate to be central in decisions and operations can protect performance and enable Stellantis to improve its economic and financial efficiency by safeguarding the value of its assets, managing its risks more effectively and protecting its value and sustainability in the medium- to long-term.

2.4.1 SUPERVISORY BODIES: STRIVING FOR LONG-TERM CLIMATE RESILIENCE

TCFD.Ga

Bodies responsible for climate risks and opportunities oversight and control

Stellantis N.V. has a one-tier board: the Board of Directors is responsible for management and strategic direction of the Company as well as oversight and control.

The CEO is supported by the Top Executive Team aiming to secure worldwide profitable growth for Stellantis.

Within this governance structure, the Board of Directors considers subjects that link to the strategic plan. Climate being a key topic, the Board of Directors ensures that the strategy fits with the Stellantis long-term vision and climate resilience, and that related risks and opportunities stemming from the effects of climate change are properly identified and managed.

The CEO and the Strategy Council are responsible for defining the overall environmental strategy, including climate-related policies. The CEO reports to the Board of Directors.

Major strategic projects with significant impact on the CO_2 emissions of the Company or its products are brought to the Board of Directors for review or decisions. Those projects can range from the reduction of vehicle CO_2 emissions to product planning or new mobility offers with CO_2 emission reduction targets.

Other major projects that can be impacted by the consequences of climate change, such as the location of new sites, are also reviewed by the Board of Directors.

The Board of Directors reviews the related financial implications of strategic projects with significant impact on CO_2 emissions, such as the capital expenditure or strategic transformation needed to implement these projects. The Board of Directors discusses these projects for approval after being informed about aspects such as CO_2 emission consequences and expected changes in the future mobility market.

Stellantis' strategic climate commitments, their implementation and their progress versus targets, are presented to the Board of Directors, in order to deliver relevant information on the climate-related CSR issues impacting the organization.

Board of Directors committees: incorporation of climate related topics

With its 11 members, the Board of Directors has implemented three Committees with specific roles:

- the Audit Committee;
- the ESG Committee;
- the Remuneration Committee.

These specialized Committees prepare and produce work for the Board of Directors. Each Committee issues proposals, recommendations and opinions within the scope of its responsibilities.

ESG Committee

The ESG Committee is responsible for monitoring and evaluating reports on the Company's sustainable development policies and practices, management standards, strategy, performance and governance globally. It is also responsible for reviewing, assessing and making recommendations regarding strategic guidelines for sustainability-related issues and reviewing the annual CSR Report.

In 2023, climate change-related topics have been addressed by the Committee in its meetings. An induction session was organized to present the different solutions for CO_2 emission compensation.

2.4.2 EXECUTIVE BODIES: PUTTING CLIMATE RESPONSIBILITY AS A CENTRAL THEME IN EXECUTIVE DECISION-MAKING

TCFD.Gb | GRI 2-23 | GRI 3-3

The Top Executive Team has a broad reach across the organization. Therefore, the Team has a global vision of climate-sensitive challenges and the impacts that these challenges have on the Stellantis business model and management bodies. The Top Executive Team monitors progress against climate commitments and objectives, and reviews top risks with a particular focus on climate change, especially vehicle CO_2 emissions, which are identified as the most strategic CSR issue for Stellantis.

Therefore, climate-sensitive issues are embedded in decisions made by the Top Executive Team on reviewing and guiding major plans of action, annual budgets or business plans.

At the executive level, two committees review climate-related topics:

The Strategy Council

Its role is to look at the long-term future and potential courses of action for growth and to define the strategic plan and validate corresponding investment plans. Since the topic of CO_2 emissions of vehicles is a strategic issue for Stellantis, the Strategy Council's role is to verify that proposals on these topics fit the Company's strategy and its execution.

The Strategy Council meets monthly, to direct the strategy regarding vehicle CO_2 emissions and to review on a quarterly basis the overall Carbon Net Zero roadmap with the Top Executive Team. The main objectives are to:

- Share the forecast of vehicle CO_2 emission average for short, medium and long-term in different countries and geographical areas (especially where CAFE/CO_2 regulation exists, such as in the U.S., Europe, China, Brazil, Japan, Korea, India, Australia, etc) and decide on action plans;
- Share the scenarios on hypotheses worked out by the Company's experts:
  - using internal data related to Stellantis' current technologies
  - using external data related to climate scenarios and market trends (regulation assumptions, energy mix evolution, uptake of electrified vehicles, etc.)
  - covering risks regarding the supply chain including shortages.
- Approve global action plans and make the necessary decisions to achieve Stellantis Carbon Net Zero roadmap consistently with the Dare Forward 2030 strategic plan.

The range of attendees demonstrates that the CO_2 issue is at the core of Stellantis activities and strategy: the CEO is the Chairman of the Strategy Council. Top Executive Team members from Planning, Manufacturing, Purchasing & Supply Chain, General Counsel, Human Resources & Transformation, Finance, Regions, Brands and Engineering also participate. The frequent briefings of Top Executive Team members during the Strategy Council meetings about climate-related topics such as Life Cycle Assessment or carbon neutrality are meant for top managers to be up-to-date regarding climate change-related impacts.

The Industrial Committee

Reflecting Stellantis' commitment to embed CO_2 issues within executive decision-making, the Industrial Committee was established in 2021. Notably, it provides executive bodies within Stellantis with a global overview of CO_2 issues within industrial activities. This instance validates the mid- and long-term vision about CO_2 emissions from industrial activities. This committee reviews all initiatives related to the plants to ensure that they are following the decarbonization strategy **< 2.6.3 >**.

Strategic and operational decision-making to drive climate risks and opportunities management across the organization

CO_2 Corporate Office

In the planning division, the CO_2 Corporate office is leads a global cross-functional team to drive all the action plans to go towards CO_2 emissions reduction and carbon net zero objective.

The **Executive Vice President, Planning** holds direct and specific responsibility on corporate CO_2 emission average, provides orientation for the development of new vehicles and in particular low-carbon vehicles. The Planning division translates Stellantis' strategy into product plans and supervises their implementation by steering the development of vehicle and subassembly programs with the responsibility for their economic performance.

Several climate issues fall into the scope of the **Executive Vice President, Engineering**, who supervises the research and development of low emission technologies.

The **Executive Vice President, Purchasing and Supply Chain**, is involved in reducing emissions from purchased goods and services since they will represent an increasing portion of the Company's CO_2 footprint. The division monitors the environmental performance and CO_2 emissions of suppliers and uses local sourcing as a way to enhance Stellantis' CO_2 performance. It also manages the logistics challenges on CO_2 emissions.

In addition, within Purchasing and Supply Chain, a specific Raw Materials organization has been set up to guarantee Stellantis' supply of raw materials, contributing to the Company's Social & Environmental responsibility and driving the disruptive transition to Carbon Net Zero.

The **Executive Vice President, Manufacturing**, coordinates the deployment of Stellantis environmental policy for manufacturing and research sites. In addition, the Executive VP manages an annual investment plan that targets plant operations compliance with regulatory changes, while mitigating pollution and environmental risks. In addition to product strategy, which emphasizes the development of low-carbon vehicles, the Executive Vice President Manufacturing focuses the Manufacturing Division on programs and actions to reduce the Company's carbon footprint through a reduction of energy consumption and an increase of renewable sources.

The **Executive Vice President, Customer Experience**, is responsible for the Company's Quality Policy and the Conformity of Production of the homologated vehicles, notably their conformity to the vehicles CO_2 emission requirements.

The **Executive Vice President, Human Resources and Transformation** contributes to the Company's transition to a low-carbon economy by providing the necessary skills through the attraction of talent, the upscaling of employees and the co-construction of the Company's future via social dialogue with employees' representatives. In addition, the Human Resources and Transformation Division has widely implemented teleworking and online meetings to reduce the carbon footprint linked to employees commuting daily from home to the workplace or travelling between Company locations. Real Estate assets are also managed to minimize their carbon footprint and their resilience to physical risks. This Executive Vice President also supervises the Audit and Compliance Department in charge of the Company's risk management.

The **Brand Chief Executive Officers for Free2move and Leasys**, have an essential role in the implementation of new mobility solutions and the development of Free2move and Leasys, Stellantis' mobility brands, with the ambition to make them the preferred mobility service providers for customers.

The Office of the General Counsel provides climate change-related, CO_2 regulatory updates and legal support to the Company's organizations. Among other matters, it deals with GHG-related governmental enforcement and private litigations. The Public Affairs Department is responsible for supporting the Company's interactions with institutions concerning climate.

Finally, across the regions and brands, consistency on climate change is also targeted at the Top Executive Team level, since the Executive Vice Presidents of the Company's geographical business regions or brands are in charge of implementing climate action plans in their area of responsibility and working to the achievement of the objectives set by the Executive Committee.

2.4.3 EMBEDDING CLIMATE ACROSS VARIOUS MANAGEMENT LEVELS

TCFD.Ga TCFD.Gb GRI 102-35 GRI 102-36 GRI 103-2

Climate risks and opportunities management is shared across the organization. Meeting the climate-related commitments is highly strategic for Stellantis. Therefore, CO_2 dedicated targets are annually set at various management levels and according to job perimeters (defined and reviewed during the annual performance review). Corresponding incentive plan are in place to foster the climate performance of the Company and the achievement of the set targets. Individual salary raises and bonuses are linked to the annual performance assessment, which can notably take into account some of the following carbon-related targets for certain employees.

Examples of incentives plans for the management of climate-related issues:

Organizational Divisions	Climate-related targets
All Stellantis employees eligible for the incentive plans	Reductions in carbon emissions principally through the growth in production and sales of electric vehicles
Chief Executive Officer	
Top Executive Team members	
Planning	Short-term CO_2-related targets, on the implementation of specific programs aligned with the ambition to reduce average CO_2 emissions of the vehicles sold worldwide. Vehicle project managers can have targets based on vehicle CO_2 performance.
Manufacturing	Short-term CO_2 reduction targets based on improved energy consumption and increased share of decarbonized electricity. Energy, environment and facility managers are operationally involved in facilities environmental management and energy saving and have targets related to energy savings in terms of CO_2 emission reduction.
Purchasing & Supply Chain	Short-term CO_2 reduction targets based on the increase of the share of strategic suppliers demonstrating a CO_2 trend compliant with the Paris Agreement and on the implementation of processes allowing to reduce CO_2 emission of purchased parts for EVs.

These incentive plan examples demonstrate the integration of climate objectives in the compensation system across the organization.

2.5 VEHICLE CO_2 EMISSIONS

GRI 3-3 SASB-410a.3

Cutting CO_2 vehicles emissions is the first dimension of Stellantis' decarbonization strategic plan. The levers on Well-to-Wheel CO_2 emissions presented in this section support Stellantis to meet its objective of reducing by 50% its carbon footprint in 2030 compared to 2021, on the Company's path to carbon net zero in 2038.

2.5.1 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3 GRI 305-5

Stellantis is committed to reducing its CO_2 emissions in the various regions in which it operates. Stellantis' strategy is to strive for compliance with CAFE and CO_2 regulations worldwide, potentially leveraging opportunities to carry forward and carry back credits where applicable through local regulation with the aim of ensuring self-compliance of Stellantis without additional credit purchases from other manufacturers[11]. As they are by far the Company's main carbon footprint component, emissions from use of sold products (use phase of new sold vehicles) are at the center of the Company's carbon net zero objective, which was determined using a Well-to-Wheel approach.

The main levers for the Company to reduce vehicle CO_2 emissions are:

- a LEV mix ramp-up, offering a wide range of BEVs and PHEVs **< 2.5.3.2 >**;
- a zero-emission fuel cell offer for LCVs, complementary to full battery models **< 2.5.2 >**;
- a BEV-centric platform strategy to be operational from 2024 **< 2.5.3.2.1 >**;
- a vertical integration strategy aiming to control the LEV value chain and its costs, to secure supply and quality **< 2.5.3.2.2 >**;
- the use of Mild Hybrid Electric Vehicles ("MHEV") technologies **< 2.5.3.3 >**;
- the deployment of technical levers to improve all key aspects of energy consumption: for example, aerodynamics, rolling resistance and electrical consumption **< 2.5.3.4 >**;

2.5.2 ORGANIZATION AND RESOURCES

GRI 3-3

Given the high stakes for Stellantis, resources are mobilized across the Company for its electrification: from the definition of the strategy to the sales in all regions, with the involvement of planning, engineering, manufacturing and supply chain divisions.

2.5.2.1 Managing vehicle CO_2 emissions

Stellantis incorporates CO_2 emissions management from product planning to sales. Dedicated tools have been put in place to provide real-time information on the current status and forecasts of CO_2 emissions for all Stellantis brands, allowing the revision of production programs and commercial policy accordingly.

[11] Outside of Stellantis brands and Stellantis JVs

2.5.2.2 Investment in innovative tech to reduce CO_2 emissions of products

GRI 305-5

To limit CO_2 emissions from vehicles, Stellantis is continuing to develop efficient products by implementing technical solutions whose cost effectiveness is beneficial for its customers. The Company plans to invest more than €30 billion through 2025 in electrification and software, while continuing to be one of the automotive efficiency front runners, with investment efficiency significantly better than industry average, calculated as total CapEx and research & development spending as a percentage of total revenue.

Patent strategy

Our patented inventions are a key factor in working toward these objectives and provide us with a strategic competitive advantage. In 2023, Stellantis filed a total of 2,438 patents applications (versus 1,867 in 2022) that were mainly focused on major challenges of tomorrow's mobility, notably the development of new powertrains to meet our customer expectations for energy transition and sustainable and responsible mobility: engines and transmissions for electrified vehicles, batteries, fuel cells and their control strategies, as well as driver assistance systems, connectivity and services; vehicle platforms comfort and safety equipment.

Fuel Cell: an additional asset in Stellantis' portfolio

Stellantis has developed a Hydrogen Fuel Cell Zero Emission solution which combines the advantages of hydrogen fuel cells and electric battery technology in a Fuel Cell Electric Vehicle (FCEV). For mid-sized vans, this technology offers 400 km of range (homologation pending) with refueling time of less than four minutes. For large vans, the addition of fuel cell technology brings range capability of up to 500 km and refueling time of just five minutes. This solution is particularly suited to the needs of light commercial vehicle (LCV) customers requiring long-range, fast refueling and zero-emissions without compromising payload capacity.

Stellantis has developed this technology in its Hydrogen Fuel cell Center of Competence in Rüsselsheim (Germany), in strategic partnership for fuel cell stacks systems with Symbio, which currently has best-in-class capability in this technology.

On July 28, 2023, Stellantis confirmed the acquisition of a 33.3% stake in Symbio, at parity with other shareholders FORVIA & Michelin.

Stellantis will have eight fuel cell hydrogen versions of mid-size and large vans produced in-house: Citroën ë-Jumpy and ë-Jumper, Fiat Professional E-Scudo and E-Ducato, Opel/Vauxhall Vivaro and Movano, and Peugeot E-Expert and E-Boxer. In-house production will start on both mid-size and large van offers in Hordain (France) and Gliwice (Poland), respectively [12].

More information on Hydrogen Fuel Cell is available on the corporate website [13].

Use of alternative fuels for ICE

Alternative fuels are also a key component of Stellantis' strategy to achieve fleet greenhouse gases (GHG) emission reductions, considering that the production of alternative fuels emits less CO_2, which can compensate for tailpipe CO_2 emissions.

In close collaboration with leading renewable fuel producers, Stellantis makes sure that products in the hand of customers will be well prepared for these fuels.

Within Stellantis, the Center of Competence Alternative Fuels (CCAF) leads the research and development activities and is responsible for technological, strategic and application knowhow on Alternative Fuels.

Alternative fuels from biological origin (Biofuels)

- Ethanol flex-fuel vehicles in Brazil: Stellantis develops flex-fuel vehicles (FFV), which run on gasoline-ethanol blends in variable proportions: in 2023, more than 600,000 Stellantis flex-fuel vehicles were registered in Brazil (versus 500,000 in 2022).
- Stellantis is also working to anticipate the potential increase of bio component rate like ethanol or Hydrotreated Vegetable Oil, in order to have vehicles that are compatible with future standards across many regions.
- To support the development of "advanced biofuels" from non-food resources, such as biomass waste, non-hazardous organic waste and micro-algae, Stellantis has conducted projects such as lipid biofuels from micro-algae in France (PE Shamash project[14]) and in Brazil with the Federal University of Parana in Curitiba.

Alternative fuels from non-biological origin: non-fossil eFuels

eFuels are synthetic fuels produced from the combination of captured atmospheric carbon dioxide and hydrogen from water electrolysis with renewable electricity. In September 2023, Stellantis published the results of eFuel compatibility tests with Saudi Aramco, which confirmed that 24 Stellantis engine families in European vehicles produced since 2014 (Euro 6), representing 28 million Stellantis vehicles, are compatible with expected eFuel formulations without any powertrain modifications. When produced via a low-carbon pathway, drop-in eFuels could be a major lever to drive decarbonization of the existing vehicle fleet. The use of low-carbon eFuel has the potential to reduce carbon dioxide emissions from existing internal combustion vehicles by at least 70% on a lifecycle basis, compared to conventional fuels [15].

[12] https://www.stellantis.com/en/news/press-releases/2022/october/stellantis-hordain-first-plant-in-the-world-to-produce-hydrogen-powered-electric-and-combustion-engine-commercial-vehicles
https://www.stellantis.com/en/news/press-releases/2023/july/stellantis-joins-forvia-and-michelin-as-equal-shareholder-in-symbio-a-leading-hydrogen-company

[13] https://www.stellantis.com/en/news/press-releases/2024/january/stellantis-pro-one-expands-existing-hydrogen-fuel-cell-offer-with-in-house-production-starting-on-mid-size-and-large-vans-in-europe

[14] Production of a methyl ester from the microalgae Nannochloropsis grown in raceways on the French west coast, Fuel Elsevier, Fuel 153(2015)640-649

[15] In the European Union, as per Directive 2023/2413, this 70% reduction in greenhouse gas emissions relative to fossil fuels will become a mandatory minimum for renewable fuels on non-biological origin (which include eFuels) to be counted towards member states' renewable energy targets.
https://www.stellantis.com/en/news/press-releases/2023/september/aramco-and-stellantis-collaboration-indicates-efuel-compatibility-with-european-engine-families?utm_source=EN-Press%20Releases&utm_medium=email&utm_campaign=A564_Aramco%20and%20Stellantis%20Collaboration%20Indicates%20eFuel%20Compatibility%20with%20European%20Engine%20Families_05092023

2.5.3 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS GRI 3-3 GRI 302-5

2.5.3.1 CO_2 performances of Stellantis vehicles: a trajectory in line with the COP21 commitments

The whole Company is committed to CO_2 reduction efforts, from the Engineering Department to commercial network.

A Tank-to-Wheel performance compliant with CO_2 regulations GRI 2-27

Being fully compliant with regulatory requirements is an essential prerequisite for Stellantis.

Driven by the ramp-up of electrification and technical improvements brought to conventional vehicles, the CO_2 emissions of sold vehicles are improving year-over-year. In the last three years, in the European Union and United Kingdom, Stellantis has reached its Corporate Average Fuel Economy (CAFE) regulatory targets, both for passenger cars and light commercial vehicles without buying any external credits.

Stellantis is also planning for compliance with local regulations in all other CO_2 regulated markets, potentially leveraging opportunities to carry forward and carry back credits where applicable through local regulation with the aim of ensuring self-compliance of Stellantis without additional credit purchases from other manufacturers[16].

Refer to <2.5.4.1> for Stellantis' sales-weighted average fuel emissions and CO_2 emissions data by region.

Stellantis is striving to achieve a better CO_2 performance year after year by:

- Improving powertrain and vehicles efficiency <2.5.3.2.2> <2.5.3.4>
- Investing in LEV technologies, extending our LEV offer and increasing our LEV sales <2.5.3.2>.

2.5.3.2 Electrification: an ambitious plan to roll out electric and hybrid technologies

By developing a wide offer of zero-emission electric vehicles and plug-in hybrid vehicles, and aiming to be one of the leading players in the LEV market, Stellantis is addressing the environmental challenges associated with vehicle use. Placing short-, medium- and long-term quantitative targets on the share of LEV sales in the total sales and on the percentage of nameplates available in a LEV version enables Stellantis to define and track alignment with a clear roadmap of how to attain its fleet CO_2 emissions reduction targets.

Stellantis electrification roadmap

Each of the Company's 14 vehicle brands is committed to offering fully electrified solutions.

In 2023, 60% of passenger car nameplates in Europe (versus 48% in 2022) and 21% of passenger car and light duty truck nameplates (versus 14% in 2022) in the U.S. were available in an electrified version.

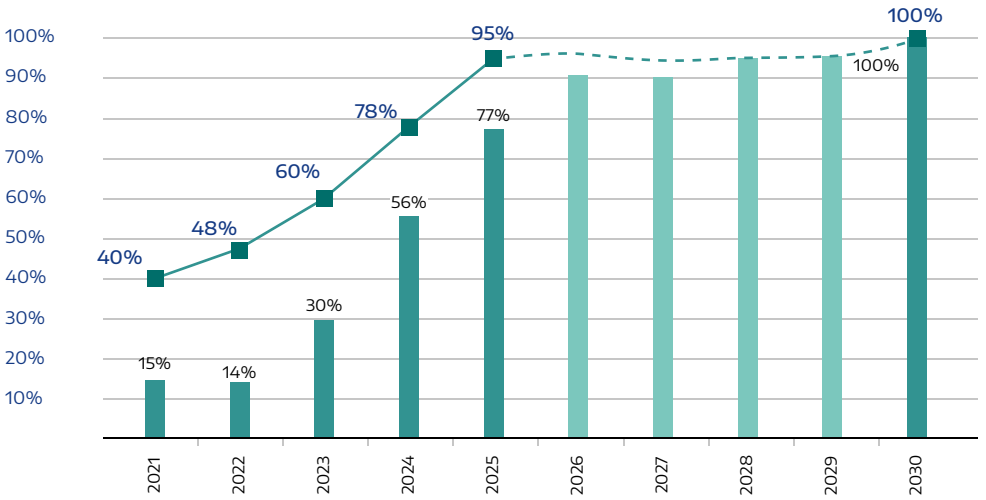
In 2025:

- 95% of the Passenger Cars (PC) models sold by Stellantis in Europe will be offered in full electric (BEV) or plug-in hybrid versions (PHEV);
- 81% of the Passenger Cars, Light Duty Trucks (LDT) models sold by Stellantis in the U.S. will be offered in electrified versions.

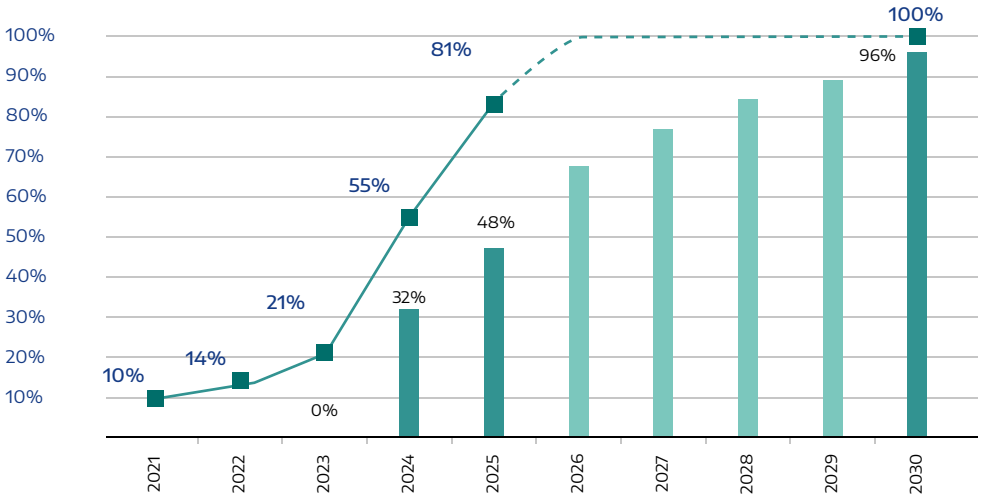
By 2030, Stellantis is working to pursue a BEV version of all our passenger car models sold in Europe and all our passenger car and light duty trucks models marketed in the U.S.

[16] Outside of Stellantis brands and Stellantis JV's

EUROPE: nameplates with electrified version (PC)



US: nameplates with electrified version (PC & LDT)*



* In the U.S., the change in the percentage of electrified nameplates available in 2025 (compared to 2022 disclosures) is due to planning adjustments delaying two model launches from late 2025 to early 2026. Another planning update explains why the current projection reaches 96% nameplates available in a BEV version in the U.S. across PC & LDT by 2030. Stellantis expects to reach 100% BEV nameplates across PC & LDT in the U.S. by 2031.

In 2024, Stellantis anticipates the launch of 17 BEV models (urban mobility not included, 18 launches including Fiat Topolino) and 3 PHEV models. In 2023, Stellantis launched 8 BEV models and 3 PHEV models (see pictures below).

In addition, Stellantis offers a sustainable urban mobility line-up, including Citroën AMI, AMI Cargo, Opel ROCKS-e. Those urban low footprint electric devices, accessible to young drivers, are an additional answer to current mobility requirements, especially in cities.

Urban mobility devices included, Stellantis had 30 full-electric models available at the end of 2023.

Electrified launches in 2023

BEV PHEV



Citroën **ë-C4 X**



Fiat **600**



Jeep **Avenger**



Maserati **GT**



Opel **Astra**



Opel **Astra SW**



Peugeot **308**



Peugeot **308 SW**



Dodge **Hornet**



Peugeot **408**



Opel **Astra SW**

This electrification roadmap supports the Dare Forward 2030 strategic plan objective to grow, year by year, the worldwide LEV sales mix and to reach in 2030 a BEV sales mix of 100% in Europe for PC and 50% in the U.S. for PC and LDT.

Based on internal estimates, in 2023:

- In Europe 30[17], LEVs represented 18.5% of Stellantis passenger cars (of which 11.9% BEV), compared to 18.3% in 2022 (of which 11.2% BEV); and
- In the U.S. 11.2% of passenger cars and light duty trucks sold by Stellantis were LEVs (compared to 4.9% in 2022).
- Stellantis' market share for BEV light commercial vehicles was 38.8% across Europe 30.

LEV mix increase is one of our main levers on our roadmap to carbon net zero. **< 2.5.4.3 >** for Stellantis' detailed sales mix by energy type.

Stellantis' LEV mix ramp-up is supported by:

- A BEV-centric platform strategy **< 2.5.3.2.1 >**
- A vertical integration strategy to master the LEV value chain **< 2.5.3.2.2 >**
- A charging and energy strategy that aims to position Stellantis in the e-mobility ecosystem **< 2.5.3.2.4 >**

These three levers are consistent and intertwined. Stellantis' strategy to gain control of the LEV value chain is supported by specific EV-related services from Free2move eSolutions joint venture that delivers charging infrastructure solutions, charging-as-a-service and advanced energy services to European customers. This is expected to be leveraged in the BEV-centric platform strategy, which means that Stellantis should have a 360-degree approach to control the performance that it delivers to the customers, both in terms of range, drive smoothness, quality, but also the high level of control of cost and supply.

START DIALOGUE WITH STAKEHOLDERS

Electrification is one of the key pillars supporting Dare Forward 2030 long term Stellantis strategic plan (announced March 1, 2022)

Through a 360-degree approach, Stellantis electrification strategy includes:

- Electrification roadmap for product line up and adaptation of our manufacturing facilities
- New integrated value chain covering the product life cycle **< 2.5.3.2.2** Mastering the LEV value chain >
- Development of future batteries technologies (Solid-state) **< 2.5.3.2.4** Battery technologies innovation >: more energy density, faster to charge, less expensive
- Securing raw material availability **< 2.5.3.2.2** Material supply >
- Wide range of services available to customers **< 2.5.3.2.4** An active role in contributing to affordable and clean mobility >

[17] Europe 30 = EU 27 (excluding Malta) + Norway + Iceland + UK + Switzerland (inc. Liechtenstein)

2.5.3.2.1 The BEV-centric platform strategy of Stellantis

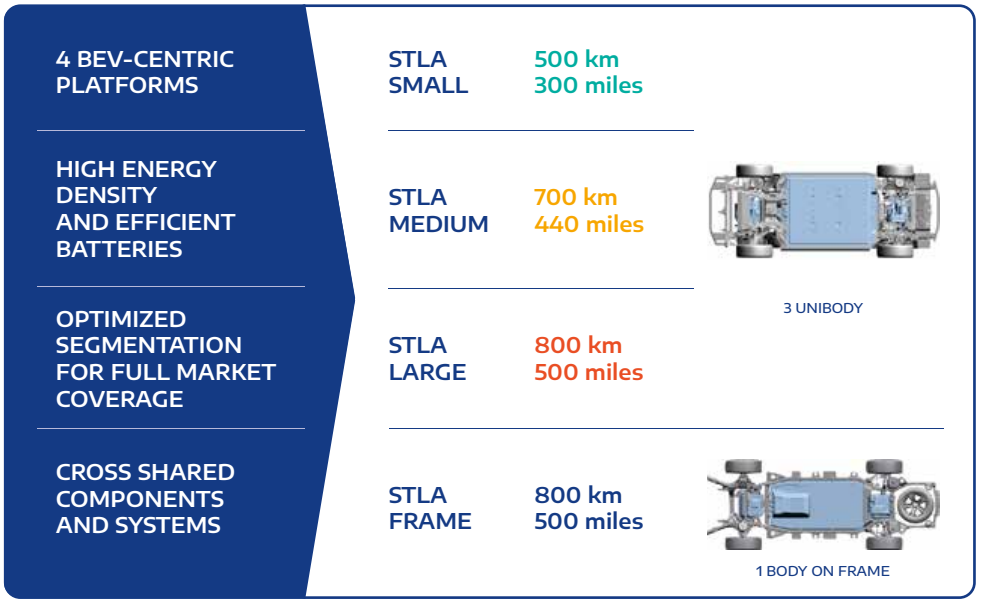
From 2024, sales of Stellantis' LEV products worldwide are expected to be driven by a four-platform BEV-centric strategy for passenger cars: Stella Small for the A, B and C segments; Stella Medium for C and D segments; Stella Large for D and E segments and Stella Frame for the electrified E and F segment SUVs and pickup trucks. Covering the various market segments and regions where Stellantis operates, these BEV-centric platforms should enable high modularity with parts and technology commonality without any compromise on BEV performance.

This limited number of BEV-centric platforms will ensure that the Company has a volume scale effect that is intended to drive the cost competitiveness and therefore the profitability of Stellantis, in order to compensate for electrification costs. The performance delivered by these platforms will address range anxiety. The Stella Small for A, B and C entry products is expected to deliver more than 500 kilometers of range. The Stella Medium is expected to deliver more than 700 kilometers of range. The Stella Large is expected to deliver more than 800 kilometers of range. On the Stella Frame, the expected range is 800 kilometers.

Until the launch of Stellantis' BEV-centric, existing multi-energy platforms will allow the manufacture of the next generation of electric vehicles.

As a result, Stellantis has the flexibility to adapt to changes in the energy mix in its various markets and can offer its customers a comprehensive range of technologies that meet their usage needs and contribute to increasingly responsible mobility.

Stellantis' BEV-centric platform momentum



COMPANY TRANSFORMATION THROUGH THE SOFTWARE STRATEGY

The heart of the transformation to customer-centric services is the new electrical/electronic (E/E) and software architecture. As announced on December 7, 2021 during the Stellantis Software Day ↘[18], three new tech platforms (STLA Brain, STLA SmartCockpit, STLA AutoDrive) are targeted to be ready in 2024 and deployed, at scale, across the four vehicle platforms of Stellantis over the following two years.

STLA Brain will be fully Over-the-Air (OTA) capable, with 30 modules addressed, versus 10 today, making it highly flexible. It is a service-oriented architecture fully integrated with the cloud that connects electronic control units within the vehicle with the vehicle's central high performing computer (HPC) via a high-speed data bus.

It breaks today's bond between hardware and software generations, enabling software developers to create and update features and services quickly without waiting for a new hardware launch.

2.5.3.2.2 Mastering the LEV value chain

Stellantis is working to secure and grow its share of the added value of low-emission vehicles, having found a balance between partnerships with expert companies and in-house design and manufacturing.

With this strategy, Stellantis is targeting to control 80% of the BEV value with its joint ventures which is more than the share of value that the company controls for ICE (in both cases without taking into account raw materials).

Mastering the LEV value chain



* Start Of Production
** For PHEV
*** Closing subject to customary closing conditions, including regulatory approvals

[18] ↘https://www.stellantis.com/en/investors/events/sw-day-2021

Strategic move to become a leading player in battery cells and modules

Getting ready for the electric future of mobility, Stellantis intends to secure approximately 400 GWh of battery cell production capacity by 2030 - through gigafactories in Europe and North America and additional supply contracts, as battery cells are the most cost-, quality- and performance sensitive components of an EV.

For that purpose, the ACC joint venture was created in September 2020 to focus on the European market. The first ACC gigafactory is located in Billy-Berclau Douvrin (France), and started preliminary production in December 2023, to be followed by Kaiserslautern (Germany) and Termoli (Italy) in coming years. The technology used targets to offer the highest level of energy performance, both in terms of range and charging time and improved carbon footprint compared to current results. This project aims to position ACC as a major competitive player in supplying electric vehicle manufacturers with high-performance batteries [19].

In North America, Stellantis and Samsung SDI set up the StarPlus Energy joint venture in 2022 for the production of battery cells and modules. A first gigafactory, located in Kokomo, Indiana (U.S.) is targeted to begin production in 2025 with an annual production capacity upgraded to 33 GWh, compared to the initially-planned 23 GWh. In October 2023, a second gigafactory, also located in Kokomo was announced, targeting start of production in 2027, with an initial annual production capacity of 34 GWh. The total investment for both facilities is projected to be over €5.5 billion ($6.3 billion).

In 2023, Stellantis finalized the NextStar Energy joint venture with LG Energy Solution to establish Canada's first large scale lithium-ion battery production plant in Windsor, Ontario. The gigafactory is targeted to have a battery production in excess of 45 GWh per year. The joint venture company plans to invest €3 ,4 billion ($5 billion CAD).

In November 2023, Stellantis announced signing with CATL a non-binding memorandum of understanding (MoU) for the local supply of LFP battery cells and modules to power Stellantis' electric vehicle production in Europe [20].

Strategic partnerships regarding e-components integration for electrified Powertrain

Stellantis has also established joint ventures with Nidec Leroy-Somer Holding and Punch Powertrain NV to centralize electric powertrain-related component design and manufacturing, to reduce cost and improve efficiency and compactness.

Emotors Joint Venture Between Nidec & Stellantis

Stellantis formed a joint venture with Nidec Leroy-Somer Holding to develop a range of electric motors for electrified vehicles. Backed by €530 million in shared investment, the company headquartered in Carrières-sous-Poissy, just outside Paris, is dedicated to designing, developing and manufacturing electric powertrains. Production started in 2022 in the Trémery plant (Moselle, France) - upgraded through industrial investments of more than €93 million to date - and supplies PHEV and BEV vehicles from Stellantis, and possibly other automakers in the future.

Punch Powertrain Stellantis e-Transmissions

Stellantis and Punch Powertrain established two joint ventures in 2020:

- An e-Transmissions assembly joint venture backed by a shared investment of €82 million focused on producing the new generation of electrified dual-clutch transmissions (eDCTs). Available with 48-volt and 320-volt electrical levels, the eDCT can be used for MHEV and PHEV applications. It is manufactured at Stellantis' Metz (Moselle, France) plant, with an annual capacity of 600,000 units, supported by a €57 million industrial investment to date. A second plant in Mirafiori (Turin, Italy) was announced in September 2022 and is expected to start deliveries in 2024. At full production, both facilities together will supply all relevant Stellantis manufacturing sites in Europe.
- A second joint venture for e-Transmissions - with Punch Powertrain majority control - is dedicated to designing, manufacturing and supplying key components that are supplied to and assembled by the first joint venture [21].

Leapmotor Investment and JV

In November 2023, a new joint venture, called Leapmotor International was announced, to be created in 2024 with ownership by Stellantis of 51% and by Leapmotor of 49%, subject to regulatory approvals. Stellantis will control and consolidate the joint venture. The joint venture will have exclusive rights for export and sale, as well as manufacturing of Leapmotor products outside of Greater China. This joint venture will support the group's electrification roadmap [22].

[19] Stellantis Affirms Commitment to Italy with Automotive Cells Company's (ACC) Planned Battery Plant Investment: https://www.stellantis.com/en/news/press-releases/2022/march/stellantis-affirms-commitment-to-italy-with-automotive-cells-company-s-acc-planned-battery-plant-investment
Stellantis Electrification Transition in Full Swing with First ACC Battery Gigafactory Inaugurated in France https://www.stellantis.com/en/news/press-releases/2023/may/stellantis-electrification-transition-in-full-swing-with-first-acc-battery-gigafactory-inaugurated-in-france#:~:text=As%20part%20of%20the%20Dare,the%20United%20States%20by%202030

[20] Stellantis and LG Energy Solution to Invest Over $5 billion CAD in Joint Venture for First Large Scale Lithium-Ion Battery Production Plant in Canada: https://www.stellantis.com/en/news/press-releases/2022/march/stellantis-and-lg-energy-solution-to-invest-over-5-billion-cad-in-joint-venture-for-first-large-scale-lithium-ion-battery-production-plant-in-canada
Stellantis and CATL Sign Strategic MoU for the Local Supply of LFP Batteries for European Market https://www.stellantis.com/en/news/press-releases/2023/november/stellantis-and-catl-sign-strategic-mou-for-the-local-supply-of-lfp-batteries-for-european-market

[21] Transformation in Action: Trémery-Metz Powertrain Plants in France Support Stellantis' Electrified Portfolio https://www.stellantis.com/en/news/press-releases/2022/june/transformation-in-action-tremery-metz-powertrain-plants-in-france-support-stellantis-electrified-portfolio

[22] https://www.stellantis.com/en/news/press-releases/2023/october/stellantis-to-become-a-strategic-shareholder-of-leapmotor-with-1-5-billion-investment-and-bolster-leapmotor-s-global-electric-vehicle-business

Industrial footprint of LEV-related activities

Electrification footprint: picture 2022>2025



- Battery Cell Gigafactory
- Battery Tray Process
- Battery Assembly shop
- ePWT Process
- Electrified Transmission

Material supply

As many raw materials used for high-voltage batteries and other electric vehicles components are in strong demand due to the shift to electrification, Stellantis is entering into partnerships to ensure a stable supply of key materials for its electrified future, aiming at selecting sustainable and responsible processes, partners and suppliers **< 7.1.4 >**.

- Lithium hydroxide:
  - In November 2021, Stellantis signed a binding agreement with Vulcan Energy to supply battery grade lithium hydroxide in Europe for use in electrified vehicles and extended it in June 2022, to 10 years (up to 250,000 tons in total), alongside the announcement of a €50 million (A$76 million) equity investment in Vulcan Energy Resources Limited. Vulcan's Zero Carbon Lithium™ Project in the Upper Rhine Valley in Germany uses geothermal energy to produce battery-quality lithium hydroxide from brine without the use of fossil fuels and minimal water usage, reducing the generation of carbon in the battery metals supply chain. The location in Germany, near ACC's European gigafactories, will allow us to reduce transport distances [23], costs and emissions.
  - On August 17, 2023, Stellantis and Controlled Thermal Resources Holdings Inc. (CTR) announced an investment of over $100 million from Stellantis to advance the development of CTR's Hell's Kitchen project in California's Imperial County, along with the supply by CTR of up to 65,000 metric tons per year of battery grade lithium hydroxide for use in Stellantis' North American electrified vehicle production from 2027. CTR's Hell's Kitchen Project will recover lithium from geothermal brines using renewable energy and steam to produce sustainable battery grade lithium products in an integrated, closed-loop process [24].

Beyond lithium sourcing, Stellantis is paving its way to a secured sourcing of other raw materials:

- Nickel and cobalt sulfate:
  - In April 2023, Stellantis and Alliance Nickel Ltd (formerly GME Resources) announced the signing of a binding offtake agreement for the supply of 170,000 tons of nickel sulfate and 12,000 tons of cobalt sulfate in total over an initial five-year period [25].
- On June 30, 2023, Stellantis and Kuniko Ltd announced the signing of a binding agreement securing a 35% future production offtake of nickel sulfate and cobalt sulfate from Kuniko's Norwegian exploration projects for a term of nine years [26].
- In January 2023, Stellantis and Finland-based Terrafame Ltd. announced the signing of a five-year supply agreement for nickel sulfate, starting in 2025. Due to its unique production technology, the carbon footprint of the nickel sulphate produced by Terrafame is among the smallest in the industry [27].
- Manganese sulfate:

  In January 2023, Stellantis and Element 25 Ltd announced the signing of a binding agreement for Element 25 to supply battery grade, high purity manganese sulfate monohydrate to Stellantis for use in electric vehicle battery packs. The five-year agreement calls for shipments to begin in 2026, for a total volume of 45,000 tons, and options to extend the supply term and volumes. Element 25 will source the material from its Butcherbird project in Western Australia and plans to construct a processing facility in the United States [28]. Element25 aims to reach agreed net zero carbon emission goals under the deal.

[23] Stellantis Expands Relationship with Vulcan Energy Becoming Shareholder in Decarbonized Lithium Company: https://www.stellantis.com/en/news/press-releases/2022/june/stellantis-expands-relationship-with-vulcan-energy-becoming-shareholder-in-decarbonized-lithium-company

[24] Stellantis Invests in CTR to Strengthen Low Emissions U.S. Lithium Production https://www.stellantis.com/en/news/press-releases/2023/august/stellantis-invests-in-ctr-to-strengthen-low-emission-us-lithium-production

[25] Stellantis Signs Offtake Agreement and Invests in Alliance Nickel for Battery Grade Nickel and Cobalt Sulphate https://www.stellantis.com/en/news/press-releases/2023/april/stellantis-signs-offtake-agreement-and-invests-in-alliance-nickel-for-battery-grade-nickel-and-cobalt-sulphate

[26] Stellantis Signs Offtake Terms and Invests in Kuniko for Supply of Norwegian, Low Carbon Nickel and Cobalt Sulphate https://www.stellantis.com/en/news/press-releases/2023/june/stellantis-signs-offtake-terms-and-invests-in-kuniko-for-supply-of-norwegian-low-carbon-nickel-and-cobalt-sulphate

[27] Stellantis and Terrafame Agree on Low-Carbon Nickel Sulphate Supply for Electric Vehicle Batteries https://www.stellantis.com/en/news/press-releases/2023/january/stellantis-and-terrafame-agree-on-low-carbon-nickel-sulphate-supply-for-electric-vehicle-batteries

[28] Stellantis Signs Binding Agreement with Element 25 Limited for Manganese Sulphate Supply for Electric Vehicle Batteries https://www.stellantis.com/en/news/press-releases/2023/january/stellantis-signs-binding-agreement-with-element-25-limited-for-manganese-sulphate-supply-for-electric-vehicle-batteries

- Copper:

  Copper is a strategic raw material for the future of electric mobility, and it is estimated that global demand for the conductive metal will triple in the coming years for all industries. In February 2023, Stellantis announced a €144 million ($155 million) investment in Los Azules project, located in Argentina. McEwen Copper plans to produce 100,000 tons per year of cathode copper at 99.9% purity starting in 2027. In October 2023, Stellantis made an additional investment of €112 million ($120 million) [29]. The Los Azules project will aim to achieve net-zero carbon emissions by 2038.

Circular Economy

In November 2023, Stellantis inaugurated its first Circular Economy Hub in Turin, Italy. Located at Stellantis' Mirafiori Complex, the SUSTAINera Circular Economy Hub starts up with engine, gearbox, and high-voltage EV battery remanufacturing, vehicle reconditioning and dismantling, with additional activities to be added [30].

Battery recycling

Given the importance of the battery in an electric vehicle's environmental footprint, Stellantis is developing a global circular economy for high-voltage batteries from hybrid and electric vehicles, which includes: a re-pair strategy with 24 e-repair centers, a re-man strategy with our remanufacturing center in Rüsselsheim and re-use strategy with second-life projects. Engaging partnerships with recyclers is a way for Stellantis to secure access to secondary raw materials enabling the production of EVs.

Battery recycling is therefore embedded in Stellantis' ambitions for the development of a circular economy based on a "cradle-to-cradle" model which will play a major role in reaching our 2038 carbon net zero commitment.

In June 2023, Stellantis announced the signing of a Memorandum of Understanding to enter into exclusive negotiations to form a joint venture with leading metals recycler GALLOO to manage End-of-Life Vehicles with an initial focus on France (including French Overseas), Belgium and Luxembourg, and then expanding across Europe in the next years [31].

In October 2023, Stellantis and Orano announced the signing of a memorandum of understanding to establish a joint venture for recycling End-of-Life electric vehicle batteries and scrap from gigafactories in Enlarged Europe and North America, strengthening Stellantis' position in the electric-vehicle battery value chain by securing additional access to cobalt, nickel, and lithium necessary for electrification and energy transition [32] < 6.1.7.8 >.

[29] Stellantis Announces Strategic Copper Investment in Argentina, Reinforcing Commitment to Reaching Carbon Net Zero by 2038 https://www.stellantis.com/en/news/press-releases/2023/february/stellantis-announces-strategic-copper-investment-in-argentina-reinforcing-commitment-to-reaching-carbon-net-zero-by-2038

[30] Stellantis Inaugurates its First Circular Economy Hub in Turin, Italy https://www.stellantis.com/en/news/press-releases/2023/november/stellantis-inaugurates-its-first-circular-economy-hub-in-turin-italy

[31] Stellantis and Galloo to Form Joint Venture for End-of-Life Vehicle Recycling https://www.stellantis.com/en/news/press-releases/2023/june/stellantis-and-galloo-to-form-joint-venture-for-End-of-Life-vehicle-recycling

[32] Stellantis and Orano Enter Electric Vehicle Battery Recycling Agreement https://www.stellantis.com/en/news/press-releases/2023/october/stellantis-and-orano-enter-electric-vehicle-battery-recycling-agreement

2.5.3.2.3 Battery technologies innovation: more energy density, faster to charge, less expensive

GRI 302-5

From 2024, Stellantis plans to base its electrification strategy on two battery technologies to offer a wider range of vehicles, to adapt to consumer needs and affordability constraints. These technologies are expected to enable energy density gains and therefore reduce the environmental footprint of the batteries. This dual chemistry strategy relies on:

- a Nickel-free and Cobalt-free battery, that should enable an energy density between 400 and 500 Wh/L at cell level
- a Nickel-based battery with a higher energy density, between 600 and 700 Wh/L at cell level.

Stellantis is exploring further battery technologies to meet the diverse needs of its broad customer base in terms of range and cost and to ensure clean, safe and affordable mobility, notably:

- Solid-state batteries

  Since 2021, Stellantis has been a strategic investor in Factorial Energy to accelerate commercial production and deployment of Factorial's solid-state battery technology [33].

- Lithium-Sulfur Technology

  Stellantis Ventures, the corporate venture fund of Stellantis has invested in May 2023 in Lyten, Inc - a Silicon Valley-based pioneer of tunable three-dimensional graphene -to accelerate the commercialization of Lyten 3D Graphene™ applications for the mobility industry, including the LytCell™ Lithium-Sulfur EV battery. Unlike traditional lithium-ion batteries, Lyten's Lithium-Sulfur batteries do not use nickel, cobalt, or manganese, resulting in an estimated 60% lower carbon footprint than today's best-in-class lithium-ion batteries and a pathway to achieve the EV battery with the lowest GWP on the global market [34].

- New battery concept IBIS

  Stellantis, CNRS (French National Center for Scientific Research) and Saft have unveiled the Intelligent Battery Integrated System (IBIS), an innovative prototype of an energy storage battery that integrates the inverter and charger functions while a sophisticated control system enables the battery to produce directly alternating current for the electric motor.

This architecture is expected to be more efficient, increase vehicle range, be more reliable and less costly [35].

[33] Stellantis Completes Investment Round in Factorial, Further Accelerating Electrification Push https://www.stellantis.com/en/news/press-releases/2022/january/stellantis-completes-investment-round-in-factorial-further-accelerating-electrification-push

[34] Stellantis Invests in Lyten's Breakthrough Lithium-Sulfur EV Battery Technology https://www.stellantis.com/en/news/press-releases/2023/may/stellantis-invests-in-lyten-s-breakthrough-lithium-sulfur-ev-battery-technology

[35] IBIS: Stellantis and Saft Reveal a Smarter, More Efficient Battery for Autos and Stationary Power https://www.stellantis.com/en/news/press-releases/2023/july/ibis-stellantis-and-saft-reveal-a-smarter-more-efficient-battery-for-autos-and-stationary-power

- Sodium-Ion Battery Technology

  In January 2024, Stellantis Ventures, the corporate venture fund of Stellantis N.V., announced its participation as a strategic investor in Tiamat, a France-based company that is developing and commercializing sodium-ion battery technology. Sodium-ion technology offers a lower cost per kilowatt-hour and is free of lithium and cobalt. Abundantly available sodium offers benefits in increased sustainability and material sovereignty [36].

2.5.3.2.4 Charging and energy strategy

GRI 302-5

As the pace of mainstream EV adoption accelerates, charging has become a crucial part of user experience, and our customers need us to be more than just a mobility provider. With this in mind, Stellantis launched Free2move Charge to Make it 'easy to Always Be Charged' (the e-ABC promise).

Free2move Charge offers a 360-degree ecosystem of charging hardware, software and services that will seamlessly deliver charging and energy management to address all EV customer needs, anywhere and in any way, removing barriers to battery electric vehicle ownership, including charging anxiety.

Free2move Charge will address electric vehicle customer needs at home, in their business and on-the-go:

- Free2move Charge Home delivers charging and energy hardware, software, installation, financing and warranty for private customers. Options can range from AC charging cables and wallboxes today to Vehicle-2-Home, Vehicle-2-Grid, and complete energy management systems with cutting-edge features like touch-free wireless solutions and inductive robot charging under development for future releases.
- Free2move Charge Business offers a wide suite of charging and energy services: early-on support, estimation of initial and future running costs, right-sizing of charging infrastructure, installation, maintenance, and public charging access while on the go.
- Free2move Charge GO will guarantee seamless access to an extensive curated network of public charging points through partners in North America and Europe, where Stellantis customers already have access to over 580,000 charging points across 29 European countries. Other regions are expected to be announced soon. In addition to access, payment, and 24-7 support, Free2move Charge GO will progressively launch leading features like Plug and Charge, reservations, loyalty programs, subscriptions, prepaid packages, single invoice/billing, as well as deliver a charge to a requested location when needed.

Free2move Charge will harness the power of the Stellantis Energy Cloud, a digital architecture for all Stellantis vehicle charging & energy data, integrating with private and public charging management systems, energy providers' data sources (CO_2 per KWh, etc.), and future energy solutions (solar, stationary storage) to provide a unique endpoint for Stellantis to build novel digital experiences for customers. The Stellantis Energy Cloud will empower the suite of charging and energy applications Stellantis is building to deliver an unparalleled charging and energy management experience to customers, based on their actual usage and estimating their future needs and solutions.

Additionally, to ease the customer electric mobility experience and therefore support its LEV mix ramp up, Stellantis is offering:

- A range of connected services:
  - Trip Planner and Charging Pass services, to plan a trip and charge worry-free at public charging stations
  - Mobility Pass, to temporarily access other mobility solutions if the electric vehicle autonomy is not sufficient for a long trip
  - Car Remote, to optimize charging (charging management and air conditioning preconditioning).

Free2move Charge ecosystem will be supported by Free2move eSolutions, a Stellantis joint venture, that will continue to develop and provide industry-leading charging hardware and software for Stellantis as well as non-captive customers, and work with other industry leaders to bring more EV charging solutions to market.

An active role in contributing to affordable and clean mobility
Free2move eSolutions:

With the aim at making the transition to electric mobility smoother, in January 2021 Stellantis created Free2move eSolutions, a joint venture with NHOA (formerly Engie EPS, a global player in energy storage and active also in EV fast charging infrastructure in Southern Europe), with the ambition to become a technological leader in the European e-mobility landscape.

Free2move eSolutions will play a central role in the new ecosystem as a preferred partner in co-developing and providing a complete suite of charging solutions, including hardware, software, and other digital & operational services to the Stellantis Charging & Energy team. These products and services will be delivered to Stellantis customers through Free2move Charge as a seamlessly integrated part of the purchasing and ownership process.

Free2move eSolutions aims to continue developing and providing industry-leading charging hardware, digital and services solutions to support the Free2move Charge ecosystem in Europe and North America and will continue to offer to non-Stellantis customers solutions for private, business, and on-the-go charging.

Innovative projects on charging technology
Vehicle-to-Grid (V2G)

Stellantis, in partnership with Free2move eSolutions and with the support of the European Commission's Innovation Fund, developed the Vehicle-to-Grid (V2G) DrossOne pilot project, accommodating up to 560 electric cars in Stellantis' Mirafiori compound in Turin (Italy).

V2G technology enables vehicles to exchange energy with the power grid, absorbing electricity during times of high decarbonized production and low demand, and re-injecting it into the grid when demand is high and production is lower. In doing so, electric vehicles could become a tool to manage renewable intermittence and decarbonize electricity systems, and provide an opportunity to optimize the operating costs of the vehicle for owners.

[36] Stellantis Ventures Invests in Tiamat and Affordable Sodium-Ion Battery Technology https://www.stellantis.com/en/news/press-releases/2024/january/stellantis-ventures-invests-in-tiamat-and-affordable-sodium-ion-battery-technology

Dynamic Inductive Recharging Technology for Electric Vehicles - "Arena del Futuro"

After months of testing at the "Arena del Futuro" circuit, Stellantis, together with its international project partners, demonstrated in Chiari, Italy, the capability of Dynamic Wireless Power Transfer (DWPT) technology to wirelessly recharge electric vehicles as they travel over specially equipped, dedicated road lanes.

The pilot project is coordinated by A35 BreBeMi, a company owned by the global transportation infrastructure operator Aleatica that focuses on sustainable and innovative mobility solutions.

DWPT is a system of coils positioned under the asphalt that transfers energy directly to cars, trucks and buses without the need to stop at charging stations to refill the battery. The technology can be adapted for all vehicles equipped with a special "receiver" that transfers the energy incoming from the road infrastructure directly to the electric motor, extending the range.

The "Arena del Futuro" project shows that DWPT enables a battery electric vehicle (BEV) like the Fiat New 500 outfitted to test the system, to travel at typical highway speeds without consuming the energy stored in its battery. Tests are showing that the efficiency of the energy flowing from the asphalt to the vehicle is comparable to the typical efficiency of fast charging stations, so the driver does not need to stop to recharge. DWPT simplifies the customer experience with electric mobility, removing range anxiety, while supporting decarbonization and environmental sustainability.

Battery Swapping - Partnership with Ample

In December 2023, Stellantis and Ample established a partnership to leverage Ample's Modular Battery Swapping Technology for use in Stellantis Electric Vehicles. The innovative battery swapping solution is planned to start in Europe in 2024 with Free2move's car sharing fleet of Fiat 500e, allowing for a reduction in charging time to less than five minutes, and addressing customer infrastructure challenges such as charging time, range anxiety and battery wear [37].

Charging infrastructure development

Stellantis is contributing to the expansion of charging infrastructure by partnering with Charge Point Operators around the globe:

- In Europe, Stellantis' partner Atlante is developing a vast network of public Fast and Ultra-Fast Charging stations across Southern Europe. The network will be enabled by renewables and energy storage and 100% grid integrated. Atlante is also partnering with Stellantis to develop public stations at or next to Stellantis' dealerships, to foster the adoption of eMobility by Stellantis customers. Atlante has a target to install at least 5,000 fast and ultra-fast charging points (PoCs) by 2025 and the ambition to install at least 35,000 PoCs by 2030.
- In North America, Stellantis joined forces with six other major global automakers – BMW Group, General Motors, Honda, Hyundai, Kia, Mercedes-Benz Group to create the IONNA charging network joint venture that will significantly expand access to high-powered charging in North America. This JV is targeting to install at least 30,000 high-powered charge points in urban and highway locations to ensure customers can charge whenever and wherever they need with a focus on delivering an elevated customer experience. The network will provide reliability, high-powered charging capability, digital integration, appealing locations, various amenities while charging, and use renewable energy. The charging stations will be accessible to all EV customers, offering both Combined Charging System (CCS) and North American Charging Standard (NACS) connectors. The first stations are scheduled to open in the summer of 2024 [38].

Affordable Mobility for All

Stellantis is committed to ensuring affordable e-mobility for all by developing its BEV leasing offers. In France, Stellantis supported the government's dedicated BEV incentive for active citizens fulfilling specific income and commuting criteria named "mon leasing électrique", which offered attractive lease payments with no initial down payment for the customer. Stellantis vehicles accounted for more than 70% of the applications for this program and covered the largest model range (12 models of the 22 eligible BEVs were Stellantis vehicles). The monthly lease rates ranged from FIAT 500e at 49 €, CITROEN eC3 at 54 € , PEUGEOT e208 at 99 € to OPEL Corsa electric at 94 € or Jeep Avenger at 149 € per month.

Through these attractive leasing offers across segments, Stellantis is accelerating the electrification of vehicle fleets and intends to continue offering affordable BEVs to customers outside this government-sponsored program in France.

One Wallbox per BEV

Whether they live in a standalone house or in a condominium, more than 80% of French EV owners charge at home. To accelerate electrification, promote safe charging on quality infrastructure, and facilitate grid stabilization through load shifting (charging BEVs when decarbonized electricity is plentiful and overall grid demand low), Stellantis intends to offer an ePro wallbox to French clients who purchase a BEV, sent directly to their home, for free or at an attractive price. This gives clients greater flexibility to benefit from faster and safer charging and save on charging cost when they have electricity contracts with peak and off-peak tariffs.

[37] Stellantis and Ample Establish Partnership to Leverage Ample's Modular Battery Swapping Technology for Use in Stellantis Electric Vehicles | Stellantis (https://www.stellantis.com/en/news/press-releases/2023/december/stellantis-and-ample-establish-partnership-to-leverage-ample-s-modular-battery-swapping-technology-for-use-in-stellantis-electric-vehicles)

[38] https://media.stellantisnorthamerica.com/newsrelease.do?id=25672&mid=1

2.5.3.3 Mild Hybrid Electric Vehicles (MHEV)

GRI 302-5

Complementary to the development of its BEV offer, Stellantis offers MHEV models.

The mild hybrid technology recovers energy generated on braking and reuses it to accelerate, thus cutting down on fuel use and reducing CO_2 emission by up to 15% compared to a pure ICE vehicle.

MHEV technologies are already available on several Jeep, Fiat, Alfa Romeo, Ram, Lancia and Maserati models for some powertrains.

Starting in 2023 on Peugeot 3008 and 5008, a new 48-volt MHEV solution using electrified Dual Clutch Transmission (e-DCT) gearbox, developed with Punch Powertrain, is being deployed across Stellantis MHEV models **< 2.5.3.2.2 >**.

2.5.3.4 Efficient vehicles: a holistic approach to design vehicles

Stellantis aims to leverage all the features of its vehicles - notably weight, aerodynamics, vehicle architecture, materials, electric consumption - in order to improve their efficiency and reduce energy consumption.

Weight reduction: the virtuous cycle

Wise choice of materials, such as using aluminum, composite materials and thermoplastics instead of steel when technically feasible and cost effective, contributes to reducing vehicle weight. For example, the current Jeep Wrangler features lightweight, high strength aluminum doors, hinges, hood, fenders and windshield frame, as well as a magnesium swing gate. Innovative process techniques such as heat stamping, laser welding, and joining structure provide further gains by helping reduce the weight of the car body while improving resistance to impact.

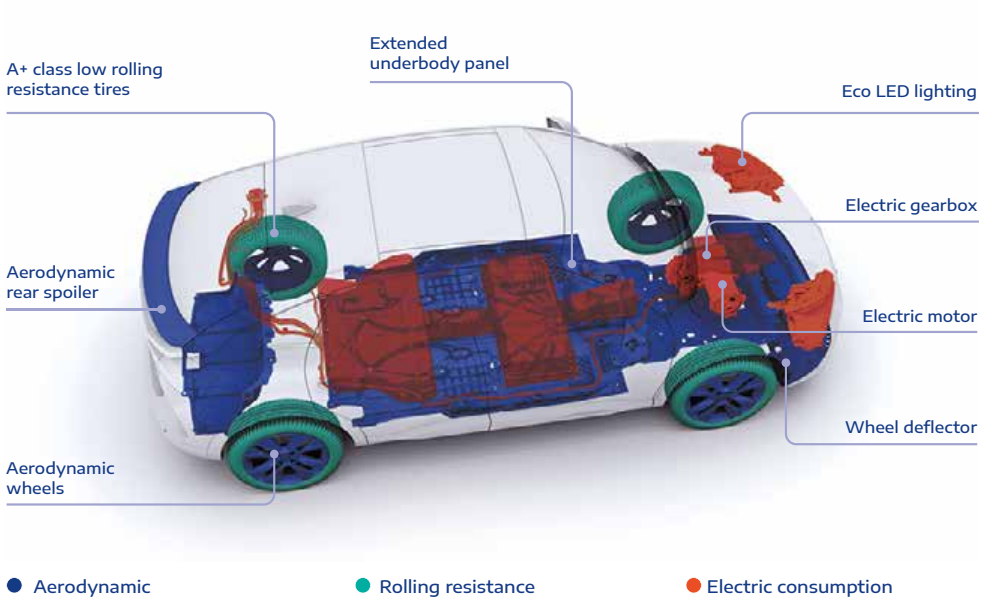
Aerodynamics and rolling resistance

Aerodynamics and rolling resistance improvements are key for efficiency. Stellantis endeavors to continually optimize the performance of its vehicles through their design and the implementation of technical devices such as active air shutters, under body deflectors, or class A efficient tires.

Better management of onboard electricity

Reducing electricity consumption in vehicles (for example through efficient lighting) and improving efficiency of electricity generation (for example by using ultra-high efficiency alternators) is also contributing to lower energy consumption on both ICE and electric vehicles.

CO_2 technologies for efficient electric vehicles



2.5.3.5 Reducing the environmental impact of refrigerants

European Directive 2006/40/EC gradually phases out the use of refrigerants in vehicle air conditioning systems that provide air conditioning in the passenger compartment, which have a global warming potential (GWP) of more than 150 (CO_2-eq). This regulation has applied to all models on the EU and UK markets that weigh less than 3.5 tons since 2017. In 2023, Stellantis voluntarily extended this regulation application to some vehicles weighing more than 3.5 tons.

The Peugeot 508, Fiat 500 and Opel Corsa no longer use fluoride gas R134a in the EU & UK. In the US market, most new vehicles no longer use R134a.

In order to reduce environmental impacts, quantities of refrigerant filled in European vehicles were reduced, and this practice is gradually being implemented in other regions. Stellantis also carries out refrigerant leakage inspections in assembly plants to check the tightness of the vehicle air conditioning system.

2.5.4 DETAILED KEY PERFORMANCE INDICATORS

TCFD.Ma | GRI 3-3 | GRI 305-3 | SASB-410a.1

2.5.4.1 Sales-weighted[1] average fleet fuel economy and CO_2 emissions (Tank-to-Wheel)*

Regulated region	Category	Year [2]	Volumes [1]	Results
European Union 27 + Norway + Iceland (gCO_2/km) [3]	M1 (Passenger Cars)	**2023**	**1,877,714**	**104.4 gCO_2/km**
		2022	1,828,813	105.3 gCO_2/km [4]
		2021	2,141,837	116.6 gCO_2/km
	N1 (Light Commercial Vehicles)	**2023**	**483,832**	**170.4 gCO_2/km [5]**
		2022	337,887	165.6 gCO_2/km [4]
		2021	446,429	186 gCO_2/km
United States (mpg) [6]	Light Duty Vehicles (incl. Light Duty Trucks, Domestic & Imported Pass. cars)	**2023**	**1,272,327**	**28.3 mpg**
		2022	1,334,618	27.1 mpg
		2021	1,674,311	27.1 mpg
Brazil (MJ/km) [6]	Total Stellantis	**2023**	**686,844**	**1.7 MJ/km**
		2022	645,628	1.7MJ/km
		2021	633,139	1.9 MJ/km
China (L/100km) [6]	Total Stellantis (domestic & import)	**2023**	**69,462**	**6.08 L/100km**
		2022	110,373	6.02 L/100km
		2021	124,276	7.3 L/100km

*The estimated average electrical consumption of our BEV in 2023 is 16.7 KWh/100km in the EU (WLTP), with an average weight of 1,600 kg; in the U.S. (EPA), LEV average is 37.2 KWh/100km, with an average weight of 2,375 kg; and in China LEV average is 24.7 kWh/100 km, with an average weight of 2,490 kg.

[1] Considering registrations, shipments, productions or custom clearance according to local regulations based on Stellantis operational reporting tools. Results are provided without regulatory flexibilities such as eco-innovation gain, LEV super-credits and off-cycle technologies credits.

[2] All 2023 data is Stellantis' best estimate based on internal data. It is subject to revisions upon reception of official data from regulatory bodies. Wherever available, FY 2021 and 2022 figures previously disclosed have been updated with official data from regulatory bodies.

[3] The European Commission imposes standardized emission requirements on vehicles sold. Each automobile manufacturer must meet a specific sales-weighted fleet average target for CO_2 emissions which is related to vehicles weight average. Results in table 2.5.4.1 are provided without eco-innovation gain, excluding Maserati results (which is under small volume derogation and reports separately to European authorities). Since 2021, the measurement is based on WLTP procedure, according to EU 2019/631 regulation. The M1 result including eco-innovation gain is 103.1 gCO_2/km in 2023.

[4] Provisional data provided by the European Commission: we expect no change in the final published result.

[5] The increase in N1 CO_2/km observed in 2023 relative to 2022 is linked to the impact of EURO 6e regulation and a carline mix effect. Stellantis is compliant with CO_2 regulation; the estimated figure reported represents a 22g margin versus our regulatory threshold.

[6] In the U.S., vehicle fuel efficiency is measured by fuel economy expressed in miles per gallon (mpg). An increase in fuel economy corresponds to an increase in vehicle efficiency and a corresponding reduction of fuel consumption and CO_2 emissions. Each automobile manufacturer must meet a specific sales-weighted fleet average target, which is related to vehicles footprint average, according to U.S. Code of Federal Regulations 40 CFR 86.1818-12 and procedure 40 CFR Part 600. Model Year results in table 2.5.4.1 are provided without air conditioning and off-cycle technologies credits.

[7] The Brazilian regulation (Rota 2030, Law 13,755) imposes requirements on the energy consumption for vehicles sold. Each automobile manufacturer must meet a specific target related to vehicle weight. Results in table 2.5.4.1 are provided without off-cycle credits.

[8] With respect to Corporate Average Fuel Consumption (CAFC) in China, each automobile manufacturer must meet a specific fleet average fuel consumption target related to vehicle weight. Since 2021, the measurement is based on WLTC cycle, according to GB 27999. Results in table 2.5.4.1 are provided without off-cycle technologies and LEV super-credits.

2.5.4.2 Carbon footprint breakdown

	GHG protocol categories	Year	M tons CO_2-eq	Percentage
COMPANY ACTIVITIES (direct and indirect emissions) 2022				
Scopes 1		**2023**	**1.4**	**0.3%**
		2022	1.5	0.3%
		2021	1.7	0.3%
Scopes 2[39]		**2023**	**1.7**	**0.4%**
		2022	1.9	0.5%
		2021	2.2	0.4%
UPSTREAM ACTIVITIES SCOPE 3 (Indirect emissions)				
Purchasing	1. Purchased goods and services	**2023**	**41.4**	**9.0%**
		2022	38.8	8.6%
		2021	43.5	8.3%
Upstream transport	4. Upstream transportation and distribution	**2023**	**1.4**	**0.3%**
		2022	1.4	0.3%
		2021	1.2	0.2%
Work-related travels	6. Business travel	**2023**	**0.03**	**0.01%**
		2022	0.03	0.01%
		2021	0.005	0.001%
	7. Employee Commuting*	**2023**	**0.3**	**0.1%**
		2022		
		2021		

* In 2023, Stellantis further refined the calculation of its carbon footprint, adding employee commuting to the overall footprint. We have not retroactively added estimates for previous years, so this year's total carbon footprint represents a wider scope relative to previous years, driven by the addition of this new minor category.

	GHG protocol categories	Year	M tons CO_2-eq	Percentage
DOWNSTREAM ACTIVITIES SCOPE 3 (Indirect emissions)				
Downstream transport	9. Downstream transportation and distribution	**2023**	**2.0**	**0.4%**
		2022	1.1	0.2%
		2021	1.2	0.2%
Use of vehicles sold	11. Use of sold products	**2023**	**401.5 WtT: 56.0 TtW: 345.5**	**87.2% 12.2% 75.0%**
		2022	395.5 WtT: 57.8 TtW: 337.7	87.8% 12.8% 75.0%
		2021	465.6 WtT: 67.6 TtW: 398.0	88.3% 12.8% 75.5%
Vehicle maintenance	11. Use of sold products	**2023**	**8.9**	**1.9%**
		2022	8.4	1.9%
		2021	9.5	1.8%
Product End-of-Life	12. End-of-Life treatment of sold products	**2023**	**2.1**	**0.5%**
		2022	2.0	0.4%
		2021	2.3	0.5%
Total		**2023**	**460.7**	
		2022	450.6	
		2021	527.2	

WtW= Well-to-Wheel WtT= Well-to-Tank TtW= Tank-to-Wheel

[39] Market-based

2.5.4.3 Sales mix by energy type

SASB-410a.2

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Stellantis Total	as a % of total sales
Electric (BEV)[40]	**2023**	**329,684**	**149**	**827**	**12,853**	**6,153**	**349,666**	**5.6%**
	2022	280,361	13	1,003	3,816	2,974	288,167	4.9%
	2021	202,110		251	2,005	1,973	206,339	3.1%
Plug-in Hybrid (PHEV)	**2023**	**140,995**	**151,359**	**538**	**1,180**	**4,433**	**298,505**	**4.8%**
	2022	147,512	70,990	627	964	3,959	224,052	3.8%
	2021	125,429	55,734	36	838	5,344	187,381	2.8%
LEV (BEV+PHEV)	**2023**	**470,679**	**151,508**	**1,365**	**14,033**	**10,586**	**648,171**	**10.5%**
	2022	427,873	71,003	1,630	4,780	6,933	512,219	8.8%
	2021	327,539	55,734	287	2,843	7,317	393,720	6.0%
Gasoline[41]	**2023**	**1,391,385**	**1,490,766**	**183,830**	**296,821**	**130,390**	**3,493,192**	**56.3%**
	2022	1,215,381	1,567,272	224,000	215,647	171,050	3,393,350	58.0%
	2021	1,466,911	1,745,378	179,434	214,651	207,478	3,813,852	57.8%
Diesel	**2023**	**869,409**	**148,668**	**69,796**	**307,741**	**24,175**	**1,419,789**	**22.9%**
	2022	923,540	159,961	106,414	193,698	25,614	1,409,227	24.1%
	2021	1,308,245	211,698	125,607	193,191	25,620	1,864,361	28.2%
CNG/LPG	**2023**	**14,531**			**491**		**15,022**	**0.2%**
	2022	22,532			1,990	150	24,672	0.4%
	2021	26,236			638		26,874	0.4%
Flex Fuels	**2023**			**623,782**			**623,782**	**10.1%**
	2022			512,372			512,372	8.8%
	2021			505,162			505,162	7.6%
TOTAL	**2023**	**2,746,004**	**1,790,942**	**878,773**	**619,086**	**165,151**	**6,199,956**	**100%**
	2022	2,589,326	1,798,236	844,416	416,115	203,747	5,851,840	100%
	2021	3,128,931	2,012,810	810,490	411,323	240,415	6,603,969	100%

Sales figures are “sales to customers” based on Stellantis operational reporting tools; Maserati sales are included in the markets where they are sold.

[40] Including 21,791 fully electric mobility devices (Citroën AMI and Opel ROCKS-e)
[41] Including 348,823 MHEV (48V & BSG) worldwide in 2023

2.6 INDUSTRIAL AND SITES CARBON FOOTPRINT

GRI 3-3

Moving forward into a carbon-efficient production system is the second dimension of Stellantis' decarbonization strategy. The levers presented in this section aim to enable Stellantis to meet its Dare Forward 2030 [42] objective of reducing its absolute scope 1 and 2 GHG emissions by 50% by 2025 compared to 2021, on the path to carbon net zero in 2038.

This chapter focuses on energy and climate-related aspects of its manufacturing facilities, offices, warehouses, retail operations, research and development units and other stationary operations. Stellantis' environmental management system is presented in **< 6.3 >**.

2.6.1 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3

The Industrial manufacturing division is focusing on Stellantis Environmental and Energy policy to contribute to a decarbonized economy by achieving net zero emissions within its activities worldwide (scope 1 and 2) by 2038. The policy elements are presented in **< 6.3.2 >**.

Stellantis is committed to actions that preserve the environment, by implementing initiatives that minimize energy consumption, greenhouse gas emissions and other pollutants. Such initiatives include using alternative and renewable energy sources, supporting the purchase of energy-efficient products and services and designing manufacturing processes for improvements in energy performance.

The analysis of our industrial and site CO_2 performance showed that the main emissions factors were:

- Energy consumption in the manufacturing plants (including processes and building systems) of which foundries and paint shops are main contributors
  - The electricity source type consumed by the manufacturing plants.

Therefore, Stellantis seeks solutions in its manufacturing processes that enable reductions in energy consumption, with a particular focus on decreasing the use of fossil fuels. This involves an energy management approach that notably maps the energy performance of all manufacturing plants and identifies the areas in need of improvement. This also involves associated short-term capital expenditure to reduce energy consumption. Another lever is to increase the share of energy use that comes from renewable sources to further reduce its carbon footprint.

Stellantis' ambition is to implement green electricity on a broader scale. Therefore, Stellantis has signed contracts in Europe and United States for the installation of Photovoltaic and Wind parks which will operate on-site and off-site.

Energy efficiency will play a key role in our strategy, the main levers to manage industrial greenhouse gas emissions are:

- Managing energy use in manufacturing activities **< 2.6.3 >**
- Relying on low CO_2 energy sources **< 2.6.3.1 >** attributed to:
  - Green Electricity contracts **< 2.6.3.2.1 >**
  - Green self-generated electricity projects **< 2.6.3.2.2 >**

In an effort to manage energy use, we are defining our joint Energy Management System which is an integral part of the implementation of the Stellantis Production Way (SPW) **< 6.3.3 >**. This managerial approach begins with an initial stage of staff involvement at all levels including the machine operator level, targeting the reduction of energy losses during non-production periods. The following stage consists of developing solutions to reduce consumption during production periods. As solutions are developed, best practices are shared and rolled out across the plants. Stellantis' environmental and energy management policies focus on methodologies and processes related to the optimization of energy use. At the end of 2023, the majority of Stellantis plants were ISO 50001 certified, representing approximately 74% of the Company's total energy consumption. The same percentage of consumption was certified in 2022. Accredited third parties certify the Company's Energy Management System. This management system supports our efforts to achieve a steady and consistent reduction in the environmental and energy impact of manufacturing processes.

The attainment of Stellantis' Green Gas Emissions (GHG) reduction targets are founded on five fundamentals, which are already well-established:

- Being mindful of regulatory compliance and transparency in relationship with administration bodies
- Involving staff at all levels of the organization
- Rolling out an Energy Management System at the manufacturing sites, taking into account ISO 50001 and ISO 14001 requirements and recommending that suppliers maintain similar management systems
- Implementing production methods which incorporate the best practices that have adopted low cost and energy efficient processes from the design stage onwards, covering various aspects of production (logistics, maintenance, production)
- Employing shared best practices in these production methods to optimize consumption and emissions.

Main levers to reach Carbon Net Zero for scopes 1 and 2

Period	
Short term 2025	▪ Energy management in all plants ▪ Energy efficient projects
Medium term 2030	▪ Site compression and improvement of industrial footprint ▪ Use and production of renewable energies
Long term 2038	▪ Technical innovations (e.g., Hydrogen, Power to gas) ▪ CO_2 capture and storage ▪ Compensation of residual emissions

[42] https://www.stellantis.com/en/news/press-releases/2022/march/dare-forward-2030-stellantis-blueprint-for-cutting-edge-freedom-of-mobility

2.6.2 ORGANIZATION AND RESOURCES

GRI 3-3

Energy Domain

Stellantis through its Stellantis Production Way (SPW) organization has implemented during 2022 a specific plan called "SPW in action".

The purpose of the Energy Domain is to define, deploy and improve our Energy Management System: a system to monitor, control, and optimize the energy performance in our plants and in our buildings, based on continuous improvement.

Three of the most important fundamentals of the domain are:

- Energy Efficiency
- Renewable Energy
- Energy Business Club

Energy efficiency

We strive to keep a continuous eye on the energy consumption at the point of use machine level. Our strategy focuses on the elimination of energy losses to reduce energy consumption and improve utilization. Elimination of waste and losses will mitigate the impacts of against price volatility. In addition to tracking energy consumption, a primary energy Key Performance Indicator (KPI) metric is energy consumption per unit of production (kWh/unit).

The use of **Renewable Energy** is a must to achieve our CO_2 emissions target announced in Dare Forward 2030. The implementation of solar panels is intended to support this goal.

The **Energy Business Club** is a forum where plants share their best practices. We identify the performance gap, deliver the benchmark, ranking the best plants and support the ambitious target setting.

Stellantis sites have an identified energy manager who is dedicated to leading the sites energy management system. This role includes directing a cross-functional team made up of representatives across the different departments who assist in driving energy reduction initiatives and strategies across the site. Other responsibilities of the local energy teams include monitoring energy consumption, conducting audits, identification of potential savings opportunities and deploying energy reduction initiatives and projects. All facilities are supported by a corporate energy group who provides centralized guidance and support services to the facilities such as best practice deployment, energy data consolidation, KPI reporting, benchmarking and technical expertise. Local and central teams supporting energy management are estimated at over 220 representatives globally **< 2.6.3 >**.

Investment Initiatives

In 2023, more than €60 million versus €28 million in 2022 is invested in energy savings which is approximately €9.5 per vehicle produced versus €4.9 in 2022 **< 2.6.3.4 >**.

All plants have CO_2 reduction targets and are required to present roadmaps to reach net zero emissions and present yearly progress.

The decision-making process which allows capital investments in carbon reduction projects takes carbon price into account as well as the alignment with the decarbonization goals.

Participation in the CO_2 emission allowance scheme

European regulation system

Stellantis is part of the CO_2 allowance trading plan implemented by European Directive No. 2003/87/EC, also called the EU Emission Trading Scheme (ETS) regulation amended for combustion operations (heating and processes) of its largest plants and for two of its casting plants. There are 19 sites involved in the fourth phase of the CO_2 emission allowance plan scheduled from 2021 to 2030. Price per ton of CO_2 increased from €25 in 2019 to around €80 in 2022 and is expected to arrive at around €88 in 2023.

Canadian regulations system

Canadian Carbon Emissions Levy: Provincial Emissions Performance Standard (EPS).

A carbon levy program that imposes carbon costs on all fossil fuel-based energy consumption across Canada.

Stellantis' two Assembly Plants and the Casting Plant located in Ontario, Canada do not pay for a significant portion of their carbon emissions under an EPS program design feature intended to protect Emissions-Intensive and Trade-Exposed industry (EITE) and to help businesses transition to the carbon levy program. Unit Costs of Carbon rise every year from $20 Canadian dollars (CAD) (€13.50) in 2019 to $50 CAD (€36.50) per ton in 2022 to expected around $65 CAD (€44.50) per ton in 2023. The increase is expected to be $15 CAD (€10.3) every year (in line with the Federal program). The Ontario Provincial Emissions Performance System came into effect in 2022. The Emissions Performance Standard (EPS) will charge for Carbon emissions according to the Annual Emission Limit (AEL) which is the amount of allowable emissions in tons of CO_2-eq per ton for each of the Automotive Facilities. AEL will be declining annually by 1.5% through to 2030.

EPS facilities will have to pay an increasing carbon cost for every ton of CO_2-eq over the AEL.

2.6.3 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3

Vehicle manufacturing uses energy for a wide range of industrial processes including casting, machining, paint curing, heat treatment, etc., as well as lighting and heating of buildings.

Stellantis has completed a thorough review of its energy consumption and energy efficiency across the Company. A consumption control plan was developed to map the performance of the largest plants in order to identify the lines of action necessary for a full overhaul of their energy patterns.

The plants continue to implement energy saving activities, based on the best practices shared between the two former companies. Each energy reduction project is validated based on its CO_2 impact and return on investment. Once validated and implemented at one of the Company's sites, initiatives that prove successful are gradually rolled out to all plants.

The actions to reduce energy consumption in production processes are described in more detail in < 2.6.3.4 >.

GAS CRISIS DUE TO THE GEOPOLITICAL SITUATION

Due to the current geopolitical situation, the cost of energy experienced a sharp rise in prices during 2022. An exceptional mild winter in Europe (2022-2023) led to lower wholesale energy prices, but they remained high in 2023 compared to recent years. Continued uncertainties in Europe's gas supply have impacted the gas price projections for winter 2023-2024. To reduce the impact of this increase in energy costs, Stellantis has enforced its very aggressive consumption reduction plan that was initially introduced in 2022. In the U.S, the energy price of natural gas in 2023 fell to near pre-COVID-19 levels.

Especially in non-productive periods (e.g. weekends and holiday periods) a rigorous monitoring of energy consumption was carried out in particular through comparing between different plants and disseminating best practices.

Beside regular energy efficiency action plans, additional actions made in recent years during the shutdown periods for COVID-19 crisis have been maintained and further implemented.

The Energy Teams worked their way through each major energy sub-system, such as compressed air, chillers, heating ventilation air conditioning (HVAC), boilers, lighting and process systems, to gain access to information concerning the idle condition of each of the systems.

The Energy Teams used specific information gateways to those systems which could be interrogated remotely and analyzed.

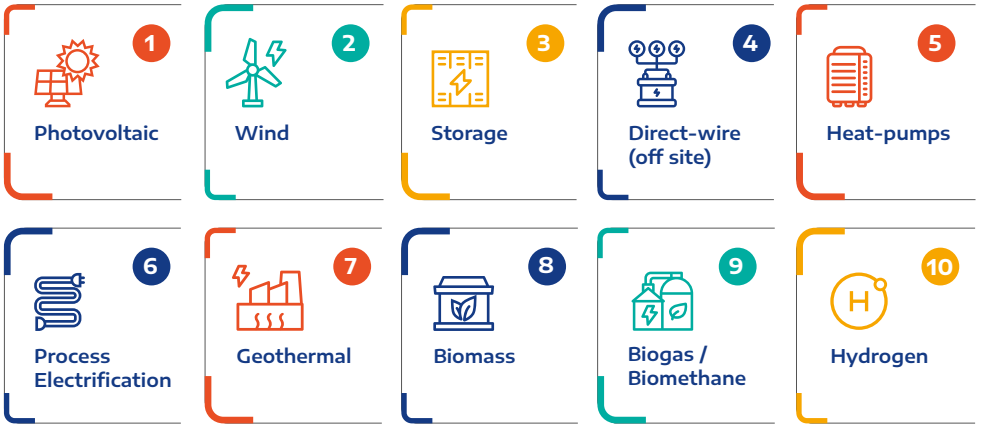
Innovation technologies to reduce carbon footprint

Many energy projects are in the study phase and some specific investments are already approved. For example, the installation of a new biomass boiler has been approved in Sochaux and Rennes (France). The Ellesmere Port plant (UK) is working towards running on solar and wind power as well as connecting to the HyNet North West Hydrogen Pipeline. The installation of a new wind farm has been approved by Stellantis in Zaragoza (Spain).

Each of our facilities has developed site specific roadmaps to address energy security and affordability while keeping us on track to achieve carbon net zero emissions through innovative and sustainable solutions. For example, we are using artificial intelligence to identify where we can gain more efficient-energy use in lighting, heating and cooling, and other energy-related activities.

We also activated our "Green Energy Supply" strategy and toolkit based on green innovative technologies (e.g., photovoltaic, wind power, battery storage, heat pumps, process electrification, geothermal, biomass, biogas, hydrogen and offsite-direct wire/pipe). We work collaboratively to find the most sustainable production processes, taking into consideration different starting points and local circumstances to identify and implement the most sustainable solutions.

Innovative technology toolkit



In the "Daring for Zero" series, involved employees present how they are delivering on this commitment and bringing the company closer to achieving its carbon net zero ambition. In this episode, activities conducted by our manufacturing sites are presented, such as Zaragoza plant, installing a photovoltaic park the size of 34 soccer fields to deliver more than 40% of its electricity needs [43].

34x

The installation of photovoltaic in Zaragoza is equal to

34 soccer fields

Stellantis and Vulcan Energy Resources Limited have signed a binding term sheet for the first phase of a multiphase project to develop new geothermal projects aimed at decarbonizing the energy mix of Stellantis' Rüsselsheim industrial site in Germany and Mulhouse industrial site in France. Based upon current assumptions, the projects could provide a significant portion of Rüsselsheim and Mulhouse energy needs starting in 2026. The first phase of the project, located in the Upper Rhine Valley will include a pre-feasibility study for the construction of geothermal renewable energy assets for Stellantis' facility, carried out by Vulcan which will also assess the potential for lithium production < 2.5.3.2.2 >. If successful, the next phase will focus on 3D seismic exploration and more advanced studies and development [44].

Stellantis and Vulcan will aim to produce clean electricity and supply it to the grid for both internal and external consumption while also producing heat to be transferred to Stellantis' manufacturing sites.

The agreement with Vulcan Energy marks Stellantis' first potential use of renewable geothermal energy to decarbonize and localize its energy supply at an industrial site.

2.6.3.1 Main achievements on GHG emission reduction

GRI 302-1 | GRI 305-1 | GRI 305-2 | GRI 305-4

In 2023, Scope 1 emissions amounted to 1,408,882 tons of CO_2-eq versus 1,526,765 tons of CO_2-eq in 2022. The scope 1 has reduced of 7.7% (versus 7% in 2022) thanks the less usage of natural gas,. Scope 2 emissions amounted to 1,671,367 tons of CO_2-eq versus 1,916,359 tons of CO_2-eq in 2022. The scope 2 has reduced of more than 12.7% thanks the reduction of electricity consumed and the increase in the use of renewable electricity. The CO_2 emitted resulted in 3,080,249 tons of CO_2-eq versus 3,443,124 tons of CO_2-eq in 2022 and 3,874,486[45] in 2021, this corresponds to 0.490 tons of CO_2-eq (Scope 1 + 2) per vehicle produced versus 0.597 tons of CO_2-eq in 2022 and 0.681 in 2021.

The breakdown of GHG emission is as follows:

GHG emissions: direct, indirect market-based, incl. from renewable sources



Details of Scope 1 and 2 emissions are provided in < 2.6.4.1 >.

This graph shows the scopes of CO_2 emissions for Stellantis facilities.

Placing short, medium and long-term quantitative targets on the share of electricity consumed from renewable sources enables Stellantis to define and track alignment with a clear roadmap of how to attain its Scope 1 and 2 CO_2 emissions reduction targets. The target is for the share to increase to 100% by 2030.

In 2023, the share of decarbonized electricity used by the Company amounted to 3,671 GWh versus 3,512 GWh in 2022. The percentage of decarbonized electricity resulted in 58%of the electricity consumed versus 55%in 2022, overachieving the initial 2025 target to use 50% of electricity coming from renewable or decarbonized sources. Decarbonized electricity includes renewable electricity (1,832 GWh) representing 29% of the total consumed electricity versus 27% (1,698 GWh) in 2022.

The overall electricity consumed represent a 43.3% of the total Stellantis energy needs < 2.6.3.3 >.

The share of renewable electricity comes directly from electricity suppliers.

The 1,831,849 MWh of electricity consumed from renewable sources were generated by hydropower, solar power, biomass and wind power and from other renewable sources such as geothermal and marine power.

A science-based roadmap for CO_2 Scope 1 and 2 emissions to reach Net Zero in 2038.

Stellantis has defined its CO_2 emission reduction roadmap and targets for scopes 1 and 2 in accordance with Science Based Target initiative (SBTi) methodology and aligned with 1.5°C scenario.

Having 2021 as a baseline, the target is to reduce emissions from scope 1 and 2 by 50% in 2025, by 75% in 2030 and reaching carbon net zero, with single digit percent compensation of residual emissions, by 2038.

[43] https://www.stellantis.com/en/news/insights/embracing-green-energy-and-reducing-emissions

[44] Vulcan and Stellantis Explore Geothermal Energy to Supply Rüsselsheim Plant https://www.stellantis.com/en/news/press-releases/2023/january/vulcan-and-stellantis-explore-geothermal-energy-to-supply-russelsheim-plant https://www.stellantis.com/fr/actualite/communiques-de-presse/2023/may/vulcan-et-stellantis-lancent-un-projet-commun-de-developpement-de-l-energie-geothermique-renouvelable-pour-alimenter-le-site-de-mulhouse

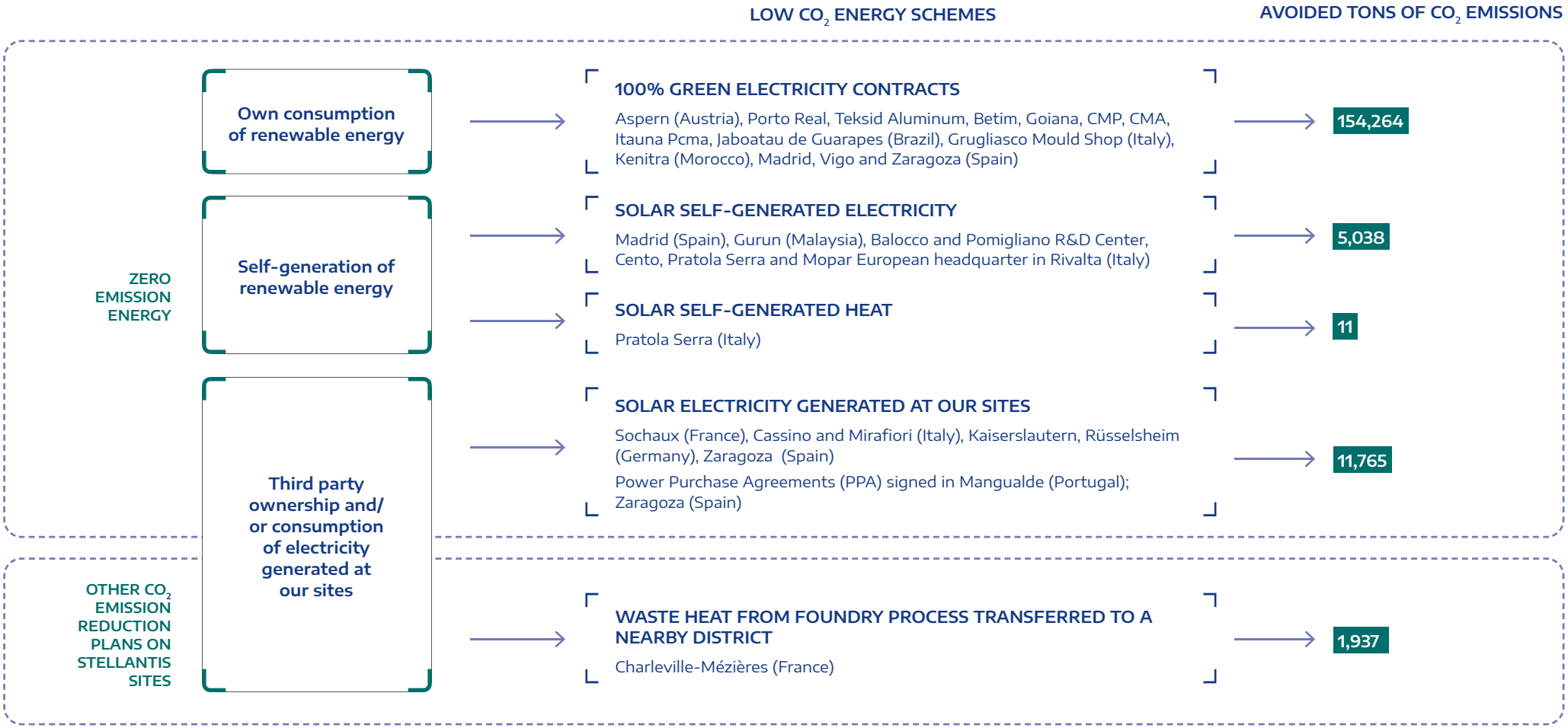
[45] Revised from 2021 Annual Report in the Non-Financial Information section

2.6.3.2 Main initiative on GHG emission reduction

GRI 3-3 GRI 305-5

The following sections detail the initiatives that enable the majority of industrial and sites CO_2 emissions reductions.

ENERGY SCHEMES TO CUT CO_2 EMISSIONS



2.6.3.2.1 Low-carbon energy consumption

Regular electricity contracts

In 2023, the plants in Betim, Goiana, Contagem, Itauna, Jaboatão dos Guararapes, Porto Real, Teksid Aluminum (Brazil), Aspern (Austria), Grugliasco Mould Shop (Italy), Madrid, Vigo and Zaragoza (Spain), Kenitra (Morocco) sourced 100% green electricity. The 100% Green Electricity contracts led to the avoidance of 154,264 tons of CO_2-eq.

In order to reduce our CO_2 emissions in Ohio (U.S) Stellantis has implemented a specific nuclear-generated electricity contract, started in June 2023, for around 250 GWh/y use at the Toledo Assembly Plant and Toledo Machining Plant.

In South America, Stellantis works to measure, manage and reduce the annual GHG emissions produced by the daily activities of the plants through an emission inventory verified by third parties. The reduction of emissions is the result of the combination of actions focused on energy efficiency, use of energy from a renewable source and substitution of fossil fuel for ethanol and electricity in motor-propulsion. The effort to reduce emissions gradually extends to the supply chain and dealership networks, through actions that seek to meet the objectives established in the Stellantis' long-term strategic plan Dare Forward 2030. Stellantis was also recognized by the Brazilian GHG Protocol Program with Gold Seal for the completion and certification of the GHG emissions inventory.

Completing an inventory of emission sources is a key step in the roadmap to achieving Carbon Net Zero by 2038.

The wood furnace in the Vesoul (France) plant produced 20,665 MWh in 2023 (34,614 tons of CO_2-eq) by burning wood packaging waste generated on site. This action reduces waste transportation and avoids fossil fuel emissions.

154,264 tons of CO_2-eq

avoided with 100% renewable electricity contracts

IMPACT OF THE ELECTRIFICATION STRATEGY

Stellantis is driving its initiatives under consideration of local circumstances to identify most appropriate approach. In parallel to our electrification programs, initiatives for decarbonization of our facilities are being developed, as illustrated in the following example:

Ellesmere Port (UK) as part of its transformation for EV production, the Ellesmere Port plant has undergone several key changes, including the addition of a battery assembly shop, upgraded general assembly and relocation of the body shop. This has contributed to a 60% reduction of the total site area achieving energy efficiency and productivity. At 118,000 sq.m, the entire plant is now a similar size to the previous body shop. A new test track has also been built and a new parts distribution warehouse is in its final stages of construction, ahead of becoming fully operational in early 2024. The plant upgrade also forms a part of Stellantis' Dare Forward 2030 commitment to halve its carbon footprint by 2030 (based on 2021 data) and to become carbon net zero, globally, from 2038. Sustainability improvements include the introduction of a new, more energy efficient "4-wet" paint application processes, while a localized combined heat and power (CHP) plant is also being installed to generate electricity on-site, bringing a further reduction in emissions. As part of its ambition to become carbon neutral before the end of the decade, the plant is working towards running on solar and wind power as well as connecting to the HyNet North West Hydrogen Pipeline [46].

Stellantis has planned $3.6 billion CAD (€2.65 billion) investment for its Canadian Operations to accelerate electrification plans [47].

Announcement supports company's long-term strategic plan Dare Forward 2030:

Windsor Assembly Plant will be transformed to support production of a new multi-energy vehicle (MEV) architecture that will provide battery-electric capability for multiple models. The plant will have maximum flexibility to adjust production volumes as needed to meet changing market demand over the next decade.

Brampton Assembly Plant will be retooled and fully modernized, the plant will introduce an all-new, flexible architecture to support the Company's electrification plans [48]

Upgrades at Trémery-Metz (France) strengthen Stellantis' powertrain manufacturing capabilities in battery electric, plug-in hybrid (PHEV) and hybrid vehicles, supporting society's need for clean, safe, and affordable mobility and easing the transition from internal combustion engine (ICE) vehicles to BEVs.

Through investments in two key joint ventures at Trémery-Metz (France), Stellantis has deployed a vertical integration strategy designed to increase control of the global electrification value chain.

[46] Stellantis announces start of electric vehicle production at Ellesmere Port - the UK's first EV-only manufacturing plant: https://www.media.stellantis.com/uk-en/corporate-communications/press/stellantis-stellantis-announces-start-of-electric-vehicle-production-at-ellesmere-port-the-uk-s-first-ev-only-manufacturing-plant

[47] Stellantis Announces $3.6 billion CAD Investment for Its Canadian Operations to Accelerate Electrification Plans, Secures Future of Windsor and Brampton Plants: https://media.stellantisnorthamerica.com/newsrelease.do?id=23747&mid=1

[48] Transformation in Action: Trémery-Metz Powertrain Plants in France Support Stellantis' Electrified Portfolio: https://www.stellantis.com/en/news/press-releases/2022/june/transformation-in-action-tremery-metz-powertrain-plants-in-france-support-stellantis-electrified-portfolio

2.6.3.2.2 Low-carbon energy generation

Virtual Power Purchase Agreement (VPPA)

Stellantis has approved a new project supply in 2022 for renewable electricity. The relevant regulatory approvals were obtained in May 2023 for a renewable electricity project in Michigan (U.S.) through the DTE-MIGreenPower voluntary energy program with DTE Energy. The project is expected to provide for the supply of 400 MWp of photovoltaic electricity with reduction of CO_2 emissions annually by approximately 670,000 tons of CO_2-eq beginning in 2026 at the latest [49].

400 megawatts of new solar projects in Michigan - enough clean energy to power

130,000 homes annually



Onsite Power Purchase Agreement (PPA)

Stellantis approved several PPAs contract on photovoltaic and wind to reduce the carbon footprint and increase the share of renewable electricity. Main installations starting between 2024 and 2025. The contracts were signed in France, Germany, Italy, UK, Hungary, Slovakia, Poland, Serbia, Spain, Portugal, Argentina and Brazil covers around 915,000 MWh, it is expected to allow avoidance of approximately 153,000 tons of CO_2-eq per year compared to the existing electricity contracts.

To increase the share of self-produced green energy, in 2021 Power Purchase Agreements were signed in Zaragoza, Spain (23,000 MWh/y) and at the Mangualde plant in Portugal (4,000 MWh/y). These contracts stipulated the installation of solar power panels on the plant premises. Electricity production started in 2021. Photovoltaic panels were installed with the support of the Company's partners in Sochaux (France), Kaiserslautern and Rüsselsheim (Germany), Madrid and Zaragoza (Spain) plants. The CO_2 emissions reduction is estimated at 23,327 tons of CO_2-eq per year.

The self-production of renewable electricity at the Zaragoza plant is Spain's largest renewable self-generation project. The photovoltaic installation, developed and executed by Prosolia Energy, consists of 34,800 photovoltaic modules installed over a 163,000 m^2 surface. The extended project's capacity, from 8.6 MW up to 16 MW, is sufficient to provide 30% of the plant's annual electricity consumption and achieve an additional reduction of 2,000 tons of CO_2-eq. Therefore, Stellantis Zaragoza is capable of generating and obtaining its own "clean" energy, increasing its competitiveness in a market of rising electricity prices. At the same time, it fulfills its purpose of reducing carbon emissions, avoiding more than 4.2 thousand tons of CO_2-eq. In addition, the Zaragoza plant is certified according to ISO 50001 standards and on the path to implementing the Stellantis Production Way sustainable efficiency model [50].

In Mirafiori plant, a photovoltaic system was installed with a total power of 5.1 MWp in the logistic parking area and occupies an area of approximately 27,000 m^2. The project consists of approximately 12,000 photovoltaic panels and is able to produce yearly approximately 6,200 MWh avoiding around 1,600 tons of CO_2-eq per year.

Furthermore, an ongoing project to install photovoltaic panels in the Vigo plant should eventually enable the self-generation of 17% of the plant's electricity needs. The capacity of the project is expected to reach 19 MWp in 2023. By 2030, the plant plans to rely on green hydrogen instead of natural gas for some of its industrial processes. In addition deep geothermal projects are under investigation in Caen (France).

[49] https://media.stellantisnorthamerica.com/newsrelease.do?id=24505&mid=1

[50] Stellantis Hosts President Rebelo de Sousa at Mangualde Plant to Celebrate 60th Anniversary and Present Sustainable Future Projects: https://www.stellantis.com/en/news/press-releases/2022/july/stellantis-hosts-president-rebelo-de-sousa-at-mangualde-plant-to-celebrate-60th-anniversary-and-present-sustainable-future-projects

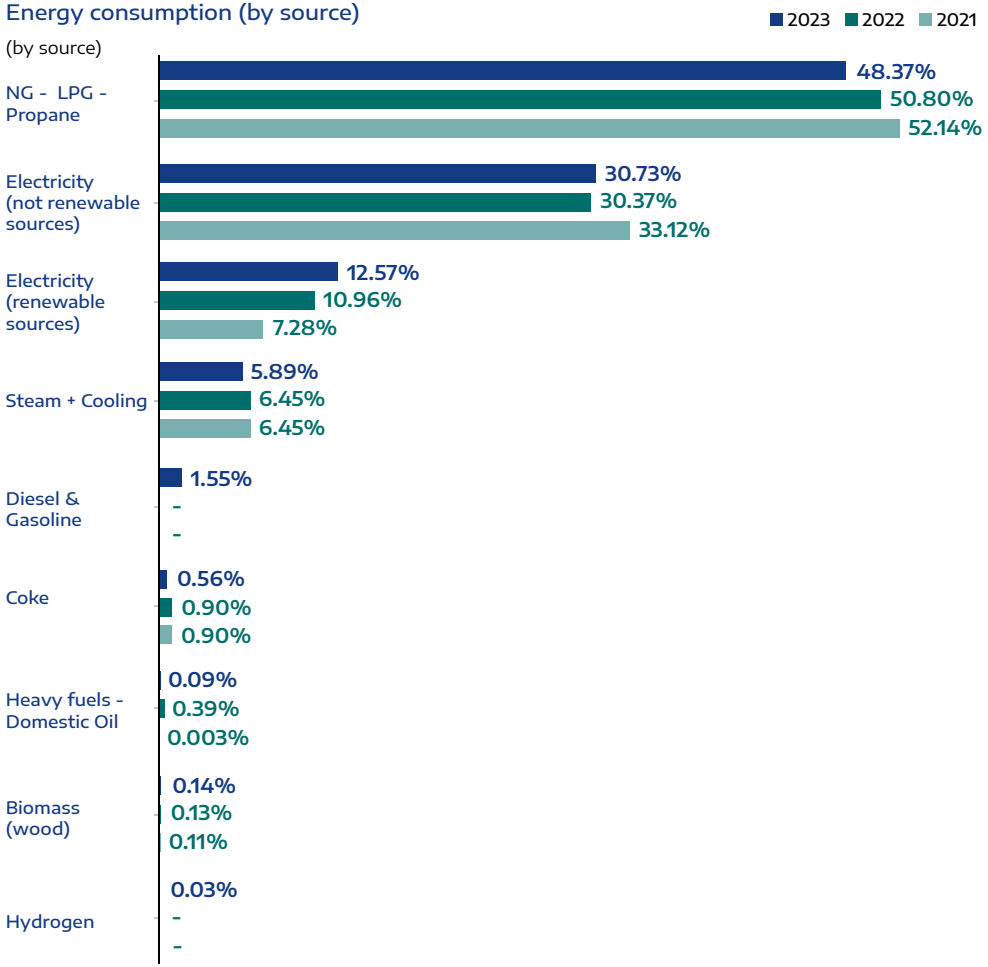
2.6.3.3 Main achievements on energy use reduction

GRI 302-4

Stellantis total energy consumption during the year amounted to 14,575 GWh versus 15,495 GWh in 2022. Overall, energy consumption decreased by 5.9% with a production level that increased by about 9.1%. This amounts to 2.3 MWh per vehicle produced versus 2.7 MWh per vehicle produced in 2022.

The breakdown of energy consumption is as follows:

Energy consumption (by source)



Details of energy consumption are provided in < 2.6.4.2 >.

This graph shows the sources of energy consumed in Stellantis facilities. This representation allows comparison with data from other manufacturers in the sector without casting operations.

2.6.3.4 Main initiatives on energy use reduction

GRI 302-4

In light of the environmental challenges related to GHG emissions, despite the fact that industrial GHG emissions represent a relatively small portion of the vehicle's carbon footprint throughout its life cycle, the Manufacturing Division continued its effort on its own strategy towards reduced energy consumption and a carbon free environment within a given time period.

Stellantis continues to focus on energy efficiency projects and initiatives as an integrated part of the CO_2 decarbonization strategy.

Thanks to Stellantis Production Way (SPW) and the Energy Business Club meetings, best practices were shared on a global level.

In 2023 Stellantis approved energy efficiency projects for over €60 million in line with the Company's ambitious Dare Forward 2030 plan.

Significant energy and emission reduction projects are shared in the next section.

2.6.3.4.1 Energy efficiency in buildings

Temperature management

Stellantis has been heavily focused on controlling the temperature inside buildings where it operates. Numerous initiatives have been carried out in the production plants through the improvement of the control systems, the modernization and the improvement of the thermal insulation. Cumulative investments, in this important initiative, amounted to around €7.2million, reaching €8.3 million in savings and CO_2-eq reductions of approximately 27,750 tons.

Some of the largest initiatives to improve temperature management include upgrades of the plant level energy management systems that control plant wide heating, ventilation and air-conditioning (HVAC) systems. System upgrades will take place at the Indiana Transmission Plant, Dundee Engine Plant and Warren Stamping Plant (U.S.), Etobicoke Casting Plant (Canada), Mulhouse (France) and Mirafiori Assembly Plant (Italy).

Insulation

- Improving the insulation of our buildings support the reduction of energy losses and consumption. Example projects include, the structural renewal of the roof and windows at the Tychy Assembly Plant (Poland), the insulation of multiple areas at the Mirafiori Assembly Plant (Italy) and Windsor Assembly Plant (Canada).

2.6.3.4.2 Energy efficiency in production processes

Given that the energy consumed during the manufacturing process represents the majority of Stellantis' energy consumption, Stellantis focus specifically on this process for the reduction of energy costs and for the achievement of objectives Dare Forward 2030.

Compressed Air

Through the following investments made which overall amount to € 2.7 million we are reaching yearly economic savings of € 4 million and around 5,100 tons of CO_2-eq.

- The Trnava (Slovakia) plant optimized the compressed air system with the installation of a new centrifugal compressor.
- In Vigo (Spain), Palomar (Argentina), Pomigliano and Melfi (Italy), Goiana, Betim (Brazil) the compressed air network was optimized through best practice and improvement initiatives.
- In Dundee Engine Plant (US) and Eisenach (Germany) the standard pressure of the compressed air network was reduced.
- A new variable speed compressor with heat recovery was installed in Poissy (France).

High Efficiency Motors & Variable frequency drives

Stellantis continues to invest on improving its efficiency in the usage of motors, airflow and pumping systems by installing variable speed drives and replacing the electrical motors with high efficiency motors in various plants. The cumulative investments represent about € 3.5 million reaching saving around € 3.2 million and saved more than 10,400 tons of CO_2-eq.

These types of investments were implemented at the Detroit Assembly Complex, Jefferson (US), Atessa (Italy), Betim, Goiana and Palomar (Brasil).

Process Optimization

In the field of process optimization, Stellantis has engaged in 2023 investments around € 27.7 million related to 59 projects around the world. More than half of the investments will be implemented in the painting process which represents some of the highest energy consumers in our plants. These investments will result in cumulative economic savings of € 28.5 million and a CO_2 reduction of around 52,800 tons.

- The painting process has been simplified with less energy intensive operations in Mirafiori and Cassino (Italy), Mangualde (Portugal), Ellesmere Port (UK), Windsor (Canada) and Thiruvallur (India). A similar upgrade of the painting process to 4 WET (a wet-in-wet concept) has been planned in Vigo and Zaragoza (Spain), Hordain (France), Luton (UK), Atessa (Italy), Palomar (Argentina).
- The elimination of steam for the oven in the paint shop at Melfi (Italy).
- Investments were made in Luton (UK), Mirafiori Assembly Plant (Italy), Cordoba (Argentina) to optimize the air flows in the paint shop.

52,800 t CO_2-eq
saved with process optimization

Around 605 process improvement projects were completed in South America that reduced more than 63.7 MWh of Electricity, 18.9 MWh of natural gas. Most of the energy savings from these projects were a result of plant process optimization and improved shutdown efforts.

- The U.S. Department of Energy (DOE) has recognized our U.S. manufacturing plants for their efforts in reducing energy by 26% over 6-years (2017-2022) and 4-years ahead of a 10-year goal. The energy reduction impacts have been validated through the DOE Better Plants program and total 450,000 MWh/year. The DOE Better Plants program works with leading U.S. manufacturers to set ambitious energy reduction goals and a commitment to reducing energy intensity by 25% over a 10-year period across all U.S. operations.

2.6.3.4.3 Company policy or behavioral change:

Real estate footprint

In 2023, the Real Estate Division continued to work on our footprint optimization for all Stellantis activities:

- Evolution of use principles, geographical grouping of activities, maximizing use intensity, compaction (reduction of 1,228,905 sq.m). Collectively, these actions provided an estimate reduction of 29,047 tons of CO_2-eq. Real Estate committees integrate the environmental issues of projects into decision-making processes including improvement of energy efficiency in the major renovation projects of our dealership, financial support for energy retrofits of buildings and the implementation of renewable energy solution.

  To control the energy impact of our buildings, we have a tool to centralize the collection and monitoring of all our energy consumption on all our real estate worldwide. Measurement is fundamental to our strategy to reduce carbon emissions. The provision of this centralized and collaborative platform for all teams will make it possible to visualize the situation of each of its fixed assets, centralize all our local and transversal action plans and obviously visualize our trajectory.

- Retail activities also conduct optimization of energy consumption and CO_2 emissions.
  - Carbon and energy impacts are integrated into all the phases of transformation and development of the network. The mutualization on single site multi brand activities or the intensification of the services activities on site, allows to reduce our footprint and to valorize our building by the renovation of our energy systems and the improvement of their control.
  - The works for the Creation of the mobility factory on our historic site Nanterre (France) have started. This unique concept integrates a dealership, sales to companies' activities, a megastore for used vehicles and a center for light commercial vehicles.
- The reconstruction of the Nanterre Dealership activity (France) allows to group four operational sites into one, and then the reduction of the surface by 59%. The work, completed at the end of 2023 allowed to demolish about 18,200 sq.m of old buildings, to build a new building of 3443 sq.m and finally to renovate external areas.
- The environmental requirement has been defined upstream of the project: decarbonized energy sources and energy performance better than regulatory thresholds (-30% versus requirements of the French thermal regulation 2012).
- The new building adopts a vegetable roof which helps improve quality of the air, reinforce the thermal insulation and the amount of CO_2 in the air and create habitats for biodiversity. Also to reduce the urban heat islands, we have provided around 10,000 sq.m of green space, 1,900 sq.m of evergreen to limit waterproofing on ground.
- In Italy, in 2023 the new Magliana dealership became a benchmark for environmental responsibility, with energy-efficient buildings labeled as A1, renewable energy from photovoltaic installation, electric paint shop, rainwater treatment, and water-recycling car wash.

  Heating and cooling system are fully electric and the consumption are partially covered by PV installation that will provide electricity also to the charging stations available for customers. Also domestic hot water is powered by solar panels, meaning that this dealership operates without emitting any direct CO_2.

  The building itself showcases energy efficiency through smart insulation, LED lighting, and intelligent climate control, all contributing to a sustainable atmosphere not only in the showroom but also in the workshop.

  The Electric Paint shop at this dealership represents a departure from conventional methods. By utilizing cutting-edge technology and renewable energy, the paint shop ensures minimal emissions and eliminates gas burners.

  All the rainwater of the external areas are collected, filtered and returned in the river.

  Even the car wash embraces sustainability. The water recycling system is above ground and relocated here from another site. It will ensure that the washing water is treated, purified, and reused, significantly reducing water consumption. This eco-friendly practice exemplifies the dealership's commitment to responsible water management.

Into all the network "Stellantis Retail Division", a strong animation is deployed to implement actions in order to reduce the energy consumption and the carbon intensity, based on the two following pillars: Energy Sobriety and Efficiency – Use of low carbon sources.

Key figures to illustrate the optimization of energy consumption and CO_2 emissions in France:

- 910 kWp photovoltaic installed on 3 dealership on our Iberian area for our self consumption around 1,106 MWh/y and reduce 161 tCO_2/y
- Pursuit our LED plan for all the dealership and warehouse: 340 k€ for annual saving forecast of 479 MWh electricity
- Renovation heating equipment with low carbon energy instead of gas on three dealership in France: an investment of 790k€ and an annual saving forecast of 373 tons of CO_2-eq

In Poissy (France), Rüsselsheim (Germany), and Mirafiori (Italy), Stellantis plans to develop so called "grEEn-campus" for national headquarters that will serve as role models for Stellantis with low-carbon concept and extensive "greening" by 2025.

The objective of the "grEEn-campus" is to renovate in an innovative and sustainable way the historic sites of Stellantis dedicated to automotive design, R&D and tertiary functions. The "EE" in grEEn-campus represents both Stellantis commitment to the Environment and the Employees: Energy positive to protect the Environment, as well as a mindset of constant Education to deliver a great Employee Experience.

Feasibility studies are ongoing to possibly extend this Green Campus development to other Stellantis historical main footprints.

The redesign of the historic buildings, in combination with all other initiatives undertaken by Stellantis, contributes to the goal of becoming a carbon net zero corporation, all scopes included, by 2038, with single-digit percentage compensation of the remaining emissions. Once open, the renovated office buildings will be energy positive. In addition, renovated and existing buildings aim to be carbon neutral in use.

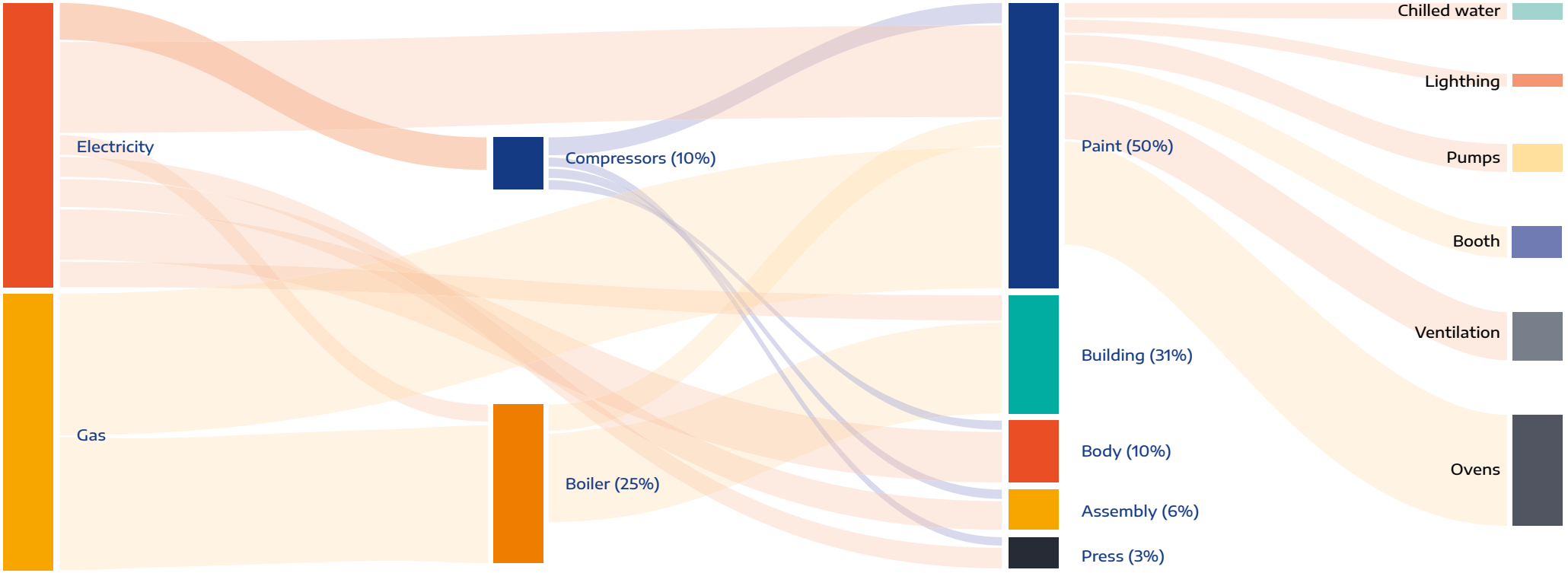
These buildings will offer breakthrough energy and thermal performance through the:

- Integration of photovoltaic panels into the architecture
- Use of ultra-low-energy ventilation technology
- Reuse of materials aArchitectural choices to ensure environmental efficiency, resilience, and adaptability to climate evolution
- Generous green spaces, contributing to thermal regulation and human well-being.

The initiatives implemented by Stellantis in 2023 resulted in an emission reduction in scope 1 and scope 2 for more than **120,000 tons of CO_2-eq (versus 123,000 tons of CO_2-eq in 2022) equals to 19.07 kg of CO_2-eq/vehicle produced (versus 21.4 kg in 2022)**.

The actions to control energy consumption led to savings of approximately €60 million (versus €28 million in 2022). These figures are included in the vehicle production costs and affect the Stellantis' overall economic performance.

Average plant energy spending and (electricity and gas) consumption



2.6.4 DETAILED KEY PERFORMANCE INDICATORS

TCFD.Ma | GRI 3-3

2.6.4.1 Greenhouse gas emissions

GRI 302-3 | GRI 305-1 | GRI 305-2

(unit: tons of CO_2-eq)	Year	Direct GHG emissions in CO_2-eq (scope 1)*	Direct GHG emissions from biomass (CO_2-eq)*	Indirect GHG emissions in CO_2-eq (scope 2)	Total GHG emissions (scope 1 + scope 2)	Total as %
Enlarged Europe	**2023**	**619,777**	**34,614**	**731,129**	**1,350,906**	**46%**
	2022	641,093	6,653	754,345	1,395,438	**41%**
	2021	764,309	5,596	959,555	1,723,864	**44%**
North America	**2023**	**629,881**		**854,150**	**1,484,031**	**50%**
	2022	732,617		1,050,058	1,782,675	**52%**
	2021	760,484		1,163,882	1,924,366	**50%**
South America	**2023**	**66,368**		**23,192**	**89,560**	**3%**
	2022	62,750		42,751	105,501	**3%**
	2021	65,160		36,902	102,062	**3%**
Middle East & Africa	**2023**	**6,737**		**15,101**	**21,838**	**0.7%**
	2022	5,241		21,885	27,126	**1%**
	2021	6,299		20,596	26,895	**1%**
China and India & Asia Pacific	**2023**	**1,847**		**9,384**	**11,231**	**0.4%**
	2022	2,305		6,614	8,919	**-%**
	2021	647			647	**-%**
Total Manufacturing	**2023**	**1,324,610**	**34,614**	**1,632,956**	**2,957,566**	**96%**
	2022	1,444,006	6653	1,875,653	3,319,659	**96%**
	2021	1,596,899	5596	2,180,935	3,777,834	**98%**
Retail	**2023**	**41,212**		**38,411**	**79,623**	**3%**
	2022	49,517		40,706	90,223	**3%**
	2021	44,129		52,524	96,652	**2%**
Fugitive Emissions from F-Gas/ODS	**2023**	**43,060**			**43,060**	**1%**
	2022	33,242			33,242	**1%**
	2021					
TOTAL	**2023**	**1,408,882**	**34,614**	**1,671,367**	**3,080,249**	
	2022	1,526,765	6,653	1,916,359	3,443,124	
	2021	1,641,028	5,596	2,233,459	3,874,486*	

Note: Direct emissions are calculated based on the direct energy consumption by applying emission factors acknowledged by the GHG Protocol recommendations and the Intergovernmental Panel on Climate Change (IPCC). Changes in emission levels are thus directly related to changes in energy consumption and in energy sources.
*Greenhouse gas emissions from the combustion of biomass are not included in direct emissions in accordance with the GHG Protocol guidelines. Direct GHG emissions expressed in tons of CO_2-eq are calculated by applying coefficients (global warming potential) of 298 for N_2O and 21 for CH4 (source: IPCC reports, 2007 and 1995 respectively). Indirect (scope 2) emissions expressed in tons CO_2-eq. are calculated from electricity and steam purchases in compliance with emission factors obtained from suppliers for steam, based on the previous year's electricity factors, according to GHG Protocol Market-based guidelines. Location-based indirect (scope 2) emissions amounted to 1,997,962 tons of CO_2-eq. Fugitive emissions of CO_2 disclosed result to unintentional releases during the use of refrigeration and air conditioning equipment.

The data provided above has taken into account all emissions from all Stellantis industrial facilities including direct emissions from four cogeneration plants and has been calculated based on GHG Protocol standards.

The Company uses energy produced by cogeneration plants managed by two different approaches. In Melfi Assembly Plant, Melfi Plastic, Cassino and Atessa (Italy), Sochaux, Rennes, Mulhouse and Hordain (France) plants have signed contracts with external suppliers which provide electricity, steam and hot water used in paint shop process. Three other cogeneration plants produce electricity and steam from gas. The energy produced is partly used in the plant, but a large part is also sold to other facilities or to external customers. The amount of gas used is 683,992 MWh HHV to produce 231,938 MWh of electricity and 233,027 MWh of steam. Electricity generated by cogenerations operated in Rüsselsheim and Eisenach has a lower CO_2-eq content than the national electricity mix from the grid and therefore contributes to CO_2-eq reduction. These scope 1 emissions of the energy sold increase the reported absolute emissions even though they were not caused by the production. The CO_2-eq from energy sold to external customers represents 88,640 tons in 2023.

