

Unofficial Lottie Holland Keynote Transcript

I am very excited to join all of you all here today in collaboration of one of our favorite partners CADIA as well as it being right here in one of my alma maters Wayne State.

For those of you who may not be familiar with Stellantis, in January of 2021, PSA and Fiat Chrysler Automobiles merged to form Stellantis, which means to brighten with the stars. This speaks to the spirit of optimism and energy behind the merger of these two companies. Our corporate purpose is powered by diversity; we lead the way the world moves. We are now the fourth largest automaker, we have 300,000 employees worldwide, we have manufacturing facilities in over 30 countries, our vehicles are sold in more than 130 countries, and we have more than 170 nationalities represented at our company. Some of our iconic brands are Jeep, Dodge, Chrysler, RAM, Alpha Romeo, and for those of you who may not know, Maserati.

A few weeks ago, on May 2, Stellantis was named to Diversity Inc's Top 50 Companies for Diversity. We were number 30 on that list, and we were number two for supplier diversity. I want to give a shout out, really, to my team members here. Whitney, Lyn, Greg, Bruno, Alejandra, all of them for all their efforts.

Right after that, Mark Stewart, our Chief Operating Officer was named Chief Operating Officer of the Year, and I was named Chief Diversity Officer of the Year by the National Minority Supplier Development Council.

I had to say all of that, because it's been a whirlwind of a month, to say the least. And now I'm here with all of you all today, which is almost three years exactly to my anniversary date of me taking the role as the head of D&I for Stellantis and so I'm very proud of what we've accomplished. I'm energized by the road ahead.

I think it's important for me at least, to pause and reflect on the start of the journey and where I was just three years ago so I'm going to take you down memory lane a little bit. My son was born in December of 2019. And I had just returned to work after four months of maternity leave. Now, for those of you who do not know me, I am a planner at heart, this is what I do. I plan things. And so I had planned for this moment for me to go back to work. My son was going to start daycare, I was preparing myself to drive two hours each day. I was prepared for my life to resume as normal, right? With the addition of something... let's just say a human life now that I had to care for. But I was preparing for it to go back as normal. I had my plan, and I was ready. Just as I returned, the world shifted on his axis and Fiat Chrysler Automobiles (that's who we were at the time) informed us all that we would be working remotely due to the COVID pandemic. At the time, I was the director of Mopar, which is our services and aftermarket purchasing organization. I returned to find the same issues, the same challenges with suppliers, all of these things that I had dealt with before my maternity leave, they were all still there. But this time, I had

to address those challenges in the crazy world of Zoom calls and Microsoft Teams with a four-month-old in my arms.

I was just starting to find my groove when HR called me and said Lottie, it's time. That's how they said it when they called me. It's time. And so, it was time to activate the plan. There was that plan again, for all of you who I said I was a planner. We had been working on a plan for many, many years, what seemed like probably at least five to seven years for me to transition into this very role. There was really no real way I can explain it other than I was just overjoyed, ecstatic, and I was ready. It was early May 2020. And I was finally sitting in a seat that I had been preparing for and praying for since I was introduced to the powerful work of diversity through our supplier diversity organization back in 2011.

I knew that I could leverage my knowledge of numerous diversity studies and analyses of demographic trends, my experience in engineering and in purchasing organizations, my platform that I had created by leading one of the largest business resource groups in the company, and my reputation in the industry to position FCA to be a leading force for positive change. What I didn't know is that how we manage diversity and inclusion in the workplace was about to be upended.

So here I am, a new mom navigating a new role in a new world. And just two weeks later, George Floyd was mercilessly killed by police officers, and I find myself as the new head of D&I in the midst of a racial and economic justice crisis. It was like the world just stopped. I remember calling our leaders together at first, we all just sat there in silence. Where were we even to begin? Then that silence turned into a courageous conversation before we even knew what courageous conversations were. That conversation left us all in tears. We had never been here before; we had never been this vulnerable as leaders. You see, normally, we would ideate or negotiate our way out of problems. We had the answers, or at least we knew how to find them or how to solve for them. Except this time, we humbly admitted that we didn't have any. So instead, we assembled our business resource groups, and respectfully asked to hear their stories and any ideas that they may have had to drive positive change within our company.

We quickly realized that this transformation was bigger than just a moment, it was quickly becoming a movement, our communities, our employees, they weren't just asking for change anymore. They were demanding it. And rightfully so. We discussed how we Stellantis could do something different. We even thought maybe we could also become something different. Those raw emotional discussions were the inspiration for this quote by our CEO Mike Manley at the time, one that we all have fully embraced as a company that goes like this.

“We are more than just a car company. We are a source of economic empowerment for many people and communities, many of which have not participated fully in our economy or have been denied economic justice for far too long. This is not a charity. It is a strategic decision to lift ourselves by lifting others. We believe that by embracing and empowering individuals from different backgrounds, we can foster

innovation and creativity. We can build stronger relationships with our customers and suppliers and create more equitable and sustainable futures for all of us”.

