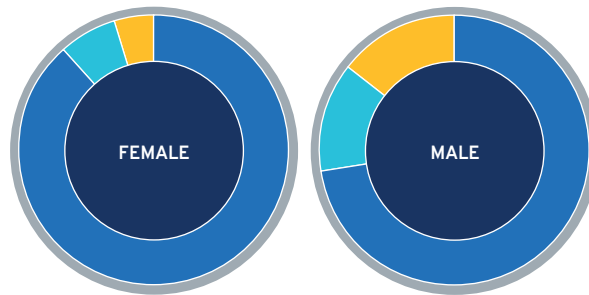


2020 Workforce Diversity Profile

As of December 31, 2020

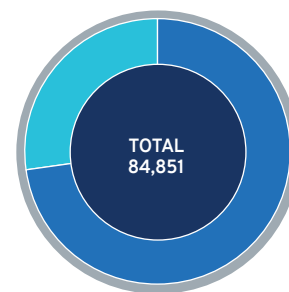
GLOBAL WORKFORCE BY GENDER AND REGION



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
● North America	29,211	88.4%	80,285	72.6%
● South America	2,262	6.8%	14,466	13.0%
● International	1,558	4.7%	15,902	14.4%

Percentages do not add to 100 due to rounding

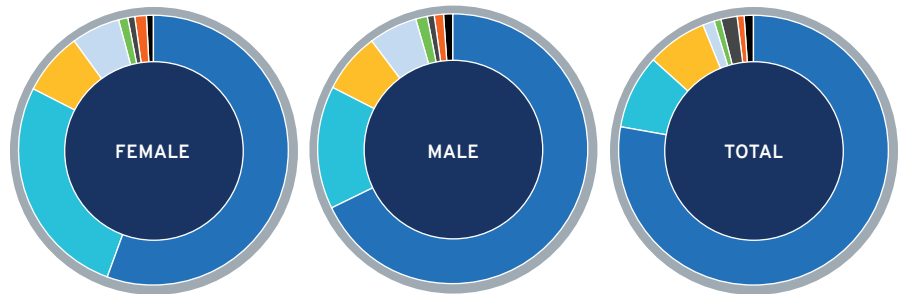
U.S. WORKFORCE BY GENDER



	Number of Employees	Percentage of Total
● Male	61,810	72.8%
● Female	23,041	27.2%

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

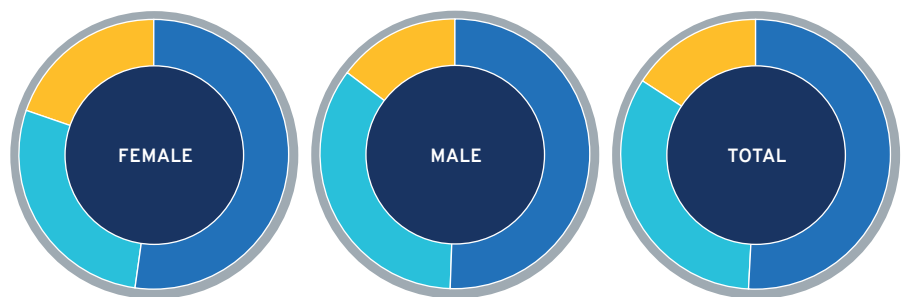
U.S. WORKFORCE BY RACE, ETHNICITY AND GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
● White	13,298	57.7%	43,254	70.0%	56,552	66.6%
● Black/African American	6,447	28.0%	9,648	15.6%	16,095	19.0%
● Asian	1,668	7.2%	4,529	7.3%	6,197	7.3%
● Hispanic/Latino	1,309	5.7%	3,550	5.7%	4,859	5.7%
● American Indian or Alaskan Native	103	0.4%	303	0.5%	406	0.5%
● Native Hawaiian or Pacific Islander	19	0.1%	40	0.1%	59	0.1%
● Two or More Races	165	0.7%	392	0.6%	557	0.7%
● Do not wish to identify	32	0.1%	94	0.2%	126	0.1%