2.6.4.2 Breakdown of energy consumption from operations

GRI 302-1

Reported energy consumption is expressed in MWh (the most common unit of measurement). In terms of method, the use of calorific values is recommended by the French decree of October 31, 2012 as part of the application of European regulation No. 601/2012 on the monitoring and declaration of greenhouse gas emissions under Directive 2003/87/EC of the European Parliament and Council. The coefficients proposed by these two regulations are derived from the work of the IPCC, as are those of the Greenhouse Gas (GHG) Protocol, used as a reference by the Global Reporting Initiative (GRI). Following this approach, values expressed in MWh can be converted to GJ simply by applying a multiplying factor of 3.6 (1 Wh = 3.6 kJ).

Breakdown of energy consumption from operations

		Combustible energy						Non-combustible energy						
		Non-renewable				Renewable								
(MWh)	Year	Heavy fuels + Domestic oil	NG + LPG + Propane[51]	Coke	Diesel + Gasoline	Hydrogen	Biomass (wood)	Electricity	Renewable electricity/heat produced and consumed	Of which decarbonized electricity	Share of decarbonized electricity (%)	Steam & Cooling	Total energy consumption	Total energy consumption as %
Enlarged Europe	**2023**	**9,942**	**3,023,737**	**81,226**	**167,930**		**20,665**	**3,194,841**	**6,319**	**2,306,750**	**72%**	**857,064**	**7,361,724**	**51%**
	2022	53,949	3,307,277	78,263			20,087	2,995,071	4,525	2,160,240	72%	996,109	**7,455,281**	**48%**
	2021	561	3,928,611	76,121			16,895	2,985,282		1,759,576	59%	1,034,074	**8,041,544**	**50%**
North America	**2023**		**3,404,870**		**48,686**	**3,957**		**2,379,534**		**807,993**	**34%**		**5,837,047**	**40%**
	2022	-	3,929,455	61,570			-	2,670,931	-	999,720	37%	-	**6,661,956**	**43%**
	2021		4,063,762	68,883				2,742,931		1,001,723	37%		**6,875,576**	**43%**
South America	**2023**		**356,250**		**7,211**			**541,659**		**461,688**	**85%**		**905,120**	**6%**
	2022	3,645	328,560	-			-	556,005	-	272,819	49%		**888,210**	**6%**
	2021		343,766					589,166		156,048	26%		**932,932**	**6%**
Middle East & Africa	**2023**		**34,638**		**1,752**			**41,459**		**6,697**	**16%**		**77,849**	**1%**
	2022	-	28,945	-			-	36,315	-	6,576	18%	-	**65,260**	**0.4%**
	2021		34,699					34,315		6,217	18%		**69,014**	**0.5%**
China and India & Asia Pacific	**2023**	**329**	**6,794**		**723**			**31,254**	**2,347**	**19,109**	**69%**	**890**	**42,337**	**0.3%**
	2022	682	1,328	-			-	15,148	-	4,982	33%	1,371	**18,529**	**0.1%**
	2021		1,509					9,937		5,455	55%		**11,446**	
Total Manufacturing	**2023**	**10,271**	**6,826,289**	**81,226**	**226,302**	**3,957**	**20,665**	**6,188,747**	**8,666**	**3,602,237**	**58%**	**857,954**	**14,224,07**	**98%**
	2022	58,276	7,595,565	139,833			20,087	6,273,470	4,525	3,444,337	55%	997,480	**15,089,236**	**97%**
	2021	561	8,372,347	145,004			16,895	6,361,631		2,929,019	46%	1,034,074	**15,930,512**	**99%**
Retail	**2023**	**2,431**	**224,058**		**2.2**			**122,731**	**1,041**	**68,656**	**57%**	**786**	**351,049**	**2%**
	2022	2,696	269,737	-			-	131,257	1,230	67,503	52%	735	**405,655**	**3%**
	2021		253					126,519		11,053	9%	925	**127,697**	**1%**
TOTAL	**2023**	**12,702**	**7,050,347**	**81,226**	**226,304**	**3,957**	**20,665**	**6,311,478**	**9,707**	**3,670,893**	**58%**	**858,740**	**14,575,126**	
	2022	60,972	7,865,302	139,833			20,087	6,404,727	5,755	3,511,840	55%	998,215	**15,494,891**	
	2021	561	8,372,600	145,004			16,895	6,488,150		2,940,072	45%	1,034,999	**16,058,210***	

In 2023 1,831,849 MWh of electricity consumed were generated from renewable sources.

* Revised from 2021 Annual Report in the Non-Financial Information section

[51] Natural Gas is reported at the High Heating Value (HHV)

2.7 CARBON FOOTPRINT OF THE SUPPLY CHAIN: PURCHASING AND LOGISTICS

GRI 305-3

Improving the environmental performance of the supply chain is the third dimension of Stellantis' decarbonization strategy. The levers presented in this Chapter aim at supporting Stellantis to meet its objective of reaching carbon net zero with single-digit % of compensation over its entire supply chain in 2038.

Stellantis' responsible purchasing practices are presented in <7.1>. This chapter focuses on environmental and climate-related aspects.

2.7.1 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3

Reducing Stellantis's carbon footprint includes actions to reduce the CO_2 emissions related to:

- purchasing, as the extraction of materials and the production of parts represent the second largest source of Stellantis' CO_2 emissions <2.7.3.1> <2.7.3.2> <2.7.3.3>;
- logistics, which represents a small portion of the carbon footprint of Stellantis <2.7.3.4>.

In line with Dare Forward strategy, Stellantis Global Purchasing and Supply Chain has defined a target to reduce the carbon footprint of scope 3 upstream activities by -40% for electric vehicles compared to 2021 by 2030 and to reach carbon net zero with minimal compensation by 2038.

Stellantis has established a specific CO_2 requirement in its Global Responsible Purchasing Guidelines and has included the CO_2 performance as a criterion in its business award policy for the most intensive CO_2-emitting commodities that represent 80% of the CO_2 footprint of BEVs.

Purchasing

Suppliers to Stellantis are deeply involved in Stellantis's approach to reducing CO_2 emissions in the supply chain, including the emissions generated for the production of goods and services purchased by Stellantis. Our strategy to reduce greenhouse gas emissions in the entire supply chain consists of:

- selecting suppliers according to environmental criteria such as the ISO 14001 certification, or their capacity to develop products which incorporate green or recycled materials. As of December 31, 2023, 63% of direct material suppliers are certified ISO 14001 (compared to 61% in 2022).
- requesting Stellantis suppliers with major annual purchase value to share their carbon neutrality road map to ensure they can support Stellantis' carbon neutrality target. Stellantis has invited in 2023 422 suppliers (major annual purchase value and priority commodities suppliers) to participate in the Stellantis CDP Supply Chain module. CDP is an organization which supports companies with the disclosure of environmental impacts. It aims at making environmental reporting and risk management a business norm while driving disclosure, insight and action towards a sustainable economy.

Stellantis' climate change objectives are translated into contractual commitments via specifications and purchasing policies according to two different criteria: CO_2 emissions reduction and the type of materials used.

63%

of direct material suppliers ISO 14001 certified

- Regarding CO_2 emissions linked to Stellantis's purchases from suppliers, Stellantis Global Purchasing & Supply Chain division challenges the suppliers to establish and work according to an emission reduction plan at least compliant with the Paris Agreement and to be aligned with Stellantis climate ambitions. In 2023, 52% of Stellantis's suppliers set up a reporting process for energy consumption or greenhouse gas emissions (versus 51% in 2022). Stellantis is placing particular emphasis on CO_2 emissions linked to specific commodities covering around 80% of the CO_2 emission footprint of the supply chain.
- Ambitious targets have been set on the percentage of "green/recyclable materials". These objectives are also a key focus of the innovation policy that is part of Stellantis's supplier certification criteria <7.1.5>. Furthermore, suppliers also have a key role to play in our commitments on reducing hazardous substances <6.1>.

In addition, Stellantis' No-Deforestation requirement to suppliers is incorporated into Stellantis Responsible Purchasing Guidelines available on the corporate website. Stellantis engages its suppliers globally to set out appropriate monitoring, traceability and action plans related to efforts to avoid deforestation.

Logistics

Stellantis' logistics operations policy

A specific policy is defined to reduce greenhouse gas (GHG) emissions from logistics and identify areas of improvement and actions needed.

The logistics operations are handled by a variety of external operators, depending on the origin and destination of the goods. Stellantis has adopted internal logistics guidelines that provide direction on how to reduce logistics carbon footprint including methodologies to reduce the impact of freight and vehicle movement.

Stellantis' logistics approach focuses on the:

- optimization of logistics flows regarding network, mode and capacity, in addition to the adoption of low-emission transport vehicles in its own fleets, to improve performance and minimize impacts on the environment by:
  - exploring and prioritizing alternatives to road transport in order to increase the use of rail and river transport requesting contractors to comply with applicable legislation and regulations.
  - requirement to suppliers for the use of recyclable or reusable packaging raw materials for new projects vehicles in Europe.

Employee travel policy

Stellantis undertakes policies to optimize employee mobility and reduce CO_2 emissions related to business travel. This encourages a more frugal approach to travel and supports alternatives to traditional individual transport. The Company is committed to limit travel to what is strictly necessary. The Company also focuses on the promotion of remote working, which reduces commuting.

2.7.2 ORGANIZATION AND RESOURCES

GRI 3-3

Purchasing

Monitoring CO_2 emissions and GHG emissions of Stellantis supply chain is a major aspect of Stellantis responsible purchasing practices. It requires various internal and external resources and is deeply embedded in the management and tracking tools for CSR as well as the decision-making process. < 7.1.6 > to learn more about the allocated resources on responsible purchasing practices and < 7.1.4 > for the governance and organizational set-up of CSR management inside Stellantis Global Purchasing and Supply Chain Department (GPSC).

Stellantis has implemented CO_2 performance as a criteria for sourcing decisions regarding priority commodities. Stellantis is also utilizing the CDP Supply Chain module as CDP is the most recognized global carbon accounting initiative and has the biggest network and impact. This initiative promotes awareness among suppliers of their impact on the climate, particularly regarding GHG emissions and provides detailed information on the suppliers' level of emissions as well as reduction targets and commitments < 2.7.3 > < 2.7.4 >.

Furthermore, greenhouse gas emissions and CO_2 emissions are major subjects discussed within collaborative groups, where Stellantis is a partner, as well as in various other automotive industry groups in multiple countries. Refer to the Purchasing CSR Resources Matrix in < 7.1.6 >, for more information on Stellantis participation in CSR related working groups and associations.

Logistics

A specific environmental network of 10 logistic correspondents in the Supply Chain Department in each of the 6 regions has to focus on the reduction of the logistics carbon impact. Europe and South America are pilots quarterly monitored (to be extended to other regions). The previous CO_2 Business Club has been enlarged to a more opened network CO_2 Community with all new stakeholders embedded on the subject as Network Design and IT, with the target to:

- share the knowledge and methodological evolutions
- improve the way of measuring logistics CO_2 emissions and waste impacts
- analyze those impacts
- set up process evolutions and monitor activities to reduce emissions and waste quality impact.

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

The increase of Low Emission Vehicles (LEVs) strategy has two impacts on Stellantis logistics. The first one is on the sourcing of LEVs' components, which comes with an increase of the upstream distances. The solution to this impact is the creation of battery gigafactories close to Stellantis plants already announced by Stellantis. The second impact is the increase of the LEVs weight, which brings a strong constraint on our trucks capacity thus affecting our loading rate on our downstream flow.

2.7.3 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 302-2 GRI 305-4

2.7.3.1 Initiatives to support the electrification strategy

Over the next years Stellantis intends to expand the electrification plan across all products and all regions. Stellantis wants to ensure the availability of LEV products for customers; that means securing batteries and raw material supply.

Working with suppliers that are best in class on environmental criteria enables Stellantis to run 25 joint innovation projects in 2023 with suppliers (9 new projects and 16 carry-over from 2022) to identify and develop technologies that reduce CO_2 emissions of the vehicles as well as in the production of parts. In order to secure the supply of critical materials needed to produce LEVs, it is necessary to have supporting contracts and relationships with Stellantis supply chain to procure the needed raw materials which will also reinforce the strategy for emissions reduction. < 2.5.3.2.2 > for more details related to the binding agreement.

In addition, Stellantis' electrification strategy relies on battery repair and reuse, which could contribute to reducing CO_2 emissions from the raw materials and parts supply chain by decreasing the quantity of materials that needs to be purchased < 6.1.7.6 >.

2.7.3.2 Initiatives related to steel supply

The reduction of CO_2 related to Steel is one of the key levers to reach 2030 targets and Stellantis roadmap is fully aligned with this commitment.

Stellantis drives 2 main initiatives enhanced by strong partnerships with suppliers:

- Already up to 30% of the steel used by Stellantis comes from scraps
- Target to increase the use of decarbonized Energy in the Steel production process

Stellantis is also working on the vehicle weight reduction through:

- High performance steels (around -5%),
- Platform architecture optimizations and structural glue utilization to better absorb the energy (around -10%)
- Stellantis Engineering teams also drive the vehicle weight reduction through new programs for all its 14 Brands.

2.7.3.3 Suppliers make a significant contribution to Stellantis' environmental targets

GRI 305-5 GRI 308-2

Most suppliers in the automotive industry face the same environmental issues as Stellantis, which pushes them to reduce their carbon footprint and water consumption, managing their industrial waste, improving waste recycling and protecting biodiversity. Stellantis involves them in the efforts to monitor our environmental roadmap.

At this time the manufacturing of BEVs is more CO_2 intensive than the manufacturing of ICEVs, principally due to the production of the battery. Moreover, EV manufacturing uses more aluminum to reduce vehicle weight and therefore optimize their energy efficiency and their range. As a result, electrification, although it reduces significantly CO_2 emissions from the use of sold products, could lead to an increase in Stellantis' CO_2 emissions from the purchases of materials and parts.

In 2023, CO_2 emissions linked to purchases of materials and components correspond to 9.0% of Stellantis carbon footprint (versus 8.6% in 2022) **< 2.5.4 >**.

On new BEV programs

70 priority commodities

with CO_2-eq performance integrated in the supplier selection

Efforts carried out by Stellantis to integrate suppliers into our CO_2 emissions reduction ambitions are based on:

- **the integration of climate change in the supplier evaluation**: as part of its responsible purchasing strategy, presented in **< 7.1.5 >**, Stellantis assesses the supply base also on environmental criteria annually via the EcoVadis process. In 2023, the average environmental score in EcoVadis of Stellantis suppliers was 56.2 outperforming the average score of all suppliers assessed by EcoVadis, that was 46.1. In 2023, 3,461 supplier groups were assessed, corresponding to more than 89% of the Annual Purchased Value. In case of insufficient performance or nonconformities, suppliers are requested to prove their actions in Corrective Action Plans, that get shared with Stellantis and monitored.
- In 2023 the integration of CO_2-eq performance in the supplier selection is effective for priority commodities. For new BEV projects we have targeted 70 commodities as GWP priority commodities, counting for 80% of the CO_2-eq footprint of a standard electric vehicle.
- Stellantis strives to integrate its suppliers in its decarbonization strategy, notably by encouraging them to set greenhouse gas emissions reduction targets compliant with the Paris Agreement. In 2023, more than 75% of our targeted suppliers had defined such trajectories (based on annual purchase value) versus more than 65% in 2022 and 55% in 2021. The Company has established a specific CO_2 requirement in its sustainable policy guidelines. and has included CO_2 performance as a criterion in its business award policy for the most intensive CO_2 emitting commodities that represent 80% of the CO_2 footprint of the supply chain. The share is then expected to increase to 95% by 2030 and to contribute to the carbon net zero with single-digit % of compensation objectives in 2038.

  In addition, Stellantis' electrification strategy relies on battery repair and reuse, which could contribute to reducing CO_2 emissions from the raw materials and parts supply chain by decreasing the quantity of materials that needs to be purchased.
- the collaboration of all major suppliers in the **Stellantis CDP Supply Chain program**. To promote and closely monitor awareness among suppliers of their impact on climate change, 422 suppliers have been invited to participate to the program in 2023. Refer to the details on the survey in **< 2.7.4 >** . This program allows for a deeper understanding of several aspects including: the management, the targets and the results of individual CO_2 emissions of all major CO_2 emitting suppliers of Stellantis.
- **the deployment of an engagement campaign to educate suppliers about climate change**: Stellantis considers all suppliers as partners which play a key role to reduce carbon emissions in the supply chain. Therefore, various ways of dialogue and training opportunities are offered to the supply base for CSR related matters, in particular on CO_2 emissions and GHG. **< 7.1.7 >** to learn about all the details regarding CSR trainings that Stellantis offers for suppliers.
- **Maintaining dialogue with key suppliers**: The company intensifies the dialogue on CO_2 with its key suppliers and key partners during annual business reviews with the biggest CO_2 contributors in the supply chain. **< 7.1.7 >** to learn more about the supplier business reviews.
- **Organizing annual supplier awards event**: Our very top Suppliers having a leading CSR Performance are annually recognized by our GPSC Top Leadership in the CSR category of our supplier award. The requirements and criteria for this award includes a strong CO_2 Performance, overall CSR Policy and Achievements. **< 7.1.7 >** to learn more about the annual supplier awards event. In 2023 the CSR Award winner was Pirelli.

2.7.3.4 Reducing the carbon impact of logistics operations and travel

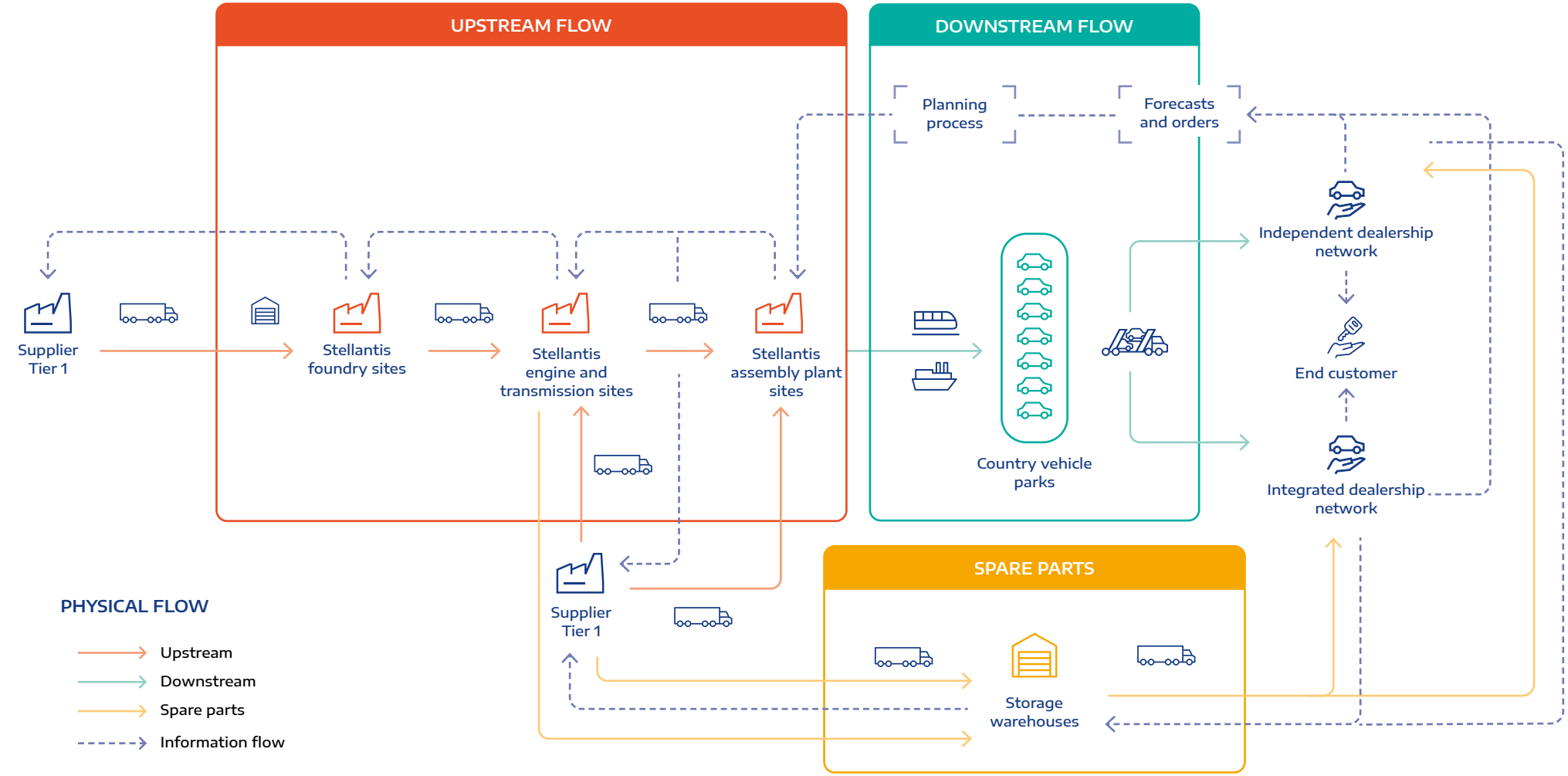
Stellantis is a global vehicle manufacturer and therefore manages thousands of flows on a daily basis, from sourcing supplies for its plants to delivering vehicles and spare parts to its clients. Stellantis' logistics operations are part of the scope 3 emission category[52].

Stellantis is working to define an ambitious trajectory for the carbon footprint of logistics operations that would be compliant with the Paris Agreement.

[52] Since they represent a minor portion of the logistics flows, internal logistics emissions are included in the scope 3 disclosure.

2.7.3.4.1 Reducing the carbon impact of logistics operations

Logistic flows



Actions undertaken by Stellantis

Below the mains actions and levers that have been identified and worked on:

The deployment of the new standard of "Design to log" allows to reduce the volumes transported (significant target over 10% given to new projects in replacement compared to the previous car).

A new process has been put in place not only to reuse sustainable packaging but also to optimize the different usages of packaging for different types of specific flows.

The rules given to the suppliers to take into account the new standards of packaging definitions have been updated and released with best practices to ensure the separability of raw materials, better reuse and recovery in the new projects. Only the North America region keep its previous standard based on voluntary common rules put into place by U.S. OEMs.

The development of an internal tool to simulate our transportation impact in terms of CO_2-eq allows to balance between different solutions with the Network Design team to study the new proposals from our logistic providers. The tool is in testing phase in Europe and has been deployed in other regions to customize it.

In our transportation bid calls, the possibilities of modal shift are given priority consideration. In 2024, new routes will be used for the distribution of our vehicles by train from the Sochaux and Sevelnord factories. Other business cases are currently under consideration.

A distance-based methodology validation of the CO_2 reporting approach in SA, NA, IAP, EE Aftersales and Outbound to align in a future common tool. For EE Inbound we still have some different pathway linked to the two different TMS in place in Europe and the continuous improvement on data accuracy and assumptions to be taken into account for the CO_2 reporting. Some Interregional flows are still under CEVA (Gefco) 3PL management.

2.7.4 DETAILED KEY PERFORMANCE INDICATORS

TCFD.Ma | GRI 302-2 | GRI 305-4

2.7.4.1 Supply chain operational KPIs

Supplier status committing to the COP 21 Paris Agreement

	Year	
Number of suppliers	**2023**	**49**
	2022	45
	2021	38
APV of level 1, level 2 suppliers	**2023**	**>75%**
	2022	69%
	2021	>55%

Involvement and results of our suppliers in our CDP supplier program

	Year		
Supplier invited	**2023**	**422**	**87% of APV**
	2022	250	83% of APV
	2021	249	84% of APV
Suppliers responded	**2023**	**302**	**95% of APV invited**
	2022	212	97% of APV invited
	2021	208	95% of APV invited
Supplier Response Rate	**2023**	**72%**	
	2022	85%	
	2021	84%	
Average score	**2023**	**C**	
	2022	C	
	2021	C	

(*) = APV = annual purchase value
In 2023, Stellantis has significantly increased the number of suppliers invited to the program , especially small APV suppliers concerned by priority commodities. 90 additional suppliers answered in 2023.

2.7.4.2 Summary of greenhouse gas emissions per type of shipment (scope: world, excluding JVs)

This report covers transport flows under direct Stellantis responsibility from Well-to-Wheel as defined by the Global Logistic Emission Council framework to meet GHG Protocol scope 3 logistic requirements.

Energy consumption is determined for each traffic flow and by mode of transport by using an emission factor corresponding to this energy (fuel) and type of goods transported (when available). The scope for downstream distribution includes capillary flows to the dealers.

When CO_2 emission are not provided by the logistic providers, CO_2-eq emissions are calculated by Mean of Transport category (road, rail, sea, air) using regional intensity factors combined with either weight and distance or fuel consumption and distance.

In 2023, data accuracy has been improved with the following main evolutions:

- North America emissions: data is now provided in CO_2-eq with the inclusion of other GHG emissions to align with other regions.
- Europe and Middle East Africa Outbound: whole new vehicle activities are now assessed using recorded movements instead of extrapolation; intensity factors for road has been aligned to 195g of CO_2-eq per ton.km applied per car transported. Methodological evolutions on Roro Vessels (type of ferry) have had a big impact on our Sea calculation: intensity factor has increased from 11g to 100.2g of CO_2-eq per ton.km.
- Europe and Middle East Africa Inbound: for parts transportation, Roro Vessels intensity factor has increased from 11g to 45.7g of CO_2-eq per ton.km.

Exclusions: spare parts distribution not exhaustive, used cars not covered.

Summary of greenhouse gas emissions per type of shipment (scope: world, excluding JVs)

		Year	CO_2-eq emissions in tons	CO_2-eq emissions in %
Upstream transport	Road	**Stellantis 2023**	**1,149,881**	**82%**
		Stellantis 2022	1,094,578	80%
		Former FCA 2021	621,202	82.5%
		Former PSA 2021	410,292	82.5%
	Air	**Stellantis 2023**	**85,424**	**6%**
		Stellantis 2022	111,215	8%
		Former FCA 2021	6,694	0.9%
		Former PSA 2021	67,789	13.6%
	Rail	**Stellantis 2023**	**58,008**	**4%**
		Stellantis 2022	76,039	6%
		Former FCA 2021	52,469	7.0%
		Former PSA 2021	732	0.1%
	Sea	**Stellantis 2023**	**105,106**	**8%**
		Stellantis 2022	84,412	6%
		Former FCA 2021	72,199	9.6%
		Former PSA 2021	18,559	3.7%
	TOTAL	**Stellantis 2023**	**1,398,420**	**100%**
		Stellantis 2022	1,366,244	100%
		Former FCA 2021	752,564	100%
		Former PSA 2021	497,372	100%

		Year	CO_2-eq emissions in tons	CO_2-eq emissions in %
Downstream transport	Road	**Stellantis 2023**	**1,316,970**	**66%**
		Stellantis 2022	884,863	81%
		Former FCA 2021	722,312	77.3%
		Former PSA 2021	170,851	75.8%
	Rail	**Stellantis 2023**	**100,524**	**5%**
		Stellantis 2022	85,649	8%
		Former FCA 2021	116,762	12.5%
		Former PSA 2021	6,812	3.0%
	Sea	**Stellantis 2023**	**584,383**	**29%**
		Stellantis 2022	120,321	11%
		Former FCA 2021	95,876	10.3%
		Former PSA 2021	47849	21.2%
	TOTAL	**Stellantis 2023**	**2,001,877**	**100%**
		Stellantis 2022	1,090,834	100%
		Former FCA 2021	934,950	100%
		Former PSA 2021	225,512	100%
Total (Upstream + downstream transport)		**Stellantis 2023**	**3,400,296**	**100%**
		Stellantis 2022	2,457,078	100%
		Former FCA 2021	1,687,514	100%
		Former PSA 2021	722,885	100%



3 DRIVING THE COMPANY TRANSFORMATION THROUGH THE DEVELOPMENT OF HUMAN CAPITAL

3.1 MANAGEMENT OF COMPANY TRANSFORMATIONS AND SOCIAL DIALOGUE 80

3.1.1 Context and Stellantis position 80
3.1.2 Forward-looking vision and targets 81
3.1.3 Identification and management of risks and opportunities 82
3.1.4 Governance and decision bodies to lead actions 83
3.1.5 Policies to execute the strategy 84
3.1.6 Organization and resources 85
3.1.7 Main initiatives, achievements and results 87
3.1.8 Detailed key performance indicators 91

3.2 ATTRACTING AND DEVELOPING ALL TALENT 99

3.2.1 Context and Stellantis position 99
3.2.2 Forward-looking vision and targets 99
3.2.3 Identification and management of risks and opportunities 100
3.2.4 Governance and decision bodies to lead actions 100
3.2.5 Policies to execute the strategy 100
3.2.6 Organization and resources 102
3.2.7 Main initiatives, achievements and results 102
3.2.8 Detailed key performance indicators 107

3.3 DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY 115

3.3.1 Context and Stellantis position 115
3.3.2 Forward-looking vision and targets 116
3.3.3 Identification and management of risks and opportunities 116
3.3.4 Governance and decision bodies to lead actions 117
3.3.5 Policies to execute the strategy 117
3.3.6 Organization and resources 118
3.3.7 Main initiatives, achievements and results 118
3.3.8 Detailed key performance indicators 123

3.4 HEALTH, SAFETY AND WELLBEING IN THE WORKPLACE 129

3.4.1 Context and Stellantis position 129
3.4.2 Forward-looking vision and targets 129
3.4.3 Identification and management of risks and opportunities 129
3.4.4 Governance and decision bodies to lead actions 130
3.4.5 Policies to execute the strategy 131
3.4.6 Organization and resources 131
3.4.7 Main initiatives, achievements and results 133
3.4.8 Detailed key performance indicators 137

STELLANTIS' CSR MACRO-RISK/PILLAR II. DRIVING THE COMPANY TRANSFORMATION THROUGH THE DEVELOPMENT OF HUMAN CAPITAL

Stellantis' purpose is to provide clean, safe and affordable mobility to all. With Dare Forward 2030 [1] its bold strategic plan for the coming decade, the Company is driving its employees to lead the way, increasing value for all stakeholders.

To mitigate and adapt to the effects of climate change, we are on track to achieve carbon net zero emissions by 2038[2]. This plan includes increased electrification, automation, digital transformation, new production and sales processes to design and offer new products and mobility services meeting customers' new expectations.

Employees expect transparency that includes their contribution to the future of the Company and how the Company supports the surrounding communities where we operate.

POWERED BY OUR DIVERSITY, WE LEAD THE WAY THE WORLD MOVES



Our people are the greatest asset of the Company. They are at the heart of Stellantis from Day One, building our new Company in an increasingly challenging context. By activating the different levers of transformation in a transversal way, we will make the Company evolve in all its components (skills, behaviors, working environment, social responsibility) evolving from a legacy car maker to a **tech mobility company**.

To support our ambition, we defined a Human Capital Development strategy built on four pillars:

1. engage sustainable transformations
2. attract, develop and retain talents
3. empower diversity with meritocracy
4. leverage employee experiences

These pillars are the foundation of our Human Resources policy making Stellantis a great company to work for.

Leveraging our employee experiences, we are committed to promoting safety, health and wellbeing in our workplace and increasing motivation. By applying a flexible approach, including remote working where applicable, rethinking our workplaces and increasing the adoption of digital and collaborative tools, we aim to preserve employees' health, improving their quality of life, as well as reducing the CO_2 emissions generated by daily commuting.

Our employees are committed to creating a diverse and inclusive work environment. We firmly believe that employees should feel valued and respected. We encourage an environment of inclusivity, celebrating the differences that our employees bring to work every day.

We are cultivating performance, continuous learning and permanent development with a high level of creativity and inspiration based on positive employee experiences. With meritocracy as a key rule, we recognize and reward success.

Based on a constructive and responsible social dialogue, we aim to lead the change and unleash new expertise in technologies and services to offer competitive mobility solutions to our customers for a greater future. This dialogue also includes good and constructive relationships between local management and the community. Against this background we were able to sign numerous collective agreements in many countries (e.g. national collective agreement in Italy, collective agreements for Madrid, Zaragoza and Vigo, new collective agreement 2024-2026 in Serbia, collective agreements in Brazil, new 3 years CBA in Canada, ...) as well as finding a balanced solution for some challenging negotiations (e.g. UAW contract in US) with a positive forward looking outcome for all stakeholders.

Stellantis launched a **global employee survey** in 2022 to obtain regular global and local data relative to engagement, sustainability, wellbeing, and diversity and inclusion. The objective is to identify our strengths and **drive improvements** based on an employee data centric approach. In 2023 in addition to this global employee survey, we also conducted a survey on mental health. Drawing from the data and valuable insights gathered through these recurring surveys, our objective is to establish an environment conducive to sustained corporate success rooted in the strength of our human capital.

3.1 MANAGEMENT OF COMPANY TRANSFORMATIONS AND SOCIAL DIALOGUE

3.1.1 CONTEXT AND STELLANTIS POSITION

GRI 2-29 | GRI 3-3

CSR issue/challenge #4 Management of Company transformations and social dialogue

Through the Dare Forward 2030 strategic plan, our objective is to evolve from a legacy automaker to a sustainable mobility tech Company. Anticipation and development of skills (job family **< 3.1.6 >**) helps the organization to identify the best match between future needs and current resources. This transformation needs the **support** and ability **of all employees and employee representatives**. Stellantis promotes and supports co-constructive, trustworthy, and responsible social dialogues with employee representatives at each level of the Company. In this way, management and employee representatives can tackle the major ongoing and upcoming challenges together and provide economic and social performance for a sustainable future.

[1] https://www.media.stellantis.com/em-en/corporate-communications/press/dare-forward-2030-stellantis-blueprint-for-cutting-edge-freedom-of-mobility

[2] With single-digit % compensation of the remaining emissions in 2038

To support its objectives, Stellantis will leverage the following actions:

- continuously improve our organization, with more agility and efficiency to fit business needs
- pay attention to the social climate and make the social dialogue a competitive advantage and the lever to support Company performance
- evaluate and develop skills supporting its sustainable transformation
- accelerate the transformation to become a sustainable mobility tech Company through our employee journey
- continue to develop standard process documents to support the proper preparation and implementation of transformation projects taking into account social, skill and employee impact
- to ensure the right implementation throughout Stellantis, a global training session was conducted regarding the relevant process of accompanying transformations including knowledge of all company human resources tools (e.g. voluntary departure, early retirement, upskilling, reskilling), involvement of stakeholders, and management of efficient social dialogue

Company's public position

The automotive sector is going through a significant transformation, ranging from electrification to the integration of artificial intelligence and autonomous driving. At Stellantis, we believe that **social dialogue is key to the transformation** taking place within the Company, **supporting this change in a responsible way and engaging our workforce**. Our employee representatives participate in dedicated meetings to discuss how to protect the Company and its employees by managing the risks linked to market changes and regulations. By involving and sharing a clear vision of the current and upcoming situation, the employee representatives are involved in paving the way to a sustainable future.

3.1.2 FORWARD-LOOKING VISION AND TARGETS

Social Dialogue

At Stellantis, employee representatives are fully engaged and involved at global and local level. We have dedicated meetings for sharing a clear vision of the current and upcoming situation and the strategy, to protect the Company and its employees. Our goals are **managing the transformations** linked to market changes and regulation and together, paving the way to a sustainable future.

Our co-construction approach with our **social partners to anticipate and manage upcoming transformation** is a pillar we have implemented since our inception through collective agreements. With this approach, we are dedicated to ensure that trade union rights are fully respected. We value the role of trade unions in representing our employees. Our policies and practices are designed to support the engagement of trade unions in the workplace, ensuring open and fair dialogue.

71
Training agreements signed

38
Equal Opportunity agreements signed

56
Health & Safety agreements signed

221
Working condition agreements signed

Actions in 2023:

- We signed more than 600 collective agreements (versus 582 in 2022) with 100% of our countries covered (versus 88% in 2022).
- We have the strong ambition to assign in 2024, as a pillar of a Sustainable Transformation, a framework agreement addressing:
  - commitment to preserve and protect human rights
  - commitment to environmental protection
  - corporate social responsibility
  - co-construction with social partners
  - developing skills and employability
  - being a magnet for talent
  - protecting health and safety with an emphasis on employee wellbeing and engagement
  - diversity and equal opportunities
  - embracing new ways of working that develop employees' ability to achieve their potential

Commitment scoreboard

CSR ISSUE/CHALLENGE **#4 Management of company transformations and social dialogue**

VISION/AMBITION: Implement co-construction with trustful and transparent social dialogue with employee representatives and stakeholders to continuously develop and prepare the Company for future challenges

OWNER: Chief Human Resources & Transformation Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2024)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
% of countries* covered by collective agreements	90%	95%	100%	86%	88%	**100%**

* Countries with over 150 employees

3.1.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

In 2023, Stellantis identified business model and human capital risks that we faced regularly in the management of our business. For example, changes in regulations that lead to labor, operational and economic risks for our employees require Stellantis to adapt to new ways of working. Our "Dare Forward 2030" strategy require us to develop and promote integrity, responsibility and ethical behavior throughout the Company, based on the protection of human rights and support for the economic development of the communities in which we do business.

We are committed to protecting human rights by treating our workforce fairly and with respect and dignity; aligning with internationally recognized frameworks such as the UN Universal Declaration of Human Rights, the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and the ILP Declaration on Fundamental Principles and Rights at Work.

Social relations and workforce management are key success factors for **involving** and **engaging employees** in an Environmental Social and Governance (ESG) process **that help us bring about the Company's transformation** in alignment with our human rights values. Against this background, risks and opportunities were identified.

3.1.3.1 Risks

The Company is aware that its transformation faces challenges. For example:

- Regulations and industry changes are creating unprecedented requirements for **talent with specialist knowledge and experience**, for example related to **cybersecurity or carbon neutrality**
- In some jurisdictions, our personnel face high inflation and economic insecurity
- Operational risks include:
  - lack of **availability of specialized skills**
  - lack of attractiveness and pace of enriching the Company with new competencies needed for the future
  - decisions to define the working relationship with employees that are not aligned with the market-led and regulatory transformations of the Company, can **cause social issues** (e.g., demonstrations and complaints brought by employee representatives)
  - not having the **support from social partners**, could result in the speed of transformation being hampered, which is key to our market competitiveness. Threatening our reputation in the event of strikes, social movements, dismissals, legal action, employee dissatisfaction, etc., resulting in the non-achievement of the Dare Forward 2030 strategy.

3.1.3.2 Opportunities

Our transformation presents the following opportunities:

- Developing key **skills** and **competencies** so that we can:
  - accelerate Stellantis transformation fostering agility, continuous improvement and innovation
  - anticipate changes and equip employees with the competences required to succeed
  - achieve sustainable performance aligned with new business needs and trends
  - make best use of our people with their strong skills background, upskilling/reskilling internally and recruit for game-changing performance
- Diversification of skills, to power the transformation:
  - contribute to the global distribution of competencies, with the new way of working, New Era of Agility (remote working), by having the **right skills at the right time and place** to support the business priorities of the Company
- Innovation of social dialogue:
  - co-construction through innovative Collective Bargaining Agreements
  - reassurance on the Company's ability to manage transformation through social dialogue to facilitate its **relationships with unions and public authorities**

- Evaluation and provision, where possible, of updated and responsible social measures like outplacement offers, or voluntary departures supported by financial separation plans or labor foundations (including early retirement and reduction of working hours). There are individual discussions with employees if needed.
- Implementation of our values of "**winning together**" and "**caring for the future**", both for the employees and the Company

Leveraging the **combined skills** and **diverse backgrounds** of our highly competitive and committed team to guide Stellantis to become a great company to work for

The simplification and redesign of business processes to create a more **efficient organization** that provides more agile environments for our employees.

Utilization of Artificial Intelligence to create efficiencies within Stellantis, with the creation of an AI Centre of Excellence and piloting various projects / initiatives within the Company.

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

Our electrification process relies on a strong inclusive strategy, which includes battery repair and reuse. It will create workforce opportunities for our six gigafactories operating through specialized joint ventures, 24 e-repair centers, and two battery technology centers, one of which is under construction in Windsor, Canada and the other inaugurated in September 2023 in Turin, Italy. In 2023, the first gigafactory was inaugurated in Douvrin (France) with an initial production capacity of 13GWH, raising to 40GWh by 2030. A battery center in Mirafiori was also announced in 2023. These new opportunities will be used to ensure the workforce transition from Internal Combustion Engine vehicles (ICE) to Electric Vehicles (EV). Stellantis is supporting this workforce transition by training and offering skill enhancement to employees to assist them with their chosen professional paths internally or externally.

3.1.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 2-30 | GRI 3-3 | GRI 402-1 | GRI 407-1 | GRI 413-1 | SASB-310a.2

The **Chief Human Resources and Transformation Officer** (CHRTO) assists and advises the ESG Committee under authority delegated by the Board of Directors with respect to ESG < 5.1.4.3 >. For Human Resources and Labor Relations at Stellantis, the CHRTO **sets and enforces a global Stellantis Social Relation strategy** approved by the Top Executive team < 3.1.5 >.

The CHRTO, as well as, the Human Rights Officer are both **involved in strategic decisions taking the human factor into account**. This is a necessary condition to establish a high qualitative and proactive social dialogue. By finding the right balance between corporate and local needs, the global operating model supports further integration of diversity in the Company. In this way, local needs are considered, while consistent and cohesive actions are taken. Local collective agreements are led by the regions or countries which take **global Company policies into account and reflect local particularities**.

To get a global social overview, **social climate monitoring** was implemented in each region or country with the objective to provide insight, create common understanding, allow forecasting on a corporate level and define further action plans, as needed. Each month, HR representatives from about 30 countries participate in a poll and share information about working rhythms and atmosphere, manufacturing, engineering, sales, and Union activities and local policies. These criteria enable the sharing of the state of the social climate from within the workforce to allow for actionable planning and preparedness.

Additionally, a Human Rights Committee was established in 2023 to provide oversight and governance of the Human Rights Policy globally. Along with the CHRTO, the Human Rights Committee is responsible for evaluating the strength and applicability of the existing human rights control framework at the Company and presenting plans to strengthen controls or develop new ones, as appropriate, to meet the human rights challenges that face the Company and its suppliers (including sub-contractors).

The CHRTO is responsible for the oversight and protection of the **Freedom of Association** and the **Right to Collective Bargaining**. The CHRTO is a member of the Strategy Council and the owner of the strategic ESG issue "Management of company transformations and social dialogue" < 3.1.7 >.

Co-construction is the approach promoted by the Company to build a responsible relationship with the Employee Representatives based on trust and transparency and aimed at reconciling economic and social performance by implementing the most appropriate and pragmatic solutions. With this objective in mind, active dialogue was maintained in 2023 with various **employee representation bodies at national or transnational level**. In Europe, through the European Works Councils of PSA, Fiat and Opel Vauxhall or in North America UAW (U.S. Union) or Unifor (Canadian Union) whose mandates are respected. Through the **Special Negotiation Body**, we will continue to create our Stellantis employees' representatives community by negotiating the future Stellantis **European Works Council** by mid 2024.

The approach of co-construction through social dialogue is held as a competitive advantage for the Company in an increasingly demanding environment. The notice period provided to employees and their elected representatives regarding significant operational changes is regulated either by local legislation or through collective bargaining agreement. Stellantis promotes and implements exchange with social partners regarding any significant operational changes to find the most appropriate solution in a responsible manner.

The Stellantis social community is set up by leveraging on local and regional employee representatives (e.g. UAW, European Works Council) and worldwide events on the Dare Forward 2030 plan and HR strategy as foundations of the future of Stellantis < 3.1.7 >.

Employees Covered by a Collective Bargaining Agreement*

(Stellantis worldwide)

	Year	Number of employees covered	% of employees covered
Blue collars	**2023**	**167,250**	**99%**
	2022	172,214	97%
	2021	182,173	97%
White collars	**2023**	**57,008**	**70%**
	2022	60,802	74%
	2021	58,952	65%
Total	**2023**	**224,850**	**90%**
	2022	233,016	89%
	2021	241,125	87%

* Countries with more than 150 employees

In 2023, more than 600 collective agreements were signed worldwide (versus 582 in 2022) and 99% of Company blue-collar workers are covered by a collective bargaining agreement at sectoral and/or Company level (versus 97% in 2022).

To identify and develop the appropriate and diverse skills needed to be at the forefront of tech leadership, we implemented strong governance and resources dedicated to the know-how evolution strategy < 3.1.6 >.

3.1.5 POLICIES TO EXECUTE THE STRATEGY

GRI 2-30 | GRI 3-3 | GRI 412-1

The Stellantis **social relations strategy** is **based on six commitments**:

- Stellantis supports the principles of the United Nations Guiding Principles, United Nations Universal Declaration of Human Rights, among others and the right to work without discrimination for fair remuneration. We work to provide competitive and living wages and contracted with the Fair Wage Network, an independent, recognized authority on fair and living wages.
- Stellantis is committed to complying with all applicable labor laws and regulations and aims to apply best practices in human resources management
- Stellantis bases social dialogue on relationships with independent labor unions and employee representatives and seeks workplace cooperation
- Stellantis' objective is to negotiate collective bargaining agreements that are pragmatic, inclusive and protective of its employees
- Stellantis fosters social dialogue with the workforce
- Stellantis monitors social indicators in its subsidiaries and globally discloses in a transparent manner to its stakeholders

We are committed to transparency in our approach to human rights. We publish our Human Rights Policy in multiple languages on our corporate website and reference and endorse many internationally recognized human rights frameworks. In addition, Stellantis has committed to social dialogue surrounding Freedom of Association and collective bargaining, which respects, protects, and promotes the fundamental labor rights of employees.

We reinforce these principles by providing training on the global Human Rights Policy and our Code of Conduct to our workforce, our suppliers and business partners. Examples of the Company's focus on human rights include [3]:

- The Responsible Purchasing Guidelines and the **Stellantis Human Rights Policy** seek to align with the human rights principles embodied in the United Nations Universal Declaration of Human Rights, the United Nations Sustainable Development Goals, the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), the United Nations Guiding Principles on Business and Human Rights and the Modern Slavery Act 2015.
- As a signatory of the **UN Global Compact** and supporter of the **ILO Principles**, Stellantis considers environmental and societal impacts in its decision-making processes in a 360-degree approach, sharing values and requirements with suppliers, subcontractors, industrial partners and dealer networks.
- Stellantis reinforces its commitment to global principles with an additional focus on compliance with related local legislation, such as the French Duty of Vigilance and the UK's Modern Slavery Act.
- Incorporated in our recently launched compliance questionnaire and human rights assessment, we monitor the awareness of internal stakeholders to human rights risks or violations and will establish processes to prevent, mitigate and account for potential and actual human rights adverse impacts.
- Our various due diligence processes are also designed to alert us with regards to potential human rights violations by our suppliers or other business partners on a risk-based basis; in alignment with the UN Guiding Principles of Business and Human Rights and the OECD Due Diligence for Responsible Business Conduct.
- Stellantis performs a global audit focused on human rights targeting specific legal entities on a risk-basis. By taking a holistic approach to risk identification in 2023, the Human Rights Compliance team will be in a better position to proactively identify, address and track human rights impacts in our value chain.

[3] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis-Human-Rights-Policy.pdf

Human Rights Audit Coverage

(at the end of September 2022)

Total workforce	Year	Number	%
Human Rights audit Coverage	2022	188,556	71%
Headcount with Issue Noted	2022	52,015	28%

The main purpose of this audit for our own operations, considering the Human Rights standards, is to evaluate the adequacy and effectiveness of control and governance over the processes below, but not limited to:

- Buyers Communication and Training.
- Suppliers Risk Mapping and Management.
- Implementation of M&A Due Diligence Process.
- Review of Human Rights Mapping Frameworks.

The audit scope is created on a risk-basis in order to assess the internal control system concerning human rights on issues such as child and forced labor, high risk countries/areas of corruption or conflict, responsible supply chain sourcing, training and communication internally and to suppliers based on our assessment. For 2023, the Human Rights Audit scope was expanded to include due diligence efforts and third party management programs.

As audit activities are ongoing in the first quarter of 2024, full data analysis is not yet available. However, initial findings from the 2023 Human Rights Audit have identified areas of improvement in increased monitoring on due diligence activities for business partners and formalizing onsite supplier audit procedures, training processes, communication and access to policies and procedures.

In 2024, we will finalize the results of the 2023 audit and will continue to work with outside consultants to update our assessment to prioritize, validate and regularly report on human rights issues to the Stellantis Human Rights Committee, the Ethics and Compliance Committee and to the Audit Committee.

Security personnel

External service providers often provide the security personnel that protect many of our sites. As with other suppliers, we require such service providers to follow our Global Responsible Purchasing Guidelines. They are asked to pledge their commitment to fulfill their responsibility toward respecting human rights, cascading it throughout their entire supply chain < 7.1.5 >. Internal security personnel need to fulfill the mandatory trainings as all other employees.

3.1.6 ORGANIZATION AND RESOURCES

GRI 3-3

The Company aims to have **relevant employee representative bodies at all levels** (global, regional, local) enabling them to share implementation of the Company's strategic plan across all regions and to conduct an efficient dialogue with employee representatives.

To implement and support the co-construction approach over the whole Company, a **four-level organization** has been implemented as follows:

- corporate labor relations division
- regional labor relations leader in each region
- country labor relations leader in each main country (U.S., France, Italy, Germany, Brazil)
- local labor relation experts within the plants or sites.

Stellantis dedicates more than 300 employees to fully manage the social and labor relations and HR specialists to provide social climate field support. This includes the deployment of a new manufacturing training program (Team2Win) that is integrated in the Stellantis Production Way (SPW) program, which covers team leaders, supervisors, shift and plant managers.

Stellantis focuses on ensuring a global approach for **skills transformation, leveraging on global job families'** policy and further developing **our global network of expertise** as a lever to be at the forefront of tech leadership. The job family approach provides a worldwide and cross-functional jobs and skills foundation for Stellantis, which is fully integrated with talent management and learning policies. This foundation of jobs and skills is based on internal and external data. Through Human Resource analytics, job roles and required skills are customized and finally validated by a job family and Human Resources stakeholders network.

A job family consists of a set of common skills and jobs with the same business purpose. Each job family is split into a specific set of activities called "professions" (100 different professions), requiring the mastery of skills, tools and standardized processes. All employees are assigned to a profession and a job family allowing a job and skills driven mapping, cross-functional to the organization.

To enable a cross-organization policy to develop and evolve skills for each global job family, governance is set up with key stakeholders.

approximately 90.000 employees all white collar involved in this program

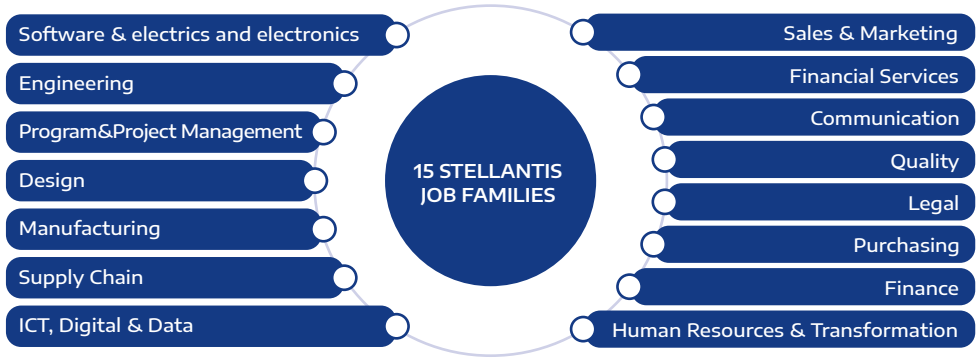
15 global job families

100 different professions

Job families governance

	GOVERNANCE >>>	MISSION / DELIVERABLES
WORLDWIDE	Top Management Sponsor	Validate job family vision
	Job Family Leader	Define priorities, validate proposals and provide orientation for the job family
	HR Job Families Coordinator	Accountable for coordinating and ensuring proper implementation for the job families processes, supporting Job Family Leader and Profession Managers: Job catalog and key jobs, technical skills and learning offer, strategic domains and skills, typical career path, future needs
	Profession Manager	Main accountabilities: build and approve the job catalog identifying key jobs, core technical skills development needs and learning roadmap validation, identify the strategic changes impacting the profession, express future needs of skills and employment, define the standards and best practices at the global level, set up their network of expertise
	Expertise Network (Fellow and Senior Fellow)	Accountable with Profession Managers to define and support future trends, Company performance and technical knowledge and awareness for the technical domains with the highest level of innovation and technology
REGIONAL	Regional Network and Skills Correspondent	Guided by Profession Managers, accountable to help deploying the professions orientations and bring up local inputs from Regions
	Regional HR Job Families	Engaged by Global HR Job Families Coordinator to provide guidance for the local implementation and to ensure job families processes development thanks to local HR network involvement

Job families mapping



As a key asset of our approach and in addition to the job family / skills policy, Stellantis set-up a global employee collective expertise community, comprising up to 6 distinguished fellows, 54 senior fellows and 254 fellows in specific areas of competencies. This Expertise community has defined domains divided into strategic and enabler expertise domains, with the goal to strengthen the evolution of the highest-level skills in the most technical and technological domains to support know-how development as Innovation and Implementation activities (~300 white collar). It is the ambition that the final community shall consist of around 300 experts. **In 2023 around 33 Senior Fellows plus 200 Fellows were re-confirmed out of the previous population and the first new candidates for Senior Fellow positions have been presented to the Executive Expert Committee (EEC)**.

The expertise community, managed together with the Chief Human Resources Transformation Officer and the Chief Technology Officer, has the aim of:

- concretely acting to strengthen the best technical know-how in the Company ensuring the proper development of the most technical domains
- being the point of reference for supporting our Company performance, becoming the "go-to person" to find the most efficient and innovative solutions
- developing the ability in forecasting changes to secure sustainability for the business
- building a world-wide expertise network, powered by Stellantis' diversity, with an inclusive environment in which providing value to the whole innovative ideas and know-how.

The Executive Expert Committees comprised of the Chief Engineering and Technology Officer, the Chief Human Resources Transformation Officer, Chief Sales & Marketing Officer, the Chief Customer Experience Officer, and the Chief Software Officer, provides the strategic guidance for the initiative, approving the domains and nominating the key expert profiles.

The first Global Town hall meeting will be held in March 2024. Additionally, a dedicated learning program was set-up to provide the expertise community with practical insight and tools, fully aligned to their "Technical Knowledge and Awareness" responsibility.

The expertise community will play a key role for research and experimentation, external relationships, and partnership to **develop technical know-how** aligned with the Dare Forward 2030 strategy. We strongly believe that this 'know how' evolution strategy is a lever to enable our transformation providing our employees with the proper levers to prepare them for this journey.

As part of the HR policy, we will also include some critical skills through external hiring by 2024:

- up to 2,000 in Software
- up to 120 in IT/Data,
- up to 200 in e-commerce, sales and marketing
- up to 300 for some specific skills in engineering (e.g., fuel cell, electronic).

SOFTWARE AND ELECTRIFICATION ACADEMY

From the very beginning of the creation of Stellantis, the software and electrification strategy is a highly relevant topic shared with social partners. We share the challenges and the consequences of the data and energy transition with the willingness to have a common understanding and the construction of the path to achieve the transition to a sustainable mobility tech company. Regarding skills management, the anticipation of future needs is a critical element. The job family approach and expertise network are a solution to manage the required operations and support our aspirations to hold a leadership position within the automotive industry. Furthermore, a budget has been allocated to retrain or reskill people who have roles in areas of the company that are being de-emphasized. This is managed via two specific academies **< 3.2.7 >**.

3.1.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 2-7 | GRI 3-3 | GRI 401-1 | GRI 407-1 | GRI 411-1 | GRI 412-1 | GRI 2-27 | SASB-250a.2

With its **global employee survey, first** launched in September 2022, Stellantis gives all employees the opportunity to express their opinion on topics such as the Company strategy, wellbeing at work, motivation, working conditions, employer attractiveness, together with diversity and inclusion. The survey included open-ended comment boxes that allow employees to provide additional information. Participation in this survey is on a voluntary basis. The results are confidential as they are analyzed only in an aggregated form. Based on an **employee-centric approach**, the objective is to identify the strengths and improvements relative to the employee experience across the Company.

More than 155,000 employees responded to the second edition of our Global Employee Survey conducted from May 9 to 31 representing a **63% participation rate, which is a 13-point increase** compared with the first edition.

The survey results showed a good level of motivation. For the question 'I am motivated to go beyond what is normally expected to help my Company be successful', 73% of the employees answered positively (versus 74% in 2022), demonstrating their strong commitment within the Company. Employees clearly understand how their own job contributes to achieving the goals of the Company (83% of positive responses versus 84% in 2022). They like their job, the kind of work they do (82% of positive answers versus 83% in 2022). They would recommend the Company's products and services to their friends and relatives (76% of positive answers versus 79% in 2022). They are aligned with the Company's values (74% of positive answers versus 76% in 2022). They consider that the Company is making the changes necessary to compete effectively in the market (68% of positive answers versus 70% in 2022).

Opportunity for improvement includes working conditions and workload, with answers varying by employee categories. There is also room to improve communication with the employees on matters affecting them. More than **7,000 managers received data** dashboards for their areas to **generate discussions within their team** and define next steps in a collaborative mode. The main takeaways from the survey were shared with employees. As a result, local and team action plans have been implemented as well as regional wellbeing roadmaps. In communication, the link between actions and survey feedbacks were highlighted. Individual objectives for Human Resources and business teams were set with their actions and projects looking to improve wellbeing at work and motivation, thus decreasing absenteeism, and making Stellantis a great company to work for. For example new setup for meetings, optimizing frequency, length and attendees and improvement of the facilities environment were topics raised by employees.

In parallel, the local results of the survey were also shared with employee representatives in all the countries where Stellantis distributed the survey, with the goal to have a common and shared assessment as well as **defining action plans for improving the social climate and the employees' engagement**.

Motivation index[4]

73%

To **involve all employees** in the Dare Forward 2030 strategic plan, the Company is engaging in several actions:

- regular communications to all employees on the strategic orientations and steps of progress
- area dedicated to the strategic plan on the employee portal
- regular internal news publications highlighting concrete actions implemented
- learnings, webinars, masterclasses allowing the acculturation on key topics such as digital, software, D&I, electrification
- sharing and exchanges between managers and teams during managerial events such as divisional town halls and team meetings
- responding to questions raised relative to the strategic plan in the Global Employee Survey
- a numeric identity for blue collars will allow them to connect to The Hub, our intranet site, and a professional mailbox in order to directly receive all personalized communication. Blue collars will be involved in using digital collaborative tools in their daily jobs like chat, training or online documentation. The project was launched in 2023 with our strategic partner Microsoft.

[4] Employees motivated to go beyond what is normally expected to help the company be successful.

At the **heart of** the global Stellantis **Human Resources policy** to manage skills, we set up a worldwide and cross organization governance of **15** Stellantis global **job families**:

- Implemented **100 professions**, with the proper governance, to identify strategic and key skills to support business performance
- Established the policy to map our employees in the global job families with a skills-driven approach
- Launched the **technical skills rating** process as a **development** perspective for our employees and business needs
- Defined the strategy to provide to employees the proper levers to act consistently in their development. One part is the **learning** experience. It is based on artificial intelligence and data analytics to provide individual learning recommendations depending on the employees skills.
- Identify the governance, with Chief Human Resources and Transformation Officer and Chief Technical Officer leadership to engage a global network of expertise to **protect** the most **technological and technical domains** of activities.

Our objective is to build the roadmap of technical strategic skills for current **employability** and **future transformation** and provide our employees with proper development levers. An assessment process on technical skills, alongside the others phases of the **Employee Talent Journey** (Aspirations and Values & Behaviors), will contribute to providing concrete inputs for development **action plans** to **solve gaps** and to **support performance improvement** < 3.2.7 >.

Targeted recruitment processes are deployed within the Company worldwide to support the **onboarding** and **integration** of new talent. Stellantis aims to **recruit diverse talent**, based on a recruitment policy developing attractiveness and equal treatment. Worldwide 28,601 employees (versus 33,267 in 2022) have been hired (with an average cost of €801 versus 867 in 2022) and 4,913 apprentice (versus 4,378 in 2022) and 3,399 internship hiring (versus 2,110 in 2022). This hiring happens across functions (Engineering, Industrial, Sales/Marketing, Purchasing, IT, Digital, etc.,) for sites that are experiencing an increase in business. It encompasses both junior positions and more senior positions in all employee categories: engineers, technicians, operators and other competences for the transformation of the Company.

Stellantis hired
28,601
employees

Permanent contract hirings
11,160

Women hired
8,986

Internships
3,399

- **Freedom of Association in Action**: As a result of our freedom of association principles, 91% of employees (versus 90% in 2022) are represented by trade unions or employee representatives -
- **90%** of the **workforce** (versus 89% in 2022) are **covered by a collective bargaining agreement**, Stellantis worldwide.
- At Stellantis we affirm our commitment to prevent discrimination against workers' representatives. We believe in a diverse and inclusive workplace where everyone's rights and contributions are respected, without bias. Our global and local policies and practices reflect this commitment.

Organization of working hours

In every host country, working hours are **equal to or less than** the **legal work week** or industry practices. Stellantis has implemented **flexible working hours** initiatives, also known as banks of hours, in most countries with industrial or logistics facilities. As such, working hours are determined on an annual or multi-year basis in these countries. In 2023, overtime accounted for 7.37% of hours worked in the Company (versus 6.12% in 2022 and 5.99% in 2021). According to the information recorded in our system, over the course of 2023, 33,700 employees worked more than 48 hours per week on average (versus 39,834 in 2022).

Employee savings plan

Employee savings plans allow employees from several countries to invest in Company shares or other diversified instruments (shares, bonds, monetary) with a varied yield/ risk ratio depending on the instrument. At the end of December 2023, employee savings (LTI not included) plans represented €962 million (versus 688 million in 2022), with 35.25 million Stellantis shares (versus 28.68 million in 2022).

Starting in France and Italy, Stellantis set up a new employee shareholding project “Shares to Win” in order to involve its teams in the group's performance and try to provide a response to the purchasing power crisis in two of its historic countries. In this first step about 87,000 Stellantis employees will be offered preferential conditions to become shareholders.

Health and Welfare Benefits

The Company offers life insurance in all countries where company insurance can be set up. For health care benefits, the Company proposes health care insurance to all employees that is competitive within country local practices. For health care benefits, the Company provides health care insurance to full-time employees where comprehensive government-provided health insurance is not provided. In 2023, €1,677 million (versus 1,758 million in 2022) was paid by the Company as employee benefits. Representing 9.18% of the total payroll (versus 10% in 2022), this amount includes employer payments for supplementary retirement schemes, healthcare, life insurance, disability, childcare centers and other programs (gym, wellness, cafeteria, etc.).

Retirements/Pensions

The commitments recorded in the Company’s accounts under defined-benefits pension programs were €24,738 million (versus 27,077 million in 2022) and were covered by dedicated funds of €22,944 million (versus €22,948 million in 2022). These valuations are conducted annually, in accordance with the IAS 19 standard, by an international actuary firm, based on assumptions audited by the Company’s Statutory Auditors. The Company has set up defined-contribution pension programs in all countries where necessary according to market practices and available resources. Some defined-contribution plans are in place in countries such as France, the United Kingdom, Germany, Spain, Belgium, the Netherlands, Poland, Slovakia, Brazil, Argentina, Turkey, Canada and the United States, with country-specific arrangements.

PROFIT SHARING

In France with non-discretionary and discretionary profit-sharing, and in Brazil with the Programa de Participação nos Resultados. In other countries, the Company has implemented a Collective Local Performance Incentive (CLPI) plan. The CLPI, which is deployed based on the Company's economic performance, is distributed among the countries involved on a shared basis and is paid out according to terms defined by each country based on collective economic performance achievement criteria. The CLPI is progressively being implemented in countries with no profit-sharing program. To the economic performance criterion of operating margin, a criterion on quality results has been added. In addition to this fixed and variable compensation, there is an individual bonus plan based on company, region or division and individual performance.

In line with our co-constructive approach, **agreements are communicated** in different ways, also depending on local laws. Sometimes they are shared in **government databases, intranet, emailed to all employees**, etc. **Unions can introduce themselves to new employees** and can contact employees via the e-mail distribution list. In general, **regular meetings** are organized with local unions and/or employee representatives where the Human Resources and Transformation (HRT) team timely address any issues and issues raised by either side. For example, workplace inspections and the preparation of risk assessments for reasons of occupational safety or complaints procedures due to discrimination (gender, age, ethnicity, etc.,) are dealt with in cooperation with trade unions and employee representatives. Some of the issues or raised cases can be solved easily, others may be **investigated by** the **Audit & Compliance team**, but eventually specific issues can also be referred to **external mediation**.

Co-construction is an important component for Stellantis. It aims to anticipate and support the Company's transitions by incorporating the human dimension, consequently helping to create a harmonious labor environment. Two major strikestrikes took place within Stellantis in 2023 according to the definition of SASB-310a.2. Stellantis was able to effectively mitigate the turbulence caused by the working stoppages through a comprehensive preparation plan, strong governance, and elite strategy. This allowed the company to navigate the challenges and minimize the impact on our operations, including the major strike in the US. It was triggered by the expiring of the Nationalnational agreement and UAW utilized their legal right to strike until a new agreement was found. The second major strike occurred in Italy and was declared by the trade unions to protest against the government for the lack of industrial initiatives and policies to support the revival of the metal sector in Italy. In total 76 strike events (versus 10 in 2022 and 13 in 2021) occurred corresponding to 136.5 days (versus 10.5 days in 2022 and 13 days in 2021). The two major strikes are responsible for the high increase of days compared to last years.

A globally established program to comply with Human Rights as well as its Diversity and Inclusion commitments and Wellbeing, Health and Safety policy is the Stellantis Integrity Helpline < 5.1.7 >.

- The Whistleblowing Policy embodied in our Integrity Helpline allows for **any violation of the Stellantis Code of Conduct and compliance rules to be reported** and received securely and confidentially, and to be processed and managed properly. This system is open to employees, employee representatives, suppliers and other stakeholders < 5.1.7 >. Stellantis is committed to handling claims and complaints that are raised < 7.1.5 >. Reports may be made anonymously unless local law provides otherwise. The confidentiality of the individual(s) involved in a case is paramount, and no external party is involved unless absolutely necessary to resolve a case and then only with appropriate **confidentiality safeguards**.
- The Company expects that all persons in the workplace will be treated with dignity, their rights respected and their privacy maintained. The Integrity Helpline can be used to report **any violation of the Code of Conduct including** fundamental **human rights**. Concerns are handled in accordance with the Stellantis Integrity Helpline - Whistleblowing Policy, applicable to all Stellantis companies and managed pursuant to local regulations.
- Each report is reviewed and when appropriate, triggers an internal investigation. The investigations are conducted with neutrality and respect in order to check and verify the facts. Behaviors that, after investigation, are concluded to violate our Code of Conduct can be subject to **disciplinary measures** that are proportional to the seriousness of the offense. Having an established reporting and case management system ensures that conduct or processes in violation of the Code can be detected promptly, thus limiting any potential negative impact on the Company and on its stakeholders.
- Any criticality arising from the concerns received are analyzed and specific corrective action plans implemented. Examples of action plans implemented arising from reports received that concluded in a violation of the company Code of Conduct include, revision of applicable procedures, assigned responsibilities and training deployed to reaffirm the expected standards of business conduct and behavior. Furthermore, a dedicated training, communication and awareness campaign was delivered to ensure that all employees are aware of how to behave to prevent the recurrence of such critical issues. Specific to 2023, communication campaigns and training courses related to compliance policies under the Code of Conduct, Human Rights, Export Controls & Sanctions and Information Protection were rolled-out.
- Action plans are monitored and verified to ensure that deadlines agreed upon with the owners are respected (postponement requests must be authorized by the Audit and Compliance department). The action plans are validated by the hierarchical managers of those responsible for the implementation of actions (overall responsible) and submitted for validation from the regional and global Ethics and Compliance Committees (ECC). The ECC reviews all the closure of reports and their action plans. The implementation of the actions is declared by the owners, who, on the due date, declare implementation by attaching the necessary information to support closure.
- The owners of the action may be from various business functions, depending on the finding/action to be implemented.
- Audit and Compliance monitors the actual closure of the most significant actions.

In 2023, 2,156 cases (versus 1,862 in 2022 and 1,524 in 2021) were reported via the Stellantis Integrity Helpline. All cases are investigated based on the Company's **Integrity Helpline - Whistleblowing Policy**. An investigation is carried out systematically with **actions taken based on the conclusions** **< 5.1.7 >**.

In addition, Stellantis is dedicated to abiding by laws and regulations and to preventing disputes. 11,694 employment grievances (versus 10,705 in 2022) were filed in 2023; 2,001 (versus 1,641 in 2022) of them were filed with an official external body (court, employment tribunal, public mediation body, etc.) and 9,693 (versus 9,064 in 2022) were filed according to an internal procedure. 3,925 grievances (versus 1,494 in 2022) were settled by a court or external body during the year.

Labor grievances resolution

	Year	Total
Grievances filed in court during the year	**2023**	**2,001**
	2022	1,641
	2021	1,501
Grievances filed internally during the year	**2023**	**9,693**
	2022	9,064
	2021	4,279
Grievances resolved by a court or external body during the year	**2023**	**3,925**
	2022	1,494
	2021	1,822
Of which decision of favor of the company	**2023**	**788**
	2022	544
	2021	571
Of which internal remediation with settlement agreement	**2023**	**919**
	2022	219
	2021	116
Of which conviction of the company	**2023**	**2,218**
	2022	731
	2021	1,227

The Company did not identify any incident of violations involving the rights of indigenous peoples during the reporting period.

The Stellantis Student Awards and Stellantis Motor Citizens (the Company's global employee volunteerism program) emphasize the importance of our global company engaging with communities on a local level. Both activities support social dialogue with our employees and build the next generation of leadership.

- A historical program, the Stellantis Student Awards, is rooted in our strategic plans and programs, **supporting education** and **continued learning** as critical functions of a **sustainable future**. The Awards are open to **all Stellantis automotive employees in the six regions, benefiting their children** who have recently graduated from high school or university with a financial award. The program reflects our corporate meritocracy, allowing each child the opportunity to earn the reward based on a defined and transparent list of criteria that is streamlined across all regions. In 2023, 1,585 applications (versus 1,500 in 2022) were reviewed and a total amount of €740,368 (versus €715,000 in 2022) has been distributed to the awarded children.
- **Stellantis Motor Citizens (global employee volunteerism** program) is designed to empower employees to make a difference in their communities by connecting to projects, programs, and partners that benefit from their talent and align with the three predefined UN Sustainable Development Goals (Sustainable Communities, Climate Change and Quality Education). Employees participate in "one day of service" or one paid day to help their communities thrive. Motor Citizens supports our 'We All Care' policy, making a commitment to the wellbeing of Stellantis employees, specific to the My Community lever focusing on social relations and volunteering **< 7.3.5 >**.

18,724

Total hours of voluntarism

We are part of the communities we work in and our employees are also influenced by them. Throughout several divisions, among others Manufacturing, Human Resources and Communications, Stellantis is in contact with its **surrounding communities**. We aim to act in a sustainable manner and to add value to the communities in which we are active. This exchange is **adapted to** the **regional** and **cultural needs** and **laws**, and depending on the project itself, including **employee representatives** and/or local **trade unions**. Often the open dialogue assists with finding the most creative and helpful ideas.

Type of activities we engage in but not limited to:

- supporting events by providing corporate infrastructure
- rural development
- education promotion, promotion of learning projects providing buildings, materials or lessons and infrastructure
- joint clean-up operations
- integrative projects of various population groups
- health, hygiene and environment protection:
  - medical support with Stellantis medical staff and equipment, including family members or residents of the community
  - blood donation campaigns in many sites

Some concrete examples of projects created, together with our social partners, and put in place in our communities:

Argentina: Contribution to the construction of four emergency houses to combat the housing crisis.

Brazil: Support for the construction of a nursery school in Betim.

US: An outdoor gardening project that included weeding, moving wood chips, tiling, planting, harvesting and composting.

India: To enhance the health, ecological and environmental surroundings of the village communities, two water bodies were renovated in Adhigathur village. A public park was also built for use by the villagers of Melnallathur.

Morocco: Canteen refurbishment for an orphanage, including the purchase and installation of tables and chairs and the decoration of the space.

Hungary: Maintenance of a children's playground in Magyarszecsod.

Poland: Cooperation with the City Hall of Gliwice in the accommodation of Ukrainian refugees (availability and adjustment of Stellantis premises).

Spain: Support for women victims of gender-based violence and at risk of social and professional exclusion by providing coaching to improve their skills in job interviews, find employment opportunities and by giving them social and economic support in partnership with non-profit entities.

UK: Clearing an overgrown and unused wooded area to create a viewpoint for young people to bird watch, together with the creation of a tranquil area for the children to sit, enhancing their senses and learning about nature.

3.1.8 DETAILED KEY PERFORMANCE INDICATORS

GRI 3-3 | GRI 401-1

Stellantis Workforce Headcount

Scope of reporting: Legal entities joining Stellantis less than six months ago or out of the HR consolidation tool are not taken into account for the CSR Human Capital KPIs. In 2023 8,308 employees are not included in the CSR report (with own reports: Aramis 2,339 and COMAU 3,711 and Almotive, Autobiz, Autodie, CPK, ShareNow, Stimcar, Suramericana de Plasticos and UAP with a total of 2,258 employees).

The headcount and FTE information is based on data of 31.12.2023.

		Workforce distribution by reportable segment (headcount)		Workforce distribution by geographic area (headcount)	
	Year	Number	%	Number	%
Enlarged Europe	**2023**	**125,824**	**50**	**132,288**	**53**
	2022	131,075	49	139,005	53
	2021	142,078	50	150,807	54
North America	**2023**	**78,142**	**31**	**79,211**	**32**
	2022	84,221	32	85,972	32
	2021	89,412	32	91,289	32
South America	**2023**	**27,602**	**11**	**28,283**	**11**
	2022	26,178	10	28,966	11
	2021	26,619	9	29,352	10
Middle East & Africa	**2023**	**5,668**	**2**	**5,679**	**2**
	2022	5,042	2	5,311	2
	2021	5,698	2	5,983	2
China and India & Asia Pacific	**2023**	**5,214**	**2**	**5,481**	**2**
	2022	4,384	2	4,678	2
	2021	3,893	1	4,164	1
Maserati	**2023**	**1,307**	**1**		
	2022	1,427	1		
	2021	1,538	1		
Other	**2023**	**7,185**	**3**		
	2022	11,605	4		
	2021	12,357	4		
Total	**2023**	**250,942**	**100**	**250,942**	**100**
	2022	263,932	100	263,932	100
	2021	281,595	100	281,595	100

Stellantis Workforce Full Time Employee

	Year	Workforce distribution by reportable segment (FTE)		Workforce distribution by geographic areas (FTE)	
		Number	%	Number	%
Enlarged Europe	**2023**	**116,845**	**50**	**122,981**	**53**
	2022	121,345	50	128,916	53
North America	**2023**	**70,578**	**30.3**	**71,645**	**31**
	2022	75,452	31	77,193	31
South America	**2023**	**27,096**	**12**	**2,772**	**12**
	2022	25,702	10	28,458	12
Middle East & Africa	**2023**	**5,667**	**2**	**5,678**	**2**
	2022	5,041	2	5,310	2
China and India & Asia Pacific	**2023**	**4,893**	**2**	**5,160**	**2**
	2022	4,383	2	4,677	2
Maserati	**2023**	**1,299**	**1**		
	2022	1,417	1		
Other	**2023**	**6,858**	**3**		
	2022	11,214	4		
Total	**2023**	**233,236**	**100**	**233,236**	**100**
	2022	244,554	100	244,554	100

Part-time employees by gender age group and geographic area

	Year	Women				Men				Total
		Under 30 yo	30-50 yo	Over 50 yo	Total	Under 30 yo	30-50 yo	Over 50 yo	Total	
Enlarged Europe	**2023**	**428**	**2,163**	**733**	**3,324**	**1,094**	**1,764**	**852**	**3,710**	**7,034**
	2022	276	763	2,307	3,346	819	924	2,014	3,757	7,103
	2021	354	2,557	663		956	2,067	1,479		8,076
North America	**2023**	**861**	**1,216**	**258**	**2,335**	**1,513**	**1,734**	**343**	**3,590**	**5,925**
	2022	1,041	264	1,256	2,561	1,760	348	1,870	3,978	6,539
	2021	1,284	1,399	209		2,045	1,785	232		6,954
South America	**2023**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	2022	-	-	-	-	-	-	-	-	-
	2021	-	1			4	4	1	9	10
Middle East & Africa	**2023**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	2022	-	2	9	11	-	1	1	2	13
	2021		12	1			1			14
China and India & Asia Pacific	**2023**	**3**	**1**	**-**	**4**	**4**	**-**		**4**	**8**
	2022	-	-	-	-	-	-	-	-	-
	2021		1					1		2
Total	**2023**	**1,292**	**3,380**	**991**	**5,663**	**2,611**	**3,498**	**1,195**	**7,304**	**12,967**
	2022	1,317	1,029	3,572	5,918	2,579	1,273	3,885	7,737	13,655
	2021	1,638	3,970	873		3,005	3,857	1,713		15,056
Of which half-time employees	**2023**	**5**	**114**	**115**	**234**	**4**	**97**	**228**	**329**	**563**
	2022	149	161	682	992	362	295	618	1,275	2,267
	2021	219	751	126		615	681	245		2,637

Non-guarantee hour employees

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Women FTE	2023	1	974	-	-	-	975
Men FTE	2023	13	1,517	-	-	-	1,530
Women HC	2023	6	2,278	-	-	-	2,284
Men HC	2023	30	3,543	-	-	-	3,573

Hiring over the year by age, category and gender

		Blue collars				White collars				Top Management				Total
		Fixed-term contract		Permanent contract		Fixed-term contract		Permanent contract		Fixed-term contract		Permanent contract		
	Year	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	
Up to 30 yo	2023	2,860	7,226	873	2,488	547	861	540	1,053	-	-	-	-	16,448
	2022	2,744	6,549	1,093	4,101	558	1,010	631	1,248	-	-	-	-	17,934
30-50yo	2023	1,910	3,043	994	1,888	148	333	719	1,739	-	-	1	6	10,791
	2022	2,492	3,699	1,064	2,674	192	370	746	2,077	-	-	6	14	13,334
Over 50 yo	2023	171	306	94	349	14	22	111	300	-	-	4	1	1,372
	2022	320	530	97	492	18	33	99	389	-	-	3	18	1,999
Total	2023	4,941	10,575	1,961	4,725	709	1,216	1,370	3,092	-	-	5	7	28,601
	2022	5,556	10,778	2,254	7,267	768	1,413	1,476	3,714	-	-	9	32	33,267

Leavers by gender and age

	Year	Up to 30 years old	31 to 50 years old	Over 50 years old	Total number of leavers by gender	% of leavers by gender
Women	**2023**	**1,051**	**3,007**	**2,002**	**6,060**	**23%**
	2022	1,235	2,836	1,574	5,645	21%
	2021	5,031	4,864	1,955	11,850	26%
Men	**2023**	**3,514**	**7,742**	**8,890**	**20,146**	**77%**
	2022	3,819	8,832	8,652	21,303	79%
	2021	12,787	11,777	9,264	33,828	74%
Total of leavers by age	**2023**	**4,565**	**10,749**	**10,892**		
	2022	5,054	11,668	10,226		
	2021	17,818	16,641	11,219		
% of leavers	**2023**	**17.0%**	**41.0%**	**42.0%**		
	2022	18.8%	43.3%	37.9%		
	2021	39%	36%	25%		

Leavers by category - gender and type of leaves

(Stellantis worldwide)	Year	Blue collars		White collars		Top Management		Total			
		Women	Men	Women	Men	Women	Men	Women	Men	Total	Ratio
Resignations	**2023**	**496**	**2,156**	**926**	**2,263**	**7**	**28**	**1,429**	**4,447**	**5,876**	**22%**
	2022	542	2,491	1,336	3,667	7	10	1,885	6,168	8,053	30%
	2021							2,577	8,377	10,954	24%
Dismissals	**2023**	**1,759**	**4,269**	**315**	**843**	**5**	**12**	**2,079**	**5,124**	**7,203**	**27%**
	2022	1,758	4,823	261	728	1	4	2,020	5,555	7,575	28%
	2021							4,143	11,793	15,936	37%
Redundancies and transfer of undertakings	**2023**	**443**	**2,464**	**509**	**1,921**		**2**	**952**	**4,387**	**5,339**	**20%**
	2022	669	4,124	494	2,105	-	1	1,163	6,230	7,393	27%
	2021							605	2817	3422	7%
Other departures	**2023**	**773**	**4,601**	**823**	**1,565**	**3**	**23**	**1,599**	**6,189**	**7,788**	**30%**
	2022	319	2,352	255	985	3	13	577	3,350	3,927	15%
	2021							4,525	10,841	15,366	32%
Total	**2023**	**3,471**	**13,490**	**2,573**	**6,592**	**15**	**65**	**6,059**	**20,147**	**26,206**	**100%**
	2022	3,288	13,790	2,346	7,485	11	28	5,645	21,303	26,948	100%
	2021							11850	33828	45678	100%

Turnover rate by geographic area gender and age*

		Women			Men			Total			Total of turnovers by geographic area
	Year	Up to 30 years old	31 to 50 years old	Over 50 years old	Up to 30 years old	31 to 50 years old	Over 50 years old	Up to 30 years old	31 to 50 years old	Over 50 years old	
Enlarged Europe	**2023**	**19%**	**7%**	**5%**	**17%**	**4%**	**4%**	**17%**	**5%**	**4%**	**5%**
	2022	17%	5%	4%	15%	4%	5%	16%	4%	4%	5%
North America	**2023**	**13%**	**10%**	**14%**	**21%**	**9%**	**14%**	**19%**	**9%**	**14%**	**12%**
	2022	15%	8%	7%	14%	7%	8%	15%	8%	8%	9%
South America	**2023**	**29%**	**22%**	**15%**	**22%**	**12%**	**10%**	**24%**	**14%**	**10%**	**15%**
	2022	30%	20%	14%	24%	13%	11%	25%	14%	11%	16%
Middle East & Africa	**2023**	**21%**	**17%**	**19%**	**17%**	**14%**	**9%**	**18%**	**15%**	**11%**	**16%**
	2022	23%	14%	13%	28%	14%	11%	26%	14%	11%	18%
China and India & Asia Pacific	**2023**	**19%**	**15%**	**18%**	**31%**	**13%**	**17%**	**28%**	**13%**	**17%**	**16%**
	2022	41%	26%	25%	39%	21%	16%	40%	22%	17%	24%
Total of turnover by gender and age	**2023**	**19%**	**10%**	**9%**	**20%**	**7%**	**7%**	**20%**	**8%**	**7%**	**8.8%**
	2022	20%	8%	5%	18%	7%	6%	18%	7%	6%	7.7%
	2021										7.4%

*Excluding leavers under mutual separation programs

Turnover rate by geographic area gender and category*

		Women			Men			Total			Total of turnover by geographic area
	Year	White collars	Blue collars	Top Management	White collars	Blue collars	Top Management	White collars	Blue collars	Top Management	
Enlarged Europe	**2023**	**8%**	**5%**	**5%**	**5%**	**4%**	**7%**	**6%**	**4%**	**7%**	**5%**
	2022	6%	4%	NA	6%	4%	NA	6%	4%	NA	5%
North America	**2023**	**12%**	**12%**	**11%**	**10%**	**13%**	**10%**	**10%**	**13%**	**10%**	**12%**
	2022	10%	8%	NA	10%	8%	NA	10%	8%	NA	9%
South America	**2023**	**17%**	**28%**	**-%**	**13%**	**14%**	**3%**	**14%**	**16%**	**3%**	**15%**
	2022	13%	30%	NA	10%	17%	NA	11%	18%	NA	16%
Middle East & Africa	**2023**	**19%**	**19%**	**-%**	**18%**	**13%**	**10%**	**18%**	**14%**	**9%**	**16%**
	2022	20%	9%	NA	19%	17%	NA	20%	16%	NA	18%
China and India & Asia Pacific	**2023**	**16%**	**120%**	**-%**	**14%**	**34%**	**24%**	**14%**	**35%**	**19%**	**16%**
	2022	28%	100%	NA	23%	12%	NA	25%	13%	NA	24%
Total turnover by gender and category	**2023**	**10%**	**11%**	**7%**	**8%**	**9%**	**8%**	**8%**	**9%**	**8%**	**8.8%**
	2022	9%	9%	NA	8%	7%	NA	8%	7%	NA	7.7%
	2021										7.4%

*Excluding leavers under mutual separation programs

Length of service - permanent contract employees

	Year	Up to 5 years	6 to 10 years	11 to 20 years	21 to 30 years	Over 30 years	Total
Number of employees	**2023**	**49,121**	**38,640**	**51,758**	**59,479**	**30,153**	**229,151**
	2022	54,703	41,986	52,238	63,362	32,385	244,674
	2021	59,380	45,997	54,344	64,408	34,589	258,718

Contractors (Intellectual services)

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Women	**2023**	**349**		**43**	**67**	**611**	**1,070**
	2022	506	20	173	36	507	1,242
	2021						
Men	**2023**	**900**	**-**	**66**	**126**	**2,170**	**3,262**
	2022	1,233	32	1,586	443	1,943	5,237
	2021						
Gender Unknown	**2023**	**687**	**718**	**2,336**	**135**	**0**	**3,876**
	2022	725	1,073	0	0	0	1,798
	2021						
Total	**2023**	**1,936**	**718**	**2,445**	**328**	**738**	**8,208**
	2022	2,464	1,125	1,759	479	2,450	8,277
	2021						

All contractors

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Women	**2023**	**3,163**	**-**	**121**	**609**	**868**	**4,761**
Men	**2023**	**17,464**	**-**	**576**	**3,711**	**3,093**	**24,844**
Gender Unknown	**2023**	**6,454**	**852**	**3,522**	**135**	**-**	**10,963**
Total	**2023**	**27,081**	**852**	**4,219**	**4,455**	**3,961**	**40,569**

Temporary workers by geographic area and gender

	Year	Women	Men	Unknown	Total
Enlarged Europe	**2023**	**2,571**	**10,234**	**-**	**12,805**
	2022				7,794
	2021				2,350
North America	**2023**	**-**	**1**	**1,115**	**1,116**
	2022				1,124
	2021				-
South America	**2023**	**38**	**47**	**-**	**85**
	2022				268
	2021				90
Middle East & Africa	**2023**	**13**	**28**	**-**	**41**
	2022				10
	2021				-
China and India & Asia Pacific	**2023**	**66**	**480**	**-**	**546**
	2022				1,035
	2021				-
Total	**2023**	**2,712**	**10,974**	**1,115**	**14,593**
	2022				10,231
	2021				2,440

Apprenticeship / Internship

	Year	Women	Men	Total
Number of apprentices at 31 December	**2023**	**1,708**	**3,205**	**4,913**
	2022	1,396	2,982	4,378
Number of interns	**2023**	**1,231**	**2,168**	**3,399**
	2022	810	1,300	2,110
Total	**2023**	**2,939**	**5,373**	**8,312**
	2022	2,206	4,282	6,488

Social Dialogue Bodies by country

Country	Year	Number of work council or employee body
Algeria	**2023**	**-**
	2022	1
	2021	2
Argentina	**2023**	**-**
	2022	2
	2021	2
Austria	**2023**	**6**
	2022	7
	2021	8
Belgium	**2023**	**4**
	2022	9
	2021	4
Brazil	**2023**	**1**
	2022	7
	2021	9
Canada	**2023**	**11**
	2022	11
	2021	14
Chile	**2023**	**2**
	2022	2
	2021	
China	**2023**	**15**
	2022	16
	2021	
France	**2023**	**34**
	2022	35
	2021	46
Germany	**2023**	**24**
	2022	38
	2021	15
Hungary	**2023**	**4**
	2022	4
	2021	1
India	**2023**	**-**
	2022	-
	2021	2
Italy	**2023**	**75**
	2022	103
	2021	65
Japan	**2023**	**1**
	2022	1
	2021	
Malaysia	**2023**	**-**
	2022	1
	2021	1
Mexico	**2023**	**-**
	2022	2
	2021	7
Morocco	**2023**	**20**
	2022	5
	2021	4
Nether-lands	**2023**	**10**
	2022	2
	2021	2
Poland	**2023**	**11**
	2022	6
	2021	4
Portugal	**2023**	**5**
	2022	11
	2021	3
Russia	**2023**	**-**
	2022	-
	2021	1
Serbia	**2023**	**2**
	2022	1
	2021	1
Slovakia	**2023**	**3**
	2022	5
	2021	2
Spain	**2023**	**106**
	2022	70
	2021	16
Turkey	**2023**	**1**
	2022	1
	2021	
United Kingdom	**2023**	**12**
	2022	47
	2021	42
United States	**2023**	**84**
	2022	84
	2021	39
Total	**2023**	**431**
	2022	471
	2021	290

Employees Unionized by category

(North America)

	Year	Number of employees unionized	% of employees unionized
Blue collars	**2023**	**60,015**	**100%**
	2022	64,657	100%
	2021	68,968	99%
White collars	**2023**	**2,370**	13%
	2022	2,760	14.3%
	2021	3,002	15%
Top Management	**2023**	**-**	**-%**
	2022	-	-%
	2021	NA	NA

New Era of Agility (remote work) by gender

		Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Number of employees eligible to NEA	Women	**2023**	**11,092**	**2,600**	**1,603**	**616**	**1,055**	**16,966**
		2022	10,365	3,279	1,792	562	975	16,973
		2021						
	Men	**2023**	**32,149**	**7,955**	**3,677**	**1,457**	**2,965**	**48,203**
		2022	27,626	11,458	3,658	928	2,844	46,514
		2021						
Number of employees participating to NEA	Women	**2023**	**9,131**	**2,500**	**1,479**	**585**	**1,044**	**14,739**
		2022	7,545	2,410	1,670	562	975	13,162
		2021						
	Men	**2023**	**23,889**	**7,710**	**3,043**	**1,118**	**2,942**	**38,702**
		2022	19,194	7,888	3,331	928	2,844	34,185
		2021						

Employee Volunteerism

Year	Number of people participated	Hours of volunteerism
2023	**5,174**	**18,724**
2022	713	4,779
2021	1,117	6,249

Full-time own workers working more than 48 hours per week by geographic area and by type of contract

	Year	Fixed-term contract	Permanent contract	Total
Enlarged Europe	**2023**	**23**	**330**	**353**
	2022	-	13,950	13,950
North America	**2023**	**2,238**	**11,733**	**14,671**
	2022	589	7,759	8,348
South America	**2023**	**205**	**17,898**	**18,103**
	2022	300	16,908	17,208
Middle East & Africa	**2023**	**-**	**-**	**-**
	2022		57	57
China and India & Asia Pacific	**2023**	**207**	**366**	**573**
	2022	16	255	271
Total	**2023**	**3,373**	**30,328**	**33,700**
	2022	905	38,929	39,834

3.2 ATTRACTING AND DEVELOPING ALL TALENT



3.2.1 CONTEXT AND STELLANTIS POSITION

GRI 3-3

CSR issue/challenge #5 Attracting and developing all talent

Talent management takes center stage in Stellantis Human Resources activity and practice. **We strive to attract and retain diverse talents** all over the world with the capabilities required for our success. At Stellantis we aspire to be recognized as the "employer of choice" in the labor marketplace. Our intentions are to create actions that retain and attract talent with critical skills. Our objective is to build an Employer Brand action plan by implementing a process to monitor the attractiveness of our Company. To further engage and motivate our team, **meritocracy is at the center of our strategy**, as we recognize and reward success.

As announced in Dare Forward 2030, our objective is to have approximately 4,500 software employees by the end of 2024, achieved through a combination of hiring, upskilling and reskilling our existing talent. Our capacity to develop internal strategic skills in software, data and electrification, is key. This is the reason we have launched dedicated **learning academies**. Our aspiration is to build an agile learning organization by shifting the learning paradigm from a push to a pull learning model. This approach will provide more support to existing talent who want to develop their skills and find appropriate resources to perform in their current role, therefore satisfying their growth ambitions.

Company's public position

Employees will lead the transformational change that is underway in the auto industry. In order to remain one of the leading companies in the sector, at Stellantis we strive to provide opportunities for our people to grow professionally, helping in the retention of skills and the development of talented and engaged teams.

3.2.2 FORWARD-LOOKING VISION AND TARGETS

GRI 3-3

Commitment scoreboard

CSR ISSUE/CHALLENGE **#5 Attracting and developing all talent**

VISION/AMBITION: Recruit and empower talents, by increasing a 'learning enterprise culture' and developing strategic skills, with the right talents in the key roles to create a highly committed workforce and seize new businesses.

OWNER: Chief Human Resources & Transformation Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2024)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
Access rate to training (=No. of employees trained/total number of employees)	95%	100%	100%	72%	85%*	**90%***
% of technical engineering reskill/ upskilling	10%	30%	50%	5%	~6%	**7.7%**

* Data calculated in FTE, not comparable with 2021 data

3.2.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

In 2023, 28,601 new employees were hired (versus 33,267 in 2022 and 34,751 in 2021) in strategic fields including Purchasing, Supply Chain, Software, Marketing and Sales therefore demonstrating our goal of being an employer of choice. With today's transformation of the automotive industry, attracting and retaining talent at Stellantis is of high importance. In relation to talent management activities, we identified the following risks and opportunities:

- **Risks linked with the tight labor market that is persistent around the world**: In these markets, specific skills and the most talented people have more options for employment.
  - Through global teams and projects, development programs, specific international assignments and the possibility to work remotely, many employees at Stellantis can and do have an impact beyond their geographical location.
- **Risks related to weak employer brand recognition**
  - We are strengthening communication about our employer brand initiatives and existing brand career pages will be directed to the new Global Stellantis career page.
- **Risk of not having the right skills in the right places at the right time**
  - Through the job family approach, strategic skills management and the learning academies, regular reviews and actions are taken to ensure the skills of the future are being cultivated.
- **Risk of not matching skills needs and learning offers**
  - Strategic skills are linked to new tech and market challenges. Software, digital, ADAS and electrification are emergent topics with limited availability of internal and external content. This risk is mitigated by leveraging our subject matter experts (fellows and senior fellows), scouting international digital libraries and application of Artificial Intelligence (AI) to match skills and learning resources.

Opportunities

- A unique opportunity for talent to work with Stellantis, become exposed to, or work within a wide variety of cultures, due to a workforce composed of 160 nationalities (versus 162 in 2022 and 170 in 2021).
- In 2023, we continued to build upon the Talent Management best practices established since the merger, with over 80% of our white-collar employees completing all seven steps of their Employee Talent Journey < 3.2.7 >. We also continued to build upon our talent pipeline for the future, through talent identification and succession planning practices.
- Through the redefinition of the Internal Mobility Rules, we are increasing **job opportunity** awareness for our employees, enabling them to more readily take on new challenges with our organization. This will also enable us to better enhance diversity and inclusion across our teams, which will accelerate change and drive performance.
- Opportunity to strengthen employee **self-development** thanks to the integration of the new learning platform with an enhanced learning experience and mobile-ready platform, which aims to develop and anticipate the future strategic skills needed to grow our business.

3.2.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 3-3

The entire **Top Executive Team** (TET) plays a vital role in building, reviewing and approving the top layers of the organization. The TET members worked, and continue to work, diligently with each other and their strategic Human Resources Business Partners on building, refining and improving the structure of their teams. Changes to the structure of their teams and talent placements are reviewed with the full TET, including the Chief Executive Officer, for discussion and approval in **committee meetings** that occur two times per month. For the layer under their direct reports, TET members discuss, review and share their proposals with the Chief Human Resources Officer for input and approval. These reviews occur semimonthly or monthly, based on the volume of changes, in a Strategy Council meeting or a dedicated HR committee meeting.

These activities, with direct executive involvement, since 2021 led to the confirmation or creation of over **472 leadership teams, the appointment of over 4,534 leaders in Stellantis** (with 30% of positions held by women, versus 27% in 2022 and 24% in 2021, within the top three layers of the Company). Succession planning activities are managed to ensure that appropriate talent is available to fill critical or strategic managerial roles.

The **Stellantis Talent identification process** aims to search for diverse profiles and experiences, identify and look for talent within the organization, assign diverse talent to key positions, support new businesses, protect knowledge and knowhow, promote and develop local skills and objectively reward performance. The identified next career steps for employees, are discussed by leaders in the organization and used to create formal succession plans. These plans are a point of focus for the analysis of the Stellantis talent pipeline as well as the identification and execution of development actions. Succession plans for critical and strategic roles are based on meritocracy, performance, technical and leadership assessments and take into consideration the aspirations of employees. Succession plans are reviewed specifically with TET members and are monitored by a team of HR professionals dedicated to the support of talent activities. These plans also form the foundation of developmental activities for this population of high potential employees, with specific actions identified to increase readiness and prepare talent for future roles.

Stellantis Learning Organization called the **Stellantis Learning Hub** operates at a global level in order to set the learning strategy, as well as design and deliver common strategic initiatives. The Stellantis Learning Hub also enables the extension of the global strategy into our regions, where global and local programs are delivered. **Technical Academies** offer learning opportunities through the development of designing and delivering technical skills and related training initiatives within their divisions.

3.2.5 POLICIES TO EXECUTE THE STRATEGY

GRI 2-19 GRI 3-3

Talent Management

Based on **meritocracy** and contributing directly to the corporate strategy, the Stellantis talent management approach seeks to **diversify profiles and experiences** and to identify and look for talent within the organization. The focus on **strategic skills allows** the organization to identify the best match between future needs and current resources. A network of experts contributing to the Company's technological roadmap is in place, whose mission is to identify the skills required according to the technical needs within the Company. This approach can be defined as "**Talent to value**": we identify the roles that drive the performance and put our most talented people in the right roles.

At the heart of the global HR policy to manage skills, we set up a worldwide and cross organization governance of 15 Stellantis global job families. Our objective is to build the roadmap of technical strategic skills for current employability and future transformation. We kicked off the foundation of a global network of expertise with the Chief Technology Officer leadership gathering Senior Fellows and Fellows to drive technical innovation. This community will play a key role for research and experimentation, external relationships, and partnership to develop technical know-how aligned with the Dare Forward 2030 strategy < 3.1 >.

Stellantis Learning Transformation Policy

Stellantis' ambition is to create a widespread culture of continuous learning that leverages in-house experts and enhances learning in the flow of work and continuous development. This ambition is made possible by a strategy focused on two main axes:

1. progressively combine the "push" actions, recommended by the Company, with other "pulls", which leave full autonomy to people

2. segment initiatives, learning methods and measures according to their purposes:

- **Common ground**, giving common identity while enhancing diversity. This includes initiatives related to common values, leadership behaviors, the rules that each of us must respect for safety and well-being.
- **Employability**, providing or reinforcing the technical skills necessary to work efficiently in the short and medium term. The academies are training organizations aimed at providing the best possible learning opportunities to specific job roles within a job family. Job families are professional jobs grouped by a set of common skills.The role of academies is fundamental for the design of the training offer in alignment with professional families.
- **Enable the Future** supporting the Dare Forward 2030 strategy by providing knowledge and skills needed to make it happen. Prepare for, for example, digital transformation, carbon zero processes and products, entrepreneurship and new ways of working < 3.2.7 >.

Compensation Policy

Stellantis' compensation policy is designed to promote and reward those who achieve results based on **leadership and performance**. The Company benchmarks its compensation and benefits programs. We aim to offer consistent and fair compensation and benefits that are aligned with its overall business strategy. Stellantis commits to communicate to employees in every country, the various aspects of compensation, social benefits, health and disability insurance, personal development and working environment. As evidence of the ability of the employee representatives to reconcile cost control, competitiveness and rewarding performance, 168 salary agreements were signed (versus 174 in 2022 and 62 in 2021). The **Company's compensation policy has three main objectives**:

1. reward performance

2. provide an equitable, fair, competitive, market-driven compensation package

3. attract and retain key talent.

Our compensation policies and practices are designed to comply with applicable laws with a focus on diversity and inclusion. Compensation practices involving recruitment, promotions, annual salary reviews and incentive awards are reviewed for consistency across employee groups. Allegations of issues regarding eligibility or compensation actions are reviewed for further analysis, explanation and any eventual actions or resolution.

A base salary is determined on the scope of job responsibilities, experience, performance and the competitive market. Collective variable compensation is a component of the comprehensive compensation programs offered by Stellantis. These collective programs target all categories of employees and aim to reward collective and individual performance while engaging employees in value creation for the Company. As a base benefit, Stellantis employees across the globe receive basic health care coverage through company insurance programs or from their local government health system where applicable.

Compensation & Benefits Practices - Living Wages

We align with the United Nation's Declaration of Human Rights principle that everyone has the right to a standard of living adequate for the health and well-being of themselves and of their family. Workers deserve a living wage and fair pay brings benefits for families, communities and our business. Fair compensation means ensuring the pay for employees is set at a level that is both **fair and livable and provides equal pay for equal work**. A 'Framework' for fair compensation covers the overall compensation process. It provides a structured way for a company to outline how the various elements of their compensation packages deliver fair compensation to their employees.

Our Framework applies globally and has several principles reflective of our commitment:

- fair and livable compensation
- market-based compensation
- no discrimination in compensation
- pay for performance
- good faith negotiation of compensation with recognized employee labor organizations.

Long Term Incentive by gender

	Year	Women	Men	Total
Number of employees benefited	**2023**	**461**	**1,633**	**2,094**
	2022	342	1,447	1,789
	2021	366	1,554	1,920
% of employees covered by LTI	**2023**	**0.86%**	**0.83%**	**0.83%**
	2022	0.62%	0.69%	0.68%
	2021	0.64%	0.70%	0.69%

3.2.6 ORGANIZATION AND RESOURCES

GRI 103-2 | GRI 205-2 | GRI 401-2 | GRI 404-1

- **Global Leadership Development team**

  The Global Leadership Development team is dedicated to the design, planning, education and governance of talent management and leadership development activities. The tools include, but are not limited to, **assessment centers, coaching, mentoring and digital assessment tools**. The team works closely with a global network of over 50 leadership development professionals specifically identified to coordinate and support talent activities within each regional organization and each global function. This global network works together to lead the execution of all talent activities with the operational facing HR teams around the world.

- **Stellantis Learning Hub**

  To support Stellantis' transformation to a sustainable mobility tech company, it is vital that employees learn continuously throughout their careers. The Stellantis Learning Hub is a new Stellantis organization dedicated to learning through a network of academies, learning communities and teams; an agile organization that leverages smart systems to:

  - make knowledge available anytime, anywhere, right when it is needed
  - connect diverse and distributed expertise and intelligence.

Central Hub sets the learning strategy and the learning ecosystem at a global level. It helps subject matter experts share their knowledge and design global programs across divisions, supporting talent development, business priorities and corporate transformation.

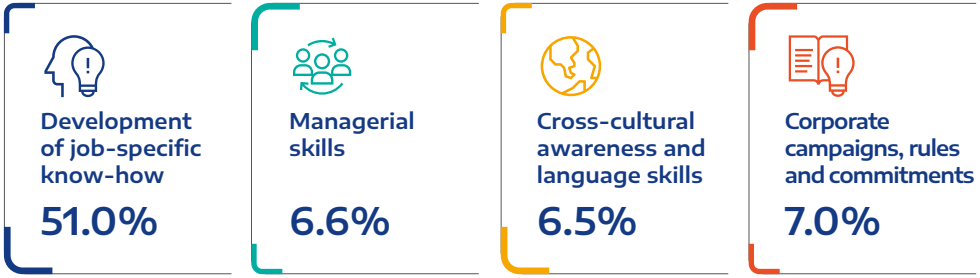
Technical Academies collect technical needs and design Professional Family related training. The academies cover Engineering, Electrification, Manufacturing, Sales and Marketing, Retail, Corporate, Data & Software, Purchasing & Supply Chain, ICT & Digital and Financial Services. They provide training programs related to current and future **employability**.

Learning teams at the region and country level support the implementation of global strategies and initiatives. They also manage local challenges, rules and specific needs.

The Company invested approximately €144 million in training during 2023 (versus €197 million in 2022), which is 0.78% of employee wage expenses (versus 1.13% in 2022), delivering around 2.9 million hours of training (versus 3.17 in 2022) to approximately 210,000 employees (versus 208,535 in 2022).

Year	Hours of training	Individual training courses provided to employees	Training investment per FTE (in €)	Average hours trained per FTE	Employees benefited from at least one training course during the year
2023	**2,881,002**	**680,540**	**612**	**12**	**209,998**
2022	3,175,783	662,540	809	13	208,535
2021	3,497,750	458,913	505	12,5	202,437

Training hours distribution per training area



- **Compensation and Benefits**

The overall Company's compensation policy also includes the provision of a competitive employee benefits program in each of the countries, while controlling costs and meeting Stellantis' social responsibility commitments. As the Company continues in the integration of the merger, an analysis of benefit programs globally is being conducted to harmonize and benchmark competitive market practices in each country. Refer to < 3.1.7 > for pension and saving schemes.

In 2023, Stellantis remained committed to recognizing the contributions of its white-collar employees through performance-based incentives. Approximately 55,000 individuals (versus 61,000 in 2022 and 60,541 in 2021) received bonuses tied to both company and individual achievements (linked to annual appraisal) throughout the year. This program reinforces our dedication to recognizing and rewarding merit, driving motivation and engagement within our workforce.

Additionally, the Company expanded the profit sharing to 218,305 employees, with a total distribution of €2 billion. Stellantis offers Long-Term Incentives for specific top managers and key talent. It is a significant component as it is designed to attract, retain and motivate expert leaders and talent. Performance goals set for LTI compensation are aligned with the interests of shareholders and other stakeholders, goals include total shareholder return, synergies and CO_2 emissions reductions.

3.2.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3

From day one, we built the Stellantis family with our talents at its core and the ambition to:

- **develop the right talents and skills** for a sustainable transformation
- create the conditions for **greater retention, attractiveness and performance**.

This is the reason why in 2022, Stellantis took an important step forward in the evolution of our talent strategy by launching a new program called **BOOST**: **B**uilding **O**n **O**ur **S**ingular **T**alents. The BOOST program is intended to create a level of clarity and transparency to all employees on expectations and empower them to continue to grow and develop in their careers. The backbone of this program is the Employee Talent Journey.

Employee Talent Journey:

The Stellantis Employee Talent Journey is how we work together to drive the performance of the organization through development and growth.

The Employee Talent Journey is based on seven main steps during the year.

Main steps of the employee talent journey

Employee Talent Journey



Your Journey. Your Way.

At the beginning of each year, managers and White Collar workers, identify **objectives** and related targets for the year.

In the second step, managers and employees discuss employee's **aspirations** and the local leadership behaviors in line with the Stellantis Leadership model.

Career planning is also considered in a dedicated phase; this is the opportunity for employees to identify concrete career steps for the future. Based on the employee's performance, aspirations, leadership behaviors, technical skills and experience, managers and employees discuss potential next positions for the employee and discuss what it will take to get there.

Behavior and Values ratings based on our company values (Code of Conduct), which include management skills, are identified via an employee self-assessment of their strengths and focus areas, which is confirmed by their manager.

Technical skills is another step dedicated to the key competencies of employees and their current and future employability within the Company. Technical skills libraries are identified by job families, referring to specific areas of employability called professions. The skill set includes a mix of skills needed to support both current employability and more strategic to enable our future. Employees can customize their profiles adding new competencies to complete their skills overview before starting the self-assessment using a five-point rating scale. For employees, this is the opportunity to think about their current competencies and the new ones that they can develop to reach their aspirations.

Development actions are then proposed by the IT system and managers and employees work together to identify the highest developmental priorities, defining concrete actions and resources to act on those priorities including training.

Throughout the year employees work to reach the targets with managers supporting and providing feedback where needed. To aid in the growth and development of our employees, we have developed a series of assessment tools - a traditional 360 assessment, as well as two tools specifically for leaders and their teams - Leader Dynamics and Team Dynamics. All three of these assessments are centered around the Stellantis Leadership Values. The 360 assessment is an online tool that enables employees to get anonymous feedback from their managers, peers and direct reports/downstream customers, allowing them to get a holistic view of how they perform and deliver in their role. The Leader Dynamics assessment allows a leader to complete a self-assessment of their leadership style, which is then contrasted with responses to those same questions by their direct/indirect team. Finally, the Team Dynamics assessment allows for teams to better understand how they function as a cohesive unit. Whichever assessment is utilized, all three provide insight that can be used to inform their development and future growth.

By submitting the **results** for the annual appraisal the employee certifies that they have been achieved their results in compliance with the Stellantis Code of Conduct and that any potential Conflict of Interest was disclosed.

Annual Appraisal completed by white collar employees

96%

Onboarding

At Stellantis we welcome our new talents and make newcomers ready to be part of the company. All new talents start with Onboarding training, sharing our values and visions as well as to help them become committed members of Stellantis, a company in full transformation aimed at meeting the new mobility needs of our customers. At the start of 2023, we instituted a pilot program within one of our highest volume global organizations to measure the onboarding experience. Comprised of a survey sent to both the new hire and their manager, we measured both their recruitment/hiring process as well as their alignment with the organization – their team, their role, and the culture of Stellantis. We also created a curriculum for incomers including an onboarding presentation, code of conduct and speak up learning modules.

Internal Mobility

Internal mobility is a way to enhance career progression while helping Stellantis meet strategic business needs with existing employee skill sets. In our transition to a mobility tech company, it is essential to utilize all the expertise that employees bring to the table. Building on our singular talent while finding fresh ways to contribute to the Company's vision and success. "Be Mobile" is a program setting new internal mobility rules, providing visibility on internal opportunities; making our mobility journey more understandable and accessible.

6,355
open positions filled by internal candidates

18%
of open positions filled by internal candidates

Employer Branding

In 2022 we reviewed our **Talent Acquisition policy and tools** to ensure that our processes were bias-free and **to attract diverse candidates** from all over the world < 3.3.7 >. We are also working on the **Stellantis Employee Value Proposition** to define our unique employee proposition which will differentiate us from competitors and allow us to be selected as an employer of choice by external and internal candidates with skills critical for our success.

New Era of Agility

In 2023 the New Era of Agility project is active in 34 countries (versus 23 countries in 2022), allowing employees in engineering and central support functions to work remotely < 3.4.6 >. It allows greater usage of time and resources as well as accelerating digital transformation for better agility and efficiency.

It is also a factor of attractiveness and new flexibility in talent acquisition. The combination of remote and on-site work with collective and collaborative spaces encourage interaction, cross-fertilization and the development of a sense of belonging within the Company. As mentioned before, the new challenge of hybrid work has been supported with a learning environment designed around the learner to give employees the opportunity to leverage resources needed at the right time.

Learning activities

Learning activities carried out in 2023 to support the Stellantis learning policy were:

- Consolidation of the Learning Organization < 3.2.6 >.
- Further development of the digital libraries for White Collar workers and the leadership team with more than 20,000 learning contents (online courses and videos)
- Learning Experience Platform has been enhanced, with the creation of communities, digital badge credentials allowing recognition of new skills gained through learning experiences, mobile app and gamified leaderboards
- Enhancement of the Artificial Intelligence (AI) engine activated into this platform aimed at matching individual skill development needs with the right content to provide better recommendations and personalized curation of contents
- Creation and facilitation of a community of 90 curators to keep content updated and to engage the learner community
- Design and delivery of training pathways targeted to technical subject matter experts (Fellows) within the Expertise Program

The journey to being a tech mobility company requires new ways of learning that put each person at the center and consider different needs and goals. In 2023 several initiatives were provided.

Common Ground

Compliance courses generated 230,450 training actions in 2023 versus 200,000 in 2022:

- Ethics Experience, Human Rights and Export Control launched
- To be launched - Information protection, Data privacy, Insider trading policy

Training on Human Rights

At Stellantis, we mandate a comprehensive human rights training for all employees (for White Collars it was launched in June 2023 and for Blue Collars a test was done in November 2023 to prepare the rollout in 2024), a reflection of our unwavering dedication to human dignity and equality in the workplace. This program meticulously educates our workforce on the definitions and potential consequences of human rights violations, instilling a deep understanding of Stellantis' commitment to worker's rights, zero tolerance for violence and harassment, anti-corruption, data privacy, respect for the individual, and staunch opposition to forced or child labor, along with the principles of fair pay and collective bargaining.

Our training emphasizes the importance of speaking up through our Integrity Helpline, ensuring a secure method for reporting concerns. Reinforcement of these concepts is achieved via a quiz, and the program culminates with a self-certification to confirm each employee's comprehension and adherence to our Human Rights Policy, linking back to our internal Code of Conduct and the ILO's Fundamental Conventions to align our standards with international norms.

Values and Purpose programs: driven by top managers who played the role of “leaders as teachers” involving more than 2,200 employees in highly engaging master classes:

- Diversity and Inclusion learning path: a strong curriculum of online courses and virtual classes aimed at building shared roots on diversity and inclusion on a global basis. Around 71,000 white collar employees successfully completed the program with an average Net Promoter Score of 58. Also, around 60,000 blue collar employees completed the dedicated Diversity and Inclusion learning path.
- a new Stellantis onboarding e-learning was designed and deployed to white collar newcomers, with a global completion of more than 2,179 employees trained
- to accompany the new Wellbeing, Health and Safety strategy of the Company, a masterclass was organized on psychological safety. In October 2023, Stellantis launched a course on mental health. This first module will be followed by several others.
- two programs relating to mindfulness (approx 15 hours) were organized in France and South America, with 150 employees being trained.

Reskilling / Upskilling

Enable the Future

- **New Era of Agility learning opportunity**: Following completion of the 2022 learning path, additional focused master classes have been delivered in 2023 regarding hybrid work, wellbeing and collaboration. A game aimed at developing team dialogue on the NEA experience has been successfully pilot-tested within the first half of the year. A new digital offer, including the opportunity to get a badge, has been provided through the Learning Experience Platform.
- **Customer Centricity**: An e-learning related to Customer Centricity is available for all white collar employees. More than 30,000 Stellantis employees were trained on this topic.
- **Green Mindset**: a Climate School is available with a rich and dynamic set of resources, courses and initiatives related to the climate impact and green attitude. Since 2022, 26,248 employees were trained on this topic.

Employability

- **Digital Transformation** Every white collar worker can choose from ten different assessments covering a wide range of digital-related topics. Based on results, they receive customized learning recommendations and, after successful completion, can obtain one or more badges. As of December 2023, 3,863 employees have completed one or more courses in this channel.
- Electrification and Data & Software Academies initiatives

Top Competencies

The safeguarding of internal careers is for example accomplished in France with the internal retraining program known as Top Competencies, through training paths that last between 18-24 months. This program supports employees who are changing professions or job family in cases of transformation or when linked to technological developments. In 2023, 864 employees (versus 754 in 2022) took part in retraining paths, with €432,000 spent (versus 747,000 in 2022). Around 56% of these employees (versus 55% in 2022) joined professions with new and rare skills < 3.1 >.

Stellantis is preparing for the transformation of the Company into a tech company with the creation of two academies:

Data and Software Academy

A software division was created as a standalone division in 2021 with the mission to develop new platforms and businesses that will propel future success. In order to staff the new Software Division, a recruitment effort was deployed in five main hubs, U.S., India, Italy, France and Germany, to provide software critical skills from the global tech labor market. The hiring process started in July 2021 and allowed the onboarding of 300 newcomers, with the recruitment and onboarding of 761 new employees in 2022 and a further 619 in 2023. Furthermore, a Data and Software Academy was launched in 2022 to upskill and reskill over 1,000 Stellantis employees per year in software professions and reconvert internal existing talents into skills critical for the Company in the future. The **Data and Software Academy** ambition is to feed Software teams with Stellantis employees who would have been identified and upskilled or reskilled to become data analysts or software engineers. The academy is training thousands of data citizens to deploy the data driven strategy across all divisions to make sure every team is making the most of data and to improve our employees' employability by offering them **new careers, certifications and new opportunities** within the Company.

The Data and Software Academy is also working on an innovative format to have content available 24 hours a day, seven days a week by developing a **virtual 3D online academy that is slated to launch in 2024**. The idea of the virtual 3D academy is to propose a place that is accessible, at any time, **using innovative technologies with a metaverse approach** integrating a virtual reality experience to complement the experience and provide the feeling of being together with the teacher and colleagues.

The learning offers that would be accessible based on this platform include virtual classes, forums to exchange with peers, talks, online content or workshops. We want this online academy to be the flagship of the Academy and to embody the tech positioning Stellantis is taking. It is also an opportunity to test the use of a metaverse world to be able to be more comfortable with this technology and extend it to other fields later.

Electrification Academy

A dedicated Electrification Academy has been created to support Stellantis' strategic shift to new electrified business, as part of the Dare Forward 2030 strategic plan. The Academy delivers **global awareness campaigns and training programs** around **electrification and e-Mobility**. The purpose is to spread up-to-date awareness among employees and engage them with the stakes of the energy transition, technologies, Stellantis' strategy and the full customer ecosystem.

Since 2022, as part of the global upskilling on electrification, more than 59,500 (versus 56,700 in 2022) employees were trained on the global e-Mobility and electrification fundamentals, through e-learning modules. The first edition of Stellantis Electrification Days took place in 2023, to engage employees around the globe in the **transformation** of the company and the **opportunities** it creates for the future, through interactive sessions, specific communications in the plants, test drives and car exhibitions dedicated to our people.

In addition, 22,400 employees have been trained throughout 2023 on electrification-related topics within several professions, to adapt their skills, with 119,600 hours delivered (versus 14,500 employees trained with 94,000 hours delivered in 2022). Moreover, advanced upskill and reskill programs are in place to adapt competencies to **electrification across job families, such as engineering, manufacturing and sales and marketing**, by ensuring a high level of skills and boosting internal employability.

AMAZON AND STELLANTIS COLLABORATION FOR CUSTOMER-CENTRIC CONNECTED EXPERIENCES

Stellantis is accelerating its shift to becoming a sustainable mobility tech company. Stellantis and Amazon are collaborating to deploy Amazon's technology and software expertise across Stellantis' organization, including vehicle development, building connected in-vehicle experiences and training the next generation of automotive software engineers. Since 2022, 1,361 employees were trained on Amazon cloud related technologies [5]. A new program was launched in July 2023 in partnership with Amazon: TechXelerate to support the tech transformation and develop employees' skills around cloud, innovation and customer centricity amongst others. The Program delivers 4 webinars every month to develop tech and cloud culture.

[5] https://www.stellantis.com/en/news/press-releases/2022/january/amazon-stellantis-collaborate-on-software-solutions

SKILLS DEVELOPMENT ON E-POWERTRAIN

In the field of Engineering, customized training paths combining e-learning, internal classes and also partnerships with universities are in place to feed the needs around e-Powertrain (Battery Electric Vehicles and Hydrogen Fuel Cell), and to facilitate the conversion from the Internal Combustion Engines (ICE) engineering curriculum.

In 2023, 540 employees joined the e-Powertrain division, 94% through internal upskill and reskill programs, and 6% from external hiring.

Engaging the universities

Stellantis partners with several international universities to get the best knowledge and keep in touch with new talent. Among them:

- Polytechnic of Turin (Italy), University of Windsor (Canada) and McMaster University (Canada) with the direct support of Stellantis to the International Degree in Automotive Engineering but also direct collaboration in research and innovation projects
- University of Modena and Reggio Emilia (Italy) with the direct provision of mechanical vehicle design courses
- University of Trento (Italy), for the study and development of Cooperative driving assistance (ADAS) and autonomous driving (AD) enabled by Vehicle-to-everything (V2X) connectivity
- McMaster University (Canada), Ohio State University (U.S.) and Oakland University (U.S.) in the field of hybrid and electric vehicle technologies
- Several universities in France in collaboration aimed at providing Stellantis with current PhD students working on activity of interest for the company for three years
- Polytechnics of Milan and Turin, University La Sapienza in Rome and Federico II in Naples (Italy) in collaboration aimed at providing Stellantis with current PhD students working on activity of interest for the company for three years.

The Stellantis Star*Up Intrapreneurship Program

Star*Up, launched globally in 2021, is a program aimed at encouraging and transforming our employee's ideas and promoting an intrapreneurship spirit within Stellantis. Employees are invited to submit their ideas and evaluation committees select the top ideas to enter a four-month incubation. Each project in incubation is accompanied by an internal coach and the participants are given training on innovation methods such as Design Thinking and Lean Startup, essential to achieve success of the project. At the end of the incubation, participants pitch their ideas to senior leadership at a global final. Winners of the finals enter a 9-to-12 month experimentation towards first customers and first revenues in the Business Accelerator.

940 ideas submitters

104 incubation participants and coaches

Identifying Livable Wage Amounts

Our principles to provide Fair and Livable Wages requires us to be aware of what a credible Living Wage amount is for each country in which we have employees. In some countries, however, there are different Living Wage amounts quoted by different organizations and often based on different criteria. To assist in determining an appropriate amount to use, the Company contracted the Fair Wage Network, an independent, recognized authority on fair and living wages, to provide a global solution. They have developed a global database composed of Living Wage amounts for over 200 countries and cities. The Living Wage amounts are based on cost of living data, local market surveys, government wage minimums, along with other organizations' wage benchmarks.

The Fair Wage Network will update their database on at least an annual basis to reflect any changes to Living Wage levels for each country based on inflation and improved data sources.

Internal compliance monitoring of the Stellantis Fair Compensation Framework

The HR lead in each country will be responsible for monitoring the compensation of its employees to comply with the Company's Global Compensation's framework of a Livable Wage, annually. Any adjustments necessary to comply will be addressed during annual salary reviews or where applicable through negotiations with employee representatives / Trade Unions.