And with that, our transformation began. We launched our four-year PEACE strategy. I don't know if any of you have heard us talk about PEACE. But it is our strategy where we focus on people, education, accountability, community, and economic empowerment. We reinstated our D&I Council consisting of individuals from our executive leadership team, we offered unconscious bias training for all of our employees, we conducted inclusive leadership assessments for all of our people leaders, launched a courageous conversation platform, established representation targets for women and minorities at the leadership levels, expanded financial resources for all of our 11 business resource groups, created two new leadership development programs specifically for multicultural talent and one for black talent, we launched an enterprise wide mentorship program, we mandated that 30% diversity on all hiring sites be established, we created diversity action plans for each functional area all 31 in the company, we partnered with the National Business League to create the nation's first black supplier development program, we established a marketing and media strategy to increase spend with black owned agencies and media by companies and aligned all of our region's diversity efforts including multicultural marketing dealer network diversity and supplier diversity to take a more unified approach to D&I within the company.

And that, that brings us to this very moment today. So yes, we're proud of the tremendous strides that we've made. We are encouraged by the representation trends that project that we will meet our company's fear forward plan of 40% female and 35% ethnic minorities and leadership by 2030. So, while it seems we have made considerable progress, and I'm hopeful that many of us in the room have, but why do I feel like it's not enough?

Why do I feel that time is not on our side, given the political and social environment? To even mention the word diversity has become divisive. We're seeing the defunding of diversity programs at educational institutions, and D&I organizations have been completely decimated by corporate headcount reductions. If I'm being truthful, I'm afraid that if we don't seize the opportunity to reimagine DEI and our efforts, we will find ourselves falling backward instead of continuing to progress forward. So thank you, Cheryl, and CADIA, for inviting me to share my perspective on how we're reimagining D&I and why I am asking that you consider to do the same.

So now over the past few months, I've heard more and more about the need to reimagine DEI in the workplace. But initially, when I heard this, I have to tell you, I immediately thought here we go again, just as we're making progress, someone comes up with the need for us to change the strategy. We need to think about it differently. And I'm thinking wait a second, is this society's way of shuffling paper so to speak, just so nothing ever really changes? I really started to think that way. And then I had to address my bias. I had to be really honest with myself. Is it time for us to look at D&I differently? As we start to reimagine D&I, we must first start to reimagine

what the terms mean, and how they can be applied in our organizations and in our communities.

I want to start with diversity. What do you see when you look at me? You can easily decipher that I am black, a minority and woman great. But is that all that I am?

We often think of diversity as that checklist of visible characteristics, right? Race, gender, ethnicity, etc. But true diversity is about valuing and respecting the whole person, visible or not. Diversity is about embracing diverse perspectives, experiences, and ways of thinking. If we're being honest, most of our scorecards only consider the dimensions of visible diversity. For example, I'm being very transparent here. I'm tracking the hiring, the retention, the development, the promotion, the movement of minorities, and women, and in some cases, veterans, and people with disabilities. All are necessary, however, are we taking into consideration the employees' perspectives, experiences and discussions? Are we implementing processes to learn more about our team members and these varying perspectives?

Let's talk about equity. Equity is about fairness, justice, we know this. It's about ensuring that everyone has equal opportunities and access to resources. But we need to go beyond just equal opportunities. We need to ensure that historically marginalized people have the resources they need to succeed. How do we do that? When we recognize that we all have different circumstances, and we've all had different starting points. The goal is to provide the exact resources needed in order to reach an equitable outcome.

Lastly, we have inclusion. Inclusion is about creating a sense of belonging for all individuals, regardless of their backgrounds, or identities. It's also about ensuring that everyone has a voice and a platform for their voice to be heard and acted upon. For us at Stellantis, inclusion has to be at the forefront of everything we do. Without a sense of belonging and the psychological safety that comes with knowing you can be your true self our team members will be less likely to become engaged and share their unique ideas. We are here to leverage diversity to make better decisions, better outcomes for us to meet or exceed the needs and expectations of our customers. We have to have that inclusive environment.

Now that we've done that, how can we reimagine DEI in practice?

I want to offer some recommendations. And I'm sure they're all things that we are doing, but perhaps is more about how we are doing them.

1. Build diverse teams.

Of course, of course, that's what we've been doing, or what we've been trying to do, I get it. However, when building teams, it's imperative that we look beyond those visible dimensions of diversity, bring together individuals with diverse backgrounds, experiences, and ways of thinking. At Stellantis, we have created unique diversity plans for each of our functional areas. We hold talent and diversity action plan reviews regularly with all of our functional leaders included in that discussion. We

have their direct reports, our legal team, the head of talent, the head of HR, and, of course, their HR business partners. They all attend these reviews to discuss their plan to close the diversity representation gaps based on the availability of populations in the workforce. Our discussions now are evolving to include other aspects of what employees may bring to their team. We only learn this by actively listening and observing our team members during each interaction that we have with them. We believe that this will lead to more innovative and creative solutions.

Take the time to build the teams not based on the checklist, but other perspectives and other ways of thinking. Help level the playing field by providing resources, not just opportunities for these historically marginalized groups. For example, we can say we want more diverse candidates in leadership roles. Well, what are you doing to identify those candidates, but then are you also providing the resources that are critical to ensure the greatest opportunity for success for those candidates?