Percentages do not add to 100 due to rounding

GLOBAL WORKFORCE BY GENDER AND AGE GROUP

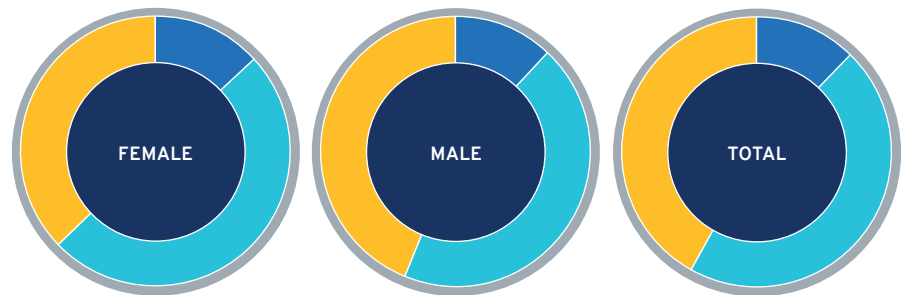


	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
● Under 30	17,281	52.3%	56,134	50.7%	73,415	51.1%
● 30-49	9,297	28.1%	38,263	34.6%	47,560	33.1%
● 50 and over	6,453	19.5%	16,256	14.7%	22,709	15.8%

Percentages do not add to 100 due to rounding

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

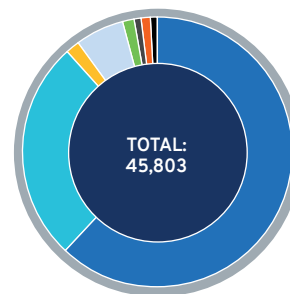
TOTAL U.S. WORKFORCE BY GENDER AND AGE GROUP



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
● Under 30	3,058	13.3%	7,432	12.0%	10,490	12.4%
● 30-49	11,443	49.7%	27,381	44.3%	38,824	45.8%
● 50 and over	8,540	37.1%	26,997	43.7%	35,537	41.9%

Percentages do not add to 100 due to rounding

U.S. HOURLY BY RACE AND ETHNICITY

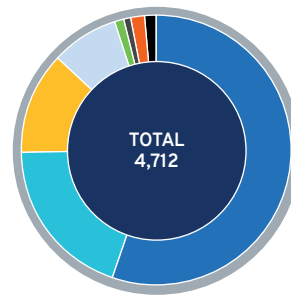


	Number of Employees	Percentage of Total
● White	28,940	63.2%
● Black/African American	13,260	29.0%
● Asian	355	0.8%
● Hispanic/Latino	2,707	5.9%
● American Indian or Alaskan Native	325	0.7%
● Native Hawaiian or Pacific Islander	32	0.1%
● Two or More Races	145	0.3%
● Do not wish to identify	39	0.1%

Percentages do not add to 100 due to rounding

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

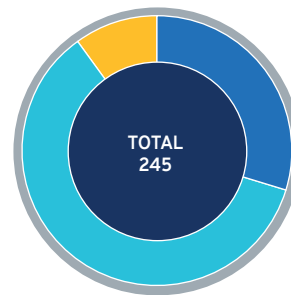
U.S. HIRES BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
● White	2,640	56.0%
● Black/African American	1,051	22.3%
● Asian	552	11.7%
● Hispanic/Latino	369	7.8%
● American Indian or Alaskan Native	16	0.3%
● Native Hawaiian or Pacific Islander	5	0.1%
● Two or More Races	57	1.2%
● Do not wish to identify	22	0.5%

Percentages do not add to 100 due to rounding

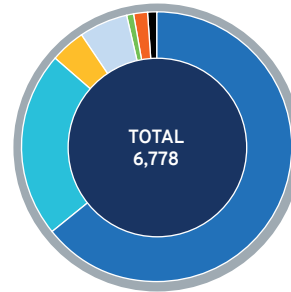
U.S. HIRES BY SELF-IDENTIFIED STATUS



	Number of Employees	Percentage of Total
● Disability	73	1.5%
● Veteran	148	3.1%
● Disabled Veteran	24	0.5%

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category. All hire data excludes temporary and student population (interns, co-ops).

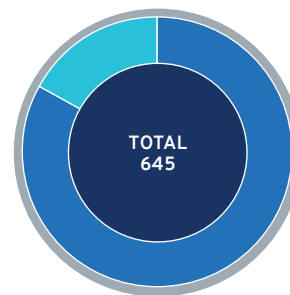
U.S. ATTRITION BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
● White	4,871	71.9%
● Black/African American	1,231	18.2%
● Asian	282	4.2%
● Hispanic/Latino	331	4.9%
● American Indian or Alaskan Native	32	0.5%
● Two or More Races	27	0.4%
● Do not wish to identify	4	0.1%

Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand. Percentages do not add to 100 due to rounding

U.S. WORKFORCE SELF-IDENTIFIED AS HAVING A DISABILITY

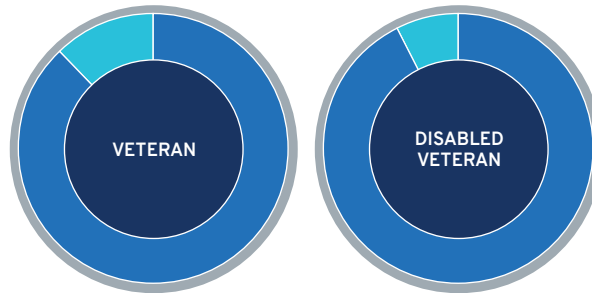


	Number of Employees	Percentage of Total
● Male	536	83.1%
● Female	109	16.9%

Includes disabled veterans.