3.2.8 DETAILED KEY PERFORMANCE INDICATORS

GRI 3-3 | GRI 202-1 | GRI 405-2 | GRI 412-2

Annual Appraisal by geographic area, gender and category*

		Women				Men				
	Year	Blue collars	White collars	Top Management	Total	Blue collars	White collars	Top Management	Total	Total
Enlarged Europe	**2023**	**4,923**	**12,203**	**180**	**17,306**	**27,444**	**35,310**	**690**	**63,444**	**80,750**
	2022	4,976	11,179	148	16,303	28,021	37,763	476	66,260	82,563
	2021	8,919	11,647	NA	20,566	49,986	40,340	NA	90,326	110,892
North America	**2023**	**12**	**3,569**	**73**	**3,654**	**15**	**13,869**	**230**	**14,114**	**17,768**
	2022	164	3,689	72	3,925	8,921	14,303	231	23,455	27,380
	2021	772	4,471	NA	5,243	3,391	18,367	NA	21,758	27,001
South America	**2023**	**943**	**1,806**	**44**	**2,793**	**7,284**	**4,805**	**145**	**12,234**	**15,027**
	2022	949	1,820	5	2,774	6,499	5,198	34	11,731	14,505
	2021	168	2,485	NA	2,653	970	5,953	NA	6,923	9,576
Middle East & Africa	**2023**	**-**	**608**	**12**	**620**	**3**	**1,168**	**31**	**1,202**	**1,822**
	2022	-	638	1	639	-	1,203	10	1,213	1,852
	2021	24	677	NA	701	259	1,257	NA	1,516	2,217
China and India & Asia Pacific	**2023**	**-**	**989**	**6**	**995**	**107**	**2,932**	**18**	**3,057**	**4,052**
	2022	-	917	3	920	114	2,448	15	2,577	3,497
	2021	33	875	NA	908	364	2,832	NA	3,196	4,104
Total	**2023**	**5,878**	**19,175**	**315**	**25,368**	**34,853**	**58,084**	**1,114**	**94,051**	**119,419**
	2022	6,089	18,243	229	24,561	43,555	60,915	766	105,236	129,797
	2021	9,916	20,155	NA	30,071	54,970	68,749	NA	123,719	153,790

* In 2023 96% of white collars workers completed the annual appraisal process (versus 92% in 2022) (< 3.2.7 > for further information on BOOST program). The overall reduction in our population taking part in this process was due to a redistribution of blue collar talent across markets where annual performance appraisals are not part of blue collar contracts/agreements (annual appraisal in total workforce is 48% (versus 49% in 2022)). Stellantis values performance and strives to measure it across all of our employees, subject to deviations based on what is permissible within collective bargaining agreements and/or local legal restrictions.

Employees trained by geographic area and age (employees trained at least 1 time)*

	Year	Up to 30 yo	31-50 yo	Over 50 yo	Total of employees trained by geographic area
Enlarged Europe	**2023**	**9,798**	**58,554**	**46,497**	**114,849**
	2022	9,335	56,922	40,915	107,172
	2021	13,706	61,843	38,537	114,086
North America	**2023**	**9,588**	**26,976**	**18,872**	**55,436**
	2022	12,632	33,821	21,884	68,337
	2021	15,509	28,693	17,030	61,232
South America	**2023**	**6,420**	**18,843**	**2,908**	**28,171**
	2022	5,460	17,506	2,394	25,360
	2021	3,855	12,692	1,616	18,163
Middle East & Africa	**2023**	**3,189**	**2,748**	**136**	**6,073**
	2022	1,429	1,577	114	3,120
	2021	1,804	3,080	164	5,048
China and India & Asia Pacific	**2023**	**1,387**	**3,762**	**320**	**5,469**
	2022	778	3,477	291	4,546
	2021	709	2,941	258	3,908
Total of employees trained by age	**2023**	**30,382**	**110,883**	**68,733**	**209,998**
	2022	29,634	113,303	65,598	208,535
	2021	35,583	109,249	57,605	202,437

* 2023 and 2022 data calculated in FTE, not comparable with 2021 data

Employees trained by geographic area by gender and category (employees trained at least 1 time)*

	Year	Blue collars			White collars			Top Management			Total
		Women	Men	Total	Women	Men	Total	Women	Men	Total	
Enlarged Europe	**2023**	**10,721**	**54,365**	**65,086**	**12,069**	**37,034**	**49,103**	**156**	**504**	**600**	**114,849**
	2022	8,323	44,836	53,159	12,955	40,418	53,373	150	490	640	107,172
North America	**2023**	**6,728**	**28,753**	**35,481**	**4,123**	**15,498**	**19,621**	**79**	**255**	**334**	**55,436**
	2022	11,311	35,698	47,009	4,408	16,616	21,024	74	230	304	68,337
South America	**2023**	**3,865**	**17,007**	**20,872**	**1,985**	**5,268**	**7,253**	**5**	**41**	**46**	**28,171**
	2022	2,637	15,157	17,794	2,036	5,489	7,525	5	36	41	25,360
Middle East & Africa	**2023**	**521**	**3,303**	**3,824**	**772**	**1,466**	**2,238**	**1**	**10**	**11**	**6,073**
	2022	124	794	918	778	1,413	2,191	1	10	11	3,120
China and India & Asia Pacific	**2023**	**26**	**614**	**640**	**1,223**	**3,574**	**4,797**	**8**	**24**	**32**	**5,469**
	2022	-	73	73	1,113	3,326	4,439	6	28	34	4,546
Total	**2023**	**21,861**	**104,042**	**125,903**	**20,172**	**62,840**	**83,012**	**249**	**834**	**1,083**	**209,998**
	2022	33,535	146,235	179,770	29,393	93,068	122,461	329	1,124	1,453	303,684

* 2023 and 2022 data calculated in FTE, not comparable with 2021 data.

Employees trained by geographic area and training area*

	Year	Development of job-specific know-how	Managerial skills	Cross-cultural awareness and language skills	Wellbeing, Health & Safety	Rules and Commitment				Environment & Sustainability	Software & Digital	Electrification	Total
						of which code of conduct**	of which human rights	of which anti-corruption	Others				
Enlarged Europe	**2023**	**64,887**	**18,188**	**12,703**	**57,217**	**47,216**	**67,451**	**540**	**44,701**	**23,963**	**7,008**	**15,151**	**359,025**
	2022	77,344	20,878	14,420	36,341	36,238	42,957	7,699	51,918	4,557	28,135	37,588	358,076
North America	**2023**	**33,236**	**16,531**	**1,087**	**32,149**	**21,367**	**33,530**	**14,024**	**18,872**	**10,479**	**2,093**	**10,029**	**193,397**
	2022	41,219	7,040	2,944	26,306	15,892	39,922	12,718	21,284	14,532	5,235	17,231	204,323
South America	**2023**	**26,423**	**8,973**	**2,650**	**3,879**	**7,068**	**18,767**	**300**	**7,561**	**7,051**	**1,035**	**2,665**	**86,372**
	2022	9,487	22,492	3,118	3,217	5,883	8,034	916	7,335	1,821	2,290	4,205	68,798
Middle East & Africa	**2023**	**2,183**	**736**	**771**	**487**	**2,061**	**5,310**	**81**	**1,962**	**1,458**	**237**	**360**	**15,646**
	2022	1,716	569	490	93	1,570	1,744	191	2,068	19	709	1,066	10,235
China and India & Asia Pacific	**2023**	**3,774**	**3,290**	**485**	**255**	**4,404**	**4,356**	**17**	**4,473**	**3,010**	**3,010**	**1,465**	**26,100**
	2022	2,472	2,580	329	285	3,231	3,928	510	3,844	167	923	2,839	21,108
Total of employees trained by type of training	**2023**	**130,503**	**47,718**	**17,696**	**93,987**	**82,116**	**129,414**	**14,962**	**77,569**	**45,961**	**10,944**	**29,670**	**680,540**
	2022	132,239	53,559	21,301	66,242	62,814	96,585	22,034	86,449	21,096	37,292	62,929	662,540

* Data not comparable to 2021, as "training area" clusters changed in 2022 and data calculated in FTE.
** Code of Conduct, Speak-up, Ethical leadership classroom, whistle-blower process, Policies and Procedures.

Training hours by gender and training area*

	Year	Development of job-specific know-how	Managerial skills	Cross-cultural awareness and language skills	Wellbeing, Health & Safety	Rules and Commitment				Environment & Sustainability	Software & Digital	Electrification	Total
						of which code of conduct**	of which human rights	of which anti-corruption	Others				
Women	**2023**	**274,361**	**45,662**	**48,776**	**101,424**	**10,253**	**13,075**	**1,188**	**20,423**	**17,835**	**21,865**	**16,447**	**571,309**
	2022	362,430	20,621	62,970	56,156	7,118	29,986	2,654	23,518	6,046	29,014	24,340	624,854
Men	**2023**	**1,194,086**	**143,369**	**138,528**	**411,588**	**33,623**	**57,326**	**4,325**	**61,198**	**71,944**	**81,497**	**112,209**	**2,309,693**
	2022	1,564,139	70,203	255,266	294,561	21,862	92,474	8,554	82,480	20,241	103,169	137,980	2,550,929
Total	**2023**	**1,468,446**	**189,031**	**187,305**	**513,012**	**43,876**	**70,401**	**5,512**	**81,621**	**89,779**	**103,363**	**128,656**	**2,881,002**
	2022	1,926,569	90,824	218,236	350,717	28,980	122,460	11,208	105,998	26,287	132,184	162,320	3,175,783
Training hour distribution %	**2023**	**50.97%**	**6.56%**	**6.50%**	**17.81%**	**1.52%**	**2.44%**	**0.19%**	**2.83%**	**3.12%**	**3.59%**	**4.47%**	**100.00%**
	2022	60.66%	2.86%	6.87%	11.04%	0.91%	3.86%	0.35%	3.34%	0.83%	4.16%	5.11%	100.00%

* Data not comparable to 2021, as "training area" clusters changed in 2022 and data calculated in FTE.
** Code of Conduct, Speak-up, Ethical leadership classroom, whistle-blower process, Policies and Procedures.

Average training hours by category and gender

	Women	Men	Total
Blue collars	8.7	9.2	9.1
White collars	16.9	19.2	18.7
Top Management	18.1	15.1	15.8
Total	**12**	**12.4**	**12**

Comparison between Company entry-Level Salary* and Legal Minimum Wage by country

Country	Year	Ratio
Algeria	**2023**	2.01
Argentina	**2023**	1.84
Australia	**2023**	1.54
Austria	**2023**	1.30
Belgium	**2023**	1.12
Brazil	**2023**	1.10
Canada	**2023**	1.57
Chile	**2023**	1.01

Country	Year	Ratio
China	**2023**	1.00
Egypt	**2023**	5.57
France	**2023**	1.04
Germany	**2023**	1.44
Hungary	**2023**	1.11
India**	**2023**	
Italy	**2023**	1.00
Japan	**2023**	3.13

Country	Year	Ratio
Malaysia	**2023**	1.88
Malta	**2023**	2.00
Mexico	**2023**	1.26
Morocco	**2023**	1.01
Netherlands	**2023**	1.25
Poland	**2023**	1.23
Portugal	**2023**	1.00
Russia	**2023**	3.80

Country	Year	Ratio
Serbia	**2023**	1.14
Slovakia	**2023**	1.33
South Korea	**2023**	1.45
Spain	**2023**	1.04
Turkey	**2023**	1.61
Ukraine	**2023**	4.18
United Kingdom	**2023**	1.00
United States	**2023**	2.50

* Same entry-level salary for men and women.
** No legal minimum wage for Stellantis employee category.

Defined-contribution pensions schemes by geographic area

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Annual amount of contribution in €	**2023**	**118,833,436**	**698,629,128**	**530,497,425**	**21,330,933**	**2,186,512**	**1,371,477,435**
	2022	170,027,864	677,499,329	399,333	6,122,074	2,995,329	857,043,931
Number of employees benefited	**2023**	**59,490**	**61,739**	**33,702**	**1,534**	**2,885**	**159,350**
	2022	78,629	67,748	840	2,592	1,357	151,166

Defined benefit pensions / other retirement schemes

	Year	Total
Defined benefit obligation at end of financial period (in M€)	**2023**	**24,738.30**
	2022	27,077.06
Funds assets (in M€)	**2023**	**22,944.30**
	2022	22,984.40
Number of employees benefited	**2023**	**103,846**
	2022	112,254

Compensation gap

	Year	%
Ratio of salary gap between executive compensation and median salary	**2023**	**22.12**
	2022	26.21

Compensation gap ratio of salary gap between CEO and median salary is included in the Stellantis Annual Report.

Profit sharing by geographic area

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Number of beneficiaries	**2023**	**127,148**	**65,396**	**18,083**	**4,218**	**3,460**	**218,305**
	2022	137,459	45,672	27,730	4,584	3,185	218,630
Average amount in €	**2023**	**2,804**	**10,225**	**1,177**	**729**	**643**	**4,818**
	2022	2,190	10,000	865	620	2,667	3,627
Total amount in €	**2023**	**356,522,992**	**668,674,100**	**21,283,691**	**3,074,922**	**2,224,780**	**1,051,780,485**
	2022	301,035,210	456,720,000	23,986,450	2,842,080	8,494,395	793,078,135

Employee savings & stock ownership shareholders plan by Stellantis shares, by Diversified funds and by long term incentives

	Year	Total
Number of Stellantis shares (at 13.27€, December 2022)	**2023**	**35,246,946**
	2022	28,683,751
Diversified funds (M€)	**2023**	**316**
	2022	307
Employee savings without LTI (M€)	**2023**	**962**
	2022	688

Employee benefits by geographic areas, type of benefits and gender (number of employee)

		Supplementary retirement schemes			Company-provided health plans			Life insurance			Financial support for disability-invalidity			Others (interest-free loans, retirement plan)		
	Year	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
Enlarged Europe	**2023**	**10,526**	**52,051**	**62,577**	**29,696**	**99,466**	**129,162**	**8,677**	**26,227**	**34,904**	**20,618**	**91784**	**112,402**	**8,433**	**20,314**	**28,747**
	2022	13,080	67,489	80,569	22,213	97,386	119,599	13,665	73,798	87,463	20,371	94,704	115,075	4,006	14,655	18,661
	2021	11,719	57,263	68,982	15,423	73,355	88,778	5,938	24,436	30,374	18,907	90,326	109,233	3,885	16,639	20,524
North America	**2023**	**5,946**	**19,929**	**25,875**	**21,516**	**51,109**	**72,625**	**23,430**	**72,111**	**95,541**	**16,941**	**42,486**	**59,427**	**5**	**22**	**27**
	2022	5,867	22,336	28,203	25,017	56,687	81,704	28,417	68,400	96,818	17,577	46,423	64,000	3	25	28
	2021	6,807	25,372	32,179	17,917	48,651	66,568	19,441	70,245	89,686	17,984	51,475	69,459	12	284	296
South America	**2023**	**1,066**	**4,177**	**5,243**	**6,333**	**22,768**	**29,101**	**6,306**	**21,874**	**28,180**	**47**	**136**	**183**	**245**	**225**	**470**
	2022	714	3,545	4,259	4,859	23,150	28,009	5,246	21,333	26,579	42	155	197	-	-	-
	2021	9,495	42,221	51,716	36,152	50,345	86,497	6,396	27,434	33,830	564	2,077	2,641	7	157	164
Middle East & Africa	**2023**	**184**	**983**	**1,167**	**1,053**	**3,614**	**4,667**	**664**	**1,118**	**1,782**	**518**	**803**	**1,321**	**-**	**-**	**-**
	2022	39	68	107	900	3,005	3,905	983	3,199	4,182	818	2,779	3,597	-	-	-
	2021	11,146	44,381	55,527	2,707	10,955	13,662	19,223	1,925	21,148	579	2,715	3,293	44	153	197
China and India & Asia Pacific	**2023**	**45**	**86**	**131**	**798**	**2,700**	**3,498**	**1,110**	**3,438**	**4,548**	**497**	**2,256**	**2,753**	**26**	**7**	**33**
	2022	50	95	145	879	3,036	3,915	968	3,239	4,207	11	84	95	23	8	31
	2021	77	143	220	800	2,517	3,317	878	2,459	3,337	5	20	25	620	1,046	1,666
Total	**2023**	**17,767**	**77,226**	**94,993**	**59,396**	**179,657**	**239,053**	**40,187**	**124,768**	**164,955**	**38,621**	**137,465**	**176,086**	**8,709**	**20,568**	**29,277**
	2022	19,750	93,533	113,283	53,868	183,264	237,132	49,279	169,969	219,249	38,819	144,145	182,964	4,032	14,688	18,720
	2021	39,244	169,380	208,624	72,999	185,823	258,822	51,876	126,499	178,375	38,039	146,613	184,651	4,568	18,279	22,847
% of employee benefits	**2023**	**19%**	**81%**	**100%**	**25%**	**75%**	**100%**	**24%**	**76%**	**100%**	**22%**	**78%**	**100%**	**30%**	**70%**	**100%**
	2022	17%	83%	100%	23%	77%	100%	22%	78%	100%	21%	79%	100%	22%	78%	100%
	2021	19%	81%	100%	28%	72%	100%	29%	71%	100%	21%	79%	100%	20%	80%	100%

Employee benefits by geographic area - type of benefits and gender (in €)

		Supplementary retirement schemes			Company-provided health plans			Life insurance			Financial support for disability-invalidity			Others (interest-free loans, retirement plan)		
	Year	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
Enlarged Europe	**2023**	**16,247,980**	**88,010,187**	**104,258,166**	**10,158,668**	**46,416,510**	**56,575,178**	**1,385,617.00**	**5,421,765.00**	**6,807,382.00**	**6,528,910**	**30,472,339**	**37,001,249**	**871,937**	**3,648,443**	**4,520,380**
	2022	24,539,699	149,314,251	173,853,950	10,979,252	49,716,513	60,695,764	1,188,881.00	5,571,907.00	6,760,789	10,194,107	52,510,078	62,704,185	581,176	3,460,187	4,041,363
	2021	15,469,950	112,626,071	128,096,021	6,963,167	32,667,672	39,630,839	1,992,737	7,399,834	9,392,572	6,405,969	27,390,627	33,796,595	212,362	871,184	1,083,546
North America	**2023**	**30,518,349**	**109,076,536**	**139,594,885**	**535,703,315**	**506,716,122**	**1,042,419,437**	**7,061,095.00**	**20,576,649.00**	**27,637,744.00**	**39,888,796**	**94,260,948**	**134,149,744**	**698,867**	**6,568,557**	**7,267,424**
	2022	16,783,924	53,021,343	69,805,267	501,680,931	533,190,586	1,034,871,517	6,823,712	14,514,497	21,338,209	109,756,135	45,298,169	155,054,304	210,921	4,540,409	4,751,330
	2021	24,260,929	91,645,213	115,906,142	467,203,162	400,323,625	867,526,787	123,097	1,243,803	1,366,900	383,991	1,555,138	1,939,129	290,773	7,573,331	7,864,104
South America	**2023**	**1,001,109**	**4,368,071**	**5,369,180**	**2,548,535**	**8,137,198**	**10,685,734**	**35,930.00**	**113,837.00**	**149,767.00**	**1,905**	**6,218**	**8,123**	**99,740**	**101,103**	**200,843**
	2022	1,197,182	6,226,229	7,423,411	2,175,895	8,657,506	10,833,402	254,652	1,031,206	1,285,858	1,730	9,940	11,670	133,569	128,331	261,900
	2021	12,387,832	57,261,867	69,649,699	25,897,040	33,928,669	59,825,709	195,257	595,517	790,774	16,750	172,334	189,084	437,408	450,664	888,072
Middle East & Africa	**2023**	**2,391,109**	**13,507,597**	**15,898,706**	**477,834**	**818,505**	**1,296,340**	**71,809.00**	**80,961.00**	**152,771.00**	**144,866**	**152,738**	**297,604**	**-**	**-**	**-**
	2022	40,026	83,608	123,634	355,582	673,784	1,029,366	93,216	251,862	345,078	154,595	348,678	503,274	-	-	-
	2021	1,403,039	3,241,527	4,644,566	738,485	2,170,593	2,909,078	19,631	99,363	118,993	4,261	37,968	42,228	12,984	94,477	107,461
China and India & Asia Pacific	**2023**	**220,315**	**646,844**	**867,159**	**304,754**	**1,186,293**	**1,491,047**	**91,512.00**	**302,999.00**	**394,511.00**	**19,371**	**82,243**	**101,614**	**4,520**	**1,217**	**5,737**
	2022	165,035	411,628	576,663	688,412	954,064	1,642,477	100,105	135,331	235,436	8,844	26,719	35,563	3,164	1,298	4,462
	2021	298,865	795,233	1,094,098	311,780	992,265	1,304,046	70,066	234,379	304,445	7,075	35,895	42,970	141,595	241,356	382,950
Total	**2023**	**50,378,862**	**215,609,234**	**265,988,096**	**549,193,107**	**563,274,629**	**1,112,467,736**	**8,645,964.00**	**26,496,211.00**	**35,142,175.00**	**46,583,849**	**124,974,486**	**171,558,334**	**1,675,064**	**10,319,319**	**11,994,383**
	2022	42,725,866	209,057,059	251,782,925	515,880,072	593,192,453	1,109,072,525	8,460,567	21,504,803	29,965,369	120,115,411	98,193,584	218,308,995	928,830	8,130,224	9,059,055
	2021	53,820,615	265,569,911	319,390,526	501,113,634	470,082,824	971,196,458	2,400,788	9,572,896	11,973,684	6,818,045	29,191,961	36,010,006	1,095,121	9,231,012	10,326,133
% by type of benefits and gender	**2023**	**19%**	**81%**	**100%**	**49%**	**51%**	**100%**	**25%**	**75%**	**100%**	**27%**	**73%**	**100%**	**14%**	**86%**	**100%**
	2022	17%	83%	100%	47%	53%	100%	28%	72%	100%	55%	45%	100%	10%	90%	100%
	2021	17%	83%	100%	52%	48%	100%	20%	80%	100%	19%	81%	100%	11%	89%	100%

Supplementary Benefits by types of benefits and geographic area (number of employee)

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Childcare services	**2023**	**185**	**2,464**	**334**	**-**	**691**	**3,674**
	2022	233	209	207	-	80	729
Parental Leave	**2023**	**242**	**1,349**	**329**	**171**	**185**	**2,276**
	2022	260	693	157	183	196	1,489
Breast feeding	**2023**	**30**	**26**	**15**	**19**	**113**	**203**
	2022	8,236	29	21	22	101	8,409
Others (Cafeteria, Lunch vouchers, gym, wellness, fitness services, hosing)	**2023**	**73,443**	**75,894**	**29,235**	**1,023**	**2,877**	**182,472**
	2022	70,050	82,949	15,137	257	660	169,053
Total	**2023**	**73,900**	**79,733**	**29,913**	**1,213**	**3,866**	**188,625**

Supplementary Benefits by types of benefits and gender

	Number of employee			€		
	Women	Men	Total	Women	Men	Total
Childcare services	1,642	2,032	3,674	452,716	520,902	973,618
Parental Leave	613	1,663	2,276	2,373,639	688,091	3,061,730
Breast feeding (facilities and time)	122	81	203	65,982	24,392	90,374
Others (Cafeteria, Lunch vouchers, gym, wellness, fitness services, hosing)	40,407	142,065	182,472	19,342,061	75,762,310	95,104,371
Total	**42,784**	**145,841**	**188,625**	**22,234,398**	**76,995,695**	**99,230,093**

Supplementary Benefits by types of benefits and geographic area (in €)

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Childcare services	**2023**	**356,072**	**254,374**	**354,608**	**-**	**8,564**	**973,618**
	2022	347,266	250,839	149,594	-	39,748	787,447
Parental Leave	**2023**	**1,036,772**	**983,566**	**678,108**	**286,784**	**76,500**	**3,061,730**
	2022	936,215	951,646	195,913	192,554	85,520	2,361,848
Breast feeding (facilities and time)	**2023**	**68,374**	**-**	**3,137**	**15,914**	**2,949**	**90,374**
	2022	24,049	-	6,542	-	-	30,591
Others (Cafeteria, Lunch vouchers, gym, wellness, fitness services, hosing)	**2023**	**39,049,657**	**19,747,194**	**32,813,312**	**1,265,373**	**2,228,835**	**95,104,371**
	2022	38,873,526	80,012,673	17,268,327	533,331	340,326	137,000,000
Total	**2023**	**40,510,874**	**20,985,134**	**33,849,165**	**1,568,071**	**2,316,848**	**99,230,093**
	2022	40,181,056	81,215,158	17,620,376	725,885	465,594	140,000,000

Remuneration changes

	Year	Total
Blue collars	**2023**	**11%**
	2022	8%
White collars	**2023**	**3%**
	2022	5%
Top Management	**2023**	**5%**
	2022	

Number of expatriate employees by gender and geographic area

	Year	Women	Men	Total
Enlarged Europe	**2023**	**13**	**58**	**71**
	2022	15	87	102
North America	**2023**	**1**	**7**	**8**
	2022	1	4	5
South America	**2023**	**-**	**2**	**2**
	2022	1	2	3
Middle East & Africa	**2023**	**1**	**12**	**13**
	2022	1	18	19
China and India & Asia Pacific	**2023**	**3**	**24**	**27**
	2022	1	42	43
Total	**2023**	**18**	**103**	**121**
	2022	19	153	172
	2021			230

Number of countries with Expatriates

Year	Total number of countries
2023	**29**
2022	27
2021	35

3.3 DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY



3.3.1 CONTEXT AND STELLANTIS POSITION

GRI 3-3

CSR issue/challenge #6 Diversity and equal opportunity

Powered by our diversity, we lead the way the world moves. Diversity is a strength for Stellantis and we encourage a diverse and inclusive environment, celebrating the differences that our employees bring to work every day. Three guiding principles define our approach to Diversity and Inclusion (D&I):

1. **Empower diversity through meritocracy**: meritocracy is key in Stellantis to drive company performance.

2. **Respect for local traditions and context**: understanding and respecting our employees and their backgrounds is key to driving a diverse and inclusive environment.

3. **Find global common ground considering regional specificities**: we respect the specificities of each local context when deploying global strategy. From a global perspective, the Stellantis D&I strategy focuses on the dimensions related to gender, citizenship and generation.

In 2023 we worked to strengthen our commitments to the advancement of women with several actions:

- Signing the United Nations Women's Empowerment Principles (WEP) committing to gender equality
- Launching the "Accelerate Women in Leadership" global development program to support women leaders in management and executive roles
- Increasing the number of women in leadership positions to 30% (compared to 27% in 2022)
- Improving membership in the Women of Stellantis, global employee resource group, by 10%
- Celebrating International Women's Day through events and concrete actions (more than 50 initiatives developed globally)

From a learning perspective, in 2023, we extended the Diversity and Inclusion training path (launched in 2022 for white collar employees) to the blue collar population, to ensure the entire workforce understand our D&I vision and commitment.

Company's public position

Powered by our diversity we lead the way the world moves, this is our purpose. Diversity and inclusion are therefore intrinsic parts of our Company's commitment to equality of opportunity. We work to offer our employees an inclusive work environment, where everyone can feel respected and valued. Stellantis publicly calls for the prevention of discrimination and the promotion of equal opportunities. Our Company's commitments have been detailed in Company agreements, such as the Diversity and Inclusion Leadership Commitment, which was signed in 2022. Our commitment is underlined through our signing of the UN Global Compact as Stellantis on May 31, 2021.

3.3.2 FORWARD-LOOKING VISION AND TARGETS

GRI 3-3

Commitment scoreboard

CSR ISSUE/CHALLENGE **#6 Diversity and equal opportunity**

VISION/AMBITION: Reinforce diversity, equal opportunities and inclusion as a strength for our teams and business by influencing the development of new ideas and solutions that will shape the future
OWNER: Chief Human Resources & Transformation Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
Workforce gender balance: % women in leadership position (L1-L2-L3)	>30%	>35%	>40%	24%	27%	**30%**

3.3.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

We identified the risks, in case our actions do not align with our commitments and identified the opportunities for our Company to sustain a diverse and inclusive environment.

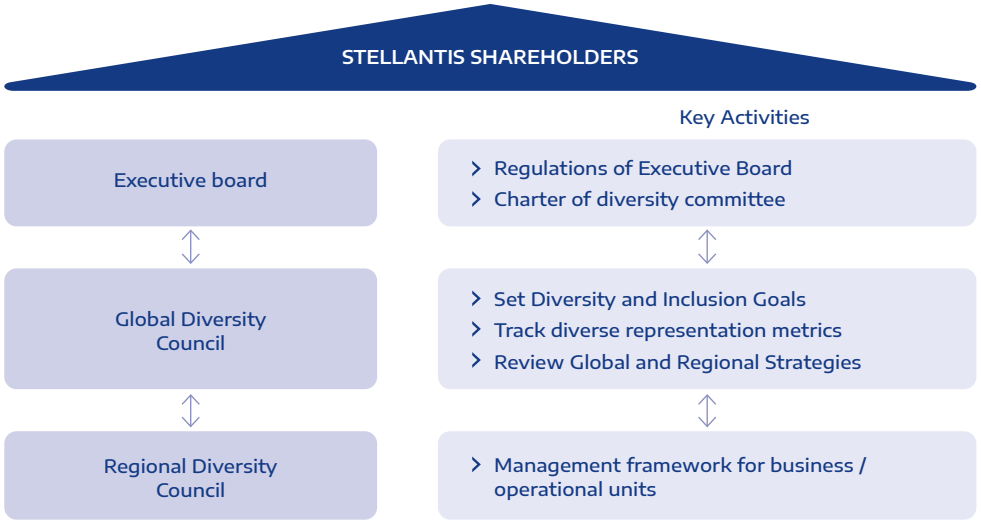
- **Inability to attract and retain diverse talent** impacting our ability to innovate and adapt to our global customer needs and expectations.
  - By communicating our D&I strategy and commitments, we place D&I at the heart of our Employer Brand, the Company reputation as an employer and present Stellantis as an employer of choice to future talent.
- **Potential of noncompliance with local regulations** and cost of managing individual employee claims on the grounds of discrimination or harassment.
  - Our Code of Conduct states our commitment to compliance with all applicable local laws, with some commitments going beyond legislative requirements. In addition, we provide comprehensive employee training on D&I, for example, Unconscious Bias, Preventing Discrimination and Harassment.
- **Difficulties when trying to build a global multicultural organization**
  - Through a comprehensive Intercultural Learning and Awareness Program, we ensure that employees are equipped with the knowledge and skills to work with colleagues in a multicultural working environment.
- **Difficulties when trying to integrate new generations**
  - Through Mentoring and Reverse Mentoring programs, knowledge, experience and insights are shared between generations within the workplace.

Opportunities

- Increase agility to develop and adapt to social and industry transformations
- Improve capability to meet the evolving needs of our customers through diverse and representative teams
- Enhance employee motivation and engagement by maintaining a fair and inclusive workplace
- Optimize efficiency and leverage all talent and diversity, leading to greater performance and business sustainability
- Maintain and improve the Company's image and reputation due to progress with our action plan and achievement of our commitments
- Ability to attract and retain top talent through the development of a strong employer brand, which is closely aligned with our Diversity and Inclusion strategy.

3.3.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS GRI 3-3

DIVERSITY AND INCLUSION ORGANIZATION



The **Global Diversity Council** is chaired by the Chief Executive Officer (CEO) and composed of the Stellantis Top Executive Team, some of whom also have the responsibility as Chairs of the Regional Diversity Councils for their region. The Council has the responsibility for setting the Company's **Diversity and Inclusion strategy** in alignment with the overall business strategy and objectives. It provides governance and oversight on the delivery of the key Diversity and Inclusion actions and the effectiveness of the Diversity and Inclusion function.

The **Diversity and Inclusion Office** is responsible for defining and implementing the Company's Diversity and Inclusion strategy on a global level and coordinating the extension of the global strategy into our regions and countries of operation.

Within our regions, the Chief Operating Officer chairs the Regional Diversity Council. Each Regional Council is responsible for establishing the **Regional Diversity** and Inclusion strategy and associated action plans, whilst supporting the implementation of local Diversity and Inclusion action plans, ensuring that regional and local actions align with the global strategy.

Moreover, collective bargaining agreements, established in collaboration with our **Social Partners**, state our commitments on diversity and inclusion, with a focus on the elimination of discrimination and the promotion of diversity.

3.3.5 POLICIES TO EXECUTE THE STRATEGY GRI 3-3

We seek to promote a diverse and inclusive environment where we respect the different characteristics of our employees, including but not restricted to, gender, age, ethnicity, nationality, religion, sexual orientation and disability. The Stellantis D&I strategy reinforces our commitment to providing equality and fairness to all in our employment, **based on merit** and our **zero-tolerance** approach to all forms of unlawful and unfair discrimination (as also committed equal treatment and non-discrimination in our Human Rights Policy).

The strategy shares our diversity and inclusion aspirations in relation to our customers, our employees, our future talent, our leadership and the communities where we are located, while setting up the **key areas of our approach**:

- **commitment**: building a diverse and inclusive workspace that aims for stronger employee engagement, leading to greater business sustainability
- **learning and awareness**: ensuring all employees have equal access to training and development opportunities, and a specific learning and awareness program to raise awareness on key diversity and inclusion topics
- **employee voice**: understanding the importance of employee voice and creating channels for them to be heard
- **employer brand**: ensuring we reach a diverse audience with our employment opportunities and ensure that our selection processes are free of bias.

Code of Conduct

The Stellantis Code of Conduct (CoC) sets out the principles and requirements that employees are expected to respect in relation to diversity and inclusion, when interacting with colleagues, customers, suppliers, visitors and other business partners (82,116 employees trained in 2023 versus 62,814 in 2022).

The Code of Conduct expresses the Company's commitment to maintaining a fair and inclusive workplace, **free from favoritism, violence, sexual and non-sexual harassment**, or any kind of **discrimination** including, but not limited to, age, ethnicity, gender, sexual orientation, religion or disability. The Company promotes equal employment opportunity and diversity, where everyone is valued for their contributions to the Company.

Collective Bargaining Agreements

Stellantis has voluntarily formalized its actions in favor of diversity in its social dialogue. On an international scale, the Collective Bargaining Agreements on Social Responsibility are committed to exceeding local legal requirements in applying and promoting the fight against racism, sexism, xenophobia and homophobia and, more generally, against intolerance of differences and safeguarding respect for privacy.

Diversity & Inclusion Leadership Commitment

In 2022 our Company commitment to D&I was detailed and signed in the "Diversity & Inclusion Leadership Commitment". During 2023 this commitment was published to our employees and translated in 23 main languages.

3.3.6 ORGANIZATION AND RESOURCES

GRI 3-3

Stellantis recognizes the value of engaging with and involving employees in our diversity and inclusion journey and has supported the establishment of a wide range of Resource Groups across the organization. These resource groups undertake multicultural learning opportunities, mentoring and networking events, community outreach initiatives, charitable activities and contribute to the development and improvement of HR policies and processes across the Company. We believe that employees actively participating in Resource Groups, contribute to developing a diverse and inclusive working environment.

Two resource groups are currently active at a global level within Stellantis:

- Women of Stellantis: the group focuses on the promotion of gender equality and inclusion within the workplace. The group is present in 37 countries, and significantly contributes to the Company's cultural transformation.
- DIVERSE•abilities Network: the group supports, represents and advocates for the global disability community through knowledge sharing, capacity building, promoting accessibility in all forms, and fostering resilience whilst eliminating stigma and barriers surrounding disability.

Employees can find news, initiatives and useful materials related to D&I both on internal channels and on the Stellantis website. A glossary is published on the Stellantis Hub intranet site to provide a common guide on D&I terminology used in all regions, as well as a link to register for company D&I events and training programs.

BUSINESS RESOURCE GROUPS

In Stellantis, BRGs are very active in the U.S., including Asians Connected Together (ACT), DIVERSE•abilities Network (DaN), the Indigenous Cultural Opportunity Network (ICON), Latins in Connection (LinC), Middle Eastern Employees Together (MEET), Prism LGBTQ+ Alliance, Stellantis African Ancestry Network Diaspora (STAAND), Stellantis Veterans Group (SVG), Women in Manufacturing (WiM), Women of Stellantis (WoS) and the Working Parents Network (WPN).

Canada also has an active BRG called the Canadian Women's Alliance, with Mexico running both Women of Stellantis Mexico and Grupo Motor.

In South America, BRGs include "Nossa Voz" (Our Voice), for Race and Ethnicity, "Inclua" (Include) for PwD, "PertenSer" (Belong/Be) for LGBTQIAPN+ and Gender, which converged to the Women of Stellantis local chapter, with an ecosystem of executive sponsors, technical areas representatives and volunteers that add up to more than 200 volunteer employees from Brazil, Argentina and Chile.

In the UK, 19 individuals have been trained as Mental Health First Aiders (MHFA) to support fellow employees who require assistance with issues impacting their mental health. The MHFA provide support and guidance for employees and encourage conversations around mental health and wellbeing **3.4.7**. This initiative has been borne out of the RUOK? (Are You OK?) group, an employee-led group, created to support the mental health and wellbeing of employees.

3.3.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3 | GRI 405-1 | GRI 2-27

As set out in our Code of Conduct, Stellantis is committed to gender equality, and is aligned with the vision of the United Nations Sustainable Development Goal on Gender Equality.

With this commitment, the Company shares its intention to adopt **business practices that support gender equality and empower women** within the Stellantis organization, globally and across the automotive industry. These include, among others, processes to ensure equity and fairness in the determination of compensation levels (blue collars average wages for women is 0.91% of average wages for men (versus 0.94 in 2022) and 0.91% for white collars (versus 0.91 in 2022), annual salary reviews and promotions; provision of flexible working opportunities to support work-life balance arrangements; and events to foster interest in technical careers among women[6].

In 2023, **Stellantis earned a number of recognition awards within the US. The Company achieved a top score of 100 on the annual Disability Equality Index (DEI)**, a comprehensive benchmarking tool offered jointly by Disability:IN and the American Association of People with Disabilities (AAPD) that helps companies build focused and measurable strategies that support disability inclusion and equality in the workplace. Stellantis was also recognized by **Fair360** (formerly known as DiversityInc) at #30 on their annual list of Top 50 Companies for Diversity, as well as being named on Fair360 specialty lists: #2 for Supplier Diversity and #17 for Black Executives. The Rainbow PUSH Automotive Diversity Project recognized Stellantis at #2 among 12 other automakers in 2023. In South America, Stellantis was recognized as one of the Most Inclusive Companies in the 2023 Automotive Business Ranking.

In 2023 Stellantis was also listed as #33 in the top 100 FTSE Diversity & Inclusion Index.

[6] We've shifted from country-level data to individual-based reporting. While this may make direct year-over-year comparison difficult, it offers more granular detail enabling targeted initiatives for greater compensation equity.

Global Development Initiatives & Awareness

In 2023, several Stellantis organizations promoted coaching and mentoring programs at a global and regional level. All proposed programs follow a purposefully structured internal engagement strategy that connects individuals into ongoing professional learning and development relationships. The main purpose of mentoring programs is to be an enabler and a development accelerator for:

- Diversity & Inclusion: pairing and connecting mentors and mentees across gender, generation, nationalities, countries and cross-functions, creating a more inclusive work environment that promotes exposure and interaction opportunities for people with diverse backgrounds
- Career development: creating awareness on main challenges, goals and experiences to undertake in order to unleash individuals' full potential and enable career progression
- Core Values dissemination and Leadership behaviors development.

E-coaching programs are available for talent and Top Managers and are based on the Stellantis Leadership Behaviors model. In partnership with “CoachHub”, more than 3,000 experienced coaches were available for our managers, covering 60 languages in more than 70 countries. 110 employees participated in coaching initiatives.

Programs were developed for leaders, including masterclasses which provided high impact, interactive sessions, that introduced our leaders to a variety of topics to further develop their awareness on inclusive leadership and build the interpersonal skills needed to thrive in a global, hybrid workplace. The “Leadership Fundamentals” program (launched in North America, South America and Europe) involved around 2,600 managers and focused on inclusive leadership, key management behaviors for new managers and mental health. The RISE Leadership program was also developed as a flagship program to support our leaders at a global level, to embrace our purpose and values, encourage a tech mindset and build our new era of mobility within the Dare Forward 2030 strategy. 583 Stellantis managers attended the program in 2023.

A **diverse global team of Inclusion Ambassadors** was implemented in 2023 with an objective to work across the business to educate, engage, advocate, increase knowledge and feedback on diversity and inclusion initiatives.

Also, in 2023, we extended the D&I training path (launched in 2022 for white collar employees) to the blue collar population, to ensure the **entire workforce understand our D&I vision and commitment**. About 60,200 Blue collars completed the course.

The "Global D&I Month" took place in October, with actions taking place throughout the regions to celebrate diversity. Along with the Talent Management team, a Cognitive Diversity workshop framework was shared with leaders to enable them to talk about diversity with all employees. In South America, 57 teams continued with engagement, team building and development actions.

D&I AWARENESS

In 2023 Stellantis continued a D&I awareness program within Manufacturing Plants in South America, involving all plants in the region. 880 employees participated in listening group sessions conducted by the National Service for Industrial Learning (SENAI). Diverse topics were addressed, such as gender, ethnicity, generation, citizenship, disability and LGBTQ+.

During the year, a Sign Language course for 307 employees was organized and mentoring programs for Plant leaders were held to share experiences and best practices (56 mentoring meetings were organized for 147 leaders). In addition, D&I coffee talks with Plant managers and a webinar on Diversity in Mobility were delivered. In total, about 1,620 employees were directly involved in these actions.

Citizenship

Stellantis celebrated the UN “World Day for Cultural Diversity for Dialogue and Development”, highlighting the significant role of diversity and inclusion in achieving its transformation to a mobility tech company. Several initiatives were developed at global and regional levels on how to work effectively across cultures.

Stellantis employees represent more than **160 nationalities across six regions** and are supported with a cohesive corporate learning strategy. Since 2021 Stellantis employees have:

- Created more than 22,200 unique profiles in the Country Navigator cultural learning tool dedicated to Intercultural Awareness, which provides employees with the knowledge, skills and confidence to effectively communicate and collaborate with global colleagues, enabling a truly borderless workplace.
- Nearly 41,000 employees have completed assessments in SPEEXX in non-native languages and recommended corresponding training paths.
- Completed robust diversity and inclusion training through the D&I Learning Path (nearly 71,000 white collar employees), which focused on the definition of diversity, how to encourage inclusion, the global D&I strategy, unconscious bias and microaggressions in the workplace.

Diverse programs were launched during 2023 to support leaders in managing international teams working remotely.

Leading Global Teams, a leadership program to inspire global leaders and enhance their inclusive leadership skills continued in 2023 with 77 Global Leaders from different functions and countries. The program is composed of six main elements, each with specific objectives: understanding Stellantis D&I culture, developing inclusive leadership behaviors and dealing with diverse teams, leveraging leading mindset changes using diversity as a positive force, recognizing the value of cognitive diversity, learning inclusive communication behaviors and being effective advocates for diversity in the Company.

At regional level, the “Diverse Culture Sharing and Celebration Salon” series program was launched in China to celebrate important festivals in different cultures and support employees working in global teams to strengthen understanding and collaboration among diverse functions and citizenships. 382 employees participated in this program.

Gender

In 2023 several actions were taken to strengthen Stellantis' commitment to promoting gender diversity and professional equality. The Company considers the gender balance of its core businesses and key positions as a fundamental objective of its responsible and sustainable development and of its employees' quality of life at work. In 2023 21.28% of Stellantis employees are women (versus 20.79% in 2022). In 2023, **women represented 30% of leadership positions** (L1-L2-L3)[7] (versus 27% in 2022) and 31.4% of hiring with all employee categories combined (versus 30.2% in 2022).

During International Women's Day in March 2023, Stellantis joined the global campaign #EmbraceEquity by strengthening its commitment to Women's advancement with the **signature of the UN Women's Empowerment Principles (WEP)**. Over 50 initiatives to sustain gender equity took place at a Global and Regional level, focusing on our global D&I pillars: commitment, learning and awareness, employee voice and employer brand.

UN WEP

Following the signature of the UN WEP, a global project team of representatives from diverse functions and specialisms across Stellantis was created, together with leaders from Women of Stellantis and the regional D&I leaders. A comprehensive gap analysis was undertaken on both a global and regional scale to ascertain Stellantis' position against the 7 WEP principles. The outcome demonstrated key focus areas, within which we have created priority action plans to address during the forthcoming year.

In line with the Company strategy to become a sustainable mobility tech company, we monitor the percentage of women in our core STEM functions: Software, ICT, Engineering, Manufacturing Engineering. There are 15.4% women in these functions (versus 15.9% in 2022). At a regional level initiatives were developed to sustain women in STEM from an employer brand perspective: for example, in Italy female engineering employees spoke at both the Politecnico in Turin and in middle schools in the country about the importance of STEM training for women, telling the students about their experience at Stellantis. Around 1,200 students attended these events.

In 2023 the "Accelerate Women in Leadership" (AWL) global development program continued, involving around 140 female talents with a program that focuses on Impact and Influence, Career Management and Strategic Acumen. Midway through the program, the cohort awarded an average Net Promoter Score of 67.

women of STELLANTIS

In order to meet our 2030 Women in Leadership goal, we will continue to increase the proportion of women in our total workforce and to support women's empowerment through different initiatives.

[7] Hierarchical position below CEO excluding assistants

Stellantis is committed to supporting women's empowerment through different initiatives:

"Donna - Professione Ingegnera"

STEM initiative with PoliTO encouraging the presence of women in the scientific and technological sectors. Focused on Women and STEM professions, to motivate and engage women students in science, technology, engineering, mathematics and manufacturing careers

"Women's Leadership Experience"

An award winning career development program in North America that includes executive coaching, business projects and a specially designed curriculum to empower, inspire and sustain women in their career path progression and prepare them for leadership opportunities.

"X-Factor Women's Executive Development Program"

A leadership program in North America designed to accelerate the development of high-potential women and prepare them for executive leadership roles, utilizing formal training, coaching, mentoring, speaking engagements, and professional organization membership.

Female Universe

Program delivered in South American Plants, focusing on women needs in order to make their presence at work more "comfortable" for practical female needs. Dedicated spaces are in place, where women can find clean uniforms, healthcare and hygienic products.

Diverse Development Programs

In South America programs like Diverse Engineering, Female Team Leaders and Women in Tech sustain gender and generation diversity in technical areas, and striving for gender balance on internship, apprenticeship and career acceleration programs, such as "Rocket", which saw 58 women in the 2023 cohort.

WOMEN OF STELLANTIS

The "Women of Stellantis" is the first global business resource group within Stellantis with a member base of over 5,500 employees worldwide (men and women), a 10% increase in member growth year-over-year. The group acts as a think tank contributing to business issues and cultural change while encouraging members to be advocates of tomorrow's Company, through key management or expertise positions. In 2023, the Women of Stellantis global team organized global efforts around International Women's Day and International Day of the Girl, as well as hosting a virtual leadership series highlighting female executives around the world. Women of Stellantis groups in each business region also hosted more than 180 events to support local initiatives and professional and personal growth opportunities.

Race & Ethnicity

Stellantis has developed several programs and policies specifically supporting ethnically underrepresented populations, with 51.3% of diverse ethnicities being hired in total workforce in the U.S. in 2023 (versus 43% in 2022). In 2022, the **Black Leaders Advancement Collective (BLAC) leadership development program** was launched to prepare emerging diverse talent for leadership opportunities. Since inception, 19 employees have graduated from the program. The Company also partners with the **Black Automotive Media Group (BAMG)** to provide The Driving Force internships for Historically Black Colleges and Universities (HBCU) students studying in media, marketing and business, and has been the exclusive sponsor of the **National Black MBA Association (NBMBAA)** Graduate Student Case Competition since 1995.

Launched in 2021 in the US, the National **Black Supplier Development Program** continued this year, in collaboration with the National Business League (NBL), to develop Black suppliers for future contracting and procurement opportunities in the pursuit of greater racial equity in the marketplace. The Stellantis-NBL National Black Supplier Development Program will support the development of Black businesses around the country and internationally for future opportunities within the federal government and public and private sectors.

In line with UN Declaration on the Rights of indigenous Peoples and international legal framework, Stellantis makes significant efforts to respect, include and promote local communities in its work. In 2023, Stellantis was recognized as a **Top 50 Workplace for Indigenous STEM Professionals in North America** by Winds of Change magazine for the fourth consecutive year. The Company was also recognized as one of the Top 50 Best Employers for Latinas in the United States (#8) by LATINA Style magazine, and was recognized with a five-star rating for Governance by the Hispanic Association on Corporate Responsibility (HACR) for the second year in a row. The annual HACR survey measures Hispanic inclusion in corporate America and assesses companies to help identify opportunities for growth in their Hispanic diversity and inclusion practices [8].



Within our North America (US) and South America (Brazil) regions, we also set ethnicity targets to assist with overcoming CSR challenge #6. Our aim for 2023 is to have 23% of ethnically diverse individuals within L1-L2-L3 positions in North America, compared to 21% in 2022. For Brazil, our target is to have 13.5% of ethnically diverse individuals within L1-L2-L3 positions during 2023, compared to 9.6% in 2022.

Generations working together

Stellantis seeks to strengthen the place of more experienced employees and considers them an advantage for the Company's success. Through **mentoring programs**, the Company encourages **knowledge sharing**, developing leaders who model inclusion through trust, transparency and feedback. The collaboration of multiple generations is considered as an asset for social cohesion and business performance. In South America, the "40+ Internship Program" intends to enhance this achievement and to challenge ageism for new talent. To attract the next generation of talent into the automotive industry the Company has several programs in place < 3.1.7 >.

On a regional basis, countries such as India, Brazil and China have specific projects focused on **attracting candidates directly from university campuses** in order to meet our future skills requirements in areas such as software and digital technologies. For example, in Brazil 20 recently graduated female Engineers attended the two-year "Young Talents program". In India from 2022, the Company worked on the National Employability Enhancement Scheme **(NEEM) program** in collaboration with the Government, recruiting and providing the under-skilled youth much-needed exposure and training to acquire the finer skills. Those hired under the NEEM program continued with their training during 2023. In Argentina, the "Female Team Leaders" program also contributed to gender and generation diversity with 9 women leading shop floor units in Cordoba and Palomar plants. In 2023, Stellantis was, once again, certified on the "**HappyIndex Trainees**" list, initiated by "Choose my company", placing 9th in the "world" category. This rewards companies that have particularly distinguished themselves in welcoming its trainees, apprentices and Volunteer International Experience (VIE) within its institutions.

Disability

Stellantis policy regarding social and occupational inclusion of people with disabilities is enacted worldwide through various collective agreements with the goal of keeping workers with disabilities employed, carrying out preventive actions and promoting their integration into the workplace. Taking such an approach benefits everyone as well as the Company's performance and includes:

- offering **employment opportunities** to individuals with disabilities
- supporting the inclusion of employees with a disability by **raising awareness** among employees throughout the year and by reinforcing the training of managers and trainers
- taking action to support and retain employees with disabilities and maintain them in their jobs by providing **adjusted work solutions or specially adapted workstations**
- improving awareness of collective agreements and of **measures in favor of the workers** concerned (local disability correspondent, social service, medical service, human resources function, management, employee representatives and employees) and by setting up preventive measures.

The DIVERSE•abilities Network is one of the company's global Business Resource Groups (BRGs), aiming to support employees with disabilities, employees who are caregivers of family members with disabilities, and employees responsible for the care of elder loved ones by providing resources, support networks, training and development programs to increase awareness and minimize stigma about disability in the workplace.

[8] https://media.stellantisnorthamerica.com/newsrelease.do?id=25382&mid=2

LGBTQ+

Our LGBTQ+ resource groups are committed to sustaining LGBTQ+ employees through **learning, mentoring and talent development initiatives**.

Stellantis demonstrates the Company's commitment to LGBTQ+ employees, customers and communities with a variety of events and programs throughout the year. Detroit (U.S.) is home to one of the U.S.' largest Pride month celebrations with the colors of the rainbow in full display in June at Motor City Pride, the annual two-day festival and parade that is the largest LGBTQ+ gathering in Michigan. In 2023 Stellantis and the Jeep brand were the presenting sponsors of Pride festivals and parades in Detroit, Toledo and Chicago. Stellantis manufacturing facilities across North America show their support by raising the Pride Rainbow flag throughout June, and the headquarters building in Michigan lights up in purple for National Coming Out Day and Spirit Day in October.

In North America, the **Prism LGBTQ+ Alliance BRG**, established in 2003, welcomes employees and allies to participate in activities throughout the year and is a key partner to Stellantis brands. Prism has been instrumental in helping to create and promote branded LGBTQ+ merchandise including clothing, accessories, and vehicle trim options. The group counts more than 350 members and two Senior Executive sponsors. In South America, the "PertenSer/PerteneSer" BRG has built momentum for the communities. During 2022 Stellantis signed the "LGBTI+ Business and Rights Forum" in Brazil, with the South America LGBQIA+ resource group highlighting the challenges and driving initiatives such as Pride Week.

To emphasize our commitment to equal treatment for all employees, we are adapting our global policies, ensuring that elements such as LGBTQ+ are taken into consideration. For example, our Stellantis International Expatriate Policy now explicitly asks that individuals who identify as LGBTQ+ flag this during the process to ensure that they and their family members can be provided with tailored information and advice to aid in making informed decisions regarding potential assignments.

PRISM LGBTQ+ ALLIANCE

Parenthood

Stellantis takes parenthood into account as part of its respect for gender equality in the workplace to prevent discrimination and promote diversity. By supporting a work environment that encourages employees to return to work after maternity or paternity leave, Stellantis helps employees who are parents to **achieve a better work-life balance** for example by providing childcare or education subsidies for children or by signing work-life balance agreements (to reduce working hours, change work schedules through different alternatives to ease family care or provide job sharing opportunities). It also ensures employees are informed about the possible parental leave options, depending on the legislation, encouraging both mothers and fathers to take advantage of it. In some countries, the Company offers improved maternity leave conditions compared to the national ones by offering better economic conditions, including enhancements to maternity and paternity pay (e.g., in the U.S., UK and UAE) or by providing the option to extend the period of leave (e.g., in Argentina and Mexico). **In 2023 Stellantis provided its primary caregivers 34,796 and non primary caregivers 15,476 paid weeks off**.

In many Company sites, lactation rooms are available to support mothers that are back at work and want to continue breastfeeding. At the country level, for example in Spain, flexible breastfeeding leave options are also available (by hour or accumulation in full days).

Different benefits to support parents and their families are active at a country level (e.g., reimbursement of kindergarten or babysitting; Scholarship and family care programs, health insurance for family members). Flexible working time is also possible thanks to the New Era of Agility (NEA) project that allows eligible employees to work remotely **< 3.4.6 >**.

Domestic Partner Benefits are available to both same-sex and opposite-sex partners at country level. We recognize family trends are changing and domestic partner benefits meet the needs of a diverse and dynamic workforce as well as the expectations of prospective employees.

In 2023, a new benefit was introduced for U.S. salaried employees through Carrot Fertility, providing resources to make parenthood more accessible to everyone. Eligible employees have access to inclusive fertility healthcare, family-forming benefits, and education support including fertility health, assisted reproduction, adoption, gestational surrogacy, pregnancy, and menopause support.

DONATIONS OF HOLIDAYS

On top of the public regulation, Stellantis has a proactive approach with its social partners, for example in order to support working parents. A company agreement was signed in 2014 in France with all trade unions to establish an innovative social cohesion system based on the values of solidarity and mutual assistance.

Under this agreement, employees can donate days off to parents with a sick child, anonymously and without receiving anything in return. The donated days are banked in a Solidarity Fund created for this purpose and is managed by the workplace social services. In 2016 a new agreement extended the program to spouses, common-law spouses and partners. Starting in 2020, another agreement extends this program to employees who are caregivers of a dependent or disabled relative. This program has received a strong response.

In 2023, 181 days have been donated (versus 192 days in 2022). 424 days (versus 384 in 2022) were granted to 33 employees (versus 27 in 2022) to help them cope with a variety of situations including illness, disability or accidents.

3.3.8 DETAILED KEY PERFORMANCE INDICATORS

GRI 405-1 GRI 405-2

Parental Leave by gender

Number	Year	Men	Women	Total
Parental leave entitled	**2023**	**28,297**	**6,349**	**34,646**
	2022	22,219	9,303	31,522
	2021	16,202	5,883	22,085
Parental leave used	**2023**	**5,425**	**2,107**	**7,532**
	2022	4,249	7,515	11,764
	2021	3,967	2,877	6,844
Back to work after parental leave (in the reporting period only)	**2023**	**5,164**	**1,370**	**6,534**
	2022	3,997	1,397	5,394
	2021	3,093	1,326	4,419

Top executive by age and gender*

		Up to 30 years			31 to 50 years			Over 50 years			Total		
	Year	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
Top executive team	**2023**	**-**	**-**	**-**	**-**	**3**	**3**	**5**	**25**	**30**	**5**	**28**	**33**
	2022	-	-	-	-	5	5	5	26	31	5	31	36
	2021	-	-	-	1	7	8	5	24	29	6	31	37

* CEO, SVPs and Deputies are not appearing in the table above.

Ethnicity - Stellantis in the U.S. (%)

	Year	
White	**2023**	**54.8%**
	2022	55.7%
Black/African American	**2023**	**36.7%**
	2022	36.1%
Asian / Pacific Islander	**2023**	**3.8%**
	2022	3.5%
Hispanic / Latino	**2023**	**3.5%**
	2022	3.6%
American Indian / Alaskan Native	**2023**	**0.3%**
	2022	0.3%
Do not wish to identify	**2023**	**0.9%**
	2022	0.9%

Workforce by geographic area, gender and age

		Women				Men				Total
	Year	Up to 30 yo	31-50 yo	Over 50 yo	Total	Up to 30 yo	31-50 yo	Over 50 yo	Total	
Enlarged Europe	**2023**	**2,497**	**13,406**	**9,486**	**25,389**	**8,316**	**46,716**	**51,867**	**106,899**	**132,288**
	2022	2,350	14,350	9,560	26,260	8,173	51,124	53,448	112,745	139,005
	2021	2,864	16,572	8,659	28,095	9,707	62,295	50,710	122,712	150,807
North America	**2023**	**2,327**	**10,983**	**6,631**	**19,941**	**8,324**	**27,952**	**22,994**	**59,270**	**79,211**
	2022	2,845	11,375	6,814	21,034	10,450	29,959	24,529	64,938	85,972
	2021	3,820	12,576	6,212	22,608	12,743	33,102	22,836	68,681	91,289
South America	**2023**	**2,148**	**3,372**	**277**	**5,797**	**4,225**	**14,557**	**3,704**	**22,486**	**28,283**
	2022	1,949	3,237	249	5,435	4,700	15,401	3,430	23,531	28,966
	2021	1,515	3,116	187	4,818	5,199	16,626	2,709	24,534	29,352
Middle East & Africa	**2023**	**662**	**415**	**27**	**1,104**	**2,451**	**2,020**	**104**	**4,575**	**5,679**
	2022	642	449	25	1,116	2,271	1,803	121	4,195	5,311
	2021	729	502	49	1,280	2,676	1,838	189	4,703	5,983
China and India & Asia Pacific	**2023**	**379**	**755**	**47**	**1,181**	**1,227**	**2,796**	**277**	**4,300**	**5,481**
	2022	274	716	46	1,036	874	2,490	278	3,642	4,678
	2021	192	732	40	964	655	2,324	221	3,200	4,164
Total	**2023**	**8,013**	**29,931**	**16,468**	**53,412**	**24,543**	**94,041**	**78,946**	**197,530**	**250,942**
	2022	8,060	30,127	16,694	54,881	26,468	100,777	81,806	209,051	263,932
	2021	9,120	33,498	15,147	57,765	30,980	116,185	76,665	223,830	281,595

Workforce by geographic area, gender and type of contracts

		Women			Men			Total
	Year	Fixed-term contract	Permanent contract	Total	Fixed-term contract	Permanent contract	Total	
Enlarged Europe	**2023**	**2,693**	**22,696**	**25,389**	**5,815**	**101,084**	**106,899**	**132,288**
	2022	2,009	24,251	26,260	4,885	107,860	112,745	139,005
	2021	2,087	26,008	28,095	4,866	117,846	122,712	150,807
North America	**2023**	**2,668**	**17,273**	**19,941**	**6,080**	**53,190**	**59,270**	**79,211**
	2022	2,689	18,345	21,034	6,107	58,831	64,938	85,972
	2021	2,932	19,676	22,608	6,864	61,817	68,681	91,289
South America	**2023**	**588**	**5,209**	**5,797**	**1,139**	**21,347**	**22,486**	**28,283**
	2022	498	4,937	5,435	1,106	22,425	23,531	28,966
	2021	135	4,683	4,818	808	23,726	24,534	29,352
Middle East & Africa	**2023**	**283**	**821**	**1,104**	**1,433**	**3,142**	**4,575**	**5,679**
	2022	188	928	1,116	1,066	3,129	4,195	5,311
	2021	339	941	1,280	2,286	2,417	4,703	5,983
China and India & Asia Pacific	**2023**	**252**	**929**	**1,181**	**840**	**3,460**	**4,300**	**5,481**
	2022	174	862	1,036	536	3,106	3,642	4,678
	2021	114	850	964	455	2,745	3,200	4,164
Total	**2023**	**6,484**	**46,928**	**53,412**	**15,307**	**182,223**	**197,530**	**250,942**
	2022	5,558	49,323	54,881	13,700	195,351	209,051	263,932
	2021	5,607	52,158	57,765	15,279	208,551	223,830	281,595

Workforce by geographic area, gender and category

		Women				Men				Total
	Year	Blue collars	White collars	Top Management	Total	Blue collars	White collars	Top Management	Total	
Enlarged Europe	**2023**	**13,267**	**11,967**	**155**	**25,389**	**69,555**	**36,838**	**506**	**106,899**	**132,288**
	2022	13,061	13,051	148	26,260	72,088	40,162	495	112,745	139,005
	2021				28,094				122,713	150,807
North America	**2023**	**15,590**	**4,267**	**84**	**19,941**	**44,463**	**14,529**	**278**	**59,270**	**79,211**
	2022	16,958	4,004	72	21,034	49,457	15,250	231	64,938	85,972
	2021				22,608				68,681	91,289
South America	**2023**	**4,038**	**1,754**	**5**	**5,797**	**17,661**	**4,783**	**42**	**22,486**	**28,283**
	2022	3,500	1,930	5	5,435	18,301	5,195	35	23,531	26,699
	2021				4,818				24,534	29,352
Middle East & Africa	**2023**	**490**	**613**	**1**	**1,104**	**3,372**	**1,198**	**5**	**4,575**	**5,679**
	2022	418	697	1	1,116	2,907	1,278	10	4,195	5,311
	2021				1,280				4,703	5,983
China and India & Asia Pacific	**2023**	**40**	**1,133**	**8**	**1,181**	**893**	**3,384**	**23**	**4,300**	**4,548**
	2022	22	1,008	6	1,036	546	3,071	25	3,642	4,678
	2021				964				3,200	4,164
Total	**2023**	**33,425**	**19,734**	**253**	**53,412**	**135,944**	**60,732**	**854**	**197,530**	**250,942**
	2022	33,959	20,690	232	54,881	143,299	64,956	796	209,051	263,932
	2021				57,764				223,831	281,595

Employees with disability by category, geographic area and gender

		Enlarged Europe		North America		South America		Middle East & Africa		China and India & Asia Pacific		Total		
	Year	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Total
Blue collars	**2023**	**946**	**3,791**	**202**	**527**	**202**	**1,032**	**-**	**6**	**-**	**-**	**1,350**	**5,356**	**6,706**
	2022	1,010	4,044	212	557	140	964	2	5	-	1	1,364	5,571	6,935
	2021	1,135	4,283	249	2,424	114	1,043	2	5	-	-	1,500	7,755	9,255
White collars	**2023**	**425**	**1,028**	**49**	**234**	**11**	**69**	**2**	**5**	**-**	**3**	**487**	**1,339**	**1,826**
	2022	449	1,105	49	256	11	70	2	6	-	2	511	1,439	1,950
	2021	416	1,122	91	364	23	76	3	11	-	2	533	1,575	2,108
Total	**2023**	**1,371**	**4,819**	**251**	**761**	**213**	**1,101**	**2**	**11**	**-**	**3**	**1,837**	**6,695**	**8,532**
	2022	1,459	5,149	261	813	151	1,034	4	11	-	3	1,875	7,010	8,885
	2021	1,551	5,405	340	2,788	137	1,119	5	16	-	2	2,033	9,330	11,363
	Year	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	Women (%)	Men (%)	
%	**2023**	**22%**	**78%**	**25%**	**75%**	**16%**	**84%**	**16%**	**84%**	**0%**	**100%**	**22%**	**78%**	**100%**
	2022	22%	78%	24%	76%	13%	87%	27%	73%	0%	100%	21%	79%	100%
	2021	22%	78%	11%	89%	11%	89%	24%	76%	0%	100%	18%	82%	

Nationality by category and gender

Categories	Year	Women	Men	Total of nationalities by category
Blue collars	**2023**	85	133	137
	2022	82	134	138
	2021	81	130	134
White collars	**2023**	85	122	132
	2022	92	127	135
	2021	100	143	149
Top Management	**2023**	18	29	33
	2022	19	30	35
	2021	NA	NA	NA
Total nationalities by gender	**2023**	**113**	**153**	**160**
	2022	117	155	162
	2021	124	163	170
Number of managers with the nationality of the host country	**2023**	**11,728**	**40,733**	**52,461**
	2022	8,130	30,251	38,381
% of managers with the nationality of the host country	**2023**	**94%**	**96%**	**95%**
	2022	70%	72%	72%

% of women in Top Management by age group

	Year	Under 30 yo	31 to 50 years old	Over 50 years old
Top Management (EVP, SVP, VP)	**2023**	**-%**	**25%**	**17%**
	2022	-%	31%	18%

Female / Male wage* and bonus ratio by category

	Year	Mean wage	Median wage	Mean bonus	Median bonus
Blue collars	**2023**	**0.91**	**0.90**		
	2022	0.94	0.92		
	2021	0.94	NA		
White collars	**2023**	**0.91**	**0.93**	**0.85**	**0.91**
	2022	0.91	0.92		
	2021	0.91	NA		
Top Management	**2023**	**0.95**	**0.96**	**0.85**	**0.92**
	2022	0.89	0.90		
	2021	NA	NA		
Global gender wage ratio	**2023**	**0.91**	**0.91**	**0.85**	**0.91**
	2022	0.93	0.92		

* Annual basic salary (annual gross wage) only significant countries (over 300 employees in the category measured). We've shifted from country-level data to individual-based reporting. While this may make direct year-over-year comparison difficult, it offers more granular detail enabling targeted initiatives for greater compensation equity.

3.4 HEALTH, SAFETY AND WELLBEING IN THE WORKPLACE

3.4.1 CONTEXT AND STELLANTIS POSITION

GRI 2-29 GRI 3-3

CSR issue/challenge #7 Health, safety and wellbeing in the workplace

Employee workplace wellbeing, health and safety is an increasing societal demand and a top priority for Stellantis. We attend to employee safety, health and wellbeing by applying a methodical approach that **involves stakeholders, employees, employee representatives, the medical community and management**.

After establishing the Stellantis Wellbeing, Health, and Safety policy in 2021, this year Stellantis continued to implement programs designed to bring the policy to life. Examples in 2023 are the addition of a "wellbeing day" to use when an employee needs it and the addition of fertility benefits in North America. Stellantis has put its people at the center of everything we do, using safety, health and ergonomics as a foundation on which to build wellbeing.

Successful implementation of these programs will provide a competitive advantage in terms of absenteeism, reduced compensation costs, employee retention and motivation and therefore company performance. This is a strong driver of our Dare Forward 2030 strategic plan related to its "Care" pillar and our ambition to be a great company to work for.

We innovate by challenging the status quo, such as remote working (New Era of Agility) encouraged where applicable to reduce CO_2 emissions associated with employee commutes and to expand wellbeing in the workplace, improve efficiency and quality of life by encouraging work-life balance.

Company's public position

The Company allocates resources (e.g., standards, safe equipment and workstations, people, employee assistance programs) for an approach that goes beyond health at work and contributes to healthy choices and lifestyle. It supports the "Healthy Workplaces" initiative promoted by the European Union and the World Health Organization (WHO), as well as similar initiatives in the U.S.

Stellantis' commitment is demonstrated in the Wellbeing, Health and Safety policy, as well as in several collective bargaining agreements.

3.4.2 FORWARD-LOOKING VISION AND TARGETS

GRI 3-3

Commitment scoreboard

CSR ISSUE/CHALLENGE | **#7 Health, safety and wellbeing in the workplace**

VISION/AMBITION: Create a safe and engaging work environment promoting employees' health and wellbeing at work for a greater work life balance

OWNER: Chief Human Resources & Transformation Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2024)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
Lost-time injury frequency rate [LTIR /1,000,000 hwkd]	<1	<1	<1	1	1.25	**0.95**

3.4.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

For a company, **Health and Safety performance at work has a direct impact on employee absenteeism and thus on the ability to operate and on labor costs through lower productivity** by loss of working time, cost of occupational illnesses, etc. It can also affect the Company's reputation, impact staff morale or increase operating costs through fines and other contingent liabilities. It is seen as an ethical responsibility, that is good for our people and good for our business.

Risks:

- **Physical Safety risks**

  Manufacturing facilities, if not properly managed, can potentially expose employees to risks that could lead to injury or illness. **Effective Risk Management and Reduction procedures** are in place to identify and correct activities in the workplace that can lead to injury and illness.

- **Mental Health risks**

  Mental health risks encompass a wide array of conditions that lead to business risk and employee concerns. Risk Analysis has widened and now includes the protection of the risks to which an

employee could be exposed as a result of their mission, including **expanding protection from psychosocial risks** beyond European Operations. Addressing these risks results in a decrease in absenteeism, workplace violence and potential self-harm, but also in an increase of psychological safety, wellbeing and motivation of the employees.

- **Regulatory risks**

  As a global company, Stellantis operates in jurisdictions that regulate health and safety. These **regulatory requirements vary across the regions** in which Stellantis operates. It is important to know these requirements to avoid noncompliance and the potential for fines or other enforcement actions.

The Company's actions and innovations to mitigate these risks:

Stellantis is committed to prevent health and safety risks at work. Stellantis prioritizes preventing fatality, disability, injury and illness by completing risk analysis to identify workplace hazards and potential exposures (including hazardous substances), identification of stress sources and implementing containment and countermeasures such as job redesign to permanently reduce the identified risks. Stellantis promotes wellbeing, health and safety to support and enhance a healthy and engaged workforce. An effective management system provides efficient and simple standards for critical hazards and follows up with a global audit process to ensure implementation. This management system puts employees at the center of the solution so that each contributes to improving the workplace.

Opportunities:

The Stellantis Wellbeing, Health and Safety policy is based on the conviction that our actions have a significant impact on many critical domains. It is a fundamental aspect of our social responsibility towards our employees and all the people working in our

facilities as well as the mark of the Company's respect for each of the individuals who are part of it:

- bringing to life the Wellbeing, Health and Safety policy can improve the social climate and embodies our corporate values and its impact on our people's sense of belonging;
  - **Caring for our people** is essential to our Dare Forward 2030 strategic plan as a strong driver to become a great company to work for. Being able to understand employee experiences and to identify our strengths and areas of improvement allows us to contribute to the Company growth and performance. That is the reason a new wave of our **global employee survey** < 3.1.7 > was launched in May 2023, followed by further editions. The results of these surveys provide us with **critical data**, at the global, local and team level, to **drive improvement and strengthen our Company**.
  - The first **dedicated global survey on mental health and psychosocial risks** < 3.4.7 > was implemented in early 2023 to provide managers, HR and health and safety specialists with accurate and relevant data worldwide. This was an opportunity to raise awareness and break the taboo on Mental Health, as well as to make a risk assessment available.
- taking care of our people and acting to reduce injuries has direct and positive consequences on absenteeism, which is important for all our operations;
  - In keeping with safety industry thought leaders, Stellantis has shifted focus to concentrate on the **prevention of life altering injuries** in its facilities. The identification of the true root cause of these life changing injuries, known as **Serious Injuries and Fatalities (SIF)**, and incidents that could have resulted in a life changing injury but did not, known as **potential Serious Injuries and Fatalities (pSIF)**, is required in each Stellantis location. All manufacturing locations have been trained on how to identify a pSIF incident so that measures could be put in place to prevent future similar incidents.
- acting to promote wellbeing and motivation, as well as psychological safety, through global and local actions is also a strong lever to improve productivity, quality, innovation and the capability of our workforce to adapt positively to current and future challenges we will have to face and changes we will have to create.

3.4.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 3-3 | GRI 403-1 | GRI 403-8 | GRI 413-1

The governance process is overseen by the Strategy Council. In monthly business reviews the results related to wellbeing, health and safety are presented and discussed with the analysis of the impact on operations. Those indicators include safety results and responses to employee surveys.

WELLBEING, HEALTH AND SAFETY GOVERNANCE



The Corporate Wellbeing Health and Safety (WHS) organization ensures proper coordination of WHS activities, processes and targets throughout the regional Stellantis organizations. In each region, a Wellbeing, Health and Safety leader is appointed and is in charge of contributing to the global policy, implementing the actions, supporting the operations in the region and providing the regional top management with results and analysis. All WHS leaders and plant managers are evaluated against those results. Because the Health and Safety domain is part of the **Stellantis Production Way management system** < 3.4.6 > key Health & Safety indicators of the manufacturing operations include Health and Safety related indicators, among which are Total Recordable Injury Rate, Lost Time Injury Rate, Serious Injuries, and absenteeism.

JOINT HEALTH AND SAFETY COMMITTEE

In North America, U.S. and Canada, weekly meetings are held to review changes in employee safety activities, procedural updates and other opportunities for improvement are undertaken by the Joint Health and Safety Committee comprised of representative of Management and Labor Union.

The dialogue concerning improvement of employee health and safety with employee representative bodies, in accordance with current laws and the collective bargaining agreements, has continued. In most host countries, joint management-worker organizations are in charge of monitoring the application of employee health and safety practices. 95% (versus 92% in 2022) of Company employees are represented by 254 joint management-worker health and safety committees (versus 266 in 2022).

3.4.5 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3 | GRI 403-4 | GRI 403-6 | GRI 403-8

We Care for the Future is one of **four core values of Stellantis**. Care extends not only to the environment, but also to our people. **Managers are accountable for the wellbeing and motivation of their teams**. In fact, this is one of the leadership behaviors by which Stellantis managers are evaluated and is a direct demonstration of the Company's commitment to the betterment of our employee's lives. Caring for our people is part of our Dare Forward 2030 strategic plan to build a great company to work for.

Our commitments related to wellbeing, health and safety are also grounded in several Company policies:

- The Code of Conduct with commitments about protecting our workforce that refers to ensuring health and safety and promoting wellbeing and a healthy lifestyle.
- The Wellbeing, Health and Safety policy is defined as part of the Human Resources ambitions for Stellantis. This formal document was signed by Carlos Tavares and all Executive Vice Presidents and communicated to all employees in October 2021. Our WHS Policy applies to all Stellantis employees working remote and on-site and Non-Stellantis employees at Stellantis facilities including temporary agency workers, contractors and visitors.

Acting in a proactive and structured mode and building our Wellbeing, Health and Safety program will be a competitive advantage for the Company. We aspire to achieve world class levels of health and safety for everyone, everywhere, every time.

We act to:

- prevent fatality, disability, injury and illness
- promote health and safety to support and enhance a healthy and engaged workforce
- empower everyone so that each contributes to improvement of the workplace
- deploy an efficient management system to provide strong standards, measure our results and impacts and support our continuous improvement.

In order to live up to our Wellbeing, Health and Safety policy, Stellantis created a wellbeing and motivation program, labeled "We All Care", based on five pillars that highlight the priority levers on which to act < 3.4.7 >.

Health and safety agreements

Stellantis is committed to implement the best occupational health and safety standards and practices and has made health and safety a top priority. This commitment is demonstrated in the Wellbeing, Health and Safety Policy, as well as in several national Company agreements with employee representatives. Each year, health and safety agreements are signed in the countries where the Company operates. There were 58 health and safety agreements signed in 2023 (versus 22 in 2022).

3.4.6 ORGANIZATION AND RESOURCES

GRI 3-3 | GRI 403-2 | GRI 403-3 | GRI 403-4 | GRI 403-5

Stellantis wants global health and safety standards to be fully implemented no matter where in the world we operate.

The Stellantis Production Way (SPW), Health and Safety domain (Occupational Health and Safety Management System) is dedicated to improving health and safety in a systematic manner by involving the **entire manufacturing organization** and encompassing all phases of production. It includes a **combination of preventive measures and collaboration of employees**.

- Employees are involved through training that focuses on the importance of safeguarding health and safety; complying with policies and procedures; and promoting appropriate prevention behaviors across all organizational levels and roles.

Workers are also engaged in initiatives designed to increase safety awareness and participate in a comprehensive system for gathering feedback and suggestions. Through the Work-Related Alert and Safety Conversation tools, useful and implementable ideas are put into practice, shared across multiple facilities, with the project owners recognized for their involvement.

The SPW Health and Safety domain applies **risk management and reduction**, both on a routine and non-routine basis, with the purpose of singling out major risk areas and implementing preventive action plans. Risk areas include physical, ergonomic, chemical and psychosocial risks. If injuries and illnesses do happen Stellantis takes a learning approach to discover all causal factors and implement corrective actions. The Hierarchy of Controls methodology is then used to determine the proper countermeasures. Supervisors and managers are expected to continually work **to reduce risk level** of their top risks and to **assess the daily mood of their employees**.

Psychosocial risks, including work-related stress, are common in the industry. Stellantis has a common methodology, based on data, to assess psychosocial risks in a common and comparable way.

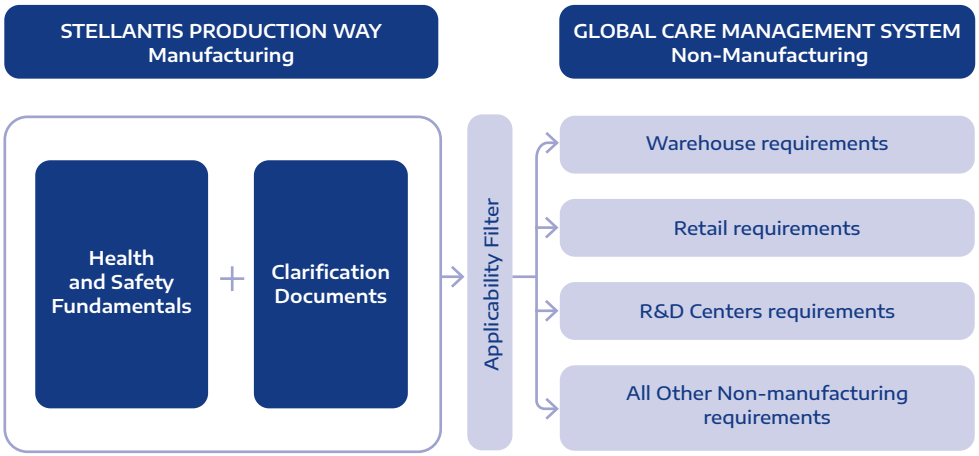
This methodology comes in addition to the regulatory requirements if any in the area. A strong training process is in progress, starting with an e-learning about mental health dedicated to all employees and launched in October 2023 < 3.4.7 > to allow each employee and each manager to address psychosocial risks and take care of any critical situation. Efforts are implemented to increase the percentage of employees having access to Employee Assistance Programs covering Mental Health and psychosocial concerns. In addition to existing programs, new Employee Assistance Program has been launched in 2023 in Malaysia (new EAP programs in Brazil, Argentina, Chile, and China in 2022).

The multilayer strategy related to Mental Health takes into account anonymous feedback of employees and mental health survey results, provides information to managers, HR and WHS teams, includes Health teams, assesses work related risks and ensures available resources are known and accessible to all. Health teams involvement in Mental Health is progressively growing and includes the implementation of an individual screening tool to start the talk on Mental Health, as well as any internal or external referral if appropriate.

Based on the SPW Health and Safety domain, the **Global Care Management System (GCMS)** is an integrated management system that recognizes not all processes designed for manufacturing work in a non-manufacturing setting, while also comprehending that much of the Health and Safety domain requirements are in fact, universal. The GCMS concerns every person that works on Stellantis sites, including employees of service provider companies. This Global Care Management System and SPW are being progressively implemented in the Stellantis operations and cover 242,225 employees at the end of 2023.

The way this is accomplished is by testing the applicability of each requirement to determine if it does apply, does not apply or must be **adapted to fit the non-manufacturing setting**. This ensures that **wellbeing, health and safety are considered**, planned and implemented everyday at Stellantis operations.

Stellantis Production Way System



With the Global Care Management System, Stellantis is **compliant with the occupational health and safety recommendations of the International Labour Organization (ILO OSH 2001)** and performs its obligations in all countries. Encompassing **ISO 45001 requirements**, the GCMS is a means to assess, monitor and manage risks systematically.

There are 37 European and 21 North American sites that have an Occupational Health and Safety Management Systems certified according to ISO 45001:2018 standard.

As an additional control, an internal auditing program has been established. The audit scope includes activities that are most likely to produce SIF and pSIF incidents, safety, health, ergonomics and wellbeing. **The 453 audits of Stellantis sites were completed in 2023**. Regions and Audit and Compliance conducted audits.

Worker representatives are involved in Stellantis health and safety processes. Areas where worker representatives participate in health and safety processes include, but are not limited to, incident reviews, job risk analysis, safety observation tours and periodic health and safety reviews. Where there are formal joint management worker health and safety committees, there are no bargaining unit workers that are not represented by these committees.

Safety resources

Each manufacturing unit in Stellantis is staffed with **qualified safety professionals** to ensure not only that our facilities are in **regulatory compliance** but also to develop capability in our teams to **identify and manage safety risk**. Non-manufacturing locations, such as the retail Stellantis & You organization also have dedicated safety resources to manage the **unique safety risks associated with non-manufacturing activities**. In total, there are 446 (versus 314 in 2022) employees dedicated to assuring safety in Stellantis facilities.

Medical resources

Fulfilling requirements of local regulations, that differ from country to country, a team of 610 physicians and 613 nurses focus on prevention, occupational follow up, emergency care and health promotion. **Local workers at all Stellantis sites have access to medical resources**. Stellantis believes that health must be taken as a holistic matter and achieving occupational health goals requires improvement of the comprehensive health of the employee.

Prevention covers the activities dedicated to occupational risks and exposure assessment related to any health consequence from work activities. Occupational follow up includes monitoring, examinations to check for exposure consequence, assess fitness to work and any potential limitations. It includes individual follow up by physicians, trained nurses, physiotherapists, and/or psychologists to consider early symptoms, either physical or psychological, before requiring long or complex treatment and fosters sustainable employability.

Stellantis Health teams are dedicated to the care of employees while respecting their right to confidentiality and professional secrecy. The health-related information collected through internal occupational Health services is kept under the responsibility of the physician in charge, supported by the country Health coordination. Many countries implement an IT solution to store them, implement and monitor the Occupational Health processes. Each IT solution is compliant with the country regulation.

Emergency care is organized in every facility with internal resources or external support to address critical medical situations.

Ergonomics: strong asset

The team of **81 Stellantis ergonomists** works with the objective of promoting ergonomics to improve employees working conditions and overall efficiency within the Company. This team is divided into three sub-teams:

- the Trade Ergonomists team is responsible for standards development and ensuring the deployment of the Company's guidelines and tools
- the Project Ergonomists team works with manufacturing engineering to ensure that ergonomic standards are met when purchasing and installing new equipment and new programs
- the Site Ergonomists team analyzes and improves ergonomics at their respective facilities.

The objective of each team is to design a user interface adapted to physical capabilities, to prevent the deterioration of working conditions and its consequences both on individuals e.g., health, particularly musculoskeletal diseases and on the related costs for Stellantis such as loss of full-time equivalents, cost of occupational diseases, etc.

3.4.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3 | GRI 403-2 | GRI 403-5 | GRI 403-6 | GRI 403-9

Training and prevention programs

There are mandatory training and certification requirements targeted to operations and facilities. We provide health and safety protocols and recommendations regardless of where the workplace is located, on-site, home or remote working locations.

Based on accident analysis and risk assessment, specific training programs are developed and deployed at all sites. In 2023, 513,012 hours of training were dedicated to safety (versus 350,717 in 2022).

HEALTH AND SAFETY PROFESSIONALS IN CANADA

In Canada every managed site or division has one or more health and safety professionals, depending on the employee population of the site, employed by Stellantis. These employees are responsible for executing the Company's occupational health and safety management system. Manufacturing locations are certified to ISO 45001 and utilize the plan-do-check-act (PDCA) cycle of continual improvement to reduce injury rates and meet obligations. Non-manufacturing locations utilize the same PDCA principles to achieve continual improvement.

Communication of Expectations

To support the policy of reporting hazards, the corporation communicates via the **Stellantis Production Way - "Can Do" booklet** and other global communication forums the three essential behaviors for safety:

- Stop if you are not trained for a task or if your safety is at risk
- Speak Up and intervene if you have a concern for anyone's safety
- Listen if someone shows concern for your safety and resolve the concern together.

At a local level, sites have completed risk assessments for workstations and tasks that promote application of the hierarchy of controls. They review those risk assessments after incidents and injuries occur. All accidents are analyzed using the plan-do-check-act (PDCA) cycle methodology, through the accident analysis tool. **At a regional and global level, standards are developed that sites must assess their conformance to and progress plans to close nonconformance**. These standards define actions in line with the hierarchy of controls and are support by good practices. The main types of work-related injuries were, 1. laceration, primarily finger and hand injuries, 2. contusion 3. strains and strains from slip/trip and fall.

Regarding safety, our vision is to provide world class levels safety which means the following ambitions:

- Zero fatalities over three years
- 50% reduction in Total Recordable Injury Rate by 2030
- The Lost Time Injury Rate always below 1

We have a comprehensive roadmap to reach those targets with specific actions such as Serious Injury and Fatality elimination plan . All our WHS related procedures, processes and standards are part of the Stellantis Production Way management system which ensures a strong and consistent implementation in our manufacturing operations. To support the consistency of our actions and the commitment of the whole company, individual and collective objectives related to safety and employee survey results were defined and cascaded in the whole organization.

HEALTH

Ergonomics

The Ergonomics team takes a comprehensive and collaborative approach to identify the Top 10 critical workstations such as impact on safety, health, quality and cost, and provide different solutions based on the best practices implemented within the Stellantis scope. The focus is on manufacturing business units, including General Assembly, Painting, Welding, Chassis, Powertrain, and Press shop. The team then uses indicators to monitor compliance with ergonomics criteria in the different milestones of vehicle and powertrain projects.

Workplace social services for employees

The main role of social workers is to facilitate job integration by assisting employees dealing with issues in their personal and professional life that are having an impact on their occupation. **Social services are a place to discuss issues and be listened to**. They also provide specialist advice to managers and help implement the corporate social policy. Stellantis provides a hotline for employees with possible face-to-face follow-up Employee Assistance Programs (EAP). Each region has its own programs that are tailored to the specific needs of the region. Workplace social services are provided to all employees through a network of 91 internal and external social workers at office and manufacturing facilities. In North America, Stellantis offers off-site Family, Health and Wellness Centers to provide medical care for our employees and their families as well as on-site Health Coaches.

Mental and Musculoskeletal Health

In addition to the management system in place, a health action plan, focusing on mental health and musculoskeletal health, has been built to be sustainably implemented through the whole organization. This Health action plan gathers the best practices **to prevent illnesses from occurring**. After this first phase, the implementation is ongoing throughout the different regions, to reach a homogeneous result.

On mental health, actions are based on training (including e-learning to all employees of which 9,513 have completed the course), EAP programs, available specialized support, the first company wide mental health surveys, and mental health first aiders. In nearly all of the Company, we have the experience of monitoring various mental health indicators including the number of calls to EAP programs for psychological reasons, absenteeism related to mental health issues, stress, wellbeing and motivation, and mental health survey results. This supports our efforts to support employee health, as well as the positive outcomes for teams and the organization. It enables health services to follow trends, provide feedback to management and results can be considered in order to act.

This first Mental Health Survey targeted a sample of 55,000 employees was distributed in 29 countries available in 16 languages.

The main purpose of this first wave was to raise the awareness on this topic, to increase literacy by sharing definitions and to make available support known. 53% of the employees invited to participate completed the survey (62% of WC).

This first wave provides results on **high stress, need for recovery, anxiety and depression**. Those results are consistent with academic and external references when available at global level. But the main outcome is to have a dataset to which further waves will compare to, to measure improvements. The survey results contribute to the assessment of psychosocial factors.

Due to legal concerns, this process has not been implemented yet in Canada and US.

MENTAL HEALTH

Count on Me Program in South America.

In the UK and Canada Mental Health First Aiders are employees trained to have an open mind to recognize mental health problems.

A Mental Health/Substance Use Disorder (MH/SUD) program is available in the U.S. for eligible employees, retirees and their dependents. It provides confidential counseling, education and referral services to assist members with stress, depression, anxiety, conflict management, managing emotions and substance use treatment and recovery. Covered services include outpatient visits, inpatient admissions, partial hospitalization programs, psychological testing, care management and utilization review.

For musculoskeletal health, good practices and tools are specified within the SPW. In addition to preventive and corrective ergonomics, early care and treatment are promoted and implemented everywhere internal resources are available.

Those plans are empowered by focused health promotion actions to pursue mid- and long-term positive consequences on the health and lives of all employees.

SAFETY

Management of Business Partners

Majority holding joint ventures are included in our safety performance tracking and adopt common policies and processes. Visitors receive information on arrival to a site regarding the health and safety rules they must follow; close working relationships, with safety performance tracking, are established with temporary employment agencies in order to ensure temporary employees receive appropriate training before arriving on site. This is supplemented with on-site training. Contractual obligations for minimum safety standards are established with contractor companies that can only work on site after risk assessments and method statements have been completed to ensure their interaction with our operations will not create additional hazards. Audits on contractor activities are routine practice.

Prevention of SIF and pSIF incidents

A program of serious injury and fatality elimination is strategically overseen at a global level and promoted by the development of common global standards for high-risk activities and the implementation of global **“Call-to-Actions", charging all sites with the implementation of common action plans to eliminate and control such high-risk hazards**.

Hazards are systematically identified through workplace and task risk assessments and subsequently controlled. Workers are trained to identify and report to their line supervisor, any situation that they consider could create harm. If a response is not forthcoming for the line supervisor, workers may raise their concerns with a Health & Safety professional or their employee representatives.

Total Recordable Injury Rate (TRIR)

In 2021 Stellantis set targets for Total Recordable Injuries, those are injuries that need treatment beyond First Aid. Stellantis has committed to reducing the rate of recordable injuries by 50% by 2030. Each entity has its own targets to achieve which are closely followed. In 2023 the rate decreased as in 2022 demonstrating the effectiveness of risk prevention and actions put in place.

Total Recordable Injury Rate table (employees and temporary workers)

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
	2023	**2.63**	**4.35**	**3.94**	**2.3**	**0.57**	**3.32**
Total	2022	2.79	5.63	4.75	3.97	-	3.79
	2021						3.80

SOUTH AMERICA SAFETY IMPROVEMENTS

In the South America region, the Lost time injury rate was reduced by more than 50% and the Total Recordable Injury rate by nearly 20%. They knew that reactive solutions would not drive the improvements needed in their region. Preventive and proactive initiatives would be required. In 2023, over 2,500 near misses were identified and more than 70,000 preventive and proactive actions were opened and closed. A new onboarding program with an enhanced focus on safety was implemented. 99% of the South America's employees participated in a Wellbeing Health and Safety Learning Week, to help them recognize hazards, curtail unsafe behaviors, and to look out for one another.

WELLBEING

Dedicated Wellbeing Program

On the basis of its 'We All Care' policy on wellbeing, health and safety, signed by all of its senior managers, Stellantis makes the wellbeing of its employees an essential commitment which, beyond its social and ethical dimension, constitutes a win-win stake at the heart of its strategy, to support the company's sustainable performance.

A DEDICATED PROGRAM: MY WELLBEING

In July 2022 Stellantis launched a new program dedicated to the wellbeing of all its employees: My Wellbeing. Through this program, that supports the Care pillar in the Dare Forward 2030 strategic plan, Stellantis has an ambitious vision of its employees' wellbeing, which complements its health and safety fundamentals, occupational health, safety, ergonomics and contributes to making Stellantis a great company to work for. An example of an addition to this program for 2023 in North America was the adding of a Wellbeing Day, which is a day off from work to used to improve the wellbeing of the employee.

My Wellbeing Program



The 'My Wellbeing' program is based on five action levers, corresponding to the key components of employees' overall wellbeing:

My Body: referring to the employee's physical wellbeing, with a particular focus on promoting actions in favor of health and physical activity.

My Mind: in reference to the employee's mental wellbeing, with the aim of taking care of mental health and preventing psychosocial risks, in particular by raising awareness on mindfulness, work/life balance, etc.

My Job: dealing with the professional wellbeing of the employee, via career and skills development, managerial skills, by promoting new hybrid ways of working, etc.

My Community: related to the social wellbeing of the employee, by developing diversity and inclusion within the company, social relations and networking, notably through volunteering actions, etc.

My Resources: refers to the financial wellbeing of the employee, notably through total reward approach (compensation and benefits), financial advice, etc.

Sport, Fitness and Nutrition

To support our workforce in a healthy lifestyle is beneficial for the individual, the Company and society. Stellantis therefore offers a variety of health and nutrition programs, sports groups, training facilities, and coaches. For example, Stellantis sponsors employee sport teams in several global regions, nutrition and wellness coaches are available in North America and several different gaming clubs and themed learning events are offered in China, and pre-work day stretching is organized in the Middle East & Africa region.

Better Work-Life Balance

Establishing a collaborative work method is incorporated into the social dialogue and **applies to workspaces** as well as the expansion of **remote working**. The goal is to offer more flexible work arrangements without damaging collective productivity. The New Era of Agility program is an innovative hybrid concept allowing eligible employees to remote work. This allows employees to work from home or another location < 3.2.7 >. We are rethinking our iconic buildings with each new grEEn-campus to better respond to our new hybrid ways of working, as a significant number of our colleagues are taking advantage of flexible remote working, while also contributing to the Company's carbon footprint reduction. We want to offer our employees a completely reimagined experience in terms of time spent on site by encouraging intra- and inter-business exchanges conducive to co-development and collective intelligence, complementing the experience of working remotely. It's an ambitious project, both for the Company and its employees, and one that will help us achieve our goals of reaching carbon neutrality and becoming a great place to work < 2.6.3.4.3 >. **Enhancing work-life balance leads to better performance and prevents stress** as well as adding flexibility across the various regions by reducing commute time. There are regional initiatives to promote tips and rules related to organizing working time. e.g. Europe and Middle East and Africa regions deployed a "Every Action counts" program. This program promotes healthier time management habits based on small daily actions like "how to manage agenda", "how to manage meetings" and "recovery time by taking breaks during the day".

In several countries we have **established the right to disconnect** either in the contracts, charters, policies or internal communications. For example promotion of the use of digital tools, to enable our employee's health and wellbeing. It comes to ensuring respect of resting time and professional and personal life balance, avoiding the risk of digital fatigue linked to continuous use of digital means. With this aim, and taking into consideration the extension of the New Era of Agility, as well as our new modes of work conditioned by the COVID-19 pandemic, the Company has set up ten guidelines to be spread to employees about digital disconnection as well as proper use of electronic devices and digital tools.

Capitalizing on that, the Company willingly offers employees part-time schedules or teleworking arrangements when this is feasible. Where possible, the Company approves employees' requests to work part-time. The aim is to devise suitable solutions, such as part-time by the day or half day, part-time in hours, etc. **Part-time hours** are chosen by employees and are not imposed by the Company. In 2023, the Company had 12,967 part-time employees worldwide (including 563 employees who worked half-time), distributed as follows: 44% women and 56% men.

In 2023, 1,096 employees used the possibility to take a sabbatical.

Sabbatical

	Year	1 to 3 months	4 to 6 months	7 months to 1 year	Over 1 year
Number of employees	**2023**	**505**	**73**	**233**	**285**
	2022	202	77	158	198

Company wide Promotion Events

Stellantis embraced the World Day for Safety and Health at Work (April 28), organized by the International Labour Organization (UN agency). Stellantis focused that day on key subjects that contribute to the overall wellbeing of our employees around the world such as diabetes management, mental health and safety. **This event was implemented across the company in 30 countries together with 2 masterclasses related to Psychological Safety which were attended by 786 employees**. At the same time, strong local actions were implemented to support this commemoration. For example: in Kenitra Plant in Morocco a massive diabetes screening with 691 participants was implemented and in China we organized an Online Health Seminar with 125 participants. South America implemented several safety actions covering 80% of the manufacturing teams. North America team made over 5.651 diabetes screenings.

In October 2023, the third edition of "We All Care Days" took place:

Content was shared with our employees worldwide underlined with local communication and activities for several days. A focus was laid to increase awareness about Mental Health, Ergonomics and Safety and promote a supportive and recovery-oriented culture at work for people with cancer. During the 2023 "We All Care Days" we announced that **Stellantis was joining the Working With Cancer initiative pledge**, an international initiative aiming to erase the stigma of cancer in the workplace and provide a more supportive and recovery-forward culture for those affected. We extend this initiative to all employees affected by severe chronic illnesses in the company because Stellantis is committed to standing with them and supporting them on their journey to remission. In addition, each Region supported other topics considering the specificities of countries and/or sites. The event was implemented across the company in **30 countries and 324 sites**. For instance: We have launched a global e-learning about mental health, designed to benefit all our employees, as part of our mental health plan, and we are reporting that 9,513 employees (NPS 61, Stars 4.7) have already joined this training. South America launched the Employee Assistance Program (EAP) providing Psychological, Social and Financial support to their employees. China reinforced with the employees during the day dedicated to Mental Health their EAP implemented at the begin of the year. Europe and Middle East and Africa implemented the program "Every Move Counts" with the objective to promote physical activity. North America deployed 52 local events in the plants.

To build a positive health & safety culture, let's act toghether!



3.4.8 DETAILED KEY PERFORMANCE INDICATORS

GRI 403-9 | GRI 403-10

Absenteeism*

by geographic area and type of benefits

	Year	Sick leaves	Maternity and paternity leaves	Occupational and commuting accidents	Other absences excluding vacations	Total
Enlarged Europe	**2023**	**9,784,173**	**1,243,313**	**381,91**	**10,272,110**	**21,681,506****
	2022	11,920,784	1,164,707	415,736	13,467,599	26,968,826
	2021	9,333,229	1,155,202	369,746	3,294,095	14,152,272
North America	**2023**	**4,534,327**	**351,082**	**170,698**	**7,880,326**	**12,936,433*****
	2022	4,099,652	126,034	479,769	20,494,511	25,199,966
	2021	5,504,884	202,012	237,642	7,766,077	13,710,615
South America	**2023**	**2,554,638**	**188,132**	**89,43**	**574,897**	**3,407,097**
	2022	2,245,459	197,799	51,812	609,467	3,104,537
	2021	2,469,604	16,507	5,939,574	8,678	9,442,048
Middle East & Africa	**2023**	**150,16**	**25,57**	**739**	**83,215**	**259,683**
	2022	56,129	32,966	2,987	258,073	350,156
	2021	131,072	30,609	1,067	152,475	315,223
China and India & Asia Pacific	**2023**	**77,921**	**79,629**	**160**	**296,328**	**454,038**
	2022	70,387	77,446	205	168,898	316,935
	2021	72,086	79,879	364	147,458	299,787
Total	**2023**	**17,101,219**	**1,887,726**	**642,936**	**19,106,877**	**38,738,758**
	2022	17,538,042	1,773,124	950,515	25,462,790	45,724,472
	2021	17,510,875	1,632,772	6,548,393	12,227,905	37,919,945

* Number of hours of absence excluding vacations.
** We have corrected 2022 data in Europe for absences due to inclusion of new categories of absences in Italy which are missing in 2021 data.
*** We have a variation of 37% of absences in North America due to a correction with one entity in Mexico that is no longer part of the Stellantis scope in 2023. In 2022 all U.S. absences were included in the category other absences.

Number of Work Related and Non-Work related Injuries (employees) by geographic area and type of injury (not including travel from home)

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Contusion	**2023**	**128**	**168**	**37**	**-**	**-**	**333**
	2022	148	246	73	3	-	470
Laceration	**2023**	**107**	**183**	**5**	**19**	**1**	**315**
	2022	126	217	59	25	4	431
Strain & Sprain	**2023**	**28**	**168**	**10**	**1**	**-**	**207**
	2022	25	249	23	3	-	300
Fracture	**2023**	**53**	**81**	**8**	**2**		**144**
	2022	48	100	20	2	4	174
Foreign Body	**2023**	**1**	**38**	**-**	**-**	**-**	**39**
	2022	11	25	4	-	-	40
Crush	**2023**	**7**	**7**	**3**	**-**	**-**	**17**
	2022	17	12	5	1	9	44
Burn	**2023**	**4**	**3**	**8**	**-**	**-**	**15**
	2022	7	7	10	-	1	25
Other	**2023**	**142**	**3**	**117**	**2**		**264**
	2022	31	32	12	1	2	78
Undefined	**2023**	**25**	**23**	**8**	**-**	**-**	**56**
	2022	88	12	16	4	-	120
Total	**2023**	**495**	**674**	**196**	**24**	**1**	**1,390**
	2022	501	900	222	39	20	1,682
	2021	776	881	140	45	7	1,849

Number of Work Related and Non-Work related Injuries (workers not employees but whose work / workplace is controlled by the organization) by geographic area and type of injury (not including travel from home)

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Contusion	**2023**	**14**	**-**	**-**	**-**	**1**	**15**
	2022	42	1	8			51
Laceration	**2023**	**18**	**-**	**-**	**-**	**2**	**20**
	2022	28	4			1	33
Sprain & Strain	**2023**	**9**	**-**	**-**	**-**	**-**	**9**
	2022	5	1				6
Burn	**2023**	**1**	**-**	**-**	**-**	**-**	**1**
	2022	2					2
Foreign Body	**2023**	**1**	**-**	**-**	**-**	**-**	**1**
	2022	1					1
Fracture	**2023**	**8**	**-**	**-**	**-**	**2**	**10**
	2022	3					3
Crush	**2023**	**2**	**-**	**-**	**-**	**-**	**2**
	2022					1	1
Undefined	**2023**	**32**	**-**	**2**	**-**	**-**	**34**
	2022	26		3			29
Total	**2023**	**85**	**-**	**2**	**-**	**5**	**92**
	2022	107	6	11	-	2	126

Number of Work Related and Non-Work related Injuries (employees and temporary workers) by geographic area

		Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Total	**2023**	**580**	**674**	**198**	**24**	**6**	**1,482**
	2022	608	906	233	39	22	1,808
	2021	776	881	140	45	7	1,849

Serious injuries (30 days or more) by geographic area and type of accident (employee + temporary worker)

		Enlarged Europe		North America		South America		Middle East & Africa		China and India & Asia Pacific		Total
	Year	Employee	Temporary workers	Employee	Temporary workers	Employee	Temporary workers	Employee	Temporary workers	Employee	Temporary workers	Total
Fall	**2023**	**2**		**16**		**3**						**21**
	2022	15		30		3		1		1		50
Equipment Hazard/Failure	**2023**	**2**	**1**	**7**		**5**						**15**
	2022	1		20		2				1		24
Transportation/ Storage	**2023**	**5**	**1**	**1**		**2**						**9**
	2022	5		1		7				1		14
Falling Object	**2023**	**2**		**2**		**1**						**5**
	2022	2		8		4						14
Mobile Equipment	**2023**	**3**				**3**						**6**
	2022	7				4		1				12
Pedestrian in-plant vehicle	**2023**	**2**										**2**
	2022	10										10
Guarding	**2023**					**1**						**1**
	2022	3		5		2						10
Rigging	**2023**	**1**										**1**
	2022	8				1						9
Over the road vehicle	**2023**	**1**		**3**		**2**						**6**
	2022			7								7
Emergency/ Security	**2023**	**3**	**1**									**4**
	2022	1				2		1				4
Energy Control/ Lockout	**2023**									1		1
	2022					1						1
Electrical	**2023**											-
	2022									1		1
Total	**2023**	**21**	**3**	**29**	**-**	**17**	**-**	**-**	**-**	**1**	**-**	**71**
	2022	52		71		26		3		4		156

Lost Time Injury Rate by geographic area (per 1,000,000 hours worked)

		Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Employees	**2023**	**1.33**	**0.33**	**1.46**	**0.58**	**-**	**0.94**
	2022	1.36	0.62	3.00	0.82	0.49	1.20
Temporary workers	**2023**	**1.3**	**-**	**6.67**	**-**	**-**	**1.21**
	2022	5.39	-	15.08	-	1.12	5.89
Total*	**2023**	**1.33**	**0.33**	**1.49**	**0.58**	**-**	**0.95**
	2022	1.42	0.62	3.16	0.82	0.51	1.25
	2021	1.5	0.6	0.9	0.5	0.2	1
Contractors	**2023**	**2.42**	**1.87**	**3.77**	**-**	**0.32**	**2.69**
	2022	0.68	1.64	4.26	-	0.38	1.54

* Total does not include the Contractors.

Fatalities, high-consequence and recordable work-related injury (Number and Rate) (employee and temporary workers)

	Fatalities as a result of work-related injury		Serious work-related injuries		Recordable work-related injuries	
Year	Number	Rate	Number	Rate	Number	Rate
2023	**-**	**0.00**	**71**	**0.16**	**1,482**	**3.32**
2022	-	0.00	156	0.32	1,808	3.79
2021	1	0.0021				

Severity rate by contract and geographic area

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Employees	**2023**	**0.10**	**0.02**	**0.07**	**0.01**	**-**	**0.06**
	2022	0.05	0.05	0.06	0.03	-	0.05
Temporary workers	**2023**	**0.03**	**-**	**0.05**	**-**	**-**	**0.03**
	2022	0.11	-	0.08	-	-	0.08
Total	**2023**	**0.09**	**0.02**	**0.07**	**0.01**	**-**	**0.06**
	2022	0.05	0.05	0.06	0.03	-	0.05
	2021	0.12	0.04	0.04	0.01	0.01	0.07

Commuting Injury Frequency Rate

	Year	Total
Number of commuting injuries	**2023**	**780**
	2022	808
Commuting injury frequency rate	**2023**	**1.75**
	2022	0.94

Occupational Illnesses Frequency Rate by geographic area

Occupational illness per 1 000 000 hours

	Year	Enlarged Europe	North America	South America	Middle East & Africa	China and India & Asia Pacific	Total
Rate	**2023**	**1.33**	**2.64**	**0.06**	**0.00**	**0.19**	**1.59**
	2022	1.35	2.76	0.79	0.00	0.04	1.69
	2021	1.23	2.24	0.07	0.20	0.00	1.32

Occupational accidents by contract - geographic area

Number of accident including travel for work and travel from home

	Year	Employee	Temporary workers	Total
Enlarged Europe	**2023**	**1;063**	**85**	**1,148**
	2022	501	107	608
North America	**2023**	**807**	**-**	**807**
	2022	900	6	906
South America	**2023**	**265**	**2**	**267**
	2022	222	11	233
Middle East & Africa	**2023**	**29**	**-**	**29**
	2022	39	-	39
China and India & Asia Pacific	**2023**	**6**	**5**	**11**
	2022	20	2	22
Total	**2023**	**2,170**	**92**	**2,262**
	2022	1682	126	1808

Total Recordable Injury Rate table

	Year	Total
Employee	**2023**	**3.25**
	2022	3.57
	2021	
Temporary workers	**2023**	**4.83**
	2022	24.73
	2021	
Total	**2023**	**3.32**
	2022	3.79
	2021	3,8

OHS certification

(Stellantis worldwide)

	Year	Certified OHSAS18001 or ISO45001 by third party body	Internal OHSMS implemented
No of sites	**2023**	**59**	**349**
	2022	85	443
	2021	95	563
No. of audits carried out	**2023**	**88**	**453**
	2022	96	315
	2021	104	410

Ergonomics works stations

(Stellantis worldwide)

	Year	Number	%
red workstations	**2023**	**842**	**4%**
	2022	852	4%
	2021		3%
yellow workstations	**2023**	**8,611**	**40%**
	2022	9,073	38%
	2021		40%
green workstations	**2023**	**11,855**	**56%**
	2022	13,606	58%
	2021		56%
Total	**2023**	**21,308**	**100%**
	2022	23,531	100%
	2021	21,829	100%

Workers covered by an occupational health and safety management system (number and %)

	Year	Employees		Temporary workers		Contractors*	
		Numbers	% covered	Numbers	% covered	Numbers	% covered
Occupational H&S management system	**2023**	**242,225**	**97%**	**13,293**	**91%**	**32,473**	**80%**
	2022	245,394	93%	10,231	100%	27,232	100%
OHS management system internally audited	**2023**	**175,392**	**70%**	**5,108**	**35%**	**5,108**	**13%**
	2022	155,560	63%	6,943	68%	17,654	65%
OHS management system audited or certified by an external party	**2023**	**64,082**	**26%**	**1,991**	**14%**	**1,991**	**5%**
	2022	50,133	32%	3,068	44%	9,551	54%

* All contractors on site (including intelligent services and other services).

Health Service (internal and external)

	Year	Internal (employed)	External (contracted)	Total
Doctors (Physicians)	**2023**	**98**	**512**	**610**
	2022	67	533	600
	2021	93	395	488
Health professionals (nurses)	**2023**	**191**	**422**	**613**
	2022	170	434	604
	2021	247	280	527
Number of social workers or equivalent service	**2023**	**29**	**55**	**84**
	2022	26	65	91
	2021	47	97	144
Ergonomists	**2023**	**52**	**29**	**81**
	2022	64	25	89
	2021	65	34	99

Health Service (number and ratio)

	Year	Number	%
Sites with on-site medical service	**2023**	**229**	**53%**
	2022	228	56%
Sites without on-site medical service	**2023**	**206**	**47%**
	2022	177	44%
Employees covered (with internal or external health service)	**2023**	**245,221**	**98%**
	2022	257,444	98%
	2021		99%



4 MEETING CHANGING CUSTOMER EXPECTATIONS ON MOBILITY

4.1 DEVELOPMENT OF NEW MOBILITY SOLUTIONS (INCLUDING AUTONOMOUS VEHICLES) 145

4.1.1 Context and Stellantis position 145
4.1.2 Forward-looking vision and targets 146
4.1.3 Identification and management of risks and opportunities 146
4.1.4 Governance and decision bodies to lead actions 148
4.1.5 Policies to execute the strategy 148
4.1.6 Organization and resources 149
4.1.7 Main initiatives, achievements and results 152

4.2 VEHICLE AND SERVICE QUALITY - CUSTOMER SATISFACTION 157

4.2.1 Context and Stellantis position 157
4.2.2 Forward-looking vision and targets 158
4.2.3 Identification and management of risks and opportunities 158
4.2.4 Governance and decision bodies to lead actions 160
4.2.5 Policies to execute the strategy 161
4.2.6 Organization and resources 162
4.2.7 Main initiatives, achievements and results 165

4.3 VEHICLE SAFETY 168

4.3.1 Context and Stellantis position 168
4.3.2 Forward-looking vision and targets 168
4.3.3 Identification and management of risks and opportunities 169
4.3.4 Governance and decision bodies to lead actions 169
4.3.5 Policies to execute the strategy 169
4.3.6 Organization and resources 170
4.3.7 Main initiatives, achievements and results 171

STELLANTIS' CSR MACRO-RISK/PILLAR III. MEETING CHANGING CUSTOMER EXPECTATIONS ON MOBILITY

The automotive market is faced with competition from established players as well as newcomers in the mobility sector, in particular digital and tech companies. It must take into account a variety of different needs and evolving contexts, considering trends such as increasing urbanization and traffic congestion, the need of customers to find mobility solutions going beyond vehicle ownership, and the contributions that technologies can provide to road users in terms of experience and safety. All these elements affect automakers strategy, operations and results are assessed and challenged by customers and other stakeholders.

Stellantis understands these requirements and pays close attention to the mobility trends. We intend to provide opportunities for consumers by developing new mobility solutions with high-quality products and services with the goal to execute flawless customer relationship management.

To meet market expectations, the Company's processes and decisions are customer-focused, to design affordable, reliable, safe and high-quality products and services and complementary solutions to meet mobility needs around the world.

4.1 DEVELOPMENT OF NEW MOBILITY SOLUTIONS (INCLUDING AUTONOMOUS VEHICLES)



4.1.1 CONTEXT AND STELLANTIS POSITION

GRI 3-3

CSR issue/challenge #8 Development of new mobility solutions (including autonomous vehicles)

Social, environmental and technical evolutions impact customer mobility behavior and expectations. Today, vehicles which were traditionally perceived as a tangible asset, are now seen as mobility devices packed with technology, especially by groups such as Millennials and Generation Z. These generations tend to be less interested in owning or driving a vehicle, for economical or ecological reasons and due to their specific mobility needs.

This evolution continues to progress at pace and has been embraced by more than just young generations of customers. Since 2020, due to long periods of not being able to travel long distances and lockdowns during the COVID-19 pandemic and the extensive deployment of remote work, a completely different approach to mobility continues to be adopted, with consequences that might have a significant impact in the years to come.

At Stellantis, we are aware of these challenges and our business model includes mobility service offerings with Free2move and Leasys. Leasys is the medium- and long-term rental company in which Stellantis and Crédit Agricole Consumer Finance each have 50% shareholding rights [1].

Leasys KPIs reported in this year's CSR are referring to the low emission vehicles in the fleet and the revenues streams generated by those vehicles within Leasys perimeter. Free2move (F2M) is a global marketplace offering a range of services to satisfy the multiple travel needs of its customers from one minute to several days or months with car sharing service, short or medium rental. One of our goals is to bolster energy transition by helping customers switch to Low Emission Vehicles (LEV) with innovative services such as the subscription offer of Free2move which enable customers to experience an EV on a month-to-month basis and thus will help accelerate EV adoption.

We continue the research and development of technologies in order to develop future mobility options including means of transport such as driverless autonomous vehicles < 4.1.7.3 >.

Company's public position

The importance of individual choice over freedom of movement and flexible mobility means that vehicles have an important place today and in the future. Vehicles play a major role in a multi-modal ecosystem that aims at optimizing the efficiency of transport systems, particularly outside cities where alternative solutions are not always available. New uses, and therefore, new services are being created.

Car sharing, for example, is a way to support the change in customer behavior from ownership to usage. This shift can be motivated by economic, practical or environmental reasons. Car sharing is also part of the growing concept of intermodality and is a link in the chain between bike-sharing, public transport, etc. It allows customers to rationalize their mobility according to their specific needs. It is also a good entry point for users to discover our services, experience EVs and ultimately to use our medium- and long-term rental services.

Shared mobility services as well as Mobility-as-a-Service (MaaS) platforms will become increasingly more efficient as the level of driving automation increases. Stellantis' purpose: "Powered by our diversity, we lead the way the world moves" means that we want to ensure freedom of movement by providing safe, sustainable, affordable and convenient mobility solutions. This is reflected in the Company's approach toward connected and autonomous mobility: a gradual development to ensure that reliability and safety requirements are met and to ensure affordability so that our customers and society at large can benefit from it. The Company is aware of these needs and shares its expertise with stakeholders, experts and regulators in the development of the appropriate standardization and regulatory framework. Local governments play a significant role in their climate-neutral and smart cities mission. Stellantis collaborates with these local authorities to expand their sustainability strategies. Stellantis is involved in dedicated conversations with local authorities to promote the kind of regulations needed to support mobility programs.

The Company is working on a variety of Vehicle to Vehicle/Vehicle to Infrastructure (V2X) applications using both short- and long-range technologies as well as Advanced Driver Assistance Systems (ADAS) applications using a wide array of technologies in order to provide connectivity and safety to its customers. Stellantis is supportive of in-vehicle data access based on the Extended Vehicle (ExVe), as defined by various ISO standards, and is in the process of developing a fully industrialized Extended Vehicle Web Server allowing fair, reasonable, non-discriminatory safe and secure access to vehicle data in full compliance with ISO standards which protects the safety and privacy of end customer.

[1] https://www.stellantis.com/en/news/press-releases/2022/april/stellantis-signs-binding-agreements-with-european-financing-partners

In line with the Company's strategic vision to be a mobility services provider, as well as a vehicle manufacturer, Stellantis is implementing a complete automation roadmap from Level 1 and Levels 2 to 4 (driverless vehicles), based upon clear use cases and customer requirements. We are enhancing the set of features already offered at Level 2 and launching hands-off technology in the U.S. (usually called Level 2+). Level 3 is already under development. The Company sees, beyond Level 3, application of Level 4 technology mainly for shared mobility services like autonomous shuttles, robotaxis and automated goods delivery.

To support the growing level of autonomy and the high safety demands connected with these technologies, Stellantis is investing in very advanced simulation and validation methods and creating synergies by pooling databases of relevant safety scenarios and data collected from real world driving conditions, integrated into a state-of-the-art data platform.

Stellantis is committed to ensure a sustainable future of mobility also leveraging on new technology and digitalization to reach carbon net zero emissions by 2038.

The Chief Digital Information Officer (CDIO), appointed in September 2022, is focused on leading Stellantis' transformation into a sustainable mobility tech company, driving its digital strategy and technologies. The CDIO is also responsible for improving IT project execution and organizational efficiency.

4.1.2 FORWARD-LOOKING VISION AND TARGETS

GRI 3-3

Commitment scoreboard

CSR ISSUE/CHALLENGE | **#8 Development of new mobility solutions (including autonomous vehicles)**

VISION/AMBITION: Lead innovation for Mobility-as-a-Service to support freedom of movement with affordable, safe and sustainable mobility solutions.
OWNER: Brand Chief Executive Officer, Free2move - Chief Executive Officer, Leasys - Chief Software Officer - Chief Engineering Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
% of Low Emission Vehicles (below 50g CO_2 per kilometer) infleeted in the year for car sharing / short- and medium-term rental / subscription / long-term rental (lease)	40%	60%	100%	12.5%	14.0%	**15.3%**
% Revenues from Low Emission Vehicles (below 50g CO_2 per kilometer) within Mobility (incl. EV solutions + Data Service) and Rent (car sharing/ short- and medium-term rental / subscription / long-term rental (lease))	20%	40%	80%	5.5%	9.8%	**12.7%**

4.1.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

4.1.3.1 Risks

Our teams are focused on developing solutions to avoid or mitigate risks on the emerging mobility ecosystem:

- **Rapidly changing customer expectations**

  We are devoting research and innovation resources to address changing consumer expectations driven by growing demand for safety, convenience, mobility-as-a-service, connectivity, sustainable mobility and quality time. Our ability to develop and launch products with new technologies (e.g., electrification, autonomous driving and connected vehicles) to meet regulatory requirements and customer expectations is constantly challenged by technical limitations,changes in public policies and strong validation efforts needed to ensure availability of systems at a certain time frame.

- **Deterioration or disappearance of vehicle brands in favor of new mobility brands**

  The automotive industry is in the process of a fundamental transformation and vehicle brands are facing challenges posed by disruptive patterns in mobility choices. In some cities, vehicle ownership is restricted due to traffic congestion and strains on local infrastructure. As automakers navigate this new mobility landscape and play a role in actively shaping this change, it will require the evolution of a century old business model shifting from traditional ownership to customer driven, flexible mobility solutions.

- **Climate change and environmental issues**

  Our society is facing increasing challenges resulting from environmental issues: scarcity of resources needed to manufacture EVs, global warming, increased air pollution, etc. Transportation of goods and people is one of the main contributors of the climate crises and accounts for 17 percent of global greenhouse gas emissions [2]. Through Free2move and Leasys, Stellantis is offering a flexible and environmental friendly mobility alternative to people in order to let them have the opportunity to change their way of accessing mobility. By allowing people to switch from property to usage, the Company is creating efficiencies for mobility consumption and thus, is contributing to lower the impact of people's mobility on the environment.

[2] https://www.statista.com/topics/7476/transportation-emissions-worldwide/#topicOverview

4.1.3.2 Opportunities

At the same time, this changing mobility landscape opens opportunities for Stellantis. Mobility transformation is driven by three key trends: electrification of vehicles and alternative powertrains, Connected and Autonomous Vehicles (CAVs) and Mobility-as-a-Service (MaaS). We embrace the challenges posed by this evolution seizing the many opportunities that will invariably accompany change. Stellantis is committed to delivering on our electrification plans, the acceleration of autonomous vehicle and connected technologies and the continued work in developing and defining MaaS offerings through both our Free2move and Leasys services. Advanced autonomous and connected technologies will continue to drive increasing levels of safety with technology that allows users to stay continuously connected while on the move and continued deployment of Advanced Driving Assistance Systems (ADAS) foreshadowing the autonomous vehicle.

- **Provide freedom of movement through global mobility brands and enhance the image of the company**

  As our mobility brands, Free2move and Leasys bring to Stellantis and its vehicle brands a positive image of flexibility and agile thinking, in line with both current trends and future customers' needs. Free2move and Leasys are working to define those services that not only meet the needs of individuals and businesses today but also to anticipate the use cases that will drive tomorrow's mobility. These brands are responsive to B2B and B2C customers in search of change, in a society that is reinventing itself. The continued evolution and adoption of the technologies that enable mobility services and partnerships with other global mobility providers will enhance the perception of Stellantis and its core automotive brands.

  Free2move is the only global mobility marketplace offering a complete and unique ecosystem for its private and professional customers around the world. Relying on data and technology, Free2move puts the customer experience at the heart of the business to reinvent mobility. Free2move offers a range of services to satisfy the multiple travel needs of its customers from one minute to several days or months with car sharing service, short-, and medium- rental or subscription as well as the reservation of Ride hailing drivers, parking spaces via the app. In 2023, Free2move has continued to develop its Mobility Hubs. This all-in-one solution bundles all rental durations in one single app with the same fleet.

Free2move, alongside Share Now following its acquisition in 2022 offer altogether car sharing services in 19 cities worldwide (Madrid, Paris, Portland, Washington D.C., Vienna, Budapest, Copenhagen, Milan, Rome, Turin, Amsterdam, Stuttgart, Berlin, Cologne, Munich, Düsseldorf, Frankfurt, Hamburg and Münster), making F2M the European marker leader for car sharing [3].

Car sharing services
in 19 cities
worldwide

F2M in Europe
#1
for car sharing

Leasys is a medium- and long-term rental operator that provides customers with one vehicle or a fleet, and a comprehensive selection of services that can be included to best fit the diverse needs of its customer base. The typical contract duration is from one up to four years.

Within this activity, sustainability means the development of products designed to charge for effective use of the vehicle and therefore encourage responsible use (i.e., Pay-As-You-Go formulas like Leasys Miles, where a significant proportion of the monthly rental is calculated based on real distance driven). Sustainability in this area is also promoted through a comprehensive range of services securing timely maintenance of the fleet (and therefore its efficient operation).