2. Leadership Development

At Stellantis, we've created three separate leadership development programs specifically, again, for women, black and multicultural talent. It's a six-month journey that includes a weeklong immersive learning experience at the University of Michigan's Ross School of Business. We also provide executive coaching, mentoring, networking, community service activities, and capstone projects that are presented to our leadership team. By investing in our employees professional and personal growth, we are demonstrating that we value and support the whole person. To see 70 of our high potential, diverse candidates experience, this type of learning is amazing. They all shared that it was something that transformed their lives. ~~They literally say to transformed my life.~~ And I said, wait a minute, are you talking about your career and your career trajectory? They said no, my life. So not just professional, but personal as well. Again, demonstrating the value of the whole person.

3. Create inclusive cultures.

We should work to create cultures that are welcoming, and inclusive of all individuals and their whole selves. This includes, like we just heard on the panel previously, Employee Resource Groups offering sensitivity training, creating listening circles for employees to share their lived experiences, or maybe even providing support for employees who face discrimination or harassment. Also, if you're not conducting an employee engagement survey, I strongly encourage you to do so.

We conducted our first global survey with a D&I index last year. And let me tell you, it was very insightful. You can win all the awards in the world but what matters is your employee and their experience, making sure that again, all of these efforts are resulting in your employees feeling valued and feeling like they belong in the

organization. We also partner with CADIA to provide inclusive leadership training to our CEO and all of his direct reports. Katie CADIA, Cheryl and her team provided this training to all of our executives and it went so well they did such a great job. The plan is now to offer this training to all of our people leaders (1200 plus) in North America this year.

So again, focusing on being intentional about creating an inclusive environment and starting with your leadership,

4. Provide diversity and inclusion training

Honestly, we've heard people tell us stop with the trainings and not just diversity training but all the trainings. But training is still so very critical. This is not the time for us to take our foot off the gas regarding training, because it helps employees develop a better understanding of different cultures and identities and experiences. By fostering empathy and understanding, we believe that we can create more inclusive and supportive environments that value again the whole person.

5: Promote employee wellness programs.

Employee Wellness programs can include a wide range of initiatives such as physical health programs, mental health support, and financial wellness resources. By promoting and prioritizing employee well-being we foster work environments that allow people to be the best and healthiest. Yes, I did, say the healthiest versions of themselves. At Stellantis, we recently added a wellbeing day to our employee benefit package. This is a day that employees can use to step away from work, just to reset and recharge, and that's available to all of our employees. By promoting these programs, we affirm the understanding that nothing and I want to underscore nothing is more important than our employees and their well-being. This also helps to break down the stigmas associated with mental health.

6: Foster flexible work arrangements.

So flexible work arrangements, such as the remote work flexible hours or compressed work weeks, can support employees vital need for work life balance, and overall well-being. By ensuring employees have time to live this one life that we get outside of work, we demonstrate that we value the whole person and their holistic needs. As a fairly new mom, our flexible work arrangements have given me the opportunity to be there, I mean, truly be there for my child. And at the same time, it has allowed me to continue to live out my career dream and my aspirations in this seat. Personally, this is something I feel very deeply. Employees should not have to choose between showing up for their career, and showing up for the things and the people that matter most to them.

And closing, reimagining DEI is a transformation in the way we see ourselves. It requires a shift and a mindset and a deeper commitment to intentional action. Traditional diversity and inclusion efforts have often focused on again, checking those boxes of our personal characteristics. While this is important, it's equally

important to focus on the whole person, and to recognize and celebrate the unique experiences and perspectives that each of us bring. Focusing on the whole person means going beyond that surface level characteristics right, but looking at their values, their beliefs, their experiences, and personality traits. It means acknowledging the complex and intersectional nature of identity and recognizing that individuals may have multiple identities that intersect in very unique ways. Ultimately, this reimagination recognizes and celebrates the humanity and individuality of each person.

Because yes, I am an African American woman. But I'm also a Christian, who is the wife of a veteran and a mother to a three year old, very rambunctious son who was born and raised on the west side of Detroit, who carries a bachelor's degree from Michigan State University and an MBA from Wayne State University, who also studied at the University of London, who has 23 years of professional experience, experience that spans automotive real estate advisory and nonprofit industries, who has operated as a leader in engineering, purchasing and human resources, who is now an executive leader at Stellantis. There aren't enough boxes for all of those things. It's best not to try and put me in one.

It's best to see that I am the sum of all of my parts. I bring my whole self to work each and every day. As I am standing here today and saying, it is incumbent on all of us who are empowered as D&I leaders, to take the time to understand and acknowledge the complexities and richness of human diversity. By doing this, we are effectively telling employees, I see you, I see the whole you.

One last thought, I want you to ask yourselves, what would it be like if people understood and celebrated the whole you? Would you dress differently? Would you be more willing to speak your mind? Would you open up to your colleagues about the things that matter most to you? Or even the things you struggle with? Would you have more mental capacity to think creatively? to reimagine things? Just imagine what we could do.

Thank you