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category. Attrition data excludes temporary and student population (interns, co-ops) and excludes divestitures in Italy and Thailand.

U.S. WORKFORCE SELF-IDENTIFIED VETERAN STATUS AND GENDER



	Number of Employees	Percentage of Total	Number of Employees	Percentage of Total
● Male	4,400	87.9%	374	92.6%
● Female	605	12.1%	30	7.4%
Total	5,005		404	

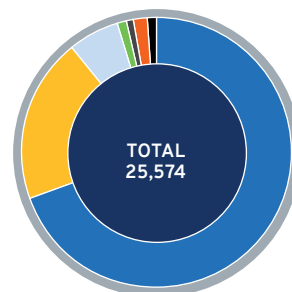
Veteran numbers include disabled veterans.

U.S. WORKFORCE SELF-IDENTIFIED AS LGBTQ

	Number of Employees	Percentage of Total
LGBTQ	345	5.3%*

*Out of 6,568 self-reported responses

U.S. TECHNOLOGY POSITIONS BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
● White	17,199	67.3%
● Black/African American	1,459	5.7%
● Asian	5,013	19.6%
● Hispanic/Latino	1,496	5.8%
● American Indian or Alaskan Native	54	0.2%
● Native Hawaiian or Pacific Islander	19	0.1%
● Two or More Races	271	1.1%
● Do not wish to identify	63	0.2%

Includes these functions: Engineering Product Development, Research and Development, Information Technology, Manufacturing Engineering, Electric Vehicle and Autonomous.

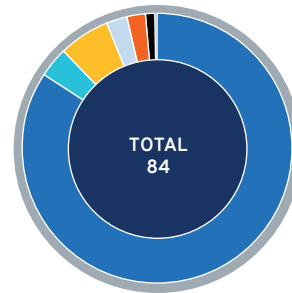
Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

GLOBAL FEMALES IN TOP MANAGEMENT POSITIONS

	Number of Employees	Percentage of Total
● Female	27	30.0%

Maximum two levels away from CEO as a percent of total top management positions. Does not include administrative assistants.

U.S. TOP MANAGEMENT POSITIONS BY RACE AND ETHNICITY



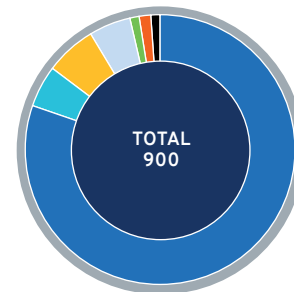
	Number of Employees	Percentage of Total
● White	71	84.5%
● Black/African American	3	3.6%
● Asian	5	6.0%
● Hispanic/Latino	2	2.4%
● American Indian or Alaskan Native	0	0.0%
● Native Hawaiian or Pacific Islander	0	0.0%
● Two or More Races	2	2.4%
● Do not wish to identify	1	1.2%

Maximum two levels away from CEO as a percent of total top management positions. Does not include administrative assistants.

Percentages do not add to 100 due to rounding

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.

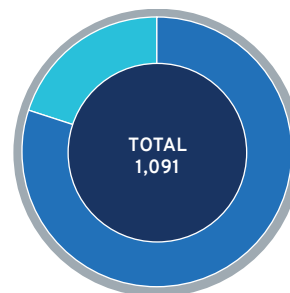
U.S. EXECUTIVE-LEVEL POSITIONS BY RACE AND ETHNICITY



	Number of Employees	Percentage of Total
● White	744	82.7%
● Black/African American	44	4.9%
● Asian	55	6.1%
● Hispanic/Latino	45	5.0%
● American Indian or Alaskan Native	4	0.4%
● Native Hawaiian or Pacific Islander	0	0.0%
● Two or More Races	6	0.7%
● Do not wish to identify	2	0.2%

Employees in executive-level job classifications.

GLOBAL EXECUTIVE-LEVEL POSITIONS BY GENDER



	Number of Employees	Percentage of Total
● Male	874	80.1%
● Female	217	19.9%

Employees in executive-level job classifications.

Note: Gender, Race and Ethnicity information is self-reported and may not fully reflect the actual number of employees within each category.