- **Leverage fleet electrification and infrastructure to meet consumer demands and regulatory emissions objectives**

  With electrification at the forefront of the global strategy of Stellantis, a significant increase in the availability of public and private charging networks is required to enable wide-scale adoption and increase consumer confidence in EVs. Stellantis through Free2move and Free2move eSolutions is working to provide end-to-end charging and 360o charging solutions to simplify private, business and fleet customers charging experience. Through deployed mobility services such as the Free2move Car sharing service, Stellantis will continue to increase the mix of EVs as a percentage of our active fleets.

  As governments adopt policies favorable to electrification, Stellantis can rise to meet the needs and objectives of these programs. As an example, the adoption by the European Commission of “Fit for 55” package, to enable the European Union to reduce its net greenhouse gas emissions by at least 55% by 2030 compared to 1990 levels and to achieve climate neutrality in 2050, supports the on-going work of Stellantis and NHOA[4] in the largest EV Fastcharging Network in Southern Europe – operated by Atlante using the technology provided by Free2move eSolutions – enabled by renewables, energy storage and which is 100% grid integrated [5].

- **Increase deployment of connected and autonomous vehicle technologies**

  Bringing together expertise in consumer innovations from the sustainable mobility and advanced electronics industries aims at accelerating development timelines to offer innovative in-vehicle user experiences enabled by advanced consumer electronics, Human Machine Interfaces and services that will exceed customer expectations.

  This combination aims to position the Company at the forefront of global efforts to deliver a new frontier of in-cabin information and entertainment capabilities, seamlessly connected inside and outside the vehicles in which they are installed < 4.1.7.1.2 >.

[3] Source Statista, referred to European market share of 2022 https://www.statista.com/statistics/1414034/europe-car-sharing-provider-market-shares

[4] NHOA (formerly Electro Power Systems - Engie EPS) is a global player in energy storage, e-mobility and electric vehicles fastcharging infrastructure.

[5] https://www.media.stellantis.com/em-en/e-mobility/press/the-plan-announced-by-stellantis-at-ev-day-continues-the-first-700-sites-have-been-identified-for-atlante-the-largest-fast-charging-network-under-development-in-italy-france-spain-and-portugal-partnered-by-nhoa-and-free2move-esolutions

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

EV adoption can be accelerated by Stellantis mobility services to facilitate the use of EVs and to foster customer acceptance. Stellantis automotive subscription programs such as Free2move Car on Demand, enable customers to experience an EV on a month-to-month basis. Stellantis car sharing programs such as Free2move Car sharing provide additional opportunities for consumers to experience an EV on a short-duration basis as we continue to increase the mix of EVs in these fleets. In addition, the launch in France of the innovative "Electric As You Go" pay-per-use offer introduces a new way to easily access BEVs, with a competitive pricing based on car usage. Free2move eSolutions and Leasys are also working to facilitate the charging experience. In 2023, the new eSolutions Charging App enables users to find a compatible and available charging station from a **network in 29 European countries of approximately 600,000 charging stations** (versus 450,000 in 2022).

Sustainable mobility goes beyond simply the electrification of the fleet and seeks to align the diverse needs of a community with an inclusive, affordable approach which maximizes the utilization of existing assets. Leasys and Free2move have developed pay-per-use models where consumers and businesses pay for actual miles driven. Combined with asset sharing programs this has the double benefit of lowering mobility costs for our customers and maximizing vehicle utilization.

In 2023, these initiatives have met with favorable market response and the number of infleeted LEVs was 39,405 (versus 36,196 in 2022) representing 15,3% of total vehicles infleeted in the year (versus 14% in 2022). The development of LEVs through Stellantis' mobility brands enhances the ability to respond to evolving customer expectations and supports environmentally conscious consumers looking for alternatives to car ownership. Electrification also enables the emergence of new vehicles, such as the already available Citroën Ami, Opel Rocks-e and Fiat Topolino. These services are further reinforced through our Free2move eSolutions (F2MeS) joint venture between Stellantis and NHOA. This partnership is already supporting Atlante, a fast charging network in Southern Europe which will reinforce the synergy between electrification and mobility services < 2.5.3.2.4 >.

4.1.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 3-3

Stellantis' portfolio is uniquely suited to offer distinctive, sustainable mobility solutions to meet its customers' evolving needs, as they embrace electrification, connectivity, autonomous driving and shared ownership.

The Company's mobility programs are led globally by the CEO of Free2move and the CEO of Leasys supported by a Board of Directors equally representing both shareholders, Stellantis and Crédit Agricole Financial Services. Each of the organizations is responsible for setting overall strategies to address the needs of our customers through hypothesis, testing, implementation and adaptation. Stellantis Venture Studio organization is designed to detect, test and transform opportunities into marketable products and services for Stellantis which for instance led to the launch of Free2move Car On Demand.

Stellantis has created a new business unit, Mobilisights, which is fully dedicated to developing data as a service business and specialized B2B data products and services. Stellantis formed this business unit to enable accelerated growth in a fast-growing market through a specialized entity with commercial capabilities. The CEO of the new entity will work with a designated leadership team and report to the Chief Software Officer.

Autonomous vehicle programs are jointly led by the technology EVPs (Chief Technology, Chief Engineering and Chief Software Officers) all members of the Top Executive Team. Investment decisions are considered by the Strategy Council of Stellantis. The Board of Directors is informed of the advances that the Company makes on autonomous technology. With support of the global leadership, each region is responsible for adapting global strategies to align with the local context.

A dedicated Software division led by the Chief Software Officer, a member of the Top Executive Team, supports the shift to become a sustainable mobility tech company and to expand the options customers have to add innovative features and services, while transforming how they interact with vehicles.

The Chief Software Officer operates in a very close cooperation with the Chief Engineer Officer and the Chief Technical Officer to plan, design and deliver technical solutions to customers.

4.1.5 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3

Stellantis is a leading global automaker and a mobility provider dedicated to promoting a new era of sustainable mobility and to protecting the freedom of movement of all - with distinctive, affordable and efficient transportation solutions uniquely positioned to capture the exciting opportunities of a global industry undergoing rapid and profound change. Guided by our Corporate Purpose - Powered by our diversity, we lead the way the world moves -, our strategy combines technological development with the expansion of mobility services offered to our private and business customers to address their evolving needs.

We embrace a culture of discontinuity to leverage our combined 200 years of automotive experience as a backdrop to innovation which pushes the definition of the traditional automotive company towards a world of dynamic change. While the technologies that underpin the rapid change in automobiles continue to mature, we must rethink the way in which our customers and stakeholders access and interact with transportation systems.

- **Mobility services support our climate neutrality ambition**

  Within the context of global climate change challenge, Free2move and Leasys believe that the mobility industry has a responsibility to minimize its CO_2 footprint and recognize their responsibilities, as leading mobility operators, to lead the transition towards a more sustainable mobility system.

  Free2move and Leasys recognize the necessary shift from Internal Combustion Engine vehicles towards alternative, electric powertrains in support of the targets set by the Paris Agreement as well as the climate-related United Nations' Sustainable Development Goals. They embrace these international goals and, with the aim to reduce substantially CO_2 emissions, are committed to contribute to consumers' transition towards cleaner technologies and therefore, ultimately, to the long-term sustainability of their activities.

Free2move operates a LEV-rich car sharing platform (partially electrified in Europe and ICE in the U.S.) providing a fully-digital and urban alternative. In the same way, LEVs are available through an automotive subscription programs providing an ideal opportunity for consumers to test these emerging technologies. Within the Free2move ecosystem, Free2move eSolutions is also providing access to a network of 600,000 charging stations in Europe in 2023 (versus 405,000 in 2022). These examples are a testimony of Free2move's sense of responsibility and determination to contribute and accelerate the on-going transition to electric, more sustainable, forms of mobility < 4.1.7 >.

4.1.6 ORGANIZATION AND RESOURCES

GRI 3-3

Stellantis offers a wide range of affordable mobility services in response to the new uses and different mobility needs of businesses and individuals. These services are offered through Free2move, Leasys and their partners.

4.1.6.1 Free2move and Leasys: the brands dedicated to connected and mobility services

Stellantis delivers mobility offers through Free2move and Leasys, devoted to putting the customer experience at the heart of business strategy in order to reinvent mobility and facilitate the transition to e-mobility.

Free2move is the mobility tech brand offering a complete and unique ecosystem for its private and professional customers around the world and specifically in Europe and U.S. Relying on data and technology, the digitization of services allows Free2move to adapt to large urban centers according to the needs of each user. By creating Mobility Hubs, Free2move provides a new ecosystem that improves mobility conditions for B2C and B2B2C customers. Among the different travel solutions of the Free2move application, users can choose the best mode of transportation, depending on their travel need: car sharing, rental from 1 minute to several months, car with drivers (ride-hailing), parking space etc.

To meet business needs, Free2move has consolidated cutting-edge expertise around data through digital technology. The services reduce the Total Cost of Ownership (TCO) and carbon footprint of fleets (Connect Fleet, PHEV Connect, E-Mobility Advisor, Multi brand services). Free2move eSolutions has also developed a range of solutions to support customers in the transition towards the use of EVs : for example, eSolutions Charging App and future products and services around fast charging and V2G).

Leasys' offer has expanded in recent years to include a broad range of services addressing the specific needs of B2C and B2B customers, promoting the transition to the e-mobility with mobility solutions particularly suitable for the green vehicles.

The sustainability of Leasys' offer is represented by inclusive solutions making its mobility offer increasingly accessible through products designed for discontinuous drivers (Leasys' pay-per-use solutions such as Leasys Miles) as well as drivers that need to travel without limitation in terms of kilometers (Unlimited product dedicated to LEV).

Mobility business accelerating

Free2move is accelerating its growth

Free2move has developed its Mobility Hubs which offer flexible rental services, all available with the same fleet. 47 Mobility Hubs are opened in the U.S, in Washington D.C., Portland, and in Europe, in Germany, Spain, France, Austria and Italy. Extended Mobility Hubs are also available through franchisees in 15 countries (France, Spain, Italy, Germany, Portugal, Belgium, Austria, Hungary, Denmark, the United Kingdom, Slovenia, Greece, Romania, Malta and the U.S.) with the objectives to extend its services to 200 cities in 2030.

Objectives to extend its services to

200 cities

in 2030

Stellantis Ventures as a strategic investor

Stellantis Ventures acts as a strategic investor and help startups integrate new technologies within the Company in compressed timeframes – allowing the adoption within months versus years. Investments will not only impact Stellantis' efforts around sustainability, competitiveness and in-vehicle technology but will also transform customer experiences around vehicle marketing, sales and finance.

Announced as part of Stellantis' Dare Forward 2030 strategic plan, Stellantis Ventures is committed to supporting aspiring entrepreneurs and fostering innovation driven by customer satisfaction, sustainability and a comprehensive portfolio of mobility technology [6].

Defining the Future of Mobility

Moving a customer is a great responsibility, and Free2move is positioned to empower customers with new technology to embrace new mobility options and meet every evolving customer demand. Free2move will be 360° multimodal, the user will be able to describes his need to the Free2move Smart Assistant, that will propose him several options based on cost and time and depending on his needs and traffic context during the day.

Having secured their place as a leader in mobility, Free2move is now defining the future of the industry, combining achievements in transportation with advanced technology for an optimized customer experience. People in urban environments are no longer using a sole mode of transportation. They combine subways with car sharing, perhaps own a small vehicle for everyday use and rent larger SUVs for road trips and weekend getaways. In line with these new market demands, Free2move will continue to increase their offering and modes of transportation via their single app, for a customer experience designed to take anyone anywhere, quickly and easily for the true freedom ease of travel provides.

[6] https://www.stellantis.com/en/news/press-releases/2023/june/stellantis-ventures-seeds-innovation-with-11-key-investments-into-sustainable-mobility

4.1.6.2 Autonomous Driving

In this new era of mobility, Stellantis portfolio of brands is uniquely positioned to offer distinctive and sustainable solutions to meet the evolving needs of customers, as they embrace electrification, connectivity and autonomous driving. The goal of Advanced Driver Assistance Systems (ADAS) and Autonomous Driving (AD) is to increase the safety of the vehicle and to help the driver in the everyday tasks of driving.

Safety systems such as Autonomous Emergency Braking (AEB), Lane Keeping Assists (LKA) or Driver Monitoring Systems (DMS) are able to provide significant benefit of accident reduction (from 10 to 30% depending on location and technical definition) and are available on the majority of new Stellantis vehicles. Each new car generation provides new and enhanced functions for safety improvements.

The other interest of ADAS for customers is to help the driver by providing assistance to reduce the fatigue, mental load and provide comfort during the driving journey or parking situation. For example, Adaptative Cruise Control and Lane Centering / Positioning assistance systems provide automatic steering, braking and acceleration of the vehicle, while Automated Parking Assist detects parking lot and perform the full parking maneuver. Another example is an Automated Navigation system capable of autonomously performing address-to-address driving, including handling highway lane changes, interchanges, and split/merge scenarios. Automated driving capabilities are also beginning to extend into semi-urban and urban settings, with various degrees of intersections handling. At this stage, in mass consumer vehicles, the driver still has to monitor the environment of the vehicle but can drive feet off and on certain conditions hands off the steering wheel. Stellantis already provides a complete suite of ADAS for most of its vehicles, on all segments and locations.

Stellantis has already implemented Feet off (Adaptive Cruise Control is available on most of Stellantis vehicles) in its vehicles worldwide, hands off at very low speed also (Full Automated Park Assist) and plan to implement hands off L2+ in the near future.

Autonomous Driving is the next step of ADAS: driver has the possibility to do secondary tasks (reading e-mail, watching videos etc), to significantly improve the user's experience during the travel with a delegation of the complete driving task to the autonomous system. Ultimately, autonomous driving technology will improve people's mobility and goods delivery by providing new services based on autonomous taxi, shuttles and commercial vehicles.

Autonomous vehicle and ADAS technology demonstrates the ability of vehicle systems to take over an increasing number of tasks which are currently performed by the driver. SAE International (SAE) developed a classification system that defines the degree of driving automation a vehicle and its equipment may offer. The levels span from zero to five, ranging from vehicles without this technology to entirely self-driving vehicles.

SAE Levels of Driving Automation

Human ← Responsibility → Machine

	LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
	You are driving			You are not driving		
What does the human in the driver's seat have to do?	Whenever these driver support features are engaged - even if your feet are off the pedals and you are not steering You must constantly supervise these support features: you must steer, brake or accelerate as needed to maintain safety			When these automated driving features are engaged - even if you are seated in "the driver's seat" When the feature request You must drive These automated driving features will not require you to take over driving		
	These are driver support features			These are automated driving features		
What do these features do?	These features are limited to providing warnings and momentary assistance	These features provide steering OR brake/acceleration support to the driver	These features provide steering AND brake/ acceleration support to the driver	These features can drive the vehicle under limited conditions and will not operate unless all required conditions are met		This feature can drive the vehicle under all conditions
Example Features	> Automatic emergency braking > Blind spot warnings > Lane departure warning	> Lane centering or > Adaptive cruise control	> Lane centering and > Adaptive cruise control at the same time	> Traffic jam chauffeur	> Local driverless taxi > Pedals/steering wheel may or may not be installed	> Same as level 4, but feature can drive everywhere in all conditions

© 2021 SAE International

A new Level 2+ is also emerging on the market as an intermediate system before full automation (Level 3 and above). There is no formal definition of Level 2+, such that different approaches are currently being taken by different automakers. In some cases, Level 2+ refers to enhancements of driving capabilities/maneuvers and extensions of operational design domains compared to Level 2, but with the driver still fully responsible and required to maintain eyes on the road and hands on the wheel and feet "off" with braking and acceleration controlled by the system. In other approaches, the Level 2+ system allows the driver to take the hands off of the steering wheel to improve the driving comfort for a more specific set of driving maneuvers and operating conditions, such as during long travels on highways that mostly require Automated Cruise Control (ACC) and lane centering functionality for extended periods of time. Stellantis has launched a Level 2+ system in the U.S. in 2023 on some vehicles of the Jeep brand (it should be noted that ADAS European and Chinese regulations do not allow Level 2+ hands off driving at the current time).

To offer those new functions and services that improve the mobility experience and provide greater access to affordable solutions, the Company organization is set up to pursue a multi-partner strategy for developing advanced driver assistance and autonomous driving technologies, working with leaders in their respective industries.

Considering the challenges and opportunities presented by the advances in autonomous driving and connectivity, we are devoting resources to research and develop an approach to address changing consumer expectations driven by growing demand for safety, convenience, connectivity and quality time.

Our ongoing partnerships include major technology players in autonomous driving. In 2023, we continue to further strengthen our ongoing partnership in the area of Automated Driving:

- the co-development project with BMW of a platform which will allow Stellantis to support features from Level 2, Level 2+ and Level 3 across a wide range of vehicles and geographies.
- the Waymo cooperation on Level 4 autonomy has been extended to include light commercial vehicles specific use cases, which could bring several new business opportunities to the market.

In addition, Stellantis will include the upgrade over-the-air (OTA) of ADAS and Autonomous Driving functions for its future vehicles, leveraging the capabilities provided by new centralized ADAS hardware and architecture. The non-binding memorandum of understanding signed with Foxconn in 2021 and announced as the joint venture SiliconAuto in 2023, aims at developing three families of chips that will cover over 80% of the Company's micro-controllers needs, helping to greatly simplify the supply chain. Adoption and installation of products into Stellantis vehicles is targeted by 2026.

Stellantis also has particular focus on validation and safety, which are key for being able to put highly automated driving features on the market. Many important research institutes are involved with Stellantis in this field (i.e., SystemX and VEDECOM in France). Stellantis also leverages several major cooperative funded projects such as L3Pilot (project finished in 2021 on level 3 driving pre-deployment project **< 4.1.7.3 >**, HiDrive (in use monitoring of driver for Level 3), successors of PEGASUS in Germany (Set Level 4 to 5, etc.) and SAM (Scenario database for ADAS and Autonomous driving Level 3) in France.

Several projects are also in place for the development of the technologies on autonomous driving and connectivity such as Imagine (V2X) in Germany and C-ROADS (V2X), Mise VeDi 2025 and Mise Scala AD in Europe

In addition, the Joint Research Laboratory (Joint LAB), with Valeo and Safran on Artificial Intelligence for Driving Automation (Level 2/Level 3) is noteworthy among our current research partnerships [7].

Stellantis N.V. and Qualcomm Technologies, Inc. announced a multi-year technology collaboration to utilize the latest Snapdragon® Digital Chassis advancements to deliver intelligent, customizable and immersive in-vehicle experiences to millions of vehicles across Stellantis' 14 iconic automotive brands beginning in 2024. Leveraging the Snapdragon® Cockpit Platforms and 5G capabilities for telematics systems, Stellantis will have the capability to meet customers' evolving expectations for personalized and cutting-edge experiences that are continually upgradeable. This agreement will facilitate Stellantis' plan to merge all software domains into High Performance Computers, leveraging the high-performance, low-power Snapdragon Automotive Platforms across all major vehicle domains as well as contribute to securing Stellantis' supply chain on strategic components.

New Tech Platforms Coming in 2024

The heart of the transformation to customer-centric services is the new electrical/electronic (E/E) and software architecture.

Three new tech platforms are expected to be ready beginning in 2024, at scale, across the four vehicle platforms of Stellantis over the following two years:

- STLA Brain planned to be fully OTA capable, with 30 modules addressed, versus 10 today, making it highly flexible. It is a service-oriented architecture that aims to be fully integrated with the cloud that connects electronic control units within the vehicle with the vehicle's central high performing computer (HPC) via a high-speed data bus. It is designed to breaks today's bond between hardware and software generations, enabling software developers to create and update features and services quickly without waiting for a new hardware launch. These OTA updates should allow us to dramatically reduce costs for both the customers and Stellantis, simplify maintenance for the user and sustain vehicle residual values.

[7] Stellantis and Qualcomm Collaborate to Power New Vehicle Platforms with Snapdragon Digital Chassis Solutions: https://www.stellantis.com/en/news/press-releases/2022/april/stellantis-and-qualcomm-collaborate-to-power-new-vehicle-platforms-with-snapdragon-digital-chassis-solutions

- STLA SmartCockpit, to be built on top of STLA Brain, is intended to seamlessly integrate with the digital lives of vehicle occupants to create a customizable third living space. STLA SmartCockpit is built in collaboration with Amazon's automotive offering – Amazon Digital Cabin which aims at bringing scalable and modular software platform for cockpit applications. The development of SmartCockpit is done leveraging the Mobile Drive joint venture between Stellantis and Foxconn. STLA SmartCockpit is expected to be cloud first and designed to deliver always refreshed content and services leveraging 5G connectivity. STLA SmartCockpit will deliver AI based experiences in the field of Navigation, Voice Assistance, e-Com market place and payment services.
- STLA AutoDrive is being developed in partnership with BMW, to offer Level 2, Level 2+ and Level 3 autonomous driving capabilities and with continuous upgrades through OTA updates [8].

Software-defined vehicles play a key role in Dare Forward 2030 strategic plan with 34 million monetizable connected cars on the road by 2030.

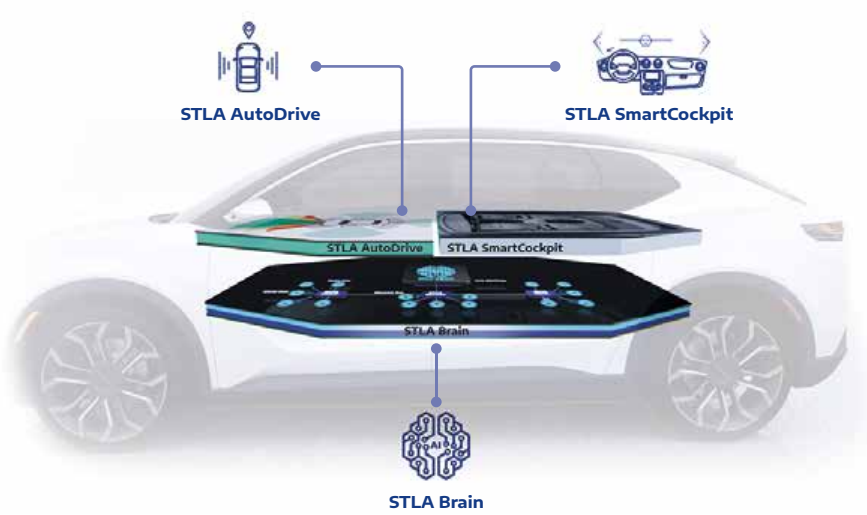
IMPACT MEASUREMENT OF SOFTWARE STRATEGY

To support the development of mobility services, including via autonomous driving, Stellantis endeavors to deploy its next-generation tech platforms, building on existing connected vehicle capabilities to generate approximately €20 billion in incremental annual revenues by 2030.

This transformation will move Stellantis' vehicles from today's dedicated electronic architectures to an open software-defined platform that seamlessly integrates with customers' digital lives.

[8] Stellantis Awards $22,000 As College Teams Tackle First Hackathon: https://www.stellantis.com/en/news/press-releases/2022/april/stellantis-awards-22000-as-college-teams-tackle-first-hackathon?utm_source=EN-Press%20Releases&utm_medium=email&utm_campaign=A187_Stellantis%20Awards%20%2422%2C000%20As%20College%20Teams%20Tackle%20First%20Hackathon_27042022

Stellantis hardware, software and artificial intelligence platform solutions



4.1.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

4.1.7.1 Overall Mobility Solutions and Services

Free2move and Leasys offer a variety of mobility services to B2C and B2B customers in some European countries and for Free2move in the U.S. too. Free2move services include short term rental, car sharing, subscription, charging options whereas Leasys offers rental and fleet management services.

Overview of Mobility Solutions and Services offered by Stellantis

I need a car

...from a minute

...for a few days

...for several months

...unlimited

CUSTOMIZED AND AFFORDABLE TRANSPORT SOLUTIONS

Rental / Subscriptions

Car On Demand
Monthly car subscription without commitment

Rent
Short-term rental service

LEASYS MILES
Pay-per-use long term rental, monthly fee varying with mileage

LEASYS UNLIMITED
Long-term rental product with unlimited mileage for LEV vehicles

Urban mobility / Urban carsharing / Ride hailing

Carsharing
Digital urban car sharing, partly electrified in Europe and ICE in the U.S.

t-Link
Peer to peer car sharing with a restricted number of people or "friends" defined by the contract owner.

LEASYS I-SHARE
Corporate car sharing

Mobility Hub
articulating service offering around all types of rental needs

MAKE LIFE EASIER

Trip assistance / Predictive maintenance

Park
500,000 parking lots in 65 countries

eSolutions Charging App
600,000 terminals in Europe

LEASYS I-CARE
Digital application for monitoring of fleet performance and preventive maintenance

umove
Drivers' APP to access all Leasys products and services, access e-charging infrastructure and interaction with Leasys

Uconnect
Uconnect cloud-based platform to power connectivity, offering a full array of services and deliver an enhanced user experience

TomTom
TomTom Traffic
Connected Navigation

Traffic management / Charging options

Smarter Cities

BUSINESS SOLUTIONS

Fleet solutions

Mobility Advisor
Advice solution for corporate transition to electric mobility

Connect Fleet
Fleet handling and maintenance service

PHEV Connect
Fleet handling and maintenance service for PHEV

Fleet Sharing
Medium-sized and large business car fleet sharing

LEASYS | Long-Term Rental
Long-term leasing/rental services for B2B and B2C customers

LEASYS MY-LEASYS
B2B and B2C platform that enables Customers and Fleet Managers to monitor the performance of a single vehicle or a corporate fleet to maximize the performance

LEASYS I-QUOTE
Bespoke B2B platform enabling large corporate's internal customers to configure their vehicle

mobilisights
Developing data as a service business and specialized B2B data products and services

Partnerships

Bridgestone | webfleet
Fleet Management platform

Michelin Connected Fleet
Masternaut (Fleet Management)

Services Developed by Stellantis

Note: the following logo corresponds to Free2move services.

Here are more details for a selection of Mobility Solutions and Services offered by Stellantis (among the list described above).

In 2023, the following main initiatives contributed to the Stellantis results in offering products tailored to stimulate customers' approach to the new electric technologies as well as to facilitate that experience while guaranteeing maximum flexibility to reassess their needs at any time.

4.1.7.1.1 CUSTOMIZED AND AFFORDABLE TRANSPORT SOLUTIONS

Free2move

F2M MOBILITY HUB - At Free2move, we have designed an innovative mobility service model that adapts to our customers. This solution is available in the U.S. and in Europe. It allows customers to rent a car available around them in the street through our application, for a few minutes, hours, days or even months with commitment-free subscription. If the customer needs the car for a longer time, the rental contract adapts automatically to the customer's usage.

Free2move offers additional services to support the consumers' journey such as the reservation of parking spaces, car with drivers (Ride hailing), access to EV charging stations in Europe with eSolutions (accounting to more than 600,000 charging stations in 29 countries), all accessible either on the website ↘[9], via the Free2move mobile app in 170 countries or via the Free2move eSolutions Charging app available to download in Google Play, Apple Store and also from the website ↘[10]:

- Carsharing
  Carsharing: Free2move and Share Now together offer car sharing services in 19 cities worldwide (Madrid, Paris, Portland, Washington D.C., Vienna, Budapest, Copenhagen, Milan, Rome, Turin, Amsterdam, Stuttgart, Berlin, Cologne, Munich, Düsseldorf, Frankfurt, Hamburg and Münster) where it is possible to locate more than 10,200 cars in an instant.
- Rent
  Rent: In more than 170 countries, relying on its network of franchisees, dealers and partners, Free2move provides access to more than 450,000 vehicles on a daily rental basis.
- Car On Demand
  Car On Demand: For even more flexibility, Free2move offers its customers a subscription service that allows them to rent vehicles of multiple brands on a monthly basis and without any time commitment. In 2023, this service was available in France, Spain, Portugal, UK, Italy, Germany, Greece and the USA (in Washington D.C., Portland, Denver, Austin, Los Angeles, Detroit, Key West, La Porte, Naples, Charles City, Jackson and Miami) .

LEASYS MILES

Leasys Miles - Pay-per-use long term rental where monthly fee is made of a fixed element plus a variable element based on the number of real miles driven. A product designed for the low-mileage consumer that can enjoy lower cost together with the full services offered by a professional mobility operator.

LEASYS ∞ UNLIMITED

Leasys Unlimited - Designed for the electric consumer of today and tomorrow, Unlimited is a long-term rental product fully serviced and including unlimited mileage. Leasys Unlimited guarantees peace of mind for the intensive use of electric and plug-in hybrid vehicles.

[9] ↘https://www.free2move.com/en-US/
[10] ↘https://www.esolutions.free2move.com/document-library/apps/

I-Link

Leasys I-Link - In 2020 I-Link was born, a peer-to-peer car sharing platform, designed to allow the Leasys' customer to be able to share the rented car with a community (of friends, relatives or colleagues) up to a maximum of 10 people. This solution is completely in line with the circular economy trend and it allows to reduce the total cost of ownership by sharing the car usage.

LEASYS I-SHARE

Leasys I-Share - Companies can optimize the logistics management of shared cars thanks to the I-Share corporate car sharing platform which facilitates the use and sharing of company vehicles. Through the use of keyless technology, the monitoring platform for fleet managers and the app for the use of the service by the drivers, administrative management becomes easier and the fleet is always on the move and under control.

4.1.7.1.2 MAKE LIFE EASIER

eSolutions Charging App

F2M eSolutions Charging App - Trip optimization. This app makes it possible for users to locate more than 600,000 charging stations in Europe (versus 405,000 in 2022) and to optimize their journeys according to their charging needs.

LEASYS I-CARE

Leasys I-Care - It is the innovative Leasys service system designed to improve driver safety, vehicle efficiency and logistical optimization of the fleet. Through the installation of remote diagnosis and infomobility devices on vehicles, Leasys I-Care allows customers to remotely monitor the status of the vehicle, with the aim of becoming more easily aware of the theft, breakdowns or malfunctions.

umove

Leasys UMOVE App - Trip optimization - Drivers' app to access all Leasys products and services, locate e-charging infrastructure, perform a number of customer services independently and from a smartphone.

4.1.7.1.3 BUSINESS SOLUTIONS

LEASYS

LEASYS - Leasys S.a.s (holding) is headquartered in France. Leasys offers innovative, smart and sustainable mobility solutions to large companies, small and medium enterprises and private individuals.

Leasys develops diversified rental solutions customized for any fleet with the objective to make fleet management more efficient and safer. Companies are offered vehicles of the best brands, with the added value of consulting, management and technological capabilities rooted in experience and strategy, thanks also to dedicated digital platforms designed to meet their needs.

With more than 20 years of experience and with a managed fleet of over 870,000 vehicles, Leasys is in the long-term rental mobility arena and one of the main players in Europe.

Mobility Advisor

F2M e-Mobility Advisor - Trip optimization - Personalized advice solution born from the need expressed by companies to be supported in their transition to electric mobility. Free2move helps them in their energy transition thanks to an evaluation of the electro-compatibility of their vehicle fleet based on the actual uses of their employees.

PHEV Connect

F2M PHEV Connect - Trip optimization - Free2move has developed a PHEV fleet cost monitoring software to optimize the use of plug-in hybrid vehicles.

mobilisights

Mobilisights - Stellantis has created a new data entity, Mobilisights, which is fully dedicated to developing data as a service business and specialized B2B data products and services. Free2move will continue its growth in the fleet management business, supported with strong and reliable data and application programming interfaces (APIs) coming from Mobilisights.

LEASYS MY-LEASYS

My Leasys - B2B and B2C platform for the monitoring of each vehicle's performance and maintenance status. Through My-Leasys customers are also able to initiate a broad range of customer services, make inquiries and access contractual and vehicle documentation from the comfort of their home or office. My-Leasys enables B2B Customers and Fleet Managers to monitor the performance of the corporate fleet and maximize its performance.

LEASYS I-QUOTE

Leasys I-Quote - Bespoke B2B platform enabling large corporate's internal customers to configure their vehicle in compliance with each company's car policies. An asset for the efficient operation of corporate fleets.

4.1.7.1.4 Main results

- **Business results**: The financial growth of the two organizations was achieved due to high operational performance:
  - **Free2move: a worldwide mobility leader** with subscription of active users up to 750% versus 2021;;
  - **Leasys**: the equally held joint venture between Stellantis and Crédit Agricole, in July 2021, debuted Green Bond issuance for €500 million to finance its electrification strategy and, in particular, the acquisition of LEV vehicles with emissions lower than 50g CO_2/km.

  In the Allocation and Impact Report, in order to give disclosure to the investors in Green Bond, it is reported the Leasys Portfolio Overview, as of December 31, 2022, of the Green Bond proceed allocation:
  - Number of Low Emission Vehicles in the fleet (<50g CO_2/km): 23.839, of which 68% are Battery Electric vehicles (BEV) and 32% are plug-in hybrid electric vehicles (PHEV), corresponding to an Acquisition Value of €603 million
  - The fleet spans eight countries [11]

[11] https://corporate.leasys.com/corporate/investor-relations/greenbond/2023/LEA_BilancioGreen2023_SLIDE%20RGB_23_05_.pdf

- **Leasys ESG policy**: over the last years, Leasys adopted a comprehensive CSR approach. As significant employer across Europe, Leasys also feels the responsibility to contribute to the societal wellbeing of staff and that of the communities it serves. Leasys adopted a variety of measures to promote responsible business conduct, a diverse and inclusive workplace and clear, transparent communication to consumers and the investor community.

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

Free2move eSolutions is the joint venture between Stellantis and NHOA Group created in 2021, with the goal to become a leader in the design, development, manufacturing and distribution of electric mobility products. In a spirit of innovation and as a pioneer, the joint venture will guide the transition to new forms of electric mobility, to contribute to the reduction of CO_2 emissions.

Leasys, within the context of climate change and the challenges it represents globally, believes that the mobility industry in which it operates has a clear responsibility to minimize its CO_2 footprint. Therefore, Leasys embraces these international goals and, with the aim to reduce substantially carbon dioxide (CO_2) emissions and it is committed to stimulate an acceleration of its customers' transition towards cleaner technologies and ultimately, to contribute to the long-term sustainability of its activities.

To create awareness on the reduced environmental impacts of car sharing solutions, Free2move organizes programs to sensitize customers about the importance of this new mode of transportation and cooperate with the local authorities to raise consciousness of citizens about the importance of car sharing.

Free2move group is part of various associations to promote and develop car sharing:

- in France, the Association des Acteurs de L'Autopartage (AAA);
- in Spain the Asociación de VehículosCompartidos en España (AVCE) that Free2move leads and where it holds also the presidency, country where Free2move also is working on the first Spanish Carsharing Barometer, which will contain also policies and recommendations for local governments, while also being a member of the Spanish EV Association (AEDIVE);
- in Italy, the ANIASA (car rental and carsharing association), Assosharing (pure sharing mobility association of which Free2move is among the founders, vicepresident and coordinator for car sharing companies unit), and Assolombarda (Milan and Lombardy region companies' association) of which Free2move is member of the mobility, infrastructure and smart city technical group);
- in the Netherlands, the Coalition of Car Sharing Providers (Coalitie van Deelauto-aanbieders, CVD).

For instance, in November 2021, the AAA has published the first guide for local authorities to accelerate the development of car sharing in all areas, and the CVD since its founding in August 2022, has successfully turned several impactful measures in favor of the development of car sharing in all areas.

Moreover, for each time Free2move opened its services in a new city, it seized the opportunity to communicate widely about it on its social medias, through digital out of home and online videos advertising or with journalists invitations or press releases.

Free2move is also working with local authorities of cities it collaborates with, to support the implementation of car sharing services and highlights the numerous advantages that it brings to the people and their mobility needs [12].

The company is also taking part in the European Mobility Week which is an important way to share our insights about how car sharing can help reduce the environmental impacts of cars.

This year's event shed light on the topic of "saving energy", a theme that is at the core not only of politicians' decisions but also of the services of Free2move, that as a global mobility brand is offering a complete and unique ecosystem for private and professional customers to do their part on reducing their dependence on private cars and thus saving energy and positively impacting their carbon footprint [13].

4.1.7.2 Special Mobility Needs

Stellantis supports individuals with special mobility needs. For an individual with a disability, accessible mobility can offer an increased level of independence. At Stellantis, the Autonomy and DriveAbility program are designed to help customers with permanent disabilities by providing financial assistance toward the purchase of appropriate customizable adaptive equipment.

In 2023, there were 3,390 customized vehicles sold through the Autonomy program to customers in Italy (versus 3,150 in 2022). Revenues from the sale of these vehicles in Italy totaled €64,4 million in 2023 (versus €52 million in 2022). In addition, about 1,300 people benefited during the year from the services offered through the Autonomy program's 16 Mobility Centers in Italy. These Centers are managed in collaboration with local associations, rehabilitation centers, health authorities and the department of motor vehicles. The services offered include assistance with a range of administrative, legal and technical issues, fitness-to-drive screening assessments, and information on test drives.

In 2023, on the occasion of the Stellantis Autonomy event, the new simulator was officially presented, to be equipped in the Stellantis Mobility Centers, starting with the Stellantis & You of Piazza Cattaneo based in Turin.

Furthermore, the tool is not just a simple Driving Simulator, but a more complex Verifier of People's Residual Capabilities (VCR 2023), capable of testing people abilities both in the mobility aspects, sensorial and in the cognitive ones. In Italy there are currently 15 Mobility Centers, specialized structures where disabled people can find the necessary medical and technical advice to obtain a Special Driving License [14].

[12] https://media.stellantisnorthamerica.com/newsrelease.do?id=23560&mid=1402
[13] https://www.media.stellantis.com/em-en/free2move/press/europeanmobilityweek-free2move-boosts-sustainable-urban-mobility
[14] Italian PR July 23, 2023 https://www.media.stellantis.com/it-it/corporate-communications/press/in-occasione-dell-evento-autonomy-stellantis-presenta-il-nuovo-simulatore-per-i-suoi-centri-di-mobilita

The U.S.-based program, DriveAbility, is a financial assistance program to help customers with permanent disabilities enter, exit and operate a new vehicle. The program provides financial assistance up to $1,000 USD of the expense for installing adaptive driver or passenger equipment. DriveAbility supplies vehicles to a network of 20 vehicle modifiers, who operate more than 600 sales and service outlets across the U.S. Since 2010, the DriveAbility program has provided more than 50,000 customer assistance grants (of which 813 mobility customer grants in 2023 alone, an increase of 27,3% compared to previous year). Along with financial assistance for adaptive equipment, the program has provided learning sessions where rehabilitation specialists present the latest in advanced safety and convenience technology features available on our vehicles to benefit special mobility needs.

AUTONOMY

4.1.7.3 Autonomous vehicle main implementations

As Stellantis focuses on its automated vehicle strategy, we have been able to achieve progress in 2023 such as:

- Developing of Level 2+ technology in vehicles for the U.S. market with validation phases in 2023
- Enhancement of level 2 applications such as semi-autonomous lane change for L2 and L2+
- Several Infrastructure – To - Vehicle (ITV) test

ITV TEST IN A FRANCE PORTION OF HIGHWAYS IN 2023, FOLLOWING THE PREVIOUS EXPERIMENTS ON AUTONOMOUS DRIVING TEST IN REAL CONDITIONS

A first experimentation carried out with VINCI Autoroutes consisted on using the equipment of the A86 Highway Tunnel "Duplex", which is composed of High Definition mapping of the Duplex and an ITV Platform, in order to be able to locate any object or event with a precision of less than 5 cm, allowing secure data exchanges between the infrastructure and autonomous vehicles.

A second one, made with VINCI in the context of the French cooperative project "SAM" (Safety and Acceptability of Autonomous Mobility), has allowed to perform a complete course in Autonomous Mode from the multimodal mobility station of Longvilliers to the Massy TGV railway station managing complex scenarios 100% in autonomous mode such as roundabouts, entering in the highways by toll station, performing autonomous lane change on highways and exiting to the Massy Railway Station parking, using ITV communication [15].

- Level 2 technology complementary launches in China
- Active safety features continuously enhanced with for example the 4th generation of Lane Departure Warning and Keeping Assist to cover extensive uses cases to improve the safety benefit
- Further deployment of advanced features in ADAS across Stellantis portfolio such as night vision, driver monitoring system, automated park assist and rear and lateral collision avoidance.

[15] https://www.youtube.com/watch?v=qzUqGdqCkdw

STELLANTIS SHARES RESULTS OF L3PILOT AUTOMATED DRIVING PROJECT

Stellantis presented its contributions to the L3Pilot automated driving project at the L3Pilot final event in Hamburg, Germany, in conjunction with ITS World Congress, in October 2021. The event included driving demonstrations on nearby motorways with several vehicles with Level 3 technologies which have been presented [16].

On 22 December 2022, Stellantis NV finalized its project of acquisition of aiMotive, a leading developer of advanced artificial intelligence and autonomous driving software Start-up. This acquisition will accelerate our journey to become a sustainable mobility tech company and deliver our Dare Forward 2030 goals. It will enhance Stellantis' artificial intelligence and autonomous driving core technology, expand our global talent pool, and foster the mid-term development of Stellantis all-new STLA AutoDrive platform [17].

Autonomous vehicles results

Number of autonomous vehicles developed by the Company or through partnerships and tested internally or by other partners of the Company, for on the road testing

>30

Distance (km driven) in autonomous mode (when available)

>1M Km

Scenario database

Around 50,000,000

detailed scenarios extracted from all the driving databases

Mobile Drive Joint Venture

Mobile Drive, the co-owned Stellantis and Foxconn joint venture announced in 2021, is focused on infotainment, telematics and cloud service platform development with software innovations expected to include artificial intelligence-based applications, 5G communication, upgraded over-the-air (OTA) services, e-commerce opportunities and SmartCockpit integrations. It will combine Stellantis' global vehicle design and engineering expertise with Foxconn's global development in the rapidly changing software and hardware realms of smartphones and consumer electronics. The combination will position Mobile Drive at the forefront of global efforts to offer disruptive smart cockpit solution that will seamlessly integrate the automobile into the driver's mobile-centric lifestyle providing the digital experience of the future at the speed our customers demand.

Mobile Drive teams have been actively engaged in the development of SmartCockpit and the next generation Mobile App - STLA Space App that will be rolled out globally. In addition Mobile Drive is also engaged in accelerating feature development for the existing car park.

Other innovative partnerships include the one with Archer Aviation to support the development of vertical take-off vehicles. Archer is benefiting from access to Stellantis low-cost supply chain, advanced composite material capabilities, and engineering and design experience.

[16] https://www.stellantis.com/en/news/press-releases/2021/october/stellantis-shares-results-of-l3pilot-automated-driving-project?utm_source=EN-Press%20Releases&utm_medium=email&utm_campaign=A037_Stellantis%20Shares%20Results%20of%20L3Pilot%20Automated%20Driving%20Project_13102021

[17] https://www.stellantis.com/en/news/press-releases/2022/december/stellantis-completes-acquisition-of-aimotive-to-accelerate-autonomous-driving-journey

4.2 VEHICLE AND SERVICE QUALITY - CUSTOMER SATISFACTION

4.2.1 CONTEXT AND STELLANTIS POSITION

GRI 3-3

CSR ISSUE/CHALLENGE #9 Vehicle and service quality - Customer satisfaction

Customer satisfaction hinges on product and service quality. We know that exceptional quality leads to continued customer loyalty and economic growth. The key factors for customer loyalty are customer satisfaction, positive customer experiences and the overall value of the goods or services a customer perceives. Strong relationships with customers lead to increased customer loyalty. At Stellantis, we are focused on improving the reliability and quality of our products, our ability to understand customer mobility needs, that vary across markets, vehicle service quality, customer advocacy and further developing our customer relationship processes and communication channels.

We adhere to regulatory requirements and incorporate best practices to provide comprehensive information to our customers, such as information related to warranties, repair and replace services. We also work to ensure that application of certified international quality standards (e.g., IATF 16949 specific to the automotive industry) is embedded throughout our processes.

Company's public position

In the era of multi-channel and customer centric communication, the approach has switched from being transactional to personal tailored communications, with the customer as the central focus. "We are Customer Centric" is embedded within Stellantis' core values. The Company is committed to a proactive approach, listening closely to its customers to improve their experience through an optimized and personalized customer journey.

A broad range of services are available, which bring to life our customer centric approach. This is true for services during the vehicle sale reception, advice, getting to know the vehicle, financing, and insurance options by the dedicated brands in Stellantis and after the vehicle sale handling, maintenance, repair and spare parts replacement.

Stellantis' approach to innovation is about meeting the new expectations of its customers. While differing from one country to the next, those new expectations follow key trends, namely the shift from ownership to experience, calls for progress in all market segments, and the very highest security and safety standards. We participate in discussions and quality councils with industry associations, e.g., AIAG, where teams of volunteers from OEMs and suppliers collaborate to solve issues that are common to the automotive industry. For economic, environmental and social reasons, the automotive world is transitioning from the era of the vehicle to that of mobility. Stellantis' innovation strategy for 2030 is consistent with that paradigm shift and aims to respond to the changing needs of customers.

4.2.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#9 Vehicle and service quality - Customer satisfaction**

VISION/AMBITION: Be Number 1 in syndicated surveys in customer satisfaction with excellent quality vehicles, services and mobility, providing a seamless customer journey, worldwide < 4.2.5 >.
OWNER: Chief Customer Experience Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
Customer satisfaction: presence rate of Stellantis brands in the first quartile of the product and service syndicated surveys, in the main markets. Year for base 100 is 2021, target is +20% each year[18]	160 **(2024)**	280	All Stellantis brands in the first quartile	100	104	**89**
3 months in service repairs rate: percentage of reduction vs reference year 2021[19]	-40% **(2022)** -55% **(2024)**	-75%	-80%	100	-28.8%	**-42.6%**
Customer satisfaction as measured by Net Promoter Scores (NPS) (New Vehicle sales + After-Sales). Year for base 100: 2021[20]	Sales: 103 Aftersales: 109	Sales: 109 Aftersales: 117	Sales: 114 Aftersales: 121	100	Sales: 102 Aftersales: 101	**Sales: 100** **Aftersales: 100**

Results are not aligned with expectations, impacted by cumulative crises (economic uncertainty, deliveries issues mainly on chips and components shortage, automotive transformation and customer adaptation to engine changes) in main markets.

Every customer counts and, thus, we capitalize on the current situation to strengthen customer centricity actions throughout the company. The objective is to be even more reactive to meet customer expectations evolution, and maintain our target on high quality and customer experience.

We have mitigation plans for both product and service quality, and we should see positive impacts on 2024 results.

4.2.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

4.2.3.1 Risks

Quality has an important impact on customer satisfaction and loyalty. The potential loss of customers and negative brand image are risks that the organization pays close attention to, via customer feedback methods.

The process of risks identification involves our customers, through surveys. As an illustration of these risks, the results of one of our surveys (refer to items 1 and 2) show that the more problems a vehicle has the less likely it is that a customer will remain loyal to the brand.

[18] Reference scope:
- Product: Things gone wrong, overall satisfaction
- Service: sales, after-sales
- 13 markets: France, UK, Germany, Spain, Italy, Turkey, Brazil, Argentina, China, Japan, India, South Korea, U.S.
- The KPI is the average value of the four indicators (product and service) on the 13 markets

[19] This KPI is calculated using the warranty database. As results are confidential, they are given using a base 100 2021.

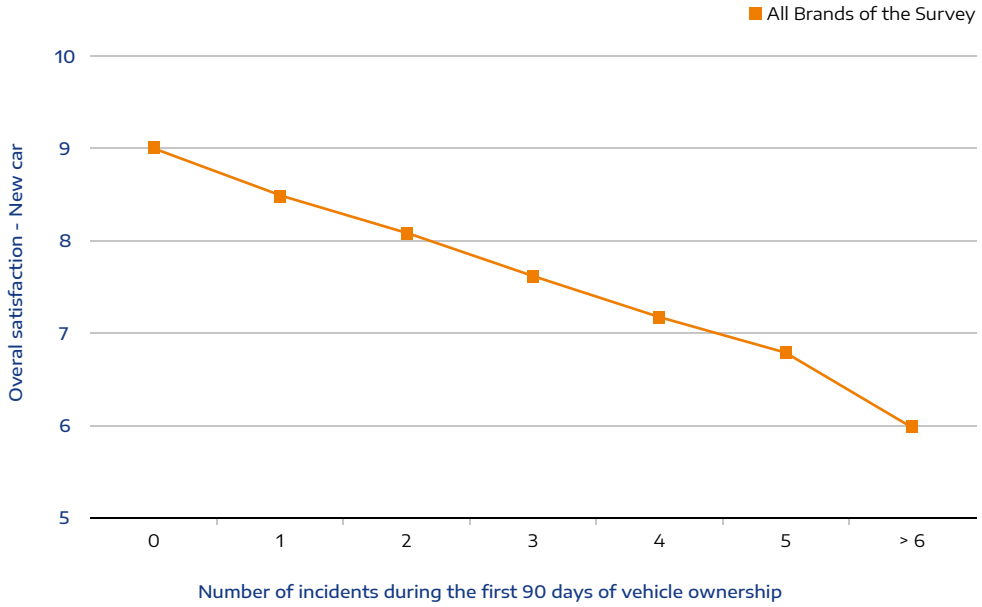
[20] This KPI is based on syndicated surveys results. Base 100 2021 means that 2021 results are used as a reference and converted to 100. Future results will be compared to 2021 and presented as percentage of evolution.

1. Survey results regarding the **relationship between incidents and product quality satisfaction score**

Customers are asked to provide their experience during the first 90 days of vehicle ownership.

We can see that a customer who has not had a vehicle problem within the first 90 days gives a 9.00 average satisfaction score while a customer who has had three problems gives a 7.77 average satisfaction score.

Impact of number of problem on Overall satisfaction (OSAT) score[21]



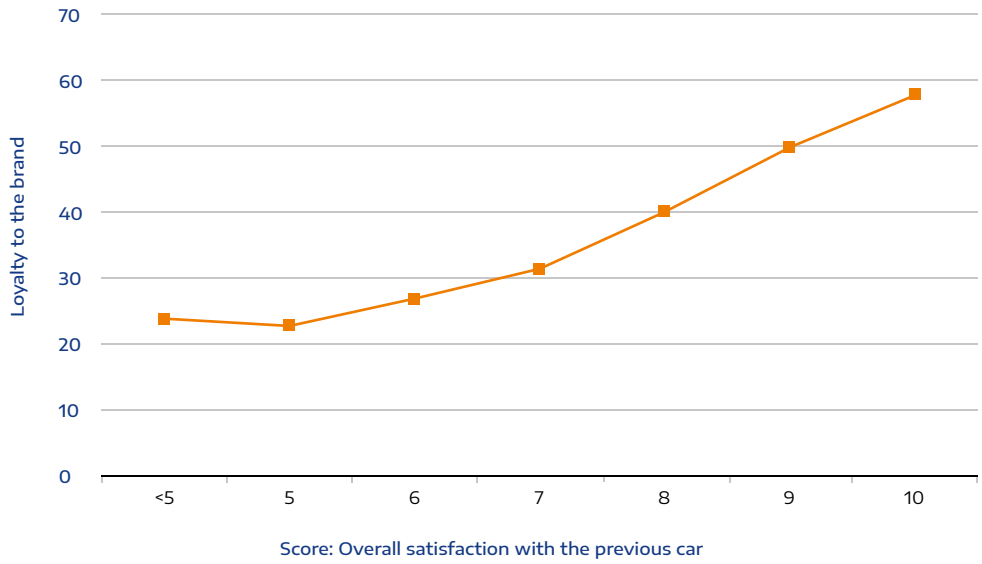
Relationship between incidents and product quality satisfaction score

2. Survey results regarding the **relationship between loyalty and product quality**

When customers experience problems with their vehicles, we risk losing brand loyalty, which results in a negative financial impact for Stellantis. The probability of a customer repurchasing the same brand as their previous vehicle is:

- 23% when a satisfaction score of 5 is given for their previous vehicle
- 50% when a satisfaction score of 9 is given for their previous vehicle

Impact of OSAT with the previous car on Loyality to the brand[22]



Relationship between loyalty and product quality

[21] Scope of the survey: Results May 2021
All brands sold in the five major markets in Europe: France, Germany, Italy, Spain, United Kingdom.
Deliveries between September 2019 and August 2020.
Questionnaire sent to customers after three months of ownership

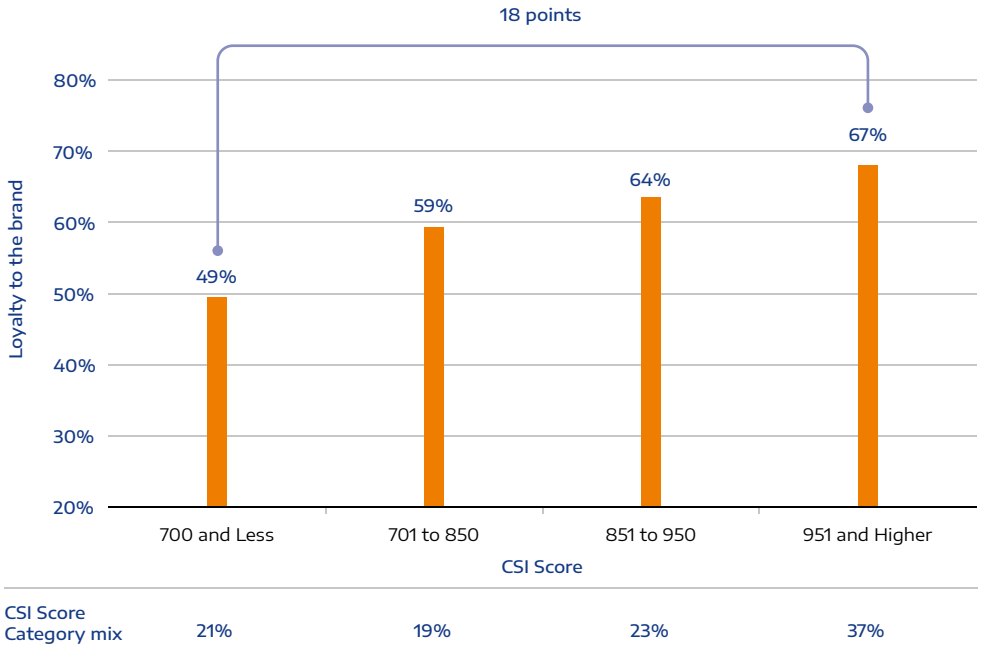
[22] Scope of the survey: Results May 2021
All brands, European Market 5 countries (France, Germany, Italy, Spain, United Kingdom)
Deliveries between September 2019 and August 2020
Questionnaire sent to customers after 3 months of ownership

3. Survey results regarding the **relationship between loyalty to the brand and aftersales satisfaction**

When customers have a positive aftersales service experience, the potential for loyalty to the brand and official dealers' network is increased.

Higher customer satisfaction with the service experience leads to higher brand loyalty rates.

2021 U. S. Customer Service Index Study (CSI) as of March 2021[23]



Relationship between loyalty to the brand and aftersales satisfaction

[23] Scope of the survey: Original owners of light vehicles – cars and trucks, personal use vehicles only:
Registration Period:
- 2018 Models: July 2017 – February 2018
- 2019 Models: July 2018 – February 2019
- 2020 Models: July 2019 – February 2020

Source: J.D. Power 2020 Customer Service Index (CSI) Study (CSI Scores are based on 1-3 years owners)
J.D. Power Power Information Network (PIN) trade-in VIN data matched to 2020 CSI Study

4.2.3.2 Opportunities

Feedback is an important part of the process to develop improvements. Applying the findings from customer surveys supports decisions on the most beneficial way to deploy resources.

Stellantis has the opportunity to strengthen customer satisfaction regarding vehicle and service quality.

We work to develop and implement initiatives that are designed to create a positive customer experience. We are implementing several innovative initiatives to attract and retain customers **< 4.2.7 >**.

- **Innovation in manufacturing quality**

  To support the continuous improvement approach to the quality of our products, Stellantis has implemented an innovation based on Artificial Intelligence (AI) technology. These improvements have made it possible to automate various control stations throughout the production line, vehicle and mechanical component factories to verify the quality of the manufacturing process.

- **Product predictive maintenance**

  We work consistently on anticipating failures such as ones requiring towing, and more quickly identifying the root cause of complex failures. The goal is that the vehicle spends as little time as possible at the dealership and that the customer is more satisfied.

We work to develop and implement initiatives that are designed to create a positive customer experience

4.2.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

The Customer Experience organization represents the customer's voice inside Stellantis, and its mission is to satisfy the customer's expectations. The Chief Customer Experience Officer is an EVP member of the Top Executive Team and the Strategy Council. The Officer has the responsibility to decide when the vehicles quality meets the customers' level of expectations, and are ready to be sold around the world. The Officer defines quality targets for product and services and the mid-term plan, which covers three years, and is reviewed with the Top Executive Team twice a year to ensure we are challenging ourselves to meet the ever-changing market. To meet these targets around the world, the Chief Customer Experience Officer delegates the authority to local business units and plant Directors to capture their market needs and expedite the results.

The authority is defined in the Quality Policy, which governs the teams throughout the whole value chain: from the design of our products and our services, to the support of each of our customers, everywhere in the world.

To ensure that the Quality Policy is applied, the Quality Management System (QMS) is used to identify the requirements linked to quality results. These requirements are the basis for the Company's operational processes and quality standards, which are continuously improved. The results from the field assessments support the conclusion that the QMS is efficient and makes it possible to identify improvement actions.

The heads of Customer Experience of the divisions and the regions control the implementation of the Quality Policy and are responsible for their QMS. They involve all the players with whom the Company works with in the extended company such as suppliers, industrial partners, subsidiaries, importers and commercial networks to ensure the achievement of Quality results. Each region reports its results during the monthly Business Review led by the CEO.

In manufacturing – in compliance with the regulatory requirements of the countries or regions in which we operate – Stellantis plants are certified according to the standards:

- ISO 9001 for vehicle manufacturing plants
- ISO 9001 or IATF 16949 for powertrain and raw materials plants.

The Company's quality governance is global:

- the Chief Customer Experience Officer manages the Corporate Customer Experience Division, oversees the Heads of Customer Experience of the regions, brands, and other corporate divisions, and ensures that the Company meets its quality objectives
- the Customer Experience teams in the Company Divisions oversee operational managers, provide technical guidelines that include expectations to reach quality targets in all regions
- the Customer Experience teams in the regions are in charge of the quality of the region's products and services, as well as plants and points of sale.

Members of the Top Executive Team, including the Chief Customer Experience Officer, identify and confirm the strategic quality ambitions and guide the quality initiatives of the business units and regions. Stellantis has set quality targets consistent with its ambition in customer satisfaction. The Customer Experience Division performs internal and external communication throughout the year to disseminate the concept of being customer-centric through technical and soft skills training, supplier quality meetings and internal communication channels.

4.2.5 POLICIES TO EXECUTE THE STRATEGY

The Stellantis Quality Policy is supported by the CEO and communicated to employees worldwide.

Managers have to ensure that everyone on their team is aware of the policy and implements the actions to support it within their scope.

For Stellantis, being Number 1 means: being the best in customer satisfaction with excellent quality vehicles, services and mobility, providing a seamless customer journey, worldwide. This includes:

- Customer Experience being at top level
- Targeting zero defects on products and zero complaints regarding the services for our brands
- Sustainable quality throughout the product life cycle
- Exemplary responsiveness to customer feedback.

> Being Number 1 means: being the best in customer satisfaction with excellent quality vehicles, services and mobility, providing a seamless customer journey, worldwide

All Stellantis brands compete to be Number 1 in syndicated surveys in all their major markets, in line with the aforementioned goals and measured with internally defined methods.

Through our Quality Policy, we commit to implement actions to reach this ambition.

The commitment of everyone to think "Quality FIRST": we are a customer-centric Company focused on providing best-in-class customer experience through our behavior, decisions and actions, at all levels of the Company.

For example:

- We define the quality objectives in the planning phase program of new products and new services.
- At each step, we check the conformity of the result with the defined requirements.
- We react immediately to analyze defects, whenever these defects are detected: when the vehicle is still in our hands or after the vehicle has been handed over
- We capitalize on the analysis of our findings to avoid recurrence and to improve our performance.

We also engage our suppliers and our partners in achieving our quality ambitions:

- By associating them directly in the analysis of issues and risks in a timely manner.
- By being responsible and accountable for the quality of their deliverables at each phase of development.
- By not hesitating to be intrusive and to escalate if necessary.

Stellantis has an operational Quality Management System. It is a sustainable means to achieve our Quality Ambition.

The Stellantis Quality Management System (QMS):

- Defines the quality requirements for the processes in our value chain.
- Defines the quality fundamentals whose rigorous application makes it possible to achieve the results.

We apply our Quality Policy throughout the Company's value chain, from the design of our products and services to the support of our customers, whether digital or physical, anywhere in the world.

Stellantis employees are engaged from early phases such as strategy, planning and programming to sales and after-sales, for our products, services and mobility services.

Our collective engagement is supervised by qualified people with high level technical and managerial skills. The Customer Experience Department is an independent function of Stellantis focused on compliance with the commitments made for Quality. Each manager, including those in the commercial networks, is responsible for ensuring compliance with standards, the conformity of results and the performance of processes within their scope.

A team of professional auditors performs internal audits to control the right roll out, application and consistency of results of the QMS standards. Action plans are implemented and followed up when issues are identified.

4.2.6 ORGANIZATION AND RESOURCES

In accordance with our policy, quality is everyone's business. To make this a reality, Stellantis employees have regular trainings and receive guiding information.

Stellantis has implemented a common approach to skills, with an aim to better allow the Company to be more sustainable in anticipating changes and identifying the required competences.

This approach is centered on 15 global job families. The quality job family covers the activities to ensure that every customer's journey with Stellantis' products and services is world class. To achieve the ambition to be Number 1 and be a customer-centric company, Stellantis focuses on the following:

- Definition of the processes, product and service quality targets to respond to the customers' expectations
- Implementation of the Quality Management System, methods, and guidelines
- Management of all quality objectives throughout the definition, production, product and service life cycles in all regions.

600 employees in the corporate Customer Experience division and 14,000 (including hourly people working in plants) in the quality job family act directly, in their everyday job, for the customer satisfaction.

4.2.6.1 Resources deployed to improve the quality of products

Our target being to ensure a total satisfaction of our customers, Stellantis employees respect the quality requirements and apply the quality processes defined for each and every step of the value creation chain (design and development, manufacturing, sales and aftersales, etc. including suppliers management).

Design and engineering phase

The shape, style and lines of a vehicle are direct contributors to the sale of vehicles and based on customer perception of quality. Finish, robustness, and the materials used inside and outside, play an important role in the customer's perception of quality. Perceived quality is a major factor in a customer's purchasing decision. Stellantis aims to position each future model at the highest customer satisfaction level of each of its automotive brands. **More than 1,500 characteristics have been identified**, which contribute to the impression of perceived quality. Specific evaluation tools and technical benchmarks are used to drive vehicle projects to the expected quality level.

Performance and reliability during use of the vehicle

Quality of product performance is based on customer expectations for a given segment, enriched by the brand experience it conveys. **Around 40 different main standards** e.g., visibility, seat comfort, etc., are defined for verification. The Company strives to position each future model among or above the best for customer satisfaction within its competitive segment. For initial quality and reliability, Stellantis strives for achieving the highest level delivered to the customer. Several well-structured preventive processes are applied at each step including design, development and manufacturing within the Company and from suppliers. Design considers the specific usage of products in all selling regions with appropriate endurance driving sessions to simulate and better understand specific vehicle performance over time.

Solving issues during use of vehicle

In order to mitigate impact on customers' satisfaction, Stellantis is closely monitoring lead time to fix an issue in the field so that affected vehicles are quickly repaired at the dealership, and production of new vehicles is secured to avoid inconvenience and claims from new customers.

To minimize the lead time of issues resolution, Stellantis has set up a cross functional team with experts from Customer Experience, Engineering, Vehicle Programs, Aftersales, Manufacturing, and Purchasing activities to implement a fast-track process to speed up the resolution of issues in the field.

The Cross Functional Team has set up a dedicated process called Reactivity Acceleration for Customer Enthusiasm (RACE), which accelerates root causes analysis and solution implementation.

Since implementation in mid-2020, RACE process has reduced by half the average lead time of resolution for the most impacting design issues.

Quality-in-use to preserve value of the vehicle

Quality-in-use criteria encompasses the aesthetic, aging of materials, tolerance of harsh treatment resulting from daily use, and functional aspects like background noises and loss of minor performances. Stellantis improves vehicle quality in order to reduce signs of aging and wear and tear, with the intention for the vehicle to look as close to new after years of customer usage as possible. This has an important impact on the resale value which is a significant pillar for customers and the Company. Specific vehicle aging tests are conducted to improve the baseline design requirements and to manage the aging of the vehicle over time to improve the scope of usage and strengthen the resale value.

COMPANY TRANSFORMATION THROUGH THE SOFTWARE STRATEGY

Stellantis' vehicles transformation to an open software-defined architecture greatly expands the options customers will have to add innovative features and services via regular over-the-air (OTA) updates keeping vehicles fresh, exciting, and **updated years after they have been built**.

Those OTA updates are expected to be available quickly without waiting for a new hardware, and dramatically reduce costs for both the customers and Stellantis, **simplify maintenance** for the user and **sustain vehicle residual values**.

Durability for long-term use

Customers expect a vehicle that ages well and does not incur excessive future expenditure. Durability is the performance of the vehicle over time, factoring in the variability of customer use. The goal is to ensure product performance without major loss of functionality over time and without breakdown or defect. The Company is aiming to be in a leading role in quality as one of the major pillars that leads to customer satisfaction. Stellantis has set up a continuous improvement process to target the best-in-class position in durability for each product or sub-system.

Manufacturing quality

The manufacturing quality system is based on the Stellantis Production Way (SPW):

- The Company controls the quality at the workstation, in some production quality gates during the process and in the final inspection line to ensure the quality level of the manufactured vehicle. There are 1,800 functional and aesthetic characteristics checked on every vehicle
- Vehicles are tested daily by professional operators in static and driving tests on specially designed tracks and on roads outside the plant
- The Customer Experience division ensures plant audits in order to verify requirements.
- The processes and KPIs follow the Company's reference standards. To achieve the highest quality level in all manufacturing plants, best practices based on practical lessons learned have been identified.
- So far, plants are in the growth phase; best practices implementation is in progress and followed up by action plans.

1,800
functional and aesthetic characteristics checked on every vehicle

Supplier quality management and development

The Company's Purchasing Department works to ensure supplier quality management and development by:

- usage of an Advanced Product Quality Planning and a Production Part Approval Process
- checking key processes and certifications such as critical supplier management
- defining supplier KPIs such as warranty performance
- a supplier surveillance system with defined countermeasures and permanent personal contact with each supplier manufacturing location.

Our approach is global, and actions are adapted to the most demanding customer expectations, taking into account regional wants and needs, in order to handle perceived quality, quality-in-use and durability of our products. The same analysis, processing and feedback standards are also applied for vehicles produced by our joint ventures.

4.2.6.2 Strategy and means deployed for a high-level quality of service and customer experience

Stellantis aims to provide an experience that delights each customer by:

The excellence of the relationship throughout the customer journey

- The customer's journey with our brands begins well upstream of the act of purchase and continues throughout the use of the vehicle or mobility service. Through digital and physical interactions with the brand, the customer can discover the product or the mobility service and become interested in it before committing to purchase. The relationship with the brand continues throughout the use of the vehicle or the service.
- The quality of service covers the entire relationship between the customer and the Company. The entire journey is a major contributor to the excellence of the customer experience at every point of contact.
- To achieve this quality of service, the Customer Experience function relies on teams and systems in each region.

High-level operational skills for the service of customers

- The business centers describe the tasks for zone managers and each key function of the dealership. In a sales team, for example, this includes dealership personnel such as the sales manager, sales assistant, sales consultant, and delivery manager.
- Since 2018, to strengthen the customer-centric and interaction-centric mind-set, special attention has been paid to training sales advisors on behavioral skills, an essential complement to expertise and application of working standards.
- The training policy applies to key sales and technical positions at the point of sale. In 2023, the dealer networks provided 7 million hours of training (classroom and remote) versus 7.4 million hours of training in 2022.
- The accreditation program is an international program intended for all personnel in contact with customers, performed by our retailers, that assesses technical and behavioral skills.

7 mln
hours of training

Applying efficient processes to achieve results

To ensure the application of processes and the achievement of results:

- Within each point of sale, each manager conducts checks on the application of standards which are complemented by Zone Manager internal audits
- External audits are carried out annually on the application of operational standards
- Frequent mystery call and shopping provides evaluation and opportunities to demonstrate respect for the customer experience and behaviors desired by brands
- Yearly internal audits are conducted by the Customer Experience team

Deviations identified during these audits are the subject of action plans, which are monitored at local and country levels.

New processes are evaluated to measure knowledge of the customer experience, including shopper survey and Quality Observer.

Management of the quality of service provided in each country

The Stellantis roadmap is defined for the period 2022-2030. This roadmap makes it possible to steer the convergence and achievement of our objectives.

Each country is responsible for its annual Quality of Service Plan, structured around main actions:

- Assessment of skills and implementation of training plans
- Deployment of operational standards in each point of sale, standards which embody and guarantee all the requirements of the brands, which each point of sale must comply with
- Quality control delivered by each point of sale, and reduction of dispersion between points of sale.
- Treatment of deviations identified during checks and audits
- The identification of gaps makes it possible to define the priority actions to be implemented to achieve the objectives.
- The annual Quality of Service Plan for each country is monitored by the Regions with the support of the Corporate Functions; its day-to-day animation is handled by the monthly Country Quality Committees.

The quality of service is one of the major components of the sales policy applied by us in each country with its sales and after-sales network.

A structured system for listening to the voice of customers throughout the journey

- To monitor its quality of service, Stellantis relies on a vast survey system:
- Benchmark surveys concerning the purchase and delivery of the vehicle and after-sales interventions, carried out in most of the countries where the Company operates, to position each brand vis-à-vis the competition and better target expectations customers have, depending on the market.
- Online surveys made by Stellantis to the customers after purchasing the vehicle and after each contact with the after-sales service. In 2023, 6.4 million customers (versus 6.6 million in 2022), of which 1.34 million for sales surveys (versus 1.4 million in 2022) and 5.05 million for aftersales surveys (versus 5.2 million in 2022), responded in 70 countries worldwide (versus 65 countries in 2022). This system gives customers complete freedom, they can answer questions at the most convenient time for them and freely formulate their answers. The concerned dealer is alerted in real time on any dissatisfaction and is due to react in less than 48 hours.

6.4 mln
customers

- These surveys are supported by online customer experience platforms, which allow each point of sale to challenge itself in relation to country, region and zone results. These platforms make it even more simple and easy to use verbatim results from surveys, and allow the monitoring of individual customer satisfaction. In addition to aggregating data for trend analysis, these platforms allow the network to receive and respond to customer feedback in real time. Staff can be alerted to new comments through a mobile app, allowing them to immediately contact an individual customer, if needed.
- A plan is underway to converge the platforms within each region, monitor the major contact points of the customer journey, integrate social media such as Google or Advisor to obtain a global vision of the customer experience in each brand and strengthen action synergies.

Customer Care

Stellantis remains devoted to premier customer care and engagement globally. Our dedicated Customer Care teams in every region prioritize customer interactions, ensuring each touchpoint mirrors our Stellantis and brand values and sustainability commitments.

We streamlined and increased effectiveness of the contact centers with the goal to improve individual customer support worldwide. This year, Customer Care managed over 6.9 million of inbound contacts per year, illustrating our commitment to our diverse clientele. To resonate globally, we offer multilingual customer support with a focus on employing native speakers. Building on 2022 achievements, we enhanced training, with over 210,000 hours (versus 48,500 hours of training in 2022) focused on customer handling and updating our teams on product innovations and sustainable practices.

over 210,000
hours focused on customer handling and product innovation

In 2023, Stellantis initiatives were:

- **Streamlined Supplier Network** - This year, we refined our supplier network, enhancing efficiency and reducing our environmental footprint. This move also fostered closer ties with main suppliers, assuring quality and mutual growth avenues.
- **Advanced Customer Insights** - We have broadened our analytics platform to provide deeper customer insights. This tool not only improves our customer care strategy but also aids in cross-departmental knowledge sharing, aiming for consistently delightful customer interactions.
- **Collaborative Excellence** - We have boosted cross-regional and cross-functional collaboration among our teams globally, allowing for the exchange of innovative customer care solutions.
- **Expanded ICT Convergence** - We have further converged cloud CRM and telephony tools in various regions, enhancing data accessibility and service uniformity across Stellantis, ensuring agility and efficiency in our customer care operations.
- **Executive Referrals Optimization** - A thorough review of our Executive Referrals Process was undertaken, aiming for timely and effective resolutions for escalated concerns, ensuring our customers always experience unparalleled care.

Quality of service measurement

In addition to meeting the industry's defined product quality standards, customers expect consistently high quality in the areas of information, service and repair with regards to vehicles and spare parts. Service quality is based on the service expectations of the customer and the factual service received by the customer, and is a critical factor in retaining customer loyalty.

Feedback for service quality is gathered through various channels to monitor performance and support strategic decisions.

The Net Promoter Score ("NPS") is a customer loyalty and satisfaction metric that measures the willingness of a customer to recommend a sales or after sales store.

The metric is the average of two components.

In Europe and South America, the score is based on three groups: promoters (notes 9 & 10), passives (notes 7 & 8) and detractors (notes from 0 or 1 to 6).

Those notes are given by customers to the question "How likely are you to recommend the dealer where you bought / made the servicing of your car to friends, relatives or business colleagues?" in the syndicated surveys done in several countries.

In North America, the metric is a Satisfaction Index, based on a 1000 scale, composed by the scores given by customers on several items. The scale used to measure those items is from 1 to 10.

Results are in the Commitment dashboard.

AMAZON AND STELLANTIS COLLABORATION FOR CUSTOMER-CENTRIC CONNECTED EXPERIENCES [24]

"We will transform our vehicles into personalized living spaces and enhance the overall customer experience", declared CEO of Stellantis Carlos Tavares.

Together, the two companies are creating a suite of software-based products and services that seamlessly integrate with customers' digital lives and add value over time through regular over-the-air (OTA) software updates:

- Amazon and Stellantis are collaborating to deliver software solutions for new digital cabin platform, STLA SmartCockpit, starting in 2024
- Stellantis has selected Amazon Web Services (AWS) as its preferred cloud provider for vehicle platforms to deliver on its long-term, software-focused vision
- AWS and Stellantis have launched collaborative engineering and innovation initiatives and tools to accelerate time to market for new digital products and upskill Stellantis' global workforce
- Amazon is the first commercial customer for the new Ram ProMaster Battery Electric Vehicle (BEV), further expanding Amazon's sustainable delivery network

[24] Amazon and Stellantis Collaborate to Introduce Customer-Centric Connected Experiences Across Millions of Vehicles, Helping Accelerate Stellantis' Software Transformation: https://www.stellantis.com/en/news/press-releases/2022/january/amazon-stellantis-collaborate-on-software-solutions

4.2.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

4.2.7.1 Innovation Initiatives

Launch of an e-commerce program

As announced in the Dare Forward 2030 strategic plan, Stellantis has launched, in 2021, an outstanding 360° e-commerce program to let our customers discover and buy products and services of the group, in a full customer centric digital ecosystem aimed to answer prospects & customers omnichannel aspirations. Thanks to this program, customers can access personalized services and offers in a seamless way, and buy them easily, both from home and in our stores.

In 2021, we sold 100,000 units online. Now we are taking the lessons learned, and plan to expand our online sales, doubling each year until 2024, reaching 800,000 vehicles. And by 2030, one-third of our sales will come from online customers.

In 2022, Stellantis brands sold 208,000 units, in line with our objectives. In 2023, 361,000 units were sold.

All of Stellantis in just one click thanks to the Marketplace

As a customer-centric company, Stellantis implements its Marketplace, a services ecosystem that provides owner and user-based solutions with a full catalog of meaningful services including financial solutions, insurance options, full vehicle care options, accessory and personalization options, energy and charging solutions, connected services, mobility solutions and more.

This ecosystem will be available via the web, mobile phone app, and in vehicle, giving customers an easy one-click access to robust personalized solutions. Marketplace will allow Stellantis to lead the mobility market in three ways:

- streamline all individual touchpoints into a one-click solution thereby eliminating pain points associated with shopping for individual components separately
- provide competitive quality services to enable our customers to feel confident with our solutions
- use our insights to personalize the journey, ensuring relevance and simplicity.

As announced in the Dare Forward 2030 strategic plan, Services Offensive marketplace began in Italy and US with select brands in 2022. We have since expanded to all brands across the G10 markets of Europe plus the US and will add Brazil next. The goal is to be in all markets by 2027.

This will be a new channel for the entire business and is expected to contribute up to €4 billion in services revenue in the future.

Innovation in manufacturing quality

As part of a continuous improvement approach to the quality of its products, an innovation based on Artificial Intelligence (AI) technology has made it possible to automate various control stations throughout the production line vehicle and mechanical component factories. The first control station was installed in the Sochaux factory, in France, at the end of 2020 and has proven the efficiency of the process. Stellantis has invested several millions of euros since 2021 in the implementation of 56 control stations in its various factories of which 46 are in operating phase. The target is to install such stations in more regions in the coming years.

Product predictive maintenance

Stellantis is working on a new Predictive Maintenance service on its vehicles to more quickly identify the root cause of complex failures, and to anticipate failures and wear status which can require towing. Complex failures can sometimes be difficult to analyze and require lengthy investigations which can immobilize a customer's vehicle.

In 2020, analytical methods using Data Science models were implemented to help a dealership better understand complex breakdowns and wear evolution, and replace the right parts. This experimental phase has shown a positive impact on failures with unknown origins, and on failures which needed intervention by technicians at the dealership.

Next step is to use these Data Science methods before the dealership intervention, and try to anticipate the breakdowns, eliminating the need to collect real-time data from our customers' existing onboard Controller Area Network (CAN) sensor data. The term "CAN" designates a robust vehicle bus standard designed to allow microcontrollers and devices to communicate with each other's applications without a host computer.

In 2021 and 2022, predictive algorithms were developed on several parts of the vehicle, such as powertrain and chassis. These algorithms, based on AI methods, were developed with real-time data, and can provide advanced alerts on specific breakdown typologies. Due to their promising performances, stability, and financial efficiency, two algorithms (High Voltage Battery and 12V Battery) are currently under industrialization, first for Europe then worldwide. By the second quarter of 2024, up to 6 different BEV/PHEV battery failure prediction models are expected to be available at pilot or production stage, encompassing at least two battery packs from different providers. Also, there are prospects to replicate the battery health analytics algorithms developed to other car fleets such as commercial vehicles.

Concerning brakes of vehicles a brake pad wear estimator shall be introduced, a first model has been done in the second quarter of 2023 and we are going to work on a generalization version scheduled in the first quarter of 2024 [25].

4.2.7.2 Achievements

At Stellantis, we measure Product and Services Quality through several surveys, KPIs and external sources to be sure multiple aspects of the customer experience are monitored and evaluated. The syndicated surveys are very important to measure our improvement as they allow us to see our relative position compared to competitors.

Surveys show that customers are more and more satisfied with the Stellantis models

[25] Stellantis &You, Sales and Services and FIDCAR Form After-sales Predictive Marketing Partnership: https://www.stellantis.com/en/news/press-releases/2022/april/stellantis-and-you-sales-and-services-and-fidcar-form-after-sales-predictive-marketing-partnership

Achievements in Quality of Products

1. Product satisfaction is measured as the percentage of models in the first quartile of their competitive segment.

   Surveys show that customers are more and more satisfied with the Stellantis models. The percentage of Stellantis models ranked in the first quartile of their competitive segment about satisfaction with the product is increasing over the past years:

   - 24% for vehicles sold in Model Year 2018
   - 31% for vehicles sold in Model Year 2020
   - 39% for vehicles sold in Model Year 2022

   The scope of the surveys is:

   - all brands in U.S., Brazil, Argentina, France, Germany, Italy, Spain, United Kingdom, China, Japan, India, South Korea and Turkey
   - Questionnaires are sent to customers after approximately three to four months of ownership. These are some examples of Stellantis brands (10 in the mainstream segmentation and 4 in the premium one) ranking according to this product satisfaction measurement provided by syndicated surveys:
     - U.S., 2 of our 4 brands in mainstream market remain in the Top3, among 17 mainstream brands
     - Europe: 1 of our 5 brands within the mainstream market is in the TOP3, among 19 mainstream brands

     Vehicle Mainstream segmentation:

     - Brazil and Argentina: 2 of our 4 brands reached a Top3 ranking in both countries, among 11 brands in Brazil and 9 in Argentina
     - China: 3 of our 3 brands in mainstream market are ranked in Top3, among 22 mainstream brands

     Vehicle Premium segmentation:

     - Europe: 2 of our 4 brands in premium market , two of our four brands are in the Top3, among 15 premium brands.
     - China: Our exclusive ranked brand reached a TOP1 position, among 14 premium brands

2. In addition, with the same surveys, an initial quality is measured during the first three or four months of ownership, by the number of Problems experienced Per one Hundred vehicles (PPH). The lower the PPH score, the higher the vehicle quality.

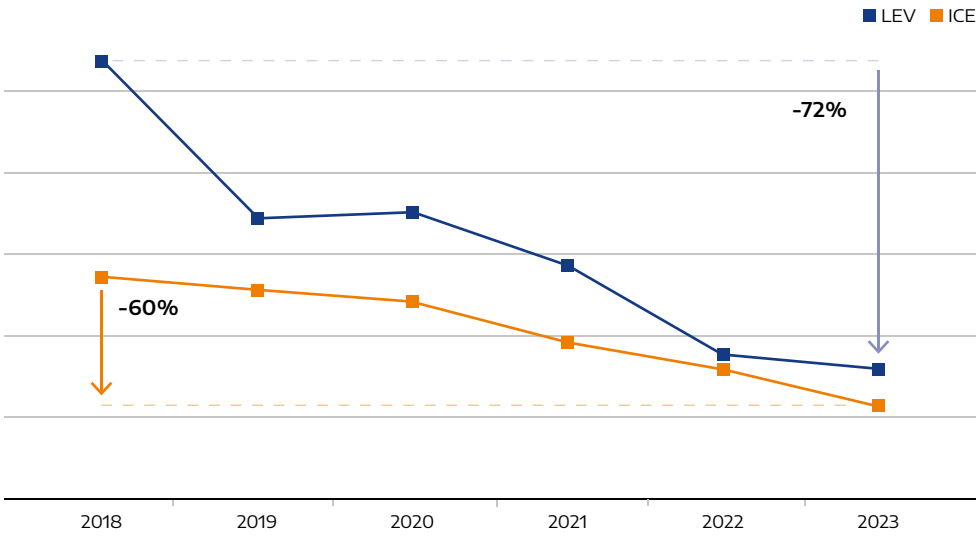
   These are some examples of ranking according to this measurement:

   - Vehicle mainstream segmentation:
     - U.S.: 2 of our 4 brands reached a TOP1 and TOP3 position, among 17 mainstream brands
     - Europe: 2 of our 5 brands within the mainstream market are in the first quartile, among 19 mainstream brands
     - Argentina: 1 of our 4 brands within mainstream market reached a TOP1 position, among 9 mainstream brands
   - Premium segment:
     - U.S.: Our exclusive ranked brand reached a Top1 position, among 14 premium brands
     - Europe: 1 of our 4 brands is ranked as TOP3, among 15 premium brands
     - China: Our exclusive ranked brand reached a TOP1 position, among 14 premium brands

3. We also track the three-months product repair rate versus reference year (in base 100).

The quality of Stellantis vehicles has improved significantly since 2018. As shown on the graph, the failure rate of our Internal Combustion Engines (ICE) vehicles has decreased by 60%, that of our Low Emission Vehicles (LEVs) by 72%, meaning that all our vehicles have globally the same level of quality.

Worldwide All Stellantis Brands vehicles failure rate - 3 Months In Service



4. Stellantis plants are certified to widely accepted product quality standards to provide customers an external recognition on our ability to deliver products with a high level of quality. In 2023:

- 100% of the Stellantis vehicle assembly plants are certified ISO 9001.
- 100% of the Stellantis powertrain plants are certified ISO 9001 or IATF 16949

5. VIDEOCHECK and wiADVISOR

VIDEOCHECK is a program designed to increase transparency for customers by showing them, with videos and clear explanations, the points that need to be repaired on their vehicles. With this process, Stellantis is demonstrating a high level of transparency and reinforcing customer confidence. Being informed, customers can make decisions on additional repair needs that are proposed. VIDEOCHECK is now used by more than 9,861 repair locations worldwide (6,000 in 2022) belonging to Stellantis. 96% of the customers who experienced it have provided feedback that they are very satisfied with this service. This is a major step toward increased customer satisfaction.

wiADVISOR is a service write-up and repair-order management solution developed in North America. This solution engages the customer in the service lane and supports the customer service journey end-to-end. Among others, it provides the following features:

- online scheduling
- mobile check-in without contact
- video inspection
- vehicle flagging which are quality alerts based on specific criteria during vehicle write-up
- vehicle health check through a connection in the service lane
- In-dealer and customer communication
- supports global mobile app scheduling and status notifications
- active delivery including quality of service delivery checks.

VIDEOCHECK is a program designed to increase transparency for customers

4.3 VEHICLE SAFETY

GRI 3-3

4.3.1 CONTEXT AND STELLANTIS POSITION

CSR ISSUE/CHALLENGE **#10 Vehicle safety**

Vehicle safety is important to all road users including cyclists, pedestrians and other motorists. It is governed by laws and regulations and may also be addressed through voluntary codes of practice, such as the Organisation for Economic Co-operation and Development (OECD) published Guidelines for Multinational Enterprises. Governmental agencies and departments such as the National Highway Traffic Safety Administration (NHTSA) in the U.S., Ministry of Land, Infrastructure, Transport and Tourism (MLIT) in Japan, Federal Bureau of Motor Vehicles - Kraftfahrt-Bundesamt (KBA) in Germany, Direction Générale de l'Energie et du Climat (DGEC) in France, MIT (Italian Ministry of Transport) in Italy, Driver and Vehicle Standards Agency (DVSA) in the UK, Ministry of Land, Infrastructure and Transport (MOLIT) in South Korea are also introducing increasingly stringent vehicle safety requirements.

Stellantis understands that vehicle safety and cybersecurity are very important expectations in society and impact customer choices, including individuals and fleet owners. We integrate such expectations in each phase of the design of our vehicles. We work to anticipate enhanced safety expectations related to connected and autonomous vehicles. In collaboration with our suppliers and partners, we research and develop technology and innovations while analyzing internal test results with a target of continuously improving design.

Company's public position

As vehicle safety and regulatory frameworks evolve, a holistic approach including the vehicle, the road infrastructure and the vehicle environment is necessary. The Company is committed to the safety of its customers and other road users. Stellantis has taken a lead role in the framework of ISO and actively participates with recognized organizations in the rulemaking process and implementation of new regulations and standards regarding vehicle safety.

The company develops harmonized safety assessment processes to include risk-based criteria to inform its decisions.

4.3.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#10 Vehicle safety**

VISION/AMBITION: Develop and offer safe products all around the world, continuously striving for state-of-the-art level of safety risk avoidance, as well as crash protection for vehicle occupants and vulnerable road users

OWNER: Chief Engineering Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
Level of robustness of the global harmonized vehicle safety organization, processes and technical expertise, including active safety, passive safety, cybersecurity (for its safety relevance), and product safety	Governance, organization and processes defined and set up, external audit every 3 years, performed by an independent assessment body and considering industry standards including ISO26262, ISO21448, ISO21434	External audit performed each year, considering new technologies embedded in Stellantis products	External audit performed each year, considering new technologies embedded in Stellantis products	The Stellantis Global Safety Forum led by the Global Technical Safety & Regulatory Compliance Executive was formalized and is now a functional governance body for global safety related strategies.	The Global Safety Forum is meeting quarterly to define the safety guidelines for Stellantis. Project development processes include dedicated safety assessments by safety experts.	**The Global Safety Forum is meeting quarterly. The Safety Expert network has been officially appointed. The safety assessments are taking place on a weekly basis. The Safety Management System is being defined.**

4.3.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

4.3.3.1 Risks

Stellantis believes that the automotive industry should adopt a systematic and holistic approach to ensure that vehicle safety remains a fundamental corporate value that helps to protect drivers, passengers, the environment and our communities in a socially responsible and sustainable manner. Vehicle safety is designed to address the risks that may be encountered and is essential to support the reputation of the Company, its brands and technologies. Anticipating regulation changes and participating in the rule making process and standardization efforts provide opportunities to adapt our vehicles and shape the automotive industry.

Vehicle safety is included as part of our culture by empowering employees, contractors, suppliers and dealers to speak up if they have concerns. When risks are addressed, and opportunities to add content that achieve improved safety ratings are deployed, safer vehicles are the result. Safer vehicles can increase customer and stakeholder trust. Stellantis confirms its commitment to vehicle safety and supports an integrated approach including a sound impact assessment to identify the most effective measures.

Stellantis, like all vehicle manufacturers, faces challenges related to vehicle safety issues, which could lead to product recalls that may result in direct costs and loss of vehicle sales with possible material adverse effects on our business.

Product recalls may also harm our reputation, force us to stop the sale of certain vehicles and cause consumers to question the safety or reliability of our products.

The Company initiates voluntary recall actions, when appropriate, to address safety issues related to its vehicles.

Recall costs substantially depend on the nature of the remedy and the number of vehicles affected and may arise many years after a vehicle's sale.

Stellantis also addresses the emerging cybersecurity risks resulting from the increased connectivity and software contents in its vehicles through dedicated processes and resources < 4.3.6 >.

4.3.3.2 Opportunities

We leverage innovation to reinforce the safety of our vehicles and services. All aspects of safety; including active, passive, product and cyber are addressed in our processes and innovations.

Stellantis is contributing to the definition of vehicle safety through several channels:

- Strong commitment of safety-related standardization activities (e.g. Cybersecurity, Functional Safety and Safety of the Intended Functionality, relevant for autonomous driving and Advanced Driver Assistance Systems (ADAS));
- Involvement in innovation initiatives and consortiums include:
  - research activities on "Vehicle to X" and 5G technologies, which may help make the vehicles of the future more intelligent and comfortable for users. New autonomous functions may contribute to fewer accidents caused by human error and reduce driver fatigue
  - involvement in consortiums in this field include 5G Carmen (cross border tests on service continuity), C-Roads-2 and ICT4CART while on-going
    - activities in 5G Open Road (test in real-life driving conditions of 5G continuity)
    - activities in 5G Automotive (5GAA) [26].
    - Participation continues on several cooperative projects regarding the safety of autonomous driving such as HIDRIVE for in-use monitoring of car behavior, Pegasus VVM (verification and validation methods for automated driving) and the SAM project (Safety and Acceptability of Autonomous Mobility) [27];
    - Involvement in several working groups of the French Plateforme Automobile (PFA) on the safety of automated driving
    - Incremental introduction of software updates over-the-air on certain components (e.g. connectivity components, telematics) to reduce the cybersecurity risk exposure by reducing the update implementation time.

4.3.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

Stellantis created a unified Global Safety Forum led by the Technical Safety and Regulatory Compliance Officer and that includes the Senior Vice-Presidents of R&D. This forum guides the Company on the application of future standards and ratifies future processes and procedures concerning vehicle safety and security. We are growing our Transversal Safety Expertise Networks to further develop and improve our safety processes and assess their implementation in our vehicles. At a regional level, decision making processes are in place to address potential vehicle safety issues.

4.3.5 POLICIES TO EXECUTE THE STRATEGY

Delivering safe products to our customers is a fundamental objective of Stellantis and is among the essential responsibilities described in our Code of Conduct. We work to achieve compliance with regulatory standards to deliver quality products and services with a high level of safety and reliability for all road participants, including professional drivers. Employees are expected to comply with the implemented safety standards, taking appropriate steps to prevent, identify and correct any non-compliance with such standards. Any vehicle safety issue encountered must be immediately reported to supervisors, the Compliance or Legal Departments or through the Whistleblowing Policy Integrity Helpline.

[26] Stellantis Participates In U.S. Test of 5G Connected Vehicle Technologies for Real-time Safety Notifications: https://www.stellantis.com/en/news/press-releases/2022/april/stellantis-participates-in-u-s-test-of-5g-connected-vehicle-technologies-for-real-time-safety-notifications

[27] https://www.hi-drive.eu/

4.3.6 ORGANIZATION AND RESOURCES

GRI 416-1

Safety research

The Stellantis advanced engineering organizations around the world apply virtual reality methods and innovative technological solutions for virtual and physical tests. The engineers also analyze real world data to develop and assess effective vehicle safety systems, protection for vulnerable road users and integration of active and passive safety systems.

Stellantis participates in national and international organizations that are focused on areas of occupant and vulnerable road user safety, such as assisting in the development of new and improved safety standards and automated driving system best practices. We are a member of the Initiative for the Global Harmonization of Accident Data (IGLAD), a consortium of auto manufacturers that collects and analyzes traffic accident data to improve road and vehicle safety and has supported the EU project MeBeSafe. In Europe, the Company is a stakeholder of the LAB, a joint laboratory with the Renault Group, which is working on accident case studies, bio-mechanics and driver behavior. In the U.S., the Company collaborates with other automakers through groups like the U.S. Council for Automotive Research (USCAR), to identify technical issues and conduct research related to vehicle safety.

Product development

For every Stellantis vehicle project, safety experts perform technical assessments throughout the project and those results are summarized and communicated to the Product Development Department's top management for review and approval to continue. An harmonized process is currently being incorporated and will be utilized on all future Stellantis vehicle projects. The network of appointed safety experts define, apply, monitor and improve safety practices in Stellantis, and contribute to the definition of international standards.

Stellantis recently invested €40 million in its new battery technology center in Italy, to address the validation needs of its new propulsion technologies,including safety features [28].

Product investigation

Stellantis has a dedicated team to investigate field issues including those with potential safety consequences. Investigations are launched to determine potential consequences and corresponding safety and non-compliance risks and countermeasures e.g., field actions and product safety recalls. The investigation team coordinates the responses to the identified incidents with the engineering, manufacturing, and customer care organizations, and external suppliers. The procedures include opportunities for early detection, investigation and timely action. The safety expert network can contribute to this process for the root cause analysis and risk assessment.

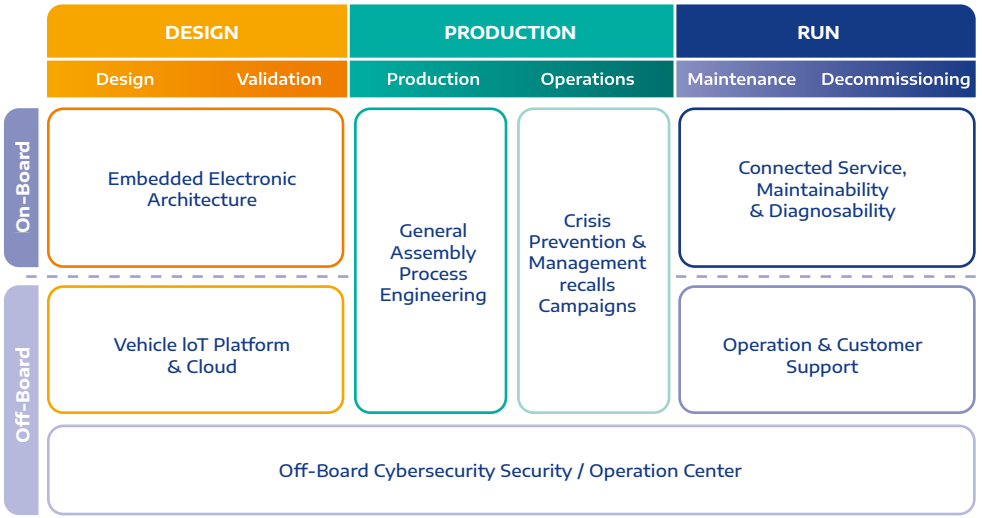
In addition, dedicated regional decision-making bodies called Vehicle Regulations Committees (VRC) meet regularly to systematically review the potentially safety-relevant anomalies detected in production or in the field. Considering the analysis of each case conducted by Customer Experience and Engineering teams, the VRC determine the proper course of action, e.g. safety recalls, under the chairmanship of the Technical Safety and Regulatory Compliance Officer, who is in the Planning organization but operates as an independent internal authority on safety.

[28] https://www.stellantis.com/en/news/press-releases/2023/september/stellantis-celebrates-opening-of-its-first-battery-technology-center-in-italy

Cybersecurity

Securing customer data and our vehicles from cybersecurity threats is a priority for Stellantis. We have a cross-functional team focused on the security of our corporate systems and vehicles by monitoring threats, clearly defining requirements followed by design and implementation reviews, validation and penetration testing of products and services and incident response. **Cybersecurity is considered throughout a vehicle's life cycle including during development, manufacturing, use, service and disposal.**

STELLANTIS ORGANIZATION TO MANAGE CYBERSECURITY FOR CONNECTED VEHICLE



The processes to manage the **Cybersecurity-by-design concept** are based on specific activities linked to the Stellantis organization and technical solutions:

- **Onboard** with one Electronic Architecture, by using standard cryptographic mechanisms to protect and to isolate the Connected domain to the Safety domain, as powertrain and chassis
- **Off-Board** platform with a complete informatics infrastructure to interconnect Servers, Applications, and Interfaces to guaranty the end-to-end the communication with vehicles associated to high level of security
- **Manufacturing** environment to configure the vehicles in the assembly line, by using tools connected to the backend to recover the appropriate configuration for each vehicle produced
- **After-Sales** to diagnose and to maintain vehicles, by using dedicated tools connected to one specific maintenance server with strong authentication
- **Incident Management** organization and processes to manage the mitigation plan, considering the incidents, attacks or vulnerabilities discovered during the vehicle live cycle.

The Stellantis processes on Cybersecurity concern all divisions involved in connected cars, from the design until the decommissioning. Specific end-to-end cybersecurity assessment is established for all new design, on embedded electronic components (Infotainment, Telematics, Gateway) and in off-board ICT platform for connected vehicles.

The global Stellantis organization for the product considers the entire activities in each division involved: Engineering, Manufacturing, After-Sales, Information & Communication and Quality division for Incident response and crisis management.

One dedicated Cyber Governance for the product manages all field issues on Safety, Privacy, Operational and Financial.

We are engaged in the development of international industry standards through participation with the International Organization for Standardization (ISO) and SAE International committees and in the development of best practice guidelines through participation in the Automotive-Information Sharing and Analysis Center (Auto-ISAC). Auto-ISAC enhances the industry's ability to quickly learn of new threats and vulnerabilities and to work collaboratively on threat intelligence for triage.

In 2022, in compliance with UNECE regulation (RU155) incorporated into GSR v2 2019/2144, Stellantis received certifications on its Cyber Security Management System (CSMS), covering methodologies and processes needed to address cybersecurity in its products and services.

In 2023 Stellantis passed the cybersecurity type approval for six legacy electronic architectures, in compliance with UNECE regulation (RU155).

The objective for 2024 is to receive cybersecurity type approval for the new Stellantis unified electronic architectures, including Stella Brain, Stella Cockpit and AutoDrive.

4.3.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3 | GRI 416-1 | GRI 416-2 | SASB-310a.1

As explained in our Code of Conduct, our workforce members contribute to achieving compliance with regulatory standards ensuring that the Company delivers quality products and services with a high level of safety, reliability and environmental performance.

Vehicle Safety Technology

Stellantis responds to consumer expectations of high tech solutions in their vehicles by devoting significant resources to research and develop technologies that support drivers and passengers' ability to safely interact with their vehicle and with the world around them. By providing real-time availability of services and information, the Company is contributing to improve safety and the mobility experience.

By providing real-time availability of services and information, the Company is contributing to improve safety and the mobility experience

Stellantis offers active (primary) and passive (secondary) features for diverse drivers and vehicle segments, along with tertiary safety elements. The intent of active safety systems is to help drivers avoid crashes by alerting them to certain potentially hazardous situations or assisting them in mitigating the risk posed by certain types of identified hazards.

These systems monitor surroundings, the status of the vehicle, driver behavior and include semi-automated technologies that provide assistance to drivers in certain instances, with the driver retaining appropriate control. Stellantis is exploring new connected safety notification technologies, Multi-access Edge Computing (MEC) and Safety Cloud, that provide drivers advanced notification warnings of potential hazards in their path.

Passive or secondary safety systems are designed to help mitigate the effects of a crash. These include occupant restraint technology and the use of more advanced materials that enable us to improve crash energy management. Vehicles are structurally designed to dissipate an impact in a controlled manner, due to the positioning of shock absorbing structures and other design features, while also promoting vehicle repairability. Deformation of the passenger compartment is reduced. Airbags and restraint systems absorb energy which leads to a reduction of the impact on occupants in crashes.

In the area of tertiary safety, or post-accident emergency response, Stellantis provides emergency rescue sheets with information to rescue teams or first responders on special design elements and the position of components to be considered when assisting the occupants of vehicles involved in an accident. In addition, connectivity functions provide assistance when an accident or health related incident occurs in the vehicle. The occupants are connected with a dedicated assistance center that pinpoints the vehicle. For instance, motorway control centers in Europe are automatically warned of any accidents on their roads via the emergency call service in the Company's equipped vehicles as this is becoming a legal obligation in Europe for new types since April 1st, 2018 (EU 2015/758).

Passive or secondary safety systems are designed to help mitigate the effects of a crash

COMPANY TRANSFORMATION THROUGH THE SOFTWARE STRATEGY

Stellantis mapped out its software strategy to deploy next-generation tech platforms, building on existing connected vehicle capabilities to transform how customers interact with their vehicles. Over-the-air (OTA) updates expand the options customers have to add innovative features and services keeping vehicles updated with the latest offerings years after they have been built, while dramatically reducing costs for both customers and Stellantis.

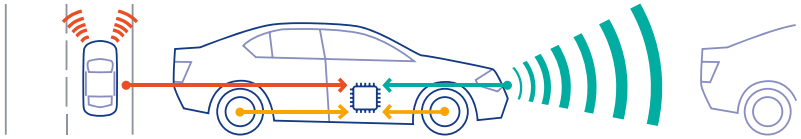
Active safety systems

EXAMPLES OF ACTIVE SAFETY SYSTEMS

Constantly monitor the performance and surrounding of a vehicle

Can prevent accidents from happening altogether or actively help the driver to reduce the impact

Avoid or mitigate an accident pre-impact, so before it happens



EXAMPLES OF ACTIVE SYSTEMS THAT GIVE THE DRIVER MORE CONTROL IN DANGEROUS SITUATIONS

Anti-lock braking (ABS)

Electronic stability control (ESC) Automatic

Autonomous emergency braking (AEB)

Lane Keeping Assist

This figure presents some of the active safety system that can support the driver, by sensing the vehicle environment, informing the driver and/or acting as needed on the vehicle dynamics.

Safety Roadmap

Stellantis continuously evolves its vehicles by offering enhanced safety technology and state of the art features that are proven to help reduce crashes and injuries. All Stellantis vehicles are rigorously tested and validated internally before being tested by outside stakeholders such as the U.S. government (NHTSA) or the Insurance Institute for Highway Safety (IIHS) or NCAP organizations. In 2023, Stellantis performed about 620,000 validations, either by physical testing or virtual validation (versus 680,000 in 2022 and 400,000 in 2021).

about 620,000
validations performed

To address the current traffic safety priorities globally, Stellantis vehicles are developed with technologies such as:

	Year	% of Stellantis models
Lane Keeping Assist	**2023**	**83%**
	2022	75%
	2021	57%
Automatic Emergency Braking	**2023**	**75%**
	2022	68%
	2021	63%
Rear seats seatbelts with pretensioner or load limiter	**2023**	**70%**
	2022	69%
	2021	66%
Speed limiting device	**2023**	**80%**
	2022	75%
	2021	69%

Stellantis also conducts research and innovation activities in the field of crash and occupant safety. The frontal roof airbag is an example of innovation that offers improved protection to the front passenger occupant in certain crash situations.

Product Investigations and Recall campaigns

SASB-250a.3

When potential vehicle safety issues arise, we promptly investigate and take corrective action as previously stated **<4.3.6>**. This includes initiating safety recall campaigns when appropriate. Stellantis aims to improve the overall customer experience during the safety recall process through timely and accurate communication and reduced customer inconvenience. In 2023, there were 124 recall campaigns involving 6,812,869 initial recall notices concerning vehicles produced over several years worldwide (versus 139 recall campaigns involving 14,708,345 in 2022). Programs are in place to raise public awareness regarding the need for customers to regularly check for open recalls and the importance of getting recall repairs completed [29].

The operations carried out are free of charge for the customer.

[29] For more information see the Annual Report https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

The three largest recall campaigns by total number of vehicles are:

- campaign on approximately 1 million vehicles to prevent a potentially undetected urea system failure vehicles equipped with the DV and DW Diesel international combustion engines and prevent a potential higher level of vehicle emissions
- campaign on approximately 0.4 million vehicles to prevent a potential vehicle stall due to high voltage failure in the A/C compressor on BEVs.
- campaign on approximately 0.3 million vehicles to prevent a potential coil spring detachment on Jeep Wrangler (WL, TBC)

All of these campaigns are carried out transparently with respect to:

- the relevant requirements of authorities (regulatory filing of declarations for safety campaigns):
  - each notification document submitted to the authorities indicates: the models and parts concerned, vehicle manufacture dates, type of risk, description of the defect and corrective measures taken
- the automotive brands' dealership networks:
  - the traceability of the components purchased during manufacturing enables the Company to draw up a list of vehicles that are potentially concerned. When a campaign is launched an alert including all the information, such as a list of vehicles concerned, content of the message to customers, necessary procedure and parts required is sent to the dealership networks via the appropriate IT systems.
- the owners of the vehicles involved notified individually:
  - the method used to notify the customer is in line with the local regulations in each country. The affected customers are invited to make an appointment with an authorized brand repair facility to make the necessary adjustments
  - the repair facility contacted provides all the necessary information, including the appointment date, how long the repair will take, the confirmation that the repairs are free of charge, the terms for using a replacement vehicle, etc.
  - the customer is asked to notify the brand of any change in vehicle status, including its sale, End-of-Life or change of address.

Stellantis monitors the implementation of each campaign specifically based on progress indicators and the actual repairs made in each campaign. Repeat requests are sent to customers who do not come forward.

Theft Resistance

Stellantis has long been working on making vehicles resistant to theft and protecting vehicles and the objects inside them from malicious individuals. Vehicles are designed to help avoid break-ins referring to standards in line with leading authorities and taking into account current threats.

Since 2011, a unit has been analyzing and addressing potential or known vulnerabilities, conducting statistical and Internet monitoring, and analyzing theft methods in conjunction with the police. This work has, for example, spurred alterations to the design of door locks to strengthen their resistance to break-ins.

We work closely with cybersecurity experts and are assisted by specialized firms. For instance, encryption algorithms used to protect vehicle unlocking and starting are regularly improved. The latest generation vehicles use encryption that meets the highest current standards.

Training

Due to legislative and regulatory changes, the U.S. Motor Vehicle Safety course was launched for Stellantis employees in April 2022. These web-based courses are a mandatory requirement for specific organizations in North America.

Product safety-based training are dispensed worldwide by the safety expertise network to involved teams, 883 Stellantis team members have been trained in 33 safety-related courses in 2023, to support the safety of our vehicles through the company strategic plan such as electrification, automated driving, etc.



5 PREVENTING ETHICS VIOLATIONS BY PROMOTING OUR ETHICAL CULTURE

5.1 ETHICS IN GOVERNANCE AND BUSINESS PRACTICES 176

5.1.1 Context and Stellantis position 176
5.1.2 Forward-looking vision and targets 177
5.1.3 Identification and management of risks and opportunities 177
5.1.4 Governance and decision bodies to lead actions 179
5.1.5 Policies for ethics in our business 182
5.1.6 Allocated resources to Achieve Our Ethical Objectives 184
5.1.7 Initiatives and Achievements in the pursuit of Ethical Excellence 185
5.1.8 Detailed key performance indicators 189

5.2 RESPONSIBLE MANAGEMENT OF PERSONAL INFORMATION 191

5.2.1 Context and Stellantis position 191
5.2.2 Forward-looking vision and targets 192
5.2.3 Identification and management of risks and opportunities 192
5.2.4 Governance and decision bodies to lead actions 193
5.2.5 Policies to execute the strategy 193
5.2.6 Organization and resources 193
5.2.7 Main initiatives, achievements and results 194

5.3 RESPONSIBLE INFORMATION TO CUSTOMERS 195

5.3.1 Context and Stellantis position 195
5.3.2 Forward-looking vision and targets 195
5.3.3 Identification and management of risks and opportunities 196
5.3.4 Governance and decision bodies to lead actions 196
5.3.5 Policies to execute the strategy 196
5.3.6 Organization and resources 197
5.3.7 Main initiatives, achievements and results 198

STELLANTIS' CSR MACRO-RISK/PILLAR IV. PREVENTING ETHICS VIOLATIONS

Integrity and ethics are integral in our business practices. They are our foundational principles. We understand that acting with integrity requires vigilance and commitment. Integrity is a source of competitiveness, a foundation of Stellantis' sustainable growth and the way to build a reputation that our customers, workforce and other stakeholders can trust and rely on. Furthermore, it is through our strong culture of ethics and integrity that we prevent ethics violations.

Stellantis works to comply with the increasingly complex national and international regulations focusing on matters such as conflict minerals, balance and integrity of business relationships, consumer protection, international sanctions, and personal data protection rules. Stellantis also learns from international standards (OECD Guidelines, ILO conventions, UN Global Compact, among others) when defining its policies. We implement ethical standards, specifically in our Code of Conduct, the adherence to which is a requirement of our workforce and business partners.

While we strive for integrity in everything we do, we understand the special role of integrity in compliance with regulations or standards that promote sustainable development, such as distribution of value, progressive taxation, cash transfers and investment in human capital, and regulation and strategies of development of inclusive growth.

5.1 ETHICS IN GOVERNANCE AND BUSINESS PRACTICES

GRI 3-3

5.1.1 CONTEXT AND STELLANTIS POSITION

CSR issue/challenge **#11 Ethics in governance and business practices**

Integrity and ethics are integral to our culture and business practices. They are our foundational principles, a source of competitiveness, and the basis for our sustainable growth. They help us avoid costly regulatory violations, and build a reputation that our customers, workforce and other stakeholders can rely on.

Company's public position

Our culture is built upon the conviction of doing what is right, under the overarching principles established in the Stellantis Code of Conduct. This approach not only looks at our internal processes and controls, but also at our compliance with complex national and international regulations and standards that promote transparency. Our Governance, Code of Conduct and various charters are available on our website for public review ↘[1].

Our approach is founded on a culture of transparency and integrity throughout the Company through the effective deployment of balanced governance, a compliance program that is subject to appropriate outside benchmarking and effective mechanisms that allow our workforce to alert us of any noncompliance concerns.

Our approach is founded on a culture of transparency and integrity throughout the Company

[1] ↘ https://www.stellantis.com/en/company/governance/corporate-regulations

5.1.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#11 Ethics in governance and business practices**

VISION/AMBITION: Promote a culture of transparency and integrity by requiring our workforce to comply with our Code of Conduct, applying appropriate discipline for non-compliance, and requiring our business partners to adopt and apply similar ethical standards and controls

OWNER: General Counsel

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Number of days to provide a personalized first answer on reported concerns regarding potential violations of the Code of Conduct	Personalized first answer within 1.5 days	Personalized first answer within 1.25 days	Personalized first answer within 1 day	1.9 days	1.3 days	**0.6 day**
World Most Ethical (WME) Company status with Ethisphere ↘[2]	Obtain recognition by Ethisphere as one of the World's Most Ethical Companies as part of their WME process	Maintain WME status by Ethisphere	Maintain WME status by Ethisphere	Satisfactory progress towards objective	Satisfactory progress towards objective	**Satisfactory progress towards objective**
Board gender balance (% of female directors)	At least 40% of Board seats should be occupied by women and 40% by men upon expiration of current terms	At least 40% of Board seats should be occupied by women and 40% by men upon expiration of current terms	At least 40% of Board seats should be occupied by women and 40% by men upon expiration of current terms	27% - Currently we have 3 female directors.	27% - Currently we have 3 female directors.	**27% - Currently we have 3 female directors.**

5.1.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 102-15 | GRI 103-1 | GRI 103-3 | GRI 207-1

The Chief Audit and Compliance Officer periodically conducts a Compliance Risk Assessment to ensure that the Ethics and Compliance Program identifies compliance risks, takes proper steps to mitigate such risks, and does so in an efficient manner. The identification of compliance risks includes communication and collaboration with the ERM and Audit functions, as well as the integration of information from various relevant sources, including the Integrity Helpline channel.

Mitigation steps include training, communication, third party management, and disciplinary enforcement for violations of the Code of Conduct. Identified risks are subject to likelihood and impact analysis and compared against Enterprise Risk Management parameters. Every functional element of the program is subject to review for continuous improvement, benchmarking, and audit. Opportunities for improvement are compiled and periodically reviewed by the Ethics and Compliance Committee.

The identification of compliance risks includes communication and collaboration with the ERM and Audit functions

[2] ↘ The Ethisphere WME process is described here: https://ethisphere.com/what-we-do/worlds-most-ethical-companies/

In line with directives from the Ethics and Compliance Committee, the Chief Audit and Compliance Officer devotes special focus to the following areas of the law with the understanding that in each case, any violation of these areas of the law would be contrary to our ethical principles, and would also subject the Company to potential penalties, reputational damage and litigation:

Risk #1	Competition
Risk Description	Competition in the marketplace is a subject of significant scrutiny by relevant authorities all over the world. Penalties for infractions to fair competition laws are serious, are often for significant monetary amounts and tend to generate private litigation.
Achievements/ Opportunities	We believe in robust and fair competition in the marketplace, and strongly support the benefits it provides to our customers. Competition also promotes innovation. We work to strictly follow the competition laws that apply to our business all over the world to prevent anticompetitive and unfair trade practices such as market-sharing, price-fixing, information sharing and dumping. An antitrust policy has been released for all employees. Also a compliance monitoring system for participation in professional associations meetings, including an e-learning training, is in its deployment phase on a pilot basis in Enlarged Europe, in order to prevent, detect and manage antitrust risks and compliance activities.

Risk #2	Responsible relationships with our external stakeholders
Risk Description	We understand that the success of our business depends on our ability to interact effectively with governments, customers, suppliers and civil society at large. Failure to manage the relationships properly and effectively can undermine goodwill in the communities where we do business and place in jeopardy, the success of our business.
Achievements/ Opportunities	Based on the experiences of its predecessor entities, Stellantis works diligently to increase transparency in all dealings with its stakeholders, including unionized labor, suppliers, business partners and NGOs.

Risk #3	Export controls and sanctions
Risk Description	Export controls reflect the decisions of governments regarding national security and economic policy. Failure to abide with such controls could result in enforcement actions or legal proceedings that would jeopardize our cross border operations, causing a substantial negative effect.
Achievements/ Opportunities	Our specialists around the world classify our products with an intention to ensure compliance with regulations that restrict trade. Our team also ensures that we are in compliance with economic sanctions that restrict or prohibit trade in certain countries or with designated companies or individuals.

Risk #4	Public Affairs Engagement
Risk Description	Our interactions with governments allow legislative bodies to develop regulations and standards that are responsive to the needs of our customers, communities and other stakeholders. Failure to apply proper controls in the manner in which we manage these interactions would place Stellantis at risk for a violation of laws regarding political contributions or corruption. Also, failure to engage with governments would risk the perspectives and expertise of Stellantis not being included in the creation and amendment of legislation, regulations and governmental policy.
Achievements/ Opportunities	The Global Public Affairs Department is dedicated and trained to ensure an efficient and fair working relationship with governments, in full compliance with the law and corporate policies regarding anti-corruption. We impose controls to implement the Stellantis policy that no Company funds or assets may be used for contributions to any political party or candidate. In 2023, we kept legislative bodies apprised of strategic issues affecting the automotive industry, such as the shift to electric vehicles.

Risk #5	Data protection +
Risk Description	Privacy is a fundamental right that is protected by law in the multiple jurisdictions where we do business. A company's failure to protect the privacy of its stakeholders can be heavily penalized in fines, private litigation and reputational damage.
Achievements/ Opportunities	Stellantis considers the personal rights and privacy of each individual to be fundamental and intends to protect them. Stellantis works to comply with privacy requirements by applying to Company processes, the principles relating to the processing of personal data such as lawfulness, correctness, transparency, data minimization, conservation and purpose limitation, integrity and confidentiality.

Risk #6	Anti-Corruption
Risk Description	Corruption has a corrosive and detrimental impact on society. Under applicable legislation, which in a multinational company such as Stellantis, includes the U.S. Foreign Corrupt Practices Act, French Law Sapin II, and the United Kingdom Bribery Act, companies that engage in corrupt activities are heavily penalized.
Achievements/ Opportunities	Stellantis is committed to taking affirmative steps to prevent any corruption in its business. These include training,gift prohibitions , specific controls for relations with government officials, and dedicated controls for prevention. The policies and procedures relevant to the Company's anti-corruption program apply to all its subsidiaries and joint ventures in which the Company owns greater than 50%.

Risk #7	Tax
Risk Description	Failure to comply with applicable tax rules and regulations could result in enforcement actions or legal proceedings that may result in incremental tax payments and the application of late payment interest and penalties.
Achievements/ Opportunities	The Company believes that taxes are key contributors to the economic and social development of the communities in which we operate and play a vital role in creating long-term value. We are committed to fulfilling our fiscal obligations by administering and paying all required taxes. We work to maintain an open, honest, transparent relationship in all dealings with tax authorities. We do not use "tax haven" jurisdictions for the avoidance of tax.

Risk #8	Fair-Trade
Risk Description	We are highly cognizant that our business model depends on operation within accepted norms of international trade. In the absence of our compliance with these norms, the management of our international supply chains would become more challenging and costly, increasing the costs of our products ultimately to the consumer.
Achievements/ Opportunities	With operations spanning more than 130 countries, Stellantis supports the World Trade Organization (WTO) rules-based system and encourages international trade deals. Trade agreements foster innovation, growth and wider customer choices at lower prices. The Company favors the elimination of tariffs, as well as a greater convergence towards international standards and trade facilitation, to provide better market access by reducing technical barriers and customs procedures in both a proportional and coordinated manner. Where appropriate, our compliance processes are not limited to complying with the law. For example, in addition to compliance with regulations regarding integrity in business relationships, consumer protection and personal data protection rules (GDPR), we consider other types of guidance such as OECD Guidelines, ILO conventions, UN Global Compact, and the International Monetary Fund's initiatives for distribution of value, progressive taxation, investment in human capital and development of inclusive growth.

5.1.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

Our ethical culture begins in our governance bodies, their members, and their proper oversight of our business. Key aspects of the Stellantis governance bodies, and their members, are described below with more detailed information available on the Company's website [3] as well as in the Annual Report [4].

Ethics and Compliance governance



5.1.4.1 The Composition of the Board of Directors

GRI 2-9 | GRI 2-10

Stellantis has a one-tier Board of Directors [5] that includes executive and non-executive directors. According to Dutch Law and article 20.2 of Stellantis' Articles of Association the chairperson of the Board of Directors shall be independent and have the title of Senior Independent Director. The Board of Directors is composed of eleven members: two executive members and nine non-executive members, including the Senior Independent Director. The two executive Directors, the Chairman and the Chief Executive Officer, are responsible for the daily management of the Company, while the non-executive Directors have the responsibility to oversee the policies carried out by the executive Directors and the general affairs of the Company. The Board, as a whole, is responsible for the oversight of the strategy and the proper management of the Company with particular focus on the development and supervision of the strategy for sustainable long-term value creation. Six non-executive members qualify as independent for purposes of NYSE rules, Rule 10A-3 of the Securities Exchange Act of 1934, as amended (the "Exchange Act") and the Dutch Corporate Governance Code. Since their appointment, Directors participated in induction sessions designed to provide them with adequate knowledge in relation to the sector in which the Company operates.

[3] https://www.stellantis.com/en
[4] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf
[5] https://www.stellantis.com/en/company/governance/board-of-directors

Those sessions were followed by periodic updates as part of the regular discussions of the Board and are led by management teams. Typically those updates cover the introductory portion of the item to be discussed and include questions from the Board members to management's experts. Depending on the topics discussed those updates are scheduled at least on a yearly basis. Main topics discussed with Directors include the following:

- auto OEM business overview with a focus on geographic presence, corporate footprint, R&D methodologies and applications
- new product development process including solutions to reduce vehicles CO_2 emissions, notably through electrification, in line with the climate change challenge
- technological challenges, including software developments driving innovation in the industry and customer experience
- auto OEM strategy plans, new emerging players and disruptive innovation and business models.

As part of the process relating to the Board activities, in 2023 the management continued to provide regular updates on the topics mentioned above.

Diversity and Inclusion are core values of Stellantis. In 2023 the Board of Directors updated its 2022 Diversity Policy for Board of Directors in accordance with the Dutch Corporate Governance Code and renamed it as the Diversity and Inclusion Policy for the Composition of the Board of Directors. The members of the Board and its committees are selected on the basis of expertise, experience, personal qualities, age, sex or gender identity, nationality. We aim to achieve, with an overriding emphasis on merit, a Board composition with: (a) women occupying at least 40% of the seats of the Board as soon as the resolutions taken by shareholders in the context of the merger will expire and the renewal of seven members out of eleven of the Board of Directors will become feasible; (b) members whose nationality is reasonably consistent with the geographic footprint of Stellantis' business in such manner that no nationality shall account for more than 60% of the members of the Board of Directors; and (c) one or more members of the Board of Directors will be under 50 years of age on the day of their nomination.

55% of the members of the Board are independent

27% 35-54 Years

18% 55-64 Years

55% 65-75 Years

27% of the members of the Board are women

2.3 Average Board membership

Board Member Skills Relating to Economic, Environmental and Social Impacts

GRI 2-17

The Board comprises diversified profiles in terms of gender, work, personal background and nationality. **Members of the Board of Directors are selected on the basis of professional and personal qualifications in a manner designed to ensure sufficiently diverse and complementary skills to enable these members to oversee the Company's strategy**.

The skills of the members of the Board relate to either specific operational experiences or performance as responsible for oversight over major challenges at other corporations where the directors also serve as members of the board. The skills are summarized in the following matrix:

	Climate Change	Diversity & Human Rights	Risk Management	Cyber security	New Business Model	Industry[6]	Corporate Social Responsibility	Governance	Financial and Accounting	Board memberships
John Elkann		✓			✓	✓	✓	✓	✓	3
Carlos Tavares	✓	✓	✓		✓	✓	✓	✓	✓	1
Robert Peugeot			✓		✓	✓	✓	✓	✓	4
Henri de Castries	✓	✓	✓				✓	✓	✓	4
Benoît Ribadeau- Dumas			✓					✓		5
Fiona Clare Cicconi		✓	✓				✓	✓		-
Nicolas Dufourcq	✓	✓			✓	✓		✓	✓	4
Ann Frances Godbehere	✓		✓				✓	✓	✓	1
Wan Ling Martello		✓	✓		✓				✓	3
Jacques de Saint-Exupéry									✓	-
Kevin Scott	✓	✓		✓			✓			-

[6] Industry: the Automobiles industry is under the Consumer Discretionary sector according to GICS Level 1 sector classification.

5.1.4.2 Compensation of Directors and Executive Managers GRI 102-28 GRI 102-35 GRI 102-36

Remuneration of the Board of Directors, for both executive and non-executive Directors, is governed by the Remuneration Policy, which was approved by Shareholders at the Stellantis Annual General Meeting held on April 15, 2021 and subsequently amended at the Stellantis Annual General Meeting held on April 13, 2023.

The Company follows a pay for performance compensation philosophy at all levels in the organization ensuring that the compensation strategy is market-competitive and is structured to attract and retain key staff of the requisite quality. It takes into account scenario analyses as well as the pay differentials within the Company, compensation levels offered in the market, and shareholder and general societal views on compensation.

Stellantis' annual incentive programs are designed such that when the Company does well, all employees do well. About 90% of our CEO's pay is contingent on performance, and linked to stretch financial and non-financial objectives.

In 2023, two billion euros (2,000,000,000 €) were redistributed to all employees in the form of profit-sharing.

The principles and rules decided on by the Board of Directors to determine the compensation and benefits granted to executive directors take into account principles of completeness, balance, consistency and measurement.

The Company benchmarks its executive compensation program annually and the compensation offered to Directors against peer companies and monitors compensation levels and trends in the market as well as international standards regarding appropriate remuneration. For this reason, non-financial performance indicators are taken into account when formulating the Company's compensation structure.

The design of our compensation program ensures that a significant portion of each executive's overall compensation is based on the achievement of long-term performance objectives through the Company's long-term incentive plan, in the belief that placing significantly more weight on the long-term component is appropriate to align the Directors' and corporate officers' efforts with the Company's strategy, long-term interests and sustainability.

The Board of Directors is assisted by its Remuneration Committee in reviewing and approving corporate goals and annual and long-term performance objectives relative to incentive compensation of executive directors, including other members of the top management team and eligible personnel.

The 2023 annual bonus plan included the additional ESG metric of reductions in carbon emissions principally through the growth in production and sales of electric vehicles. The Company's Long Term Incentive Plan includes performance metrics in the launching of electrified vehicles across brands.

Other employees eligible for the incentive plans may receive incentive compensation based on the same CSR performance metrics but with different weighting. Individual goals may also include financial and/or nonfinancial performance measures.

For functions/divisions of the Company with oversight of the health and safety of employees at our manufacturing facilities, the annual bonus plan includes performance metrics of improved health/safety targets. The incentive programs from 2021 to 2023 included a synergies target to drive efficiencies and create shareholder value from the merger in 2021.

5.1.4.3 Committees supporting governance of Stellantis GRI 2-9 GRI 2-12

The ESG Committee of the Board of Directors

The ESG Committee reviews the Company's CSR roadmap, achievements and disclosures in accordance with 2030 Dare Forward Plan and its implementation. In addition, the ESG Committee periodically assesses the performance of individual directors and reports on this to the Board of Directors.

In 2023, the **ESG Committee assisted the Board** by reviewing the updates of the Diversity and Inclusion Policy for the Composition of the Board of Directors, the updated Dutch Corporate Governance Code, and **by discussing items related to climate change, such as reduction of fuel emissions, electrification and circular economy**.

The ESG Committee members participated in informative sessions led by management teams and designed to provide them with adequate updates in the fields of the Company transformation through the development of human capital, the global philanthropy strategy, global, European and U.S. trends in governance, Human Rights and new EU and US rules related to sustainability reporting in force starting 2024 [7].

The Stellantis Annual Report provides details of the membership, skills and work of the Company's Board of Directors and its committees, together with information on the skills of each of their members, as of December 31, 2023. The Board met 6 times during 2023. The average attendance at the Board meetings as well as the Committee meetings was 95.5 percent.

The Audit Committee of the Board of Directors

The Stellantis Audit Committee is charged with assisting and advising the Board of Directors with respect to the implementation and effectiveness of the Company's ethics and compliance program, among other things. In so doing, the Audit Committee oversees and monitors the quality and completeness of the Company's compliance policies and practices with respect to applicable legal and regulatory requirements, as well as with the requirements and objectives of the Company's Code of Conduct. The Committee's review reaches the compliance program as a whole and therefore is global in nature. The Audit Committee meets with the Company's management, including finance staff, audit and compliance staff, and legal staff to discuss, among other things, any significant legal, regulatory, Code of Conduct or other compliance related matters, arising anywhere in the world, that could have a material adverse effect on the Company's business, financial statements or operations.

As stated in the related charter, the function of the Audit Committee shall be to assist and advise the Board of Directors and act under authority delegated by the Board of Directors, with respect to among others the Company's policy on tax planning adopted by management [8].

The Remuneration Committee of the Board of Directors

The Board of Directors is assisted by its Remuneration Committee in reviewing and approving corporate goals and annual and long-term performance objectives relative to incentive compensation of executive directors, including other members of the top management team and eligible personnel [9].

[7] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_ESG_Committee_Charter.pdf
[8] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_Audit_Committee_Charter.pdf
[9] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_Remuneration_Committee_Charter.pdf

The Ethics and Compliance Committee

The Ethics and Compliance Committee oversees all of Stellantis ethics and compliance policies and initiatives, sets targets, reports to the CEO and periodically reports to the Board of Directors through the Audit Committee. The Ethics and Compliance Committee is chaired by the Chief Human Resources and Transformation Officer. The other members include the General Counsel and the Chief Audit and Compliance Officer. The Ethics and Compliance Committee met 5 times in 2023.

The Committee is responsible for determining the general direction of the Company's ethics and compliance policies, based on external factors (new risks, emerging stakeholder expectations, benchmarking and new legislation) as well as internal considerations (risks identified by the integrated risk assessment that considers data from executive interviews, as well as data from whistleblower cases reported in the Integrity Helpline). The Committee is also responsible for developing tools necessary to implement the ethics and compliance policies. The Committee also reviews whistleblowing cases and elevates to the Audit Committee cases of potential significant financial impact, reputational damage, or other cases that are strategic according to elevation criteria set forth in the charter of the Ethics and Compliance Committee. In line with the global scope of the Code of Conduct and the compliance policies, the Committee's directives are usually global, unless special considerations require jurisdiction-specific attention. For example, the Committee has focused on compliance with the evolving western sanctions and export controls relating to the Russia-Ukraine conflict as a jurisdiction-specific instance of its global policy to comply with applicable laws.

The Technical Compliance Committee

Supporting our overarching objective to deliver high-quality and safe products, the global Technical Compliance Committee (TCC) reviews vehicle safety, emissions, and regulatory compliance concerns raised via the Integrity Helpline. Technical cases are presented by region in the TCC quarterly meeting, including actions taken to address the reporter's concerns as well as recommendations and/or follow-up actions. Standard key performance indicators have been established and are monitored during the quarterly meetings. Material violations identified by the TCC are referred to the Ethics and Compliance Committee for determination of reporting to the Audit Committee. In support of the Integrity Helpline, the Always with Integrity awareness campaign emphasizes to employees, suppliers, customers, and dealers the importance of reporting any safety, emissions, or other regulatory non-compliance concerns.

Leadership Team

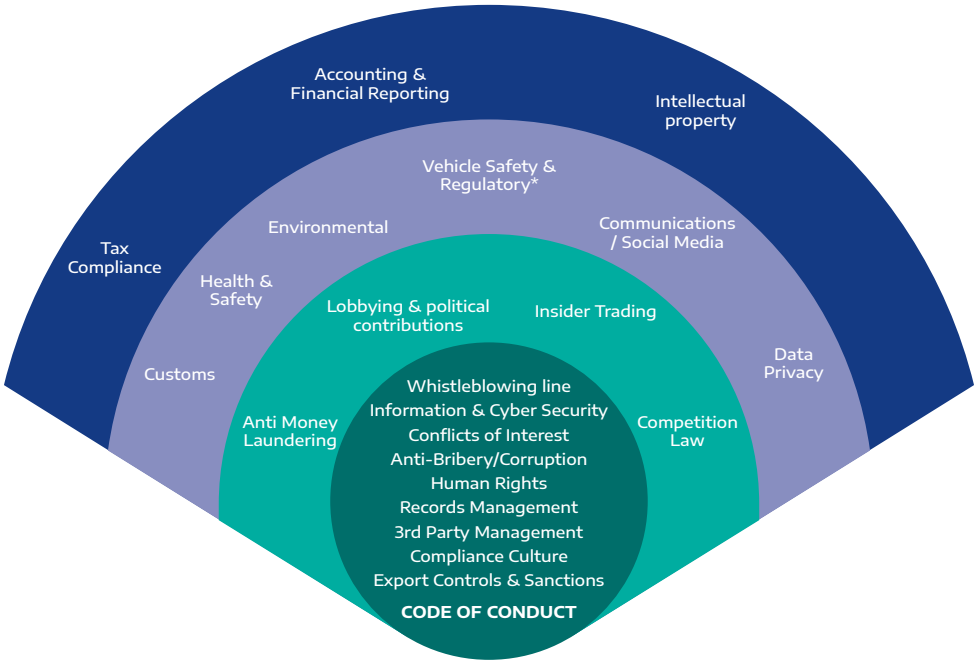
The general authority to represent the Company is vested in the Board of Directors and the CEO acting individually. On certain key business matters, the CEO is supported by the key governance committees, in particular the Strategy Council, Business Review and Global Programme and Allocation Committees. These bodies are responsible for executing the decisions of the CEO and Board of Directors and the day-to-day management of the Company, primarily to the extent it relates to its operational management, including reviewing the operation performance of the businesses and collaborating on certain operational matters. The CEO and members of key governance committees are expected to have exemplary conduct that is consistent with the Code of Conduct, and from time to time lead communications campaigns that help promote the Company's culture of integrity [10].

[10] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_Board_Regulations.pdf

5.1.5 POLICIES FOR ETHICS IN OUR BUSINESS

The culture of integrity that begins with our governance bodies is based on values that are expressed at all levels and functions in key charter documents and appropriate policies.

Ethics and compliance monitoring Graph



* Managed in the Technical Compliance Commmittee

- The Ethics and Compliance Committee reviews significant activities and initiatives related to policies, awareness, training, risk assessments and risk management
- An assigned business/functional area manages and develops plans to address this risk. The Compliance Committee is made aware of plans and risk management
- The business/functional area manages these topics and reports to the Compliance Committee
- These topics are managed under the responsibility of the business area

Note: All areas may be included in the audit risk assessment and may be included in the audit plan

5.1.5.1 Code of Conduct

GRI 2-23 GRI 205-2

Our core values are set forth in the Stellantis Code of Conduct. The Stellantis Code of Conduct was approved by the Board of Directors of Stellantis N.V. in March 2021 and an update to the Code is scheduled to be considered by the Board in 2024. It applies to the members of the Stellantis Board of Directors, Stellantis' officers, full-time and part-time employees, temporary and contract workers. Stellantis also expects its stakeholders, including suppliers, dealers, distributors, and joint venture partners, to act with integrity and in accordance with the Code. It is the responsibility of all workforce members to report suspected or potential violations of the Code of Conduct.

The Stellantis Code of Conduct focuses on four main areas:

- the protection of the Stellantis workforce, including a commitment to diversity, fairness, and health and safety, and to the United Nations declaration on human rights and the International Labor Organization's declaration on fundamental principles and rights at work
- the way that Stellantis conducts business, engaging in sustainable practices that promote vehicle safety, quality, data privacy and environmental protection, and that comply with other applicable laws and regulations, such as anti-bribery, anti-money laundering, insider trading and others
- the interaction of Stellantis' workforce with external parties, including the avoidance of conflicts of interest and the support of our communities
- the protection of Stellantis' assets and information.

The principles of the Code are applicable globally, and our communications, training, and discipline aim at creating a uniform culture of integrity wherever Stellantis conducts business.

At Stellantis, we do not allow any retaliation against any person who makes a report in good faith or who cooperates in an investigation. Interested parties are allowed to report a concern confidentially and anonymously where allowed by law. Any retaliation is subject to disciplinary action.

The Stellantis Code of Conduct is available under the Governance section on the Company's website [11].

5.1.5.2 Company's Compliance Policies

Stellantis policies provide further details and guidance regarding the principles established in the Code of Conduct. These include policies on Anti-corruption, Export Controls, Conflicts of Interest, and others. The policies are tailored to the business of the Company, and emphasize integrity, transparency, compliance with applicable legal or regulatory frameworks, and establish a foundation for sustainability.

The Policies are supplemented by Procedures that give detailed guidance on the implementation of the policies. By the end of 2023, the office of the Chief Audit and Compliance Officer will have conducted an annual review and update of the approximately 38 compliance- related Policies and Procedures that supplement the Code of Conduct [12].

[11] https://www.stellantis.com/en/company/governance/code-of-conduct
[12] https://www.stellantis.com/en/company/governance/corporate-regulations

5.1.5.3 The Company's Tax Policy

GRI 2-27 GRI 207-1

The Company's Tax Policy (the "Tax Policy") is approved by the Audit Committee of the Board of Directors and is published on the Company's website [13].

The Vice President of Tax is responsible for centralized coordination and management of the Tax Policy and for ensuring that the Company complies with all fiscal obligations for administering and paying all applicable taxes.

These responsibilities are achieved through a dedicated Company tax structure of Regional Heads and Sector Heads of Tax who manage all tax-related matters at the Company level and within each of the Business Operating segments and Service companies, which are clearly defined and regularly updated. The Tax Policy is approved by the Audit Committee of the Board of Directors, and is implemented under the direction of the Chief Financial Officer. The Tax Policy and supporting policies have been adopted to ensure that Tax Compliance, Tax Planning and Tax Risks are effectively and consistently managed at the Regional, Sector and Company levels. **The Tax Policy is guided by the primary consideration that all material tax positions taken by the Company must comply with applicable laws and regulations and with the core principles that define the Company's relationships with its main stakeholders and govern how it conducts its business activities**.

The Company's policy is to pay taxes legally due in countries within the course of its industrial or commercial activities, without artificial arrangements that shift value to low-tax jurisdictions. Under the same policy, **cross-border transactions are conducted on an arms-length basis in accordance with applicable tax laws and regulations, including OECD Guidelines** where applicable. Secrecy jurisdictions or so-called 'tax havens' are not to be used for the avoidance of tax.

The Company's annual tax disclosures are included within the financial statements and accompanying footnotes available on the Company's website.

5.1.5.4 The Company's Public Affairs policy

GRI 415-1

Responsible Public Affairs Practices

Stellantis Public Affairs practices adhere to the UN Global Compact recommendations toward responsible contributions to public debate (SDG 16). Our relationship with governments is respectful, proactive and transparent. In line with Stellantis CSR commitments, the **Company takes part in public debate on a wide range of issues, including those related to the automotive industry, ecology and the environment, transportation and mobility, data protection, road safety, regional development and international trade**.

Public Affairs Organization We monitor applicable legislation and regulations, and we bring our expertise to the development of regulations and standards that are responsive to the needs of our customers, communities and other stakeholders.In order to regulate its practices and to foster a culture of transparency and integrity with external parties, Stellantis has adopted a specific charter for relations with public institutions [14].

[13] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_Tax_Policy_2021.pdf
[14] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/code-of-conduct/Stellantis-Group-Public-Affairs-Charter-Procedure-EN.pdf

Furthermore, the Company has determined a specific delegation of authority applicable to Public Affairs to determine (1) how Corporate positions are defined and defended by the Public Affairs team and (2) which Professional Memberships Stellantis is aligned to. The senior leaders of all regions are fully trained on both documents and are responsible for informing their teams accordingly. Both the charter and the delegation of authority apply to Stellantis employees who interact with public authorities (governments, parliaments, administrations, local authorities, etc.). They are to carry out their activity with probity and integrity, following the principles outlined in the charter and summarized below:

- **Promoting good governance and control of practices**: As outlined in Stellantis' delegation of authority, new positions taken on the most significant topics are debated in the Strategy Council and reviewed by the CEO. Moreover, Stellantis' positions on public issues are aligned with Dare Forward 2030. In 2023 the Public Affairs Department was placed under the authority of the Global Corporate Office and Public Affairs Officer who reports directly to the CEO [15]. As outlined in section < 2.4 > related to "climate governance", all senior executives have incentive plans based on the CO_2 performances of the Company, hence, the public positions taken by Stellantis are aligned with the climate change ambition of the Company. At an operational level, the members in the Public Affairs Department are tasked with upholding the Stellantis Code of Conduct and the Charter with Public Institutions. New members of the Public Affairs Department are fully trained on the governance of Public Affairs and the corporate policies that apply to Public Affairs. Incentive plans for the Public Affairs Department include, as part of their goals, meeting the Company strategic plan which cite Stellantis' environmental objectives. The Public Affairs Department may be audited by the Internal Audit Department which acts independently. Stellantis' audit plan is based on a risk assessment process and is updated at regular intervals throughout the year. If, pursuant to the risks assessment, they were identified as being risky, they would be added to the audit plan.
- **Transparency and Integrity**: For each CSR macro risk, the Company outlines its public position in this CSR report. Contributions to public debates are in line with the described position, taking into account the local context. **To ensure transparency in its dealing with public authorities, the Company complies with the relevant rules, standards, and guidelines governing influential practices**. Stellantis provides reliable and accurate information by reporting as required by law the activities and interactions between Stellantis and authorities and complies with the obligation of disclosure in the relevant registers of interest. For instance, in the U.S., federal lobbying is regulated by the U.S. Congress. Stellantis files quarterly reports that disclose spending on relevant activities and the specific topics addressed in interactions with particular public officials [16]. Similarly, we register in the transparency register in the EU, in France and in Germany [17].

In addition, Stellantis is implementing an internal system for tracking interactions between the global public affairs teams and public authorities in all regions we operate. There are no external investigations, against Stellantis, on allegations of breaches regarding transparency and integrity of engagement practices with public authorities.

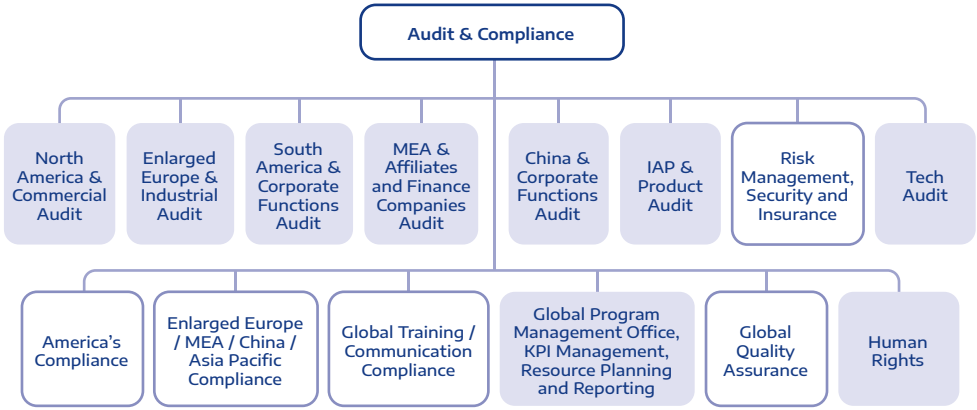
- **Political neutrality**: Stellantis applies a policy of political neutrality; it does not make financial contributions to political parties or political candidates, in conformance with the Code of Conduct and the Charter for relations with Public Institutions.

5.1.6 ALLOCATED RESOURCES TO ACHIEVE OUR ETHICAL OBJECTIVES

Stellantis has allocated headcount and economic resources to maximize the attainment of its ethical objectives. Currently approximately 300 persons work within the Audit and Compliance organization, out of which approximately 37 are devoted to Compliance. Audit leads are appointed along regional and functional lines and there are auditors and investigators in major cities where Stellantis has a presence. There is one Compliance lead for the Americas, and another for Rest of World (ROW), with some shared global responsibilities between the two.The Chief Audit and Compliance Officer has a budget designed to allow the organization to meet its objectives, which is reviewed and approved by the Ethics and Compliance Committee after careful deliberation. The Audit and Compliance budget is approximately €45 million in 2023 (compared to €42 million in 2022). The ethics and compliance objectives include a focus on the Code of Conduct, the Integrity Helpline, Conflicts of Interest, Anti-Bribery/Corruption, Gifts and Entertainment, Risk Management; Third Party Management; Compliance Culture/Training; Protecting Assets, Charitable Giving, Export and Trade Regulations and others.

Stellantis has allocated headcount and economic resources to maximize the attainment of its ethical objectives

HRT - Audit & Compliance - Organization Chart



[15] https://www.media.stellantis.com/uk-en/corporate-communications/press/stellantis-adapts-top-executive-team-to-lead-company-through-increasingly-challenging-external-environment

[16] https://lda.senate.gov/system/public/

[17] https://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=986044541551-20
https://www.lobbyregister.bundestag.de/informationen-und-hilfe/information-in-english-876238
https://www.hatvp.fr/fiche-organisation/?organisation=879786085

Every year, Stellantis' memberships worldwide for the following year are reviewed and formally approved by the relevant EVP. As such, the General Counsel and Global Corporate Office and Public Affairs Officer, with oversight for Stellantis Public Affairs during 2023, reviewed and approved the Public Affairs' spending of the Company. In 2023, the Company consolidated its global budget for public affairs activities , yielding a budget of €13.27 million. This amount represents both the amount spent internally as well as the amount spent in Automotive Associations and is detailed per region in the table below:

Contribution in million €	Year	Internal	Auto Associations	Total
Enlarged Europe	**2023**	**1.51**	**1.61**	**3.12**
	2022	1.38	2.47	3.85
North America	**2023**	**2.47 ****	**4.77**	**7.24**
	2022	2.07	3.40	5.47
South America	**2023**	**1.11**	**1.09**	**2.20**
	2022	0.23	0.80	0.99
Asia	**2023**	**-**	**0.25**	**0.25**
	2022	-	0.30	-
Middle East & Africa	**2023**	**0.12**	**0.15**	**0.27**
	2022	-	-	-
China	**2023**	**0.02**	**0.18**	**0.20**
	2022	-	-	0.01
Total	**2023**	**5.23**	**8.05**	**13.27**
	2022	3.68	6.90	10.58
	2021	2.90	2.20	5.10*

* The 2021 amounts are the result of a different calculation methodology and are not directly comparable.
** In the U.S., federal lobbying costs are reported based on the definitions included in the lobbying and tax laws. Lobbying costs are not reported in Canada and Mexico.

To ensure consistency of reported amount on a worldwide basis, in 2023, Stellantis is reporting expenditures related to these activities on a global basis when a Public Affairs team is present. The spending is directly comparable with 2022.

The internal spending includes

- labor costs (including General and administrative costs) for hours spent (100%)
- amount paid to third party firms (100%), and
- travel, meals, and other expenses incurred (100%).

Our corporate policy does not allow financial contributions to political parties and prohibits giving anything of value to public officials.

The Automotive Associations figures are the amount spent in membership fees in 2023. We elected to focus on the Automotive Associations memberships, as these are the main external conduit through which Stellantis undertakes activities that could be considered as lobbying. Note, that Stellantis is a member of other associations for a variety of purposes, including the free flow of information, providing balanced perspectives on issues, information gathering or negotiations with unions; those associations may undertake activities considered as well.

Stellantis has an internal process in place to highlight the alignment between climate change policy positions of trade associations and the Stellantis strategic plan Dare Forward 2030. Where any misalignment exists, this will be remediated.

5.1.7 INITIATIVES AND ACHIEVEMENTS IN THE PURSUIT OF ETHICAL EXCELLENCE

GRI 205-1

The Company has launched, and will continue to launch, various initiatives designed to continue developing its ethical culture. Some activities include the following:

Audits

The Internal Audit and Compliance Department includes regulatory compliance and the Ethics and Compliance Program within the scope of its annual audit plan. Pursuant to the department's procedures for the selections of topics for internal audits, the department may choose to review adherence to policies dealing with competition, anti-corruption, data privacy, export controls and other compliance-related topics. An example of such an internal audit is the audit process for ensuring the Code of Conduct awareness.

At each quarterly audit wave a sample of audits is selected within the Global Audit Plan , which annually covers all operations identified at risk pursuant to the Stellantis Enterprise Risk Management process. For each of the selected audits, the Internal Audit and Compliance Department, in addition to the specific audit work program, performs a review based on a check lists named "Ethics questionnaire". Interviews are conducted with management and in case of potential issues further analysis is made. The outcomes of the internal audit are used to assess the robustness of the Compliance Program.

At appropriate times, the Company selects external parties to conduct audits of specific functions. External Audits performed by independent auditors may include topics such as the Integrity Helpline, emissions-related regulatory compliance, environmental health and safety, and energy management systems. The Integrity Helpline and compliance with emissions regulations as well as applicable agreements with certain governing agencies are audited by those governmental agencies, while environmental health and safety, and energy management systems are audited by an accredited ISO Certification body.

As mentioned above in section < 5.2.3 >, the Company also conducts a Compliance Assessment to ensure that the Ethics and Compliance Program identifies compliance risks, takes proper steps to mitigate such risks, and does so in an efficient manner. This process includes information from various internal sources, but also incorporates benchmarking from organizations devoted to corporate ethics, such as Ethisphere [18].

In 2023, out of more than 13 thousand customers, Stellantis was awarded the Navex Customer Excellence Award for the category "Excellence in Ethics and Compliance", for Exemplary Innovation in its Compliance Program.

[18] Audit charter https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis_Audit_Committee_Charter.pdf

Trainings

In 2023, the Company continued its focus on training employees on Code of Conduct- related topics. The mandatory Compliance e-learning initiatives are targeted to different audiences of white collar employees. The training program is composed of the following initiatives:

- "Ethics Experience: put compliance in daily action!": an e-learning targeted to all white-collar employees which covers various compliance topics such as anti-corruption, conflicts of interest, anti-fraud, etc. It emphasizes the responsibility of employees to comply with the Code of Conduct an the importance of using the Company's channels to report concerns (for example through the Integrity Helpline);
- Human Rights e-learning is targeted to all white-collar employees to improve awareness regarding Stellantis policies to protect human rights;
- Export Controls and Sanctions e-learning is aimed to enhance awareness of the group of most concerned employees on controls and available resources to contact in case of doubts on application of export controls and sanctions;
- Insider trading Policy e-learning is aimed to ensure understanding of the Stellantis Insider Trading policy by the restricted insiders groups of employees;
- Information Protection e-learning is targeted to all white-collar employees to improve awareness about information security controls and related risks;
- Data Privacy e-learning: a new training is under preparation for 2024.

The Company also developed an onboarding training program in 2023 for new hires which incorporates the Code of Conduct e-learning.

Training on the Code of Conduct has been expanded in 2023 to blue collar workers as part of the Diversity and Inclusion training program. In 2023, approximately 75 000 employees were trained in the modules associated with the Ethics Experience, 27 thousand were trained on Export Controls, and 65 thousand were trained on Human Rights, for a total of 167 thousand employee trainings. While these trainings were focused on white collar employees, 44% of the participants in the gamification initiative mentioned in the Ethics Experience Program section below were blue collar workers, representing an important training inroad into this employee segment.

The Company made available in 2023 an e-learning about the Stellantis Code of Conduct ethical principles, to suppliers, dealers and distributors through the applicable learning management systems of the Company and through an offline link.

In 2023 Managers continued to be trained on ethical leadership key elements.

Areas	Name of program	Year	Category of employee targeted	Number of hours	Number of Employee trained[19]	% of employees trained vs target[20]
Ethics	Ethics Experience	**2023**	**white collars**	**37,587**	**75,173**	**93%**
	Ethical leadership classroom/managers	2022	white collars	6,231	8,308	62%
	Code of Conduct	**2023**	**white collars**	**2,679**	**3,999**	**89%**
		2022	white collars	51,827	77,353	90%
	Anti-corruption	2022	white collars	22,078	29,437	99%
	Human Rights e-learning	**2023**	**white collars**	**17,236**	**68,944**	**88%**
	Preventing Fraud (Stellantis e-learning)	**2023**	**white collars**	**4,213**	**5,617**	**92%**
		2022	white collars	40,062	40,062	82%
Business	Export Control and Sanctions e-learning	**2023**	**white collars**	**9,369**	**28,106**	**91%**
	Insider trading Policy e-learning	**2023**	white collars	143	428	75%
	Information protection	**2023**	**white collars**	**26,409**	**63,382**	**88%**
	Phishing	2022	white collars	18,246	72,984	94%
Data Privacy	Data Privacy e-learning	2022	white collars	33,506	79,777	93%
Integrity Helpline	Speak-up! (Stellantis e-learning)	**2023**	**white collars**	**3,766**	**11,411**	**92%**
		2022	white collars	16,916	50,748	85%

Ethic Experience Program

The Company launched a comprehensive communication program in 2023, the 'Ethics Experience', designed to engage the workforce in matters of ethics and compliance. **The communication program was developed to create excitement, interaction and participation around compliance**. For this reason the Company developed 3 groups of activities:

- Initiatives to join such as the Ethical Culture Survey or Ethics Quick Polls;
- Initiatives to speak and interact on compliance topics such as compliance specialist talks, always with Integrity videos and the compliance casting program;
- Initiatives to encourage employees in acting by reporting concerns or asking questions.

The Company also developed a recognition program to encourage employee's participation in ethics and compliance initiatives, by giving visibility to the best contributors under the 'Ethics Experience' program. Employees can earn points by participating in the various initiatives of the program and could be honored during the "Ethics Experience Awards" which will take place in April 2024.

[19] Including both full-time and part-time employees

[20] The completion rate is calculated based on the target assigned to the training campaign, regardless the reporting year

In the second part of the year, the Company conducted the second Ethical Culture Survey amongst its employees to help identify the best way forward on the ethical corporate journey of the Company. According to the results of the survey, 95% of respondents believed the Code of Conduct was easy to understand and relevant, and that the Company is living the principles established in the Code of Conduct.

Also, in April 2023, the Company launched a gamification initiative in South America to all workers to enhance knowledge about the Stellantis Code of Conduct. **By participating in a game and answering questions about the Code of Conduct and ethics topics, employees accumulate points that enable them to build a car in a virtual garage**. As of November 2023, more than 8,000 employees had answered 1.9 million questions. The gamification initiative will be exported to other countries in the coming years.

Ethical Leadership Principles

ACT
Be an example for the Team

SPEAK UP
Promote ethical standards in business life

LISTEN
Encourage open door communications

REACT
Take appropriate actions

Enhancements to the Integrity Helpline

The Stellantis Whistleblowing Policy defines the applicable rules for the receipt and management of any potential violation of the Code of Conduct including discrimination and harassment. Concerns can be reported via any of the following channels: direct supervisors and the Human Resources, Compliance, and Legal Departments as well as the Integrity Helpline. The Integrity Helpline is the global tool to receive and register concerns received, through multiple intake channels, as well as gifts and entertainment that deviate from the policy, disclose conflicts of interest or request advice about Company policies, anonymously if so desired by the reporter and if permitted by law. The Stellantis Integrity Helpline is available 24/7 by phone or web in multiple languages and is designed to ensure that any suspected violations of our Code of Conduct can be reported, received, and resolved properly and efficiently. **In 2023 further developments for the Integrity Helpline were explored to use empowered AI** tools to enhance efficiency in responding to queries about the Code of Conduct or application of Company compliance policies and procedures. Various internal communication campaigns deployed throughout 2023 promoted the use of the Integrity Helpline as a system for the reporting of all types of concerns, including vehicle safety and regulatory concerns. This system continues to be provided by a specialized independent service provider and used for reporting investigations by trained and skilled resources. It is open to workforce members, business partners and other stakeholders and is accessible on Stellantis' website [21].

[21] https://www.stellantis.com/en/company/governance/how-to-report-a-violation-of-the-code-of-conduct

Any doubts on Code of Conduct violations?

SPEAK TO

- Direct Supervisor
- Human Resources
- Compliance Department
- Legal Department

REPORT TO

- The Integrity Helpline
  integrityhelpline.stellantis.com

Integrity Helpline case resolution process

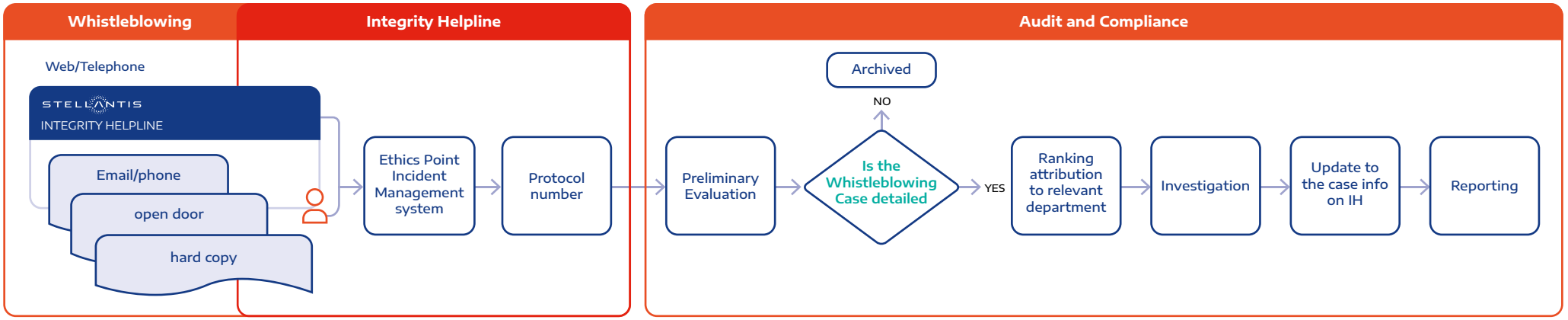
The Stellantis Audit and Compliance Department has responsibility for the Integrity Helpline and to conduct investigations related to ethics and compliance concerns. For all reports received, including discrimination, harassment or other alleged violations to the Code of Conduct, a preliminary assessment of the allegation is performed by the Integrity Helpline Regional Delegate, who assigns a priority to the case based on specific criteria. Examples of criteria include the involvement of senior management, risk of reputational damage, intentional non respect of law and regulations among others. A personalized response is provided to the reporter and if necessary a request for further information. The case is then assigned to a specific team of trained and specialized investigators. Upon completion of the investigation an outcome of Confirmed; Not Confirmed; Not Confirmed with Issue is assigned to the case and any potential remediation actions are evaluated in cooperation with the business functions and implemented by management. Corrective actions can include training, awareness and coaching as well as disciplinary actions. All actions are evaluated by both the Compliance team and Human Resources to ensure that instances of non-compliance with laws or Company policies are the subject of discipline that is proportional to the seriousness of the non-compliance. For cases where disciplinary action is deemed necessary, including cases of discriminatory behavior or harassment, remediation measures may involve a written or verbal warning or termination. The Stellantis Regional Ethics and Compliance Committees (ECC) are periodically presented with the proposed final case disposition and remediation actions, for approval. Only cases meeting the following escalation criteria are reported to the Global ECC and subsequently to the Audit Committee:

- (a) matters that could subject any Stellantis Group company to significant Financial impact;
- (b) matters that could expose Stellantis to significant reputational damage,
- (c) matters involving senior management,
- (d) matters that would be required to be disclosed in public filings by a publicly traded company, and
- (e) more generally, any intentional and substantial violation of laws and regulations,

The Committee is also free to elevate any other matter to the Audit Committee, in its discretion.

The Stellantis Audit and Compliance Department has responsibility for the Integrity Helpline and to conduct investigations related to ethics and compliance concerns

Report Resolution Process



In 2023 the number of cases received by the Integrity Helpline continued to increase, which reflects recent communications and training initiatives designed to increase Integrity Helpline awareness (see table: Number of reported cases via the Integrity Helpline)

Number of cases reported via the Integrity Helpline

		Protecting our Workforce			Conducting Business					
	Year	Harassment and Internal Working Environment	Discrimination and Retaliation	Environment, Health & Safety (EHS)	Corruption, Bribery, Lobbying and Gifts	Data Privacy	Other	Interacting with External Parties	Managing our Assets and Information	Total
No of reported cases received	**2023**	**1,278**	**387**	**61**	**45**	**18**	**34**	**71**	**262**	**2,156**
	2022	1,007	343	63	29	15	24	67	314	1,862
Total cases closed	**2023**	**1,333**	**404**	**63**	**52**	**17**	**29**	**74**	**273**	**2,245**
	2022	877	299	83	13	12	27	88	323	1,722
No of cases closed as substantiated or not substantiated with issue	**2023**	**330**	**38**	**30**	**22**	**5**	**11**	**36**	**140**	**612**
	2022	280	42	22	5	4	13	36	173	575
Number of cases archived	**2023**	**306**	**55**	**3**	**6**	**2**	**2**	**4**	**29**	**407**
	2022	189	49	9	1	-	2	6	30	286
No of cases still open in N	**2023**	**327**	**178**	**13**	**19**	**6**	**12**	**29**	**88**	**672**
	2022	379	194	14	21	5	9	38	100	760
No. of closed cases with actions taken	**2023**	**383**	**53**	**36**	**27**	**11**	**19**	**39**	**157**	**725**
	2022	326	52	30	6	7	15	37	205	678
Duplicate cases received i	**2023**	**103**	**26**	**5**	**5**	**-**	**4**	**15**		**175**
	2022	76	17	8	1	-	-	5	7	114

Sanctions and Export Controls.

In the absence of a resolution to the Russia/Ukraine conflict the Company has continued to devote special attention to the controls designed to ensure regulatory compliance with economic sanctions and export controls ("Sanctions"). The Company is also closely monitoring the possible expansion of controls governing trade flows between China and the United States.

Third Party Due Diligence.

The Third Party Due Diligence program is conducted with a specialized external service provider and selects business partners for due diligence on the basis of risk criteria that are described in the Company's Third Party Due Diligence Policy and Procedure. Those criteria include corruption perception for the jurisdiction, financial exposure, and nature of business conducted with the business partner. Due diligence reports of various levels of depth are obtained for selected business partners depending on the level of overall risk identified. Once a business partner is in the due diligence system, continuous monitoring tools (operating 24/7) will search an extensive data lake of information sources for any risk-related information related to that business partner, resulting in relevant alerts for Stellantis. The due diligence information is made available to management for the purposes of determining whether to do business, or to continue doing business, with the parties that are the subject of due diligence.

5.1.8 DETAILED KEY PERFORMANCE INDICATORS

The following table sets out in full the automotive associations to whom we adhered in 2023

Function Or Region	Country	Association
Enlarged Europe	Belgium	Informex SA
		FEBIAC (ACEA) (Fédération Belge de l'Automobile & du Cycle)
	France	PFA
		IRT (M2P & Jules Verne)
		AUTOSAR (AUTomotive Open System ARchitectur)
		AMAM (Association des Médias Auto & Moto)
		ASTE (Association pour le développement des Sciences et Techniques de l'Environnement)
		AFIREV: Association Française pour Itinérance des recharges Electriques de Véhicules
		ECF (European Caravan Federation)
		ADASIS
		Chademo
		H2 Mobilité France
		ETSI (European Telecommunications Standards Institute) - Standardization
		AFNOR Elec
		Charging Interface Initiative - CharIN. PSA Membership
		AVERE (European Association for Electromobility)
		CIROQUO
		SIA (Société des Ingénieurs de l'Automobile) - Cotisation
		CNPA (Conseil National des Professions de l'Automobile)
		GALIA
	Germany	NAFEMS (National Agency for Finite Element Methods and Standards)
		VDA - GTB Umlage
		Stifterverband für die deutsche Wirtschaft / VDA - Umlage für Stifterverband (Belegschaftsumlage)
		VDA - IW-Umweltinstitut
		VDA - Logistik-Umlage
		VDA - Jahresumlage Finanzierung Fachbereich Aftersales
		WVM (WirtschaftsVereinigung Metalle)
		VDA - Schülerlotsendienst
		Charging Interface Initiative - CharIN. OP V Membership
		VDIK (Verband der Internationalen Kraftfahrzeughersteller)
		Verband der Automobilindustrie e. V. (VDA), 10117 Berlin
	Hungary	MAGE (ACEA) (Magyar Gépjárműipari Egyesület)
	Italy	CEI
		IGLAD-Initiative for the Global harmonisation of Accident Data
		Cluster Lucano Automotive
		AIM Associazione Italiana Metallurgia
		UNI Ente Nazionale Unificazione
		ANFIA AUTOMOTIVE
		CCAM
		iNEMI
		ERTRAC-European Road Transport Advisory Council
		IAM-Innovazione Automotive Metalmeccanica Abruzzo (split btw all areas)
		European Automobile Manufactures Association (EUCAR)
		Centro Nazionale di Mobilità
		ANFIA (ACEA) (Associazione Nazionale Filiera Industria Automobilistica)

Function Or Region	Country	Association
Enlarged Europe	Portugal	ACAP - Associação Automóvel de Portugal
		ARAC (Associação dos Industriais de Aluguer de Automóveis sem Condutor)
	Serbia	Association of Motor Vehicle Manufacturers of Serbia
		Serbian Association of Importers of Vehicles and Parts
	Spain	ANFAC (ACEA) (Asociación Española de Fabricantes de Automóviles y Camiones)
		GANVAM/GVVM/Gremi Taller/FEDEME
	Switzerland	UPSA (Union des Professionnels suisse de l'Automobile)
	UK	SMMT (Society of Motors Manufacturers & Traders)
		NCC (National Caravan Council)
		Fisita (UK) Limited
	Ukraine	EBA (European Business Association)
India & Asia Pacific	India	SIAM/ARAI (Association of Indian Manufacturers)
	Japan	Mikawa Port Promotion Association
		Aichi Automobiles Promotion Association
		Japan Automobile Importers Association (JAIA)
		Japan Automobile Importers Association (JAIA)
	Malaysia	Malaysia Automotive Association
Middle East & Africa	Morocco	Association des Importateurs de Véhicules au Maroc (AIVAM)
	South Africa	Italian Club
		Motor Industry Ombudsman
		NAAMSA
		NRCS
		African association of automative manufacters
	Turkey	ODD - Turkish association of car manufacturers and automotive suppliers
North America	Canada	North American Fleet Association (NAFA)
		Canadian Vehicle Manufacturers Association
	Mexico	AMIA (Asociación Mexicana de la Industria Automotriz)

Function Or Region	Country	Association
North America	USA	American Welding Society (AWS)
		SAE and NAFI Annual Memberships
		Open Charge Alliance (OCA)
		Utah State University (ASPIRE)
		Engineering Society of Detroit (ESD)
		US LERN Automotive Forum
		Automotive Industry Action Group (AIAG)
		Alliance Automotive Innovation
		Vehicle Grid Integration Council (VGIC)
		CalETC (California Electric Transportation Coalition)
		Total Materia
		ZEV/NESCAUM
		Ohio State University (OSU) Car Consortium
		MOBI (Mobility Open Blockchain Initiative)
		ASPPRC - Advance Steel Processing and Products Research Center (ASPPRC) – Colorado School of Mines
		Auto/Steel Partnership (A/SP)
		Automotive Coalition for Traffic Safety, Inc. (ACTS)
		USCAR-United States Consortium for Automotive Research
		American Automotive Policy Council
		Alliance Automotive Innovation
South America	Argentina	AEA (Asociación Empresaria Argentina)
		ADEFA (Asociación de Fabricantes de Automotores)
	Brazil	AEB (Associação de Comércio Exterior do Brasil)
		AER (Associação das Empresas usuárias de RECOF)
		ABRAJEEP (Associação Brasileira dos Distribuidores Jeep)
		ANFAVEA (Associação Nacional de Fabricantes de Veículos Automotores)
		ABRACAF (Associação Brasileira dos Concessionários de Automóveis Fiat)
	Chile	ANAC (Asociación Nacional Automotriz de Chile)
China	China	CAAM
		China-NCAP (CATARC consumerism)
		CATARC (China Automotive Technology and Research Centre)

5.2 RESPONSIBLE MANAGEMENT OF PERSONAL INFORMATION

GRI 3-3

5.2.1 CONTEXT AND STELLANTIS POSITION

Given today's ever-expanding connectivity and digitalization of activities, a lot of personal information is processed, for example online services, online shopping, social media, Internet of Things (IoT). Internet users who are not well–versed in the legal issues surrounding the privacy of information are becoming increasingly wary. This requires more and more regulators all over the world to define privacy regulations to protect fundamental rights and freedoms of natural persons concerning their personal information. The European General Data Protection Regulation (GDPR [22]), which entered into force on May 25, 2018, is one of the first and most complete regulation, however, other countries also define their own local regulation (e.g. California Consumer Privacy Act, LGPD Brazilian data protection law).

The challenges for companies consist of implementing all due processes fulfilling related regulations such as GDPR and others, by providing customers' clear and transparent information. Stellantis aims to maintain a relationship founded on trust by working to ensure that personal data is kept confidential and only processed for valid purposes. Because the trust of our customers, employees and other concerned data subjects is fundamental, we take actions to adhere to data protection rules.

The Company is committed to the legitimate protection of consumer information and strives to ensure safety and security of data. These activities also support the Company's performance.

COMPANY TRANSFORMATION THROUGH THE SOFTWARE STRATEGY

On Software Day December 7, 2021, Stellantis mapped out its software strategy to deploy next-generation tech platforms, building on existing connected vehicle capabilities to transform how customers interact with their vehicles.

This transformation continues to move Stellantis' vehicles from today's dedicated electronic architectures to an open software-defined platform that seamlessly integrates with customers' digital lives. This platform is designed to greatly expand the options offered to customers who can add, with their consent, innovative features and services via regular over-the-air (OTA) updates keeping vehicles fresh, exciting and updated years after they have been originally developed.

Company's public position

Stellantis is committed to protecting customers' and employees' personal data, and globally personal data of all categories of data subjects. Mostly based on the European Data Protection Regulation and of corresponding regulations in other jurisdictions, we respect the privacy requirements of customers' personal data for both current customers that use products and services, and prospective customers where data is obtained via Stellantis websites, apps, in the network or in-vehicle systems. We work to ensure that they are used appropriately while maintaining the principles relating to processing personal data such as lawfulness, fairness, transparency, data minimization, storage and purpose limitation, integrity and confidentiality. We implement processes to respect customers' preferred contact methods to ensure that each customer has control over their personal data shared with our Company.

The Company is committed to the essential principles of GDPR "Privacy by Design" and "Privacy by Default" and is consistently improving the security of its data storage and exchange networks, especially with the connected car that has transformed vehicle manufacturers into experienced players on the subject of data protection. Stellantis carries out training and awareness-raising actions throughout the Company and takes part in industry working groups to foster the exchange of best practices. We consistently monitor the fulfillment of privacy regulations and take appropriate action when potential issues are identified.

The protection of personal data is considered a fundamental right for customers, and it is an important factor of trust, confidence and loyalty contributing towards satisfaction.

The Company through its participation in discussions led by local and European bodies such as CCFA (Comité des Constructeurs Automobiles Français), VDA (Verband der Automobilindustrie) and Unione Industriale Association (Italy), works with the European authorities to shape how GDPR is applied to vehicle manufacturers' activities as well as to share a common understanding of privacy regulations related to new technologies applied to connected vehicles.

The Company starting from January 2023 has become Permanent Stakeholder of the Project on Data Protection as a Corporate Social Responsibility (DPCSR) developed by the Maastricht University, more specifically by its European Centre on Privacy and Cybersecurity (ECPC) of the Faculty Law.

ECPC's objective is to trigger virtuous data protection competition between companies by creating an environment that identifies and promotes data protection as an asset which can be used to help companies to responsibly further their economic targets. This can be accomplished through the development of a new dimension of data protection that goes beyond legal compliance, transforming data protection into a new form of Corporate Social Responsibility.

The DPCSR Permanent Stakeholder Group constitutes a community where researchers from ECPC and Stakeholders will exchange ideas, best practices, and contribute to overseeing relevant updates to the DPCSR Framework in light of e.g., new technologies and risks to the rights and freedoms of data subjects, challenges in the implementation of the Rules (auditable controls) of the Framework, also providing relevant guidance and suggestions for amendments to the Framework as appropriate.

By participating in the DPCSR Permanent Stakeholder Group, Stellantis actively contributes to shaping the future of the innovative and constructive framework for Data Protection as a Corporate Social Responsibility.

[22] GDPR General Data Protection Regulation official text: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32016R0679&from=EN

5.2.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#12 Responsible management of personal information**

VISION/AMBITION: Protect personal data by processing information confidentially and according to applicable data protection regulations

OWNER: General Counsel

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2022)	**Medium-term (2030)**	**Long-term (2040)**	2021	2022	**2023**
% of complaints raised by Supervisory Authorities from customer privacy/data protection infringements handled within 1 month (and/or due date required by the Authorities)	100%	100%	100%	100%	100%	**100%**

5.2.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

Privacy being now considered and understood as part of the fundamental rights and freedoms of persons, protection of personal data by Stellantis is taken into account at the earliest stage possible in our activities to avoid risks for data subjects and risks for the Company in terms of compliance with privacy regulations, reputation and operational efficiency.

Of course, our first priority is to avoid risks for data subjects themselves when we process personal information of our customers, employees and other concerned data subjects.

5.2.3.1 Risks

The Company is managing three main categories of risks in this area:

- Non-compliance with existing and future regulations, that may lead to fines (e.g. up to 4% of annual turnover for European GDPR): Risks of non-compliance are mainly addressed by the privacy governance within the Company **< 5.2.4 >**, but are also addressed through the training on privacy topics of our employees and by the management of our suppliers and partners with regards to privacy topics
- Reputational risks, that may lead to a deterioration of our image and impact on sales: Risks of reputation are addressed by providing transparent and clear information to data subjects (e.g. customers, employees) and by providing them with easy access to their personal information **< 5.2.7 >**.
- Risks related to operational efficiency, that may lead to redevelop existing non-compliant products and service: Risks due to inefficient internal processes, in terms of personal data protection, may concern various activities of the Company, such as:
  - development of our products or services: the risks to develop non-compliant product or services (e.g. vehicles or other means of mobility's development and more generally all necessary Information and Technologies development we need for our activity) with regards to privacy regulations are addressed by a strong deployment of our "Privacy by Design" methodologies, aims to include the privacy requirements to enable products and services) to fulfil privacy regulations in internal projects methods
  - Risks related to security vulnerabilities that could generate cyber-attacks or data breaches: they are addressed to handle them by operational procedures and by the global Information and Technologies and cybersecurity monitoring of the Company.

5.2.3.2 Opportunities

The Company's expertise in addressing and mitigating these risks opens opportunities:

- Implementing "Privacy by Design" methods and having cybersecurity standards help the Company to develop and to commercialize new products and services in a responsible way
- Working to being recognized as a Company that takes care of personal information of its customers and employees allows to maintain the confidence in our Company of our customers and partners for our products and services. This may notably support:
  - our business development by increasing the number and the quality of the data for the business purposes
  - the improvement of our products and services and to develop new ones thanks to the data and feedbacks our customers give us.

5.2.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 3-3

The Stellantis Global Cybersecurity and Privacy Committee was established in 2021 to govern and monitor cybersecurity and privacy risks in our Information and Technologies systems, products and services. It is co-chaired by the Chief Human Resources and Transformation Officer and the Chief Financial Officer and it steers the cybersecurity and privacy programs for Stellantis.

Stellantis N.V. Data Protection Officer (DPO) is the General Counsel of Stellantis, reporting to the Chief Executive Officer.

As of September 1, 2022 a Privacy Office was established and the activities were organized by areas of responsibility at global level for providing data privacy support:

- Customer and ICT processes (including digital marketing, web sites, data analytic, data lake, software initiatives);
- Product Development processes (including, autonomous driving, connectivity, artificial intelligence);
- HR processes.

At regional and business level, responsibility for providing data privacy support is assigned for each Region as follows: Enlarged Europe to the Head of Stellantis Privacy Office above mentioned. For the other Regions (North America, South America, India Asia Pacific/China, Middle East and Africa) and for Businesses (Maserati, COMAU) to the respective General Counsel, in each case with the support of the Regional Privacy Teams comprised of representatives of Legal and ICT.

The Company's DPO is responsible to:

- monitor and promote the data privacy compliance
- define and provide guidance to the organization on requirements of relevant data privacy regulations
- monitor compliance with the rules of personal data protection
- inform, advise and issue recommendations
- establish the respective data protection culture
- cooperate with the respective responsible Supervisory Authorities on issues related to the processing of personal data.

Two networks of in-house representatives back up the Company's DPO:

- for business divisions: the privacy business referents and the compliance champions **< 5.1.4.1 >**
- for European National Sales Companies: several managers within Stellantis ensure integration by design for the protection of personal data and compliance when processing the affected activities, even when working with external subcontractors or services. Each employee is involved in respecting the Company's data protection policies.

5.2.5 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3

Stellantis sets up the proper governance and control structures, methods and procedures, regarding the protection of personal data by:

- giving transparent information to customers, employees and other data subject
- improving the efficiency of consent management
- helping data subjects to exercise their rights regarding their personal data
- implementing "Privacy by Design/by Default" principles during projects
- improving the security of our data storage and networks
- monitoring potential security breaches and applying data breaches procedures
- ensuring the same level of data protection from our subcontractors
- raising awareness or training the managers and the employees
- monitoring and periodically auditing the organization
- maintaining close and confident relationships with Data Protection Authorities.

5.2.6 ORGANIZATION AND RESOURCES

GRI 3-3

In order to ensure the implementation of data privacy policies according to the governance defined **< 5.2.4 >** and along with decisions taken by the Company, notably we have set up the following actions to respect the essential principles of "Privacy by Design" and "Privacy by Default":

- consistently improving the security of its data storage and exchange by the IT department
- working to adapt the processes s for IT, Sales and Marketing, Mobility services, and for Engineering
- providing privacy trainings for project managers, engineering teams (to comply with the "Privacy by Design" principle for vehicles and connected services) and frontlines (e.g., vendors in the dealership)
- all the employees in charge for processing the data received the necessary operational instructions
- operating a strong information system security policy
- monitoring of system performance or service disruptions: the digitization of a large part of our relationship with our customers, notably now including online sales and payments makes it crucial that access to network, IT systems and data is assured at all times
- contingency plans, to ensure business continuity in case of technical failure, human error, malicious attacks, weather events, natural disasters or terrorist attacks.

In addition, every department and concerned legal entity shall keep updated its legally required records of processing activities. Free2Move Data Privacy Review, Customer First System Review, Stellantis Financial Services GDPR General Review.

Periodically, privacy self-assessments are proposed to specific business entities to improve the awareness of managers and to measure the level of GDPR maturity. Based on the findings of Internal Audits, the results and verbatim of the annual self-assessment, and the achievement of improvement action plans, Stellantis DPO can identify the needs in further enhancements for the internal privacy training, templates of privacy notices, templates of privacy agreements in contracts (Data Processing Agreement).

5.2.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3

Starting from the July 1, 2023 Stellantis Europe S.p.A. was designated as the unique central data controller for all Stellantis brands, across all National Sales Companies (NSCs) in Enlarged Europe. The aim is centralizing the control over the data in terms of effectiveness, efficiency of the processes and in relation to security measures applied to them.

In order to provide transparent information to customers, and according to the mentioned reorganization, following a specific road map, all privacy statements were updated improving also the information provided to customers about the different purposes of use and the processing of their personal data in the vehicle.

Moreover, the Company has implemented – and continues to implement – several measures, such as:

- improve the communication with our customer in relation to their questions and requests. In particular the procedure relating to the data subject rights is constantly updated in an effort to comply with the more recent data protection authorities guidelines
- ensure the same level of Stellantis data protection from the Company's business partners, a template of the GDPR addendum to supplier contracts "Data Processing Agreement" has been defined based on the templates provided by European Union; and our buyers are requested to be trained on using these documents.

Further periodic meetings were held with the professional associations, notably in France, Germany and Italy directly with the local Supervisory Authorities. Referring to the relation with the French Data Protection Commission (CNIL), the Company was involved in an active process leading the CNIL publication of a "conformity package for connected vehicles" in 2017, which explains how privacy regulations apply to the vehicle and connected services. This "conformity package" has been raised at European level. The European Data Protection Board (EDPB) guidelines have been published early 2021 after having been discussed at ACEA level in 2020, especially with the participation of Stellantis [23].

The cooperation with the CNIL is still in place. Stellantis is part of the Compliance Club actors of connected vehicles and mobility.

Infringement of consumer privacy regulations

GRI 2-27

(GDPR and local data protection regulation)

The Company is subject to governmental investigations and legal proceeding on privacy. In 2023 Stellantis did not received fines considered material.

With the aim to monitor the data management processes, Stellantis examines the following indicators on the potential failure of privacy compliance:

INCIDENTS & BREACHES	2023
Data breaches	The data breaches are managed under policies implemented in and promptly managed engaging all the main stakeholders in time and addressing the necessary countermeasures. The activity is performed in strict coordination with the Information and Technology Dept., Cybersecurity Dept. and our legal team.
Customers claims	The Stellantis Companies/Data Controllers, if requested by the local regulations, provide in the privacy notice the contact details to exercise the data subject rights. The DPO teams are constantly involved in the process to manage the data subject requests.
Authority requests & Inspection results	The Authority requests are promptly managed with the support of the DPO teams.

In 2023, 100 percent of complaints raised by supervisory Authorities for customer privacy/data protection infringements were handled within the due date required by these Authorities.

[23] https://edpb.europa.eu/our-work-tools/our-documents/guidelines/guidelines-012020-processing-personal-data-context_en

5.3 RESPONSIBLE INFORMATION TO CUSTOMERS GRI 3-3

5.3.1 CONTEXT AND STELLANTIS POSITION

CSR ISSUE/CHALLENGE #13 Responsible information to customers

Stellantis works to provide responsible information to the customer and align its marketing practices with sustainability guidelines. The Company strives to be transparent by adhering to fair marketing practices in its consumer-facing communications. We are committed to the accountability of information in customer facing communications as well as environmental issues in line with applicable regulations, including CO_2 reduction, protection of biodiversity and natural habitats, and health and safety.

Stellantis has set requirements for the marketing operations teams to achieve the targeted objectives. The Company advertises its products and services in ways that are intended to follow regional regulations and encourage responsible behavior by encouraging its vehicle owners to operate their vehicle in a safe and efficient manner, notably in terms of fuel economy, CO_2 emissions, and respecting the safety rules of the road.

Company's public position

Stellantis perceives Marketing's role as an opportunity to innovate, create competitive advantages, and to inform and educate consumers in their choices and actions. With the Company outlining the north star for fair, data-driven marketing practices, we see this as the key competitive edge in the current trust revolution where consumers want to be recognized, treated uniquely, and have their personal information protected and handled carefully. Limitations on advertising might have an impact on sales of new vehicles, with advertising being a market animation tool.

Stellantis' brands, through their engagement with local and national advertiser associations, look for opportunities to participate in workshops on legal developments, such as environmental requirements in advertising, right for customers to refuse to be contacted by brands, etc. These workshops also provide insight to external stakeholders' expectations in terms of responsible communications and marketing to eliminate misleading advertising and unfair competition in the field of commercial communications.

5.3.2 FORWARD-LOOKING VISION AND TARGETS GRI 3-3 GRI 417-2 GRI 417-3

Commitment scoreboard

CSR ISSUE/CHALLENGE **#13 Responsible information to customers**

VISION/AMBITION: Provide accurate and comprehensive information to consumers through responsible marketing practices in all mass market communications, and engage them with direct communication only when consumers request it

OWNER: Chief Sales & Marketing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2022)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Number of convictions of non-compliance concerning: ▪ product and service information and labeling ▪ marketing communications	Zero convictions Worldwide	Zero convictions Worldwide	Zero convictions Worldwide	No material convictions noticed	In 2022, Stellantis was found liable in two material matters that involved marketing or labeling issues, in the U.S. and Korea. See "FY 2022 MANAGEMENT REPORT – Stellantis Overview – Legal Proceedings – Emissions Matters" for a description of these two matters	**No material convictions noticed**

5.3.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 3-3

The Company's continued success is dependent on having a deep understanding of our customers, while taking into account the challenges and opportunities in address changing consumer expectations and emerging trends by offering an attractive portfolio of products.

5.3.3.1 Risks

The marketing practices are designed to reduce and mitigate risks the Company might be facing:

- Customer perceptions of a brand's actions with respect to the environment and sustainability may not fully reflect the reality of the progress the brand has made. Brands risk losing customers to competitors if they don't guide them along their sustainability journey.
- Stellantis brands have a responsibility to publicly share their environmental sustainment progress and commitments. Commitments are shared primarily via regional communications. However, the Jeep Brand has held global press events due to their global footprint
- In addition, our business operations and reputation may be impacted by various types of claims, lawsuits, and other contingencies in case of noncompliance which could have a material adverse effect on our business, financial condition and results of operations
- With global access to digital marketing assets, the Company can be also exposed to fines if some assets from other countries are accessible and non-compliant with local regulations.

5.3.3.2 Opportunities

Responsible marketing practices open opportunities for Stellantis:

- communication recognized as responsible, transparent and easy to access (making content available to all), allowing customers to be more aware when choosing a product (products and services), contributes to differentiating the Company's products and encourages customer loyalty
- marketing teams leverage their expertise to define brand strategies and implement plans that answer questions also related to environmental and societal challenges including transparency, responsiveness and diversity. An effective brand strategy and a clear set of brand values helps brand management teams capture market opportunities, implement long-term visions and support Stellantis' contribution to shape a more sustainable future
- a fair brand enhances a company's reputation while any unfair behavior can affect corporate intangible assets. Fair branding provides Stellantis with a differential advantage as a growing number of consumers become more conscious.

5.3.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 2-26 GRI 3-3

The Chief Sales & Marketing Officer, who is a member of the Top Executive Team and reports directly to the CEO, is responsible for a Stellantis common marketing strategy supported by CEOs of the brands, tasked with all aspects of brand strategy mission, development and positioning. Each brand has its own market share targets, brand image objectives and positioning, and is linked to the corporate values by a common marketing strategy.

Stellantis offers a wide spectrum of choice from luxury, premium, and mainstream passenger vehicles to pickup trucks, SUVs and light commercial vehicles, as well as dedicated mobility, financial and parts and service brands.

The focus of the Marketing and Communications organizations is to increase the value of the brands through the development of a strategic vision for the business, on-brand marketing materials, and consumer facing communications that intend to excite and create demand for our brands and products, realize relevant synergies and share best practices.

Being aware that an effective brand strategy and a clear set of brand values can support the Company to implement corporate long-term visions, the Chief Sales and Marketing Officer leverages its internal committees such as the Monthly Global Sales and Marketing Committee and the Brand Committee to coordinate marketing strategies, define priorities, ensure consistency and alignment with corporate values and implementation of responsible practices across regions.

The fulfillment of each brand strategy needs the alignment of all brand employees, as their individual commitment drives the performance of a model and/or country, efficiency of processes and sales volumes.

> The focus of the Marketing and Communications organizations is to increase the value of the brands through the development of a strategic vision for the business

5.3.5 POLICIES TO EXECUTE THE STRATEGY

GRI 3-3

Aware of the social role that advertising plays, the Company has adopted customer-centric positive values, a responsible approach to communication and a sense of care towards future generations. In June 2022, Stellantis has made public its first Responsible Marketing, Advertising and Communication Guidelines available on the Company's website at (Corporate Regulations | Stellantis) [24] which clearly define the commitment to integrity and compliance in its communication and advertising.

These guidelines have been developed:

- to set and maintain standards of honesty, truth, accuracy and fairness in communication
- to provide the criteria for responsible and sustainable advertising, marketing and communication
- to form a basis upon which Stellantis' communication is evaluated in response to stakeholders' request.

The purpose of these Guidelines is to apply Stellantis' societal and environmental requirements to all forms of public communication and to take into account both:

- national regulations in countries where Stellantis operates
- the International Commercial Chamber Advertising and Marketing Code Reference document: ICC Code of Advertising and Commercial Communication Practices (2018, 10th revision), which consists of a globally applicable and recognized self-regulatory framework.

[24] https://www.stellantis.com/en/company/governance/corporate-regulations

On the basis of its Responsible Marketing, Advertising and Communication Guidelines, Stellantis is committed to integrity and compliance in its communication and advertising, and aims at meeting three key principles:

1. All communication should be designed keeping in mind our societal responsibility, outlined in detail in < **5.3.7** > below, by:
   - respecting human dignity and encouraging diversity
   - respecting Stellantis'social commitments
   - not condoning any form of discrimination
   - not inciting drivers to act violently or endanger other road users
   - being honest and truthful
2. All communication should be designed keeping in mind Stellantis' environmental responsibility, by:
   - presenting environmental expressions in an honest and truthful way, respectful of country regulation concerning advertising films involving vehicles
   - monitoring that supplier communications adhere to Stellantis' environmental and social requirements.
3. All communication should be designed keeping in mind the potential financial impact on the customer, by:
   - communicating commercial offers clearly and honestly
   - not minimizing the importance of the financial commitment concerning lease or purchase financing offers.

Stellantis aspires to:

- provide accurate and comprehensive information through responsible marketing practices in all mass-market consumer communications. This commitment concerns all public-aimed advertising or communication broadcast on traditional media channels (TV, radio, billboard, press, etc.) and digital platforms (websites, social media, emailing, mobile applications, online games, direct marketing, etc.) as well as commercial messages of any kind whether in print, sales promotion and merchandising materials
- honestly and clearly communicate with customers regarding environmental responsibility, allowing them to identify the most efficient vehicle choice in terms of emissions reduction
- ensure statements and representations in advertising comply with all relevant laws and regulations in the local country.
- design processes to help advertising, marketing and media communications be truthful and reflect the Company's fair sense of social and environmental responsibility contributing to the development of the next urban landscape (e.g., Citroën oli [all-ë] concept [25]).

[25] https://www.citroen.co.uk/about-citroen/concept-cars/citroen-oli.html

5.3.6 ORGANIZATION AND RESOURCES

GRI 3-3

Stellantis and its brands' public-aimed communication and marketing are aligned with its corporate positive values and with best marketing practices as outlined in its Responsible Marketing, Advertising and Communication Guidelines.

These Guidelines are published publically on the Stellantis corporate website and implemented by the Stellantis relevant functions (e.g., Marketing, Advertising, Communications Departments) as well as by agencies and suppliers on a global scope both as part of a supplier onboarding package and available on Stellantis supplier web portals.

Each Stellantis department proposing an advertisement has the responsibility to ensure compliance.

Specific organizations are involved with the development and review of advertising, marketing and other media communications, such as the Legal Department and Vehicle Safety and Regulatory Affairs, to assure that any statements and representations made in advertising are accurate and properly substantiated. Special attention is paid to environmentally-focused messaging to ensure there is no misperception of "greenwashing" by following local communication guidelines, such as the Federal Trade Commission (FTC) Green Guides in the United States.

Many of the Company's brands also interact with advertising regulation agencies. For example, in Europe some brands submit advertising communications to national advertising regulation agencies and/or their legal departments. In France, the Autorité de Régulation Professionnelle de la Publicité (ARPP) controls TV commercials, in order to ensure notably that their content complies with the local advertising regulations and does not contain stereotypes. Peugeot and DS French marketing teams renewed their commitment to apply the Union des Marques (UDM) FAIRe program for responsible communications for a third year in 2023 to valorize our commitment to this effort.

Training on responsible marketing practices and responsible use of social media

A global curriculum was engaged in 2022 to create training materials for marketing, sales and public relations professionals on the requirements communication in the Stellantis Responsible Advertising, Marketing and Communication guidelines.

In addition, Stellantis legal team strives to support local teams to limit the risk of convictions for infringement to marketing and advertising regulations. For example, in 2023, French internal legal team handled training sessions on general advertising regulation and specific new rules enforced and applicable to vehicle sector for internal concerned employees. Similar training was previously held in Italy, Poland and Belgium and will be instituted in additional markets in 2024.

5.3.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 3-3

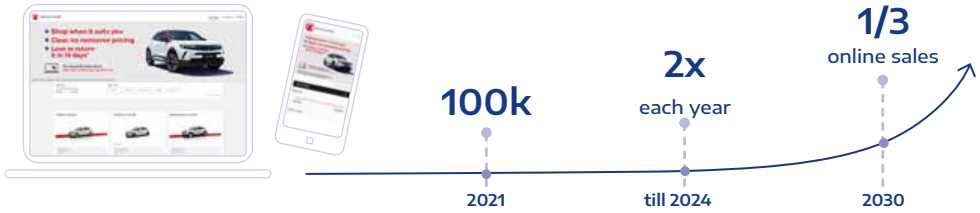
IMPACT MEASUREMENT OF ELECTRIFICATION AND SOFTWARE STRATEGY

During a corporate strategy presentation held on March 1, 2022, Stellantis unveiled Dare Forward 2030, a bold strategic plan for the coming decade, that will aim to drive Stellantis employees to be 'second to none' in value creation for all stakeholders. Stellantis has set ambitious targets to mitigate and adapt to the effects of climate change, aiming to reach carbon net zero emissions by 2038[26].

Within this presentation, Stellantis reiterated their focus on "customer first" programs, which include clear and responsible communication practices. Carlos Tavares stated "The customer is at the heart of everything we do. We aim to be No. 1 in customer satisfaction for our products and services in every market. We will pay exceptional attention to the full end-to-end experience, working to eliminate any friction throughout the value chain." [27]

The Dare Forward 2030 program also highlighted the current and future importance of selling vehicles online. Stellantis plans to reach one-third of global sales online in 2030 and launch a global digital marketplace offering customers a seamless journey through the entire Stellantis galaxy of products and services. The e-commerce buying process will be clearly and directly communicated to customers with pricing transparency.

E-COMMERCE IS OUR MOTTO



Dare Forward 2030 builds on the value shared during EV and Software strategy announcements in 2021.

During the EV Day held on July 8, 2021, Stellantis presented a comprehensive electrification strategy delivering class-leading vehicles for the Company's iconic brands, partnerships and joint ventures for advanced technology at affordable prices.

"The customer is always at the heart of Stellantis and our commitment with this €30 billion plus investment plan is to offer iconic vehicles that have the performance, capability, style, comfort and electric range that fit seamlessly into their daily lives," said on that day Carlos Tavares, Chief Executive Officer, Stellantis.

In line with this announcement, on December 7, 2021, Stellantis unveiled its software strategy to shift to a mobility tech company, confirming that each of Stellantis' brands are focused on using software to the benefit of its customers [28].

STELLANTIS AUTOMOTIVE BRANDS'ATTRIBUTES



Affordability is a priority at Stellantis, as the Company is targeting for the total cost of ownership of EVs to be equivalent to internal combustion engine vehicles by 2026. Each of the Company's 14 brands is committed to offering fully electrified solutions and doing so in a way that enhances the DNA of our brands.

To leverage this, Stellantis and its brands' public-aimed communication and marketing are aligned with its corporate positive values and with its Responsible Advertising, Marketing and Communication Guidelines which also promote honesty, truth, accuracy and fairness in communication, respect for Stellantis environmental and social requirements.

[26] With single-digit compensation of remaining emissions in 2038

[27] A replay of the video presentation can be found at https://channel.royalcast.com/stellantis-en/#!/stellantis-en/20220301_1

[28] A replay of the 2021 EV strategy content can be found at https://evday2021.webstream.fr/vod/ and the 2021 Software strategy content can be found at https://channel.royalcast.com/stellantis-en/#!/stellantis-en/20211207_1

Labelling and information provided to customers

To improve vehicle purchase information, a fuel-efficiency label is displayed in North America, Brazil, Europe, China, Japan, Korea and Taiwan for each model's average fuel consumption and CO_2 emissions, in line with applicable legal and regulatory requirements. Those labels allow to identify the most efficient vehicles in terms of fuel consumption and emissions reduction.

Respecting human dignity and encouraging diversity and not condoning any form of discrimination

Stellantis and its brands analyze their communications to avoid offending the sensibilities, undermining a person's dignity and decency, degrading or humiliating representation of any person, paying attention to stereotypes that could diminish any person, regardless of gender and avoiding to portray people as an object.

On this respect, some campaigns created in Europe go through a regulatory clearance via bodies such as Autorité de Régulation Professionnelle de la Publicité (ARPP, France) or Clearcast (UK) whereas some campaigns created in North America are validated by a specific consultant agency, specialized in these topics.

Clearcast (UK) review aligns with the "UK Code of non-broadcast and direct and promotion marketing" ensuring compliance with local regulations, promoting protection of vulnerable audience segments and restricting misleading communications.

North American brands partner work with an expert media agency serving as a consultant to ensure their general market advertising does not include stereotypes and is respectful to people of color.

This same commitment has been implemented through the Citroën C3 advertising campaigns and the Ram Truck campaigns.

Many Stellantis brands also support and represent audiences with diverse abilities in their communications.

- In 2023, the Chrysler brand announced a new partnership with Autism Society of America to support the needs of travelers with autism. Chrysler will work with the Autism Society to identify additional areas where brand can support and affect change in autism community, including by creating a personalized dealership customer experience for people with autism and their loved ones [29].
- At the 2023 Paris Autonomic trade fair, Citroën presents "Ami for All", a Citroën Ami project specially designed to offer a solution for persons with disabilities who have lost the use of one or both lower limbs. The ambition of "Ami for All" is to restore autonomy to those who have lost it, with a compact electric mobility solution that is easy to drive and in which a wheelchair can be stored. A prototype developed in collaboration with PIMAS, a company specialized in conversions for Persons with Reduced Mobility, the unique project "Ami for All" incorporates functional mechanical adaptations that allow people to access on-board, store a wheelchair and drive with ease.

Considering and Including all Audiences

Our brands aim to add subtitling for main advertising campaigns whenever possible. Online material for U.S. websites and video content are designed to meet the Americans with Disabilities Act (ADA) compliance standards.

SignLive and Citroën

Since 2021, Citroën UK has partnered with SignLive, the leading British Sign Language (BSL) online video interpreting service, to offer customers the ability to communicate with its Citroën retail and aftermarket network using British Sign Language (BSL).

There are 11 million deaf and hard of hearing people in the UK, and over 150,000 BSL users – Citroën UK is aware that English is not the only language for many of its customers. Citroën UK pledges to enhance accessibility for the deaf community across its business as part of its "The French Car that Speaks your Language" initiative, including across advertising. More information is available at www.citroen.co.uk/signlive. In addition, Stellantis commits to gender and sexual orientation equality through targeted and mass market brand communications aligning with each brand's core values.

All North American brands have created "Pride" merchandise lines to appeal to LGBTQTIA+ audiences and the Jeep Brand created brand activations at the Detroit, Chicago and Toledo Pride events in 2023.

Representing and promoting responsible environmental and road safety behaviors

Our responsibility as a Company is to create sustainable and shared value for our stakeholders. Our customers, employees, investors, suppliers and communities expect us to make a positive contribution to the economy, society and the environment. Exchanges with our stakeholders and social groups improve mutual understanding and our ability to anticipate risks and identify opportunities for value creation, key elements of the Stellantis approach.

Stellantis and its brands inform their stakeholders about the environmental and social impact of their products/services and educate them to encourage a responsible use.

Advertising Formats

We prioritize digital advertising formats respecting user's comfort in accordance with the available reference sources, whether they be Coalition for Better Ads Standards, Digital Ad Trust or best practices encouraged within this field depending on the region we operate in North American and European media partners adhere to Coalition for Better Ads Standards, hence actively encouraging our service and media providers to use these more often.

Moreover, some Stellantis brands have specific environmental visions and some communicate towards their goals and achievements on their own websites [30] or through some specific initiatives.

[29] https://media.stellantisnorthamerica.com/newsrelease.do?id=24779&mid=3

[30] Such as https://www.peugeot.co.uk/about-us/environment/sustainability.html

Thus:

The Tamar Project

The Tamar Project has been working for over 40 years in the preservation of sea turtles present in several locations along the Brazilian coast. A connection between the Tamar Project and Jeep began in 1982, when the first researchers already used models of the brand, which guaranteed that they could get anywhere, facing the challenges of trails and roads, to collect and release baby turtles into the sea after failing to reach the surface upon leaving the nest.

Since early 2018, this Jeep and Tamar Project partnership became a reality with the availability of Jeep 4x4 models for the project [31].

Under the Pole & PEUGEOT

In 2023, PEUGEOT became an Official Partner of the UNDER THE POLE underwater exploration program, which combines innovative expeditions around the world, scientific research and awareness, to contribute to better knowledge and preservation of the oceans. PEUGEOT and UNDER THE POLE share a common vision which places research and technological innovation at the service of environmental protection [32].

This is also the case through our circular economy initiatives, but also regarding the daily use of our products and services.

Daily use of our product and service

Brands also strive to promote responsible behaviors through their online (websites, apps, etc.) and offline (TVCs, print, etc.) communication tools. This is made possible in advertising through complying with the local traffic regulations, ensuring diversity is of the essence and promoting the adoption of new energies as a better environmental choice. Surveys provide the opportunity to measure the impacts and gain insight on the perception of the brands and their messages. In the U.S., many aspects are evaluated such as trust, responsibility, safety, environmental friendliness, among other elements. Utilizing survey data helps with developing and refining the strategy to manage the brands.

The MyDS services

MyDS app is the key to the world of DS. It connects the driver and her/his car before, during and after every journey, through features. For instance, the Connected Navigation Pack helps planning a route when the user is away from its DS and then, to send it to the car's screen. Remote Control allows the user to lock and unlock its DS vehicle without key, simply by using MyDS app. This app also provides an access to DS Only You, a suite of bespoke services designed to make living with one's car effortless and enjoyable. In addition, for DS electric vehicles, E-TENSE Remote Control allows the user to manage the electric charging and to set the temperature inside her/his car. MyDS app, available for all DS vehicles, can be downloaded on all smartphones.

Citroën Advisor

Part of the Citroën Citizen Services®, Citroën Advisor is Citroën's online review site launched in 2016 where customers can give their opinion on the service they received at the point of sale (Advisor Dealer), the product purchased (Advisor Product) or the salesman (Advisor Salesmen). At the end of 2023, more than 600,000 reviews have already been posted by Citroën customers all over the world.

>600,000 reviews
at the end of 2023

Circular economy

In addition to direct promotion of spare parts from reused and remanufactured spare parts in the garages, circular economy initiatives are promoted in some regions on social media [33] across Stellantis brands to inform consumers and increase their awareness.

Thus, since 2022, as a committed player in the energy transition, Citroën launched «Citroën Citizen Services®» a federative program bringing together a portfolio of services under a single label, to offer responsible mobility designed to be easy to use, in line with the challenges of our society. A part of "Citroën Citizen Services®" facilitates the accessibility in the maintenance of its vehicle whatever its age, with easy access to original spare parts from End-of-Life vehicle. Thanks to the deployment of a dedicated website, customers are able to search for and acquire the parts they need, which will be delivered to their home. This easy and economical solution encourages consumers to keep longer their vehicle in good condition by changing parts at a lower cost. They benefit from a purchase price up to 70% lower than the price of the new part and thus contribute to the increase of the recycling rate by using second-hand parts.

In addition, Citroën offers customers of electric models the option of a Sustainable Service Contract that includes the use of recycled or remanufactured parts approved by the manufacturer, whenever possible. This will maximize the use of circular economy parts and reduce the carbon footprint of vehicle maintenance.

End of life recycling

Stellantis and Galloo Joint Venture for End-of-Life Vehicle (ELV) management

This joint venture will manage End-of-Life Vehicles for Stellantis and other automakers. The JV, named SUSTAINera Valorauto SAS, operates in France, Belgium and Luxembourg, and is intended to be extended in other countries following the regulation requirements.

The car recycling service dedicated to B2B has been launched in November 2023 while the one dedicated to the B2C has been launched early 2024 [34].

[31] https://www.media.stellantis.com/br-pt/jeep/press/jeep-reforca-apoio-ao-projeto-tamar-com-renovacao-de-frota-de-veiculos
[32] https://www.media.stellantis.com/em-en/peugeot/press/peugeot-becomes-a-partner-of-french-under-the-pole-submarine-expeditions
[33] https://www.facebook.com/watch/?v=2973548449593123
[34] https://www.media.stellantis.com/em-en/corporate-communications/press/valorauto-the-automotive-recycling-solution-opens-up-to-private-owners-in-france-belgium-and-luxembourg

Environmental and Social internal levers to limit the environmental and social impact of our communication materials

Stellantis has defined a set of environmental and social criteria that applies to its printed documents, point of sale advertising, stands and events. We are working hard towards applying these criteria worldwide.

As an example, in Europe, we aim at using the European Programme for Certified Forests (PEFC [35]) or Forest Stewardship Council (FSC [36]) paper for recurrent and unavoidable publications and print only the number of copies required. Our printers have "Imprim'vert" or "Imprim'Lux" certification which testifies that they sort and recycle all their printing waste and inks.

In France, we are a member of Citeo (recycling company mandated by the French Government): it means that our Citeo contribution is given to local authorities to support their paper sorting and collection systems. In various regions of the world, our brands have either stopped printing most commercial and marketing documentation altogether for several years or have strongly shifted towards e-catalogs and documentation since 2021.

Responsible events policy

Our motor show strategy has strongly evolved recently:

- many motor shows were cancelled since 2020 due to COVID-19 situation
- many brands renewed their brand identity since 2020 leading automatically to a lower % of reuse with an additional creation/investment of new material
- since the merger in 2021, Stellantis' motor show strategy has been revised to concentrate participation in less motor shows with strong ROI, reducing the total number of participation and initial % of re-use planned.

For the 2023 Brussels Motor Show, Stellantis applied the frame contract signed in 2017 with selected suppliers who are committed to reducing the environmental impact of their stands (choice of materials used, recycling and reuse); use wood which comes entirely from sustainably-managed forests and recycle 100% of the waste from the production/demolition of the stands (wood and other materials to be recycled separately); with reuse of the stand components parts for other shows (floors, partitions, screens, furniture, etc.).

OPEL at the 2023 IAA Mobility

The Opel booth comprises semi-transparent materials and large format screens that greet visitors and symbolise the evolution of the brand's corporate identity. The use of screens as partition walls underlines the "Detox" concept of the Opel presence. Visitors to the Opel booth will not find any oversized structure that looks out of place in the surroundings. Instead, the forward-looking Opel appearance blends harmoniously with the city setting. The booth concept has also been designed with a circular economy in mind. Many components can be reused and recycled. The screens can be used again for future trade fairs or events. LED technology reduces power consumption, and the floors are made of recyclable material.

[35] https://www.pefc.org/
[36] https://fsc.org/

Joint communication initiatives of brands

Stellantis brands consider organizing joint international press events when they have new models in common, e.g. Light Commercial Vehicles, to make better use of resources and to optimize media time and attendance. In June 2022, joint press test drives were organized for Peugeot e-EXPERT HYDROGEN, Citroën ë-JUMPY HYDROGEN and Opel VIVARO-e HYDROGEN in Rüsselsheim and the Rhine-Main region (Germany).

Reasoned audiovisual productions

Stellantis has committed to using local in-house teams or hiring production teams in the country where the video or photo shoots take place, whenever possible. Local and regional photo and video shootings are also encouraged as standard. Responsible practices are also required through the production briefs issued by Stellantis or its brands to their agencies.

STELLANTIS maintains control over the distribution of its communication and uses the data responsively.

Controlled Broadcasting of Advertisements

Stellantis and its brands control their communication broadcasting through processes in place and audience strategies, in partnership with their advertising and media agencies. The Stellantis Responsible Purchasing Guidelines, revised in 2022, includes a clause requiring suppliers to comply with the laws and regulations in force in all countries in which they operate.

Volume of Requests and Personal Data

Stellantis and its brands are careful to limit too numerous or inappropriate requests towards its audiences and make a proper use of personal data collected, through well-established standard processes and policies in line with applicable laws and regulations **< 5.2 >**.

All U.S. brand eMail communications are designed to be CAN SPAM compliant, allowing customers to select the customer preference center where they can opt out of communications. Additionally, all customer data is stored in a secure environment that is monitored regularly.

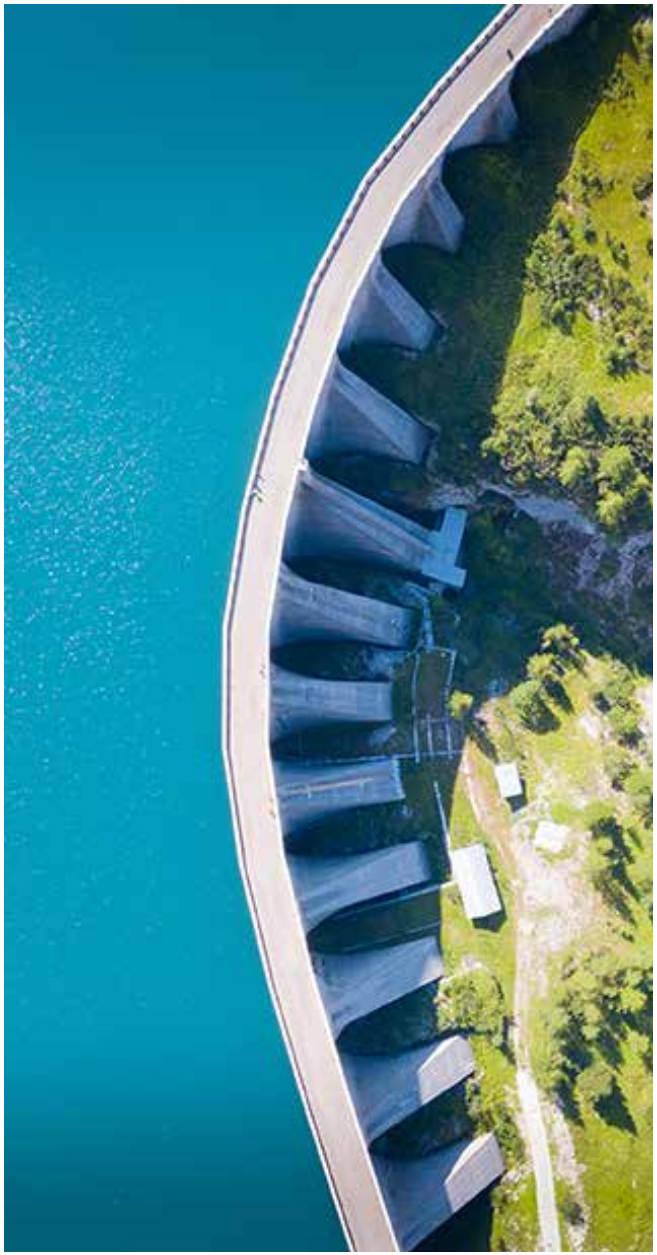
Environmental and Social Commitments from Partners

Stellantis Responsible Purchasing Guidelines revised in 2022 include environmental and social criteria as supplier selection and retention in the Stellantis Supplier panel is guided by Corporate and Social Responsibility (CSR) criteria.

Transparency, Truthfulness and Accountability in Calls for Tenders

We strive to uphold the principles of transparency, truthfulness and accountability in calls for tenders. On top of this, our Code of Conduct, which can be accessed by all employees, includes a transparency, integrity and loyalty rule for relationships with suppliers and service providers.

More specifically, all Company employees must refrain from any anti-competitive practices.



6 PROMOTING PROTECTION AND IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCES

6.1 WISE USE OF MATERIALS IN THE VEHICLE LIFE CYCLE (INCLUDING PRODUCT RECYCLING) 203

6.1.1 Context and Stellantis position 203
6.1.2 Forward-looking vision and targets 204
6.1.3 Identification and management of risks and opportunities 205
6.1.4 Governance and decision bodies to lead actions 206
6.1.5 Policies to execute the strategy 208
6.1.6 Organization and resources 211
6.1.7 Main initiatives, achievements and results 211
6.1.8 Detailed key performance indicators 218

6.2 VEHICLE IMPACT ON AIR QUALITY 220

6.2.1 Context and Stellantis position 220
6.2.2 Forward-looking vision and targets 220
6.2.3 Identification and management of risks and opportunities 221
6.2.4 Governance and decision bodies to lead actions 222
6.2.5 Policies to execute the strategy 223
6.2.6 Organization and resources 223
6.2.7 Main initiatives, achievements and results 223

6.3 INDUSTRIAL ENVIRONMENTAL FOOTPRINT 224

6.3.1 Governance and decision bodies to lead actions 224
6.3.2 Policies to execute the strategy 224
6.3.3 Organization and resources 225

6.4 OPTIMIZATION OF MATERIAL CYCLES IN MANUFACTURING PROCESSES (INCLUDING WASTE) 225

6.4.1 Context and Stellantis position 225
6.4.2 Forward-looking vision and targets 226
6.4.3 Identification and management of risks and opportunities 226
6.4.4 Main initiatives, achievements and results 227
6.4.5 Detailed key performance indicators 230

6.5 CONTROL OF INDUSTRIAL DISCHARGES AND NUISANCES 232

6.5.1 Context and Stellantis position 232
6.5.2 Forward-looking vision and targets 233
6.5.3 Identification and management of risks and opportunities 233
6.5.4 Main initiatives, achievements and results 234
6.5.5 Detailed key performance indicators 235

6.6 SUSTAINABLE WATER MANAGEMENT IN MANUFACTURING 236

6.6.1 Context and Stellantis position 236
6.6.2 Forward-looking vision and targets 237
6.6.3 Identification and management of risks and opportunities 237
6.6.4 Main initiatives, achievements and results 238
6.6.5 Detailed key performance indicators 240

6.7 PROTECTION OF BIODIVERSITY 244

6.7.1 Context and Stellantis position 244
6.7.2 Forward-looking vision and targets 245
6.7.3 Identification and management of risks and opportunities 245
6.7.4 Main initiatives, achievements and results 246
6.7.5 Detailed key performance indicators 248

STELLANTIS' CSR MACRO-RISK/PILLAR V. PROMOTING PROTECTION AND IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCE

The global economy is facing the challenges of increasing scarcity and an over-use of natural resources (water, minerals, raw materials, rare earths, etc.) combined with their geographical concentration. The United Nations' Sustainable Development Goals confirm the urge to find solutions both for the environment and political stability, which are key levers of sustainability for companies like Stellantis.

In this context of scarcity of natural resources, preserving them, including the quality of the air, a precious natural resource on which human health depends, and reducing our dependence on water and raw materials are both a question of environmental responsibility and of sustainability for businesses. Automakers need to rethink the materials adopted in mobility devices and their production processes.

In order to save resources while providing new sources of employment and of income, Stellantis is strengthening the sustainable and circular economy approach by creating a dedicated Circular Economy business unit: it is naturally part of the Care pillar as well as one of the seven accretive business announced during the Company's Dare Forward 2030 strategic plan in March 2022. The commitment to sustainability covers different activities such as conducting Life Cycle Assessment (LCA) studies on vehicles, deploying engineering research and development around new more sustainable materials, the recovery of parts and materials and improving manufacturing processes. Stellantis strives to improve the performance of our factories by reducing water consumption, managing the quantity and disposal of waste and other impacts generated by production, while integrating the need to protect the biodiversity of the surrounding areas. We design vehicles with the goal to reduce the environmental impact including when the vehicle has reached the end of its useful life [1].

6.1 WISE USE OF MATERIALS IN THE VEHICLE LIFE CYCLE (INCLUDING PRODUCT RECYCLING)



6.1.1 CONTEXT AND STELLANTIS POSITION

CSR issue/challenge **#14 Wise use of material in the vehicle life cycle (including product recycling)**

The conditions of access to resources will become more complex in the decades to come. The world's population reached eight billion as per the latest UN report (World Population Prospects 2022: Summary of Results [2]), with a high aspiration to consume more.

The OECD estimates that by 2060 the average income might be equivalent to that of today's richest countries (Global Material Resources Outlook to 2060: Economic Drivers and Environmental Consequences | en | OECD [3]), which will result in the doubling of the use of raw materials to meet this growth, exerting even more pressure on the environment. Recent geopolitical conditions, referring to the Ukrainian conflict also demonstrates the interdependence of countries on resources.

Stellantis is committed to changing the consumption model and the way products are designed within a circular economy approach. The principles of circular economy are embedded into Stellantis' business model, focusing on extending the lifespan of products and reducing the use of natural resources starting from the production process, to the end of vehicle life, by reusing materials and returning waste and materials into the production loop. Stellantis is developing ways to increase the use of renewable and recycled materials for new vehicles and to extend the aftersales offer of reused, repaired and remanufactured parts with new product lines and in new regions. We are committed to processing End-of-Life products and vehicles in a responsible manner including batteries from electrified vehicles.

We are working to overcome the use of hazardous substances targeted by regulations such as EU REACH (Registration, Evaluation, Authorization and Restriction of Chemicals). We are also working to find alternatives for the use of rare and precious resources which are often indispensable for nanotechnologies. In some cases, these materials are required for connected vehicles and technologies making them dependent on their availability.

Company's public position

Stellantis promotes the repair of its products and, as such, develops a range of remanufactured spare parts, and offers second-hand parts and a spare parts repair service. Through its action within associations Stellantis supports the development of a harmonized methodology for measuring the rate of incorporation of recycled and natural materials.

Stellantis promotes the adoption of best practices by EU Member States to implement the EU Directive on the treatment of End-of-Life Vehicles (ELVs). It advocates for a higher output (ELV pollution and dismantling parts, shredding, post-shredding, and recycling materials) of the recycling industry and its professionalization. By incorporating efficient processes to recover quality materials for new battery development, Stellantis is actively working on future solutions for End-of-Life batteries and complying with responsible materials sourcing rules < 7.1.1 > in the global battery value chain.

[1] Dare Forward https://www.stellantis.com/en/news/press-releases/2022/march/dare-forward-2030-stellantis-blueprint-for-cutting-edge-freedom-of-mobility

[2] un.org

[3] https://www.oecd.org/publications/global-material-resources-outlook-to-2060-9789264307452-en.htm

6.1.2 FORWARD-LOOKING VISION AND TARGETS

CSR ISSUE/CHALLENGE **#14 Wise use of material in the vehicle life cycle (including product recycling)**

VISION/AMBITION: Wise use of material in the vehicle life cycle (including product recycling) is innovative with eco-design and leverage End-of-Life opportunities in a circular economy approach to reduce the use of natural resources and the environmental impact to the lowest possible level

OWNER: Chief Manufacturing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Percentage of Green Materials (includes renewable and recycled content with lower carbon footprint materials) on total vehicle weight	Launch the first vehicles containing 25% of Green Materials	Launch the first vehicles containing 40% of Green Materials	Continue to reinforce Green Materials content in the future vehicles	Green Materials applied on vehicles in major regions	Application of Green Materials in vehicles launched in 2022 according to Stellantis roadmap for 2030	**Green Materials applied on all vehicles launched in 2023 in the different regions according to Stellantis roadmap for 2030**
Availability of solutions to optimize High-Voltage Batteries lifespan and End-of-Life through Repair, Remanufacturing, Second-Life, Recycling	At least one solution is implemented for each High-Voltage Battery sold in EU, NA, China	At least one solution is implemented for each High-Voltage Battery in all countries where EVs are sold	All solutions implemented in all countries where EVs are sold	Repair Solution launched in France and Germany Reman Solution in Europe and North America Second-Life process in place one in Europe and one in North America Recycling process in place in Europe, North America and China	Solutions implemented per Region: EE: 4; NA: 3; SA:1; MEA:1 IAP:1; China:1 ▪ E-Repair Services available in France, Germany, Israel, Japan and South Korea. ▪ Increased Reman batteries types for BEV vehicles, including the Maserati EV platform. ▪ Second-life pilots in Enlarged Europe and North America ▪ Recycling process available in main EV sales countries	**Solutions implemented per Region: EE: 4; NA: 3; SA:1; MEA:2 IAP:2; China:1** ▪ **E-Repair Services has been enlarged to 24 locations available in Enlarged Europe, Israel, Japan and South Korea.** ▪ **Increased coverage of Reman batteries for PhEV vehicles** ▪ **Second-life projects in Enlarged Europe and North America** ▪ **Recycling process available in all Regions**

6.1.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

The automotive industry is facing a transformation that is impacting several aspects of its business: the materials used to build a vehicle are a key issue OEMs need to tackle. Stellantis has identified four types of risks in this area and implemented mitigation measures which open the way to opportunities of gaining competitive advantages or creating new businesses.

RISK#1: SCARCITY OF CRITICAL MATERIALS

The limited availability of resources could generate scarcity of materials, included those critical.

Stellantis defines the criticality of a material according to three criteria:

- use criticality: materials where there are currently no alternatives, that are used for special features and which are important for competitiveness
- supply criticality/potential scarcity: limited global quantity or unreliable supply chains
- CSR criticality: the extraction or use of these materials is questionable from a CSR viewpoint such as environmental impact and breach of human rights.

Transition to electrified vehicles is generating need for new raw materials such as lithium, nickel and cobalt. Demand for the materials needed for nanotechnologies is greater than ever. Rare earths show tensions in their market. Some stages of the polymers production process show a high concentration among a small number of suppliers.

In order to mitigate the related impacts such as the increase in production costs, supply chain disruptions or delays and dependency following measures are implemented < 6.1.7 >:

- limit and reduce the use of critical materials
- identify and monitor materials considered as strategic
- develop alternative materials to substitute those critical materials
- sign contracts with critical material suppliers such as the lithium geothermal partners to secure supply contracts
- use LCA extensively to measure and reduce environmental impacts

In addition, in order to address the challenges of accessing sustainable raw materials, Stellantis partners with the European Raw Materials Alliance (ERMA) ↘[4]. Stellantis participates in a working group oriented on rare earths for electric engines used for permanent magnets. The other working group covers raw-materials for batteries.

Stellantis has launched several initiatives, which open technical and business opportunities:

- develop a dual chemistry strategy based on two nickel-based batteries from 2024 < 2.5.3.2.3 >
- increase circular economy opportunities, using materials and designing components that are easier to recover and recycle at the end of their life, recycling materials that are becoming scarce and reusing them inside or outside the automotive sector < 6.1.7 >
- reuse or remanufacture or repair parts to reduce demand for new raw materials < 6.1.7 >
- use of Green Materials such as recycled or material of natural origin < 6.1.7 >.

[4] ↘ https://erma.eu/

RISK#2: INCREASED REGULATIONS ON HAZARDOUS SUBSTANCES

Regulatory requirements regarding the use of hazardous substances that can impact the environment together with the health and safety of customers and employees could increase in the future.

In order to mitigate the related impacts such as costs of potential non-compliance as well as cost and availability of substitute materials, following measures are implemented < 6.1.7 >:

- factor regulatory requirements regarding the use of hazardous substances into the phases of the vehicle life cycle
- reduce and eliminate hazardous substances such as limiting Volatile Organic Compounds (VOCs) in the materials used and substituting some substances used as plasticizers or flame retardants that are targeted by regulations such as REACH
- monitor traceability of regulated substances contained in vehicle parts and materials, notably by working closely with suppliers to achieve compliance of vehicles and parts sold.

Stellantis has launched several initiatives, which open technical opportunities:

- anticipate regulations by mastering impact of possible future changes
- improve cabin health and safety voluntarily introducing technical solutions such as filters for air flow < 6.1.7 >.

RISK#3: INCREASED REGULATION ON END-OF-LIFE PROCESSES

Changes in End-of-Life of Vehicles (ELV) regulations could affect the dismantling and recycling sector by adding additional requirements to the Authorized Treatment Facilities (ATFs), increasing the responsibility of the OEMs to manage the entire End-of-Life handling process. In some regions of the world such as the EU, South Korea and China, legislation requires producers to ensure recycling treatment at the End-of-Life of High-Voltage Batteries (HVB).

The EU has initiated a review process which will increase producer's obligations and generate the likely risk of surcharges.

Under current market conditions, the value of reused and recycled materials recovered from an ELV covers all costs of related activities like collection, depollution and dismantling as well as treatment of remaining material streams.

Impacts resulting from the combination of cost increase and reduced revenues can be explained by the increase of producer's obligations in the global ELV process. This trend is reinforced by the HVB End-of-Life treatment. The new EU Battery Regulation has been published (EU Regulation 2023/1542 of the European Parliament and of the Council of 12 July 2023 concerning batteries and waste batteries, amending Directive 2008/98/EC and Regulation (EU) 2019/1020 and repealing Directive 2006/66/EC) and countries outside the EU are considering similar approaches. This may lead to increased responsibility and costs on the End-of-Life treatment of batteries.

In order to mitigate these impacts, following measures are implemented:

- use materials and design components that are compatible with the circular economy process, including the need to recover and recycle End-of-Life vehicles
- deploy responsible process of End-of-Life products specifically the vehicles and batteries from electrified vehicles < 6.1.7 >
- work with stakeholders and authorities to define optimized ELV and ELB (End-of-Life Batteries) management structure.

Stellantis has launched several initiatives, which open technical and business opportunities:

- develop a Circular Economy business unit to offer customers the option of reused parts coming from ELVs, generating additional revenues and economic balance of the process with new opportunities of savings thanks to materials recycling activities;
- participate in or acquire innovative startups such as Amanhã Global to manage the Reuse business and creating joint ventures such as SUSTAINera Valorauto SAS with Galloo to manage the ELVs and car recycling < 6.1.7 >
- reduce the variety of plastics to facilitate sorting after shredding and improve profitability;
- use a single family of plastics per core function so that an entire sub-assembly can be recycled without dismantling;
- mark plastic parts with standardized codes for identification, sorting and traceability;
- introduce Green Materials (recycled) into vehicle design to support the development of recycling opportunities < 6.1.7 >.

Specific impacts of new and upcoming regulations notably in EU and China might lead to increase the producers' obligations and generate the likely risk of additional costs. To mitigate this risk, Stellantis is implementing measures to reduce logistics costs, extend the HVB lifespan before recycling through repair and remanufacturing or repurpose the HVB or its components for energy storage outside of the automotive sector with possible revenue generation.

RISK#4: LOW ENVIRONMENTAL AND HUMAN RIGHTS RESPECT IN SUPPLY CHAIN DURING EXTRACTION PHASE OF SOME MINERALS

Some raw materials or minerals could come from a region of the world where environmental and social regulations are not aligned with the Company's values and standards or where conflicts are open (tin, tantalum, tungsten and gold - also known as 3TG - are "conflict minerals" for which the mining can provide a source of funding for war).

Companies are working to meet growing expectations of stakeholders (including shareholders, employees, customers and NGOs) to take responsibility for their supplier's environmental and social practices.

In order to mitigate the related reputational or financial impacts in case of litigations, following measures are implemented:

- implement a due diligence process which strives to use materials from responsible supply chains respecting human rights and the environment < 7 >
- implement tracking for Stellantis conflict mineral supplier submission status in accordance with the Stellantis Conflict Mineral program < 7.1.2 > Stellantis pays particular attention to the materials used in batteries for electrified vehicles through the supply chain and supports initiatives for innovative supplies of raw materials;
- develop partnerships such as the European Raw Materials Alliance (ERMA) < 6.1.7 >.

NANOTECHNOLOGIES IN THE AUTOMOTIVE SECTOR

Nanotechnologies are a relevant illustration of the combination of those risks while demand for the materials they require is greater than ever in the context of the increased appetite for connected objects. This trend also affects the automotive industry. Metals used to support nanotechnologies experience market tensions and are increasingly harder to mine: the metal content of the ore is decreasing, while mines currently operated show lower concentrations which implies more and more processing. Stellantis is focused on limiting and reducing the use of these metals and increasing the recovery during the recycling phase.

6.1.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

A materials strategy monitored at Strategy Council level

The Dare Forward 2030 strategic plan has identified the following stakes linked to raw materials:

- Carbon footprint: need to develop and secure the supply of Advanced Green Materials for 2038;
- Circular economy: by Eco-Design, use recyclable & recycled raw materials in our products development, sustaining the 4R Strategy (Recycle, Repair, Reuse, Remanufacture);
- Electrification: secure critical raw materials supply at the best cost to support Stellantis Electrification roll-out.

In 2023, it has been decided to create a holisticcomprehensive Sustainable Raw Material Division, to guarantee Stellantis supply with raw materials underwhile meeting its social and environmental responsibilityresponsibilities and to drive theirthe disruptive transition to a zero carbon footprint.

In close collaboration with all the company's stakeholders, the main tasks of this new division are:

- Define short-, mid-, and long-term strategy for all commodities;
- Provide all internal stakeholders with the technical skills and expertise linked to raw materials extraction and refining processes and materials technical properties;
- Ensure compliance with sustainability / policy guidelines and commitments: regulations compliance, ESG, recyclability, eco-design and disruptive reduction in raw materials carbon footprint.

A Circular Economy business unit

In order to further master the wise use of materials in the vehicle life cycle and reduce the environmental impact in terms of carbon footprint, Stellantis has created a business unit dedicated to circular economy. As one of the seven accretive business units outlined in Stellantis' March 2022 Dare Forward 2030 strategic plan, its aim is to build a sustainable and profitable business based on circular economy principles investigating and expanding opportunities in various areas such as the use of plant surplus (excess of parts and materials from factories), parts remanufacturing, repairing, reusing, End-of-Life vehicle management and materials' recycling in a closed-loop process.

Throughout the full vehicle life cycle, we have developed a comprehensive 360-degree business based on the 4R Strategy (Remanufacturing, Repair, Reuse and Recycle) in order to extend products (parts, vehicles and HVBs) lifespan and reduce waste by returning material into the production loop.

Within the products life extension objective, we execute the strategy through Reman/Remanufacturing, Repair and Reuse. More specifically:

- in Reman scope we remanufacture parts and HVBs: used, worn and defective parts are recovered, dismantled, cleaned and remanufactured to OEM specifications, same performance and warranty as original parts;
- in Repair scope we:
  - repair multi-brands parts: worn parts removed from a customer's vehicle, repaired and returned to be refitted to the same vehicle (for example electronic parts, gearboxes and traction batteries as for Enlarged Europe region) or defective parts repaired and sold off the shelf (as for North America and China regions);
  - recondition vehicles: at the SUSTAINera Circular Economy Hub in Mirafiori (Turin, Italy) we will perform the activities in-house, complementary to the already existing reconditioning activities in Europe with Aramis, in which we acquired a control in interest in 2016.
- in Reuse scope we:
  - reuse parts: original multi-brand parts in good condition recovered from ELVs and reused as-is to be fitted to other vehicles;
  - reuse HVBs: Second Life projects repurposing HVBs for different applications outside of the automotive sector, for example as energy storage connected with renewable energies (solar, wind). (Second-Life Batteries details < 6.1.7.7 >).

Within the objective of waste reduction we Recycle:

- recycled materials from parts, HVBs, production and maintenance scraps and End-of-Life vehicles (ELVs) fed back into the manufacturing process of new vehicles and aftersales products. This reduces the carbon emission to produce parts from scratch while minimizing the risk of raw material scarcity and the material cost fluctuation impact.

To promote the 4R strategy and embrace all the Company's initiatives in terms of circular economy during the vehicle life cycle, (from the design to the production phase, to the use and maintenance until the end of vehicle life) through one recognizable identity, the Stellantis Circular Economy business unit launched in 2022 the dedicated label "SUSTAINera - Circular Economy - Making a better future": it embodies the Stellantis core value "We care for the future" through a responsible business entering a new era of sustainability [5].

SUSTAINera:

- represents the dedicated circular economy aftersales offer as part of Stellantis Parts and Services range and promises sustainable, transparent and affordable products and services to our customers for all brands of vehicles without compromising quality while preserving the environment through decreased waste and less use of our planet's resources;
- aims to support marketing and communication actions worldwide, replacing the former parts and services designations of ex-FCA Reman in North America, ex-FCA Regen in Europe and ex-PSA Renew product lines;
- is the logo printed on the products' label for remanufactured, repaired, reused and recycled parts and for factories or manufacturing units acting for the circular economy in Stellantis, like the first Circular Economy Hub inaugurated in the Mirafiori complex [6].

SUSTAINera brings the opportunity to reduce the carbon footprint and raw material consumption (Life Cycle Assessment analysis performed according to a methodology approved by an external independent company, Sphera, shows up to 80% of raw material savings and up to 50% of non-emitted CO_2 for remanufactured and repaired parts corresponding to the best-seller of similar products in Europe when compared to new parts) driving Circular Economy business unit to play a key role in in Stellantis' ambitious target of reaching Carbon Net Zero by 2038.

The Circular Economy business unit launched in 2023 a dedicated website in order to keep informed all stakeholders about the SUSTAINera activities and news ↘[7].

The Circular Economy business unit roadmap includes:

- participation in innovative start-ups: an investment was signed with Amanhã Global in 2020 who provides B-Parts e-commerce platform focused on multibrand original used automotive parts with over 7 million parts available in inventory. B-Parts delivers its products in more than 160 countries.
- Strategic partnerships like the one led by the Circular Economy business unit in collaboration with LCV PRO ONE Stellantis team were signed in 2022 by Stellantis N.V. and Qinomic (a high-tech company specialized in innovative and sustainable solutions for mobility) [8].
- Joint ventures: in 2023, Stellantis created a joint venture with a leading metals recycler GALLOO to manage ELVs with an initial focus on France (including French Overseas), Belgium and Luxembourg, and then expanding across Europe in the next years.

  This joint venture will work with selected Authorized Treatment Facilities to collect ELVs from the last owner, enabling the recovering of parts for reuse, remanufacturing, and recycling [9].
- Investments: Stellantis signed an investment to hold 32% stake in Miracle Oruide in Yangzhou (China) to build circular economy capabilities in the country for engine remanufacturing.

  The Circular Economy business unit is run by the Senior Vice President Global Circular Economy and reports into the Executive Vice President for Affiliates on the Board of Directors.

[5] https://www.stellantis.com/en/news/press-releases/2022/october/stellantis-fosters-circular-economy-ambitions-with-dedicated-business-unit-to-power-new-era-of-sustainable-manufacturing-and-consumption

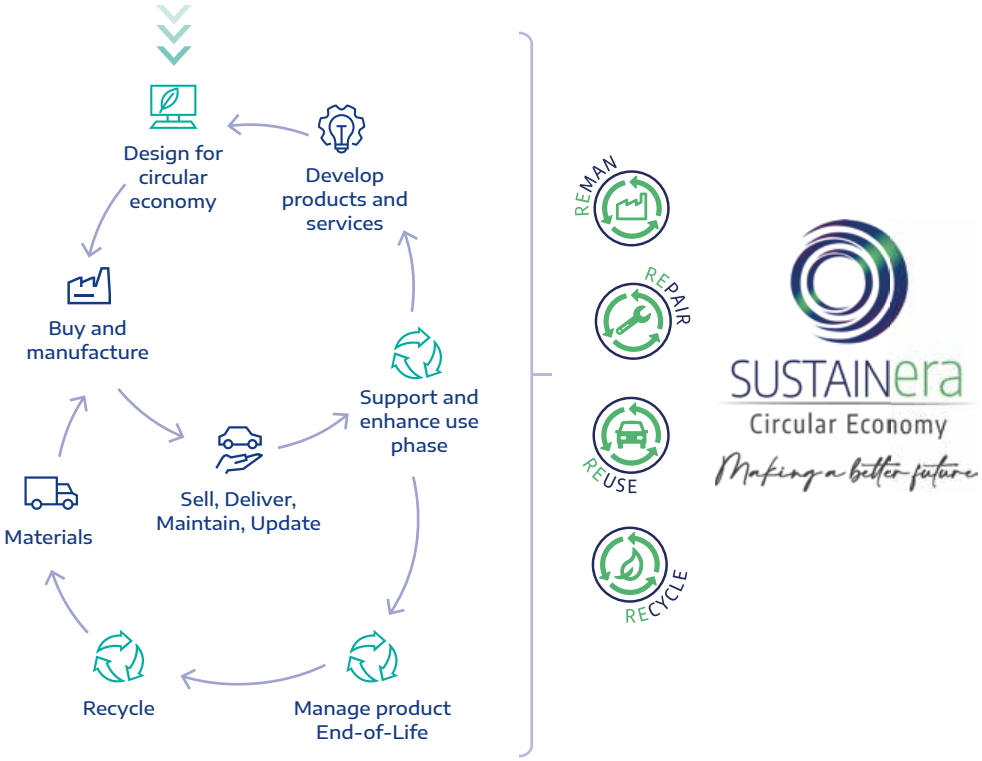
[6] https://www.media.stellantis.com/em-en/corporate-communications/press/stellantis-inaugurates-its-first-circular-economy-hub-in-turin-italy

[7] ↘ www.sustainera.com

[8] https://www.stellantis.com/en/news/press-releases/2022/december/stellantis-and-qinomic-team-up-to-develop-electric-retrofitting-of-light-commercial-vehicles

[9] https://www.media.stellantis.com/em-en/corporate-communications/press/stellantis-and-galloo-to-form-joint-venture-for-End-of-Life-vehicle-recycling

STELLANTIS CIRCULAR ECONOMY MODEL AND THE 4R STRATEGY



SUSTAINera is the label launched by the Circular Economy business unit. It is the recognizable identity to promote the 4R strategy and embrace all the Company's initiatives in terms of circular economy throughout the full vehicle life cycle.

Pre-owned vehicles activity

Stellantis has decided to dedicate a specific business unit to pre-owned vehicles (PROV), with a worldwide scope, leveraging its experience as an OEM but also a global ecosystem including companies such as Aramis Group or Autobiz. PROV business unit is responsible for defining pre-owned activities strategy, targets, key projects, business guidelines and for supporting all regional entities. It has central oversight and accountability for pre-owned activities global financial results.

Regarding companies dedicated to this business, PROV business unit ensures strategic oversight and consistency through Board participation in companies partially or totally controlled, in line with corporate governance rules, and provides them with the adequate support through synergies with Stellantis activities. PROV business unit continuously looks for additional opportunities to develop new business, including through partnerships with innovative start-ups, for example, Autoavaliar (Brazil) or Fengche (China).

All Stellantis PROV activities aim to operate in compliance both with applicable regulations and Stellantis policies enforcing best practices regarding safety at work (including in our reconditioning facilities), competition laws, diversity, respect for customer data privacy protection and customer information, which is paramount to present our offers both digitally and on physical sites **< 6.1.7 >**.

6.1.5 POLICIES TO EXECUTE THE STRATEGY

GRI 301-3

When Stellantis designs a product, it considers materials impact at all stages of the life cycle. The **materials and circular economy policy is based on the following principles**:

1. Eco-design to boost innovation and contribute to reduce material consumption and environmental impact of materials;
2. An assertive commitment to use Green Materials;
3. A commitment to reduce hazardous substances;
4. A commitment to responsible recyclability - as a prevention measure against material scarcity and environmental impact of raw material sourcing - and to support a responsible End-of-Life treatment;
5. A commitment to provide customers with offers in the circular economy mindset: sustainable parts and service offers to increase the lifespan of their vehicle and its parts, including High-Voltage Batteries (HVBs).

1. Eco-design to boost innovation and contribute to reduce material consumption and environmental impact of materials

From the vehicle design through each stage of the vehicle life cycle, Stellantis works to limit the vehicle's environmental footprint in line with applicable regulations by:

- improving fuel consumption;
- reducing CO_2 emissions and pollutants;
- using natural resources responsibly;
- improving recyclability, repairability and remanufacturability.

In addition to supporting vehicle compliance with environmental legislation, eco-design also helps the Company stay competitive regarding sustainable mobility and new materials.

Life cycle stages	Core challenges
Product definition	Define new automotive products and services taking into account the mobility needs of consumers around the world, local legislation and people's expectations regarding the environment and safety.
Design and engineering	Design vehicles to reduce their impact: ▪ on the environment: CO_2 emissions, local pollutants, the use of resources and recyclability; ▪ on society: road safety, noise pollution, traffic congestion.
Production	Reduce the environmental impact of automobile manufacturing. Improve workplace safety. Participate in the economic and social life of local communities.
Transport and sale	Integrate environmental challenges into supply chain and dealership network management. Inform customers in a responsible manner through advertising and labelling and provide a satisfying ownership experience with effective sales and customer service processes.
Use	Help limit the impact associated with vehicle use: promote safe and environment friendly driving practices, reduce vehicle fuel consumption, and develop increasingly effective exhaust emission control systems. Promote the use of parts from circular economy in vehicle maintenance and repair.
End-of-Life	Facilitate the collection and processing of End-of-Life vehicles and components by specialized providers and optimize their recyclability (pollution control, recycling, recovery and reuse). Evaluate the business opportunities to create circular economy offers to our customers and optimize the effort to collect and treat End-of-Life vehicles and in particular the HVBs.

In order to be a strong participant in the circular economy market, the Company continues to develop partnerships with industrial counterparts from the automotive industry and other sectors. This is helping to reduce the pressure on natural resources for the different stages of the life cycle of our vehicles.

The Company has implemented a life cycle analysis procedure to evaluate and validate the selection of materials in new projects. This action allows to improve the use of natural resources and to limit the impact of products on the environment throughout their useful life. Each stage of the life cycle and the main environmental issues are examined < 6.1.7 >.

This policy to search for new materials is being implemented in conjunction with the Company's commitment to using more renewable, recycled or bio-sourced materials in its vehicles.

Spare parts verified to boost safety, environmental protection and compliance

Stellantis pays close attention to the selection of material to comply with regulations, notably those related to safety. Due to their strong visual resemblance to branded parts, customers might be misled by counterfeit parts. A poor quality of counterfeit parts can endanger consumer safety. In the automotive field in particular, counterfeit products do not offer guarantees in terms of safety, environmental protection or regulatory requirements. In order to allow customers, after-market and custom networks to identify genuine parts, the various brands of Stellantis use a secure label placed on replacement parts packaging.

2. An assertive commitment to use Green Materials

Stellantis is involved in the integration of recycled and natural materials in the Company's vehicles. The integration of recycled materials covers all materials used in vehicles. Green Materials used in the vehicles can be defined in three categories:

- recycled materials;
- materials of natural origin, such as wood and plant fibers;
- bio-sourced materials, such as polymers that come from renewable resources rather than the petrochemical industry.

There are several advantages to using them, including reduced use of mined and fossil-based materials and fostering the development of the recycling industries by increasing demand. Life Cycle Assessments (LCAs) are conducted to check and highlight the environmental progress of new Green Material solutions.

3. A commitment to reduce hazardous substances

Stellantis focuses its attention on the environment and the health and safety of their customers and employees.

Regarding hazardous substance management, the main drivers are:

- the elimination of four heavy metals; lead, mercury, cadmium and hexavalent chromium, which are regulated in Europe by the Directive No 2000/53/EC on End-of-Life vehicles and its Annex II exemptions list, and by similar legislations in other regions of the world such as Korean ELV, Enforcement Decree of the Act on Resource Circulation of Electrical and Electronic Equipment and Vehicles;
- the compliance with the different substances legislations applicable all over the world such as EU POP (Persistent Organic Pollutants) and REACH (Registration, Evaluation, Authorisation and restriction of CHemicals) regulation, TSCA (Toxic Substances Control Act) Section 5(a) Significant New Use Rules (SNURs), China Requirements for Prohibited Substances on Automobiles (GB/T 30512-2014). The Company has set up an organization and communication system to monitor its partners and suppliers using the automotive industry guidelines;
- the introduction of technical solutions to improve **vehicle interior air quality** to support customer health, safety and comfort in the cabin, in addition to regulatory requirements.

4a. A commitment to responsible recyclability - as a a prevention measure against material scarcity and environmental impact of raw material sourcing - and to support a responsible End-of-Life treatment

The impact of recycling ELVs is taken into account starting from the design phase. Vehicle materials are selected according to increasingly strict criteria that are designed to foster the development of recovery and recycling facilities. To ensure that its vehicles are highly recyclable, Stellantis is committed to:

- using materials that are easy to recycle;
- reducing the variety of plastics to facilitate sorting after shredding, optimize the related recovery processes and improve profitability;
- using a single family of plastics per core function so that an entire sub-assembly can be recycled without full breakdown dismantling;
- marking plastic parts with standardized codes for identification, sorting and traceability;
- introducing Green Materials, especially recycled materials, into vehicle design to support the emergence or development of new markets for certain materials;
- integrating recycling considerations upstream in the innovation phases with a focus on new materials or vehicle parts.

As a participant in the International Dismantling Information System (IDIS) project, Stellantis provides recycling facilities with disassembly instructions for our vehicle brands, including disassembly information for HVBs.

Stellantis is performing vehicle recycling studies to support vehicle End-of-Life research and development and to satisfy dismantling requirements for ELVs.

4b. A commitment to responsible End-of-Life treatment

As part of the Circular Economy business unit, one central ELV team integrates ELV activities for Stellantis brands.

This allows synergies to be increased by:

- exchanging information with authorities at regional and country levels;
- streamlining Stellantis ELV activities in countries in Europe and in regions outside of Europe:
- negotiating with Stellantis partners in the full ELV chain at central and local levels:
- contributing to the work by automobile associations at country, European and global levels
- analyzing and generating new business and revenue opportunities.

5. A commitment to provide customers with offers in the circular economy mindset: sustainable parts and service offers to increase the lifespan of their vehicle and its parts, including High-Voltage Batteries

- Stellantis is using all its expertise in 4R (Reman, Reuse, Repair, Recycle) to offer to its customers a sustainable alternative to genuine new parts extending the lifespan of products (parts and HVB).

  The Company is permanently screening new suppliers offering new technologies to bring new range of sustainable parts to the market as early as possible.

  SUSTAINera, the dedicated circular economy aftermarket offer, promises sustainable, transparent and affordable products and services to our customers for all brands of vehicles without compromising quality while preserving the environment through decreased waste and less use of our planet's resources. The benefits for the customers are economical (savings up to 70% of new part price and the opportunity to maintain the resale value of the vehicle) and ecological, satisfying their willingness to purchase responsibly.

  SUSTAINera offers:

  - remanufactured parts helping to reduce the cost of vehicle ownership, decrease the volume of materials heading to landfills and lower energy consumption. The Company certifies the production of remanufactured parts, manufactured internally or through specialized providers, in order to provide a repair solution that is equivalent to original equipment parts and provides the same warranty conditions as new;
  - repair & return service (in Europe) and repaired parts sale (in North America and China) through our Stellantis Repairer network;
  - multi-brand original reused parts leveraging on the e-commerce platform provided by our partner (B-Parts) with two years warranty dedicated to Stellantis' Repairer Network (in Europe);
  - ELV recycling online service called Valorauto [10] in France, Belgium and Luxemburg through the JV with Galloo named SUSTAINera Valorauto SAS intended to be extended in other countries following the regulation requirements. The service dedicated to B2B has been launched in November 2023 while the one dedicated to the B2C has been launched early 2024 [11];
  - reconditioned vehicles: at the SUSTAINera Circular Economy Hub in Mirafiori (Italy) the reconditioning activities are managed in-house, complementary to the already existing reconditioning activities in Hordain (France) with Stimcar and with Aramis (in which we acquired a control in interest in 2016) in Europe, nurturing the pre-owned vehicles business.
- Stellantis Pre-owned vehicles policy: Stellantis pre-owned vehicles activity echoes directly the Company mission, "powered by our diversity, we lead the way the world moves", focusing on proposing safe, clean and affordable mobility solutions to our customers. Our pre-owned vehicles are mainly recent, certified to meet quality standard, and more affordable than brand new models. In addition, providing used vehicles participate in a growing circular model helping to preserve natural resources needed to build a vehicle.

[10] www.valorauto.com

[11] https://www.media.stellantis.com/em-en/corporate-communications/press/valorauto-the-automotive-recycling-solution-opens-up-to-private-owners-in-france-belgium-and-luxembourg

6.1.6 ORGANIZATION AND RESOURCES

Sustainable Raw Materials (SRM) division

SRM teams are dedicated to guarantee Stellantis supply with raw materials while meeting its social and environmental responsibilities and to drive the disruptive transition to a zero carbon footprint. In particular, actions are conducted to secure raw materials supply <2.5>.

The mission is also to implement eco-design process in accordance with the different Stellantis commitments:

- monitor and reduce the use of hazardous substances
- increase the use of Green Materials
- implement recyclable solutions
- evaluate the environmental footprint of new solutions and complete vehicles thanks to Life Cycle Assessments
- monitor dedicated KPIs, performance and conduct research.

In order to conduct these actions, standards and tools are defined and implemented to monitor design criteria applied by engineering teams. In particular, standards are defined to limit and trace the use of hazardous substances or to specify the Green Material content. For instance, materials specifications are defined for major plastic parts to integrate minimum of Green Materials content. The automotive standard IMDS (International Material Data System) tool is mainly used to monitor material composition of the parts including hazardous substances identification.

Circular Economy business unit

Stellantis has a business unit dedicated to the circular economy to build a sustainable business based on circular economy principles.

In 2023 the second phase of training on circular economy activities, impact and line to Dare Forward 2030 strategic plan was rolled out. Other learning initiatives, such as Climate School, underline the Company purpose to raise employees' awareness and commitment to sustainability.

The business unit uses common resources from central or regional teams including engineering, quality, purchasing or manufacturing, after-sales, suppliers and other providers. Amanhã Global, a subsidiary of Stellantis, has its own resources to support its growth plan.

The size of the team is growing significantly to support circular economy strategy and business growth.

In 2023 the first Circular Economy Hub has been inaugurated in the Mirafiori complex, Italy, starting with three activities: parts and High Voltage Batteries remanufacturing, vehicle dismantling and vehicle reconditioning, with the scope set to expand further activities and globally.

The site (the Hub in Mirafiori) currently employs 170 upskilled employees. This number is projected to increase to approximately 550 people by 2025 [12].

[12] https://www.media.stellantis.com/em-en/corporate-communications/press/stellantis-inaugurates-its-first-circular-economy-hub-in-turin-italy

High-Voltage Batteries (HVB) Management

The Company is implementing collection and treatment procedures for its HVBs used in hybrid and electric vehicles sold in Europe and other regions. Stellantis offers longer lifespan mobility to their customers by developing repair and remanufacturing processes. Stellantis is also targeting to extend the battery lifespan through second-life solutions outside of the automotive sector for energy storage including those through its joint venture with NHOA (ex Engie EPS) Free2move eSolution.

Stellantis is responsible for the recycling of its HVBs and contracts with specific operators selected to collect and recycle HVBs from our plants, research and development sites, dealer network and End-of-Life vehicles according to existing local regulations. The battery technology in electric and hybrid vehicles requires specific handling methods.

In order to support BEV customers, Stellantis can provide them a State of Health (SoH) document that can be requested to the Repairers network. It describes the current status of the degradation of the battery as an indicative information. The document also provides recommendations on how to optimize battery life and range. Already available for Citroën, DS, Opel, Peugeot and Vauxhall BEVs, this service is being extended to other Stellantis brands in Q4/2023.

6.1.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 306-2

6.1.7.1 Main initiatives to support Eco-design and reduce material consumption: the LCA approach

Stellantis conducts **Life Cycle Assessments** (LCAs) on its vehicles and components. These studies analyze the multi-criteria environmental footprint of a vehicle, its components and materials design. The entire product life cycle is taken into account from raw material extraction to manufacture, use and End-of-Life. The methodology used for LCAs refers to ISO standards 14040/44 and critical reviews are conducted with external experts. The most recent critical review focused on battery electric vehicle DS3 Crossback e-tense performed by a third-party reviewer panel.

The results of LCAs help to improve the vehicles' environmental record:

- highlighting the environmental advantage of one innovative solution compared to another, and more broadly, the overall environmental impact of a product;
- identifying possible pollution transfers from one phase of the life cycle to another;
- highlighting core environmental impacts;
- choosing more environmentally friendly technologies and materials.

Main Indicators of Environmental Impacts Monitored by Stellantis

Impact type	Impact description
Impact on air	Global warming potential in kg CO_2-eq: characterizes the average increase in greenhouse gases emissions that contribute to global warming (CO_2, CH_4, N_2O, etc.).
	Acidification potential in kg SO_2-eq: characterizes the increase in the content of acidifying substances that cause acid rain and decay of some forests (SO_2, etc.).
	Photochemical ozone creation potential in kg ethene eq.: characterizes the phenomena leading to the formation of ozone which have harmful effects on human health and on ecosystems (VOCs, etc.).
Impact on water	Eutrophication potential in kg phosphate eq.: characterizes the introduction of nutrients such as nitrogen and phosphate compounds that promote the growth of certain algae (NO_2, etc.).
Impact on natural resources	Potential for the depletion of natural mineral resources in kg antimony eq. (Sb): aims to measure the extraction of mineral resources considered to be non-renewable regarding their reserves on Earth
	Potential for the depletion of fossil resources in megajoules (MJ): aims to measure the extraction of fossil fuels regarding their reserves on Earth.

LCAs can be used in the **innovation phase** to consider environmental impact as early as possible. The analyses are usually conducted at the end of product design and include recyclability and critical materials. LCA results can also be used in the planning of future vehicles.

Former PSA was a founding member of the EcoSD network, an association whose main purpose is to foster interaction between researchers and industry players to create and disseminate Eco-Sustainable Design (EcoSD) expertise in France and beyond, thereby promoting France's EcoSD expertise internationally. The Company participates in collaborative projects with industry and laboratory members of the network, with the support of the French Agency for Ecological Transition (ADEME). Achievements of these projects include:

- an assessment of the methodology used to measure the "water footprint" of an entire vehicle
- the creation of a tool which takes environmental criteria into account in the design of traction batteries for electric vehicles
- the development of a guide with good practices for LCA practitioners on using mineral depletion indicators and on taking into account material criticality issues
- the publication of a "White Book" by Presses des Mines, on the application of monetarization (the process of giving an economic value to environmental impact and its remedies) in LCA for eco-design purposes
- an assessment of the environmental profile of the data in the context of connected vehicles
- an assessment of the environmental profile of charging infrastructures for BEVs in the context of long-distance drive.

In addition, STELLANTIS participates to different partnerships:

- **OSCAR**, a project funded by National French Research Association(ANR) and launched in 2019, develops a new approach to eco-design for complex systems (battery, innovative powertrain, etc.). It allows, through a wide exploration in the upstream phases of a design project, to identify optimal solutions with sustainable development by optimizing environmental, technical and attractive performance
- **TRANSENSUS LCA**, is a Horizon Europe project on aligning LCA methodology for alternative fuel vehicles. It aims to develop a baseline for a European-wide harmonised, commonly accepted and applied single life cycle assessment (LCA) approach for a zero-emission road transport system.
- **IRIS** project is a collaborative initiative coordinated by Carbone 4, focusing on strategic foresight, scenario planning, and resource use competition. The project brings together 15 major companies from various sectors, as well as research institutions. The objective is to build shared and rigorous tools (foresight scenarios), methods that aim to enable companies to design "physically" realistic transition pathways, and to collectively anticipate the disruptions induced by planetary boundaries, and plan for resource availability risks where we foresee competition among different economic sectors for resource access.

Ph.D. thesis work has been also conducted in France, focused on the development of a method to optimize environmental impacts of automotive product and service systems such as car sharing. Another Ph.D. candidate developed a method for implementing CSR KPIs in the design phase of vehicles. In the South America region, a Doctorate level study intends to develop a model for the application of the LCA for vehicles to reinterpret the environmental gains brought by Route 2030 in a cradle to grave perspective, going beyond the use stage and carbon emissions.

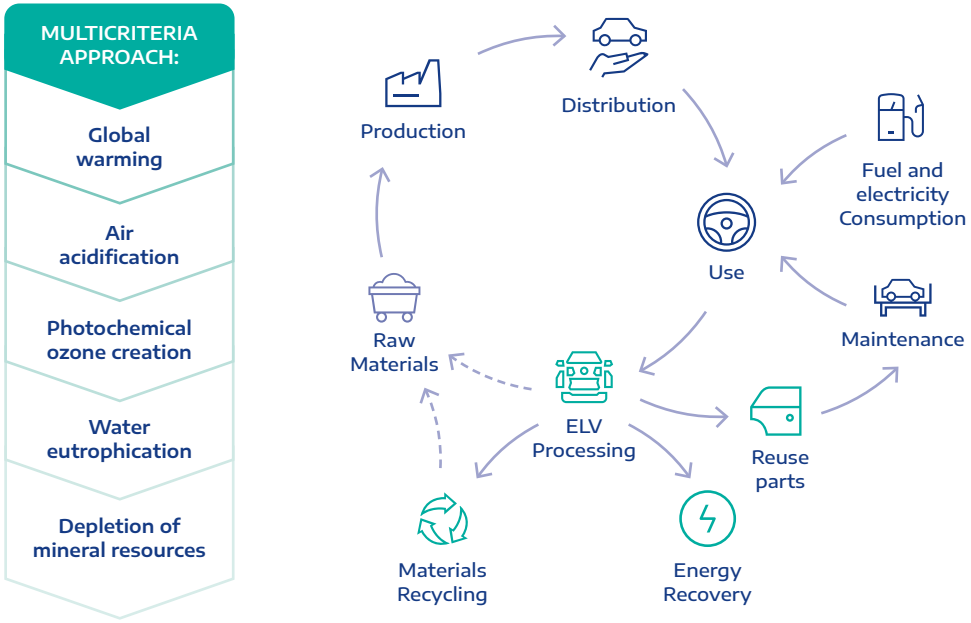
The Company aims to implement LCAs on new vehicles. For core technological changes or strategic innovations, studies are conducted to assess developments of the environmental impact from these technologies.

In 2023, LCAs covered

74%

(versus 69% in 2022) of the total fleet sold.

Simplified diagram of a vehicle life-cycle



Examples of the application of LCAs

These analyses are carried out using software linked to environmental databases that makes it possible to calculate a product's environmental impact. The goal is to compare the environmental impact from a new model compared to the previous generation. The impact of new electrified powertrain is also evaluated. Examples of vehicles that have been assessed during the past year:

- Alfa Romeo Tonale MHEV and PHEV
- Citroen C4X BEV and ICE
- Fiat 600 BEV and MHEV
- Jeep Avenger BEV and MHEV
- Maserati Grecale BEV and MHEV
- New Peugeot 408 PHEV and ICE
- RAM Rampage Rebel GME 2.0 gasoline

6.1.7.2 Main initiatives to boost the integration of Green Materials

Stellantis plans to integrate a Green Materials **monitoring system** focused on recycled and natural materials in new vehicles. We are focusing on recycled polymers as an important part of the circular economy and increasing our research efforts. The wider application of Green Materials requires the development of robust supply chains and more research on new materials. To meet its targets, the Company is actively selecting and certifying materials that offer the best cost and technical application, thereby creating a portfolio of solutions for future vehicle projects. The use of Green Materials will continue to be included in the engineering design guidelines and in the specifications for supplying parts and components. The use of Green Materials is also one of the selection criteria when choosing suppliers.

Stellantis is involved in a large number of **scientific partnerships** to boost the development of the Green Materials industry and expand the use of these materials in vehicles. In 2023 Stellantis participated in:

- **RUSTINE project**: extruded recycling for the recovery of polymer waste sponsored by Fonds Unique Interministériel (FUI) with industrial and academic partners (Galloo Plastics, Wipak, Nutripack, Umet and Armines). The objective is to develop a process for decontaminating plastic waste from different sectors, in particular automobile. Stellantis aims to develop validated products with recycled polyolefin materials for interior parts without losing the properties of virgin materials, in particular odor and Volatile Organic Compounds (VOCs).
- **LIFE BIOBCOMPO project**: supported by LIFE programme of the European Commission and completed during the 2023 the project has developed new plastic materials filled with natural cellulosic fiber combining more sustainability and part weight reduction.
- **LIFE GREENVULCAN project**: supported by LIFE programme of the European Commission has been successfully concluded reaching the goal to optimize a technology to devulcanize the rubber from End-of-Life tires obtaining recycled materials to be used in the formulation of new elastomers to be applied for production of spring pads in automotive applications.
- **REVOLUTION project**: supported by European Union's Horizon 2020 program, the ongoing project is developing recycled plastic materials for semi-structural and aesthetic applications with also the target of weight reduction
- **BYOND project**: started in November 2022 the project, supported by Italian Ministry of Economic Development, is ongoing and aims to develop novel enhanced high performance eco-sustainable materials (plastics, metals, elastomers) for BEV, which has the potential to strongly contribute to STELLANTIS carbon net zero path through material circularity and related CO_2 reduction.

The latest vehicles brought to the market illustrate the results obtained on the inclusion of materials that are recycled or from natural sources. The following examples show the diversity of applications validated on recent vehicles from the different brands in the main regions of commercialization:

In Enlarged Europe:

- **New Fiat 600** in the dashboard fascia uses partially renewable plastic PC/ABS based on crude tall oil, a residue from forestry industry.
- **Jeep Avenger** uses polypropylene combining wood fibers in the door panels and rear shelf.
- **Peugeot 3008** use recycled textile in the the carpets and high quality post-consumer recycled polypropylene in dashboard and bumpers.
- **Citroen C3** was developed with 360° eco-design approach using post-consumer PC/ABS (Polycarbonate / Acrylonitrile Butadiene Styrene) material on visible parts, PA (Polyamide) materials for underhood parts, recycled PET bottles for carpets and combination of post- and pre-consumers recycled polypropylenes for other visible applications.

In North America:

- **Jeep Wrangler** uses glass-filled recycled nylon materials for mirror support brackets in Jeep Wrangler 'doors off' model
- **Jeep Grand Cherokee** uses recycled polycarbonate in foglamp lenses and low-emission acetal (POM) materials for glovebox door dampers.
- **3.5L Engines** use recycled content post-consumer glass/mineral nylon for intake manifolds
- New vehicles to integrate **100% post consumer recycled PET** used in fabrics for anti-squeak performance in seating

In South America:

- **Citroën C3 Cactus** uses recycled polyesters fibers for insulation, recycled PET bottles for upholstery and recycled polyamide compounds for wheel finishes and other applications.
- **Ram Rampage** inaugurated the production of the Ram brand in South America bringing also recycled content to upholstery and under the body solutions.

6.1.7.3 Main initiatives to reduce hazardous substances

Regulatory requirements regarding the use of hazardous substances are factored into the phases of the vehicle life cycle. We work closely with suppliers on achieving compliance of vehicles and parts sold. To ensure the traceability of regulated substances contained in vehicle parts and materials, the Company collects information from suppliers using the automotive standard International Material Data System (IMDS) tool according to the Global Automotive Declarable Substance List (GADSL).

Stellantis has set the goal of minimizing the use of substances of concern by working upstream during the new material research and innovation phases which means in Europe for example considering REACH Candidate list and anticipating the future restrictions introduced by REACH Annexes XIV, XVII and by Persistent Organic Pollutants (POP) regulation. Examples include the replacement of diethylhexyl phtalate (DEHP) which is used as a plasticizer in PVC sheaths for wiring harnesses. Other regulations on chemical substances such as Persistent Organic Pollutants (POP) and Biocides which affect part design and production are also monitored for compliance.

Concerning Vehicle interior air quality, in addition to comply with legal regulations Stellantis has introduced technical solutions to support customer health, safety and comfort in the cabin. These include filters for air flow into the passenger compartment and limits on volatile organic compounds (VOCs) in the materials used inside the cabin.

Currently, the improvement of the overall procedure for odor evaluations is ongoing. In Brazil a patent for panelist selection was submitted. Next step will be the extension of this process to Stellantis global harmonized odor test standard to obtain more robust results.

Where applicable, the air in the passenger compartment is checked for VOCs and odors before the vehicle goes to the market.

6.1.7.4 Main initiatives to improve responsible recyclability and to support End-of-Life treatment

SASB-440b.3 GRI 301-2

Stellantis implements actions from the ecodesign stage to the End-of-Life of its vehicles

Through its choice of materials, Stellantis aims to promote the recyclability of its products, to obtain the homologation of its vehicles where regulatory relevant, the success of their sales and their effective recycling at the end of their life.

One of our actions in this field fall within the framework of European Directive No. 2000/53/EC of September 18, 2000 regarding End-of-Life Vehicles (ELV) which sets vehicle design requirements and operational processing requirements for the vehicle at the end of its service life.

- from the design stage, **recyclability is taken into account**. Stellantis has implemented the processes needed to fulfill the 95% recovery requirement in vehicle weight, and 85% reusing or recycling materials with traceability processes for information on the weight of materials, substances and the corresponding assessments and analyses. In accordance with EU Directive 2005/64/CE, audits are conducted by a third-party regarding the traceability processes for information on the weight of materials, substances and the corresponding assessments and analyses.
- at the End-of-Life, Stellantis implements three types of recovery for ELVs: reuse of parts, recycling of materials and energy recovery. Since 2015, vehicles in Europe have to be 95% recovered and 85% recycled or recyclable.

In order to meet its obligations, Stellantis has an internal horizontal network, that provides the framework to manage the upstream and downstream processes. The two activities include: upstream, which seeks eco-design solutions, and downstream, which involves services for the collection and treatment of End-of-Life vehicles. This work is conducted in close collaboration with Company partners such as suppliers, recycling operators and vehicle manufacturer associations.

All the Company's vehicles in Europe are 95% recoverable and 85% recyclable

6.1.7.5 Main initiatives, achievements and results on parts recycling

Stellantis recycling activity is currently performed in four regions: Enlarged Europe, North America, South America and Middle East and Africa.

In 2023, more than 2 million parts (versus more than 1.7 million parts in 2022) have been recycled including catalytic converters, fascias/plastic bumpers, alloy wheels and High-Voltage Batteries.

The SUSTAINera Circular Economy Hub in Mirafiori will contribute recovering parts and consequently materials thanks to the operating vehicle dismantling activities on ELVs.

In 2023 we have launched the project to convert all the current packaging in new eco-packaging made of a maximum of reusable, recycled and recyclable in advance of the regulation requirements by 2030 in Europe.

6.1.7.6 Main initiatives to improve End-of-Life vehicle (ELV) treatment

SASB-440b.2

In 2000, the EU End-of-Life Vehicle Directive began requiring all vehicle manufacturers and importers to take back vehicles from the last owners or holders when the cars have reached End-of-Life. For that purpose and by following the different national requirements, **the two former companies (FCA and PSA) have built take-back networks in EU member states** where they were operating. The systems vary in different countries between implementation and maintenance by the manufacturers themselves, assigning a service provider on their behalf or participating in a collective take-back process, where required by law.

The European regulation relating to the treatment of ELVs is currently being revised. The aim is to improve circularity in designing vehicles, increase the content of recycled materials in new vehicles, and improve efficiency of ELV treatment. Stellantis is already working on this to be able to meet its future obligations and seek the best circular economy solutions for its vehicles.

In 2023, Stellantis created a joint venture with the leading metals and plastics recycler - GALLOO - to manage End-of-Life Vehicles with an initial focus on France, Belgium and Luxembourg, and then expanding across Europe in the next years.

This joint venture will work with selected authorized treatment facilities to collect and treat ELVs from the last owner B2B and B2C, enabling the recovering of parts for reuse, remanufacturing, and recycling.

The joint venture is named SUSTAINera Valorauto SAS and the name of the car recycling service provided to the car owners is Valorauto [13].

Outside of Europe, Stellantis is actively analyzing the regional and local market situation as well as ELV-related legislation. The Company adopts and develops strategies and plans for implementation depending on the local and regional requirements and constraints.

- **U.S.**: the environmental effects of vehicles at the End-of-Life stage are reduced using a market-driven recycling infrastructure, making automobiles and their components among the most recycled consumer products in that country.
- **Asia**: some countries have developed momentum around waste legislation. Stellantis is cooperating with partners in China on batteries recycling.
- **India**: we have a business partnership to support the development of Waste Law to treat ELVs and HVBs.
- **Africa**: is investigating and advancing structures and processes to implement a Circular Economy model.

Individual System to manage End-of-Life Vehicles (ELV):

In 2023, Stellantis collected and processed with an internal Individual System 15,523 ELVs globally (versus 19,692 of ELVs in France in 2022) for all Brands. These accounted for 18,184 tons of material recovered (versus 23,047 tons in 2022) of which 88% (the same as in 2022) was recycled.

French Authorities published a new ELV Decree on November 24th, 2022, to oblige each producer of vehicles to obtain an agreement for an Individual system or to choose a collective system (eco-organism). Stellantis decided to develop its own individual system and will be supported by the new joint venture (SUSTAINera Valorauto SAS) created in 2023 with Galloo. Stellantis expects to obtain the agreement for its individual system in early 2024.

[13] www.valorauto.com

Actions Plan to collect and treat abandoned ELVs:

Stellantis made a major contribution to piloting the action plan for the re-absorption of historic stocks of abandoned ELVs in the French overseas territories in which the French Environmental Code applies (Guadeloupe, Saint Martin, Martinique, French Guyana, Reunion Island, Saint Pierre-et-Miquelon Island and Mayotte). This plan, which addresses the environmental and health issues that arise when their last owner abandons vehicles, resulted in the signing of a framework agreement between manufacturers on October 24, 2018. At the end of 2023, this action plan was active in French overseas departments with 38,814 abandoned ELVs (versus 29,702 in 2022) collected since the program started in 2018.

EVENTS ATTENDED BY SUSTAINERA

- **Rematec** - 27 to 29 June 2023 in Amsterdam: the world's leading trade event dedicated to the remanufacturing industry. SUSTAINera attended for the first time with a dedicated booth and a speech at the Conference Theatre given by Alison Jones, Senior Vice President Global Circular Economy, about Remanufacturing as key pillar of the Circular Economy and the Company decarbonization strategy [14].
- **MEMA** - Sustainability Summit 15 August 2023 in Michigan, US: Motor & Equipment Manufacturers Association. SUSTAINera attended with a speech given by Alison Jones illustrating the Circular Economy industrial and innovative scale up contributing to the Stellantis Dare Forward 2030 strategic plan [15].
- **SOLUTRANS** - 21 to 25 November 2023 Lyon: biennial trade fair and global hub for heavy & light commercial vehicles. SUSTAINera attended for the first time with a corner within the Stellantis booth, presenting the sustainable parts offer dedicated to LCVs and unveiling e-RETROFIT, in partnership with Qinomic and LCV PRO ONE Stellantis team: a 100% electric, economical and eco-responsible retrofit solution for medium-size van offer [16].

6.1.7.7 Main initiatives to provide customers with offers in the circular economy mindset: sustainable spare parts, verified pre-owned vehicles

- Affordable maintenance with replacement parts for all budgets in a circular economy mindset

  Stellantis provides an extensive range of spare parts coming from the circular economy, under the SUSTAINera label. It is an eco-responsible complement to the Stellantis spare parts offer to provide customers with solutions that match their needs, budget, vehicle age or brand of vehicle.

[14] https://www.media.stellantis.com/em-en/parts-services/press/stellantis-showcases-sustainera-and-its-comprehensive-remanufacturing-strategy-to-support-carbon-net-zero-by-2038-at-rematec
[15] https://www.media.stellantis.com/em-en/parts-services/press/stellantis-sustainera-at-mema-sustainability-summit-circular-economy-business-plays-key-role-in-global-decarbonization-strategy
[16] https://www.media.stellantis.com/em-en/corporate-communications/press/stellantis-at-solutrans-pro-one-deployment-a-new-generation-of-fiat-e-ducato-with-420km-range-after-sales-solutions-circular-economy-e-retrofit

- The SUSTAINera parts and accessories program implements the 4R strategy through:
  - a full range of remanufactured parts;
  - a multi-brand original reused parts catalog;
  - a "repair and return" service in Europe for multi-brand automatic gearboxes,complex electronic components, HVB, as well as an offer of repaired parts in North America and China
  - recycling of parts and materials coming from production, maintenance and End-of-Life vehicle treatment.

The total range of sustainable parts covers more than 15% (versus 13% in 2022) of customers aftersales needs and aims to help reduce the cost of vehicle ownership, decrease the volume of materials heading to landfills and lower energy consumption.

- **Remanufactured Parts**: include parts such as starters, alternators, clutches, turbochargers, injectors, brake calipers, electronic control units, multimedia, steering components, transmissions, engines, particles filters, and high-voltage batteries for electric vehicles, and more recently have been launched SCR tank and video camera Depending on the part, the average raw-material usage is reduced between 60% to 95%, while CO_2 emissions are reduced between 30% to 80% compared with new part production (values determined according to a methodology approved by an independent company - Sphera). The Company certifies the production of remanufactured parts, manufactured internally or through specialized providers, in order to provide a sustainable solution that is equivalent to original equipment parts and provides the same warranty conditions as new parts.

  The intention is to continue extending the number of ranges as much as possible, given that it has to be technically possible and profitable. Explorations concern all electronic parts including ADAS and sensors for instance. An example is the launch in collaboration with Valeo of the first remanufactured automotive windshield-mounted video camera, intended to be the initial step in establishing an entire new product line dedicated to ADAS (Advanced Driver Assistance Systems) in the SUSTAINera European REMAN range [17].

  REMAN offer has been launched in Brazil, South America in 2022. The first stage of the program covers 80 part numbers (vs 100 in 2022) already available in approximately 1,000 dealerships in Brazil, of Citroën, Fiat, Jeep and Peugeot brands, some of the Stellantis brands in the country. The five product lines available at launch were: starter motors, alternators, steering boxes, turbochargers and automatic gearboxes. In 2023 they have been expanded including injectors and high-pressure pumps. Overall worldwide key figures: 38 product lines including batteries, representing 12,000 part numbers (versus 13,000 in 2022) with a sales growth of 14% (versus a 19% in 2022).

  Core return is fundamental for the remanufacturing business. An integrated process (called Back in the Box and already active in Europe) has been developed to manage the core return from our dealer network optimizing the logistic flow.

- **Reused Parts**: In 2020 Stellantis invested in Amanhã Global allowing a multibrand reused parts offer to customers including B2C and B2B though an advanced e-commerce platform. In 2023, there were sales in more than 160 countries, with a growth of 63% (versus 108% in 2022)

- **"Repair & Return" service - extending the lifespan of complex products**: Since 2011, Stellantis has been offering a "Repair & Return" service for both automatic gearboxes and complex electronic products. This has been expanded to include other repair services including HVB through a network of 24 e-repair centers (versus 21 in 2022) around the world. In 2023, Stellantis repair range includes 15 product lines (versus 12 in 2022).

- **Revenue generation from all Circular Economy**

  Stellantis created a dedicated business unit to develop circular economy activities, which plays a major role in the company's effort to reach industry-leading target of carbon net zero by 2038 as part of the Dare Forward strategic plan presented in March 2022.

  The Circular Economy business unit is mainly focusing on Remanufactured, Repaired, and Reused Parts business, and on developing the Recycling loop for Stellantis parts and End-of-Life vehicles. The Dare Forward ambition for Circular Economy business unit is to reach €2 billion total revenue generation by 2030 on this scope of activities.

- **Developing pre-owned vehicles activities**
  - In 2023 Stellantis continued to develop its **Certified Pre-Owned (CPO) policy** with the a worldwide deployment of its Spoticar CPO Program for all mainstream brands and specific Certified Programs for DS, Alfa Romeo and Lancia brands. A CPO program provides customers a label for pre-owned vehicles, which are checked, reconditioned, certified and warranted. On Spoticar and brands Certified websites, Stellantis provides product information, pictures and when available videos to make sure customers are fully informed about the vehicle they are looking at.
  - Alongside with CPO programs, Stellantis continues to develop customer satisfaction measurement for our pre-owned vehicles customers: already active in most of the G10 countries, this program will be activated in all G10 countries in 2024 to ensure our dealers provide to customers the best possible experience, with the same level of attention than towards new vehicles customers.
  - Stellantis also supported the development of **multi-brand B2C business Aramis Group**, through a successful IPO (Initial Public Offering) on Euronext stock market in June 2021. This allows Aramis Group to sustain its European growth, in France, Spain, Belgium, the UK since early 2021 and Italy and Austria since 2023. Aramis Group provides customers with a top-level digital experience, proposing affordable refurbished vehicles of all makes. Aramis Group refurbishment facilities are managed in order to preserve resources (95% of waste generated by refurbishing activities were recycled in 2023) and is committed to further reduce the environmental impact of these activities. Aramis governance is also compliant with market best practices, with independent members of the Board, a balanced gender representation and the creation of dedicated committees of the Board for nominations, compensations and benefits as well as for CSR. The Company is committed to develop and retain talents (80% of the workforce trained in 2023), to achieve maximum safety at work and to embrace team diversity.

[17] https://www.media.stellantis.com/em-en/parts-services/press/stellantis-and-valeo-launch-the-first-remanufactured-automotive-windshield-mounted-video-camera

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

Electrification is likely to increase the global demand for the materials for the manufacturing of Low-Emission Vehicles (LEVs): mainly cobalt, lithium and nickel. To preserve the natural resources as well as to mitigate the risk of scarcity, Stellantis works to reduce its consumption of materials in LEV manufacturing through the implementation of a full circular economy battery life cycle management starting by extending the lifespan of the battery for automotive usage through repair and remanufacturing, then implementing battery second-life solutions.

In 2023, 3,318 of the batteries used in Stellantis' vehicles had a life cycle management solution (versus 2,261 in 2022): 262 (versus 149 in 2022) were repaired, 1,265 (versus 1,032) were remanufactured, 350 (versus 426) were used in second-life projects, and 1,441 (versus 654) were recycled. When the batteries are no longer suited for vehicle use, they are reused for energy stationary storage purposes. The company also collaborates with qualified recycling companies, with the objective to recycle with the most efficient process a growing number of batteries in Europe and North America.

The Company also works to increase battery energy density which would decrease the quantity of raw materials needed per unit of energy. Stellantis conducts research and development activities for solid-state batteries and chemical compositions for other raw materials that are not considered critical. From 2024, Stellantis plans to base its electrification strategy on two battery technologies < 2.5.3.2.3 >.

To secure lithium availability, Stellantis invested in two companies for new direct off-takes of geothermal lithium in North America and Europe. The Company's Tier 1 battery suppliers have also contracted lithium suppliers in Europe. For the longer term, Stellantis prepares to set up off-take agreements of recycled raw materials with recyclers < 2.5.3.2.2 >.

6.1.7.8 Specific initiatives related to High-Voltage Batteries (HVBs)

When HVBs cannot be used in vehicles, Stellantis HVBs can be processed in up to three solutions:

- **Repair and Remanufacturing**

  Repair and Remanufacturing extend the use phase and avoid the premature recycling of HVBs. If the battery fails, it will either be repaired in the network or sent to a remanufacturing center. The repaired battery will then be reinstalled in the vehicle from which it had been removed whereas the remanufactured one will be used in another used electric vehicle to maintain the electric mobility of the Company's customers as long as possible.

  In 2023 our E-Repair Centers Regional coverage has been extended to 24 centers, strengthening the presence in Enlarged Europe, India and Asia Pacific region (Japan and South Korea) and in Middle East and Africa region (Israel).

  To reinforce the sustainability of its HVBs, for the new generation developed for its brands, Stellantis is implementing the Design for Circular Economy approach which involves specific requirements to make the HVBs repairable and remanufacturable.

- **Second-life**

  Stellantis is also continuing to work on solutions to repurpose for reuse HVBs in non-automotive business in order to use batteries as long as possible before sending them to recycling, prioritizing second-life activities.

  To study the ability of current next-generation EV batteries to be reused in second-life for stationary storage applications, Stellantis is exploring the reuse of these batteries by designing, building and testing electric stationary storage demonstrators, focused on residential, commercial and industrial use in particular with its joint venture with NHOA Free2move e-solutions.

  At the same time, Stellantis is still evaluating partnership opportunities with utility companies in order to design, build and operate a large-scale pilot of an energy stationary storage facility.

  Stellantis is continuing collaborating with several utility companies and battery integrators by providing second-life batteries and collaborating with them in designing and creating energy storage facilities.

- **Recycling Process**

  In 2023, Stellantis has harmonized its contracts finding agreements for the collection and recycling of HVBs in all Europe for all the Stellantis brands. To recycle higher battery volumes and optimize the associated logistics costs, according to the geographical area all the dealers, plants, R&D centers and dismantlers have access to a local recyclers selected by Stellantis. The same approach is done in China and is being extended to the other Regions and in 2023 we closed new agreements also in MEA (Middle East and Africa) and in IAP (India and Asia Pacific) Regions.

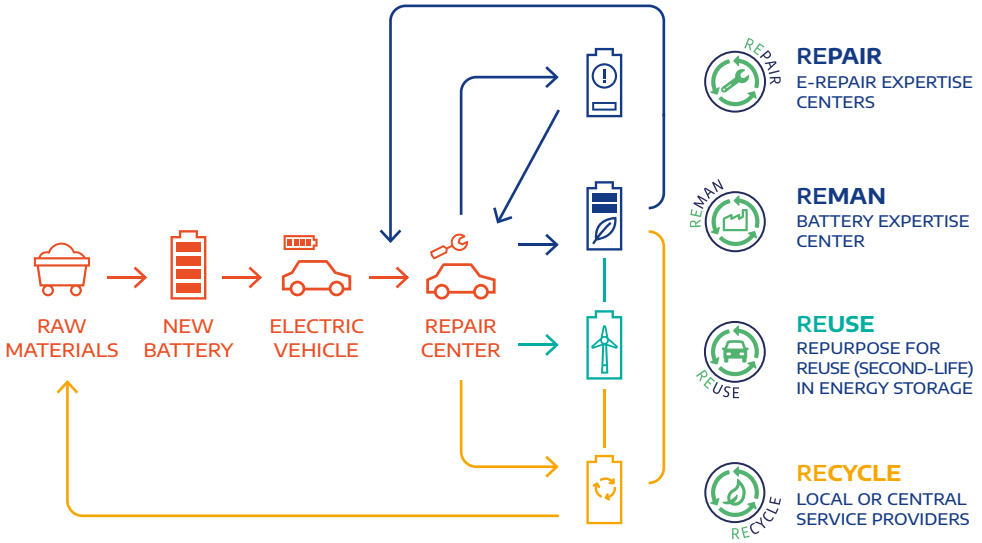
In October 2023, Stellantis and Orano announced the signing of a memorandum of understanding to establish a joint venture for recycling ELBs and scrap from gigafactories in Enlarged Europe and North America, strengthening Stellantis' position in the electric-vehicle battery value chain by securing additional access to cobalt, nickel, and lithium necessary for electrification and energy transition.

The joint venture will be focused on the pre-treatment to produce materials also known as "black mass" or "active mass" that can go on to be re-used in batteries, thus closing the loop of a circular economy. Production is expected to begin in the first part of 2026, reusing existing Stellantis assets and facilities. Locations in the two regions currently being finalized [18].

In 2022, the partner's recycling rates were 73.1% (versus 69.3% in 2021) for Lithium-Ion (Li-ion) batteries and 83.7% (versus 83.8% in 2021) for Nickel Metal Hydride (NiMH) batteries for their global activity. The results for 2023 are not yet available at the time of publication of this report. These rates are significantly higher than the 50% regulatory thresholds for recycling efficiency. This agreement covers the dealership networks and industrial sites for all current Li-ion and NiMH batteries across all European marketing countries.

[18] https://www.media.stellantis.com/em-en/corporate-communications/press/stellantis-and-orano-enter-electric-vehicle-battery-recycling-agreement

CIRCULAR ECONOMY OF HIGH-VOLTAGE BATTERIES



6.1.8 DETAILED KEY PERFORMANCE INDICATORS

GRI 301-1

6.1.8.1 Total weight and percentage of materials purchased for vehicle production by type

Materials purchased for vehicle production	Year	Weight of materials used (t)	Materials (%)
Steel	**2023**	**8,437,942**	**78%**
	2022	7,870,979	75%
	2021	8,871,486	77%
Light Alloys	**2023**	**1,074,792**	**10%**
	2022	1,021,575	10%
	2021	949,558	8%
Cast Iron	**2023**	**47,118**	**-%**
	2022	63,814	1%
	2021	62,701	1%
Other Metals	**2023**	**410,699**	**4%**
	2022	458,861	4%
	2021	590,403	5%
Elastomer	**2023**	**272,068**	**3%**
	2022	287,936	3%
	2021	303,135	3%
Polymers	**2023**	**580,496**	**7%**
	2022	766,027	7%
	2021	666,468	6%
Fluids	**2023**	**34,037**	**-%**
	2022	29,279	-%
	2021	29,906	0,3%
Other	**2023**	**27**	**-%**
	2022	35	-%
	2021	31	-%
TOTAL	**2023**	**10,857,179**	
	2022	10,498,506	
	2021	11,473,688	

6.1.8.2 Availability of the SUSTAINera 4R offer on Parts (excluding HVBs) in the Regions

Regions	REMAN	REPAIR	REUSE	RECYCLE
Enlarged Europe	✔	✔	✔	✔
North America	✔	✔		✔
South America	✔			✔
Middle East and Africa	✔		✔	✔
India and Asia Pacific	✔			
China	✔	✔		

6.1.8.3 Availability of SUSTAINera 4R solutions on High-Voltage Batteries in the Regions

Regions	REMAN	REPAIR	SECOND-LIFE	RECYCLE
Enlarged Europe	✔	✔	✔	✔
North America	✔		✔	✔
South America				✔
Middle East and Africa		✔		✔
India and Asia Pacific		✔		✔
China				✔

6.2 VEHICLE IMPACT ON AIR QUALITY

GRI 3-3

6.2.1 CONTEXT AND STELLANTIS POSITION

CSR ISSUE/CHALLENGE **#15 Vehicle impact on air quality**

The effects of atmospheric pollutants on climate, ecosystems, natural habitats and agriculture as well as human and animal health are a major public concern. Reducing vehicle emissions necessitates substantial research and development investments on technologies by vehicle manufacturers which can have a direct impact on their financial performance and profitability.

Given the frequent media coverage, such effects reflect an important reputational issue for automobile companies. Air quality and associated public health concerns have resulted in the introduction of local, state, country and international regulations to control atmospheric pollutant emissions in many areas of the world, including a wide variety of markets into which Stellantis sells its products.

In addition, there are a growing number of cities that impose traffic restrictions that inhibit certain vehicles' operation, both by geography and by time of day.

Stellantis continues its significant efforts to produce vehicles that comply with regulations and meet consumer demands, including the growing demands for sustainable mobility. This includes current and near-term plans to increase our portfolio of electrified vehicles. Stellantis is also developing advanced emission control technologies to minimize environmental impact of internal combustion engines. These combined actions support our goal of reducing emissions of our products.

Company's public position

The Company is committed to continuing its longstanding efforts to reduce the environmental impact from our products, which at a minimum requires us to develop and produce vehicles that meet applicable emission standards worldwide.

Stellantis supports efforts to cooperate with the relevant public institutions/governmental agencies in the review and improvement of regulations in order to reflect the improved technology while maintaining a reasonable balance between sound science, availability of technologies, consumer demand, societal benefits, and affordability.

The Company recognizes the role of public institutions and/or national and local governments supporting a green transition in electrified mobility including the use of government incentives to facilitate that transition.

6.2.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#15 Vehicle impact on air quality**

VISION/AMBITION: Meaningfully reduce impact on air quality by focusing on development of a wide range of affordable Zero Emission Vehicles (ZEV)
OWNER: Chief Engineering Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
Share of ZEV* in global sales mix (focus on U.S. and EU)	EU: 34% of Passenger Cars U.S.: 14% of Passenger Cars + Light Duty Trucks	EU: 100% of Passenger Cars U.S.: 50% of Passenger Cars + Light Duty Trucks	EU: 100% of Passenger Cars U.S.: 100% of Passenger Cars + Light Duty Trucks	EU: 8% of Passenger Cars U.S.: n.a.	EU: 11.2% of Passenger Cars U.S.: n.a.	**EU: 11.9% of Passenger Cars** **U.S.: n.a.**
Percentage of nameplates with ZEV* offering (focus on U.S. and EU)	EU: 77% of Passenger Cars U.S.: 48% of Passenger Cars + Light Duty Trucks	EU: 100% of Passenger Cars U.S.: 100% of Passenger Cars + Light Duty Trucks	EU: 100% of Passenger Cars U.S.: 100% of Passenger Cars + Light Duty Trucks	EU: 15% of Passenger Cars U.S.: n.a.	EU: 14% of Passenger Cars U.S.: n.a.	**EU: 30% of Passenger Cars** **U.S.: n.a.**

*ZEV = Zero Emission Vehicles (Battery Electric Vehicles)

6.2.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

6.2.3.1 Risks

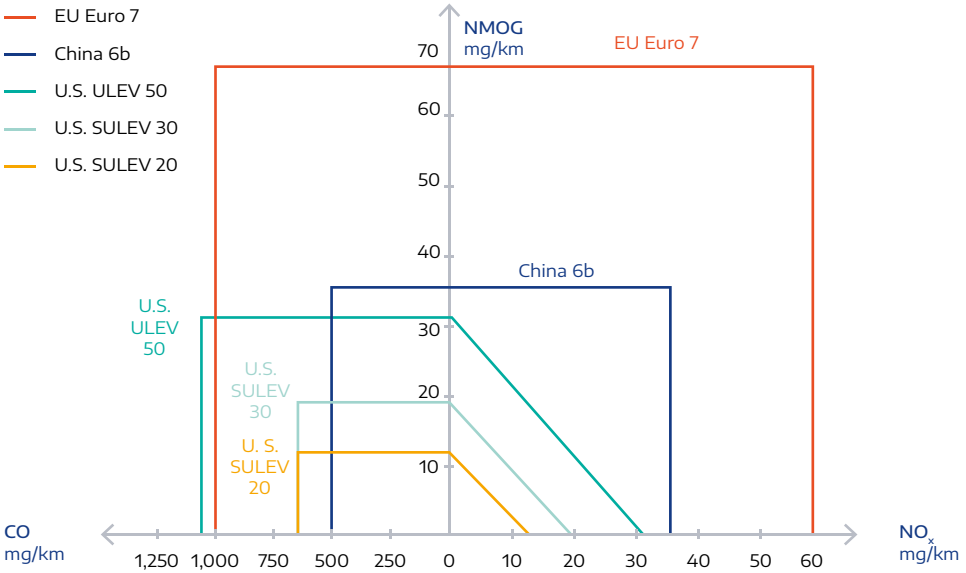
Global emissions standards continue to become increasingly stringent. The Company is committed to working toward achieving the standards through innovation and development and is aware of the concerns regarding potential health issues. Stellantis is aware that there are risks associated with the changing requirements and associated costs related to the product development. Product environmental innovations are essential for the achievement of such standards. These innovations help prevent delayed vehicle launches and the associated financial risks. The annual risk of loss of revenue for Stellantis, according to internal estimates, is €1.3 to €2.6 billion due to unwanted delayed vehicle launches (based on number of vehicles sold, average price and hypothesis on delay in certification process).

The U.S. has the most stringent pollutant emission standards. However, with the introduction of the Real Driving Emission (RDE) regulations in Europe and other markets that borrow European Union regulations, the global emissions compliance standards are reducing ever closer to the U.S. standards. An example is the European Union's (EU) adoption of Euro 6e, coupled with the expected introduction of Euro 7 standards from end of 2026 including new regulatory topic on non exhaust particulate emissions (brakes or tyres). In the U.S., the fleet emissions for light duty vehicles will be required to meet 30 mg/mile of NOx and Non-Methane Organic Gases (NMOG) and the LEV IV ACC 2, Tier 4 regulations by 2026 including a more severe PM standard . Brazil will launch the PL8 emission standard in 2025. The release of the first draft of China 7 standards is projected end of 2024.

Current and future regional emission standards

	UNITED STATES	EUROPE	CHINA	OTHER COUNTRIES
ALREADY COMPLIANT	California's low emission Vehicle II (LEV II)	Euro 6d Real Driving Emission (RDE) standards	National Stage 6a (China 6a) LDV emission standards nationwide	India: Bharat Stage VI (BS VI) stage 1
	Environmental protection Agency (EPA) Tier 2	Euro 6e Real Driving Emission (RDE) standard (September 2023)	National Stage 6b (China 6b) LDV emission standards in five cities and provinces	Brazil: Proconve L7
			National Stage 6b (China 6b) LDV (July 2023)	Argentina: Euro 5
				South Korea: California LEV III for gasoline, Euro 6d RDE for diesel
				Middle East: Standards based from Euro 2 to Euro 5
				India: Bharat Stage VI (BS VI) stage 2 (April 2023)
PHASE-IN FOR COMPLIANCE	California's LEV III standards, closely aligned with EPA's Tier 3	Euro 6e-bis (January 2025)		Brazil Proconve L8 (January 2025)
	LEV IV ACC2, Tier 4	Euro 7		

Main current and future expected regulations limits



For additional risk information refer to table Impacts of climate-related risks on Stellantis CSR issues <2.3.1>

(mg/km)	NO_x [mg/km]	NMOG [mg/km]	CO [mg/km]
U.S. SULEV* 20	12		622
U.S. SULEV 30	19		622
U.S. ULEV 50**	31		1,057
EU Euro 7***	60	68 ****	1,000
China 6b	35	35 ****	500

* SULEV: Super Ultra Low Emission Vehicles

** ULEV: Ultra Low Emission Vehicles

*** Euro 7 data refers to the informal trilogue agreement on Decembre 18, 2023 (gasoline passenger cars)

**** Non-Methane Hydrocarbons (NMHC) emissions

6.2.3.2 Opportunities

Air quality requirements can be seen as both business and reputation opportunities for Stellantis.

Stellantis is continuing to improve the Company's image and the image of the brands by providing vehicles with the advanced technologies that are required in the markets with the most stringent regulations, to other countries and markets.

Opportunities to further develop the business and elevate the company's image include:

- Increase offerings of battery electric and plug-in hybrid electric vehicles, as well as improved emissions for internal combustion engine vehicles. For instance, 11 battery electric and plug-in hybrid electric vehicles were launched in 2023 and 20 are expected to be launched in 2024
- Develop hydrogen Internal Combustion Engines (ICE) solutions for Heavy and Light Duty Commercial vehicles
- Extend the vehicle portfolio with fuel cell technology within LCV segment
- Offer eFuels compatibility for 28 engine families in Europe
- Support regulations improvements and incentives for market acceptance of low emission vehicles and vehicles with electrified powertrains. For instance, one vehicle under Euro 3 standards emits the same mass of particulate emissions as 100 vehicles under Euro 5-6
- Develop a patent portfolio of technologies (electric heated catalyst)
- Sell advanced engine technology licenses to competitors.

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

Low Emission Vehicles (LEVs) generate significantly lower emissions compared to ICE vehicles. Therefore, the sale of LEVs enables Stellantis to be more readily compliant with emissions regulations worldwide, but especially notably in the EU, in the U.S., in China and Brazil). Indeed, increasingly stringent and complex regulations set emission caps for certain pollutants and define restricted traffic zones. Furthermore, the sale of LEVs engages a virtuous circle: it provides Stellantis with reputational benefits while responding to evolving customers' expectations and governmental/public institutions focus on improving air quality. Increasing our customers' demand and desire for our lower-emitting and non-emitting vehicles reduces our overall impact on air quality. These are fundamental aspects of the rationale behind the company's electrification policy.

6.2.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

Stellantis' aim is to ensure compliance from technical and legal points of view, as well for governmental emission certification/ issuing of the type approval to allow our vehicles to be sold.

Employees involved in meeting compliance and regulations of emissions are expected to know and respect not only the requirements imposed by applicable laws and regulations, but also the applicable internal rules and processes we use to help achieve such compliance. To support this, employees have access to processes that use and make available information databases, technical and engineering guidelines, networks of meetings and governance, reference documents, and training materials.

Emission compliance committees, composed of engineering working groups, report emission compliance operation and policy decisions to the Global Technical Safety & Regulatory Compliance Manager and other Senior Management in Engineering, Planning, Legal, and related organizations. Those committees are in charge of tailpipe emissions, CO_2 emissions, hybrid and battery-electric vehicles all-electric range, evaporative emissions, and On-Board Diagnostics (OBD).

These regional committees, all structured in the same manner, are autonomous and include core and contributing members, which are independent and cross-functional, and which allow them to make objective and well-researched decisions. Decisions are made by considering regulatory, technical and legal expertise. Some of the activities include review of technical policy, regulatory assumptions, design rules, program approvals, guidance on emission compliance questions and guidelines. If necessary, these regional committees inform the Global Technical Safety & Regulatory Compliance Manager and other relevant members of Senior Management.

6.2.5 POLICIES TO EXECUTE THE STRATEGY

Stellantis is focused on making responsible and prudent environmental policy decisions that touch our vehicles' timeline, from initial concept to product launch, as well as the "in-use" phase, when our products are in the hands of our customers. < 2.5.1 > for Stellantis electrification policy.

6.2.6 ORGANIZATION AND RESOURCES

Stellantis consistently makes R&D investments to improve vehicle tailpipe emissions quality and reduce greenhouse gas emissions. These investments, around €2.2 billion in 2023 have led to worldwide development of technical solutions (electrification, etc.,) to improve reduction of fossil fuel consumption and pollutant emissions.

To develop new technologies, we adopted the Technology Readiness Level (TRL) process. This methodology provides a consistent and uniform assessment process to grade the technical maturity of different technologies. The levels of technical maturity are aligned with the Global Product Development Plan and maturity gate levels are achieved based on stakeholder reviews.

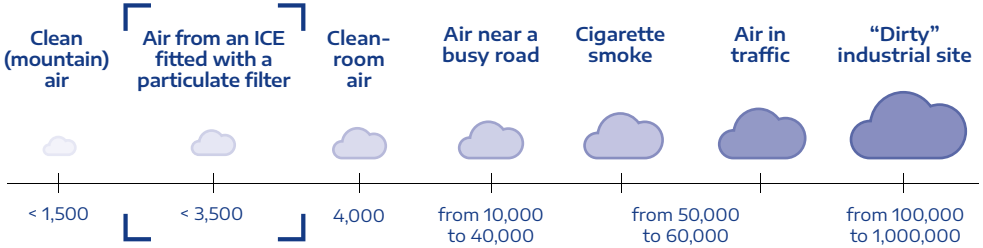
6.2.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

6.2.7.1 Improve air quality by reducing vehicle emissions

Effective technologies to minimize particulate matter emissions, both in particle numbers and mass, are optimized engine measures and the use of wall flow particulate filters. Particulate filters allow the screening of both fine and ultra-fine particulate matter. Depending on the fuel the result can achieve up to 99.7% by number and up to more than 95%[19] by mass. The particulate filter is an effective mechanical system which is fully operational throughout the phases of engine operation and driving conditions.

With the introduction of the particulate filter in the late 1990s, particulate emissions on an average passenger vehicle plummeted from more than 3,500,000 particulates per cm^3 in an unfiltered Internal Combustion Engine (ICE) to less than 3,500 particulates per cm^3 in an ICE with a particulate filter.

Comparison of particulate emissions levels of an internal combustion engine fitted with a particulate filter



Number of particles per cm^3

In 2023, 74.5% of ICE passenger cars (vs 74.5% in 2022) were sold with technology for particulate emissions to reach values lower than 1.9 mg per km (3 mg per mile) for both spark ignition and compression engines, which is lower than Euro 6 regulation limit.

We have developed and continue to improve the technology for a high performing filter for spark ignition engines to further reduce ultrafine particles from gasoline engines. The technology development takes into account the new constraints resulting from powertrain electrification. After the European launch, this technology can be introduced in other markets.

Also, Nitrogen Oxides (NOx) emissions are minimized adopting different technologies for ICE: Three Way Catalyst, Selective Catalytic Reduction and Ammonia Storage Catalyst are the main technologies for vehicle applications around the world.

To reduce vapor emissions from fuel systems, also known as Volatile Organic Compounds (VOCs) and to fulfil more stringent regulations in main markets such as EU, China and U.S., Stellantis continuously seeks to improve technology for our evaporative emission control system.

To anticipate future regulations (in particular Euro 7), Stellantis is working on non-exhaust particle emissions such as brake particle emissions with new hard coating disk and pad technologies. In parallel, improved recuperative braking systems are being studied to reduce further brake particle emissions.

Because compliance with emission requirements in all global markets is our primary goal, we continue to engineer and implement improved and newly-developed advanced emission control technologies in order to achieve that in markets with the most stringent emission regulations, such as the U.S. and Europe. Moreover, we anticipate this can confer additional clean air benefits in other markets in which such improved and advanced technologies may be deployed as well.

[19] Source: French Agency for the Environment and Energy Management (ADEME): particulate and NOx emissions by road vehicles – May 2018

6.3 INDUSTRIAL ENVIRONMENTAL FOOTPRINT

Stellantis' environmental stewardship endeavors to reduce our environmental footprint and in parallel to contribute to the Company's success by reducing production costs. Through the adoption of a lean, smart and increasingly digital operating model, a commitment to sustainable innovation, and the direct participation of employees, we achieve consistent improvements in environmental performance at our manufacturing operations.

6.3.1 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

As outlined in < 1.3.2 >, the function of the ESG Committee is to assist and advise the Board of Directors and act under authority delegated by the Board of Directors with respect to globally monitoring, evaluation and reporting on the sustainable policies and practices, management standards, strategy, performance and governance globally of the Company and its subsidiaries.

Accountable members of the Top Executive Team are supporting the CSR commitments. The Executive Vice-President (EVP) Manufacturing is responsible for:

- Industrial and sites carbon footprint < 2.6 >
- Optimization of material cycles in manufacturing processes (including waste) < 6.4 >
- Control of industrial discharges and nuisances < 6.5 >
- Sustainable water management < 6.6 >
- Protection of biodiversity < 6.7 >

In this role, the EVP of Manufacturing validates the CSR vision, ambitions and targets for these CSR issues/challenges and is responsible for their achievement. To ensure Stellantis is working towards these ambitions, we monitor our performance against CSR targets using global KPIs.

Although our Manufacturing facilities are the main contributors among our company's sites to the CSR performance, our CSR scope comprises additional Research and Development facilities including proving grounds, offices, IT / warehouse / logistics centers and retail facilities that based on their sizes and operations are considered to have an environmental impact. Therefore, the EVP Manufacturing liaises with EVP Research and Development, EVP Sales/Marketing and EVP HR & Transformation on the environmental performance of these areas.

CSR performance is reviewed on a monthly basis and appropriate actions decided with regional leadership. The EVPs of the Regions together with the Manufacturing officers are responsible to develop their plans and implement actions to meet the CSR targets. On an annual basis, the plant managers of our production facilities are expected to prepare site-specific plans including targets, actions and necessary investments to meet our environmental CSR commitments. They are responsible for the environmental performance of their plant. By a new oversight process Stellantis verifies that local plant performance targets meet corporate commitments. Starting from 2022, individual plant targets for following years are calculated and proposed to each plant considering current performance status, local environmental infrastructure and business opportunities. Plants revise proposals, decide their targets and develop action plans with clearly defined measures and its resulting performance improvements. The regional Environmental Central Departments (ECD) monitor compliance with the regional targets.

The ECD helps facilities with legal compliance and supports the local Environmental Management Systems (EMS) by developing efficiencies and common standards. The ECD oversees and manages the quality of the EMS through audits and status reviews. ECD conducts strategic cross functional planning for reducing the environmental impact and manages the target setting process. ECD evaluates and shares best practices with the plants to encourage continuous improvement.

Continuous improvement of our environmental performance is an essential element of our policy and a common key task for sites and central functions. Environmental performance is fully integrated into the Stellantis Production Way (SPW), which is the Manufacturing System of Stellantis. This performance is tracked with the main manufacturing KPIs by a standardized global manufacturing KPI scorecard process, reviewed by management, EVP Manufacturing, the heads of the various production segments ("Cluster Heads") and Plant Managers. Monthly leadership performance status reviews on a local and global level helps effectiveness of implemented measures and improves the environmental footprint according to the strategic plan.

6.3.2 POLICIES TO EXECUTE THE STRATEGY

6.3.2.1 Environmental and Energy Policy

In December 2022 we published the Stellantis corporate Environment and Energy Policy [20], which was developed with input from cross functional divisions reflecting contributions of the various functions to the Stellantis environmental performance. This policy describes how we protect the environment, provides guidance for our operations and employees and includes commitments required by ISO standards for environmental and energy management systems. The environmental policy is approved by Stellantis executive management.

6.3.2.2 An active ISO 14001 certification policy

An important Company commitment is to implement Environmental Management Systems. The systems meet the international standard ISO 14001, a recognized standard for management and organization. By using this approach, we have implemented a common environmental strategy to identify the material environmental aspects of each site, reduce the environmental impact, draft procedures and standards, drive regulatory compliance and strive for continual improvement – the foundation of our environmental protection.

An environmental management system is in place at 93% of our production facilities (versus 92% in 2022). In addition to the production facilities, three Research and Development (Engineering) centers and 24 spare part warehouses globally have ISO 14001 certified Environmental Management System implemented.

99% vehicles produced in ISO 14001 certified plants

96% employees working in ISO 14001 certified plants

93% plants ISO 14001 certified

[20] https://www.stellantis.com/content/dam/stellantis-corporate/sustainability/environmental-stewardship-of-manufacturing-operations/Stellantis-Environmental-Energy-Policy.pdf

6.3.3 ORGANIZATION AND RESOURCES

6.3.3.1 Managing Environmental Compliance and Performance with the Stellantis Production Way (SPW)

Stellantis Production Way (SPW) is our manufacturing system that applies to production processes and facilities. The system includes references to standardized tools, guidance documents and processes, which translate abstract requirements into tangible actions for production. SPW consists of two-managerial and 10-technical domains, one of which is environment. At the heart of the environment domain our master fundamental "Managing Environmental Compliance and Performance" provides the framework for our mission to:

- comply with laws and regulations
- achieve environmental performance though continual improvement
- maintain an environmental management system
- minimize use of energy and raw materials, strive for zero waste, zero VOC emissions, zero GHG emissions, zero water withdrawal for industrial activities and minimize emissions to water, air and soil
- enhance biodiversity and preserve natural habitats
- encourage engagement and motivation of employees
- be an environmentally conscious neighbor in the community.

The following list shows some of the benefits of applying the SPW environment domain into our production processes:

- promotes visibility for environmental management responsibilities and tasks
- fosters understanding of environmental matters
- increases efficiency and reduces costs due to standardized processes and tools
- improves and aligns quality of environmental management
- integrates ISO 14001 standard elements following the Plan-Do-Check-Act (PDCA) cycle
- links with compliance management and oversight.

As part of SPW, we use global Key Performance Indicators (KPIs) to track plants' environmental performance against the targets. In 2022, we moved to one global software system for monthly performance reporting which enables internal benchmarking through consistent data management. Trends are evaluated for each KPI and shared with leadership in regular reports. KPI statistics are used to identify performance gaps and to determine the plants that need additional focused support through workshops. Best performing facilities are considered a source of Best Practices. They share their processes between plants regionally and globally, if applicable.

Stellantis defined a Green Factory KPI based on the materiality matrix which consolidates the six KPIs including, CO_2, waste volume and recovery rate, VOC emissions, water consumption, and biodiversity into one KPI. This approach references the Stellantis 2050 environmental performance targets and provide an index that shows the performance to the target for operating facilities.

6.3.3.2 Environmental resources

GRI 413-2

Stellantis operations aim to achieve compliance with local regulations, and beyond compliance we seek to safeguard the surrounding environment and the quality of life in our host communities. To meet our objectives, we defined the role of the environmental specialist as a key function that requires specific competence and training. The role is standardized globally by job description outlining the technical and social skills required. As part of the Stellantis Production Way there are skill evaluations and standardized trainings conducted for team leaders, supervisors and experts. We are reviewing training programs to expand to management level offerings. Training courses will include face-to-face sessions, experience sharing opportunities and e-learning. Courses and training session attendance and requirements are tracked.

Our environmental specialists are supported by a network of nominated environmental representatives from the key operational functions including, but not limited to, press shop, body shop, paint shop, general assembly and facility management. Most of the plants also include environmental service providers such as the waste manager in the supporting network. The environmental representatives are responsible to help ensure compliance with applicable regulation and for implementing the environmental policy, which includes managing the Environmental Management System (EMS) in compliance with ISO 14001 standards. They are also responsible for supporting the CSR activities at the facility level.

6.4 OPTIMIZATION OF MATERIAL CYCLES IN MANUFACTURING PROCESSES (INCLUDING WASTE)

GRI 3-3



6.4.1 CONTEXT AND STELLANTIS POSITION

GRI 306-1

CSR ISSUE/CHALLENGE #16 Optimization of material cycles in manufacturing processes (including waste)

Stellantis continues its development of a circular economy and industrial processes that allow us to **reduce** the usage of raw materials < 6.1.1 >. This also includes material **reuse**, recovery and **recycling**. The processes are intended to avoid wasting natural resources and using only the quantity of raw materials necessary. By encouraging the use of recovery and recycling opportunities, this strategy also extends into waste management, striving for minimal environmental impact and our goal of zero waste to landfill.

Company's public position

Stellantis stands by the waste management goals defined by UN Global Compact. Additionally, as part of the ISO 14001 certification obtained by most of our plants, we are committed to develop and implement continuous improvements in environmental areas, including waste management. Stellantis strives to recycle what cannot be reused. If neither reuse nor recovery is possible, waste is disposed according to applicable law with the aim of impacting the environment as little as possible.

6.4.2 FORWARD-LOOKING VISION AND TARGETS

CSR ISSUE/CHALLENGE **#16 Optimization of material cycles in manufacturing processes (including waste)**

VISION/AMBITION: Design industrial processes that allow minimal use of raw materials and ensure 100% waste recycling in local loops of circular economy
OWNER: Chief Manufacturing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Total waste normalized (kg/vehicle produced)	40 kg/vehicle produced	36 kg/vehicle produced	22.5 kg/vehicle produced	48.15 kg/vehicle produced[21]	47.43 kg/vehicle produced	**47.94 kg/vehicle produced**
Percentage of waste recovered out of total waste generated	84%	90%	100%	80%	81%	**83%**
Percentage of plants with Zero Waste Sent to Landfill	65%	75%	100%	61%	65%	**64%**

6.4.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 306-1

6.4.3.1 Risks

Stellantis identified some **risks** and has implemented several actions and initiatives to mitigate them.

- Potential business risk:
  - Raw materials constraints and increasing supply cost due to material scarcity.
  - Packaging material represents approximately 51% of waste generated at our production facilities. Global sourcing due to cost pressure, favors the usage of one-way packaging that ends-up as waste at our plants.
  - Stellantis has responsibility for hazardous and non-hazardous waste through final disposal of waste. Third-party service providers such as waste contractors or waste treatment and disposal facilities that fail to comply with transport or other waste regulations may result in fines or legal prosecution for Stellantis.
- Potential operational risk:
  - Emerging contaminants, e.g., Persistent Organic Pollutants (POP), may limit recycling options and therefore limit our disposal methods.
  - More stringent regulations, including concentration limits, quotas, and bans, may force us to use expensive treatment methods or increase waste segregation costs.
  - Lack of local waste treatment facilities may lead to waste being shipped long distances at higher costs and an increased dependency on service providers.
  - Landfills located close to production facilities compete economically with waste recovery facilities located in greater distances. Unfavorable business cases may limit the ability of our plants to achieve or maintain zero waste to landfill status.
- Potential reputation risk:
  - Stellantis being held responsible for failures of third-party waste service providers that violate contractual obligations for example by illegally dumping waste. Even if Stellantis fulfilled all its obligations, this may lead to media attention resulting in impact to brand value and customer defection.
  - Stellantis being alleged to be responsible for pollution to the environment by continuing landfilling instead of using recovery. This may result in impact to brand value, customer defection and loss of profit.

[21] Revised from 2021 Annual Report in the Non-Financial Information section

6.4.3.2 Opportunities

GRI 306-2

Stellantis identified **opportunities** and has implemented several actions to seize them.

- Opportunities for the business:
  - Shifting the focus from waste management to resource management. This offers the opportunity to view waste materials as secondary raw material and unlock their value by transforming costs into revenue. Best practice sharing may help identify other industries interested in using these secondary raw materials.
  - To standardize waste contracts that include flexibility to react on fluctuating costs or volumes and require key performance improvement indicators for service providers to support our targets of waste reduction, increased recovery rate and zero waste to landfill.
  - Base decisions on a full life cycle cost view for packaging materials that includes phases from purchasing to waste disposal.
  - To reduce waste handling costs and improve recyclability, set standards for packaging materials that avoid composite materials and favor materials that are easy to separate. Reduce complexity and variety of materials used to have less waste fractions but higher volumes, which may lead to better disposal prices or even revenues.
- Opportunity for operational management:
  - Set standards for contractor management and auditing of waste service providers to control risks related to compliance failures.
  - Make use of new ideas and technologies, for instance working with start-ups to improve the quality of waste sorting, optimizing flows or identifying options for reuse or usage as secondary raw material. This may lead to establishing local circular material loops.
  - Minimize usage of hazardous substances to decrease hazardous waste which reduces the costs of waste treatment and disposal.
  - Reuse waste as secondary raw material on-site or with external partners.
- Opportunities for reputation:
  - Become an industry major player in circular economy reducing the impact for the environment and improving brand image and sales.
  - Reaching 100% waste recovery as a sustainable waste management practice to support the reputation of the Company.

6.4.4 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

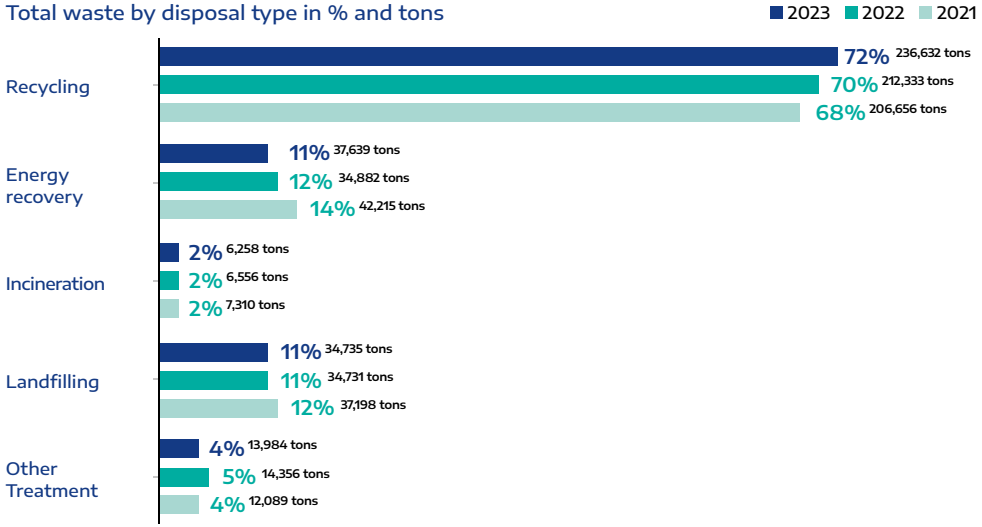
Our waste management processes seek to avoid and reduce the generation of waste in our operational processes. If we cannot avoid waste being generated, we attempt to recover material rather than dispose waste in landfills, which may have a long-term negative impact on the environment. Like other industries, vehicle manufacturing generates waste that needs to be managed and preferably recovered in local loops to reduce the need for raw materials.

6.4.4.1 Main achievements on waste management

SASB-440b.1 GRI 306-2

In 2023, Stellantis generated 329,248 tons of waste (versus 302,858 tons in 2022) of which 301,595 tons (versus 273.597 tons in 2022) were generated at manufacturing sites and 27,653 tons (versus 29,261 tons in 2022) from retail activities.

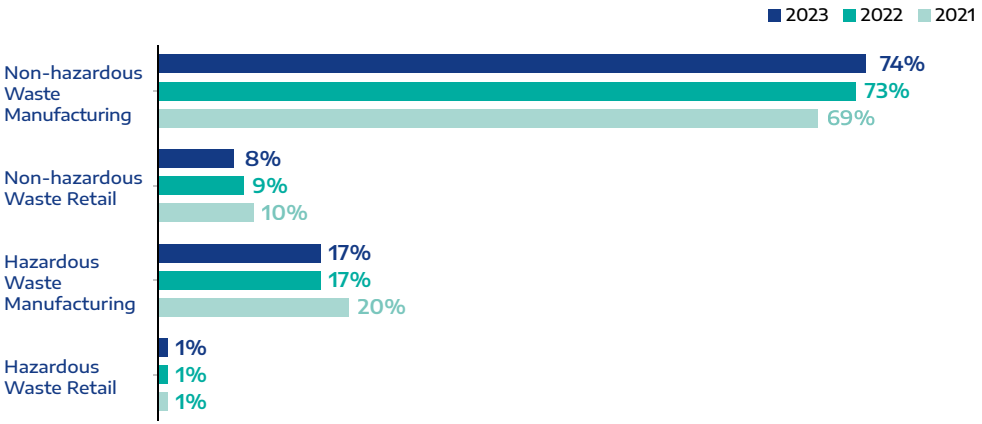
Total waste by disposal type in % and tons



Total waste generated includes only material that we discard resulting from our operations. Therefore, we exclude waste generated in demolishing, building or remediation activities, which are not part of our operations. In 2023, waste generated from such projects added up to 43,577 tons in total versus 34,263 tons in 2022. In addition, we exclude metal waste and some wastes that are specific for foundries to enable better comparison of data with other automobile manufacturers. In 2023, the total amount of metal waste summed up to 1,151,096 tons versus 1,057,057 tons in 2022 of which 100% were recycled. The excluded waste types coming from our foundries added up to 90,171 tons versus 218,057 in 2022 and consisted predominately of foundry sands, the majority of which are regenerated or reused on site.

In 2023, we generated 59,160 tons of hazardous waste (versus 55,603 tons in 2022) , which represents 18% of total waste generated (as in 2022). The manufacturing activities generated 97% of the hazardous waste and retail activities 3%.

Total hazardous and non-hazardous waste percentage with breakdown by activity



For our manufacturing activities, in 2023, 301,595 tons of waste were generated, the normalized total waste generated was 47.94 kg/vehicle produced versus 47.43 kg/vehicle produced in 2022. This represents an increase of 0.51 kg/vehicle compared to 2022.

This result currently falls short of our internal target of 44.08 kg/vehicle. The main reason for this is the increased amount of packaging waste due in-part to increased electrification of our portfolio.

The normalized hazardous waste was 9.09 kg/vehicle versus 9.28 kg/vehicle in 2022.

Although multiple factors such as production volume and the usage or avoidance of one-way packaging are significantly influencing waste performance of a production facility, we compare our production plants to identify the best performers and share their best practices.

In 2023, the best performing vehicle assembly plant was Mangualde Assembly Plant (Portugal) with 15.63 kg of waste per vehicle produced. 45% of our vehicle assembly plants performed better than our medium-term target of 36 kg waste per vehicle produced.

Our percentage of waste recovered out of total waste generated in 2023 was 83%, which represents an improvement of 2% compared to 2022. The result is in line with our internal target of 82% for 2023 and shows continuous improvement compared to the 2021 and 2022 results. Waste recovered includes all recycled waste and waste that is incinerated with energy recovery.

In 2023, we landfilled 34,735 tons of waste, which represents 11% of our total waste generated, versus 34,731 tons in 2022, (11% of our total waste generated).

64% of all the active plants (versus 65% in 2022), qualified as zero waste to landfill facilities, which means that no waste was landfilled unless required by applicable law.

If waste is disposed in a landfill, that waste is not available as secondary raw material; for those reasons landfilling contradicts our waste disposal commitments. In some jurisdictions, however, local law requires us to landfill our waste.

The waste streams with the biggest volumes generated at the Manufacturing facilities consists of the following:

- packaging waste (wood, cardboard and plastics);
- paint operations waste (paint sludge, purge solvents);
- municipal waste;
- wastewater treatment system waste (sludge, oil or water emulsions).

Waste derived from Retail activities consists of municipal waste. Depending on the specific activity, the waste generated is:

- warehouse packaging waste;
- municipal waste from offices;
- oil and lubricant waste from dealerships with workshops and maintenance activities.

6.4.4.2 Main initiatives on waste management

GRI 306-2

As outlined in section < **6.4.3** >, the challenges impacting waste generation may require strategic decisions by Global Purchasing and Supply Chain or Engineering, and other risks may be addressed by operational measures. We apply our best practice in the support of our facilities' waste avoidance, reduction, recycling, reuse, or finding more environmentally friendly disposal methods. Some examples of successful initiatives to reduce waste generation or improve recovery are listed below:

6.4.4.2.1 Initiatives to increase waste reduction and avoidance:

GRI 301-2

- **Packaging waste reduction**: packaging materials play an important role in waste generation and represents roughly 51% of the total waste generated. The main waste streams are wood, cardboard, plastics and mixed fractions. Reducing the generation of packaging waste requires cross-functional efforts by multiple functions such as supply chain, purchasing, quality and manufacturing. New vehicle projects require early planning for the packaging materials. The planning includes determining where the materials come from, and which materials should be used in order to limit and control waste generated at plants. To support decisions, a series of workshops were conducted in 2021 by central functions and environmental engineers from different European production sites. A list was generated that includes preferred packaging materials and ones we would want to avoid. Additional value was created by generating less waste streams with higher volumes that have a positive impact on recycling options and prices. This list of materials was incorporated into the standard packaging specifications used by Global Purchasing and Supply Chain in their procurement processes.

- **Reuse of industrial assets**: in our global manufacturing facilities we reuse industrial assets across facilities such as machining and production equipment to avoid waste and use resources in a sustainable way. To enable reuse, we adapted equipment for different process needs, transferred them to other Stellantis facilities or sold them to other companies. In 2023, we transferred more than 8,500 assets globally, by these practices.
- **Waste generation avoidance**:
  - at our powertrain plant, Szentgotthard (Hungary), several improvements of cleaning activities and the optimization of the washing machines runtime, led to an annual reduction of oily rag and filter material of approximately 10 tons annually. Additionally, due to the reuse of emulsion collected in our technological exhaust air systems and the emulsions from the chip centrifuge, we reduced the amount of oily wastewater resulting in an annual waste reduction of approximately 19 tons;
  - at our vehicle plant, Palomar (Argentina), improvements in the dewatering process for paint sludge in the paint shop have resulted in an annual reduction of around 135 tons of paint sludge and at our Saltillo Truck Assembly Plant (Mexico) to a paint sludge reduction of approximately 40 tons annually. At our Saltillo South engine plant (Mexico), the implementation of a sludge dewatering process leads to an annual industrial sludge reduction of about 24 tons;
  - at our vehicle plant, Melfi (Italy), we have optimized the service life of our sealing material. This measure enables us to avoid around 120 tons of waste annually.
- **Increasing reuse**: at our vehicle assembly plant, Betim (Brazil), we implemented together with one supplier a returnable process for cardboard packaging. Suitable cardboard boxes are collected in special return containers and shipped to the supplier. This cardboard box reuse reduced our waste by approximately 260 tons annually. Additionally, we identified third parties that reuse fabrics such as gloves, knitwear, and work suits. Up to 1,980 tons of fabrics that was previously incinerated can now be reused;
- **Pallet reuse**: We have rolled out a global best practice for reusing wooden pallets, which has been currently implemented in over 70% of our manufacturing plants. Some examples of successful plants initiatives to reuse wooden pallets are listed below:
  - at our Mopar Retail sites (U.S.) we identified third parties that reuse wooden one-way pallets. Up to 12,400 tons of wooden pallets annually that were previously recycled can now be reused.
  - At our vehicle assembly plant in Luton (UK) we sell wooden pallets to a new provider who reuse used wooden pallets. Up to 400 tons of wood waste are reduced each year.
  - By reusing pallets at the Italian plants involved, we reduced recycled waste by approximately 3,000 tons annually.
  - At our South American plants, we reuse more than 7,500 tons of wooden pallets annually.

6.4.4.2.2 Initiatives to improve waste recovery

GRI 306-4

Improving waste segregation and recovery:

- at our Etobicoke casting plant (U.S.), we found a solution for approximately 51 tons of formally landfilled municipal waste which is now disposed of as incineration with energy recovery;
- at our Toluca vehicle plant (Mexico) the wastewater treatment sludge was being sent to landfill. Wastewater treatment sludge was switched over to waste-to-energy at the end of 2023, allowing our Toluca plant to improve waste recovery and diverting approximately 13 tons of sludge in 2023 and anticipation of 340 tons of sludge annually from next year based on lean volume projections;
- at our Warren Stamping Plant (U.S.) we improved waste segregation by setting up cardboard accumulation areas throughout the plant. A dumpster was brought onsite and is specifically to be used for cardboard. Up to 35 tons annually of cardboard have been sent for recycling and diverted from the landfill.

6.4.5 DETAILED KEY PERFORMANCE INDICATORS

GRI 306-3 GRI 306-4 GRI 306-5

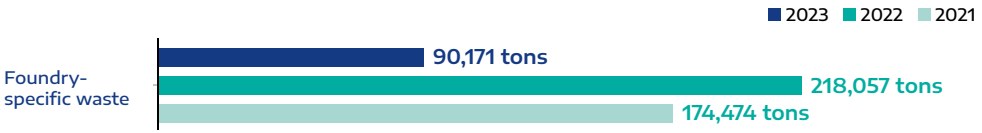
6.4.5.1 Total waste generated from operation by disposal type

SASB-440b.1

Waste generated (tons)		Year	Recovered		Incinerated (w/o energy recovery)	Landfilled	Treated (disposal other than recovery, incineration, landfilled)	Total Waste Generated
			Recycled	Energy recovered				
Manufacturing	Enlarged Europe	**2023**	**128,445**	**16,175**	**5,436**	**1,035**	**11,666**	**162,756**
		2022	114,386	13,371	5,859	1,452	12,752	147,820
		2021	107,559	17,964	6,779	4,851	11,153	148,306
	North America	**2023**	**48,784**	**4,892**	**169**	**28,114**	**444**	**82,404**
		2022	39,228	4,424	38	28,976	485	73,151
		2021	37,710	4,327	124	27,427	422	70,010
	South America	**2023**	**28,536**	**14,056**	**598**	**2,451**	**1,589**	**47,230**
		2022	29,121	12,745	618	1,662	822	44,968
		2021	30,775	15,639	385	2,032	131	48,962
	Middle East & Africa	**2023**	**3,976**	**1,301**	**2**	**595**	**-**	**5,874**
		2022	2,971	1,288	-	463	-	4,722
		2021	2,788	880	-	540	-	4,209
	China and India & Asia Pacific	**2023**	**3,145**	**132**	**53**	**1**	**-**	**3,331**
		2022	2,818	78	40	-	-	2,936
		2021	1,993	97	22	251	-	2,363
Total Manufacturing		**2023**	**212,886**	**36,556**	**6,257**	**32,197**	**13,699**	**301,595**
		2022	188,523	31,906	6,555	32,553	14,059	273,597
		2021	180,825	38,907	7,310	35,101	11,706	273,850
Retail		**2023**	**23,747**	**1,083**	**-**	**2,538**	**285**	**27,653**
		2022	23,810	2,976	1	2,177	297	29,261
		2021	25,831	3,308	-	2,097	383	31,618
Total waste generated		**2023**	**236,632**	**37,639**	**6,258**	**34,735**	**13,984**	**329,248**
		2022	212,333	34,882	6,556	34,731	14,356	302,858
		2021	206,656	42,215	7,310	37,198	12,089	305,468[22]
Waste by category (%)		**2023**	**72%**	**11%**	**2%**	**11%**	**4%**	**100%**
		2022	70%	12%	2%	11%	5%	100%
		2021	68%	14%	2%	12%	4%	100%

[22] Revised from 2021 Annual Report in the Non-Financial Information section

6.4.5.2 Additional waste streams from operation excluded from total waste generated

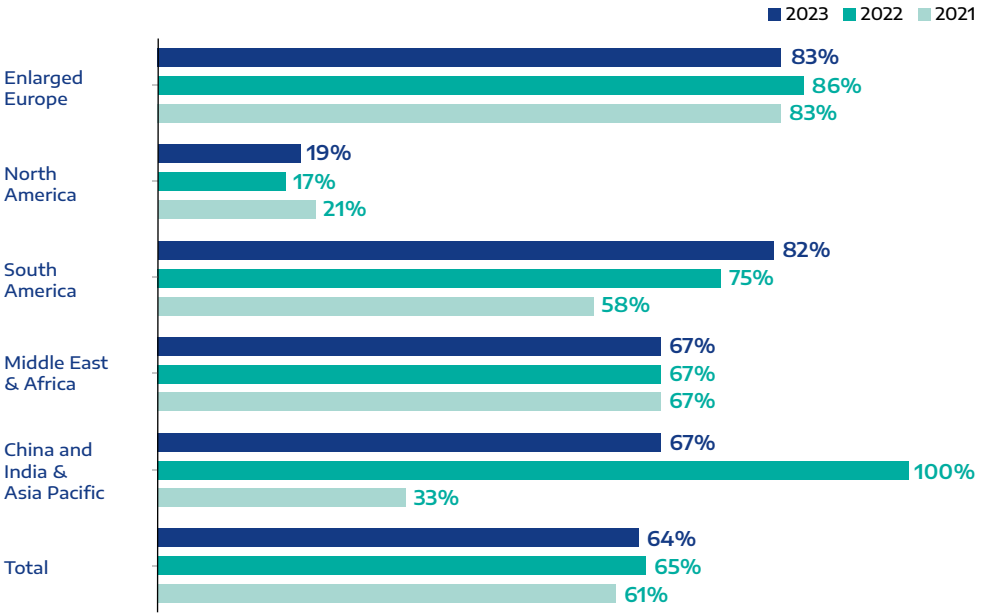




6.4.5.3 Total hazardous waste generated from operations by disposal type

Hazardous waste generated (tons)		Year	recovered		incinerated (w/o energy recovery)	landfilled	treated (disposal other than recovery, incineration, landfilled)	Total Waste Generated
			recycled	energy recovered				
Manufacturing		**2023**	**22,882**	**5,795**	**3,942**	**230**	**9,741**	**42,591**
	Enlarged Europe	2022	21,954	4,235	3,822	264	9,125	39,400
		2021	20,69	8,881	5,434	326	10,225	45,556
		2023	**2,815**	**1,809**	**154**	**603**	**18**	**5,399**
	North America	2022	3,076	2,030	23	543	20	5,692
		2021	3,529	2,077	44	976	51	6,677
		2023	**1,893**	**4,509**	**341**	**14**	**751**	**7,509**
	South America	2022	1,843	4,327	341	-	389	6,900
		2021	2,112	5,294	292	17	85	7,800
		2023	**60**	**1,236**	**2**	**-**	**-**	**1,298**
	Middle East & Africa	2022	27	1,221	-	-	-	1,247
		2021	8	867	-	-	-	875
		2023	**188**	**132**	**53**	**1**	**-**	**373**
	China and India & Asia Pacific	2022	155	78	40	-	-	273
		2021	164	97	22	251	-	534
Total Manufacturing		**2023**	**27,839**	**13,481**	**4,491**	**848**	**10,510**	**57,170**
		2022	27,055	11,891	4,226	807	9,534	53,512
		2021	26,504	17,216	5,792	1,57	10,361	61,442
Retail		**2023**			**1,990**			
		2022			2,091			
		2021			2,251			
Total hazardous waste generated		**2023**			**59,160**			
		2022			55,603			
		2021			63,693			

6.4.5.4 Percentage of plants with Zero Waste Sent to Landfill



6.5 CONTROL OF INDUSTRIAL DISCHARGES AND NUISANCES

GRI 3-3

6.5.1 CONTEXT AND STELLANTIS POSITION

CSR ISSUE/CHALLENGE **#17 Control of industrial discharges and nuisances**

Stellantis understands that automotive production uses substances and processes that generate air emissions that could potentially affect air quality, natural environments and the quality of life in the vicinity of our plants. We monitor and control air emissions such as Volatile Organic Compounds (VOC), that are derived from solvent use in paint processes, Sulfur Dioxide (SO_2), Nitrogen Oxides (NOx) and Particulate Matter, that are the result of combustion processes (for example, burning fossil fuels for energy generation or heating purposes) and Ozone Depleting Substances (ODS) that leaked from refrigeration and air conditioning equipment in our plants and offices. Nuisances could also occur in the form of noise or odor generated by industrial processes or accidental releases of chemicals with potential impact on other environmental media such as soil or water, or on human health.

We are implementing processes to limit and reduce air emissions, including the post-processing of residual emissions, noise and odor level monitoring and substitution of hazardous substances with non-hazardous ones where appropriate and feasible.

Company's public position

We are committed to compliance with environmental regulations in the areas that we operate. Stellantis is developing and implementing processes for consistent improvement and for controlling its environmental impact. Stellantis strives for zero VOC emissions through improvements of treatment processes.

6.5.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#17 Control of industrial discharges and nuisances**

VISION/AMBITION: Implement state of the art technical solutions to prevent industrial activities from causing nuisances to the surrounding areas

OWNER: Chief Manufacturing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Volatile Organic Compounds (VOC) emissions from paint shops normalized (g/m² painted).	25 g/m² painted	25 g/m² painted	Ambition of 0 g/m² painted	24.95 g/m² painted	24.25 g/m² painted	**23.46 g/m² painted**

6.5.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

6.5.3.1 Risks

Stellantis identified some **risks** and has implemented several actions and initiatives to mitigate them.

- Potential business risks:
  - Stellantis is dependent on future technologies to accomplish the aspirational goal of zero VOC emissions in painting processes.
  - Today, approximately 37% of our vehicles are produced in solvent-based paint shops. High production volumes allocated to these plants increase our global VOC emissions. To convert existing solvent-based paint into water-based paint, we estimated an investment cost of several hundred million euros.
  - Increasing demands by authorities for provisions and guarantees to cover clean-up costs of end-of-life real estate assets.
  - Higher premiums to cover the insurance costs of accidental spills and releases.
- Potential operational risks:
  - Meeting more stringent regulatory emission factors could require adapting operational processes or replacing materials.
  - Reducing VOC emissions by combustion, determines increased exhaust gases and energy usage. Such combustion processes usually negatively contribute to CO_2 emissions and also increases NOx emissions.
  - Residential development surrounding our facilities may be impacted by noise, light or other emissions.
- Potential reputational risks:
  - Failure to meet customer expectations of minimal effect on the environment from our products and production.
  - Accidental releases may cause significant legal and clean-up costs, loss of trust by neighboring communities, damage to company reputation, brand image and sales.

6.5.3.2 Opportunities

Stellantis identified **opportunities** and has implemented several actions to seize them.

- Opportunities for the business:
  - Opportunities to work with suppliers to develop and test new painting methods and equipment, such as low overspray technology.
  - Minimize the risk for accidental releases by implementing pollution control measures such as an equipment maintenance and repair program, enhancing operational procedures in our environmental management systems.
- Opportunities for operational management:
  - Implement efficiency measures and process optimization including improved cleaning processes and batch painting which reduce usage of solvents and produce less emissions.
  - Reduction of solvent emissions by using solvent-free or low solvents.
  - Replace manual painting operations with automatic painting processes, which use less paint and generate less overspray, thereby reducing VOC emissions and paint sludge.
  - Limit the nuisances to people and the environment by managing the chemicals used on site e.g., control or eliminate substances that causes odor nuisances.
- Opportunities for reputation:
  - Enhance relationships, social acceptance to operate and brand value by maintaining or improving air and soil quality and reducing noise and odor in the neighboring communities.
  - Demonstrate transparency by disclosing information to authorities and to the public in case of accidental harmful releases in the environment.

6.5.4 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

6.5.4.1 Reducing air emissions

GRI 305-6 GRI 305-7

Besides industrial Carbon Dioxide (CO_2) emissions < **2.6** >, Volatile Organic Compounds (VOC), Sulfur Dioxide (SO_2), Nitrogen Oxides (NOx), Particulate Matter (PM), and Ozone Depleting Substances (ODS) are air emissions generated by Stellantis facilities. These emissions result from the usage of chemical products in painting operations, surface treatment activities, foundry processes, dust collectors, and from burning fossil fuels in heating and VOC abatement processes.

- **Reducing Volatile Organic Compound (VOC) emissions**

  VOCs require environmental controls to reduce the impact on air quality. Some VOCs are harmful to human beings and the environment, some come from natural sources and others are human made. In most jurisdictions, regulations are in place to limit and control industrial VOC emissions.

  The majority of VOC emissions generated in our manufacturing operations come from vehicle painting operations or surface treatment processes. VOCs are significant constituents in the formulation of paints and cleaning materials used in paint shops. Even though paint shops using waterborne base coats contribute to our VOC emissions, paint shops with solvent-based base coats are the highest contributors.

  We classify our paint shops in paint shop families according to the categories mentioned in the Best Available Technique reference (BREF) for the Surface Treatment using organic Solvents (STS BREF). In 2023 approximately 37% of our vehicles were produced in solvent based paint shops, 27% in solvent mix paint shops and 36% in water based paint shops.

  In 2023, we emitted 23.46 g/m² painted surface versus 24.25 g/m² in 2022 or 2.68 kg/vehicle produced versus 2.71 in 2022. This represents a reduction of 0.79 g/m² versus 2022. The result is in line with our internal target of 25 g/m² for 2023.

  The best performing vehicle assembly plant was Windsor Assembly Plant with 5.81 g/m². However, approximately 62% of our vehicle assembly plants performed better than our medium-term target of 25 g/m².

  We focus our actions on reducing VOC emissions, efficiency measures, reducing consumption of paints and their solvent content, implementing low-emission technologies and installing air treatment equipment for incinerating VOCs. Measures for recycling and reuse of solvents for cleaning purposes are ongoing.

  The following selected examples illustrate our efforts to reduce VOC emissions:

  - At our vehicle plant in Melfi (Italy), we improved the technical cleaning of the paint shop with approximately 600 kg annual VOC emissions reduction.
  - At our assembly plant in Pomigliano (Italy), improvements to the underbody of the Fiat Tonale have enabled us to reduce sealing consumption and thus reduces VOC emissions. This, combined with the optimization of the paint shop robots painting process reduces VOC emissions by up to 2.1 g/m² compared to 2022.
  - At our vehicle plants in Pomigliano (Italy) and in Melfi (Italy), we also reduced VOC emissions using new e-coat materials with improved properties and lower VOC content resulting in annual savings of around 0.13 g/m² for Pomigliano and of around 0.11 g/m² for Melfi which also use a sealer material with a lower VOC content.
  - At our vehicle plant in Luton (UK), the paint shop team have optimized the topcoat process for black paint. This has resulted in approximately annual saving of 3,000 kg of VOC emissions, which is the equivalent to 0.30 g/m² reduction.
  - In the paint shop of our vehicle plant in Atessa (Italy), the robotic interior painting for white paint was optimized. This results in a lower paint consumption and reduces VOC emissions by up to 0.33 g/m² compared to 2022.
  - At our vehicle plant in Goiana (Brazil), we reduced VOC emissions using a new base coat purging solvent with zero VOC content. In addition, with solvent recovery activities and an improved purging process in the paint shop this reduces VOC emissions by up to 0.34 g/m² annually.

  Stellantis invests in research and development for new paints and paint technologies. Progress has been made to increase the solid content of the white paint on commercial vehicles, which allows the reduction of the amount of solvent and decreases VOC emissions.

- **Reducing emissions of Sulfur Dioxide (SO_2), Nitrogen Oxides (NOx) and Particulate Matter (PM)**

  Both gases, SO_2 and NO_x, are present in our atmosphere and have natural and industrial origins. Human-made sources are any kind of combustion process, e.g., burning of fossil fuels. The gases can form acid rain, which negatively affects ecosystems, such as forests and lakes, as well as man-made structures like buildings and statues. Therefore, industrial SO_2 and NO_x emissions are regulated in most jurisdictions.

  Particulate Matter (PM) are solid or liquid particles that is measured in micrometers (1,000 times smaller than millimeter) and suspended into the air. PM may come from natural or human-made sources. PM can cause harm to human health, and the suspended particles can affect the amount of incoming and reflected radiation in the earth's atmosphere and therefore influence our climate.

  In our manufacturing facilities, we operate different types of combustion installations using fossil fuels, such as ovens for drying painted parts, thermal oxidizers for reducing VOC emissions, boilers for heating buildings, and cogeneration plants for heat and electricity generation. In our retail activities these emissions are linked with heating or air conditioning.

  In 2023, our SO_2 emissions were a total of 112 tons, NO_x emissions were a total of 1,058 tons and PM was 78 tons.

  The SO_2 emissions decreased by 106 tons, NOx emissions decreased by 288 tons and PM decreased by 19 tons compared to 2022. The main reasons for the reduction were a result of the energy saving activities at all sites and site compression and closures.

- **Reducing Ozone Depleting Substances (ODS) emissions**

  Ozone Depleting Substances (ODS) are a group of chemical substances that have the ability to react with ozone and negatively impact the ozone layer of the stratosphere. The ozone layer prevents harmful wavelengths of ultraviolet light to reach the earth's surface which cause harm to human beings, vegetation and animals. Since the Montreal Protocol in 1987 and the subsequent revisions of this international treaty, production of certain groups of ODS have been banned, and their usage was phased-out or will phase-out within the next few years.

Most ODS are used as refrigerants, solvents or blowing agents which makes them available in process and air conditioning equipment at our manufacturing facilities, offices, and retail sites. Stellantis monitors ODS emissions during ODS-containing equipment maintenance or service activities and leak checks. ODS emissions from these activities and from equipment incidents are recorded. In 2023, our ODS emissions were in total at 52 kg of CFC-11 equivalent. The same amount as in 2022.

6.5.4.2 Reducing other industrial discharges and nuisances

- **Reducing chemicals**

Stellantis strives to manage the usage of hazardous chemicals in a rigorous manner. When a new chemical product is introduced at a plant, it is assessed. The assessment includes checking the nature and acceptability of the health and environmental impacts. This assessment either results in a ban of the product or acceptance for use with risk prevention requirements. Safety data sheets are developed for authorized products and access to the information is provided to employees.

In addition to the approval processes, structural measures such as building retention basins or using above ground pipe systems versus underground piping to carry liquids, can limit the impact in case of accidental releases. To minimize chemical risks, supervisors and other employee conduct checks of environmental procedures and installations during site walks and inspections as part of Stellantis Production System or during ISO 14001 audits. In addition, inventories of chemical products in stock enables the facility to limit on-site volumes.

- **Reducing other forms of nuisances in local communities, such as noise or odor**

Noise and odor caused by our operations may cause nuisances to our neighbors including residential areas located close to our facilities. We seek to address the potential risks by conducting impact studies and action plans potentially associated with our manufacturing facilities. The studies assess the sensitivity of residential areas surrounding the plants with criteria such as sound levels, odors or traffic. When new chemical products are introduced at a plant, the components are reviewed to limit issues such as odor. In most jurisdictions, studies are required for new facilities or as part of major site redevelopment and building projects. Usually, these studies are subject to public disclosure and approval by the authorities.

- **Avoiding and remediating soil contamination**

Given the long history of some industrial facilities, soil impacts may be present at our sites. Historic contamination may be caused by leakages from underground storage tanks, underground pipes or spills. We conduct site investigations as part of ongoing initiatives, site acquisition or divestment projects, and at the request of regulators. The initial site investigation step usually includes record reviews and interviews to identify potential areas of concern. In the following steps, if necessary, onsite investigations may include the analysis of soil, surface water or groundwater, or soil gas samples in order to determine the presence and extent of potential contamination. In some cases, this onsite investigation may consist of several phases to delineate the extent of the contamination. Depending on the results, measures such as monitoring, containment or remediation activities are implemented. Our environmental experts liaise closely with the involved authorities to comply with local regulations.

6.5.5 DETAILED KEY PERFORMANCE INDICATORS

GRI 305-6 GRI 305-7

6.5.5.1 VOC emissions from paint shops

(in grams/m² and tons)

VOC		Year	g/m² painted	tons
Manufacturing Activities	Enlarged Europe	**2023**	**25.49**	**9,602**
		2022	27.12	8,765
		2021	28.82	9,318
	North America	**2023**	**13.67**	**3,296**
		2022	14.03	3,237
		2021	14.79	3,410
	South America	**2023**	**36.42**	**3,147**
		2022	37.31	2,953
		2021	34.90	2,789
	Middle East & Africa	**2023**	**52.07**	**720**
		2022	52.90	601
		2021	58.66	514
	China and India & Asia Pacific	**2023**	**71.09**	**118**
		2022	139.89[23]	82[23]
		2021	NA	NA
Total		**2023**	**23.46**	**16,883**
		2022	24.25	15,638
		2021	24.95	16,031

[23] VOC data partially available, full coverage achieved in 2023. Volatile Organic Compounds (VOC) emitted into the air by coating operations.

6.5.5.2 Industrial air emissions

		Year	ODS kg of CFC-11 equivalent	NOx kg	SO_2 kg	PM kg
Manufacturing Activities	Enlarged Europe	**2023**	**1**	**489,663**	**108,427**	**35,489**
		2022	1	597,194	130,912	43,138
		2021	14	688,615	4,9	59,506
	North America	**2023**	**5**	**438,198**	**2,968**	**36,498**
		2022	6	645,774	86,691	48,373
		2021	24	678,239	104,64	49,832
	South America	**2023**	**45**	**51,277**	**317**	**3,875**
		2022	45	53,779	367	3,910
		2021	1	56,419	350	3,609
	Middle East & Africa	**2023**	**-**	**5,015**	**33**	**377**
		2022	-	5,097	32	381
		2021	-	5,500	38	418
	China and India & Asia Pacific	**2023**	**2**	**597**	**12**	**6**
		2022	-	1,390	13	34
		2021	-	522	11	58
Total Manufacturing Activities		**2023**	**52**	**1,029,787**	**111,757**	**76,245**
		2022	52	1,303,234	218,015	95,836
		2021	39	1,429,295	109,939	113,423
Retail		**2023**	**NA**	**28,077**	**164**	**2,087**
		2022	NA	42,843	270	1,797
		2021	NA	34,186	215	1,696
Total		**2023**	**52**	**1,057,864**	**111,921**	**78,332**
		2022	52	1,346,077	218,284	97,633
		2021	39	1,463,481	110,154	115,119

ODS = Ozone Depleting Substance. Reported are R11 (CFC11), R12 (CFC12), R13 (CFC13), R115 (CFC115), R123 (HCFC-123), R124 (HCFC124), R22 (HCFC22), R140A, R142B (HCFC142B), R222 (HCFC-222), R401A, R401B, R402A (HCFC402A), R-402B, R-406A, R408A (HCFC408A), R409 (HCFC409), R414A, R500 (HCFC500), R502 (HFCF502), Halon-1211.
SO_2 = Sulphur Dioxide
NO_x = Nitrogen Oxides
PM = Particulate Matter are microscopic solid or liquid particles suspended in air and are reported as a total
Note: Direct SO_2, NO_x and PM emissions are calculated using publicly available emission factors per fuel types

6.6 SUSTAINABLE WATER MANAGEMENT IN MANUFACTURING

GRI 3-3

6.6.1 CONTEXT AND STELLANTIS POSITION

GRI 303-3 GRI 303-4 GRI 303-5

CSR ISSUE/CHALLENGE #18 Sustainable water management in manufacturing

Stellantis aims to consistently adjust its manufacturing processes to use less water and to increase recycling and reuse of its industrial water, by monitoring water consumption to continue to remain agile to modify and improve our processes. We are aware that there are water-stressed areas around the world where less-efficient water use may have adverse social and environmental effects due to reduced water availability, quality and disruption of ecosystems.

Company's public position

GRI 413-2

As a Global Compact member, Stellantis fully adheres to the UN Sustainable Development Goals for clean water management.

Furthermore, Stellantis obtained ISO 14001 certification for the vast majority of our plants and as such the Company is developing and implementing processes for continuous improvement of water management.

Stellantis is committed to promote responsible water stewardship to strive for zero water withdrawal in industrial activities and to prevent any pollutant discharge. Where our plants are in areas with identified water stress, Stellantis is committed to implement extra water management measures.

6.6.2 FORWARD-LOOKING VISION AND TARGETS

CSR ISSUE/CHALLENGE **#18 Sustainable water management in manufacturing**

VISION/AMBITION: Promote responsible water stewardship to strive for zero water withdrawal by water recycling in industrial activities
OWNER: Chief Manufacturing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term**	2021	2022	**2023**
Total water withdrawn normalized (m^3/vehicle produced)	3.5 m^3/vehicle produced.	3.0 m^3/vehicle produced	2.0 m^3/vehicle produced in water-stressed areas **(2038)** 1.0 m^3/vehicle produced **(2050)**	4.77 m^3/vehicle produced	4.56 m^3/vehicle produced	**3.90 m^3/vehicle produced**

6.6.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

6.6.3.1 Risk

Stellantis identified some **risks** and has implemented several actions and initiatives to mitigate them.

- Potential risk for the business:
  - Developing manufacturing facilities in water-stressed areas may affect the local water use and the livelihood in the communities, leading to potential conflicts and water usage restrictions for our facilities.
  - Increased flood risk due to extreme weather events affecting facilities located close to rivers, in river basins or other geographical locations.
  - Water scarcity is an emerging global environmental topic and its effects are not fully experienced or understood in every region. This constraint may lead to an underestimation of the severity of the issue.
- Potential risks for operational management:
  - Water shortage may lead to increased water supply costs, reduction of production volume or disruption of operations, leading certain governments to impose more stringent requirements for obtaining and maintaining permits for water withdrawal. There are some facilities that need to change current operational permits to maintain operations.
  - More stringent regulatory targets on pollution control of wastewater discharge are causing us to adapt our production processes or substitute raw materials, which may lead to increased cost for water treatment.
  - Extreme temperatures and droughts can cause the rise in temperatures of rivers and streams. When the water temperatures exceed the temperatures allowed by regulators, we may be restricted from discharging cooling waters from cogeneration power plants which could impact production.
- Potential reputational risk:
  - Water management and target setting requires a site-specific approach. The challenge is to meet stakeholder expectations with customized actions based the local water constraints.
  - Being held responsible by the general public or neighboring communities for exploiting or polluting shared water resources with our manufacturing facilities.
  - Being held responsible for increasing the water stress in regions where we develop new facilities. This may result in impact to brand value, customer defection and loss of profit.

6.6.3.2 Opportunities

Stellantis identified **opportunities** and has implemented several actions to seize them.

- Opportunities for the business:
  - Adopt best practices and public scientific data and tools to assess water risks for facilities.
  - Direct investments toward facilities located in water-stressed areas or projects that have the biggest impact on water by reducing risk and increasing performance.
  - Design out pollutants from materials or processes to minimize water treatment and associated costs.
- Opportunities for operational management:
  - Implement technology and processes that require less water for new facility design or facility redevelopment projects. Enable recycling or reuse of water to reduce dependency on the water resources may save water supply and clean-up costs. In existing facilities, the deployment of best practices shared amongst the manufacturing plants support efficiency improvements in water usage.

- Adopt efficiency measures to reduce water usage and wastewater treatment may lead to less energy usage, and therefore have a positive impact on operational costs, as well as on CO_2 emissions combating climate change.
- Implement internal water quality standards and clean-up goals to anticipate and address stringent targets set by regulators. In addition, improved water quality offers more options for reusing water.

- Opportunities for reputation:
  - Maintain or improve water availability for others in locations of high water-stressed areas, enhance community relations, social acceptance to operate and increase brand value.
  - Proactive disclosure of information regarding our sustainable water management initiatives, outreach activities with the neighboring community or education initiatives on water issues.

6.6.4 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 413-2

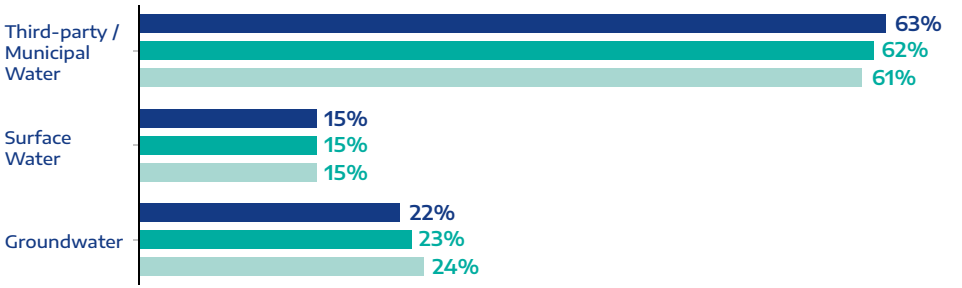
6.6.4.1 Main achievements on water management

GRI 303-1 | GRI 303-2 | GRI 303-3 | GRI 303-4 | GRI 303-5

- **Water withdrawn**

In 2023, we withdrew in total 24,862 thousand m³ of water (versus 26,661 thousands m³ of water in 2022), of which 24,523 thousand m³ (versus 26.285 thousand m³ of water in 2022) were withdrawn by Manufacturing sites and 339 thousand m³ (versus 376 thousand m³ in 2022) by Retail activities. The sources for our water supply were comprised of third-party or municipal water at 63%, surface water at 15% and groundwater at 22%. Stellantis does not abstract seawater, all water withdrawn is considered freshwater. In addition, 28,044 thousand m³ of water from surface waters were abstracted for cooling purposes at our own cogeneration plants.

Annual water withdrawal by source



In 2023, water withdrawn was 3.90 m³ per vehicle produced, a reduction of 14.5% versus 2022.

The normalized water withdrawn for Manufacturing activities in 2023 was 3.90 m³ per vehicle produced (versus 4.56 m³ in 2022). This represents a reduction of 0.66 m³ per vehicle produced. The result is well below our internal target of 4.14 m³ per vehicle and shows continuous improvement compared to the 2021 and 2022 results.

Our Manufacturing facilities vary widely in terms of plant size, production volume, operations performed, technologies installed, age of facility, all of which can influence water use and treatment. We analyze the performance of the best performing plants to identify and share best practices.

The best performing vehicle assembly plants was Mangualde with a water withdrawal of 0.82 m³ per vehicle produced. However, 52% of our vehicle assembly plants performed better than our medium-term target of 3.0 m³ per vehicle produced.

The majority of water withdrawn is used in Manufacturing activities for the following processes:

- vehicle painting
- cooling
- cleaning processes
- sprinkler systems
- sanitation and hygiene
- drinking water.

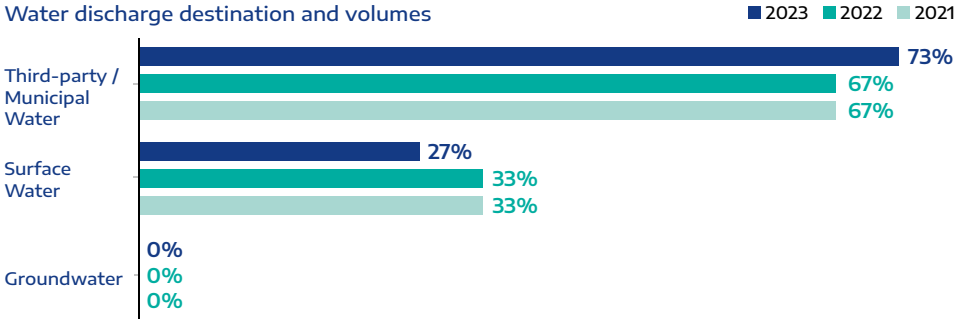
The majority of water withdrawn for Retail activities is used for the following processes:

- sanitation and hygiene
- drinking water
- car washing in dealerships and workshops.

- **Water discharged and pollution control**

In 2023, we discharged in total 17,788 thousand m³ wastewater versus 18,699 thousand m³ wastewater in 2022, of which 17,455 thousand m³ versus 18,323 thousand m³ in 2022 was discharged by Manufacturing sites, and 334 thousand m³ versus 376 thousand m³ in 2022 for our Retail activities. We discharged 73% into third-party / municipal industrial sewer systems, and 27% into surface waters. The wastewater discharge into the groundwater was negligible. Stellantis did not directly discharge any wastewater into seawater or oceans.

Water discharge destination and volumes

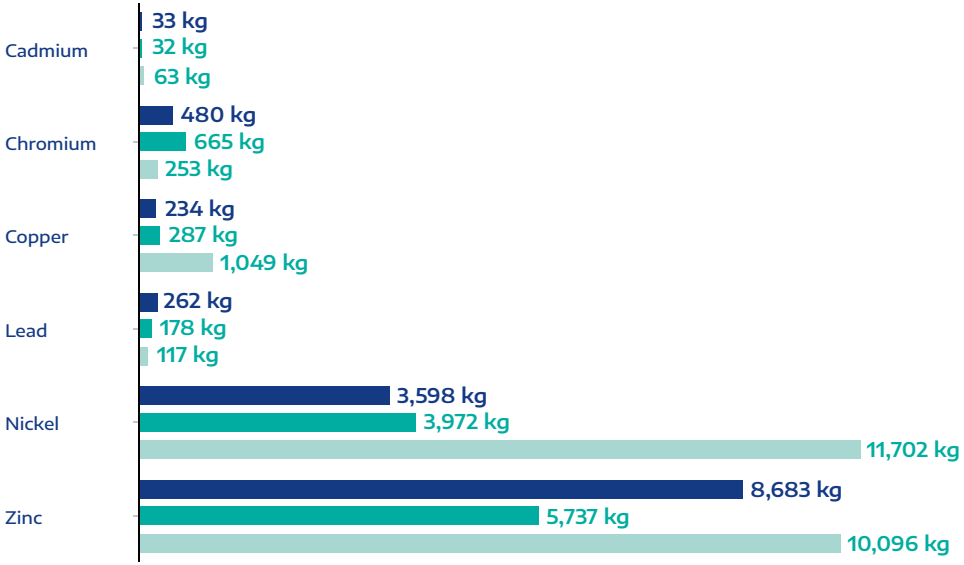


Like other industries that are using water for their production, vehicle manufacturing processes have some impact on water quality. One of the impacts is from the presence of metals from processes and materials used for surface treatment. Typical heavy metals are Cadmium (Cd), Chromium (Cr), Copper (Cu), Nickel (Ni), Lead (Pb) and Zinc (Zn). In addition, physical chemistry parameters such as Chemical Oxygen Demand (COD), Biological Oxygen Demand (BOD) and Suspended Matter (SM) are typical water quality impacts from manufacturing operations of whatever kind. Therefore, most of the plants monitor their wastewater discharge for these water quality factors as outlined within their operational permit requirements.

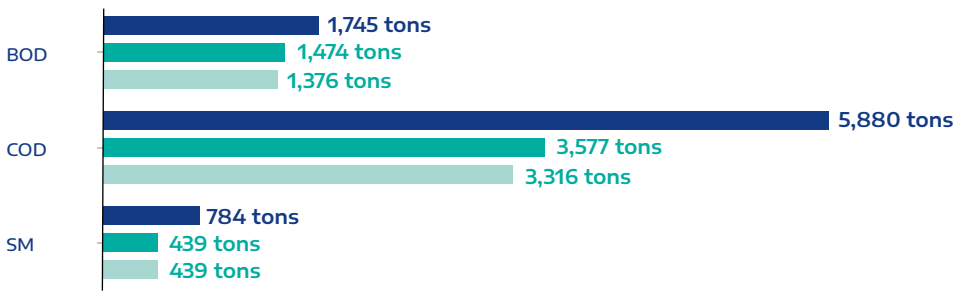
Many jurisdictions have implemented regulations to control the discharge of heavy metals. These regulations are regularly revised to increase the list of controlled substances or to further decrease emission limit values. These modifications are reflected in changes to the operational permits of our plants, which also specify the frequency of measurements and controls.

Intending to meet legal and permit requirements is a given, however, we aim to discharge wastewater with regulated constituents at levels below legal limits. As such, we regularly measure and analyze the quality of wastewater produced to obtain a comprehensive view of the impact on water quality. All production plants active in 2023 were serviced by either an internal or external wastewater treatment plant.

Heavy metal loads



Chemical Oxygen Demand (COD), Biological Oxygen Demand (BOD) and Suspended Matter (SM)



The loads shown in the charts above include heavy metal loads for Stellantis plants in 2023. The loads were calculated with concentrations measured at the discharge monitoring points of our sites.

- **Water consumption**

  Water consumption is defined as water withdrawn minus water discharged. In 2023, we consumed a total amount of water of 7,074 thousand m³ versus 7,962 thousand m³ in 2022, of which the vast majority at manufacturing facilities. The water consumption at our retail sites was 5 thousand m³.

  Water discharged could increase or decrease because of rainwater, consumption or evaporation from operations that have exposed water functions, such as water-cooling towers. Some older plants do not have a separate sewer system for the collection and discharge of rainwater versus process wastewater or sanitary wastewater. In these cases, the municipal or Stellantis wastewater treatment plant must treat all such water discharge volumes, increasing its costs and our tax expenditures.

6.6.4.2 Main initiatives on water management

GRI 303-3 | GRI 303-4 | GRI 303-5

As outlined in < **6.6.3** >, the main two water risks impacting operational management are related to water shortage resulting in increased pressure from authorities to reduce water withdrawal as well as establishing more stringent discharge values to secure water quality. We apply best practices to support plants with the reduction of water usage and improvement of water quality.

For the water stress risk evaluation, the Company uses the Baseline scenario (2019) of the Aqueduct Water Risk Atlas and for future risk evaluation the Business as usual scenario 2030. Water stress is an indicator of competition for water resources and is defined informally as the ratio of demand for water by human society divided by available water. In 2023, 32 plants (versus 35 in 2022) were located in a high or extremely high water-stressed area (according to the World Resources Institute Aqueduct “baseline water stress” indicator). For future risk evaluation, Business As Usual scenario 2030, 40 plants are affected. The total water withdrawal was at 7,265 thousand m³ (versus 7,361 thousand m³ in 2022). The water discharge was at 4,286 thousand m³ (versus 4,849 thousand m³ in 2022).

The normalized water withdrawn from plants in water-stressed areas in 2023 was 3.49 m³ per vehicle produced versus 4.07 m³ in 2022. This represents a reduction of 0.58 m³ per vehicle produced.

Some examples of successful initiatives to reduce water usage or improve water quality:

Avoid or reduce losses and leakages:

- At our vehicle assembly plant in Betim (Brazil) a leak detection survey and repair of the underground pipes of the fire-fighting system was conducted that resulted in a water saving of approximately 3,000 m^3 per year. Leak repair at our vehicle assembly plant in Zaragoza (Spain) enabled us to save approximately 70,000 m^3 per year.
- At our vehicle assembly plant Melfi (Italy) we reduced the water consumption by approximately 140,000 m^3 annually by optimizing the water pressure in our facilities during production and non-production times.

Cooling water reuse:

- A new cooling water recirculation system was installed in our Teksid Aluminum foundry plant in Carmagnola (Italy) which results in a partial flow of the cooling water that was previously used in once-through cooling is now recirculated. More than 40% of the previously used cooling water is reused in the circuit. After one year in operation, the annual savings amount to approximately 560,000 m^3.

Process improvement:

- At our vehicle assembly plant in Zaragoza (Spain), we reduced the cooling water make-up by approximately 12,000 m^3 annually by optimizing the cooling tower setpoints for water exchange. With several other measures we reduced additionally the water consumption by approximately 28,000 m^3 annually. This includes improved utilization of the biological wastewater treatment plant and of the hot water generation facilities by switching off redundant backup systems and the optimized performance-related use of ion exchanger or osmosis technology to produce demineralized water.
- At our vehicle plant in Betim (Brazil), we reduced water consumption by approximately 1,020 m^3 per year through several measures in the paint shop. This included optimization of the consumption of demineralized water, the reuse and reduction of water and more efficient water management in the pretreatment process.
- At our foundry plant Sept-Fons (France) we installed a new cupola that reduces the water consumption by 1 t - approximately 12,000 m^3 annually. In addition, it reduces CO_2 emissions and improves driving and ergonomics, with a predisposition to the use of biocokes.
- At our Warren Truck Assembly Plant (U.S.), we completed the water consumption optimization in the phosphate process, started in 2022. The improvements included optimization of spraying systems, downtime curtailment improvements, automated rinse spray control systems, and tank level control adjustments. This resulted in a water reduction of approximately 400,000 m^3 annually.
- At our vehicle assembly plant Mirafiori (Italy), we implemented 3 WET painting process that enabled us to save approximately 7,000 m^3 water annually.

Smart water flow measurement:

- At our vehicle assembly plant in Brampton (Canada), 15 flow meters were placed in phosphate at various locations to monitor and measure water flow. Paint shop systems were updated accordingly to reuse overflows and reduce spray times while maintaining quality. This flow management saves approximately 300,000 m^3 water annually. Additionally, the plant recycled humidification water from the spray booths by installing a containment structure to re-use approximately 41,000 m^3 annually in the paint sludge pits.

6.6.5 DETAILED KEY PERFORMANCE INDICATORS

GRI 303-1 | GRI 303-3 | GRI 303-4 | GRI 303-5 | GRI 413-2

6.6.5.1 Annual water withdrawan[24] by business, geographical area and source

(in thousands of m^3)

Water Withdrawn		Year	3rd party or municipal water	Surface water	Groundwater
Manufacturing	Enlarged Europe	**2023**	**5,574**	**3,784**	**3,571**
		2022	5,102	4,012	4,243
		2021	5,427	4,114	4,583
	North America	**2023**	**8,362**	**-**	**1,353**
		2022	9,626	-	1,425
		2021	9,782	24	1,456
	South America	**2023**	**923**	**-**	**512**
		2022	1,050	2	526
		2021	957	81	465
	Middle East & Africa	**2023**	**273**	**-**	**-**
		2022	171	-	-
		2021	178	-	-
	India & Asia Pacific	**2023**	**77**	**-**	**93**
		2022	67	-	61
		2021	39	-	36
Total Manufacturing		**2023**	**15,209**	**3,784**	**5,529**
		2022	16,016	4,014	6,255
		2021	16,383	4,219	6,540
Retail		**2023**	**339**	**-**	**-**
		2022	376	-	-
		2021	398	-	-
Subtotal		**2023**	**15,543**	**3,784**	**5,529**
		2022	16,392	4,014	6,255
		2021	16,781	4,219	6,540
Total		**2023**	**24,862**		
		2022	26,661		
		2021	27,540		

[24] Excluding cooling water for cogeneration plants, remediation activities and water provided to 3rd parties, tenants unrelated to Stellantis operations.

6.6.5.2 Annual water discharge by business, geographical area and destination

(in thousands of m³)

Water Discharged		Year	3rd party or municipal water	Surface water	Groundwater
Manufacturing	Enlarged Europe	**2023**	**5,245**	**4,376**	**-**
		2022	5,086	5,196	-
		2021	5,364	5,777	-
	North America	**2023**	**6,545**	**156**	**86**
		2022	6,797	142	-
		2021	6,881	149	-
	South America	**2023**	**513**	**267**	**-**
		2022	232	704	-
		2021	385	369	-
	Middle East & Africa	**2023**	**246**	**-**	**-**
		2022	94	-	-
		2021	76	-	-
	India & Asia Pacific	**2023**	**12**	**9**	**-**
		2022	-	11	61
		2021	11	-	15
Total Manufacturing		**2023**	**12,561**	**4,808**	**86**
		2022	12,209	6,053	61
		2021	12,717	6,295	15
Retail		**2023**	**326**	**7**	**-**
		2022	374	2	-
		2021	112	9	-
Subtotal		**2023**	**12,887**	**4,816**	**86**
		2022	12,583	6,055	61
		2021	12,829	6,304	15
Total		**2023**	**17,788**		
		2022	18,699		
		2021	19,148		

6.6.5.3 Annual total water consumed by business and geographical area

(in thousands of m³)

Water Consumed		Year	Total water withdrawn	Total water discharged	Total water consumed
Manufacturing	Enlarged Europe	**2023**	**12,929**	**9,621**	**3,308**
		2022	13,357	10,282	3,075
		2021	14,124	11,141	2,983
	North America	**2023**	**9,715**	**6,787**	**2,928**
		2022	11,051	6,939	4,112
		2021	11,262	7,030	4,232
	South America	**2023**	**1,435**	**780**	**655**
		2022	1,578	936	642
		2021	1,503	754	749
	Middle East & Africa	**2023**	**273**	**246**	**27**
		2022	171	94	77
		2021	178	76	102
	India & Asia Pacific	**2023**	**171**	**21**	**150**
		2022	128	72	56
		2021	75	26	49
Total Manufacturing		**2023**	**24,523**	**17,455**	**7,068**
		2022	26,285	18,323	7,962
		2021	27,142	19,027	8,115
Retail		**2023**	**339**	**334**	**5**
		2022	376	376	-
		2021	398	121	277
Total		**2023**	**24,862**	**17,788**	**7,074**
		2022	26,661	18,699	7,962
		2021	27,540	19,148	8,392

6.6.5.4 Percentage of freshwater over total water withdrawn and over total water discharged

(in percent)

We do not withdraw seawater; therefore we consider:

freshwater withdrawn = 100%

freshwater discharge = 100%

6.6.5.5 Annual water withdrawn and discharge from water stressed areas by graphical area

(in thousands of m³)

	Plant name	Year	Water stressed areas according to Aqueduct Risk Atlas		Total water withdrawn	Total water discharge
			high	extremely high	m³	m³
Enlarged Europe	Atessa Plant	**2023**		**X**	**651,582**	**651,582**
		2022		X	665,624	665,624
		2021		X	870,733	788,933
	Atessa Plastic	**2023**		**X**	**8,411**	**7,693**
		2022		X	9,198	9,198
		2021		X	8,090	8,090
	Caen	**2023**	**X**		**85,980**	**77,902**
		2022	X		83,389	68,211
		2021	X		84,223	63,507
	Cassino Plant	**2023**		**X**	**213,319**	**172,079**
		2022		X	254,610	254,595
		2021		X	258,607	258,607
	Cassino Press Shop Plant	**2023**		**X**	**45,452**	**45,451**
		2022		X	30,156	29,545
		2021		X	31,482	31,462
	Cento Engine Plant	**2023**		**X**	**14,923**	**11,443**
		2022		X	12,654	9,145
		2021		X	12,765	6,469
	Charleville	**2023**	**X**		**251,784**	**73,637**
		2022	X		226,881	62,733
		2021	X		205,257	113,678
	Douvrin (FM)	**2023**		**X**	**189,146**	**59,831**
		2022		X	218,503	61,203
		2021		X	212,379	8,123
	Eisenach	**2023**	**X**		**160,568**	**139,299**
		2022	X		121,779	121,779
		2021	X		81,452	81,452
	Hordain	**2023**		**X**	**239,253**	**217,723**
		2022		X	229,011	203,141
		2021		X	229,829	229,829
	Luton IBC	**2023**	**X**		**597,718**	**323,284**
		2022	X		501,064	294,579
		2021	X		290,065	286,083
	Madrid	**2023**		**X**	**103,913**	**88,542**
		2022		X	114,383	114,383
		2021		X	98,036	98,036
	Melfi Plant	**2023**		**X**	**761,305**	**611,000**
		2022		X	679,950	569,840
		2021		X	745,820	645,350
	Melfi Press Shop Plant	**2023**		**X**	**1,699**	**1,699**
		2022		X	2,368	2,368
		2021		X	incl. in 2021 Melfi Plant data	incl. in 2021 Melfi Plant data
	PCMA Napoli	2022		plant closed in 2022		
		2021		X	26,971	24,273
	PCMA Tito Scalo	**2023**		**X**	**616**	**391**
		2022		X	504	504
		2021		X	533	288
	Pratola Serra Powertrain Plant	**2023**		**X**	**108,757**	**57,255**
		2022		X	105,375	59,768
		2021		X	117,793	74,183
	Rennes	**2023**	**X**		**103,884**	**48,810**
		2022	X		134,29	43,807
		2021	X		101,509	42,547
	Rüsselsheim	**2023**	**X**		**624,200**	**168,057**
		2022	X		855,609	844,721
		2021	X		951,470	951,470
	Termoli Powertrain Plant	**2023**		**X**	**345,143**	**333,89**
		2022		X	309,981	237,937
		2021		X	279,587	202,656
	USL Cassino Plant	**2023**		**plant closed in 2023**		
		2022		X	4,356	4,356
		2021		X	2,488	2,488
	USL Villa Santa Lucia Plant	**2023**		**plant closed in 2023**		
		2022		X	3,322	3,322
		2021		X	3,441	3,441
	Valenciennes	**2023**		**X**	**59,229**	**23,065**
		2022		X	85,460	38,843
		2021		X	85,826	38,191
	Vico Pomigliano d'Arco Plant	**2023**		**X**	**508,511**	**484,220**
		2022		X	448,945	406,170
		2021		X	392,233	59,432
	Vico Pomigliano d'Arco Press Shop Plant	**2023**		**X**	**6,098**	**6,098**
		2022		X	2,934	2,834
		2021		X	1,750	1,750
	Zaragoza	**2023**		**X**	**987,595**	**599,026**
		2022		X	965,108	573,820
		2021		X	834,631	594,320

	Plant name	Year	Water stressed areas according to Aqueduct Risk Atlas: high	Water stressed areas according to Aqueduct Risk Atlas: extremely high	Total water withdrawn m³	Total water discharge m³
North America	Saltillo Complex - Assembly Plant	**2023**		**X**	**432,343**	**-**
		2022		x	480,870	-
		2021		x	514,793	-
	Saltillo North Engine Plant	**2023**		**X**	**206,799**	**-**
		2022		x	202,753	-
		2021		x	168,137	1,200
	Saltillo South Engine Plant	**2023**		**X**	**88,328**	**-**
		2022		x	89,906	-
		2021		x	89,238	-
	Saltillo Van Assembly Plant	**2023**		**X**	**176,707**	**-**
		2022		x	159,139	-
		2021		x	168,704	-
	Teksid Hierro de Mexico Plant	**2023**		**plant sold in 2023**		
		2022		x	96,367	-
		2021		x	100,399	-
	Toluca Complex - Assembly Plant	**2023**		**X**	**188,101**	**69,597**
		2022		x	199,008	99,599
		2021		x	235,166	90,221
Middle East & Africa	PCMA Bursa	**2023**	**X**		**3,969**	**3,442**
		2022	x		5,225	4,812
		2021	x		3,306	2,777
	PCMA Bursa Mechanical Control Systems	**2023**	**X**		**2,293**	**1,982**
		2022	x		1,602	1,485
		2021	x		1,043	991
China and India & Asia Pacific	Hosur	**2023**		**X**	**19,469**	**-**
		2022		x	20,259	20,258
		2021		x	19,107	14,489
	Thiruvallur	**2023**		**X**	**78,061**	**8,861**
		2022		x	40,872	40,651
		2021		x	16,624	NA
Total		**2023**	**8**	**24**	**7,265,156**	**4,285,859**
		2022	8	27	7,361,455	4,849,230
		2021	8	28	7,243,488	5,093,160[25]

[25] The 2021 water discharge figures have been corrected

6.6.5.6 Annual heavy metals discharge (loads) into water

(in kg)

		Year	Cadmium (Cd)	Chromium (Cr)	Copper (Cu)	Lead (Pb)	Nickel (Ni)	Zinc (Zn)
Manufacturing Activities	Enlarged Europe	**2023**	**12**	**404**	**151**	**129**	**1,047**	**3,210**
		2022	11	120	133	47	1,221	4,204
		2021	54	20	960	22	934	7,996
	North America	**2023**	**18**	**61**	**61**	**123**	**2,466**	**5,343**
		2022	15	372	130	87	2,650	1,365
		2021	9	232	82	89	10,739	1,751
	South America	**2023**	**-**	**13**	**5**	**6**	**56**	**90**
		2022	3	171	20	43	95	104
		2021	-	-	4	5	26	101
	Middle East & Africa	**2023**	**2**	**2**	**16**	**4**	**4**	**25**
		2022	3	2	4	1	3	63
		2021	-	1	3	1	1	248
	China and India & Asia Pacific	**2023**	**-**	**-**	**-**	**-**	**25**	**14**
		2022	-	-	-	-	3	1
		2021	-	-	-	-	2	-
Total (kg/year)		**2023**	**33**	**480**	**234**	**262**	**3,598**	**8,683**
		2022	32	665	287	178	3,972	5,737
		2021	63	253	1,049	117	11,702	10,096

6.6.5.7 Annual COB, BOD, Suspended Matters discharge (loads) into water

(in tons)

		Year	COD	BOD	SM (TSS)
Manufacturing Activities	Enlarged Europe	**2023**	**1,568**	**456**	**305**
		2022	1,676	737	314
		2021	1,563	554	275
	North America	**2023**	**4,207**	**1,251**	**441**
		2022	1,832	703	99
		2021	1,678	800	138
	South America	**2023**	**40**	**15**	**8**
		2022	41	26	12
		2021	42	15	6
	Middle East & Africa	**2023**	**64**	**23**	**29**
		2022	28	8	14
		2021	32	7	20
	China and India & Asia Pacific	**2023**	**1**	**-**	**-**
		2022	-	-	-
		2021	1	-	-
Total (tons/year)		**2023**	**5,880**	**1,745**	**784**
		2022	3,577	1,474	439
		2021	3,316	1,376	439

BOD = Biochemical Oxygen Demand;
COD = Chemical Oxygen Demand;
SM = Suspended Matter (or TSS = Total Suspended Solid)

6.7 PROTECTION OF BIODIVERSITY

GRI 3-3

6.7.1 CONTEXT AND STELLANTIS POSITION

CSR ISSUE/CHALLENGE #19 Protection of biodiversity

The World Economic Forum's Global Risks Report 2023 [26] ranks biodiversity loss and ecosystem collapse as one of the fastest deteriorating global risks and the fourth top risk of likelihood and impact over the next decade. It is closely linked with other top risks identified such as climate change, extreme weather and natural disasters, highlighting the complexity of nature, and the volatile ways of impacting us as human beings and industrial corporations.The protection of biodiversity is a complex process. Stellantis understands the contributing factors to biodiversity loss and its impact. Stellantis has, therefore, implemented dedicated measures aimed at further minimizing this issue, such as the commitment to be carbon net zero by 2038, to reduce the usage of natural resources by developing a circular economy and reducing pollution and water use. Stellantis has committed to a progressive approach to reduce impacts first, then restore and finally recover biodiversity. New operations on protected areas are prohibited. When Stellantis already operates in such areas, it applies mitigation hierarchy aimed at minimizing impact, including offsets for any remaining residual impact. Biodiversity protection activities at our sites are focused on biodiversity inventories, awareness campaigns for employees, and other stakeholders such as the community surrounding our manufacturing facilities, and working with students, all for preservation of natural habitats near its areas of operations.

Company's public position

Stellantis' plants endeavor to ensure biodiversity knowledge and preventative actions relevant to their geographic scope, along with the development of biodiversity on our sites by preserving natural habitats and by implementing projects.

Stellantis continues to assess different biodiversity management tools in order to meet the upcoming requirements stemming from European Corporate Sustainability Reporting Directive (CSRD) and the European Taxonomy legislative proposal.

[26] https://www.weforum.org/publications/global-risks-report-2023/

6.7.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#19 Protection of biodiversity**

VISION/AMBITION: Ensure the development of biodiversity on our sites by preserving natural habitats
OWNER: Chief Manufacturing Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Percentage of plants that have done a RENATU evaluation and are developing biodiversity projects.	60%	100%	Strategic partnership for global biodiversity program.	26%	29%	**31%**

6.7.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

6.7.3.1 Risks

Stellantis identified some **risks** and has implemented several actions and initiative to mitigate them.

- Potential risks for the business:
  - Dependency of business on natural resources such as air, soil or water for its direct operations or indirect supply chain. According to the New Nature Economy Report 2020 ↘[27] issued by World Economic Forum, the automotive industry's dependency on nature is assessed to be low to medium, whereas the gross value added of the automotive industry's supply chain was assessed to be more dependent on nature and therefore referred to as a "hidden dependency."
  - Loss in nature causing socio-economic instability in countries of operation resulting in disrupted business continuity or loss in markets.
- Potential risk for operational management:
  - Regulatory and legal risk of increased governmental actions on biodiversity are expected, such as restrictions on land usage or usage of ecosystem services. Potential increase in taxes, insurance premiums, new trade directives or reforming subsidies and increased disclosure requirements may be expected. Similarly, potential decrease in property sale and lease income is possible due to use and deed restrictions.
  - Climate change causing loss in natural habitats such as forests that were served as important buffer areas during extreme weather events may lead to the potential for severe impact on business continuity.
  - Value of real estate may be endangered by invasive species or diseases, causing costs for removal, pest control, subsequent remedial measures and potential legal proceedings if surrounding areas are affected.
- Potential reputational risk:
  - Being held responsible by customers or the general public for loss in biodiversity from building new or expanding facilities, by materials or technology used in products or sourcing of raw material in its supply chain, and emissions from our products. This may result in a negative impact to our brands' value, customer defection, loss of profit and conflicts with neighboring community..

6.7.3.2 Opportunities

Stellantis identified **opportunities** and has implemented several actions to seize them.

- Opportunities for the business:
  - Corporate land areas can be an important contribution to climate action, for example as a source of carbon sequestration or increased resilience for the human-made, built and natural environments.
  - Major infrastructure projects or expansion of existing facilities are highly dependent on stakeholder acceptance. Integrating conservation measures as part of the site selection and implementation can help with adding value to neighboring communities and building acceptance with stakeholders.
  - Work with supply chain to reduce indirect impact on biodiversity loss and reduce hidden dependency of the automotive industry.

[27] ↘https://www.weforum.org/publications/nature-risk-rising-why-the-crisis-engulfing-nature-matters-for-business-and-the-economy

- Opportunities for operational management:
  - Stellantis conservation and education activities contribute to maintaining a social acceptance to operate.
  - Conservation measures may also add value to the real estate property or may increase its resistance toward climate change related extreme weather such as droughts, floods, etc. besides providing a more attractive environment for employees.
- Opportunities for company reputation:
  - Stellantis conservation practices on corporate land demonstrate a long-term commitment to quality habitat for wildlife, conservation education and community outreach initiatives.
  - Talent attraction and retention by offering employee biodiversity engagement activities that meet a variety of needs including work-life balance, health and wellness and providing value to the communities in which Stellantis operates.
  - Communicating a company's efforts to further biodiversity and sustainability is an important driver to a company's social acceptance to operate and positive brand value.

6.7.4 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 413-2

Stellantis uses the tool RENATU to evaluate biodiversity at green areas located at its production facilities. RENATU is a self-assessment tool developed to evaluate the biodiversity of industrial sites or developed areas. It was developed by the University of Paris 1 Pantheon Sorbonne and has been designed and scientifically validated within the framework of the Infrastructure de Transport Terrestre ECOsystème et Paysage(ITTECOP) program of the French Ministry of the Ecological Transition and Solidarity.

The RENATU indicator consists of 11 categories that address items such as: invasive species, various vegetation layers, the presence of microhabitats, nesting sites and distance to biodiversity reservoirs. The assessment is conducted by site walkthroughs and data analysis. Each category is rated to determine the total score.

In 2021, Stellantis started to roll-out RENATU at its production facilities. In 2023, 88% of Stellantis production facilities (vs 89% in 2022) have conducted a RENATU evaluation, the average score obtained was 36.29 (vs 34.64 in 2022) points (out of 55 points maximum) with 16.78 (vs 11.39 in 2022) points achieved by the lowest scoring plant and 52.88 (same than in 2022) points by the best scoring plant. Opportunities for improving green areas to attract more biodiversity remain subject to plant specific situations.

However, by evaluating the undeveloped areas within the plant, the main purpose for using RENATU is to raise awareness for biodiversity issues on site, to enable a simplified assessment and monitoring, and to encourage developing ideas for preserving or improving biodiversity at the green spots of the industrial facilities.

We defined our approach towards biodiversity implemented projects. 31% (vs 29% in 2022) of Stellantis production facilities has conducted a RENATU evaluation and implemented a biodiversity project- a solid base for growth in the next years. This represents an increase of 2% versus 2022.

Most of Stellantis production facilities are located in suburban industrial areas. However, 61 plants are located less than 5 km away from a natural protected area. An overview table is provided in section < 6.7.5 > Stellantis also has a historical presence in territories that later became natural protected areas. For those areas, Stellantis operates with consideration of the surrounding environment, striving to preserve and avoid, as much as possible, further expansion of its operations.

We developed biodiversity projects that involve activities such as restoration, conservation or monitoring measures. To ensure we develop projects meaningful for the environment, we engaged third-party experts who helped us plan, verify or certify our projects. Third-party experts include universities or other scientific research institutes, Non-Governmental Organizations (NGO) engaged in biodiversity or nature protection, professional biodiversity consultants or local regulators.

WILDLIFE HABITAT COUNCIL PROJECTS

Stellantis works with Wildlife Habitat Council (WHC) ↘[28] for biodiversity project certification. In 2023, 2 plants have achieved a new WHC certification, one in Mexico and one in U.S. In total we had 18 certified sites located in Canada, Germany, Hungary, Mexico, Poland, Spain, the United Kingdom and the United States. The Stellantis U.S. headquarters and Technology Center in Michigan (U.S.) and the Windsor Assembly Plant (Canada) were awarded a WHC certified Gold status for their biodiversity programs. The Zaragoza Assembly Plant (Spain), the Gliwice Assembly Plant (Poland) and the Saltillo Truck Assembly Plant (Mexico) were awarded a WHC certified Silver status.

6.7.4.1 Initiatives to support and restore biodiversity

GRI 304-3

In 2023, we had 81 biodiversity projects implemented. The following summaries represent examples of Stellantis biodiversity projects and awareness activities:

Honeybee garden Sterling Stamping Plant:

Sterling Stamping Plant in Michigan partnered with a non-profit, Bees in the D, to create an additional honeybee habitat on plant property. Two honeybee colonies are located on the property to compliment a new pollinator garden. This is the fifth Stellantis location in the Detroit area to implement initiatives to support urban bee keeping and education.

Wildlife Habitat Council (WHC) projects:

- At our Toluca Assembly plant in Mexico, a second pollinator garden was created in August 2023. The recent activity included planting around 66 native species from Mexico and America, those species were selected according to the colors, shapes and odor, to attract pollinator species such as bees, bumblebees, hummingbirds, scarabs and butterflies. The project also includes raising awareness of our employees. They planted the garden and were taught the importance of pollinators in the cultivation of Mexican species such as chili, mango, squash, beans, tomatoes, and other plants. Toluca Assembly is a Wildlife Habitat Council Certified site.
- Our component plant in Kaiserslautern, Germany, has renewed their WHC certificate beginning of 2023. They are certified since 2018 for their regionally appropriate landscaping program of the wetland area at the site, in preserving the valuable habitat for plants and amphibians. They have also created and continuously maintained habitats for reptiles, specifically for the smooth snake, to support the population in the forest area. The implementation took place in cooperation with the town of Kaiserslautern, an NGO (NABU), and the University Kaiserslautern.

[28] ↘ https://www.wildlifehc.org/

- Our Windsor Assembly Plant, in Ontario, Canada, has been certified by Wildlife Habitat Council since 2018 for its conservation programs and in 2023 achieved Gold certification status. The plant has built its certification through the completion of 15 different biodiversity/conservation projects which include community projects (clean-up days, garden projects, tree planting, etc.), planting of native plant species along with removal of invasive plant species. 1,500 trees have been planted across the Assembly Plant property. In 2021 Windsor Assembly was the recipient of the first ever Ibis Award from WHC. This award recognizes a WHC-certified program that has demonstrated resilience of spirit and advancement of conservation despite lockdowns, quarantines, and additional government-mandated regulations.
- The Stellantis North American (NA) Headquarters in Auburn Hill, Michigan is an automotive research and development facility located on over 504 acres of land that includes mature forests and wetlands along with native landscaping areas. The facility has been Wildlife Habitat Council (WHC) certified since 2015, achieved Gold status in 2018 and maintained the Gold status during recertification in 2021. In 2016 the NA Headquarters also received the WHC Corporate Habitat of the Year award. The NA Headquarters has achieved and maintained it WHC certification through the completion of a wide variety of biodiversity/conservation projects including monarch butterfly and pollinator gardens, Earth Day celebrations, bat, and wood duck boxes along with outreach programs with local schools, employees and other community members.

Biodiversity conservation projects:

- The Opel assembly plant in Eisenach, Germany, is continuously monitoring and documenting the renaturation progress of the Hörsel floodplain, in cooperation with the Thuringian State Agency for the Environment. It is a model project at state level for renaturation with the aim of increasing retention capacity in an ecologically and biodiversity acceptable manner. The experience gained will be incorporated into further flood protection projects by the state of Thuringia. The documentation done by Stellantis personnel from Eisenach plant forms the basis for assessing the renaturation project. The program started in 2016 with the creation of flood protection through upgrading the floodplain landscape, bringing in dead wood, offering suitable habitats for many animals and plants, and planting native woody species on the plant premises.
- The Goiana Vehicle Plant in Pernambuco, Brazil was installed in an area predominantly of sugarcane. In 2015, through its own initiative in partnership with local universities, a reforestation project was initiated. The plant established a nursery of seedlings from the local biome composed of 295 species, 27 of which are threatened with extinction. Since 2015, the site has used seedlings for internal and community reforestation. More than 150,000 seedlings have been planted through 2023. In addition to the change in the local landscape, with the increase of the flora, the fauna shows signs of recovery, as 9 species were observed outside of the seedling nursery. The space is also used for awareness activities regarding the local biome including employees and visitors.

Amazon Forest Carbon Sink Project

The Peugeot Brand in partnership with the French National Forestry Office (ONF) is contributing to the PEUGEOT-ONF forest carbon sink project in Mato Grosso, Brazil since 1998. The project involves reforesting of degraded land and restoring biodiversity while studying the relationship between reforestation and the absorption of atmospheric carbon dioxide. The total amount of carbon sequestrated by biomass and soil was estimated to be more than 680,000 tons of CO_2 equivalent according to the measurement methods of the Verified Carbon Standard (VCS). The VCU are sold under the VCS protocol and revenues are systematically reinvested in the project. Two and a half million trees including more than 50 native species, were reintroduced in a plantation of nearly 2,000 hectares. After 20 years of implementation, ONFI and ONFB teams led an innovative carbon assessment based on remote sensing analysis in order to identify the most relevant areas to be densified by additional plantations. Thanks to this initiative we should be able to reach more than one million tons of CO_2 equivalent by 2038. At the heart of the project, an area of 1,800 hectares of virgin forest with high biodiversity value has been devoted to scientific research and placed under the status of Reserva Particular do Patrimonio Natural (RPPN - Private Natural Heritage Reserve) since 2010.

Part of the project includes a field laboratory, the Fazenda São Nicolau, which welcomes students and researchers from various partner institutions. On-site investigations have led – amongst other findings – to the discovery of more than 40 new species, among them a fish named Hyphessobrycon peugeoti and a beetle called Hansreia peugeoti. Numerous academic papers, PhDs and books have been published thanks to the research studies conducted at the Fazenda. These research activities are supervised by a Scientific and Technical Committee composed of Brazilian and international specialists who are acknowledged leaders in the topics addressed in the project.

6.7.5 DETAILED KEY PERFORMANCE INDICATORS

GRI 304-1 GRI 304-2 GRI 304-3

6.7.5.1 Plants located within or near (< 5 km) a natural protected area

Geographical area	Plant	Plant activity	Year	Surface occupied [m²]	Type of natural protected area
Enlarged Europe	Aspern (Austria)	Powertrain Plant	**2023**	**191,166**	IUCN Category IV Habitat/ Species Management Area
			2022	191,166	
			2021	191,166	
	Atessa (Italy)	Car Plant	**2023**	**1,001,930**	Natura 2000
			2022	1,001,930	
			2021	1,001,930	
	Bielsko Biala (Poland)	Powertrain Plant	**2023**	**122,715**	Natura 2000
			2022	122,715	
			2021	89,500	
	Charleville (France)	Foundry	**2023**	**196,010**	Natural Protected Area according to State or Federal legislation
			2022	195,078	
			2021	195,078	
	Eisenach (Germany)	Car Plant	**2023**	**261,859**	Natura 2000
			2022	261,859	
			2021	261,859	
	Ellesmere Port (UK)	Car Plant	**2023**	**665,819**	Natura 2000, Natural Protected Area according to State or Federal legislation, RAMSAR Site (Convention on Wetlands)
			2022	665,819	
			2021	816,298	
	Gliwice (Poland)	Car Plant	**2023**	**444,668**	IUCN Category IV Habitat/ Species Management Area
			2022	327,287	
			2021	327,287	
	Grugliasco Avvocato Giovanni Agnelli Plant (Italy)	Component Plant	**2023**	**106,250**	Natural Protected Area according to State or Federal legislation
			2022	106,250	
			2021	184,000	
	Grugliasco Mould Shop (Italy)	Component Plant	**2023**	**6,594**	Natural Protected Area according to State or Federal legislation
			2022	6,594	
			2021	6,594	
	Hordain (France)	Car Plant	**2023**	**658,349**	Natural Protected Area according to State or Federal legislation
			2022	654,824	
			2021	654,824	
	Kaiserslautern (Germany)	Component Plant	**2023**	**238,216**	IUCN Category IV Habitat/ Species Management Area, IUCN Category V Protected Landscape/ Seascape, Natura 2000, Natural Protected Area according to State or Federal legislation
			2022	607,601	
			2021	607,601	
	Luton IBC (UK)	Car Plant	**2023**	**210,432**	Natural Protected Area according to State or Federal legislation
			2022	210,432	
			2021	210,432	
	Melfi Plant (Italy)	Car Plant	**2023**	**1,764,755**	Natural Protected Area according to State or Federal legislation
			2022	1,758,555	
			2021	1,811,183	
	Melfi Press Shop Plant (Italy)	Component Plant	**2023**	**92,855**	Natural Protected Area according to State or Federal legislation
			2022	92,855	
			2021	40,227	
	Metz (France)	Powertrain Plant	**2023**	**233,428**	Natural Protected Area according to State or Federal legislation
			2022	233,428	
			2021	233,428	
	Mulhouse (France)	Car Plant	**2023**	**2,218,647**	Natura 2000
			2022	2,218,647	
			2021	2,113,096	
	PCMA Venaria Reale (Italy)	Component Plant	**2023**	**closed in 2023**	IUCN Category II National Park
			2022	5,460	
			2021	5,460	

Geographical area	Plant	Plant activity	Year	Surface occupied [m²]	Type of natural protected area
Enlarged Europe	PCMA Venaria Reale SBH (Italy)	Component Plant	**2023**	**18,123**	IUCN Category II National Park
			2022	18,123	
			2021	18,123	
	Rennes (France)	Car Plant	**2023**	**830,307**	Natural Protected Area according to State or Federal legislation
			2022	830,307	
			2021	830,307	
	Rüsselsheim (Germany)	Car Plant	**2023**	**1,916,523**	Natura 2000, Natural Protected Area according to State or Federal legislation
			2022	1,916,523	
			2021	1,916,523	
	Sept Fons (France)	Foundry	**2023**	**97,868**	Natura 2000
			2022	97,868	
			2021	97,868	
	Sochaux (France)	Car Plant	**2023**	**1,630,808**	IUCN Category IV Habitat/ Species Management Area
			2022	1,956,100	
			2021	1,956,100	
	Szentgotthárd (Hungary)	Powertrain Plant	**2023**	**205,822**	Natura 2000, RAMSAR Site (Convention on Wetlands)
			2022	205,822	
			2021	205,822	
	Teksid Iron Poland (Poland)	Foundry	**2023**	**85,000**	Natura 2000
			2022	85,000	
			2021	85,000	
	Termoli (Italy)	Powertrain Plant	**2023**	**263,128**	Natura 2000
			2022	263,128	
			2021	263,128	
	Torino Mirafiori Plant (Italy)	Car Plant	**2023**	**454,274**	Natura 2000
			2022	737,500	
			2021	971,800	
Enlarged Europe	Torino Mirafiori Press Shop Plant (Italy)	Component Plant	**2023**	**213,131**	Natura 2000
			2022	213,131	
			2021	213,131	
	Torino Mirafiori PWT (Italy)	Powertrain Plant	**2023**	**437,000**	Natura 2000
			2022	437,000	
			2021	11,304	
	Trémery (France)	Powertrain Plant	**2023**	**561,819**	Natural Protected Area according to State or Federal legislation
			2022	561,819	
			2021	561,819	
	Trnava (Slovakia)	Car Plant	**2023**	**807,470**	Natura 2000
			2022	807,470	
			2021	807,470	
	Tychy (Poland)	Powertrain Plant	**2023**	**118,326**	Natura 2000, Natural Protected Area according to State or Federal legislation
			2022	118,326	
			2021	118,326	
	Valenciennes (France)	Powertrain Plant	**2023**	**311,808**	IUCN Category V Protected Landscape/ Seascape
			2022	311,808	
			2021	311,808	
	Verrone (Italy)	Powertrain Plant	**2023**	**553,000**	Natura 2000
			2022	553,000	
			2021	100,300	
	Vesoul (France)	Powertrain Plant	**2023**	**945,351**	IUCN Category Ia Strict Nature Reserve, IUCN Category IV Habitat/ Species Management Area, Natura 2000
			2022	942,166	
			2021	932,920	
	Zaragoza (Spain)	Car Plant	**2023**	**1,176,604**	IUCN Category IV Habitat/ Species Management Area, Natura 2000
			2022	1,176,604	
			2021	1,176,604	

Geographical area	Plant	Plant activity	Year	Surface occupied [m²]	Type of natural protected area
North America	Autodie (US)	Component Plant	**2023**	**53,615**	Natural Protected Area according to State or Federal legislation
			2022	53,615	
			2021	53,615	
	Belvidere Assembly Plant (Canada)	Car Plant	**2023**	**closed in 2023**	Natural Protected Area according to State or Federal legislation
			2022	922,000	
			2021	922,000	
	Brampton Assembly Plant (Canada)	Car Plant	**2023**	**470,000**	Natural Protected Area according to State or Federal legislation
			2022	470,000	
			2021	470,000	
	Cpk Belleville Manufacturing Plant (Canada)	Component Plant	**2023**	**6,200**	Natural Protected Area according to State or Federal legislation
			2022	6,200	
			2021	6,200	
	Cpk Guelph Manufacturing Plant (Canada)	Component Plant	**2023**	**49,215**	Natural Protected Area according to State or Federal legislation
			2022	49,215	
			2021	49,215	
	Cpk Port Hope Manufacturing Plant (Canada)	Component Plant	**2023**	**43,531**	Natural Protected Area according to State or Federal legislation
			2022	43,531	
			2021	43,531	
	Detroit Assembly Complex Jefferson (US)	Car Plant	**2023**	**733,000**	Natural Protected Area according to State or Federal legislation
			2022	733,000	
			2021	733,000	
	Detroit Assembly Complex Mack (US)	Car Plant	**2023**	**582,075**	Natural Protected Area according to State or Federal legislation
			2022	676,338	
			2021	676,338	
	Dundee Engine Plant (US)	Powertrain Plant	**2023**	**228,000**	Natural Protected Area according to State or Federal legislation
			2022	228,000	
			2021	228,000	
	Etobicoke Casting Plant (US)	Foundry	**2023**	**69,600**	Natural Protected Area according to State or Federal legislation
			2022	69,600	
			2021	69,600	
North America	Indiana Transmission Plant (US)	Powertrain Plant	**2023**	**622,202**	Natural Protected Area according to State or Federal legislation
			2022	622,202	
			2021	709,371	
	Kokomo Casting Plant (US)	Foundry	**2023**	**385,820**	Natural Protected Area according to State or Federal legislation
			2022	385,820	
			2021	385,820	
	Kokomo Transmission Plant (US)	Powertrain Plant	**2023**	**397,000**	Natural Protected Area according to State or Federal legislation
			2022	397,000	
			2021	397,000	
	Kokomo Engine Plant (US)	Powertrain Plant	**2023**	**87,170**	Natural Protected Area according to State or Federal legislation
			2022	87,170	
			2021	87,170	
	Sterling Heights Assembly Plant (US)	Car Plant	**2023**	**1,141,000**	Natural Protected Area according to State or Federal legislation
			2022	1,141,000	
			2021	1,141,000	
	Sterling Stamping Plant (US)	Car Plant	**2023**	**650,000**	Natural Protected Area according to State or Federal legislation
			2022	650,000	
			2021	650,000	
	Tipton Transmission Plant (US)	Powertrain	**2023**	**124,500**	Natural Protected Area according to State or Federal legislation
			2022	124,500	
			2021	124,500	
	Toledo Assembly Complex (Mexico)	Car Plant	**2023**	**991,000**	Natural Protected Area according to State or Federal legislation
			2022	991,000	
			2021	991,000	
	Trenton Engine Complex (US)	Powertrain Plant	**2023**	**389,000**	IUCN Category IV Habitat/ Species Management Area
			2022	320,000	
			2021	320,000	
	Windsor Assembly Plant (Canada)	Car Plant	**2023**	**647,500**	Natural Protected Area according to State or Federal legislation
			2022	719,000	
			2021	719,000	

Geographical area	Plant	Plant activity	Year	Surface occupied [m²]	Type of natural protected area
South America	Betim Assembly Plant (Brazil)	Car Plant	**2023**	**2,124,464**	Natural Protected Area according to State or Federal legislation
			2022	2,124,464	
			2021	2,124,464	
	Betim PWT Plant (Brazil)	Powertrain	**2023**	**121,481**	Natural Protected Area according to State or Federal legislation
			2022	121,481	
			2021	121,481	
	Campo Largo (Brazil)	Powertrain	**2023**	**closed in 2023**	Natural Protected Area according to State or Federal legislation
			2022	1,245,700	
			2021	1,245,700	
	CMA Goiana (Brazil)	Component Plant	**2023**	**32,000**	IUCN Category VI Protected area with sustainable use of natural resources
			2022	32,000	
			2021	32,000	
	Goiana Assembly Plant (Brazil)	Car Plant	**2023**	**369,550**	IUCN Category VI Protected area with sustainable use of natural resources
			2022	369,550	
			2021	369,550	
	Jaboatão dos Guarapes Plant (Brazil)	Component Plant	**2023**	**191,232**	IUCN Category Ia Strict Nature Reserve
			2022	191,232	
			2021	191,232	
	Palomar (Argentina)	Car Plant	**2023**	**539,274**	IUCN Category IV Habitat/ Species Management Area
			2022	539,274	
			2021	619,074	
	Porto Real (Brazil)	Car Plant	**2023**	**1,162,135**	Natural Protected Area according to State or Federal legislation
			2022	1,162,135	
			2021	1,162,135	
China and India & Asia Pacific	Hosur (India)	Powertrain	**2023**	**48,310**	IUCN Category IV Habitat/ Species Management Area
			2022	48,310	
			2021	48,310	

6.7.5.2 RENATU evaluation and biodiversity projects

Geographical Area	Year	Average RENATU score (maximum score is 55 points)	Number of biodiversity projects	Plants with RENATU evaluation and biodiversity project [%]
Enlarged Europe	**2023**	**37.26**	**26**	**24%**
	2022	36.03	22	23%
	2021	34.44	26	24%
North America	**2023**	**34.31**	**53**	**55%**
	2022	32.92	34	48%
	2021	29.26	26	41%
South America	**2023**	**39.00**	**2**	**18%**
	2022	35.97	3	25%
	2021	30.83	3	25%
Middle East & Africa	**2023**	**24.64**	**-**	**-%**
	2022	21.59	-	-%
	2021	19.62	-	-%
China and India & Asia Pacific	**2023**	**32.75**	**-**	**-%**
	2022	32.66	-	-%
	2021	28.92	-	-%
Total	**2023**	**36.29**	**81**	**31%**
	2022	34.64	59	29%
	2021	32.57	55	26%



7 ENSURING PROTECTION OF HUMAN RIGHTS AND SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES

7.1 RESPONSIBLE PURCHASING PRACTICES TO SUPPORT THE COMPANY'S DEVELOPMENT IN HOST TERRITORIES **253**

7.1.1 Context and Stellantis position 253
7.1.2 Forward-looking vision and targets 254
7.1.3 Identification and management of risks and opportunities 254
7.1.4 Governance and decision bodies to lead actions 258
7.1.5 Policies to execute the strategy 259
7.1.6 Organization and resources 260
7.1.7 Main initiatives, achievements and results 261
7.1.8 Detailed key performance indicators 265

7.2 HUMAN RIGHTS **268**

7.2.1 Global approach for Human Rights 268
7.2.2 Human rights in the supply chain 272
7.2.3 Data from Ecovadis 283
7.2.4 Human Rights in own workforce 283

7.3 ACTIONS TO SUPPORT COMMUNITIES **283**

7.3.1 Context and Stellantis position 283
7.3.2 Forward-looking vision and targets 283
7.3.3 Identification and management of risks and opportunities 284
7.3.4 Governance and decision bodies to lead actions 285
7.3.5 Policies to execute the strategy 285
7.3.6 Organization and resources 286
7.3.7 Main initiatives, achievements and results 287

STELLANTIS' CSR MACRO-RISK/PILLAR VI. ENSURING PROTECTION OF HUMAN RIGHTS AND SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES

The automotive industry relies on global complex supply chains. This results in challenges for companies that have established ethical and social standards to ensure that their principles are respected at all stages of the supply chain. Conducting our business with sustainable business practices is a core value at Stellantis. We are firmly committed to act in a socially responsible manner and in line with sustainable practices within Stellantis and at each level of the supply base. Procedures are in place to monitor and seek to mitigate risks related to the health and safety of the supply chain workforce, prohibiting human rights violations such as child labor and forced labor, and complying with conflict minerals and environmental protection regulations. We encourage the adoption and sharing of sustainable practices among our business partners and suppliers at all levels in the supply chain.

Building strong responsible supply chains is an important focus for Stellantis. We use assessment tools that focus on topics such as the environment, labor and human rights, ethics and sustainable procurement. This approach helps develop opportunities within the supplier organizations while minimizing risk and potential reputational damage in the event of a failure in the supply chain. Stellantis monitors compliance with its Code of Conduct and the respect for human rights by its partners and subcontractors and by requiring contractual commitments and ongoing evaluations.

Stellantis pays particular attention to redistributing a share of the value created for the benefit of the local communities where the Company operates. We achieve these goals by providing employment opportunities and through our philanthropic actions. Supplier localization is an important strategy. Having suppliers close to Stellantis manufacturing locations supports the local community and reduces the risk of supply disruption.

7.1 RESPONSIBLE PURCHASING PRACTICES TO SUPPORT THE COMPANY'S DEVELOPMENT IN HOST TERRITORIES

GRI 3-3

7.1.1 CONTEXT AND STELLANTIS POSITION

GRI 2-28 GRI 410-1

CSR issue/challenge #20 Responsible purchasing practices to support the Company's development in host territories

In order to support the Company's increasing internationalization and to reduce inequality in terms of economic development in host communities, it is crucial to boost local production close to final markets. Stellantis implements optimization measures such as: identifying local suppliers, supporting them in gaining necessary skills and encouraging current suppliers to relocate closer to our facilities to be aligned to our long-term strategic plans for globalization. This strategy has potential financial implications as it reduces inbound logistics costs, limits customs duties and reduces exposure to exchange rate fluctuations which impact production cost, margins and sales volumes. Reduction of long distance shipping benefits the environment by decreasing CO_2 emissions.

Local sourcing allows us to better understand the expectations of stakeholders. Some of the expectations include technological solutions which fit the context and constraints within the area; taking advantage of operational proximity with partners; helping to achieve technological, logistical, social and environmental progress and benefiting from increased flexibility in the supply chain.

Company's public position

The monitoring of CSR issues related to supply chain management is of high importance to Stellantis. Responsibility for managing the supply chain does not end at the Tier 1 level. Our processes and controls are designed to meet the legislative requirements of France's Duty of Vigilance, EU Conflict Minerals regulation, the U.S. Dodd Frank Act, and the Modern Slavery Act and to expand these principles to the extended supply network including the sub-tier suppliers. In 2023, Stellantis has taken significant measures to update our Responsible Purchasing Guidelines to ensure our suppliers are committed to responsibly sourcing minerals mined in conflict affected and high-risk areas, as well as committing to follow the OECD Due Diligence Guidance for 3TG minerals. Additionally, Stellantis requires its supply chain to commit to respecting the core principles of the ILO Declaration.

The Company seeks to build and sell vehicles that meet customer expectations in alignment with social, environmental and ethical standards taking inspiration from the United Nations Guiding Principles for Business and Human Rights and the International Labour Organization (ILO) rules for human rights such as child labor and forced labor **<7.1.5>** **<7.2.2.5>**.

Stellantis renewed the UN Global Compact in 2021, and aligns with the principles of the Universal Declaration of Human Rights, the Declaration on Fundamental Principles and Rights at Work and the United Nations Convention against Corruption . We acknowledge the necessity to comply with rules for the responsible sourcing of materials, such as in the global battery value chain. Through the efforts of all companies the responsibilities are shared through our extended supply network. To make sure that our principles are duly met, we conduct targeted audits where risks are identified. We are vigilant with the implementation of measures within our sphere of influence. We seek to apply all these goals, practices and responsibilities globally, in standard fashion, in all our locations and countries we operate, and with our Tier 1 suppliers.

Involvement in host communities

The Company helps to set a context that is favorable to the development of the automotive industry including manufacturers, suppliers and equipment manufacturers in host communities. Working both internationally and locally, the Company is a stakeholder in initiatives to improve the automotive industry profile. A few examples of the work we do are: membership with the Responsible Minerals Initiative (RMI) which provides cross-sector engagement in responsible mineral sourcing, and in France, we are working in coordination with the Automotive Platform (PFA) to define and implement strategies for innovation, employment and skills. Stellantis also contributes revitalization funds to support the development of companies of the future.

In order to maintain the competitiveness of Stellantis sites, it is key to be able to complement local sourcing with competitive imported materials, while maintaining an environmental and social level playing field.

7.1.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

CSR ISSUE/CHALLENGE **#20 Responsible purchasing practices to support the company's development in host territories**

VISION/AMBITION: Ensure selection of suppliers based on quality, competitiveness, and social, ethical and environmental standards, hence supporting responsible economic development in host territories

OWNER: Chief Purchasing & Supply Chain Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
% Annual Purchase Value (APV) purchased from Tier 1 suppliers evaluated on CSR	90% of APV of direct material (parts)	95% of APV of direct material (parts); 75% of APV of indirect material	Maintain 95% of APV for direct material; 90% APV for indirect material	More than 83% by 2 providers (NQC and EcoVadis)	More than 87% of APV evaluated by EcoVadis	**More than 89% of APV evaluated by Ecovadis**
Average CSR scores of Stellantis Tier-1 Suppliers assessed by independent third-party vs average CSR scores of all companies assessed by third party	15% higher	keep a positive gap of 15%	keep a positive gap of 15%	16.2 %	16.1%	**16.1%***

*We have extended our network with many new, smaller suppliers located in emerging countries.

7.1.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

Suppliers as key participants in the value-creation chain

GRI 2-6

Responsibility for managing the supply network rests upon each participant of the supply chain. Stellantis aims to generate direct and indirect income and employment opportunities for the communities where the business is located. Faced with growing inequality in the economic development of the regions, it is vital to focus on redistributing the value created by the companies in the local communities in which they operate. We have the opportunity to strengthen our reputation in the territories and markets we operate in, as well as among civil society. When we enhance business opportunities in our host territories we create mutually beneficial situations, which include effects like the reduction of logistics costs and its carbon footprint, as well as employment stability for the area.

Stellantis has a direct contractual relationship with more than 2,000 Tier 1 suppliers in direct material. It requires all of them to meet the CSR commitments set out in its Responsible Purchasing Guidelines < 7.1.5 >.

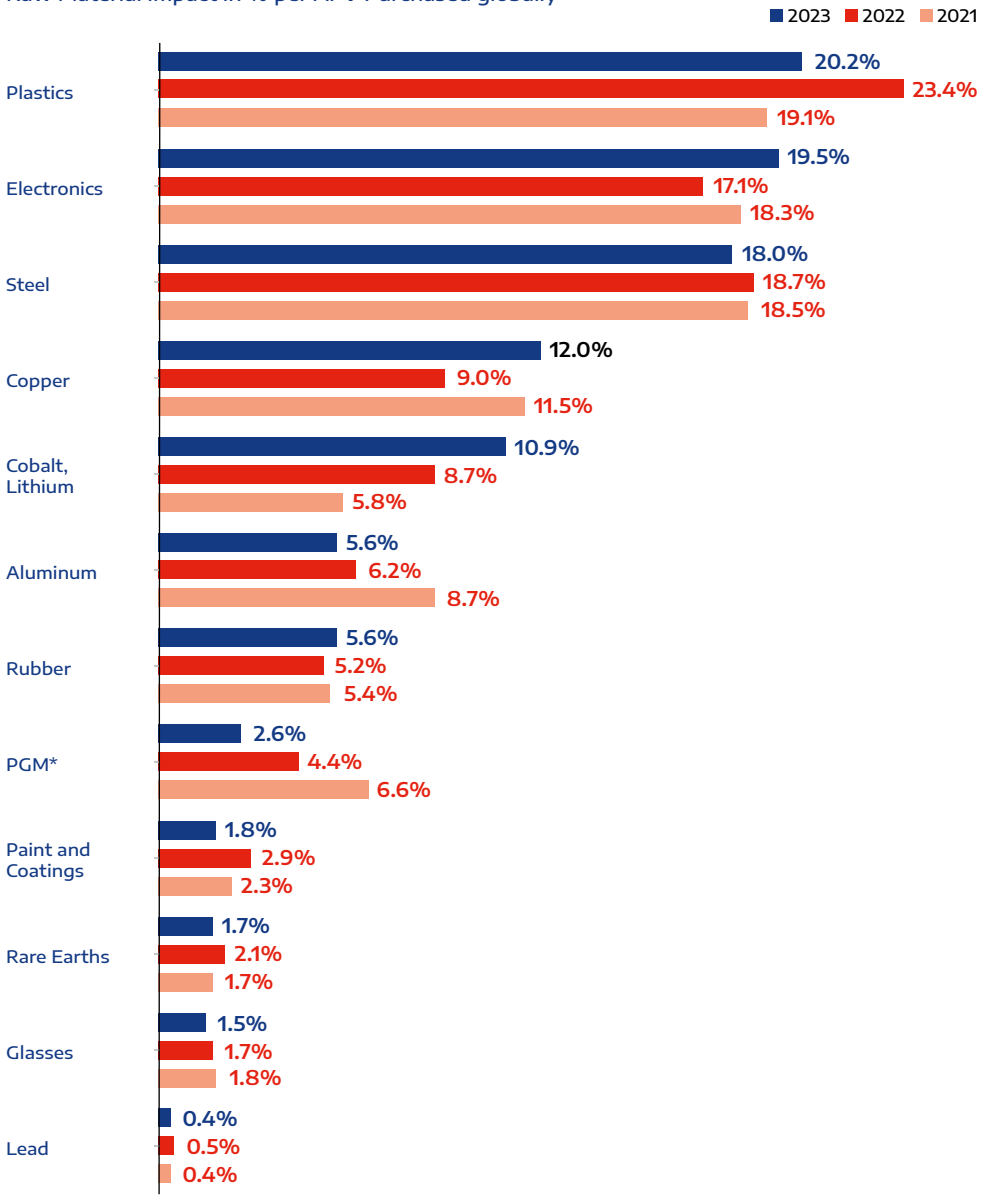
Stellantis differentiates suppliers into categories depending on the characteristics of the suppliers and the business relationship.

The direct Tier 1 suppliers are evaluated for significance with regard to the overall strategy for Stellantis. Significant suppliers are classified as Level 1 and Level 2. Suppliers in the extended tiers are also included in our evaluation if they are part of a significant commodity of focus. Level 1 suppliers are the top spend category and level 2 suppliers complete the major portion of Stellantis' APV. Significant supplier characteristics include:

- spend
- innovation
- strategic importance, i.e., location, material scarcity

Critical suppliers are a unique group that may be separate from the significant suppliers < 7.1.7 >

Raw Material impact in % per APV Purchased globally



* Platinum Group Metals

Key Supply chain figures

DIRECT TIER 1 SUPPLIERS

2023 **>2,000**

2022 **>2,000**

2021 **>2,000**

NUMBER OF COUNTRIES OF OUR SUPPLY BASE

2023 **>60**

2022 **>60**

2021 **>60**

VALUE OF PURCHASES WORLDWIDE

2023 **>104** Bn EUR

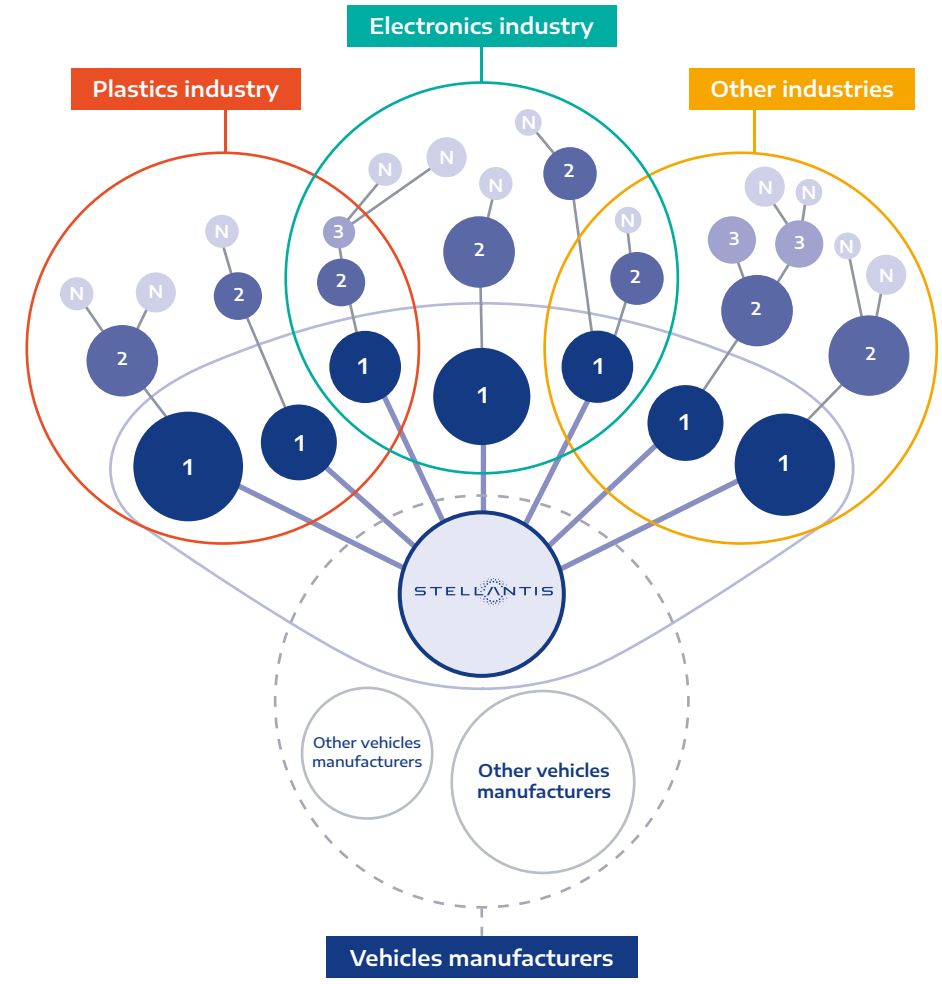
2022 **>98** Bn EUR

2021 **>82** Bn EUR

The Stellantis supply chain has two main distinguishing features:

- it is complex and involves a large number of different participants, starting from receiving a customer order which begins the engagement with our suppliers for materials, goods and services, up to the delivery to our customers worldwide;
- it must handle a wide diversity of possible combinations, and relies on its ability to successfully supply thousands of component combinations, which relies on successful supplier operations.

Sphere of influence in our supply chain



Risk #1	Complexity of extended supply chains
Risk Description	Stellantis seeks to produce vehicles that are attractive to our global customers based on their diverse values and preferences. Creating vehicles that delight the customer requires working with a complex and extended supply chain. We might face the risk of not being able to procure what we need because of concerns regarding human rights violations, market tensions, geopolitical disruptions, natural disasters and availability of natural resources, among others. The expectations for treatment of people needs to be clear for all levels of the extended supply network. For more information related to human rights in the supply chain < 7.2 >. Some countries have requirements for local sourcing content and Stellantis must address this factor and the issues that may arise. Financial risk for each entity in the supply chain is important to consider. Complex supply chains often require a higher degree of coordination taking into account dependencies between supply chain entities and can be vulnerable to disruption due to the many inputs. One additional risk is the shortage of important raw materials due to geopolitical risks such as military or civilian conflicts and disorder or suddenly changing regulatory requirements becoming more inconsistent from one country or region to another. One other result of this can be local and global pandemic shutdowns that prevent actors at any level of the supply chain to produce goods and services as requested. Negative impacts are caused by interruptions to the flow of material, whether raw material, parts or services. Failure to apply appropriate supply chain management can have long lasting effects. An approach based on continuous risk assessment with the objective of reducing exposure to risk and improving performance is an important strategy. Stellantis aims to secure its global supply and avoid costly downtime in global production plants. **Potential Impact** ▪ Increased environmental impact for CO_2 emissions due to the distance traveled to provide the goods or services < 2.7 > ▪ Human Rights violations in the extended supply network, especially in sub-tier sourcing < 7.2 > ▪ Disruption of the supply chain due to the • failure or loss of suppliers • raw material shortage both locally and global • pandemic shutdowns or lower tier supplier disruptions; ▪ Difficulty in accessing local skills among suppliers ▪ Poor quality due to multiple points of input ▪ Risk of counterfeiting and misuse of intellectual property could increase with many layers of sub-suppliers ▪ Risk of losing parts interchangeability (increased diversity).

Risk #1	Complexity of extended supply chains
Mitigation Strategy	Identify ▪ Code of Conduct and Responsible Sourcing policy ▪ Supply chain transparency through Tier 2 via Resilinc < 7.1.7.1 > ▪ Supplier CSR assessments reviewed during sourcing ▪ Supply Chain CSR Risk profiling via annual risk mapping activities (including areal and country risk) Monitor ▪ Increase transparency of relationships throughout the extended supply network by partnering with service providers for supply chain mapping (RCS Global + battery suppliers or CMRT process, CDP and SGS) ▪ Worldwide monitoring for Stellantis Tier 1, some sub-tier for specific topics ▪ Supplier CSR assessments updated per specified frequency Manage ▪ Audit activities to confirm compliance and discover areas for development and improved performance via an action plan
Additional Opportunities	▪ Auto industry knowledge/resources/tools development via associations (RMI, AIAG, etc) ▪ Supplier training events ▪ Collaborative innovation to gain insight into potential risks within the extended supply chain e.g. the risk of forced labor in our supply chain beyond Tier 1 suppliers ▪ Optimization; process, development, schedule, industrial capacity

Risk #2	Inequality of economic development in host territories
Risk Description	Inequality in economic development can cause problems with creating long term relationships within host territories with our stakeholders and specifically with suppliers. It is beneficial to boost local production in order to support our increasing internationalization plans. When our suppliers are located close to our operations it drives more efficient supply and helps to minimize environmental concerns, while providing improved economic opportunities for the entire community. **Potential Impact** ▪ When suppliers are positioned close to our operations we may avoid additional costs related to; logistics, customs duties, carbon tax penalties, exposure to exchange rate fluctuations, while also benefiting from initiatives to drive local economy development ▪ Failure to develop host territories could hinder Stellantis' efforts to reduce scope 3 CO_2 emissions from suppliers < 2 > ▪ Skeptical public opinion can occur regarding the redistribution of generated wealth if development of host territories is lacking.

Risk #2	Inequality of economic development in host territories
Mitigation Strategy	Implementing measures in two separate areas: ▪ Identification of local suppliers and assisting them to gain the needed skills and operational capacity ▪ Encourage our existing suppliers to relocate to clusters near to its facilities By implementing these measures we are able to gain operational proximity which supports progress in technology, CSR and logistics. We also improve supply chain flexibility and reduce supply chain risk. By enhancing control of Tier-n suppliers it is possible to take account of the supply risks inherent in the multi-layered subcontracting chain.
Additional Opportunities	▪ Reduce inbound logistics elements such as costs, CO_2 emissions and time to deliver products and services to our operations ▪ Better knowledge of local operating methods and in the local stakeholder expectations ▪ Focusing on local supplier development can support suppliers becoming more competitive and could drive the ability to access more international organizations in the future ▪ Strengthen brand recognition and potentially increase sales of our products

Risk #3	Environmental impacts from operations and natural disasters within the supply chain
Risk Description	It is necessary to develop supply chains that are sustainable and can successfully manage multiple environmental impacts; such as those related to their own operations, physical damage from natural disasters or supply shortages. For activities related to supplier operations, starting from raw materials through to the production of goods and services, environmental impacts need to be appropriately addressed with robust standard operating procedures. The risk for supply disruption and reputational damage can occur if sufficient attention to an issue is lacking. Evaluating the impact of procuring and transporting the products, goods and materials through the supply chain (from the purchase of raw materials to network distribution) is essential to manage consumer expectations and the risks posed from the increasing number, scope and ambition of regulatory requirements. **Potential Impact** ▪ Ecosystem degradation < 6.1.3 >, i.e., deforestation and mining ▪ Climate change < 2.3.1.2 > ▪ Natural disasters (earthquake, tornado, tsunami, flooding, etc) ▪ Exposure to eco-taxes levied on transport, as well as fossil energy price fluctuations ▪ Localized pollution impacts such as water, air and sound e.g., bauxite mining for aluminum production

Risk #3	Environmental impacts from operations and natural disasters within the supply chain
Mitigation Strategy	▪ Optimize transport plans - development of alternate modes of transport < 2.7.3 > ▪ ISO 14001 certification of suppliers (via a Sustainability Assessment Questionnaire review) ▪ Engage key suppliers with major Annual Purchased Value coverage (83% of direct suppliers by turnover) with corporate carbon accounting activities (via CDP in the short term) ▪ Industrial Risk Rating (IRR) for environmental concerns for countries and regions for natural disasters < 7.1.6 >
Additional Opportunities	▪ Reduce upstream and downstream delivery times ▪ Best practice sharing ▪ Improving transport costs upstream (parts)

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY

Electrification relies on raw materials necessary to produce battery components. Stellantis' Responsible Purchasing Guidelines integrate requirements regarding materials such as cobalt, where battery suppliers have obligations to disclose their raw material suppliers. Stellantis annually maps the sourcing of materials that are essential to electric vehicle battery manufacturing and is a member of the RMI to improve risk-identification in its supply chain. Due diligence is specifically conducted in the cobalt, lithium, nickel and graphite supply chains for all Stellantis battery suppliers in partnership with RCS Global, which conducted 31 external on-site audits (versus 30 in 2022) on critical suppliers in 2023 < 7.2.2.7 >.

Furthermore, in order to secure the supply of critical materials needed to produce low-emission vehicles, Stellantis has reinforced its lithium supply with direct sourcing in Europe and North America. This local sourcing initiative will facilitate due diligence and supply chain mapping regarding lithium. For the carbon strategy < 2.7.3 >

7.1.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

The Board of Directors will take in due consideration the interests represented by different stakeholders in evaluating the long-term strategy for sustainable value creation as it pertains to supply chain management. Stakeholder engagement feedback is analyzed regarding strengths, weaknesses, opportunities and threats and the findings are shared with the board to consider and integrate into supply chain management strategies. In addition, results of the annual risk assessment were consolidated into a Stellantis report for review, with the presentation of the most significant risks provided to the Stellantis Strategy Council. Once validated, results were discussed with the Audit Committee, assisting the Board of Directors in their responsibility for strategic oversight of risk management activities

The Global Purchasing and Supply Chain organization (GPSC) is the interface between Stellantis and its suppliers. The GPSC is responsible for meeting all legal and regulatory requirements under its scope and to mitigate exposure risk from its supply base by driving its suppliers to be compliant with these requirements. To support the direction of the GPSC, the GPSC EVP is a direct report to the CEO, and a member of the Top Executive Team, and as such, a member of the Company's strategy council.

Global Purchasing and Supply Chain coordinates actions at different levels: centrally, in its international sites and within its various local offices spread globally. To fulfill its role, the GPSC organizes the following priorities by seeking to ensure:

- the competitiveness and responsible procurement of products, equipment and services purchased for the manufacture of Stellantis vehicles and subassemblies by selecting accomplished responsible suppliers able to meet Stellantis' and stakeholder requirements
- that suppliers provide the Company with innovative, sustainable solutions that can give it a competitive edge by liaising closely with the Automotive Research and Advanced Engineering departments
- that the Company benefits from the expertise of its suppliers on the best economic terms by continually recommending improvements to quality and costs and seeing that they feed into all phases of the product life cycle
- the quality and security of supplies by verifying that suppliers intrinsically meet the standards required by the Company in terms of social and environmental responsibility, quality and logistics
- that a panel of responsible, viable and capable suppliers is established by taking all the necessary actions to support and secure the global supply chain in the best interests of Stellantis.

GPSC is globally focused while taking local action, as appropriate. To support this it is necessary to work closely with other internal departments such as engineering, logistics, industrial and program teams and in general with all operating entities within Stellantis and its outside stakeholders.

The Stellantis sourcing process includes supplier CSR performance as a key evaluation factor for selected suppliers who are subjected to this review on a risk-based approach. If the supplier performance is below the acceptable level an action plan to correct issues is required and must be approved by senior management. Governance is in place with monthly GPSC leadership team meetings, hosted by the Chief Global Purchasing and Supply Chain Officer, to monitor supplier CSR performance during sourcing.

GPSC also focuses on raw material management and applies appropriate due diligence using a risk matrix for specific materials. Approximately 25 materials are included in the evaluation, among them, tin, tungsten, tantalum and gold are designated as conflict minerals and of critical importance in this process. Our Conflict Minerals program is managed by regional and subsidiary conflict minerals team members < 7.2.2.4 >. A global lead provides overall program management and consolidation direction to ensure that the corporate obligation is fulfilled. This Conflict Minerals program supports:

- our Annual Report on our conflict minerals due diligence processes, filed with the U.S. Securities and Exchange Commission (SEC). The purchasing commodity directors support escalation as needed to reinforce the importance of this legal requirement. The most recent report was filed with SEC in May 2023 [1]
- our vigilance plan, in accordance with the French Act No. 2017-399 of 27 March 2017 on the duty of vigilance < 8.3 >

[1] https://fcagroup.gcs-web.com/static-files/085139d6-96b5-441e-b032-a9782e042674

Stellantis has a long history working with the sheltered sector, where most workers are persons with disabilities. Suppliers in the adapted and sheltered sector are meeting the same standards as the Company's other suppliers based on criteria such as quality, responsiveness and financial performance. Since developing this expertise, some sheltered suppliers have marketed their know-how to other customers and business sectors such as rail and aeronautical.

Top supplier business review meetings are conducted annually with the objective to share and align strategies at the highest level of both companies while identifying value creation initiatives for mutual benefit. During the discussions emphasis is placed on social and environmental topics. These meetings can be regional or global depending on the classification and relationship with the supplier and are hosted by purchasing executives.

7.1.5 POLICIES TO EXECUTE THE STRATEGY GRI 2-29 GRI 205-2 GRI 414-1 GRI 412-3

The Stellantis Code of Conduct has specific language pertaining to responsible purchasing and this message is reinforced in internal and external policies.

Customers, Suppliers and Business Partners

Conducting our business with sustainable business practices is a core value at Stellantis. We encourage the adoption and sharing of sustainable practices among our business partners, suppliers and dealers through the Responsible Purchasing Guidelines. We strive to select all our suppliers based on the quality and competitiveness of their products and services and on their adherence to social, ethical and environmental principles while maintaining high standards of quality and taking care of the communities where we do business.Stellantis' commitment to uphold and champion human rights includes communicating to our network of customers, suppliers and business partners that are expected to have practices surrounding:

- Personal security and safety;
- Respecting property rights;
- Preventing any form of cruel, inhuman, or degrading treatment, and
- Safeguarding freedom of expression

Whistleblowing < 5.1.7 >

Stellantis reinforces that employees, suppliers, dealers, consumers and other stakeholders can and should report any concerns of alleged situations, events or actions that may have been inconsistent with the Stellantis Code of Conduct and request advice about the application of the Code if needed.

We are firmly committed to act in a socially responsible manner and in line with sustainable practices within Stellantis and with our supply base, seeking to protect the health and safety of its workforce, prohibiting child labor and forced labor, and complying with conflict minerals and environmental protection regulations.

Responsible Purchasing and Support for the Respect of Human Rights and the Environment in the Supply Chain

Stellantis' Code of Conduct and policies reflect our commitment to human rights and integrity, in general alignment with principles expressed in the Universal Declaration of Human Rights, the Declaration on Fundamental Principles and Rights at Work and the United Nations Convention against Corruption to its suppliers.

Stellantis Responsible Purchasing Guidelines

Stellantis takes inspiration from the risk-based due diligence approach advocated by the OECD' Guidelines for Multinational Enterprises on Responsible Business Conduct. The Company has deployed its Responsible Purchasing Guidelines [2] seeking to prevent child labor and forced labor in its supply chain, among other things, in line with the values expressed in International Labour Organization ("ILO") principles. In the Responsible Purchasing Guidelines, the Company encourages its suppliers to be vigilant for CSR risks within their supply chain. The Stellantis Responsible Purchasing Guidelines require new and renewing suppliers to sign the guidelines.

Stellantis has made significant enhancements to our Global Responsible Purchasing Guidelines regarding responsible and sustainable business practices. We have further aligned our operations with the ILO fundamentals and OECD Guidelines previously mentioned, seeking to ensure that labor rights are recognized and protected at every level. A heightened focus has been placed on the responsible sourcing of minerals, and increasing our commitment to OECD Conflict Mineral due diligence requirements. Additionally, our commitment to the protection of vulnerable groups has been amplified. We have also emphasized the importance of decent wages for adequate shelter, food and other necessities.

These improvements are underpinned by our dedication to global standards and best practices. Our commitment to remediation is more pronounced, bolstered by increased requirements of robust whistleblowing mechanisms that encourage transparency and accountability. We require zero retaliation against human rights defenders, thereby fostering an environment of trust and integrity.

Through these efforts, the Company seeks to secure its supply chains and also intends to boost supplier performance, who are called on to introduce CSR policies within their own organization and with their supply and subcontracting chains.

Suppliers are required to agree and implement the Responsible Purchasing Guidelines that cover:

- compliance with law
- promotion of and compliance with internationally accepted human rights standards
- freedom of association and the effective recognition of the right to collective bargaining
- elimination of any forms of forced or compulsory labor
- effective fight against child labor and modern slavery
- elimination of discrimination in terms of hiring and occupation
- anti-corruption measures and the prevention of conflicts of interest

[2] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/global-responsible-purchasing-guidelines.pdf

- compliance with the legal minimum wage in national legislation or collective bargaining agreements while seeking to provide its workers and their families decent wages to afford reasonable and adequate shelter, food, and other necessities
- working hours aligned with ILO Conventions 1 and 30
- compliance with health and safety at work
- implementation of an Environmental Management System such as ISO 14001 certification < 2.7.1 >
- banning the use of prohibited substances and materials
- encouraging suppliers to obtain CSR commitment from their own suppliers consistent with those required by Stellantis
- combating the use of minerals originating from areas of conflict
- storage and use of personal data
- implementation of an environmental policy for research on green or recycled materials, the reduction of CO_2 emissions and the protection of biodiversity
- implementation of an anti-deforestation policy < 2.7.1 >
- protection of animal welfare.

Business contracts are awarded based on factors including:

Innovation

The Company involves its core and strategic suppliers in a disruptive innovation process, which is essential in order to meet commitments on reducing CO_2 emissions, improving air quality and finding more sustainable materials e.g., increased recycled content for use in our products.

Efficiency

The CSR commitments that the Company asks its suppliers to make, enables them to reduce their own operational risks. Suppliers are informed of best practices and regulatory changes and can benchmark themselves by comparing their CSR performance against the industry average. Being aware of opportunities to build on their strengths and implement action plans to work on weaknesses provides suppliers with a path to improvement. Stellantis monitors the progress of the action plans required from suppliers and helps them find solutions to improve their product quality or optimize their processes.

Economic Performance

In view of the demanding supplier selection process, being a strategic or core supplier of Stellantis suggests a high-level of economic and CSR performance. Through innovation partnerships with Stellantis, suppliers are developing a competitive edge which can distinguish them from their competitors when bidding for contracts. They can create commercial opportunities with customers who, like Stellantis, regard CSR criteria as a key aspect of the supplier selection and listing process. The Company's suppliers are expected to communicate their own CSR commitment and performance plus their EcoVadis score to their customers and stakeholders in all host regions. Similarly, when chosen to support Stellantis on international projects companies are boosting their prospects for other potential business opportunities by increasing their presence and competitiveness in new markets.

CSR Performance

The Company's responsible purchasing approach drives attention to validated CSR performance from our suppliers. Our policy is to work with suppliers in a partnership to improve CSR performance overall. These expectations are an integral part of the supplier relationship and require a continuous focus to apply the needed resources to achieve top ranking status. This approach has created results that have Stellantis' supplier average CSR performance clearly above the EcoVadis benchmark.

Supplier Business Award and Third Party CSR Assessment

Stellantis' policy for all sourcing activity to award business to new and existing suppliers requires that CSR performance is systematically taken into consideration and globally reviewed. The goal is to confirm responsible purchasing practices are in place with our selected suppliers and at an acceptable performance level. We seek to only award business to suppliers that share our values and can maintain required compliance and performance.

Industry Guidance

Supporting the development of the automotive industry is important to help make progress on common topics. Stellantis contributed on the revision of the Automotive Guiding Principles which are published by AIAG and Drive Sustainability. This document seeks to create alignment between automakers to address issues relevant to the industry, and to speak with a unified voice on the importance of a sustainable, ethical supply chain. These documents are updated on a regular basis and work to move the message forward and align with the evolving expectations for the entire supply chain. For example, the German regulation, Lieferkettensorgfaltspflichtengesetz (LkSG)[3] and the upcoming regulation in the EU are primary new additions to the content that already covers various existing requirements. The automotive industry needs to take on the challenges that are necessary to build the appropriate expectations for all levels of the complex and multi-tiered supply network. Stellantis is committed to being a engaged partner in the development and promotion of these needed guidance materials.

7.1.6 ORGANIZATION AND RESOURCES

Responsible Sourcing is primarily a function of the Global Purchasing and Supply Chain (GPSC) department < 7.1.4 >.

CSR activities are embedded into everyday life within the purchasing processes. Buyers are the primary point of contact for suppliers and required to make certain that all contractual obligations and expectations, such as the Responsible Purchasing Guideline, are upheld. They communicate with suppliers to raise awareness on requirements and confirm that supplier CSR performance, assessed by EcoVadis, is at the necessary level for the supplier to be considered for sourcing opportunities. EcoVadis assessments are required to be renewed annually and suppliers are subject to onsite audits from recognized assessment bodies based on risk assessments.

Supplier discussions are critical for alignment and driving results. Annual Supplier Business Review meetings are designed to address many factors that include CSR topics. A designated program lead manages the overall process and official documentation. The supplier discussion is supported by a member of senior management, at a minimum the head of the division, and the buyer.

[3] Lieferkettensorgfaltspflichtengesetz (LkSG) is an Act on Corporate Due Diligence Obligations in Supply Chains

Experts are designated at various levels within the business units, including:

- GPSC Champion is a senior executive who is responsible for considering CSR issues/challenges in the decision-making process
- CSR Correspondents are responsible for the reliable disclosure of qualitative and quantitative data within their scope
- Regional Contributors are the local contacts that provide the specific regional elements as required.

The Industrial Risk Rating (IRR) process is used to evaluate host territory risks for environmental concerns for countries and regions for natural disasters and is a critical element for responsible sourcing decisions. Every direct material sourcing applies this proactive procedure to support comprehensive risk analysis and prevention.

We collaborate and participate with stakeholders to address common and specific issues. We focus on developing and implementing solutions that drive efficiencies and build common industry tools. Often the actions needed from suppliers are common within the automotive industry and can be leveraged. Some of the collaboration areas include:

- internal departments such as engineering, logistics, industrial and program teams
- external stakeholders such as suppliers, OEMs and industry associations such as AIAG and VDA
- service providers such as CDP and EcoVadis.

For more information on the achievements < 7.1.7 >

Purchasing CSR Resources Matrix

Resources & Tools	Responsible Sourcing	Human Rights in the Supply Chain	Climate Change - Carbon accounting
Supplier Business Review meetings	✔	✔	✔
EcoVadis (Incl. Sector Initiative)	**CSR assessment**	✔	
RMI	✔	✔	
Automotive Industry Associations AIAG, ANFIA, PFA, VDA	✔	✔	✔
CDP	✔		✔
SGS Social Audits	✔	✔	
RCS Global, VINE	**Battery suppliers - supply chain transparency**	✔	
Conflict Minerals Program Assent	**Legal obligation - country of origin**	✔	
Tier 2 global operational Risk Mapping tool	✔	✔	

7.1.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 412-3

Stellantis has many initiatives that focus on responsible purchasing practices to support the Company's development in host territories. The activities are designed to support local sourcing development while providing measures that mitigate risks from suppliers and subcontractors [4].

The Responsible Purchasing Guidelines address topics focused on: compliance with laws, regulations, social and ethical principles, environmental protection and sustainable procurement including training and support for small and local suppliers. Stellantis requires suppliers to sign the Guidelines and confirm that they are aware of the expectations necessary to maintain the status of a Stellantis supplier. Suppliers are critical links in the chain of responsibility.

Identifying CSR risks in the supply chain

Stellantis uses risk analysis (mapping) to identify and prioritize actual or potential CSR incidents in the supply chain such as environmental, social and ethical topics. Due to the layers of the extended supply chain it can be difficult to gain visibility upstream. Stellantis defined and has begun to implement a global process to continuously identify and monitor risks from certain non-Tier 1 critical suppliers when relevant. Its findings are shared across all regions.

Where risks are identified, Stellantis has a prevention system to implement and monitor specific action plans with involved suppliers to prevent or mitigate any impact to the supply chain.

Trend performance for suppliers is used to track the effectiveness of improvement initiatives. When corrective action plans are launched the expectation is that CSR performance will improve for the targeted area. In 2023, 32% of suppliers have improved their CSR performance. The Company is transparent about the measures taken and the results obtained, which are published annually in our CSR report.

Risk mapping

We have opted to identify CSR risk by commodity for direct material purchases. The methodology incorporates third-party assessment ratings, such as EcoVadis Rating Framework which provides:

- CSR risk profiles on internal commodities were developed
- CSR risk profiles by country based on the EcoVadis list that includes 207 categories for 184 countries were developed
- supplier CSR performance assessments were entered in the EcoVadis database (currently more than 100,000 suppliers assessed
- collection of additional information from sources including unions, NGOs, media or data-collection specialists available for review.

Critical suppliers are a Tier 1/Tier N supplier who could cause production stoppages at Stellantis plants or delay the sales launch of new vehicles. There are five categories of high-risk suppliers:

- the only source of a product

[4] CEO Tavares Marks a New Era for Stellantis in India: https://www.stellantis.com/en/news/press-releases/2022/may/ceo-tavares-marks-a-new-era-for-stellantis-in-india#:~:text=CHENNAI%20%E2%80%93%20During%20media%20interactions%2C%20Stellantis,Forward%202030%20global%20strategic%20plan

- Stellantis purchases represent over 30% of their annual revenue
- financially stressed
- commodities or manufacturing processes known for increased concerns. These suppliers might cause a substantial negative impact on the environment, employment, human rights or society (particularly through unethical conduct)
- located in high risk geographical areas.

For 2023, about 37% of the Tier 1 suppliers by number are considered as critical. Monitoring, mitigation and action plans are developed for these suppliers to implement a strategy customized for each case to protect Stellantis.

Supporting company transformation through strategic partnerships with our suppliers

As announced in the Dare Forward 2030 strategic plan, Stellantis entered into strategic partnerships with leading companies intended to contribute to secure the supply of semiconductors, strategic raw materials and batteries for electric vehicles and support innovation, efficiency and shared know-how with Stellantis experts.

There were many strategic cooperative relationships in 2022, such as with:

- Foxconn to secure the supply of purpose-built semi conductors with additional future collaborations.
- Controlled Thermal Resources Ltd. for a binding offtake agreement with the objective to supply battery grade lithium hydroxide for use in Stellantis' North American electrified vehicle production.
- Vulcan Energy Resources Ltd. equity investment
- Samsung SDI joint venture for the production of battery cells and modules
- LG Energy Solution to invest in a joint venture

In 2023, there were many developments showing progress in the maturity of our efforts to create a more secure supply network. The Stellantis website provides access to press releases that offer greater detail regarding the information for these collaborations [5].

Stellantis is assembling a roster of partnerships to ensure a stable supply of key materials for its electrified future. In addition to Kuniko, Stellantis has agreements with Alliance Nickel, McEwen Copper, Terrafame, Vulcan Energy, Element 25 and Controlled Thermal Resources [6].

Focus on raw material risks: a material risk mapping is regularly reviewed and updated in terms of the criticality of materials with specific characteristics, importance for competitiveness, little or no current alternative, potential scarcity due to limited global production or fragile supply chains and questionable CSR conditions e.g., conflict minerals, lithium, cobalt and mica. This mapping is designed to enable us to manage and secure our supply over a long-term period and focus our research and development work on alternative materials. Our policy to seek out new, innovative materials combines with our quest to increase the proportion of renewable and environment-neutral materials in our vehicles. This analysis supports our ability to focus on critical suppliers, such as those included in our battery supply chain for development and management. < 7.2.2.7 > for more details on initiatives related to cobalt and other minerals.

Focus on conflict minerals: earnings from mining gold, tin, tantalum and tungsten might be used to finance armed conflict in the Republic of the Congo and surrounding countries. In accordance with required U.S. and EU regulations, Stellantis' policy requires transparency from its suppliers about the origin of any raw materials and minerals they use < 7.2.2.7 >.

Environmental damage: this is damage caused to water, air and soil either as a result of natural disasters or industrial accidents, or due to overexploitation of natural resources. The focus on industrial supplier risks uses a mechanism that enables the buyer to quickly identify the Company's exposure to the risks linked to each supplier production plant, using a matrix which takes into account criteria such as: geographical location (risk of natural disaster), the Company's share in the plant's production, how specific the technology used by the supplier is, how many of the Company's vehicles are affected by production at this plant, etc. This assessment method is used systematically to prepare technical and industrial procurement policies for each product group and each call for tenders. This result is systematically taken into consideration in the supplier selection process globally.

7.1.7.1 Actions to mitigate risks from subcontractors or suppliers

Supply Chain Transparency is an important component of Stellantis' strategic focus. Visibility through the Tier 2 supply chain level is provided via an IT tool from Resilinc which supports Stellantis in mitigating supply disruptions. Identification and mapping of Tier 1 & Tier 2 suppliers includes major risk overlays, such as strike events or environmental impacts. 24/7 event monitoring is communicated directly to the supply chain team. A key deliverable is the Event Watch for the Tier 1 and Tier 2 supplier events to avoid Stellantis Assembly Plant disruptions. The scope of this approach currently covers all suppliers in North America and Enlarged Europe.

Assessments of the supply chain by recognized assessment bodies

To support the supplier assessment process on CSR criteria and make it more robust, Stellantis has embarked on an assessment of its Tier 1 supply base using criteria related to the environment, workforce, ethics and subcontracting chain. It has outsourced this assessment to an independent external company, EcoVadis. The first step was to identify supplier risks more precisely. Stellantis informed its suppliers that this evaluation was a prerequisite for the placement of future business, and to remain on the supplier panel. Stellantis requires its existing suppliers to be reassessed each year to continuously improve their CSR performance. A corrective action plan is automatically required for suppliers that do not receive a score that meets the standards set by Stellantis.

[5] https://www.stellantis.com/en/news/press-releases/2023/july/stellantis-implements-multifaceted-semiconductor-strategy-to-ensure-supply-security-drive-innovation
https://www.stellantis.com/en/news/press-releases/2023/august/stellantis-invests-in-ctr-to-strengthen-low-emission-us-lithium-production
https://www.stellantis.com/en/news/press-releases/2023/october/stellantis-samsung-sdi-announce-kokomo-indiana-as-site-for-second-us-starplus-energy-gigafactory
[6] https://www.stellantis.com/en/news/press-releases/2023/june/stellantis-signs-offtake-terms-and-invests-in-kuniko-for-supply-of-norwegian-low-carbon-nickel-and-cobalt-sulphate

Audits of suppliers at risk

In addition to the CSR assessment, on-site audits are performed. These audits are conducted for suppliers identified as risky according to three CSR criteria: countries (non-signatory country or country with questionable governance), products (inherently risky, such as promotional items) or processes (manufacturing processes involving hazardous substances). These social and environmental audits are also managed by an independent external service provider, SGS. An audit checklist is used covering the following topics:

- CSR policy
- human rights
- working conditions
- workplace health and safety
- environment
- supplier CSR management system.

These audits provide a snapshot of how the supplier is performing in terms of the Company's reference guide and the local statutes and regulations. The specifications stipulate that local auditors who speak the language of the audited site and who have a thorough knowledge of the applicable local laws, regulations and practices applicable to the site must carry out the audit. The external auditor creates an audit report for each audit. The report describes noncompliances and grades them according to four classifications; critical, core, minor and observations only, each requiring corrective action plans. If no satisfactory solution can be found to a critical or core noncompliance, a disengagement plan may be put in place after consultation with internal individuals affected by the decision. If necessary, an audit may be conducted to verify that action plans were implemented. If a reaudit is needed it would be scheduled for approximately 6 months from the original audit to allow for progress to be evaluated. During this period of time the corrective action plans are expected to be implemented and generating results. If it is found that there is no positive outcome, the corrective action plans would be updated, the evaluation period reconsidered, and internal discussions could occur regarding potential business discontinuation. The process applies to auditing for both social and environmental corrective actions. Reaudits are performed using the same questionnaire and rules as the initial audit. Additionally for compliance reasons a different auditing person will perform the audit to ensure objectiveness.

Suppliers and their production plants are expected to be IATF 16949-certified. The IATF standard meets the growing expectations of markets and governments in relation to ethical business practices. It also incorporates changes and complexities specific to the automotive sector, such as requirements for onboard software, and strengthening product traceability in accordance with regulatory changes. Stellantis has added additional specific requirements for this certification. These additions include adherence to the Responsible Purchasing Guidelines and they contain specific CSR advice and actions required by suppliers. IATF conducts audits to ensure compliance with these specific requirements.

Steps taken to prevent risks: governance of the supplier relationship

Supplier briefings are held each month to provide suppliers with CSR updates, communicate the Company's CSR expectations and inform them of legal and regulatory developments in CSR matters. Risk prevention takes place in the day-to-day relationship between buyers and suppliers. Stellantis pays particular attention to supplier training and provides them with tools that enable them to rapidly identify and react to risk situations. Suppliers have access to e-learning on CSR principles to evaluate and improve their CSR performance and how to build robust internal processes supporting CSR .

On account of Stellantis' membership in the CCFA and PFA, the Automotive Sector Mediation Centre serves as an independent entity to provide support to automotive companies for amicable dispute resolution (in disputes relating to the business relationship between customer and supplier). There were no mediated cases between Stellantis and a supplier in 2023.

Training for buyers and suppliers

The supplier training curriculum covers subjects related to purchasing, quality, supply chain management, manufacturing, finance and engineering. There are dedicated classes on sustainability-related topics such as responsible working conditions, environmental impacts, ethics and conflict minerals. The Company's ambition is to train 90% of the suppliers in CSR risks and the Stellantis requirements by 2025.

Buyer training includes modules for CSR topics, Conflict Minerals and expectations during the sourcing process. Specific commodities may have additional requirements, such as EV batteries, where additional regulation and policies are in place. In 2023, 6 training events (versus 3 in 2022) with in total over 2000 attendees from purchasing (versus 700 in 2022), were held.

7.1.7.2 Monitoring signs of weakness to eliminate the causes of risk

Whistleblowing channel < 5.1.7 >

Stellantis reinforces that employees, suppliers, dealers, consumers and other stakeholders can and should report any concerns of alleged situations, events, or actions that may have been inconsistent with the Stellantis Code of Conduct and request advice about the application of the Code.

Stakeholder feedback

Stellantis receives input from NGOs and actively collaborates with them on a partnership level. For example, we collaborate with selected NGOs on mica and leather programs. Additionally, a partnership with RCS Global, a responsible sourcing advisory and audit firm was established for a cobalt and lithium supply chain auditing program. Stellantis has expanded the scope to include additional suppliers and raw materials since 2021 **< 7.2.2.7 >**. The Company also reviews media and news reports on topics related to NGO findings on raw materials of all kind.

Measures taken if suppliers are found to be noncompliant with CSR requirements

Stellantis has introduced a comprehensive toolkit to measure the social and environmental performance of its suppliers and to identify any shortcomings or risks. The suppliers questioned or audited systematically receive an analysis of their performance. For suppliers who do not achieve the required standard, a corrective action plan is put in place. Suppliers that do not improve and collaborate to do so with Stellantis to resolve the issues identified might ultimately be excluded from Stellantis' supplier panel.

7.1.7.3 Supplier Risk and Engagement Achievements

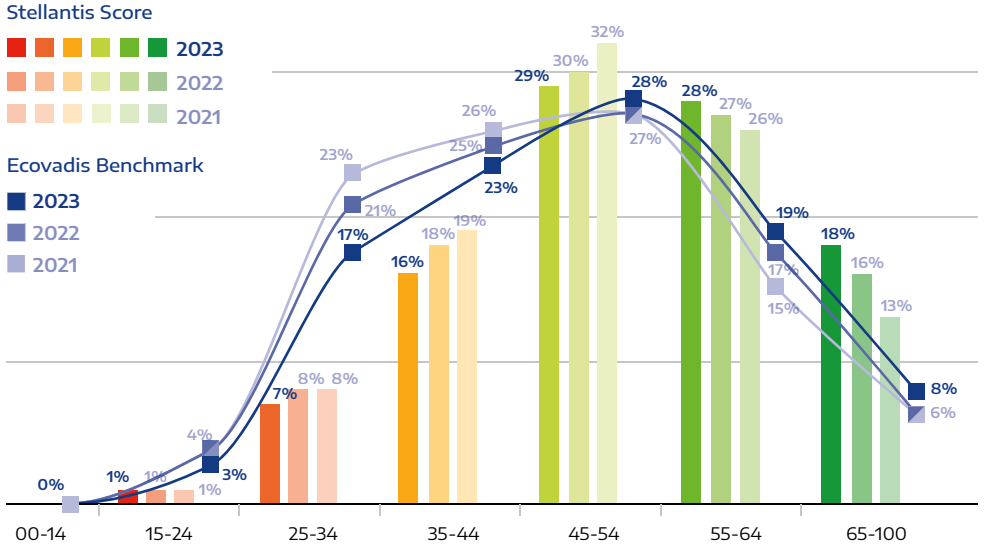
GRI 414-1 GRI 414-2

Already in its short history, Stellantis has had many positive results from the actions taken with our suppliers. Our list of achievements provides the details related to the performance of our efforts.

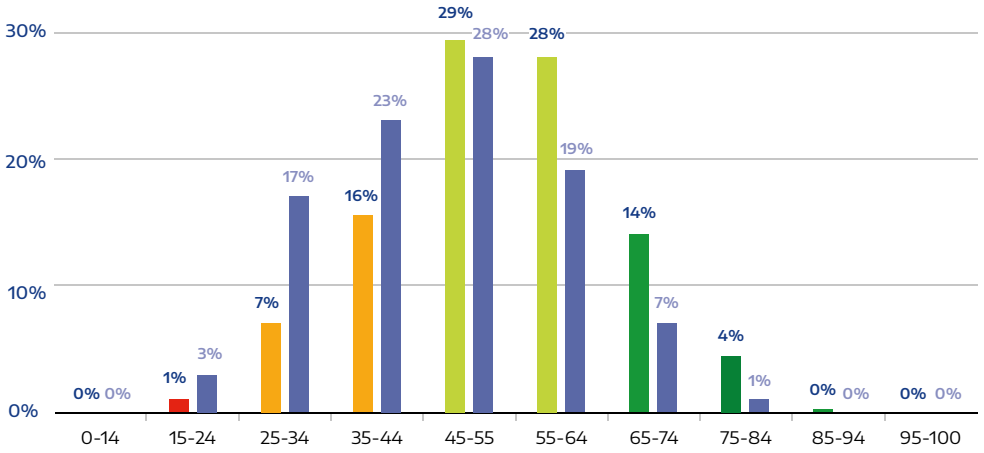
- Stellantis has maintained a high CSR compliance approval rate of 90% (was 92% in 2022)
- more than 3,461 supplier groups were assessed by EcoVadis, an increase of >450 compared to 2022 This accounts for more than 89% of the value of direct purchases, versus 87% in the past year.
  - 76% Overall Supplier Sustainability score which is classified as Good (ratings higher than 45 Points), up by 3% versus 2022
  - 574 suppliers with corrective action plans in 2023 which is 16.6% of the total assessed suppliers (16% in 2022)
  - 63% Tier 1 suppliers with their EMS certified according to ISO 14001 (was 61% in 2022) < **2.7.1** >.
- 81 external social and environmental on-site audits were conducted (vs. 105 in 2022). Whenever a supplier is identified as noncompliant with the requirements of the Responsible Purchasing Guidelines, the Company requires the supplier to launch corrective action plans
  - 31 (30 in 2022) audits were conducted by RCS Global for the battery supply chain from Tier 1 to mine sites, all 31 suppliers received their individual corrective action plan
  - 50 (75 in 2022) SGS social and environmental audits for Tier 1 supplier were performed, all suppliers are working on corrective action plans
- for battery and hybrid electric vehicles the purchase contract has specific additional expectations that apply to battery suppliers in terms of due diligence and transparency to comply with the latest requirements regarding materials such as cobalt, lithium, graphite, and nickel
- Stellantis supplier production plants are IATF 16949 and at a minimum ISO 9001 certified
  - More than 80% of all suppliers are certified, of which:
    - 88% in South/Latin America
    - 85% in North America
    - 75% in Europe
    - More than 84% in the other regions
- more than 87% of suppliers were trained on general CSR risks and requirements up by 2% versus 2022
- 11 of our vehicle plants in Europe are working with the sheltered sector
- over 2000 (versus 700 in 2022) participants joined in six training events (versus three in 2022) worldwide on the Stellantis CSR approach and ways to perform CSR actions.

Stellantis supplier performance shows that for the suppliers with a score >45, shown in green, are performing better than the EcoVadis benchmark. The benchmark is the average score of all suppliers aggregated in the EcoVadis tool.

Comparison between Ecovadis scores of Stellantis suppliers vs scores of all Ecovadis rated companies



2023 Comparison between Ecovadis scores of Stellantis suppliers vs scores of all Ecovadis rated companies



Additional supplier engagement achievements

Stellantis provides the "SPW" (Stellantis Production Way) methodology and tools to our suppliers, both new and existing ones. SPW support included plant shop floor assessments for new launch suppliers and focused improvement activities for those supporting current production, in both technical and operational assistance to its suppliers. To maximize the effectiveness of the program, suppliers and commodities are prioritized based on their impact on Stellantis plants, purchasing strategy and the supplier's current performance. Particular emphasis is placed on supplier plants involved in upcoming product launches. Dedicated SPW knowledge experts from Stellantis provide guidance and mentoring to improve supplier's key performance indicators and activities.

Supplier programs that focus on fostering innovation to improve products, processes and content (this includes the reduction of Carbon related GHG) are essential for Stellantis. We may use different tools but it is the dedication of our employees that work with suppliers for value optimization and encourage a proactive approach to collaborate on cost saving ideas and technical solutions. In 2023 we strengthened the Monozukuri process by a stronger involvement of our specialists to support our suppliers on their efficiency.

Our suppliers participated in more than 10 Technology Day events, ten of which were at Stellantis facilities in Europe and North America and more online or at supplier facilities. These events encourage collaboration with Stellantis personnel and suppliers on innovative solutions for features, efficiencies and quality, and allow suppliers to share their latest technological developments and concepts for the future.

A partnership that promotes sustainable performance: Supplier Awards

The Supplier Awards are an opportunity to reaffirm the strategic importance of the supplier relationship as a fundamental driver in achieving the Company's strategic plan for profitable growth and developing differentiating technological innovations in response to the challenges of global competition. Stellantis rewarded 16 of the best suppliers (12 in 2022) in each category including CSR Performance. The list of award-winning suppliers is validated by a committee to ensure that the suppliers are compliant with the assessment criteria in other categories. For example, a supplier cannot be given an award in the value-creation category unless it has reached the required CSR level. This level has to cover minimum the same performance as checked for sourcing, additionally a favorable score of the Ecovadis Scorecard as well as a robust Carbon neutralization plan and strong collaboration in the Stellantis Conflict Minerals Program (if applicable) [7].

[7] Stellantis Recognizes 16 Suppliers for Quality, Commitment and Operational Excellence: https://www.stellantis.com/en/news/press-releases/2023/october/stellantis-recognizes-suppliers-for-commitment-performance-quality-and-operational-excellence

7.1.8 DETAILED KEY PERFORMANCE INDICATORS

GRI 204-1 GRI 407-1 GRI 408-1 GRI 409-1 GRI 414-2

7.1.8.1 Transparent communication on the results of due diligence

GRI 2-15 GRI 408-1

CSR Performance of the Company's suppliers assessed by the external service provider EcoVadis

Performance category	Year	Compliant	Minor non-compliance	Core non-compliance
Global Overall CSR score	**2023**	**76%**	**23%**	**1%**
	2022	73%	26%	1%
	2021	71%	27%	2%
Environment	**2023**	**76%**	**22%**	**2%**
	2022	73%	25%	2%
	2021	71%	27%	2%
Labor & Human Rights	**2023**	**79%**	**20%**	**1%**
	2022	77%	22%	1%
	2021	75%	24%	1%
Ethics	**2023**	**65%**	**31%**	**4%**
	2022	63%	32%	5%
	2021	60%	34%	6%
Sustainable Procurement	**2023**	**44%**	**47%**	**9%**
	2022	44%	45%	11%
	2021	40%	49%	11%

EcoVadis assessment Key Performance Indicators

CSR KPI - Responsible Sourcing	Year	
Policy on corruption	**2023**	**79%**
	2022	75%
	2021	72%
Audit or assessment of suppliers on CSR issues	**2023**	**54%**
	2022	52%
	2021	50%
Active whistleblowing procedure in place	**2023**	**43%**
	2022	48%
	2021	51%
Whistleblowing procedure on ethics	**2023**	**51%**
	2022	48%
	2021	46%

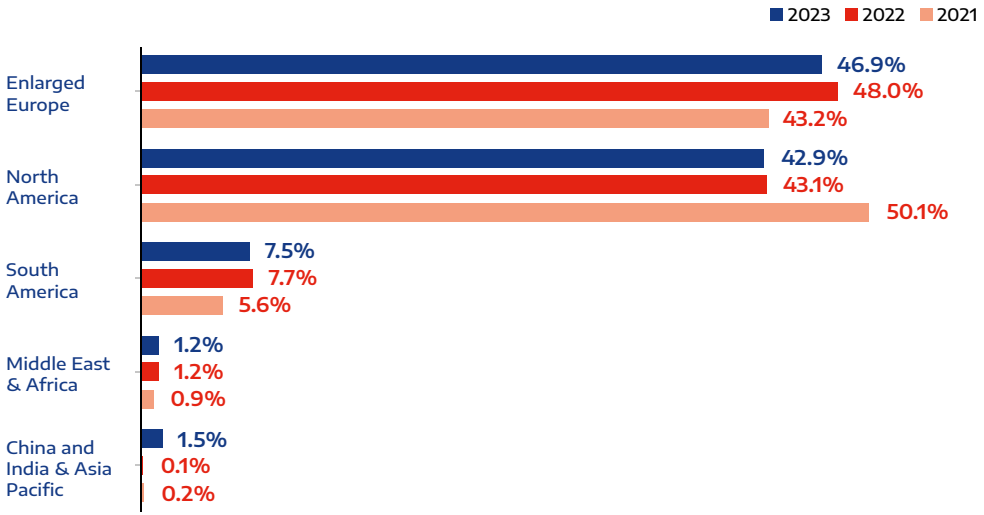
Summary of 2023 onsite Audit results for critical suppliers

CSR Category	Sub-topics	Observations	Minor non-compliance	Core non-compliance	Critical non-compliance	Total
Sustainability policy	Sustainability policy	6	13	2	-	**21**
Human rights	Uphold freedom of association and the effective recognition of the right to collective bargaining	-	9	16	-	**99**
	Elimination of any forms of forced or compulsory labor	-	2	3	-	
	Zero-tolerance of child labor	-	1	6	-	
	Elimination of discrimination in terms of employment and occupation		1	5	-	
	Anti-corruption measures and the prevention of conflicts of interest	2	3	2	-	
	Labor organization and disciplinary practice	2	13	28	8	
Working conditions	Remuneration	-	15	30	15	**151**
	Working hours	2	19	56	14	
Workplace health and safety	Organization	2	27	26	3	**326**
	Buildings	2	18	18	-	
	Fire Prevention	2	47	67	2	
	Machines/electrics	4	26	28	-	
	Hazardous substances	1	7	34	1	
	Canteen	2	4	4	-	
	Dormitories	-	-	1	-	
Environment	General organization	3	11	10	-	**54**
	Waste	-	-	5	-	
	Waste water	-	2	3	-	
	Air Emissions	3	5	7	-	
	Soil	-	2	-	-	
	Water and energy consumption	-	4	2	-	
Management System	Supply chain	4	7	9	-	**20**
Total		**30**	**236**	**362**	**43**	**671**

7.1.8.2 Supplier Spend Analysis

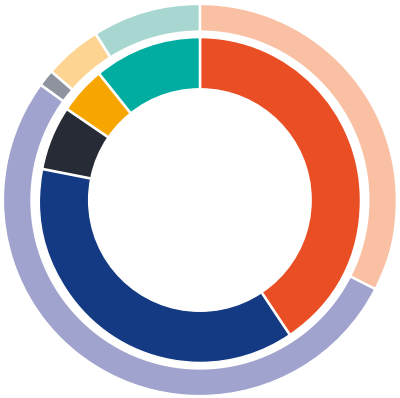
GRI 204

Distribution of Stellantis Direct Material spend

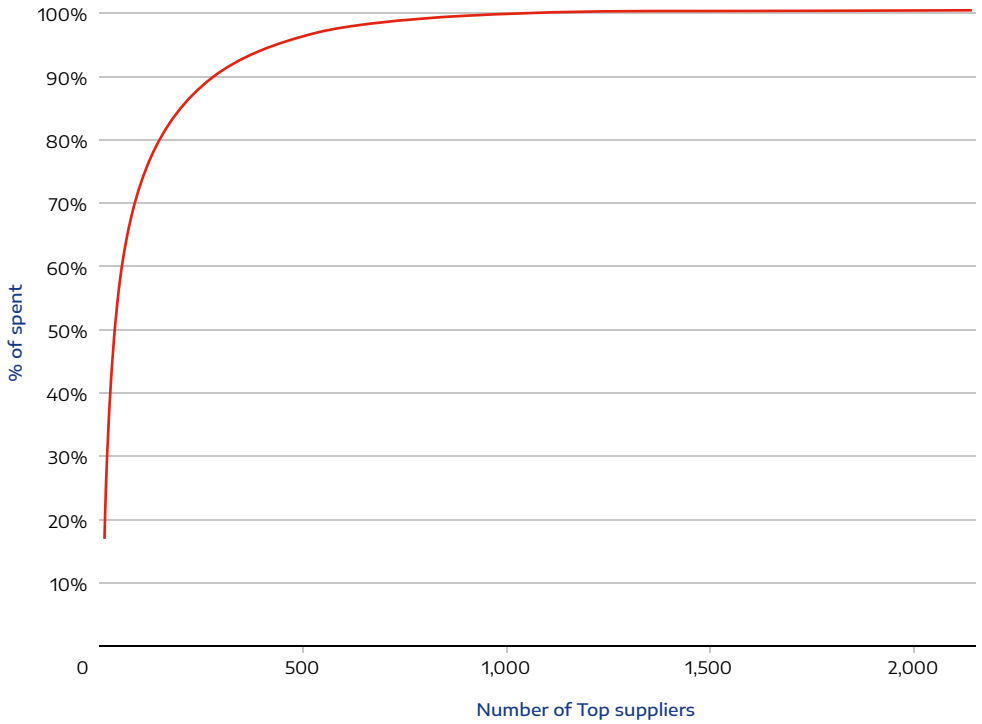


Value of Direct Material Purchases by Supplier Origin

	Year	
Enlarged Europe	2023	40.7%
	2022	32.7%
North America	2023	37.6%
	2022	52.3%
South America	2023	6.3%
	2022	1.4%
Middle East & Africa	2023	4.7%
	2022	4.8%
China and India & Asia Pacific	2023	10.7%
	2022	8.8%



Top APV Suppliers - 2023 Distribution



7.2 HUMAN RIGHTS

7.2.1 GLOBAL APPROACH FOR HUMAN RIGHTS

GRI 3-3

7.2.1.1 Identification and management of risks and opportunities

Stellantis Salient Human Rights Risks

Based on a comprehensive human rights risk assessment, several salient risks have been identified within our organization. These risks encompass various aspects of our operations and supply chain, and it is crucial to address them in order to uphold our commitment to human rights. Our company is operating ethically and responsibly, promoting a culture of respect, fairness, and inclusivity that includes acknowledging and actively mitigating these Human Rights risks.

Risk #1	Potential human rights abuses
Risk Description	The complexity of global operations and the need for engaging with numerous third parties expose Stellantis to potential human rights abuses that could occur without robust due diligence. Effective due diligence is critical in identifying and mitigating human rights risks, including labor violations and discrimination within the extended network of Stellantis operations and supply chain. **Potential Impact** ▪ Non-compliance with international human rights standards ▪ Labor rights violations in supply chain leading to legal sanctions ▪ Damage to brand reputation due to association with human rights abuses ▪ Negative media coverage ▪ Consumer backlash ▪ Deterioration of shareholder trust
Mitigation Strategy	▪ Establishment of comprehensive due diligence requirements within Purchasing, Raw Materials, and M&A ▪ Development and implementation of a training curriculum on human rights due diligence for employees ▪ Creation of a due diligence checklist and scorecard for third-party assessments ▪ Regular audits and updates to due diligence processes to align with international standards and best practices ▪ Engagement with third parties to ensure understanding and compliance with Stellantis's human rights expectations
Additional Opportunities	▪ Strengthening Stellantis's position as a leader in ethical business practices ▪ Building long-term supplier relationships based on transparency and shared values ▪ Implementing innovative due diligence tools and technologies for better oversight and management of human rights risks ▪ Increasing market access and customer trust through demonstrated commitment to responsible practices ▪ Leveraging due diligence initiatives to gain competitive advantage and access to new markets

Risk #2	Child / Forced Labor
Risk Description	The global scale of Stellantis's operations and supply chain presents the inherent risk of child and/or forced labor, which may occur not only among suppliers but also within our own operational spheres. The complexity of monitoring such a vast network necessitates stringent vigilance and robust controls to safeguard against any human rights violations and to adhere with labor laws in all jurisdictions where we operate. **Potential Impact** ▪ Infringement on international and local labor laws within our operations and supply chain ▪ Loss of consumer confidence and reduced market share ▪ Disruption of production due to seizure of parts ▪ Severe damage to Stellantis's brand reputation and consumer trust ▪ Legal repercussions and financial penalties from non-compliance with global labor laws ▪ Disruption in supply chain due to the unethical labor practices ▪ Investor scrutiny and potential divestment
Mitigation Strategy	▪ Zero-tolerance through the revised Responsible Purchasing Guidelines towards child and forced labor in any part of the operations or supply chain ▪ Rigorous supply chain mapping to trace the origins of raw materials and labor practices ▪ Regular social compliance audits and risk assessments to identify and address areas of concern ▪ Formalize partnerships with local NGOs and international organizations to enhance labor standards and protections ▪ Training programs for suppliers and employees to recognize and prevent child and forced labor ▪ Pushing knowledge of Stellantis' whistleblower mechanism throughout the supply chain to report violations anonymously
Additional Opportunities	▪ Enhancing the ethical sourcing aspect of the brand, contributing to a stronger market position ▪ Gaining recognition as a responsible and ethical leader in human rights within the automotive industry ▪ Developing more resilient and sustainable supply chains through increased transparency and ethical practices ▪ Creating shared value by supporting community development and reducing poverty, which are underlying causes of child and forced labor ▪ Fostering innovation in monitoring and compliance tools to ensure ethical labor practices

Risk #3	Inadequate/Unequal Wages
Risk Description	Stellantis recognizes the risk of inadequate or unequal wages within our operations and extended supply chain. Discrepancies in pay can arise due to gender, ethnicity, or other discriminatory factors, and may also result from failure to adjust wages to meet living costs in certain regions. We aim to provide employees a fair compensation that reflects their valuable contribution and complies with living wage standards. **Potential Impact** ▪ Potential violation of equal pay laws and fair labor standards ▪ Increased turnover rates due to employee dissatisfaction with pay disparities ▪ Negative impact on employee morale, productivity, and quality of work ▪ Prolonged labor negotiations that impact production ▪ Damage to company reputation as an equitable employer ▪ Legal challenges and financial liabilities from wage discrimination claims ▪ Erosion of trust with stakeholders and potential consumer boycotts
Mitigation Strategy	▪ Regular analysis of roles and wages to identify and rectify discrepancies across all levels and locations within Stellantis operations ▪ Commitment to transparency in compensation practices and proactive communication with employees regarding wage policies ▪ Ongoing training for HR and management personnel to prevent wage discrimination ▪ Strengthening of internal reporting mechanisms for employees to safely raise concerns about wage inequality
Additional Opportunities	▪ Positioning Stellantis as a leading ethical employer that prioritizes fair compensation, attracting top talent ▪ Enhancing employee engagement and loyalty through transparent and fair wage practices ▪ Fostering a more inclusive and equitable workplace culture that supports diversity and equal opportunity ▪ Leveraging fair wage standards as a competitive advantage in the market ▪ Contributing to economic stability, living wages and growth in the regions we operate

Risk #4	Land, Air, Water & Waste Pollution
Risk Description	In our operations, Stellantis faces the risk of environmental impact through the emission of pollutants into the land, air, and water, as well as the generation of waste. This risk is heightened by increasing regulatory requirements and stakeholder expectations around environmental sustainability and the ecological footprint of manufacturing processes. **Potential Impact** ▪ Non-compliance with environmental regulations leading to legal penalties and operational restrictions ▪ Negative impact on local ecosystems and community health, potentially resulting in public backlash and loss of social license to operate ▪ Increased scrutiny from environmental watchdogs and advocacy groups ▪ Potential for significant remediation costs and investment required for compliance upgrades ▪ Diminished brand reputation among environmentally conscious consumers and investors
Mitigation Strategy	▪ Conducting comprehensive Environmental, Health, and Safety (EHS) audits to identify and address areas of concern ▪ Implementing advanced technologies and process improvements to minimize emissions and waste production ▪ Adopting a stakeholder engagement policy that encourages reporting and dialogues on environmental concerns ▪ Regularly reviewing and updating environmental policies and procedures to align with best practices and regulatory changes ▪ Review that regional controls address Human Rights in the environment through leveraging of Human Rights Champion Network ▪ Integration of environmental considerations into product design and life-cycle management
Additional Opportunities	▪ Enhancing brand reputation through demonstrated environmental stewardship and leadership ▪ Achieving cost savings and operational efficiencies through waste reduction and energy optimization ▪ Accessing new markets and customer segments that prioritize environmental responsibility ▪ Leveraging environmental compliance as a competitive advantage and differentiator in the automotive industry ▪ Fostering innovation in sustainable practices that can lead to new business models and revenue streams via the circular economy as part of our Dare Forward 2030 strategy

Risk #5	Harassment / Retaliation
Risk Description	At Stellantis, our diverse and expansive workforce, encompassing a variety of cultural backgrounds and operational roles, can inadvertently increase the likelihood of misunderstandings that may escalate into harassment or retaliation. The diversity that strengthens our team also brings challenges in ensuring that all employees share a common understanding of acceptable behavior. Proactive and robust controls within our operations are vital to address and mitigate these risks, fostering a respectful and inclusive work environment. **Potential Impact** ▪ Misinterpretations arising from cultural differences may lead to conflicts, affecting team cohesion and productivity ▪ Risk of non-compliance with varied international and local workplace conduct regulations ▪ Potential for legal ramifications and financial liabilities if harassment or retaliation occur and are not addressed effectively ▪ Damage to Stellantis's internal community and external market reputation as an equitable and harmonious workplace ▪ Possible attrition or difficulty in attracting diverse talent due to perceived inadequacies in addressing workplace issues
Mitigation Strategy	▪ Continuation of a comprehensive, culturally sensitive training program to address workplace diversity and prevent harassment and retaliation ▪ Utilization of Human Rights Champions to review regional controls and initiatives in place that can be benchmarked globally ▪ Continued promotion of the Integrity Helpline and anti-retaliation policies. ▪ Active promotion of diversity and inclusion initiatives to foster mutual respect and understanding among employees ▪ Ongoing dialogue and education to provide clarity on the definitions and consequences of harassment and retaliation in the workplace
Additional Opportunities	▪ Enhancing Stellantis's reputation as a socially responsible and inclusive employer, improving our competitive edge in the global market ▪ Strengthening intercultural competence across the workforce, leading to a more innovative and collaborative organization ▪ Increasing employee engagement and performance by establishing a safe and supportive working environment ▪ Demonstrating leadership in corporate ethics, potentially influencing industry standards and practices ▪ Leveraging a respectful and harmonious workplace culture to attract and retain top talent from diverse backgrounds

Risk #6	Failure to comply with Human Rights Regulation
Risk Description	Stellantis operates in a myriad of jurisdictions, each with its unique human rights regulations, making compliance a complex but essential task. The diversity of laws and standards across our operational footprint requires vigilant oversight and robust controls to ensure adherence to all relevant human rights obligations. Due to our expansive geographical presence, the risk of non-compliance, whether due to oversight or the evolving nature of regulations, is heightened and must be addressed proactively. **Potential Impact** ▪ Potential legal penalties and sanctions for non-compliance with human rights laws and regulations ▪ Operational disruptions resulting from enforcement actions or restrictions ▪ Damage to Stellantis's global reputation and credibility as a responsible corporate citizen ▪ Challenges in market access or expansion due to regulatory non-compliance ▪ Investor and consumer confidence could be undermined by perceived governance weaknesses
Mitigation Strategy	▪ Establishment of a dedicated compliance unit within the Human Rights Office to monitor and ensure alignment with local and international regulations ▪ Conduct bi-annual survey via Human Rights Champion network on new Human Rights legislation in the markets that they represent. ▪ Regular training for legal and compliance/human rights teams on the latest human rights regulatory developments ▪ Annual audit conducted to identify and rectify potential breaches ▪ Engagement with industry associations and regulatory bodies to stay at the forefront of compliance standards
Additional Opportunities	▪ Leveraging compliance as a differentiator in the market, enhancing trust with customers and partners ▪ Preemptively adapting to regulatory changes, positioning Stellantis as a leader in corporate human rights responsibility ▪ Improving stakeholder relations through transparent and proactive compliance communications ▪ Utilizing compliance excellence to minimize risk and foster sustainable business practices ▪ Attracting ethical investors looking for companies with strong compliance and governance records

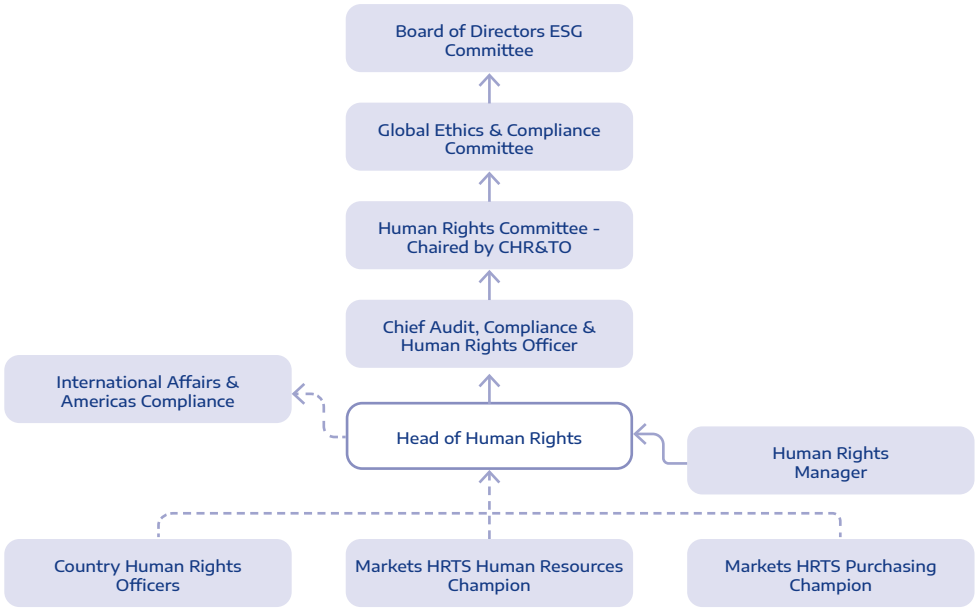
7.2.1.2 Governance and associated resources

Human rights stand as a foundational pillar of Stellantis' values. Our commitment to these principles shapes our operations, striving to ensure that every endeavor we undertake, every partnership we form, and every product we create reflects with our respect for the sanctity of human dignity.

The strategic direction of all of the organization's sustainability and corporate social responsibility-related activities is overseen by a dedicated ESG committee of the Board of Directors. The ESG Committee receives regular reports from the Human Rights Officer regarding program compliance, salient risks and status of mitigation activities.

Below is a chart depicting the governance structure of the Human Rights Office and their oversight bodies:

Human Rights Governance



A main driver of the Stellantis program is our Human Rights Due Diligence Framework. This framework is in alignment with the OECD Guidelines. We have strengthened our organizational structure by creating a Human Rights office, that is governed by a Human Rights Officer and a Committee that closely monitors all human rights initiatives.

Decisions regarding Human Rights issues are made by a Human Rights Committee whose multidisciplinary membership is comprised of operational leaders and senior management from in business areas such as Audit & Compliance, Human Rights, Legal, Public Affairs, Sales & Marketing, Supply Chain, Purchasing, etc. and includes the Chief Human Resources and Transformation Officer as Chair of the Committee.

The Human Rights Committee has responsibility for oversight and enforcement of the Human Rights Policy globally. Decisions are made by majority vote, with the Chairman having the power to break a tie. Meetings of the Human Rights Committee are held on a quarterly basis. Oversight of the Human Rights Committee and of the Human Rights Program is performed by the Global Ethics and Compliance Committee, who reports on the same to the Stellantis' Audit and ESG Committees of the Board of Directors.

The Human Rights Committee's responsibilities include the evaluation and approval of:

- the existing human rights control framework of the Company
- the deployment and efficacy of and the Human Rights Program
- plans to develop new or strengthen existing human rights controls, as appropriate
- the risk mapping of human rights for the organization on an annual basis
- public disclosures regarding human rights
- investigations, dispositions. and remediation, if relevant, of any potential issues of significance involving human rights.

Implementation of the decisions of the Human Rights Committee is the responsibility of a dedicated Human Rights team. Allocating resources to a comprehensive system aimed at upholding and advancing human rights. This includes: continuously monitoring human rights risks and incorporating them into our global risk enterprise, engaging with local, independent, and representative stakeholders - as described in our newly published Stakeholder Engagement Policy.

As part of its duties, the Human Rights team conducts internal risk assessments annually, gathers inputs from internal and external stakeholders (including a global Human Rights Champions network), conducts benchmarking, and prepares and deploys surveys, hold focus groups, training and reports to provide a global reach of policy review, continuing education and stakeholder feedback.

With business owners in place for each identified risk, the next step involves crafting Key Performance Indicators (KPIs). These KPIs are designed not just to measure performance but to guide us toward the goals of prevention, mitigation, and remediation. We recognize the importance of transparency to our stakeholders. Thus, we commit to publicly disclose the defined risks and KPIs both on this website and within our various disclosure documents, such as this CSR (Corporate Social Responsibility) Report.

The Stellantis Human Rights Program is a cornerstone in our commitment to social responsibility and ethical business conduct. As such, the identification and involvement of stakeholders within this program are paramount to its effectiveness and integrity.

Internal Stakeholders: The program's foundation is built upon the participation of a diverse group of internal stakeholders, each bringing expertise and influence to address human rights concerns. This includes teams such as Responsible Purchasing, which aligns our supply chain with our human rights standards, and Global Diversity, Equity, and Inclusion, which champions non-discrimination and equality. Compensation and Benefits are tasked with safeguarding equitable pay and living wages, while Environment, Health, and Safety (EHS) are instrumental in maintaining safe and respectful working conditions.

Moreover, individuals and groups potentially affected by human rights issues – such as brand representatives and manufacturing employees, and employee representatives – constitute a critical stakeholder segment. Their perspectives and experiences inform our program's approach to risk mitigation and policy development.

Ensuring Ethical Conduct: The third group of stakeholders comprises departments like Audit and Compliance, Public Affairs, Legal, and Communications. These teams are pivotal in upholding Stellantis's stature as an ethical entity, diligently working to embed human rights considerations into our corporate fabric and operations.

These internal functions are actively engaged through comprehensive risk assessments, including surveys, focus groups, and in-depth interviews. Relevant business functions assume responsibility for managing actions and Key Risk Indicators (KRIs) to address salient risks identified through this process.

External Stakeholder Engagement: Recognizing the importance of external perspectives, Stellantis places a high priority on engaging with parties outside the company. We published a Stakeholder Engagement Policy in December 2023, outlining Stellantis' commitment to create and share value by engaging in long term relationships with its Stakeholders through dialogue in a transparent, meaningful, and ethical manner on the sustainability aspects of the Company's strategy. Our approach to human rights has been informed by insights gleaned from interactions with counterparts in the automotive sector, as well as the snack and beverage industries. This cross-industry learning validates that our Human Rights Program is reflective of best practices and leads the way in corporate human rights advocacy.

In addition, we actively respond to engagement requests from stakeholders and participate in industry associations. This collaboration enables us to confront human rights challenges with the collective strength and wisdom of the broader industry, ensuring that Stellantis's Human Rights Program is not only robust but also aligned with the most progressive and effective industry standards.

Our commitment is to maintain a program that is both dynamic and responsive, ensuring that Stellantis remains at the forefront of human rights protection in every aspect of our business

7.2.1.3 Policies to execute the strategy

Stellantis is firmly committed to respect and support human rights in all of our activities, in all of the countries in which we operate.

Our approach is consistent with the international human rights standards and frameworks. Stellantis upholds the United Nations Guiding Principles, the International Bill of Human Rights, United Nations Universal Declaration of Human Rights, United Nations Sustainable Development Goals, the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), with explicit commitment to the ILO core areas, the United Nations Guiding Principles on Business and Human Rights and the Modern Slavery Act 2015 with respect for the human rights, fundamental freedoms, democratic principles and standards established in the International Bill of Human Rights.

In support of its commitments to human rights, Stellantis seeks to apply standards that protect our workers, enhance our integrity across the organization and provide effective grievance mechanisms to employees and stakeholders. Human Rights are the foundation of our diversity and inclusion policy, and we don't tolerate any harassment or discrimination based on differences, including, but not limited to race, ethnicity, gender, sexual orientation, age, marital status, parental status, religion, political opinions, trade union activities, national origin, disability status, genetic information or any other basis protected by applicable law.

The Stellantis Human Rights policy [8] and our Stakeholder Engagement policy [9] are publicly available on the global website.

Additionally, Stellantis pledges its commitment to respecting human rights throughout its entire supply chain detailed in the Responsible Purchasing Guidelines **< 7.1.5 >**.

7.2.2 HUMAN RIGHTS IN THE SUPPLY CHAIN

7.2.2.1 Context and Stellantis position

GRI 2-29

CSR issue/challenge **#21 Human rights in the supply chain**

Expectations from stakeholders are growing in terms of their interest to be informed about the origin of products and related production conditions for what they buy. It is crucial that we work to provide transparency throughout the supply chain, regardless of the difficulty to implement.

Managing social, societal and ethical impacts in the supply chain is a core priority for Stellantis, given the extensive expansion of our supply base in emerging countries. We intend to align with common, globally embraced environmental and social principles by working together to improve our supply base sustainability development. Enhancing transparency regarding raw material origin and human rights within our complex global supplier network is a high priority. We respect the responsibility we have for due diligence and the opportunity to be socially mindful within the extended enterprise. Stellantis focuses on improving supplier social performance and complying with social, societal and ethical standards in our supply chain by applying OECD due diligence guidelines to our supplier monitoring activities.

Company's public position

Stellantis expects the commitment of our suppliers, contractors, and other business partners with whom we do business, to adopt standards in line with internationally accepted principles regarding human rights, labor practices, occupational health and safety, and other measures that contribute to an overall improvement in occupational health and safety performance throughout the value chain.

[8] https://www.stellantis.com/content/dam/stellantis-corporate/sustainability/human-rights/Stellantis-Human-Rights-Policy-EN.pdf
[9] https://www.stellantis.com/content/dam/stellantis-corporate/group/governance/corporate-regulations/Stellantis-Stakeholder-Engagement-Policy.pdf

Moreover, the Frameworks Stellantis analyzes to focus on and monitor Human Rights in the supply chain are as follows:

Duty of Vigilance - French Act No. 2017-399,	European Union Conflict Minerals Regulation,
United Nations Guiding Principles on Business & Human Rights	International Labour Organization Declaration on Fundamental Principles and Rights at Work
Organisation for Economic Co-operation Development Guidelines for Multinational Enterprises	Organisation for Economic Co-operation Development Due Diligence Guidance for Responsible Business Conduct
Organisation for Economic Co-operation Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas	United Nations Global Compact
United Nations Sustainable Development Goals	European Union Battery Regulation
Universal Declaration of Human Rights	LkSG - German Supply Chain Act
2015 Modern Slavery Act	

This expectation is set out in Stellantis Responsible Purchasing Guidelines.

In its Code of Conduct, its Human Rights Policy, in the Responsible Purchasing Guidelines, and as a signatory to the United Nation's Global Compact, the Company expresses its commitment on human rights, and principles as expressed in various recognized foundational documents, such as the OECD Guidelines for Multinational Enterprises, the United Nation's Declaration of Human Rights, the United Nations Convention against Corruption, and other documents.

In this spirit, we strive to implement preventive measures to uphold human rights and ethical principles, meet social and ethical standards inspired by the International Labour Organization's (ILO) rules for human rights such for the abolition of child and forced labor, the United Nations Guiding Principles on Business and Human Rights, and customer expectations considering the risks specific for the automotive supply chain. We also endeavor to adhere to the standards, norms and regulations defined by supranational bodies, such as ISO 26000, ISO 20400, ISO 14021, REACH. Our processes and controls intend to meet the legislative requirements of France's Duty of Vigilance, EU Conflict Minerals regulation, the U.S. Dodd Frank Act and the Modern Slavery Act and to extend these principles to the supply network including the sub-tier suppliers. Stellantis took significant measures in 2023 to update the Responsible Purchasing Guidelines to strive towards ensuring our suppliers are committed to responsibly sourcing minerals mined in conflict affected and high-risk areas as well as committing to follow OECD Due Diligence for 3TG minerals. Suppliers are required to commit to and respect the ILO core principles.

Stellantis does not tolerate forced and child labor throughout the entire supply chain, including raw materials suppliers. We require that our direct and indirect suppliers apply Stellantis requirements including social and ethical standards and cascade them throughout their supply chain.

7.2.2.2 Forward-looking vision and targets

Commitment scoreboard

CSR ISSUE/CHALLENGE **#21 Human rights in the supply chain**

VISION/AMBITION: Require, monitor and control the total respect for human rights along the entire global supply chain process, involving all actors to ensure transparency and full alignment with Human Rights principles.

OWNER: Chief Purchasing & Supply Chain Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2025)	**Medium-term (2030)**	**Long-term (2050)**	2021	2022	**2023**
Average human rights scores of Stellantis Tier-1 suppliers assessed by independent third party	Increase of +2.5% vs score as of 01/01/21	Increase of +5% vs score as of 01/01/21	in top level performance category	2.7% increase in performance during 2021	4.4% Increase in Performance since 01/01/21	**6,4% Increase in Performance since 01/01/21**

7.2.2.3 Identification and management of risks and opportunities GRI 2-28 GRI 407-1 GRI 408-1

Human Rights and Forced Labor commitments

Stellantis is focused on human rights and the encouragement of appropriate attention from our supply network. An important aspect we address is the prohibition of child or forced labor within the extended supply chain. This is a difficult task beyond our Tier 1 suppliers. We have created partnerships with providers that will support our actions to map and monitor the many layers within the complex extended supply network. We have started the global supply chain mapping process by analyzing parts, commodities, and materials to enhance supply chain visibility by multi-tier mapping for suppliers in our value chain. With data we receive from mapping, we are in a better position to leverage supplier relationships and gain insights on human rights risks in our suppliers sub-tiers, by understanding risks that are associated with site locations in countries that have been alleged to support forced labor. Risks are reviewed and analyzed continuously through an internal forced labor working group made up of Purchasing and Supply Chain, Human Rights, Compliance, Legal and Public Affairs to address new concerns throughout the supply chain.

Additionally, participation on automotive industry work groups is part of our process to address the concerns of forced labor by bringing together expertise from cross functional teams. Customs and Sustainability teams from OEMs and suppliers are working together to help develop ideas and strategies < 7.1.6 >.

Stellantis pays specific attention to the Human Rights section of the overall Responsible Sourcing topic.

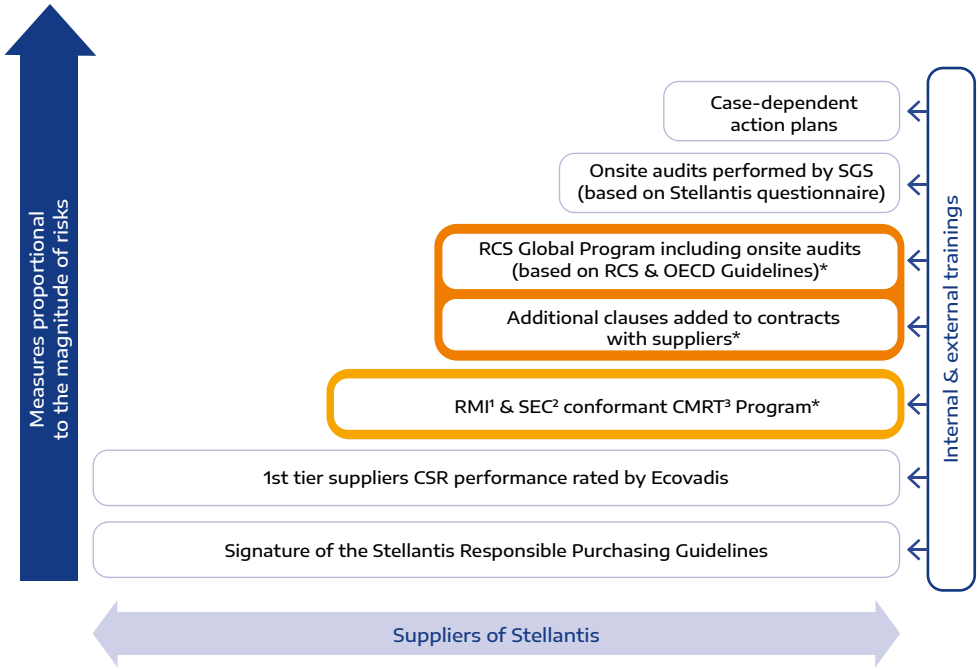
Risk #1	Human Rights violations in the extended supply network
Risk Description	Due to the extended supply chain structure it can be difficult to ensure the avoidance of human rights violations. Supply chain management based on continuous risk assessment with the objective of reducing exposure to risk and improving performance is a critical element for Stellantis' supply chain management programs. It is of high importance to work with suppliers that share the same objectives; to support the elimination of human rights violations while seeking to improve working conditions in addition to equal treatment and opportunities for all workers. We expect our suppliers to share the principles we live by, as detailed in the Responsible Purchasing Guidelines, and to cascade these principles throughout the extended supply network. **Potential Impact** ▪ Violation of legislation in case of an incident (e.g.Duty of Vigilance, Uyghur Forced Labor Prevention Act, Uyghur Human Rights Protection Act) in the global supply chain ▪ Supply disruption due to strikes/social conflicts ▪ Remediation costs to resolve issues found at any level of the extended supply chain ▪ Compensation to victims in the event of incidents ▪ Loss of productivity and quality ▪ Ethical breaches on supplier quality risks ▪ Reputation risk - crisis of confidence in the event of a proven supplier failure ▪ Declining Brand reputation that might impact sales ▪ Additional measures may be required to secure supply (security stock/dual sourcing) ▪ Supplier removal from panel or bid

Risk #1	Human Rights violations in the extended supply network
Mitigation Strategy	▪ Identify risk by commodity, country and industry for direct and develop plans for indirect material purchases • Based on EcoVadis Rating Framework and/or other risk intelligence sources ▪ Commitment to the Global Compact and building on its Great Place to Work Framework Agreement, which extends to suppliers and partners ▪ Engagement with several multi-stakeholder organizations, both within and outside the automotive industry ▪ Onsite audit activities • RCS Global - Battery suppliers • SGS - Social audits ▪ Corrective action plans
Additional Opportunities	▪ Gap analysis for regulations and the opportunity to improve the industry and our suppliers. • German Supply Chain Due Diligence Act LkSG as of 2023 • Fight Against Foced Labour and Child Labour in Supply Chains Act • New EU CSR Directives as of 2024 ▪ Supplier development through mentoring and training ▪ Access to regulated markets on human rights aspects ▪ Enhance corporate image among civil society ▪ Improvements in Operational Management • Productivity • Better working conditions • Reduced work-related accidents • Reduced absenteeism and turnover ▪ Reinforcing the competitiveness of suppliers particularly in emerging countries and improving skills within the supply chain

Risk #2	Regulated materials in the extended supply chain - Conflict Minerals compliance (3TG)
Risk Description	The extraction of raw materials for use in the manufacturing of goods and services for the automotive industry may lead to undesirable actions in some geographical locations. Funding armed conflict is a concern that requires due diligence to provide transparency regarding the origin of specific minerals, such as tin, tungsten, tantalum and gold. Through supplier assurance measures we seek to help put an end to the exploitation and abuse of local communities, including mine workers, while supporting local development. **Potential Impact** ▪ Finance of armed conflict ▪ Incidents of child, forced or compulsory labor in the sub-tier supply chain ▪ Difficulty to secure supply of critical minerals ▪ Reputation concerns • Negative publicity • Loss of investor confidence • Negative brand association for future customers
Mitigation Strategy	▪ Ethical and conscientious procurement practices during the mineral extraction, trade and processing stages ▪ Conduct due diligence activities to provide supply chain transparency and smelter validation ▪ Training to provide suppliers with Stellantis' expectations and tools and resources to supplier development ▪ Supplier Business Review meetings to reinforce the alignment of objectives and legal obligations to continue the ongoing relationship with Stellantis ▪ Membership with recognized partners such as RMI which serves as the voice of industry to support responsible mineral sourcing and convenes stakeholders to continually shape dialogue and practices.
Additional Opportunities	▪ Use of 3TGs from verified 'conflict free' sources to support green and local sourcing initiatives ▪ Redesign goods and services to eliminate the use of 3TGs ▪ Vertical integration for secured mineral supply ▪ Access to regulated markets on human rights aspects ▪ Automate the process ▪ Enhance corporate image among civil society

Risk #3	Non-regulated materials in the extended supply chain - Cobalt, Mica, Bauxite/Aluminum, Nickel, Lithium, etc
Risk Description	There are many materials that can become a focus item based on potential human rights violations. These types of raw materials used in the manufacturing of goods and services for the automotive industry may lead to detrimental behaviors in the extended supply chain. Often there are preliminary stages prior to official legislative measures that should alert users to concerning activity. It is essential to stay aware and engaged with multiple stakeholders to learn and to build resources. We seek to help put an end to the exploitation and abuse of local communities while supporting local development. **Potential Impact** ▪ Incidents of child, forced or compulsory labor in the sub-tier supply chain ▪ Difficulty to secure supply of critical minerals ▪ Reputation concerns • Negative publicity • Loss of investor confidence • Negative brand association for future customers
Mitigation Strategy	▪ Ethical and conscientious procurement practices during the mineral extraction, trade and processing stages ▪ Conduct due diligence activities to provide supply chain transparency and smelter validation ▪ Training to provide suppliers with Stellantis' expectations and tools and resources to supplier supplier development ▪ Supplier Business Review meetings to reinforce the alignment of objectives and legal obligations to continue the ongoing relationship with Stellantis ▪ Ongoing partnership with RCS Global, a recognized organization that serves to support responsible mineral sourcing and works to deploy best practices.
Additional Opportunities	▪ Redesign goods and services to eliminate the use of the subject material ▪ Use of materials, such as cobalt, from validated 'conformant'' sources to support green and local sourcing initiatives ▪ Vertical integration for secured mineral supply ▪ Access to regulated markets on human rights aspects ▪ Encourage industry discussion and focus on appropriate measures prior to legislation ▪ Enhance corporate image among civil society

IDENTIFICATION AND MITIGATION APPROACH OF HUMAN RIGHTS RELATED RISKS IN THE SUPPLY CHAIN



* Specific actions for human rights violations in the extended supply chain related to:

- Non-regulated materials, Cobalt, Mica, Bauxite/ Aluminum, Nickel, Lithium, etc.
- Regulated materials, Conflict Minerals compliance 3TG

IMPACT MEASUREMENT OF THE ELECTRIFICATION STRATEGY <7.1.3>

Electrification relies on the raw materials necessary to produce battery components. The Stellantis Responsible Purchasing Guidelines requires battery suppliers to disclose their raw material suppliers. These materials can pose human rights risks in the supply chain particularly cobalt, graphite and lithium in countries like the Democratic Republic of Congo, in regions of China and Argentina and Bolivia. <7.2.2.7> for more information related to the high voltage battery supplier program and cobalt. Stellantis is committed to understanding where our raw materials come from and how we can continue to monitor and manage risks working with high-risk countries.

More than 3,461 supplier groups are covered by a CSR assessment performed by an external third-party including human rights criteria. Part of the expectation is that the management of the suppliers in our extended supply chain have appropriate measures to identify, mitigate and monitor potential human rights issues. Stellantis conducts an annual mapping for the source of essential materials for electric vehicle battery manufacturing and in 2023, added an additional step in supply chain mapping, in which the risks are highest for human rights abuses.This mapping relates to the RCS audit program, extending our battery supply chain by two suppliers, conducting tier mapping throughout. In 2023, we continued the partnership with RCS Global to apply due diligence to our critical suppliers regarding cobalt and lithium supply chains by conducting 31 (101 from start of program) external on-site audits.

NGOs have identified that aluminum, another material that the energy transition relies on, also poses human rights issues. In July 2021, Human Rights Watch issued a report on human rights violations risks in the aluminum supply chain, naming aluminum the “blind spot” of car companies due diligence policies. Therefore, the description of the impact of electrification on human rights in the supply chain should not only refer to materials such as cobalt, graphite and lithium, but also to aluminum.

These activities improve Stellantis’ ability to address human rights risks in its supply chain where they may exist.

7.2.2.4 Governance and decision

Stellantis uses governance mechanisms to manage and monitor human rights in supply chain at various levels, in addition to those already described in the section Responsible Purchasing Practices. Additionally, the Human Rights Officer, as part of the Compliance team ensures governance over decisions made by the Human Rights Office. This includes the revisions and additions to current Stellantis policies as well as oversight of the management systems and risk mitigation controls. Coupled with the oversight of the Human Rights Committee, Stellantis is well positioned to operationalize the program as developed in 2023.

<7.1.4> to learn more about the role of the Global Purchasing and Supply Chain department (GPSC) and the Stellantis vigilance activities.

Governance structure of the new Human Rights Office and their oversight bodies <7.2.1.1>.

Our Conflict Minerals program is managed by regional and subsidiary conflict minerals team members. A global lead provides overall program management and consolidation direction to ensure that corporate obligations are fulfilled. To assess the risk and controls in place for the conflict minerals program, the Compliance department considers factors such as reputational risk, responsible sourcing due diligence reports, global risk metrics, procurement strategies and purchasing power or leverage and exposure for vulnerabilities in the supply chain.

The Stellantis conflict mineral supplier submission status is tracked and communicated by the purchasing organization to confirm that any needed escalation efforts are deployed quickly. The purchasing commodity directors are involved in escalation activities with the supply base, as needed, to reinforce the importance of providing due diligence evidence to support Stellantis' legal requirements.

A report must be filed with the U.S. Securities and Exchange Commission (SEC) annually to show the due diligence measures taken regarding the mine or location of origin. Suppliers who are required to submit the Conflict Minerals Reporting Template must provide it within the appropriate time period or be considered as non-compliant. If a supplier is found to be non-compliant they may be recommended for removal from the sourcing panel.

Supplier on-site audit program

There are protocols in place to manage audit activities. We hold meetings with the service providers to confirms programs are progressing and any issues or concerns are addressed. If a critical non-compliance is found the supplier is flagged for additional escalation activities and appropriate purchasing management members are notified. At the close of the audit a formal debrief is conducted to share the findings with the supplier. Depending on the findings, after the debrief individual follow up is made to validate that corrective action plans are implemented, if required a follow-up audit is performed to have the necessary evidences of implementation. Internally we review the audit activities and results with top purchasing management and when appropriate suppliers with exemplary results are recognized by the purchasing team.

Diversity and Inclusion focus programs

We work to include diversity and inclusion considerations as an everyday practice in our dealings with employees, dealers, suppliers and customers. Training, mentoring, scholarship support, sponsorship and membership with Board and committee participation are some of the ways we support various diversity organizations. Diversity spend targets are created for suppliers based on diversity categories. Performance is captured as a strategic indicator on the Global External Balanced Scorecard, which can be used in sourcing decisions.

To receive credit towards their diversity goals, a Tier 1 supplier is required to work with certified diversity Tier 2 suppliers. The diversity spend status of each supplier is monitored and reviewed with them. The High Focus program works with the suppliers that have a greater potential for diverse spending and equips them with tools and support to achieve their diversity targets.

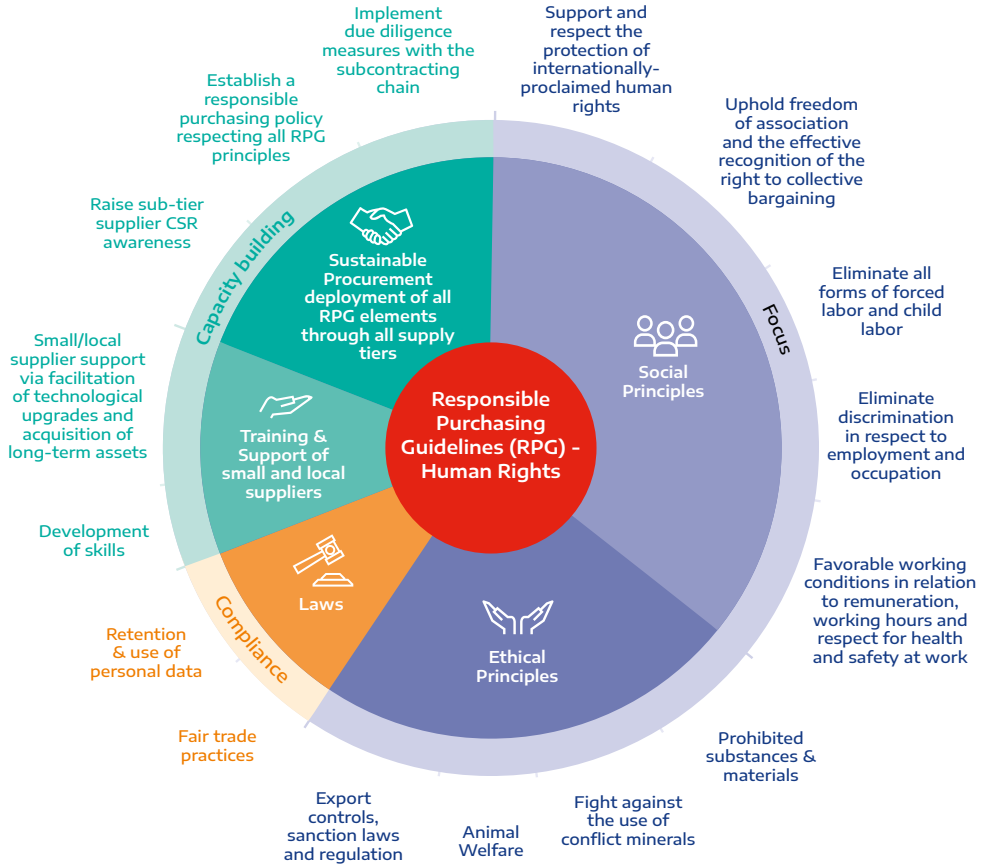
Sheltered and adapted sector

Commitment for the social and occupational inclusion of people with disabilities is an important segment to Stellantis. We have dedicated resources that support several national organizations, with a focus in France and Spain. Specific budgets and processes are set and managed to bring attention on this segment.

7.2.2.5 Policies to execute the strategy

Stellantis combined its Conflict Minerals policy and the Responsible Purchasing Charter into the Responsible Purchasing Guideline < 7.1.5 >.

Stellantis' focus areas for human rights in the extended supply chain



IATF Certification

Stellantis suppliers are required to complete our customer specific requirements which includes adherence to our Responsible Purchasing Guidelines, Corporate Social Responsibility recommendations and required actions. The certifying bodies for IATF conduct audits regarding these specific requirements. The IATF 16949 certification is granted for three years with an annual monitoring audit. Certification is suspended and additional audits are conducted if there are core compliance failures so that corrective actions can be implemented.

Onsite Auditing

We are committed to ensuring that our supply chain adheres to our Global Responsible Purchasing Policies. We conducted audits across a range of high-risk commodities and suppliers and geographical and industry risks to identify and prioritize needed improvements throughout our supply chain. Each supplier is expected to participate in the closure of corrective action plans; to address areas of improvement.

Onsite audit activities are performed by certified auditors from distinguished external assessment bodies **< 7.1.7 >**. Currently we have partnered with SGS for these audit activities. Guidance is provided via program documentation that includes the supplier kick-off notification, audit checklist and closure debrief. Any non-compliance requires an improvement plan. During the closing meeting the supplier receives the auditor findings and is required to sign-off on any improvement plans. These plans are monitored to confirm that the identified concerns are managed until they are resolved. Additional follow-up visits may be required to confirm evidence onsite.

Whistleblowing **< 5.1.7 >**

Stellantis reinforces that employees, suppliers, dealers, consumers and other stakeholders can and should report any concerns of alleged situations, events or actions that may be inconsistent with the Stellantis Code of Conduct. They can also request advice about the application of the Code of Conduct.

We are committed to act in a socially responsible manner that is in line with sustainable practices within Stellantis and at each level of the supply base including ensuring the health and safety of the workforce, prohibiting child and forced labor, complying with conflict minerals and adhering to environmental protection regulations. We do not tolerate retaliation in any form against someone who makes a good faith report to our Integrity Helpline.

7.2.2.6 Organization and resources

For detailed information on available resources for Stellantis' Responsible Purchasing **< 7.1.6 >**.

Monitoring potential human rights violations within the Stellantis supply chain requires internal and external resources. The most prominent areas of concern regarding human rights can be many layers deep within the complex automotive supply network. Even though Stellantis may not have a direct contractual relationship with these entities, we recognize our responsibility to provide appropriate due diligence for materials that are critical and may be provided from conflict affected and high risk areas. There are designated individuals that perform multiple internal activities such as extracting critical data from internal systems, developing and managing the needed campaigns, reporting the status to top management and providing program management oversight for our service providers.

Conflict Minerals Program Management

The conflict minerals program management team is responsible for generating the annual in-scope supplier list that identifies which suppliers are required to provide the Conflict Minerals Reporting Template (CMRT). The list of parts for products containing tin, tantalum, tungsten and gold is provided from regional technical contacts upon request. The International Material Data System (IMDS) is a global data repository that contains information on materials used by the automotive industry and this, or an equivalent system, is used to provide the part content information.

Once the Conflict Minerals data collection process begins, the designated members are required to track supplier submissions and provide updates so that progress reports can be presented to the purchasing management team. If a supplier is unresponsive they will be placed into the escalation process which includes notifying the buyer and their management as appropriate.

Responsible sourcing service providers

Many of the service providers that support our Responsible Purchasing activities have focused elements that are specific to identifying and addressing human rights violations. We have partnered with RCS Global and are a member of the Responsible Minerals Initiative (RMI). Both of these organizations are recognized providers that conduct onsite audits throughout the supply chain including Tier 1 suppliers as well as mine sites. This is another way that we fulfill our duty to adhere to the high expectation of vigilance.

RCS Global

- mapping battery supply chain to gain greater transparency
- on-site audits in the sub-tier supply chain levels
- expanded materials of focus
- utilization of tools such as the Vine data base
- increase in scope for materials of focus to address materials used in EV batteries as required by the EU Battery Regulations
- sending corrective actions for suppliers post audit
- monitoring corrective actions up to 6 months for battery suppliers

Responsible Minerals Initiative (RMI)

- engagement with multiple work groups
- use of the Smelter database to support our Conflict Minerals filing
- Risk Readiness Assessment (RRA) promotes common understanding of good practices and a means to consistently assess risks in mineral supply chains
- Responsible Minerals Assurance Process (RMAP) is an assessment that employs a risk-based approach to validate smelters' company-level management processes for responsible mineral procurement
- Conflict Minerals Reporting Template (CMRT) is an essential tool to gather information about the source of materials in our products, and the smelters and refiners that process the materials.
- Cobalt Reporting Template (CRT) is a standardized reporting template developed to identify choke points and collect due diligence information in the cobalt supply chain
- Material Insights interactive module to update the prior Material Insights report

We are members of several automotive industry associations. **< 5.1.6 >** for the detailed list.

7.2.2.7 Main initiatives, achievements and results

GRI 2-16 GRI 2-28

Initiatives to support the respect of human rights in the supply chain

GRI 407-1 GRI 408-1 GRI 409-1 GRI 412-2 GRI 414-2

Stellantis incorporates workforce-related and social criteria into the purchasing process to ensure our focus on human rights is upheld within the extended global supply chain. Our suppliers are expected to sign and apply the requirements from our Responsible Purchasing Guidelines which has specific attention on compliance with social and ethical principles.

The Stellantis Responsible Purchasing Guidelines **< 7.1.5 > < 7.1.7 >** are inspired by the recommendations of the OECD Guidelines for Multinational Enterprises and envision:

- a public commitment to human rights
- risk mapping for human rights infringements
- preventive measures to address identified risks
- corrective action must be taken for suppliers potentially or currently involved in a human rights infringement
- action plan monitoring
- communication of measures put in place.

Stellantis identifies the regions and areas that have the largest risk of human rights violations and modern slavery.

The regions and areas at risk are identified based on two criteria:

- country (countries that have not signed up to global agreements, countries ill-equipped to enforce international laws)
- manufacturing process (whether it requires a significant amount of low-skilled labor and additionally is dangerous).

Based on this, the Company applies a graduated reasonable efforts approach. This might result in removing a supplier from the panel or bid if it should become evident that it was directly or indirectly involved in this type of practice. It is the Company's policy to assist and guide suppliers so that they can improve. However, if they are clearly unwilling to make changes, Stellantis reserves the right to cease all contact and to remove them from its supplier database.

Practicing due diligence

Stellantis works to apply due diligence to ensure that its social demands are met by its suppliers. We apply risk-based due diligence measures that seek to identify risks and prevent serious infringements of human rights and fundamental freedoms in our supply chain of subcontractors or suppliers with whom there is an established business relationship. We seek to incorporate our expectations into our relationship with our suppliers, deriving inspiration from OECD Due Diligence Guidance. The measures put in place by the GPSC aim to ensure that suppliers fulfill social and environmental commitments.

To enhance Stellantis' due diligence practices the program in place for 2nd tier operational risk mapping has been expanded. Supply chain mapping tool **< 7.1.7.1 >**. The expanded focus as of the end of 2023 is to work through Tier- N suppliers as a project but is currently under development. The aim for this portion of the project will be to provide insight into the global extended supplier network on relevant CSR issues, such as forced or compulsory labor and human trafficking. In particular this will address legal expectations such as the UFLPA and the UK Modern Slavery Act among others.

Stakeholder engagement: Through engagement with several multi-stakeholder organizations, both within and outside the automotive industry, Stellantis seeks to address not only the needs, but the opportunities that exist through ethical and conscientious procurement practices during the mineral extraction, trade and processing stages. Stellantis collaborates with automotive and cross-industry associations to develop the global extended supply chain and build resources that support due diligence activities.

Stellantis has specific legal obligations, section 1502 of the U.S. Dodd-Frank Act and the EU regulation, that must be met regarding the country of origin for conflict minerals. We are required to conduct due diligence to determine whether tantalum, tin, tungsten and gold in the supply chain originated from the covered countries, and whether the procurement of those minerals supported armed conflict in the region. This issue is not unique for Stellantis and working to build industry resources is beneficial for us and our suppliers that are often common among automotive manufacturers.

Stellantis continues to participate in the AIAG Corporate Responsibility Steering Committee and maintain the position of co-chair of the Responsible Minerals workgroup, which leads auto industry engagement in cobalt, mica and conflict minerals activities and relationships. Stellantis employees are engaged in a number of other AIAG teams that partner automakers with suppliers. New groups are launched to address industry issues as deemed appropriate from members, such as the Forced Labor and Human Rights team that brings together volunteers from diverse departments with specific backgrounds such as Customs and CSR experts.

In 2022, the Guiding Principles, which outline expectations for suppliers on key responsibility issues including human rights, environment, working conditions and business ethics, were published by the Automotive Industry Action Group (AIAG) and the Drive Sustainability group [10].

Our membership with the Responsible Minerals Initiative (RMI), which was founded by members of the Responsible Business Alliance (RBA) and the Global e-Sustainability Initiative, supports cross-industry discussion and development of common tools. Participation on RMI sub-teams facilitates development of best practices for supply chain assurance mechanisms. We work closely with RMI and its Responsible Minerals Assurance Process (RMAP). The RMAP uses an independent third-party assessment of smelters and refiners' management systems and sourcing practices to validate conformance with RMAP standards. The assessment employs a risk-based approach to validate smelters and refiners' company-level management processes for responsible mineral procurement.

Through our work with diverse stakeholder organizations we are helping to build fair supply chains of minerals in the covered countries.

[10] AIAG Guidelines: https://www.drivesustainability.org/wp-content/uploads/2023/03/Automotive-Sustainability-Guiding-Principles-4.0v2-Final.pdf

Focus on conflict minerals

Earnings from mining gold, tin, tantalum and tungsten might be used to finance armed conflict in the Democratic Republic of the Congo and surrounding countries. In accordance with required U.S. and EU regulations, Stellantis' policy requires the best efforts of transparency from its suppliers about the origin of any raw materials and minerals they use. A specific clause is inserted in the purchase contract for battery suppliers (article 16.2.3), stating that the supplier must disclose the detailed composition of the materials used to manufacture the parts supplied, as well as any changes in that composition. This requirement complies with the French Law of Duty of Vigilance. The supplier must also provide the written information necessary to comply with the legislation in force, particularly on consumer protection and conflict minerals. The Purchasing Department identifies the in-scope suppliers to include in the annual Conflict Minerals reporting campaign.

Stellantis is engaged to reduce the use of raw materials that carry environmental and social risks < 6.1 >.

Stellantis has access to a wide range of information and data from RMI that supports our efforts to check and monitor that sustainability standards are implemented by smelters and the mining industry. The Company has access to the RMI smelter database, assurance process and all the latest information and training materials available to support appropriate due diligence to promote responsible raw material supply chains. The Conflict Minerals Reporting Template (CMRT) that is provided by the RMI is requested from the in-scope suppliers using the 3TG metals (tungsten, tantalum, tin and gold). If there are concerns regarding the sourcing of raw materials, the suppliers have to address the concerns and potentially set up alternative sources. The Company thus seeks to exercise its duty of care and foster sustainable procurement.

The Conflict Minerals reporting process begins by determining the in-scope suppliers that have parts that contain tantalum, tin, tungsten or gold, based on part data from the International Material Data Sheets (IMDS). A response to the CMRT is then required from almost 2,000 in-scope direct and after-market suppliers in order to obtain smelter information.

Further, we:

- expect our suppliers to source materials from suppliers who also source responsibly, including from legitimate, conformant mines in the covered countries
- require relevant suppliers make reasonable efforts to conduct the necessary due diligence and provide us with proper verification of the country of origin and source of the materials used in the products they supply to Stellantis
- support initiatives to verify smelters and refiners that are conformant and expect our suppliers to utilize any such conformant smelter/refiner programs that are available
- review all incoming CMRT submissions from our suppliers
- provide detailed smelter analysis to suppliers reporting non-conformant smelters in their supply chain.

To prepare suppliers for submitting information Stellantis provided training for the targeted suppliers regarding the completion and submission of the CMRT.

We strive to ensure companies or individuals in legal business activities are not harmed by our efforts to avoid using minerals that are illegally obtained. To this end, we work to promote sourcing from responsible sources in the region. Stellantis also engages with industry and cross-sector groups to promote and develop our raw material supply chain focusing on, but not limiting our efforts to, commodities such as bauxite, cobalt and mica.

Cobalt and others: Cobalt is of growing interest for the auto industry due to its use in electric vehicle batteries. Stellantis has taken action to engage suppliers regarding cobalt in their products given the ongoing concerns around the use of child/forced labor, and other unsafe or non-compliant practices in the mining of cobalt. Expanding into new materials relies on the lessons learned from our Conflict Minerals process in addition to applying industry tools and resources.

Utilizing and teaching our suppliers the OECD 5-Step Framework for Upstream and Downstream Supply Chains provides a common foundational tool that helps solidify responsible sourcing practices and decisions made throughout our supply chain. In addition, cross-sector engagement brings together experts from numerous industries to use their global presence and leverage to drive ground-level improvements in the mining of metals and minerals through process, tool and infrastructure improvements.

To help companies address these challenges, the RMI has developed the Risk Readiness Assessment, which addresses environmental, social and governance risks present in the global supply chain. This tool can help improve supply chain transparency and mapping to mitigate undesirable practices as they relate to Conflict Minerals, cobalt and other raw materials. RMI has also collaborated with the Responsible Cobalt Initiative on a joint cobalt refiner audit program, aligned with the OECD Due Diligence Guidance and the Chinese Due Diligence Guidelines for Mineral Supply Chains.

In 2023, Stellantis further extended its partnership with the responsible sourcing advisory, traceability technology and audit firm RCS Global, for a multi-material supply chain program covering battery materials including cobalt, lithium, graphite, and nickel.

2023's focus was on expanding the program to include more battery supply chains and conducting more upstream mine site audits, as well as increasing corrective action plan monitoring efforts. Through the audit program and the monitoring of corrective action plans, Stellantis is actively involved in remediating identified risks related to due diligence practices, ethics, occupational health and safety, and environmental concerns, with a particular focus on mining operations. Additionally, corrective action plans serve as a vital and effective method to compel suppliers to address their audit findings within specified timeframes, ensuring they consistently meet client audit requirements.

Since 2021 the Purchasing Department utilizes Vine – RCS Global's online due diligence management platform for supply chain traceability and supply chain visualization. Stellantis is an early supporter of Vine, which allows the Company to identify, review and analyze sustainability risks and respond rapidly to critical risks where they are identified.

Mica represents another area of concern for child labor. It is used predominantly in surface coatings and contained in other vehicle materials, such as in polymers for exterior mirror housing and covers.

Human rights impacts are a concern due to the mining practices deployed to harvest the mineral Bauxite, which is used in aluminum production. In an effort to raise awareness and reinforce the automotive industries focus on human rights in the supply chain, Stellantis collaborated with Drive Sustainability in the past to send a letter to the European Aluminum Association and to The Aluminum Association in the U.S. regarding Bauxite mining in Guinea. The message expressed our commitment to protect human rights in the aluminum automotive supply chain. Stellantis is no longer a member of Drive Sustainability, but continues to raise awareness of bauxite mining and monitors the supply chain via Vine when suppliers are audited.

Achievements

Human rights is a core topic of the Stellantis CSR training events conducted with Purchasing employees in 2023. Buyer training information < 7.1.7.1 >.

CSR Assessment -

EcoVadis supplier assessments include corrective action plans to drive overall score improvements. Corrective action plans are a key factor to account for gap closure and sustainable long-term impact.

- With an average overall Human Rights section score of 55.1 (up by 1 versus 2022), suppliers working with Stellantis outperformed all suppliers assessed by EcoVadis, who have an average score of 48.8 (up by 1.2 versus 2022)
- During 2023, 426 assessed or audited suppliers worked on a corrective action plan specifically on human rights issues, which is 12.3% of the total assessed or audited suppliers versus 359 in 2022 which accounted for 12% of total assessed or audited suppliers.

On-site Audits are used as a means to address activities that are deemed higher risk. This is the next phase of our due diligence process, to increase the focus on topics that are critical for Stellantis regarding CSR. The detailed findings from our on-site audits can be found in section 7.1.8.1 . Each audit finding requires a corrective action plan that is tracked through implementation. In 2023, 50 corrective action plans have been launched, each containing multiple elements. Some examples of improvements (among many others) that were realized in 2023 together with our suppliers are:

For the element of human rights:

- a works committee was founded with meetings conducted once a quarter

For Health & Safety at work:

- Anti-corruption and conflict of interest policy was adopted

Labor Conditions:

- Working hours of employees were changed

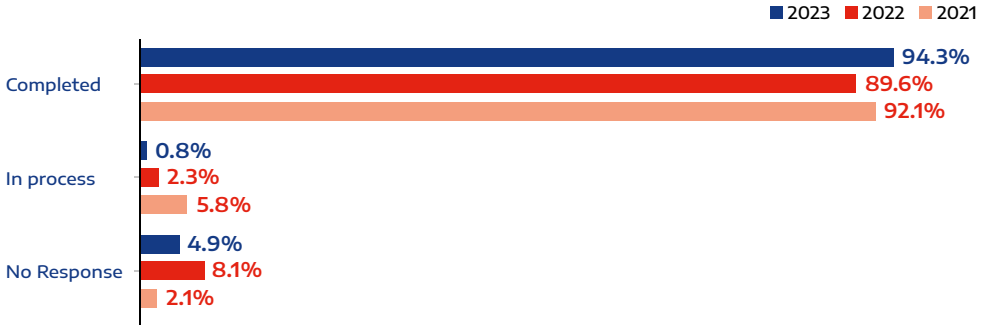
Management System:

- A code of conduct and ethics has been adopted for lower tier suppliers to meet the requirements of human rights, safety and environmental concerns

Conflict Minerals reporting:

94% of the in-scope suppliers (based on APV) for parts containing tin, tantalum, tungsten and gold have submitted the required CMRT of which over 84% of smelters have been reported as certified conflict free.

Final status of supplier assessment on conflict minerals



RCS Global audits 2023

- Completed audits: 31 total audits,at every Tier of Stellantis' cobalt and lithium supply chains (battery manufacturer, cathode manufacturer, refiner, treatment unit, and mine site)
- 6 battery input materials: Cobalt, Lithium, Graphite, Nickel, added Iron and Phosphate
- Entities covered: Battery, Cathode, Anode, Electrolyte Manufacturer, Refiner, Treatment Unit, Mines Accepted Corrective Action Plans: 19
- Identified unique suppliers: >700
- Number of country of origin (for mine sites): 15
  - Australia, Brazil, Canada, China, Chile, DRC, Cuba, Finland, Indonesia, Madagascar, New Caledonia, Papua New Guinea, Turkey, Ivory Coast, USA.

The results put Stellantis in a good position to significantly address human rights risks in its supply chain where they exist.

Business with the sheltered sector

Stellantis is committed to helping our suppliers maintain their policy of inclusion of handicapped workers. Promoting equal opportunity in the workplace is vital to Stellantis' human resources management and the Company's long-term success. A wider, more diverse pool of talent improves the Company's understanding of our workforce and our customers. Stellantis works with six major **French** associations: Fondation Pluriel (former Adapei du Doubs), Adapei de Haute Saône, Talendi (former Bretagne Ateliers), Adapei Papillons Blancs in Alsace, Les Ateliers de l'Ostrevent, the AMIPI/ SLAMI Foundation together with **Spanish** association ILUNION.

The services bought from the adapted and sheltered sector added more than €65 million.

Diversity and Inclusion

Stellantis policy is to provide equal employment opportunities without regard to race, color, sex, sexual orientation, gender identity, transgender status, age, protected veteran status, marital status, religion, national origin, disability status, genetic information or other basis protected by law. We include diversity and inclusion considerations as an everyday practice in our dealings with our employees, dealers, supplier partners, and customers. Stellantis believes the diversity of our suppliers should

reflect the diversity of our workforce and the communities in which we live and operate. In 2023, we strengthened our relationships with organizations such as Disability: IN, Small Business Administration (SBA), and the National LGBT Chamber of Commerce (NGLCC) and regional affiliates to empower businesses to achieve disability, Historically Underutilized Business Zones (HUBZone), and LGBTQ+ inclusion and equality.

In 2023, Stellantis spent over $7 billion USD with Tier 1 and Tier 2 diverse suppliers. Stellantis NA Purchasing Divisions have established annual performance goals with diverse Tier 1 suppliers and incorporate Supplier Diversity expectations into the General Terms and Conditions, an External Balances Scorecard, and a Strategic Sourcing Metric. Diversity spend at the Tier 2 level is monitored and reviewed monthly.

The Company's supplier diversity efforts are consistently validated with external recognition and awards that honor and acknowledge corporations' supplier diversity programs that reduce barriers and drive growth for diverse suppliers certified by a certifying council. In 2023, Stellantis received the following awards and recognitions for its efforts in supplier diversity:

- Top Company for Supplier Diversity (#2) by Fair360 (formally known as DiversityInc).
- Best of the Decade 100 Supplier Diversity Program, WE USA & MBN USA.
- America's Top Corp for Women's Business Enterprises, WBENC.
- Corporation of the Year, CAMSC.
- Corporation of the Year, MMSDC.
- Corporate Member of the Year, MHCC.
- Best in Class Award, GLWBC.

Stellantis also supported inclusion across our supply base through the 24th annual supplier diversity MatchMaker event, which creates opportunities for diverse suppliers. Matchmaker events provide minority-owned, women-owned, veteran-owned, LGBTQ-owned, small, historically underutilized, socially and economically disadvantaged, and disability-owned businesses access to Tier 1 suppliers and decision-makers within the procurement organization. In 2023, the event featured over 1,400 attendees, 150 exhibitors, 12 external council partners, 300 diverse business owners, and 200 Tier 1 supplier decision-makers.

Training, mentorship, scholarship support, sponsorships, membership and Board and committee participation are some of the ways we support organizations, which include:

- National Minority Supplier Development Council (NMSDC)
- Michigan Minority Supplier Development Council (MMSDC)
- National Veteran Business Development Council (NVBDC)
- National Veteran Owned Business Association (NaVOBA)
- Veteran Owned Business Roundtable (VOBRT)
- National Business League (NBL)
- Canadian Aboriginal Minority Supplier Council (CAMSC)
- Asian Pacific American Chamber of Commerce (APACC)
- National LGBT Chamber of Commerce (NGLCC)
- Detroit Regional LGBT Chamber of Commerce
- Small Business Administration (SBA)
- United States Hispanic Chamber of Commerce (USHCC)
- Billion Dollar Roundtable (BDR)
- Automotive Industry Action Group (AIAG)
- Women's Business Enterprise National Council (WBENC)
- Women Business Enterprise Canada (WBE-Canada)
- WE Connect International (WE-Connect)
- Great Lakes Women's Business Council (GLWBC)
- Michigan Hispanic Chamber of Commerce (MHCC)
- Disability: IN
- Rainbow PUSH Coalition

7.2.3 DATA FROM ECOVADIS

Actions implemented on Labor and human rights by Stellantis suppliers

CSR KPI - Labor and human rights	Year	
Actions on employee health and safety issues	**2023**	**92%**
	2022	90%
	2021	68%
Evidence of actions on child labor, forced labor & human trafficking	**2023**	**64%**
	2022	64%
	2021	NA
Reporting on health and safety indicators	**2023**	**38%**
	2022	37%
	2021	60%
Global Compact Signatory	**2023**	**21%**
	2022	20%
	2021	41%

7.2.4 HUMAN RIGHTS IN OWN WORKFORCE

We are passionate about adhering to the principles of human rights. Along with our employees and employee representatives, we have defined a human rights policy to protect our most valuable asset: our people. As a matter of ethics and accountability, our goal is for all employees to achieve a deeper awareness and understanding of human rights. Upholding human rights becomes integral to how we operate around the world.

For more information about Human Rights

- governance in own workforce **< 3.1.4 >**
- policy in own workforce **< 3.1.5 >** **< 3.2.5 >** for living wages and **< 3.3.5 >** for equal treatment,
- initiatives in own workforce **< 3.1.7 >**and **< 3.2.7 >** for training
- mitigation and remediation **< 5.1.7 >**
- risks identified **< 7.2.1.3 >**

Additionally, we are identifying areas where Free, Prior and Informed Consent (FPIC) is needed with respect to projects that impeded on or impact Indigenous Peoples territories and communities.

7.3 ACTIONS TO SUPPORT COMMUNITIES



GRI 3-3

7.3.1 CONTEXT AND STELLANTIS POSITION

CSR issue/challenge **#22 Actions to support communities**

As a corporate citizen, Stellantis'ambition is to make a positive and sustainable contribution. We want to share with our communities our values, knowledge and resources through our philanthropic actions. The world is changing very fast due to the impact from many major events (geopolitical crises and wars, resource scarcity, growing inflation, climate change). Stellantis wants to mitigate the significant impact on people in their day-to-day lives and more specifically on people who have fewer options due to limited resources. We aim to support these people through mobility and educational projects and empower them while inspiring hope.

Company's public position

Stellantis, as a member of the Global Compact [11], plays a role in building a more stable, inclusive and sustainable society. By mobilizing financial and human resources to help Non-Governmental Organizations (NGO), Non-Profit Institutions (NPI) and support employee initiatives, we can develop and deploy philanthropic projects of general interest adapted to the specific needs of the communities in which we operate. The projects we implement are designed to have a positive impact in these communities.

7.3.2 FORWARD-LOOKING VISION AND TARGETS

Commitment scoreboard

Following the merger of former Groupe PSA and FCA, in January 2021, Stellantis reorganized its philanthropic activity. In the last three years, Stellantis has continued to focus on delivering on its previous engagements. In 2022, Stellantis disclosed its new philanthropy strategy aligned with the Dare Forward 2030 strategic plan and focused on needs of vulnerable people in the communities where we operate:

Driven by our societal commitment, we empower people through education and access to mobility.

The first implementation phase of this strategy will start in 2024.

[11] https://www.unglobalcompact.org/what-is-gc

CSR ISSUE/CHALLENGE **#22 Actions to support communities**

VISION/AMBITION: Driven by our societal commitment, we empower people through education and access to mobility

OWNER: Chief Communication & CSR Officer

STRATEGIC KPIs	COMMITMENT			RESULTS		
	Short-term (2024)	**Medium-term (2030)**	**Long-term (2038)**	2021	2022	**2023**
Amount of budget for philanthropy	At least €15 million dedicated to philanthropy + all philanthropic projects focused on the new philanthropic strategy.*	At least €15 million dedicated to philanthropy + at least one philanthropic project in each region.*	At least €15 million dedicated to philanthropy + at least one philanthropic project in each region and for each philanthropic focus areas.*	Stellantis managed the former commitments from the legacy charitable entities.	Stellantis managed the former commitments from the legacy charitable entities.	**Stellantis managed the former commitments from the legacy charitable entities**

*Amount decided for three years split by year, based on Stellantis current performance and general economy financial trend, and benchmark with OEM involvement in philanthropy.

7.3.3 IDENTIFICATION AND MANAGEMENT OF RISKS AND OPPORTUNITIES

GRI 2-29

Risks	Mitigation	Opportunities
Business risk: Certain countries where we have strategic plans to operate or current operations require philanthropic activities to fulfill contractual legal expectations. The risk is to support projects that are not adapted to the community priorities and are not socially impactful.	Stellantis corporate philanthropy strategy supports multi year projects only in the countries where we operate and provided by recognized NGOs or NPIs that are locally well respected in focus countries to create innovative philanthropic projects. Stellantis supports employee volunteer projects in which we could have an added value.	Through an employee nomination process there will be the opportunity to identify, experiment, extend or spread successful projects in other countries. We can bring forward new innovative projects.
Operational management risk: Donation requests received by Stellantis, as a big company, exceeds the amount of its philanthropic allocated resources. Refusals might deteriorate relationships with NGOs and local communities because we cannot support all of them.	Stellantis can help communities in a variety of ways: ▪ Through its Foundation for the projects related to mobility and education ▪ Through the Motor Citizens program for employee volunteerism; ▪ Through direct corporate donations for emergency aid ▪ Through Brands marketing with a cause projects.	The high number of projects received allows Stellantis to select the most innovative employee volunteerism projects. Stellantis philanthropic strategy supports actions to strengthen our connection to local communities while respecting their cultures and traditions. Multi-year projects with larger funding are more impactful.
Reputational risk: Donation requests may come from organizations whose behavior or actions are not in line with Stellantis values.	Stellantis conducts a thorough review and validation of all NGOs consistent with its code of conduct and all laws in order to guard against reputational risk.	Stellantis may identify qualified employee volunteer opportunities based on the qualified grants advised by the Stellantis Foundation . Employees could be engaged to volunteer for projects to reinforce their sense of belonging.

7.3.4 GOVERNANCE AND DECISION BODIES TO LEAD ACTIONS

GRI 413-1

Stellantis philanthropic activities are organized in three channels:

The Stellantis Foundation is the philanthropic arm of Stellantis. The Stellantis Foundation (formerly known as "FCA Foundation" renamed in 2022) is a separate legal entity under U.S. IRS regulations, In 2023, the Stellantis Foundation administered the global grant making program. Under the leadership of Foundation Chairman, John Elkann, a board of Trustees governs the Stellantis Foundation. They approve the philanthropy strategy and the main engagement areas and they select the projects to advise for funding. In 2023 Stellantis made donations to the Stellantis Foundation to support grant making.

Corporate donations to NGOs or NPOs for emergency aid (civilian populations affected by war, earthquakes, flooding...) social issues or business related activities in the communities in partnership with charities are proposed for 2023 by the Head of Philanthropy or relevant EVPs to the CEO for approval.

Employee volunteerism is under the responsibility of the Chief Human Resources & Transformation Officer, member of the Top Executive Team. Stellantis Motor Citizens is aligned with the Philanthropy strategy and shared with regional and country HR teams.

2023 Stellantis key figures

€18.5 mln
dedicated to charitable projects

366
charity projects supported

18,724
hours volunteered by employees

In 2023, Stellantis demonstrated its corporate citizenship and supported 366 charity projects (versus 124 in 2022 and 100 in 2021) around the world through our corporate foundation and direct corporate giving for a total amount of €18.5 million (versus €19.7 million in 2022 and 14.4 million in 2021). Stellantis managed the transition to the new philanthropic focus. We mainly continued to support multi-year projects that started before the merger to create a real impact. The legacy charitable entities managed their former commitments on the basis of their previous governance.

The 2023 year was dedicated to the redesign and reorganization of the philanthropy strategy and activities including working on proposals for a new governance structure. The new philanthropy ambition engagement areas will be announced in 2024.

7.3.5 POLICIES TO EXECUTE THE STRATEGY

GRI 103-1 GRI 103-2

Stellantis charitable donations

Stellantis supports the vulnerable in our communities with two types of projects:

- Select educational projects that meet the needs and expectations of the communities
- Mobility projects that lift the barriers to access to education and employment.

Stellantis philanthropy strategy contributes to some of the United Nations Sustainable Development Goals (SDG). The social contributions focused on education to empower people and build resilient communities with effects that can extend generations into the future. Investments were made in programs that generated meaningful and measurable impact in our communities, with an emphasis on STEM, literacy education improvement and problem-solving < 7.3.7 >.

In 2023, Stellantis corporate giving initiatives were made to support local community needs in the countries where Stellantis operated. Donations were made in healthcare, disaster relief in Italy, Turkey and Morocco, environment protection and conservation, veterans support and community events < 7.3.7.1 >.

Employee volunteerism:

Through Stellantis Motor Citizens, employees are empowered to support the communities in which they live and work through approved volunteer opportunities < 3.1.7 >, offering one "day of service" or one paid day to employees. The volunteer opportunities[12] align with 3 of the 17 United Nations Sustainable Development Goals (Sustainable Communities, Climate Change and Quality Education) and are vetted through the Audit and Compliance teams. Motor Citizens supports our 'We All Care' policy, specifically the My Community lever, making a commitment to employee wellbeing through social relations and volunteering. In 2023, the program launched globally across the six regions and is available for all employees.

5,174 employees (versus 713 in 2022 and 1,117 in 2021) around the world supported 238 projects (versus 59 projects in 2022 and 47 in 2021) representing more than 18,724 hours of working time (versus 4,779 in 2022 and 6,249 in 2021).

[12] Subject to regional and local assessment

7.3.6 ORGANIZATION AND RESOURCES

GRI 203-1 GRI 203-2

Stellantis has a diversified approach to corporate citizenship and uses different types and categories of donations to support communities in the most efficient way. In 2023, many Stellantis entities, under the control of the philanthropy team, donated to NGOs or non-profit organizations to help the people in need in the communities where we operate. Depending on the goals of the project proposed by NGOs, the donations may be annual or multi-year.

Resources by type and category of donations

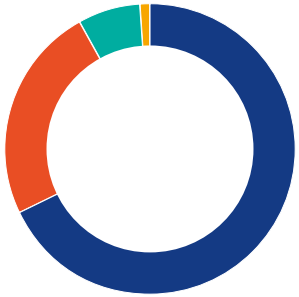
	Year	Monetary contributions in €	In-kind giving in €	Working time spent volunteering by employee in €	Overhead expenses in €	Total	%
Charitable donations including local philanthropy projects	**2023**	**4,491,109**	**899,229**	**711,644**	**300,864**	**6,402,846**	**34%**
	2022	1,128,653	-	187,428	494,504	1,810,585	9%
	2021	5,836,917	216	107,731	763,234	6,708,098	44%
Multi year philanthropy programs	**2023**	**11,415,390**	**-**	**-**	**-**	**11,415,390**	**61%**
	2022	14,987,544	1,225	-	-	14,988,770	74%
	2021	1,546,279	-	2,870	-	1,549,149	10%
Brand commercial initiatives (marketing with a cause)	**2023**	**939,989**	**53,439**	**-**	**-**	**993,428**	**5%**
	2022	3,329,805	79,425	-	-	3,409,230	17%
	2021	5,832,088	206,227	872,962	-	6,911,277	46%
Total	**2023**	**16,846,488**	**952,668**	**711,644**	**300,864**	**18,811,664**	**100%**
	2022	19,446,002	80,650	187,428	494,504	20,208,584	100%
	2021	13,215,285	206,442	983,563	763,234	15,168,524	100%
%	**2023**	**90%**	**5%**	**4%**	**2%**	**100%**	
	2022	96%	-%	1%	2%	100%	
	2021	87%	1%	6%	5%	100%	

7.3.7 MAIN INITIATIVES, ACHIEVEMENTS AND RESULTS

GRI 413-1

Stellantis intends to have charitable donations that are designed to make the world and society a better place. In 2023, Stellantis has focused its projects on emergency aid, education philanthropic initiatives and employee volunteerism program. The Stellantis achievements support our focus to create positive social and environmental impacts.

Total monetary values and number of projects distributed by focus areas in 2023



- **68%** 82 projects - € 12,585,778 **Education**
- **24%** 267 projects - € 4,532,079 **Environmental, cultural, social urgency, food distribution (including preventing nutritious food waste), and others**
- **7%** 8 projects - € 1,248,006 **Emergency aid**
- **1%** 9 projects - € 144,937 **Mobility**

7.3.7.1 Support to emergency aid

Floods in Italy

In 2023, Stellantis donated 1 million euros to the **Emilia-Romagna Region's Agency** for Territorial Safety and Civil Protection, thus joining the regional fundraising drive to support the people and communities in Emilia-Romagna who have been severely affected by the floods and landslides. The donation will be used to help the local population, with a specific focus on environmental and hydro geological recovery activities in this area [13]

Earthquake in Morocco

After the earthquake that struck Morocco on September 8, 2023 Stellantis offered its support to those in need during the times of crisis. Stellantis' assistance was focused on emergency relief and human-centered initiatives

- Voluntary Blood Donation by Stellantis employees in Morocco and donation of 1,230 meals for volunteers collecting blood in Blood transfusion center Casablanca
- Stellantis invited its employees in the MEA Region to make monetary donations to aid in the relief efforts; 80,834 € were collected and Stellantis added for every 1 Moroccan Dirham (1dh) given by its employees, an additional 3 Moroccan Dirhams (3dh) so 242,502€ additional monetary donations used to buy equipment (Donation of big tents): 416 tents with PVC flooring, 420 Blankets, 344 children jackets, 100 adult jackets, 623 children clothing, 416 adult safety shoes, 210 children shoes, 250 boxes of milk, Hygiene products) for the Mohammed V foundation
- Donation of food and free loan of vehicle to the **Croissant rouge**

[13] https://www.reuters.com/world/europe/lvmh-stellantis-provide-donations-italian-flood-recovery-2023-05-22/#:~:text=ROME%2C%20May%2022%20(Reuters),Romagna%20region%20said%20on%20Monday

Earthquake in Turkey

On February 6, 2023, two earthquakes with magnitude 7.8 and 7.5 heavily affected the Southeastern provinces of Adıyaman, Hatay, Kahramanmaraş, Kilis, Osmaniye, Gaziantep, Malatya, Şanlıurfa, Diyarbakır, Elazığ and Adana in Southern and Southeastern Turkey, where almost 14 million people reside including around 2 million Syrian refugees.

Stellantis supported its communities through two actions:

- Donation of 8,000 thermal blankets to **AFAD** / Governmental Help organization
- Creation of an emergency team inside Stellantis with the support of our dealer network which managed: evacuation 980 people, accommodation, transport, dress and hygienic products support, doctor need for emergency. More than 1 million Euros total operational cost.

Hurricane in Acapulco (Mexico)

Otis, a Category 5 hurricane hit Acapulco on Oct. 25, 2023. This hurricane damaged a significant number of hotels and businesses in the area, and left numerous people dead or missing. Stellantis helped the local population by supporting the **Mexican Red Cross** through the donation and loan of vehicles.

7.3.7.2 Socially responsible educational projects

Scientific Education

The October 2023 inauguration of the **CERN Science Gateway** marked completion of the Stellantis Foundation's multi-year grant commitment to the project [14]. The Science Gateway offers a variety of interactive exhibits that allow hands-on experimentation, giving visitors a first-hand experience of what it's like to be a scientist. The center is expected to host up to 500,000 visitors a year, with the Gateway free of charge. In addition to the capital project, the Stellantis Foundation grant supported creation and distribution of HOP "Hands-On Physics," an education project designed to bring STEM experiences to students across Italy. The program provides an experiment kit and teacher training at no cost to teachers and schools. The Stellantis Foundation served as the Science Gateway project's biggest donor in memory of Sergio Marchionne.

Educational support

In 2023, the Stellantis Foundation grant to **Fondazione Agnelli** supported educational and socio-emotional support programs in Italy. This included initiatives to improve math and language skills, platforms to help youth select the best high school to attend and to plan a customized education path after middle school, music education, and support of exchange student opportunities for students enrolled in vocational training and education.

Mentoring program

Stellantis, together with the non-profit association **Instituto Árvore da Vida**, supports Árvore da Vida (Tree of Life) the social project in the Jardim Teresópolis community, near the Stellantis plant in Betim (Brazil). The program, which began in 2004, aims to promote social, cultural and economic growth of independence and empowerment of local residents while providing support for the children and their families. In this after-school project there are two main areas of focus, one is professional inclusion and

[14] https://www.home.cern/news/news/cern/cern-inaugurates-science-gateway-its-new-outreach-centre-science-education

the other is social inclusion through cultural development. Children ages 2 to 17 participated in various training programs to prepare them for professional development and employment. The children also participated in cultural activities such as music classes and choir. Youth learn collaboration, teamwork, public speaking and other soft skills. 2023 marked the 19th anniversary of this project. More than 25,000 people have benefited from the program since its inception. In 2022, the project launched a new Coworking Space with the aim of promoting integration and learning for program beneficiaries and community members. In its first year, Coworking trained 30 community leaders in social project management and became a reference in the neighborhood as a place to discuss challenges, develop projects and engage people who want to improve the quality of life in their community.

7.3.7.3 Local initiatives

Graduate Case Competition of the National Black MBA Association ↘[15]

Stellantis has been the exclusive sponsor of the Graduate Case Competition since 1995, with nearly 5,000 students participating over the years. The **National Black MBA Association**/Stellantis Graduate Case Competition is an annual event that gives high-potential graduate students an opportunity to demonstrate their knowledge and problem-solving skills in a formal competition. Talented MBA candidates from 20 of the U.S. top business schools competed for $50,000 in scholarships . For the 2023 NBMBAA Business Case, students were tasked to represent a consulting firm that will develop a U.S. marketing strategy that builds awareness, vehicle-buying consideration, long-term brand affinity and loyalty among Black consumers for Dodge, one of the iconic brands in the Stellantis portfolio.

23rd edition of Fenearte in Pernambuco

With the purpose of strengthening regional culture and encouraging sustainable consumption, Stellantis supported, for the fourth consecutive edition, Fenearte, the largest handicraft fair in Latin America. In 2023, the Stellantis presented its partnership with **Roda** in a new format.

In addition to displaying the pieces already produced by the Vem Pra Roda project, which includes backpacks, handbags, sandals, among many other items, Stellantis had also a stand produced with waste from industrial production at the Polo de Goiana (PE). There were benches, lamps, tables and shelves made with reusable materials from the automotive sector.

Wingyaan program in India

Wingyaan which means" knowledge provides wings to people" is a program launched in 2019. This program aims to support girls between 16 and 19 years old from rural areas who have passed 10th Grade but could not pursue their further studies due to social and economic conditions. The course curriculum of the 2 years Diploma in Manufacturing Excellence is a residential course designed after extensive stakeholder's consultation, so as to make these girls employable in Manufacturing and Service sector after successful completion of the course. Since 2019, 60 girls have been trained and 100% have found a job. In 2022, with this combination of academics and job training, a new batch of 30 girls were initiated into the program. In 2023, it was decided to extend the duration of the program to 3 years and a new batch of 60 girls started the program.

[15] ↘ https://nbmbaa.org/graduate-case-competitions/

7.3.7.4 Employee volunteerism program

North America

In September, nearly 400 employees in Auburn Hills, Michigan, and Kokomo, Indiana, donated more than 700 backpacks for United States veterans in need. The backpacks – filled with new non-perishable items - were divided between several organizations: **Piquette Square (Southwest Solutions), Vets Returning Home, Michigan Stand Down, Jackson Street Commons and Coordinated Assistance Ministries**. Each organization services the homeless veteran community and helps them transition from homelessness.

Enlarged Europe

To honor the **International Volunteer Day**, 115 employees across 7 European countries (UK, France, Italy, Spain, Portugal, Poland, and Slovakia), served nearly 400 hours in activities to benefit their local communities around Stellantis plants. These activities included preparing and delivering Christmas boxes addressed to kids and elderly people in need who could not leave their homes; collecting and sorting food and clothes; promoting STEM disciplines for girls through digital applications developed to solve specific problems in their environment; supporting at-risk women by preparing them for job interviews to be reintegrated into the labor market; and finally committing to improve the quality of life for people with intellectual disabilities and their families, promoting their full inclusion in a just and supportive society.

South America

During 2023, 20 students from public schools in Porto Real, Brazil completed a training cycle at Stellantis facilities with the main focus of training them for the working world, with the contribution of more than 200 hours of volunteering by employees of our company. This program, called FORMARE, was carried out in partnership with **Fundação Iochpe** and is aimed at socioeconomically vulnerable young people between 16 and 19 years of age.

Middle East & Africa

For National Women's Day in Johannesburg, South Africa, four Stellantis employees – together with the **Mina Foundation** – spent more than 16 total hours at Mpilisweni Secondary School. More than 400 menstrual cups were provided to young students, in addition to helping to educate them on the natural biological process.

India

More than 500 students benefited from 12 Stellantis employees in Chennai, India. The employees spent 72 hours with **Sevalaya** children telling stories, listening to their aspirations and donating books and stationary to the library. In addition, across locations in India and Malaysia, more than 100 employees dedicated nearly 450 hours to environmental activities cleaning beaches and rivers. In total, employees collected 134 bags of garbage, weighing more than 1,200 kg.

China

Ten employees in China spent 30 hours collecting and donating books, stationary, clothes and toys to a remote area in the **Yunnan** Province. More than 100 students, teachers and villagers benefited from the materials.



8 APPENDIX

8.1 REPORTING SCOPE AND METHODOLOGY 290

8.1.1 Methodology for building the CSR reporting perimeter 290
8.1.2 Breakdowns of information provided 291

8.2 INDEXES 292

8.2.1 TCFD 292
8.2.2 SASB 293
8.2.3 ISO 26000 296
8.2.4 Global Reporting Initiative (GRI) content index 298
8.2.5 UN GLOBAL COMPACT principles index with related GRI codes 306
8.2.6 DPEF 308

8.3 AUDITOR'S REPORT 310

8.4 SAFE HARBOR STATEMENT 314

8.5 ABOUT THIS REPORT 315

8.1 REPORTING SCOPE AND METHODOLOGY SASB-000A GRI 3-2

Stellantis consolidates and publishes indicators according to three guiding principles: being transparent, being thorough and providing high-quality information.

The definitions of calculation rules or reference conventions used are international standards. Reference guides specifying the methodologies, definitions and calculation procedures are used by the reporting contributors to ensure the quality and consistency of the consolidated information. Unless otherwise indicated, all data presented in the report refers to the International System

of Units and may be subject to rounding.

Information presented in the report, follows a Pro Forma approach which has been prepared to give effect to completion of the merger of PSA and FCA to create Stellantis, which was completed on January 17, 2021, as if it had been completed on January 1, 2020.

The normalization factor for manufacturing activities adopted in chapters 2.6, 6.4, 6.5 and 6.6 is 6,292 thousand vehicles produced.

In this report, unless otherwise specified, the terms “we”, “our”, “us”, ”its”, “Company” and “Stellantis” refer to Stellantis N.V., together with its subsidiaries and its predecessor prior to the completion of the merger of Fiat Chrysler Automobiles N.V. with Peugeot SA or any one or more of them, as the context may require.

8.1.1 METHODOLOGY FOR BUILDING THE CSR REPORTING PERIMETER GRI 102-45 GRI 3-1

The CSR scope of reporting is set up from the financial scope of reporting.

The CSR scope of reporting covers the fully consolidated companies (consolidated line by line) and does not consider entities accounted for by the equity method or valued at cost in the consolidated financial statements, except where noted.

Selected entities or specific sites are excluded from the scope of reporting for some CSR issues. This is attributable to the inability to obtain data of satisfactory quality, or to immateriality in relation to the Company as a whole, or to newly-acquired entities or activities that are not fully operational, in the start up phase, under dismissal or sold during the reporting year. For this reason, to determine the CSR scope of reporting, different filters are applied.

For more information on Stellantis entities included in the consolidated financial statements, refer to the 2023 Annual Report, available on the corporate website [1].

For environmental-related information included in sections 2.6 and 6.3-6.7 of this Report, the following definitions are applied:

- “Manufacturing”: relates to plants activities and also includes proving grounds and technical, R&D and ICT centers.
- “Retail”: relates to Company-owned sales and after-sales activities, retail offices (such as import subsidiaries) and logistics activities (spare parts warehouses and distribution centers).

The sites included in the definitions above, are assessed to determine the inclusion in the scope of reporting against specific thresholds based on: number of employees working onsite, size (m^2) and other criteria.

A selection of sites in the Retail group, apply a different reporting period (November 1 - October 31) to allow data collection and validation by the time of the release of this Report.

Information related to vehicles and services offered to customers, such as those presented in sections 2.5 and 4.1-4.3 of this Report, may include data on vehicles produced and/or service offered by unconsolidated joint ventures.

References to "customer" as used in this Report refer to the end user of our products or services.

For human resources-related information included in Chapter 3, unless stated otherwise:

- workforce related KPIs do not include 2,258 employees representing 0.9% of the total headcount, because they belong to legal entities that are not managed within the HR consolidation tool: Almotive, Autobiz, Autodie, CPK, ShareNow, Stimcar, Suramericana de Plasticos and UAP
- entities joining Stellantis less than six month ago
- entities planned to be sold
- entities with no material impact: The impact of Comau on main industrial issues (water, energy, GHG emission, air emission and waste) is not material, meanings lower than 5%.
- entities which published their own report: The non-financial information related to the subsidiary Aramis, that counts 2,339 employees, is not included in Stellantis consolidated non-financial statement, since Aramis significance is not material to the whole. Aramis represents approximately 1% of total turnover, total headcount and total GHG emissions of Stellantis consolidated data. Consequently, the non-financial information of Aramis has no impact on the consolidated statement established by Stellantis. It cannot affect the sincerity and the conformity of the Stellantis consolidated statement with regards to the applicable law (NFRD).

  In addition, as Aramis has its own risk management, policies, and set of KPIs that are specific to its activities, the efforts to report Aramis non-financial information in accordance with Stellantis frameworks would not be in proportion, taking in consideration Aramis’ representativity of approximately 1%.

  Nevertheless, transparency duty is fulfilled as, being a listed company, Aramis publishes its own Registration Document in accordance with the NFRD: Regulated information - Aramis Group [2]. Thus, interested stakeholders can access the required information.

[1] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

[2] https://aramis.group/investors/regulated-information/

8.1.2 BREAKDOWNS OF INFORMATION PROVIDED

Segments

Stellantis activities are carried out through six reportable segments: five regional vehicle segments and Maserati. These reportable segments reflect the operating segments of the Company that are regularly reviewed by the Chief Executive Officer, who is the "chief operating decision maker", for making strategic decisions, allocating resources and assessing performance, and that exceed the quantitative threshold provided in IFRS 8 – Operating Segments ("IFRS 8"), or whose information is considered useful for the users of the financial statements.

The Company's five regional vehicle reportable segments deal with the design, engineering, development, manufacturing, distribution and sale of passenger cars, light commercial vehicles and related parts and services in specific geographic areas:

- North America (U.S., Canada and Mexico),
- South America (including Central America and the Caribbean islands),
- Enlarged Europe (primarily the countries of the European Union, United Kingdom and Russia),
- Middle East and Africa (primarily Turkey, Morocco, Egypt and Algeria) and
- China and India & Asia Pacific (Asia and Pacific countries).

The Company's global luxury brand reportable segment, Maserati, deals with the design, engineering, development, manufacturing, worldwide distribution and sale of luxury vehicles under the Maserati brand.

Other activities includes the results of our cast iron and aluminum components business, our financial services activities, as well as the activities and businesses that are not operating segments under IFRS 8.

The breakdown by segments is adopted in a limited set of data within this Report.

Geographical Areas

In order to simplify the understanding of the reader, the majority of information is provided considering the geographical distribution of where activities are located to reflect where impacts occur.

For this reason, the Maserati and Other sectors' information are realigned into the five geographic areas:

- North America (U.S., Canada and Mexico)
- South America (including Central America and the Caribbean islands)
- Enlarged Europe (primarily the countries of the European Union, United Kingdom and Russia)
- Middle East and Africa (primarily Turkey, Morocco, Egypt and Algeria)
- China and India & Asia Pacific (Asia and Pacific countries).

8.2 INDEXES

8.2.1 TCFD

The following table provides the correspondence between the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and the content of the present Report.

Thematic	TCFD recommendations	Relevant sections of this CSR Report	Status / Completion level
Governance (G) **Disclose the organization's governance around climate-related risks and opportunities.**	Ga. Describe the board's oversight of climate-related risks and opportunities.	2.4.1 / 2.4.3	
	Gb. Describe management's role in assessing and managing climate-related risks and opportunities.	2.4.2 / 2.4.3	
Strategy (S) **Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.**	Sa. Describe the climate-related risks and opportunities the organization has identified over the short-, medium- and long-term.	2.3.1.2	
	Sb. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	2.3.1.2 Financial elements to be found in Taxonomy section of the Annual Report [3]	
	Sc. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2.3.2	
Risk management (R) **Disclose how the organization identifies, assesses and manages climate-related risks.**	Ra. Describe the organization's processes for identifying and assessing climate-related risks.	1.2.3 / 2.3.1.1 / 2.3.1.3 and Risk Management section of the Annual Report [3]	
	Rb. Describe the organization's processes for managing climate-related risks.	1.2.3 / 2.3.1.1 / 2.3.1.3	
	Rc. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	1.2.3 / 2.3.1.1 / 2.3.1.3	
Metrics and targets (M) **Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.**	Ma. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2.3.3 / 2.5.4 /2.6.4 / 2.7.4	
	Mb. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2.3	
	Mc. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2.2	

[3] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

8.2.2 SASB

The following table provides the correspondence between the SASB Transportation Standard index and information disclosed in the present report.
References to the Automotive industry ESG reporting of the SASB (Sustainability Accounting Standards Board) are denoted by: SASB-XXXx.x

	Accounting metric	CODE[4]	2021 Results	2022 Results	2023 Results	Relevant sections of this CSR Report
Activity	Number of vehicles manufactured	SASB-000.A	5,687 thousand	5,768 thousand	6,292 thousand	8.1
	Number of vehicles sold[5]	SASB-000.B	6,604 thousand	5,852 thousand	6,200 thousand	2.5.4
Product Safety	Percentage of vehicle models rated by NCAP programs with and overall 5-star safety rating, by region	SASB-250a.1	NA[6]	NA[6]	NA[6]	
	Number of safety-related defect complaints, percentage investigated	SASB-250a.2	NA[6]	NA[6]	NA[6]	
	Number of vehicles recalled[7]	SASB-250a.3	3,003 thousand	14,708 thousand	6,813 thousand	4.3.7
	a.Mandatory recalls		0	0	0	4.3.7
	b.Voluntary recalls		All 124 recall campaigns carried out in 2021 were voluntary	All 139 recall campaigns carried out in 2022 were voluntary	All 124 recall campaigns carried out in 2023 were voluntary	4.3.7
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	SASB-310a.1	87%	89%	90%	3.1.4
	Number of work stoppages and total days idle	SASB-310a.2	0	Number of work stoppages: 1 Total days idle: 1,100 Reason: requests for equipment to be repaired/purchased, tempered air/ cooling, uniforms and cleanings. Corrective actions: the parties met and resolved the outstanding issues. Impact on operations: 1 full day of production lost.	Number of major work stoppages: 2 Total days idle: 730,757 = 11,549 x 63 days for U.S. and 3,170 x 1 day for Italy. Reason: expiring of the National agreement in U.S., with trade unions utilizing their legal right to strike until a new agreement was found and lack of governmental industrial initiatives and policies to support the revival of the metal sector in Italy. Corrective actions: the parties met and resolved the outstanding issues in North America (contract signed and renovated commitment in countries of presence). Impact on operations: 64 full days of production lost at sites involved.	3.1.7

[4] The standard codification of the SASB indicators in the format SASB TR-AU-XXXx.x is simplified into SASB-XXXx.x.
[5] Sales figures are "sales to customers" based on Stellantis operational reporting tools.
[6] NA: Information is Not Available.
[7] Detail on notable campaigns is available in 4.3.7.

	Accounting metric	CODE[4]	2021 Results	2022 Results	2023 Results	Relevant sections of this CSR Report
Fuel Economy and Use-phase Emissions	Sales-weighted average passenger fleet fuel economy, by region (gCO_2km, mpg, MJ/km, L/100km)[8]	**SASB-410a.1**				2.5.4.1
	European Union 27 + Norway + Iceland (gCO_2/km) (gCO_2km)	**M1 (Passenger Cars)**	116.6 gCO_2/km	105.3 gCO_2/km	104.4 gCO_2/km	2.5.4.1
		N1 (Light Commercial Vehicles)	186 gCO_2/km	165.6 gCO_2/km	170.4 gCO_2/km	
	United States (mpg)	**Light Duty Vehicles (incl. Light Duty Trucks, Domestic & Imported Pass. cars)**	27.1 mpg	27.1 mpg	28.3 mpg	2.5.4.1
	Brazil (MJ/km)	**Total Stellantis**	1.9 MJ/km	1.7MJ/km	1.7MJ/km	2.5.4.1
	China (L/100km)	**Total Stellantis (domestic & import)**	7.3 L/100km	6.02 L/100km	6.08 L/100km	2.5.4.1
	Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold	**SASB-410a.2**	393,720[9]	823,856	996,994	2.5.4.3
	zero emission vehicles		206,339	288,167	349,666	2.5.4.3
	hybrid vehicles		NA[10]	311,637	348,823	2.5.4.3
	plug-in hybrid vehicles		187,381	224,052	298,505	2.5.4.3
	Discussion of strategies and approach to managing fleet fuel economy and emissions risks and opportunities	**SASB-410a.3**	Disclosed	Disclosed	Disclosed	2.3 / 2.4 / 2.5 / 6.2 and related sub sections

[4] The standard codification of the SASB indicators in the format SASB TR-AU-XXXx.x is simplified into SASB-XXXx.x.
[8] Additional details on scope of reporting, calculation methodologies by region, and updates are provided in FY2023 CSR Report, table 2.5.4.1
[9] Sum of zero emission vehicles and plug-in hybrid vehicles
[10] NA: Information is Not Available

	Accounting metric	CODE[4]	2021 Results	2022 Results	2023 Results	Relevant sections of this CSR Report
Materials Sourcing	Description of the management of risks associated with the use of critical materials	**SASB-440a.1**	Disclosed	Disclosed	Disclosed	6.1.3 / 7.1.3 / 7.2.2.3 / 7.2.3
Materials Efficiency and Recycling	Total amount of waste from manufacturing (tons)	**SASB-440b.1**	273,850	273,597	301,595	6.4.2 / 6.4.4.1 / 6.4.5
	percentage recycled (%)		66%	69%	71%	
	Weight of end-of-life material recovered (tons)	**SASB-440b.2**	40,996	23,047	18,184	6.1.7.6
	Percentage recycled (%)[11]		87%	88%	88%	
	Average recyclability of vehicles sold (percentage %) by sales-weighted tons (Gt)[12]	**SASB-440b.3**	All the Company's vehicles in Europe are 95% recoverable and 85% recyclable	All the Company's vehicles in Europe are 95% recoverable and 85% recyclable	All the Company's vehicles in Europe are 95% recoverable and 85% recyclable	6.1.7.4

[4] The standard codification of the SASB indicators in the format SASB TR-AU-XXXx.x is simplified into SASB-XXXx.x.
[11] Official information from French Authorities on French scope only. Data is only available with 1.5 years delay.
[12] Official information from Europe only.

8.2.3 ISO 26000

The following table provides the correspondence between the Core subjects of ISO 26000 and the content of the present Report.
The items required by ISO 26000 standard are indicated hereinafter using the following icon: Stake 1, Stake 2...etc.

Core subjects and issues / challenges		Relevant sections of this CSR Report
Core subject	Organizational governance	1.3 / 2.4 / 3.1.4 / 3.2.4 /3.3.4 / 3.4.4 / 4.1.4 / 4.2.4 / 4.3.4 / 5.1.4 / 5.2.4 / 5.3.4 / 6.1.4 / 6.2.4 / 6.3.1 / 7.1.4 / 7.2.1.2 / 7.2.2.4 / 7.3.4
Core subject	Human rights	7.2.1 / 7.2.2 / 7.2.3
Stake 1	Due diligence	3.1.5 / 5.1.7 / 6.1.3 / 7.1.1 / 7.1.3 / 7.1.4 / 7.1.5 / 7.1.7.3 / 7.1.8.1 / 7.2.1 / 7.2.2 / 7.2.3 / Vigilance Plan
Stake 2	Human rights risk situations	3.1.5 / 7.2.1.1 / 7.2.2.3 / 7.2.3 / Vigilance Plan
Stake 3	Avoidance of complicity	5.1.4 / 5.1.5 / 5.1.7 / 7.1.5 / 7.1.6 / 7.1.7 / 7.1.8/ 7.2.2.4 / 7.2.2.5 / 7.2.2.6 / 7.2.2.7 / 7.2.3 / Vigilance Plan
Stake 4	Resolving grievances	3.1.7
Stake 5	Discrimination and vulnerable groups	7.1.5 / 7.1.7 / 7.1.8 / 7.2.2.7
Stake 6	Civil and political rights	3.1.4 / 3.1.5 / 3.1.7 / 3.3.5 / 3.3.7 / 3.3.8 / 5.1.5.1
Stake 7	Economic, social and cultural rights	3.3 / 7
Stake 8	Fundamental principles and rights at work	3.1.4 / 3.1.5 / 3.4.6 / 3.4.7 / 5.1.5.1 / 7.1 / 7.2
Core subject	Labor practices	3
Stake 9	Employment and employment relationships	3
Stake 10	Conditions of work and social protection	3.2.8 / 3.3.7 / 3.4.8
Stake 11	Social dialogue	1.1.4 / 1.2.1 / 1.2.4 / 2.4 / 3.1 / 3.3.5 / 3.4.7
Stake 12	Health and safety at work	3.4 / 6.1.4 / 7.1.5 / 7.2.2.7 / Vigilance Plan
Stake 13	Human development and training in the workplace	1.2.4 / 2.7.3 / 3.1.5 / 3.1.6 / 3.1.7 / 3.2/ 3.3 /3.4.6 /3.4.7 /4.2.6 /4.3.7 / 5.1.7 / 5.3.6 / 6.3.3.2
Core subject	The environment	2 / 6
Stake 14	Prevention of pollution	2 / 6 / 7.1 / 7.2
Stake 15	Sustainable resource use	2.6 / 6.1 / 6.4 / 6.6
Stake 16	Climate change mitigation and adaptation	2
Stake 17	Protection of the environment, biodiversity and restoration of natural habitats	6.7

Core subjects and issues / challenges		Relevant sections of this CSR Report
Core subject	Fair operating practices	5 / 7
Stake 18	Anti-corruption	5.1 / 7.1
Stake 19	Responsible political involvement	5.1
Stake 20	Fair competition	5.1.3 / 5.3.1
Stake 21	Promoting corporate responsibility in the value chain	1
Stake 22	Respect for property rights	5.1 / 5.2 / 7.1.5
Core subject	Consumers issues	4 / 5.2 / 5.3
Stake 23	Fair marketing, factual and unbiased information and fair contractual practices	5.3
Stake 24	Protecting consumer health and safety	4.3 / 6.2 / 6.3 / 6.5 / 6.6 / 6.7
Stake 25	Sustainable consumption	2.5 / 5.3 / 6.1 / 6.4 / 6.6
Stake 26	Consumer service, support and complaint and dispute resolution	4.2
Stake 27	Consumer data protection and privacy	5.2
Stake 28	Access to essential services	4.1.7 / 4.2.6.2 / 4.2.7
Stake 29	Education and awareness	5.3
Core subject	Communities and local development	7
Stake 30	Community involvement	7.1 / 7.2 / 7.3
Stake 31	Education and culture	1.1.4 / 1.2.4 / 1.3.1 / 5.1 /7.3
Stake 32	Employment creation and skills development	3.1 / 3.2 / 7.1 / 7.2 / 7.3
Stake 33	Technology development and access	2.5.2 / 2.5.3.2
Stake 34	Wealth and income creation	3.1.6 / 3.1.7 / 3.2.5 / 3.2.7 / 3.2.8 / 7
Stake 35	Health	7.3.6 / 7.3.7
Stake 36	Social investment	3.4.7 / 3.4.8 / 7.1. / 7.2 / 7.3

8.2.4 GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

This report has been prepared with reference with the GRI Sustainability Reporting Standards published in 2016, modified in 2021.
The items required by GRI standards are indicated in this report using the following icon: GRI XXX-XX
Selected information has been validated by the independent audit firm Grant Thornton (refer to the detailed report **< 8.3 >**).

Statement of use	Stellantis has reported the information cited in this GRI content index for the period January 1 - December 30, 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	8.5
	2-2 Entities included in the organization's sustainability reporting	8.1
	2-3 Reporting period, frequency and contact point	8.5
	2-4 Restatements of information	3.2.2 / 3.2.8 / 3.3.8
	2-5 External assurance	8.3
	2-6 Activities, value chain, and other business relationships	1.1.1
	2-7 Employees	1.1.2 / 3.1.7 / 3.18
	2-8 Workers who are not employees	3.1.7 / 3.1.8
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	1.3.2
	2-10 Nomination and selection of the highest governance body	1.3.2 / 5.1.4.1
	2-11 Chair of the highest governance body	1.3.2 and Corporate Governance section of the Annual Report [13]
	2-12 Role of the highest governance body in overseeing the management of impacts	1.1.3
	2-13 Delegation of responsibility for managing impacts	1.3.3
	2-14 Role of the highest governance body in sustainability reporting	1.3.2
	2-15 Conflicts of interest	5.1 / 7.1.8.1
	2-16 Communication of critical concerns	7.2.7
	2-17 Collective knowledge of the highest governance body	5.1.4.1
	2-18 Evaluation of the performance of the highest governance body	5.1.4.2 / 5.1.4.3
	2-19 Remuneration policies	2.4.3 / 3.2.5 / 5.1.3 / 5.1.4.2 and Remuneration report section in the Annual Report [13]

[13] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	2.4.3 / 3.1.5 / 5.1.4.2 and Remuneration report section in the Annual Report [14]
	2-21 Annual total compensation ratio	Remuneration report section in the Annual Report [14]
	2-22 Statement on sustainable development strategy	0.2 message from chairman and CEO
	2-23 Policy commitments	1.3 / 2.4.2
	2-24 Embedding policy commitments	2.5.1 / 2.6.1 / 2.7.1 / 3.1.5 / 3.2.5 / 3.3.5 / 3.4.5 / 4.1.5 / 4.2.5 / 4.3.5 / 5.1.5 / 5.2.5 / 5.3.5 / 6.1.5 / 6.2.5 / 6.3.2 / 7.1.5 / 7.2.2.5 / 7.3.5
	2-25 Processes to remediate negative impacts	3.1.7 / 7.2.7 / Vigilance Plan
	2-26 Mechanisms for seeking advice and raising concerns	5.1.5
	2-27 Compliance with laws and regulations	5.1 and Legal proceedings section of the Annual Report [14]
	2-28 Membership associations	5.1.5 / 7.1.1 / 7.2.3 / 7.2.7
	2-29 Approach to stakeholder engagement	1.1.3
	2-30 Collective bargaining agreements	3.1.4 / 3.1.5
Economic performance	201-1 Direct economic value generated and distributed	1.1.4
	201-2 Financial implications and other risks and opportunities due to climate change	1.1.4
	201-3 Defined benefit plan obligations and other retirement plans	3.2.6 / 3.2.7 and Note 20. Employee benefits liabilities in the Annual Report [14]
	201-4 Financial assistance received from government	1.1.4.6 and Government grants in Notes to the consolidated financial statements in the Annual Report [14]
Indirect economic impacts	203-1 Infrastructure investments and services supported	1.1.4
	203-2 Significant indirect impacts	1.1.1 / 1.1.4
Local communities	413-2 Operations with significant actual and potential negative impacts on local communities	6.3 / 6.5 / 6.6 / Vigilance Plan
Socioeconomic compliance	419-1 Noncompliance with laws and regulations in the social and economic area	2.5.3.1 / 3.1.7 / 3.3.7 / 5.1.4.3 / 5.2.7 / 5.3.2 and Legal Proceedings section in the Annual Report [14]
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1.2.2 / 1.2.3
	3-2 List of material topics	1.2.1

[14] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

GRI STANDARD	DISCLOSURE	LOCATION
Vehicle CO_2 emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	2.5 / 2.5.1 / 2.5.2 / 2.5.3 / 2.5.4 / Vigilance Plan
GRI 302: Energy	302-2 Energy consumption outside the organization	2.3
	302-5 Reductions in energy requirements of products and services	2.5.3 / 2.5.3.2.3 / 2.5.3.2.4 / 2.5.3.3 / 2.5.3.4
GRI 305: Emissions	305-3 Other indirect (Scope 3) GHG emissions	2.5.4 / 2.7
	305-5 Reduction of GHG emissions	2.5.1 / 2.5.2.2
Industrial and sites carbon footprint		
GRI 3: Material Topics 2021	3-3 Management of material topics	2.6.1 / 2.6.2 / 2.6.3.2 / 2.6.3 / 2.6.4 / Vigilance Plan
GRI 302: Energy	302-1 Energy consumption within the organization	2.6.3.1 / 2.6.4.2
	302-3 Energy intensity	2.6.4.1
	302-4 Reduction of energy consumption	2.6.3.3 / 2.6.3.4
GRI 305: Emissions	305-1 Direct (scope 1) GHG emissions	2.6.3.1 / 2.6.4.1
	305-2 Energy indirect (scope 2) GHG emissions	2.6.3.1 / 2.6.4.1
	305-4 GHG emissions intensity	2.6.3.1
	305-5 Reduction of GHG emissions	2.6.3.2
Carbon footprint of the supply chain: purchasing and logistics		
GRI 3: Material Topics 2021	3-3 Management of material topics	2.7.1 / 2.7.2 / 7.1.4 / Vigilance Plan
GRI 302: Energy	302-2 Energy consumption outside of the organization	2.7.3 / 2.7.4
GRI 305: Emissions	305-3 Other indirect (scope 3) GHG emissions	2.7
	305-4 GHG emissions intensity	2.7.3 / 2.7.4
	305-5 Reduction of GHG emissions	2.7.3.2
GRI 308: Supplier environmental assessment	308-1 New suppliers that were screened using environmental criteria	7.1.7.3
	308-2 Negative environmental impacts in the supply chain and actions taken	2.7.3.2 / 7.1.8.1

GRI STANDARD	DISCLOSURE	LOCATION
Management of Company transformations and social dialogue		
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 / Vigilance Plan
GRI 401: Employment	401-1 New employee hires and employee turnover	3.1.7 / 3.1.8 / 3.2.3
GRI 402: Labor management relations	402-1 Minimum notice periods regarding operational changes	3.1.4
GRI 407: Freedom of association and collective bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	7.1.8.1 / 7.2.2.7 / Vigilance Plan
GRI 412: Human rights assessment [15]	412-1 Operations that have been subject to human rights reviews or impact assessments	3.1.5 / 3.1.7 3.3.5 / 3.3.7 / 7.1 / 7.2 / Vigilance Plan
	412-2 Employees training on human rights policies or procedures	3.2.7 / 3.2.8 / 7.1.7.1 / 7.2.2.7 / Vigilance Plan
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	3.1.4 / 3.4.4 / 7.3.4 / 7.3.7
Attracting and developing all talents		
GRI 3: Material Topics 2021	3-3 Management of material topics	3.2
GRI 202: Market presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	3.2.8
	202-2 Proportion of senior management hired from the local community	global data available in 3.3.8
GRI 401: Employment	401-1 New employee hires and employee turnover	3.1.7 / 3.1.8 / 3.2.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.1.7
GRI 404: Training and education	404-1 Average hours of training per year per employee	3.2.6
	404-2 Programs for upgrading employee skills and transition assistance programs	3.2.7
	404-3 Percentage of employees receiving regular performance and career development reviews	3.2.7
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	3.3 / Vigilance Plan
GRI 401: Employment	401-3 Parental leave	3.3.7
GRI 405: Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	3.3.7 / 3.3.8
	405-2 Ratio of basic salary and remuneration of women to men	3.2.8 / 3.3.8 / 5.1.3.1
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	3.3.7

[15] Old GRI reference still present due to the GRI update transition

GRI STANDARD	DISCLOSURE	LOCATION
Health, safety and well-being in the workplace		
GRI 3: Material Topics 2021	3-3 Management of material topics	3.4 / Vigilance Plan
GRI 403: Occupational health and safety	403-1 Occupational health and safety management system	3.4.4
	403-2 Hazard identification, risk assessment, and incident investigation	3.4.6 / 3.4.7
	403-3 Occupational health services	3.4.6
	403-4 Worker participation, consultation,and communication on occupational health and safety	3.4.5 / 3.4.6
	403-5 Worker training on occupational health and safety	3.4.6 / 3.4.7
	403-6 Promotion of worker health	3.4.5 / 3.4.7
	403-8 Workers covered by an occupational health and safety management system	3.4.4 / 3.4.5
	403-9 Work-related injuries	3.4.7 / 3.4.8
	403-10 Work-related ill health	3.4.8
Development of new mobility solutions (including autonomous vehicles)		
GRI 3: Material Topics 2021	3-3 Management of material topics	2.3.1.2 / 2.4.2 / 2.4.3 / 4.1 / Vigilance Plan
Vehicle and service quality - customer satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	4.2
Vehicle Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	4.3.1 / 4.3.3 / 4.3.5 / 4.3.7 / Vigilance Plan
GRI 416: Customer health and safety	416-1 Assessment of the health and safety impacts on product and service categories	4.3.6 / 4.3.7
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4.3.7
Ethics in governance and business practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	5.1 / Vigilance Plan
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	5.1.6 / Section Risk management of the Annual Report [16]
	205-2 Communications and training about anti-corruption policies and monopoly practices	3.2.6 / 5.1.4.1 / 7.1.5
	205-3 Confirmed incidents of corruption and actions taken	3.1.7
GRI 206: Anti-competitive behavior	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Legal proceedings section of the Annual Report [16]
GRI 415: Public policy	415-1 Political contributions	5.1.4.2

[16] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

GRI STANDARD	DISCLOSURE	LOCATION
Responsible management of personal information		
GRI 3: Material Topics 2021	3-3 Management of material topics	5.2
GRI 418: Customer privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	5.2.7
GRI 3: Material Topics 2021	3-3 Management of material topics	4.3.1 / 4.3.3 / 4.3.5 / 4.3.7
GRI 416: Customer health and safety	416-1 Assessment of the health and safety impacts on product and service categories	4.3.6 / 4.3.7
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4.3.7
Responsible information to customers		
GRI 3: Material Topics 2021	3-3 Management of material topics	5.3
GRI 417: Marketing and labelling	417-1 Requirements for product and service information and labelling	5.3.1 / 6.1.5
	417-2 Incidents of non-compliance concerning product and service information and labelling	5.3.2
	417-3 Incidents of non-compliance concerning marketing communications	5.3.2
Wise use of materials in the vehicle life cycle (including product recycling)		
GRI 3: Material Topics 2021	3-3 Management of material topics	6.1.1 / 6.1.2/ 6.1.3 / 6.1.5 / 6.1.7 / Vigilance Plan
GRI 301: Materials	301-1 Materials used by weight or volume	6.1.8
	301-2 Recycled input materials used	6.1.7.2
	301-3 Reclaimed products and their packaging materials	2.7.1 / 2.7.3.3 / 6.1.5 / 6.1.7 / 6.4.4
Vehicle impact on air quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	6.2 / Vigilance Plan
Optimization of material cycles in manufacturing processes (including waste)		
GRI 3: Material Topics 2021	3-3 Management of material topics	6.4.1 / 6.4.2 / 6.4.3 / 6.4.4.1 / 6.4.4.2.1 / 6.4.5
GRI 301: Materials	301-2 Recycled input materials used	6.1.7.2
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	6.4.1 / 6.4.3
	306-2 Management of significant waste related impacts	6.1.7 / 6.4.4
	306-3 Waste generated	6.4.5
	306-4 Waste diverted from disposal	6.4.4.2.1 / 6.4.4.2.2 / 6.4.5
	306 -5 Waste directed to disposal	6.4.4.1 / 6.4.5

GRI STANDARD	DISCLOSURE	LOCATION
Control of industrial discharges and nuisances		
GRI 3: Material Topics 2021	3-3 Management of material topics	6.5 / Vigilance Plan
GRI 305: Emissions	305-6 Emissions of ozone-depleting substances (ODS)	6.5.4.1 / 6.5.5
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	6.5.4.1 / 6.5.5
Sustainable water management in manufacturing		
GRI 3: Material Topics 2021	3-3 Management of material topics	6.6.1 / 6.6.2 / 6.6.3 / 6.6.4.1
GRI 303: Water and effluents	303-1 Interactions with water as a shared resource	6.6.4.1 / 6.6.5
	303-2 Management of water discharge-related impacts	6.6.4.1
	303-3 Water withdrawal	6.6.1 / 6.6.4.1 / 6.6.5.1 / 6.6.5.4
	303-4 Water discharge	6.6.1 / 6.6.4.1 / 6.6.5
	303-5 Water consumption	6.6.1 / 6.6.4.1 / 6.6.5.3
Protection of biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	6.7.1 / 6.7.2 / 6.7.3 / 6.7.4
GRI 304: Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas, and areas of high biodiversity value outside protected areas	6.7.5.1
	304-2 Significant impacts of activities, products, and services on biodiversity	6.7.4 / 6.7.5
	304-3 Habitats protected or restored	6.7.4.1 / 6.7.5
Responsible purchasing practices (including local sourcing development) to support the Company's development in host territories		
GRI 3: Material Topics 2021	3-3 Management of material topics	7.1 / 7.2 / Vigilance Plan
GRI 412: Human rights assessment[17]	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	7.1.5 / 7.1.7
GRI 414: Supplier social assessment	414-1 New supplier that were screened using social criteria	7.1.5 / 7.1.7.3
	414-2 Negative social impacts in the supply chain and actions taken	7.1.7.3 / 7.1.8 / 7.2.6 / 7.2.8 / Vigilance Plan
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	7.1.8

[17] Old GRI reference still present due to the GRI update transition.

GRI STANDARD	DISCLOSURE	LOCATION
Human rights in the supply chain		
GRI 3: Material Topics 2021	3-3 Management of material topics	7.1.4 / 7.1.7 / 7.1.8 / 7.2.1.2 / 7.2.2 / Vigilance Plan
GRI 407: Freedom of association and collective bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	7.1.8 / 7.2.2 / Vigilance Plan
GRI 408: Child labor	408-1 Operations and suppliers at significant risk for incidents of child labor	7.1.8 / 7.2.2 / Vigilance Plan
GRI 409: Forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced and compulsory labor	7.1.8 / 7.2.2 / Vigilance Plan
GRI 410: Security practices compulsory labor	410-1 Security personnel trained in human rights policies or procedures	3.1.5
GRI 411: Rights of indigenous peoples	411-1 Incidents of violations involving rights of indigenous peoples	3.1.7
GRI 412: Human rights assessment[18]	412-1 Operations that have been subject to human rights reviews or impact assessments	7.2.8
	412-2 Employee training on human rights policies or procedures	3.1.5 / 3.2.7 / 3.2.8 / 3.4.7 / 5.1.7 / 7.1.7.1 / 7.2.2.7 / Vigilance Plan
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	1.1.3 / 3.1.2 / 6.1.3 / 7.1.5 / 7.2.2.7
GRI 414: Supplier social assessment	414-1 New suppliers that were screened using social criteria	7.1.5 / 7.1.7.3 / 7.2.2.7 / Vigilance Plan
	414-2 Negative social impacts in the supply chain and actions taken	7.1.7.3 / 7.1.8 / Vigilance Plan
Philanthropic actions to support communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	7.3.3 / 7.3.4 / 7.3.5 / 7.3.6 / 7.3.7
GRI 203: Indirect economic impacts	203-1 Infrastructure investments and services supported	7.3.6
	203-2 Significant indirect impacts	7.3.6
GRI 413: Local communities	413-1 Operations with local community engagement, impact assessments and development programs	7.3.4 / 7.3.7

[18] Old GRI reference still present due to the GRI update transition.

8.2.5 UN GLOBAL COMPACT PRINCIPLES INDEX WITH RELATED GRI CODES

Areas	Principles	GRI codes	Section number(s) and/or URL(s)
1. Human rights	1. Businesses should support and respect the protection of internationally proclaimed human rights	410-1	3.1.5/ 7.1.1
		411-1	3.1.7
		412-1[19]	3.1.5 / 3.1.7 / 3.3.7 / 7.1 / 7.2 / 7.2.8
		412-2[19]	3.1.5/ 3.2.7 / 3.2.8 / 3.4.7 / 5.1.7 / 7.1.7.1 / 7.2.2.7 / Vigilance Plan
		413-1	3.1.4 / 3.4.4 / 7.3.4 / 7.3.7
		413-2	6.3 / 6.5 / 6.6 / Vigilance Plan
	2. Business should make sure that they are not complicit in human rights abuses	412-2[19]	3.2.7 /3.2.8 / 7.1.7.1 / 7.2.2.7
		412-3[19]	7.1.5 / 7.1.7
		414-1	7.1.5 / 7.1.7.3
		414-2	7.1.7.3 / 7.1.8 / 7.2.5 / 7.2.6 / 7.2.8 / Vigilance Plan
2. Labor standards	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	2-30	3.1.4 / 3.1.5
		402-1	3.1.4
		407-1	7.1.8.1 / 7.2.2.7 / Vigilance Plan
	4. Businesses should uphold the elimination of all forms of forced compulsory labour	409-1	7.1.8 / 7.2.3 / 7.2.7
	5. Businesses should uphold the effective abolition of child labor	408-1	7.1.8 / 7.2 / Vigilance plan
	6. Businesses should uphold the elimination of discrimination in respect of employment and occupation	2-7	1.1.1 / 3.3.7 / 3.1.8
		2-8	3.1.7 / 3.1.8
		202-1	3.2.8
		202-2	3.3.8
		401-1	3.1.7 / 3.1.8 / 3.2.3
		401-3	3.3.7
		404-3	3.2.7
		405-1	3.3.7 / 3.3.8
		405-2	3.2.8 / 3.3.8 / 5.1.3.1
		406-1	3.3.7
3. The environment	7. Businesses should support a precautionary approach to environmental challenges	201-2	1.1.4
		301-1	6.1.8
		302-1	2.6.3.1 / 2.6.4.2
		303-1	6.6.4.1 / 6.6.5
		305-1	2.6.3.1 / 2.6.4.1
		305-2	2.6.3.1 / 2.6.4.1
		305-3	2.5.4 / 2.7
		305-6	6.5.4.1 / 6.5.5
		305-7	6.5.4.1 / 6.5.5

[19] Old GRI reference still present due to the GRI update transition

Areas	Principles	GRI codes	Section number(s) and/or URL(s)
3. The environment	8. Business should undertake initiatives to promote greater environmental responsibility	301-1	6.1.8
		301-2	6.1.7.2
		301-3	2.7.1 / 2.7.3.3 / 6.1.5 / 6.1.7 / 6.4.4
		302-1	2.6.3.1 / 2.6.4.2
		302-2	2.3 / 2.7.3 / 2.7.4
		302-3	2.6.4.1
		302-4	2.6.3.3 / 2.6.3.4
		302-5	2.5.3 / 2.5.3.2.3 / 2.5.3.2.4 / 2.5.3.3 / 2.5.3.4
		303-1	6.6.4.1 / 6.6.5
		303-2	6.6.4.1
		303-3	6.6.1 / 6.6.4.1 / 6.6.4.2 / 6.6.5
		304-1	6.7.5.1
		304-2	6.7.4 / 6.7.5
		304-3	6.7.4.1 / 6.7.5
		305-1	2.6.3.1 / 2.6.4.1
		305-2	2.6.3.1 / 2.6.4.1
		305-3	2.5./ 2.7
		305-4	2.6.3.1 / 2.7.3 / 2.7.4
		305-5	2.6.3.2 /2.7.3.2
		305-6	6.5.4.1 / 6.5.5
		305-7	6.5.4.1 / 6.5.5
		306-1	6.4.1 / 6.4.3
		306-2	6.1.7 / 6.4.4
		306-3	6.4.5
		306-4	6.4.4.2.1 / 6.4.4.2.2 / 6.4.5
		306-5	6.4.4.1 / 6.4.5
		2-27	Legal proceedings section of the Annual Report [20]
		308-1	7.1.7.3
		308-2	2.7.3.2 / 7.1.8.1
3. The environment	9. Business should encourage the development and diffusion of environmentally friendly technologies	302-4	2.6.3.3 / 2.6.3.4
		302-5	2.5.3 / 2.5.3.2.3 / 2.5.3.2.4 / 2.5.3.3 / 2.5.3.4
		305-5	2.5.4 / 2.7
4. Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery	2-23	1.3 / 2.4.2
		2-26	5.1.5
		205-2	3.2.6 / 5.1.4.1 / 7.1.5
		205-3	3.1.7
		413-2	6.3 / 6.5 / 6.6Vigilance Plan
		415-1	5.1.4.2

[20] https://www.stellantis.com/content/dam/stellantis-corporate/investors/financial-reports/Stellantis-NV-20231231-Annual-Report.pdf

8.2.6 DPEF

The DPEF index outlined below sets out the requirements of Articles L. 225-102-1 and R. 225-105 et seq. of the French Commercial Code which transpose the Directive 2014/95/EU on non-financial reporting, in force since the 2018 financial year and demand to provide Non-Financial Information (NFI) ("Déclaration de Performance Extra Financière" in French).

The requirements of Articles L. 225-102-1 and R. 225-105 et seq. of the French Commercial Code are classified below, accordingly three types of icon[21]:

- DPEF.A for Stellantis business model;
- DPEF.B for the description of the main Corporate Social Responsibility risks inherent in Stellantis activity;
- DPEF.X for the other indicators, including three indicators, with anticipation to the future Decree of application to Law No. 2018 -938 of October 30, 2018–art 55 for the balance of trade relations in the agricultural and food sectors and healthy, sustainable and accessible food for all, and Law No. 2018-898 of October 23, 2018 for the fight against fraud. They are featured at the end of the index and have modified article L. 225-102-1 of the French Commercial Code.

Expected	Codification of the DPEF indicators	CSR Report (relevant sections)	Degree of response[22] Complete/Partial/Omission
The Company's business model	DPEF.A	1.1.1	
Main risks inherent in the Company's activity	DPEF.B	1.2.1 / 2.3 / 3.1.3 / 3.2.3 / 3.3.3 / 3.4.3 / 4.1.3 / 4.2.3 / 4.3.3/ 5.1.3/ 5.2.3/ 5.3.3 / 6.1.3 / 6.2.3 / 6.4.3 / 6.5.3 / 6.6.3 / 6.7.3 / 7.1.7.3 / 7.2.1.1 / 7.2.2.3 / 7.3.3	
1° SOCIAL INFORMATION			
a) Employment			
Total workforce	DPEF.1.a	1.1.2 / 3.1.8 / 3.3.8	
Employees by gender	DPEF.1.b	3.1.8 / 3.2.8 / 3.3.8	
Employees by age	DPEF.1.c	3.1.8 / 3.2.8 / 3.3.8	
Employees by geographical segment	DPEF.1.d	3.1.8 / 3.2.8 / 3.3.8 / 3.4.8	
Hirings	DPEF.2.a	3.1.7 / 3.1.8	
Dismissals	DPEF.2.b	3.1.8	
Compensation and changes therein	DPEF.3	3.2.8	
b) Work arrangements			
Organization of working hours	DPEF.4	3.1.7 / 3.3.7 / 3.3.8 / 3.4.7	
Absenteeism	DPEF.5	3.4.8	
c) Health and safety			
Health and safety conditions in the workplace	DPEF.6	3.4	
Workplace accidents, particularly their frequency and severity, along with occupational illnesses	DPEF.7	3.4.8	

[21] Déclaration de Performance Extra-Financière (DPEF).

[22] The reporting status indicates a response by Stellantis to each of the 45 DPEF topics and the coverage rate for this response among the relevant subsidiaries.

Expected	Codification of the DPEF indicators	CSR Report (relevant sections)	Degree of response[22] Complete/Partial/Omission
d) Industrial relations			
Organization of social dialogue, especially procedures for informing, consulting and negotiating with personnel	DPEF.8	3.1	
Summary of labor agreements, in particular relating to workplace health and safety	DPEF.9	3.1.1 / 3.2.7 / 3.3.5 / 3.3.7	
e) Training			
Training policies put into practice, specifically those relating to environmental protection expected	DPEF.10	Introduction 2 / 3.2.5 / 3.2.6 / 3.2.7 / 3.3.7 / 3.4.7 / 4.3.7 / 5.1.7 / 6.3.3.2 / 7.1.7.1	
Total number of hours of training	DPEF.11	3.2.8	
f) Non-discrimination			
Measures taken to ensure gender equality	DPEF.12	1.1.4 / 3.3.5 / 3.3.6 / 3.3.7 / 3.3.8	
Measures taken to ensure the hiring and integration of persons with disabilities	DPEF.13	3.3.5 / 3.3.6 / 3.3.7 / 3.3.8	
Anti-discrimination policy	DPEF.14	3.3.5 / 5.1.5.1 / 7.1.5 / 7.2.1.3 / 7.2.2.5	

[22] The reporting status indicates a response by Stellantis to each of the 45 DPEF topics and the coverage rate for this response among the relevant subsidiaries.

8.3 AUDITOR'S REPORT

GRI 2-5

The Company decided to obtain an independent auditor's opinion on the truthfulness of the selection of the consolidated social, societal and environmental information presented in the CSR Report. The firm Grant Thornton was appointed as independent auditor. The conclusions of this report are presented below.

Assurance Report Of The Independent Auditors

To the Shareholders,

Our conclusions

We have examined a selection of KPIs included in the accompanying Corporate Social Responsibility report (hereafter: CSR report) for the year 2023 of Stellantis N.V based in Amsterdam. Our examination is aimed to obtain limited assurance for a selection of KPIs (hereafter: the limited assurance KPIs), and reasonable assurance for an additional selection of KPIs (hereafter: reasonable assurance KPIs) (see the appendix).

Our limited assurance conclusion

Based on our review nothing has come to our attention that causes us to believe that the limited assurance KPIs are not prepared, in all material respects, in accordance with the reporting criteria as included in the section "reporting criteria" of this assurance report.

Our reasonable assurance opinion

In our opinion the reasonable assurance KPIs are prepared, in all materials aspects, in accordance with the reporting criteria as included in the section "reporting criteria" of this assurance report.

Other information

Based on our examination, we conclude that the other information included in the CSR Report is consistent with the selected KPIs.

Basis for our conclusions

We performed our examination in accordance with Dutch law, including Dutch Standard 3000A "Assurance engagements other than audits or reviews of historical financial information". Our responsibilities under this standard are further described in the section 'Our responsibilities for the examination of the limited assurance KPIs and reasonable assurance KPIs of our report.

We are independent of Stellantis N.V in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in The Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch code of ethics).

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Reporting criteria

The reporting criteria used for the preparation of the selected KPIs are the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the applied supplemental reporting criteria as disclosed in section '8 Appendix of the CSR report 'Methodology and scope of Non-Financial Information'.

The absence of an established practice on which to draw, to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Consequently, the sustainability information needs to be read and understood together with the reporting criteria used.

Materiality

Based on our professional judgement we determined materiality levels for the selected KPIs. When evaluating our materiality levels, we have taken into account quantitative and qualitative considerations as well as the relevance of information for both stakeholders and the company.

Scope of the group examination

Stellantis N.V is the parent company of a group of entities. The selected KPIs incorporate the consolidated information of this group of entities to the extent as specified in '8 Appendix' in the CSR report.

Our examination consisted of both assurance procedures at corporate (consolidated) level and at site level. Our selection of sites in scope of our review procedures and our audit procedures are primarily based on the site's individual contribution to the consolidated information. Furthermore, our selection of sites considered relevant reporting risks and geographical spread.

By performing our review procedures and audit procedures at site level, together with additional review procedures and audit procedures at corporate level, we have been able to obtain sufficient and appropriate assurance evidence about the group's selected KPIs to provide a conclusion about the selected limited assurance KPIs and the selected reasonable assurance KPIs

It is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory requirements;
- the compliance of products and services with the applicable regulations.

Responsibilities of the management board for the selected KPIs

The management board is responsible for the preparation of reliable and adequate KPIs in accordance with the reporting criteria as included in the section 'reporting criteria', including the identification of stakeholders and the definition of material matters.

The management board is also responsible for selecting and applying the reporting criteria and for determining that these reporting criteria are suitable for the legitimate information needs of stakeholders, taking into account applicable laws and regulations related to reporting. The choices made by the management board regarding the scope of the KPI's and the reporting policy are summarized in section '8. Appendix' of the CSR report.

Furthermore, the management board is responsible for such internal control as it determines is necessary to enable the preparation of the KPIs that are free from material misstatement, whether due to fraud or error.

Our responsibilities for the examination of the limited assurance KPIs and reasonable assurance KPIs

Our responsibility is to plan and perform our examination in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusions.

Our examination performed to obtain limited assurance on the limited assurance KPIs differ in nature and timing and are less extent as compared to reasonable assurance engagements. The level of assurance obtained in a limited assurance engagement is therefore substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our examination to obtain reasonable assurance on the reasonable assurance KPIs has been performed with a high, but not absolute, level of assurance, which means we may not have detected all material errors and fraud.

We apply the 'Nadere voorschriften kwaliteitssystemen' (NVKS, Regulations for Quality management systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Our examination included among others:

- Performing an analysis of the external environment and obtaining an understanding of relevant social themes and issues, and the characteristics of the Company;
- Evaluating the appropriateness of the reporting criteria used, their consistent application and related disclosures in the selected KPIs;
- Obtaining an understanding of the reporting processes for the selected KPIs, including obtaining a general understanding of internal control relevant to our procedures;
- Identifying areas of the selected KPIs with a higher risk of misleading or unbalanced information or material misstatements, whether due to fraud or error.

  Designing and performing further assurance procedures aimed at determining the plausibility of the selected KPIs responsive to this risk analysis. These procedures consisted amongst others of:

  - Interviewing management and relevant staff at corporate and local level responsible for the sustainability strategy, policy and results;
  - Interviewing relevant staff responsible for providing the information for, carrying out internal control procedures on, and consolidating the data for the selected KPIs;
  - Determining the nature and extent of our procedures for the group components and locations. Based thereon we selected the components and locations to visit on site and virtually. The visits to the selected sites[23] are aimed at, on a local level, validating source data and evaluating the design and implementation of internal controls and validation procedures.
  - Obtaining assurance information that the selected KPIs reconcile with underlying records of the company;
  - Assessing relevant internal and external documentation;
  - Performing an analytical review of the data and trends in the information.
- Evaluating the overall presentation, structure and content of the selected KPIs;
- Considering whether the selected KPIs as a whole, including the disclosures, reflects the purpose of the reporting criteria used.

26th March 2024

Grant Thornton France
Vincent Frambourt
Partner

Grant Thornton Netherlands
Andre Heuvelman
Partner of Grant Thornton Accountants en Adviseurs B.V.

[23] Industrial plants audited: Brazil (Porto Real); France (Carrières-sous-Poissy, Douvrin, Poissy, Sept-Fons, Valenciennes); India (Thiruvallur); Italy (Cassino Plant + Plastic unit, Teksid Carmagnola Aluminium Plant, Turin Mirafiori Assembly Plant); Mexico (Saltillo Engine Plant (North), Saltillo Engine Plant (South)); Poland (Teksid Iron Poland); Serbia (Kragujevac (only HR)); Slovakia (Trnava); Spain (Madrid (only environment), Vigo, Zaragoza); United Kingdom (Ellesmere Port); USA (Detroit Assembly Complex Mack, Sterling Stamping Plant).

APPENDIX

CSR issues	List of selected KPIs Limited Assurance	List of additional selected KPIs Reasonable Assurance
1. Vehicle CO_2 emissions	▪ Sales-weighted average passenger fleet fuel economy, by region and CO2 emissions (Tank-to-Wheel)	▪ Percentage of nameplates with LEV (focus on US and EU) ▪ Share of LEV in global sales mix (focus on US and EU)
2. Industrial and sites carbon footprint	/	▪ Total energy consumption (by source) ▪ Absolute scope 1 and 2 GHG emissions (tons of CO_2 eq) ▪ Share of decarbonized and renewable electricity used (%)
3. Carbon footprint of the supply chain	▪ Suppliers average environmental performance measured by third party (Ecovadis) ▪ GHG emissions per type of shipment (sscope: world, excluding JVs)	▪ Share of Annual Purchased Value from suppliers with CO2 reduction targets compliant with the Paris Climate Agreement ▪ Percentage of Annual Purchase Value that participated in the CDP Supply Chain Program ▪ GHG emissions reduction (%) (absolute GWP in scope 1,2,3 1,5°C scenario - Global)
4. Management of Company transformation and social dialogue	▪ Total number of Stellantis hired employees ▪ Turnover (%) (excluding leavers under mutual separation programs) ▪ Percentage of countries covered by collective agreements	▪ Stellantis workforce headcount
5. Attracting and Developing new Talents	▪ Number of employees covered by long-term incentives ▪ Percentage of technical engineering reskill/upskilling ▪ Total number of training hours	▪ Access rate to training (No of employees trained/total number of employees)
6. Diversity and Equal opportunity	▪ Percentage of women in leadership position (L1-L2-L3)	▪ Workforce by gender ▪ Number of nationalities in total workforce
7. Health, safety and wellbeing in the workplace	▪ Occupational illness frequency rate ▪ Number of hours of absence – breakdown by geographic area and type of benefits ▪ Number of serious injuries and fatalities (by geographic area, by employee categories)	▪ Lost-time injury frequency rate ▪ Severity rate
8. Development of new mobility solutions	/	▪ Percentage of Low Emission Vehicles (below 50g CO_2 per kilometer) infleeted during the year for car sharing / short & medium term rental / subscription / long term rental (lease)
9. Vehicle & service quality - Customer satisfaction	▪ 3 months in service repairs rate: percentage of reduction vs reference year 2021	▪ Percentage of the Stellantis vehicle assembly plants and powertrain plants certified (e.g., ISO 9001 or IATF16949) ▪ Customer satisfaction: Net Promoter Scores (NPS) (New vehicle sales + after-sales, for base 100:2021)
10. Vehicle safety	/	▪ Number of recall campaigns ▪ Number of initial recall notices and number of vehicles concerned

CSR issues	List of selected KPIs Limited Assurance	List of additional selected KPIs Reasonable Assurance
11. Ethics in business and governance practices	▪ Number of employees trained on Ethics policies and procedures o/w Code of Conduct, and relevant compliance topics ▪ Global budget for public affairs (including internal costs for political organizations, lobbyists or lobbying organizations and trade associations) ▪ World Most Ethical (WME) Company status with Ethisphere	▪ Number of days to provide a personalized first answer on reported concerns regarding potential violations of the Code of Conduct ▪ Board gender balance
12. Responsible management of personal information	/	▪ Percentage of complaints raised by Supervisory Authorities for customer privacy/data protection infringements handled within 1 month
13. Responsible information to customer	/	▪ Number of convictions of non- compliance concerning product and service information and labelling or marketing communications
14. Wise use of materials in the vehicle life cycle	▪ Availability of solutions to optimize High-Voltage Batteries lifespan and Enf-of-Life through Repair, Remanufacturing, Second-Life, Recycling	/
15. Vehicle impact on air quality	/	▪ Percentage of nameplates with ZEV offering (focus on US and EU) ▪ Share of ZEV in global sales mix (focus on US and EU)
16. Optimization of material cycles in manufacturing processes	▪ Percentage of plants with Zero Waste Sent to Landfill	▪ Total waste generated from operation by disposal type ▪ Waste normalized/vehicle produced ▪ Percentage of waste recovered out of total waste generated
17. Control of industrial discharges and nuisances	▪ Total industrial emissions of Nitrogen Oxides (NOx), Sulfur Oxidex (SO2) and Dust (Particulate Matter) in tons base on direct fuel consumption	▪ Total VOC emissions from paint shops (metric tons) ▪ VOC emissions normalized in g/m^2 painted and kg/vehicle produced ▪ Total emissions of Ozone Depleting Substances (ODS) (kg of CFC-11 equivalent)
18. Sustainable water management in manufacturing	▪ Number of plants located in water stressed areas according to Aqueduct Risk Atlas	▪ Annual water withdrawal by source ▪ Total water withdrawn normalized in m3/vehicle produced
19. Protection of biodiversity	▪ Number of plants located < 5 km from a nature protected area	▪ Percentage of plants that have done a RENATU evaluation and implemented a biodiversity project
20. Responsible purchasing practices	▪ Percentage of Annual Purchase Value (APV) purchased from Tier 1 suppliers evaluated on CSR	▪ Average CSR scores of Stellantis Tier-1 suppliers assessed by independent third- party vs. average CSR score of all companies assessed by third party ▪ CSR performance of the Company's suppliers assessed by the external service provider Ecovadis
21. Human rights in the supply chain	/	▪ Average Human Rights scores of Stellantis Tier-1 suppliers assessed by independent third party ▪ Number of assessed or audited suppliers for which corrective action plans have been developed for Human Rights issues
22. Philanthropic actions to support communities	▪ Total number of philanthropic projects	▪ Total monetary value of the company's philanthropic contributions during the year

8.4 SAFE HARBOR STATEMENT

This document contains forward-looking statements. In particular, statements regarding future financial performance and the Company's expectations as to the achievement of certain targeted metrics, including revenues, industrial free cash flows, vehicle shipments, capital investments, research and development costs and other expenses at any future date or for any future period are forward-looking statements. These statements may include terms such as "may", "will", "expect", "could", "should", "intend", "estimate", "anticipate", "believe", "remain", "on track", "design", "target", "objective", "goal", "forecast", "projection", "outlook", "prospects", "plan", or similar terms. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Company's current state of knowledge, future expectations and projections about future events and are by their nature, subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in forward-looking statements as a result of a variety of factors, including: the Company's ability to launch new products successfully and to maintain vehicle shipment volumes; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclicality; the Company's ability to successfully manage the industry-wide transition from internal combustion engines to full electrification; the Company's ability to offer innovative, attractive products and to develop, manufacture and sell vehicles with advanced features including enhanced electrification, connectivity and autonomous-driving characteristics; the Company's ability to produce or procure electric batteries with competitive performance, cost and at required volumes; the Company's ability to successfully launch new businesses and integrate acquisitions; a significant malfunction, disruption or security breach compromising information technology systems or the electronic control systems contained in the Company's vehicles; exchange rate fluctuations, interest rate changes, credit risk and other market risks; increases in costs, disruptions of supply or shortages of raw materials, parts, components and systems used in the Company's vehicles; changes in local economic and political conditions; changes in trade policy, the imposition of global and regional tariffs or tariffs targeted to the automotive industry, the enactment of tax reforms or other changes in tax laws and regulations; the level of governmental economic incentives available to support the adoption of battery electric vehicles; the impact of increasingly stringent regulations regarding fuel efficiency requirements and reduced greenhouse gas and tailpipe emissions; various types of claims, lawsuits, governmental investigations and other contingencies, including product liability and warranty claims and environmental claims, investigations and lawsuits; material operating expenditures in relation to compliance with environmental, health and safety regulations; the level of competition in the automotive industry, which may increase due to consolidation and new entrants; the Company's ability to attract and retain experienced management and employees; exposure to shortfalls in the funding of the Company's defined benefit pension plans; the Company's ability to provide or arrange for access to adequate financing for dealers and retail customers and associated risks related to the operations of financial services companies; the Company's ability to access funding to execute its business plan; the Company's ability to realize anticipated benefits from joint venture arrangements; disruptions arising from political, social and economic instability; risks associated with the Company's relationships with employees, dealers and suppliers; the Company's ability to maintain effective internal controls over financial reporting; developments in labor and industrial relations and developments in applicable labor laws; earthquakes or other disasters; and other risks and uncertainties.

Any forward-looking statements contained in this document speak only as of the date of this document and the Company disclaims any obligation to update or revise publicly forward-looking statements. Further information concerning the Company and its businesses, including factors that could materially affect the Company's financial results, is included in the Company's reports and filings with the U.S. Securities and Exchange Commission and AFM.

8.5 ABOUT THIS REPORT

Name of the organization, ownership and legal form

GRI 2-1

Stellantis N.V.

Amsterdam, The Netherlands

Netherlands Chamber of Commerce: 60372958

3.5.6.1 Location of Headquarters

GRI 2-1

Taurusavenue 1,

2132LS Hoofddorp

The Netherlands

Measured by operational indicators, Stellantis sustainable development performance is the subject of annual reporting presented in this report.

Reported period

GRI 2-3

The information and indicators in this report concern the year 2023 and were closed at the end of the period on December 31, 2023 (except for any information or indicators listed in the methodological note).

Stellantis reports with a relevant history on the changes or the calculation method associated with each indicator. The history will be for three years whenever possible. Whenever FY 2023 metrics are not available at the date of publication of the FY 2023 CSR Report, they will be qualified as Not Available (NA) in charts and tables. For metrics partially available at the date of FY 2023 CSR Report publication, totals will be disclosed if unavailable metrics represented less than 5% in FY 2022.

Reporting Cycle

GRI 2-3

The CSR report is published annually.

Date of publication

GRI 2-3

This CSR Report, covering financial year 2023, was published on April 5 2024.

Assurance

GRI 2-5

This Report has been submitted to assurance by an external independent audit firm, Grant Thornton, a simplified joint stock company of chartered accountancy and statutory, in accordance with the criteria established in the International Standard on Assurance Engagement ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000 Revised), issued by the International Auditing and Assurance Standards Board for limited assurance engagements.

Grant Thornton is officially authorized to conduct ISAE 3000 assurance audits. The statement of assurance describing the activities carried out and the expression of opinion is provided section 8.3.

Contact

GRI 2-3

Your opinion is important to us. For questions and comments regarding the report write to:

Stellantis NV,

Taurusavenue 1,

2132LS Hoofddorp

The Netherlands