

Stellantis Women’s Leadership Program Improves Advancement and Influence

Stellantis and The Center for Creative Leadership
 Best Advance in Leadership Development for Women
 November 2022



Company Background



Company-at-a-Glance	
Headquarters	Amsterdam, Netherlands
Year Founded	2021 (Date of Merger between FCS and PSA)
Revenue	134.4 billion Euros
Employees	400,000
Global Scale (Regions that you operate in or provide services to)	Stellantis has industrial operations in 30 countries and a commercial presence in more than 130 markets.
Customers/Output, etc. (Key customers and services offered)	Stellantis is one of the world’s leading automakers and a mobility provider, guided by a clear vision to offer freedom of movement with distinctive, affordable, and reliable mobility solutions. The company (whose brands include Alfa Romeo, Chrysler, Jeep, Maserati, Opel, and Ram) sold 5.947 million vehicles globally, and its services include mobility brands Free2Move and Leasys.
Industry	Automotive Technology and Manufacturing
Stock Symbol	STLA
Website	stellantis.com

Company Background



Company-at-a-Glance	
Headquarters	Greensboro, North Carolina, United States
Year Founded	1970
Revenue	US\$100 million
Employees	500
Global Scale (Regions that you operate in or provide services to)	The Center for Creative Leadership (CCL) operates globally with 9 offices in the Americas, Europe, and Asia.
Customers/Output, etc. (Key customers and services offered)	CCL’s customers are midsize-to-large public and private companies, including two-thirds of the Fortune 500, as well as education and nonprofit clients. Proceeds from its commercial work are used to develop leaders in under-resourced communities worldwide. CCL offers leadership development solutions and services, including programming, assessments, coaching, and evaluation.
Industry	Leadership Development/Executive Education
Stock Symbol	N/A – 501(c)(3) nonprofit
Website	ccl.org

Budget and Timeframe

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Overall budget	US\$250,000
Number of (HR, Learning, Talent) employees involved with the implementation?	10
Number of Operations or Subject Matter Expert employees involved with the implementation?	35
Number of contractors involved with implementation	3 CCL (purchased service)
Timeframe to implement	9 months
Start date of the program	Ongoing - Fourth cohort began in January 2022

Business Conditions and Business Needs

In 2018, the Stellantis Women’s Alliance Business Resource Group (now named the Women of Stellantis) saw several troubling trends regarding women in the workforce and recognized related challenges within Stellantis. The group sought to reverse these trends and enable women in the organization to develop professionally and become leaders at work and in the community by creating the Women’s Leadership Experience (WLE) in partnership with the Center for Creative Leadership (CCL).

The 2020 McKinsey & Co.’s Women in the Workplace Report described and elaborated on some of the trends:

- Women remain significantly underrepresented in the corporate pipeline, even at entry level. For the sixth year in a row, women continued to lose ground at the first step up to manager.
- At every subsequent career step, the representation of women further declines. Women of color face an even more severe drop-off at senior levels.
- As a result, only one in 5 senior executive leaders is a woman and fewer than one in 30 is a woman of color.

The McKinsey report adds that the COVID-19 crisis exacerbated the stress and pressure on women in the workplace due to added pressures from working and managing from home. As a result, women are leaving the workforce at much greater rates than men. As women leave the workforce or take a step back, there are fewer women on track to be future leaders. Also due to the pandemic, senior women are significantly more likely than

their male peers to feel burned out, under pressure to work more, and feel “as though they have to be always on.” This makes their position as role models to up-and-coming women more difficult.

The imperative to develop and retain women leaders is also a recognition that the contribution of women in the workforce and as leaders is needed to meet and exceed needs of Stellantis’ customers: more than 50% of the company’s customers are women. That trend will maintain or grow globally, females are expected to own 75% of discretionary spend by 2028, according to Nielsen.

The need to counter negative trends in the workforce and ensure the voices and perspectives of Stellantis women have an impact on the company’s success is a clear priority, through investment in the Women’s Leadership Experience and other strategies, such as ensuring that at least one woman candidate is interviewed with every leadership job opening. Currently, 24% of leadership roles are filled by women (up 4% from 2020), and the company aims for that number to be at least 35% by 2030.

Overview

Stellantis Women’s Leadership Experience (WLE) is a challenging and powerful development opportunity for first-level managers/executive-level women leaders, and a core element in the company’s Diversity & Inclusion Strategy.

The program design and format has evolved from an in-person experience to a fully remote 9-month experience, but the program goals, guiding principles, and learning outcomes have been consistent.

Program goals include:

- Building a deeper and more robust bench of diverse talent for future leadership opportunities.
- Increasing promotional opportunities, stretch assignments, and engagement through the Women’s Alliance Business Resource Group.
- Expanding participants’ network and visibility to Leadership.

Decisions about content and format are guided by the commitment to make sure the experience:

- Is rooted in self-awareness, awareness of others, and the process of building a strong leadership brand.
- Meets the unique needs of women leaders through a community/cohort experience in partnership with Advocates for Change (senior leaders in the company).

- Inspires women to be authentic in their advocacy for themselves and to build strong strategic networks.
- Leverages the most up-to-date research and thinking about women leaders, including how the pandemic has affected them.
- Leverages the evolving culture change (innovation and mergers/acquisitions) at Stellantis – building capabilities for the future.

Expected learning outcomes for the women participating in the program are to:

- Increase self-awareness to identify and leverage strengths, as well as understand and improve or minimize weaknesses.
- Articulate a clear sense of leader identity and leadership brand that enables presenting and advocating a unique, effective, and authentic leadership style.
- Exhibit a stronger executive presence by projecting self-confidence, improving ability to take control of difficult, unpredictable situations, and displaying skill in presenting, defending, and showcasing their vision.
- Learn how to build and leverage strategic networks to enhance their ability to influence and provide impact for their team and their organization.
- Build the skills to create and sustain partnerships both internally and externally to enhance effectiveness of themselves, their team, and their organization.
- Increase industry knowledge to be viewed as an expert in a particular auto industry area.
- Build awareness of and commitment to community engagement.

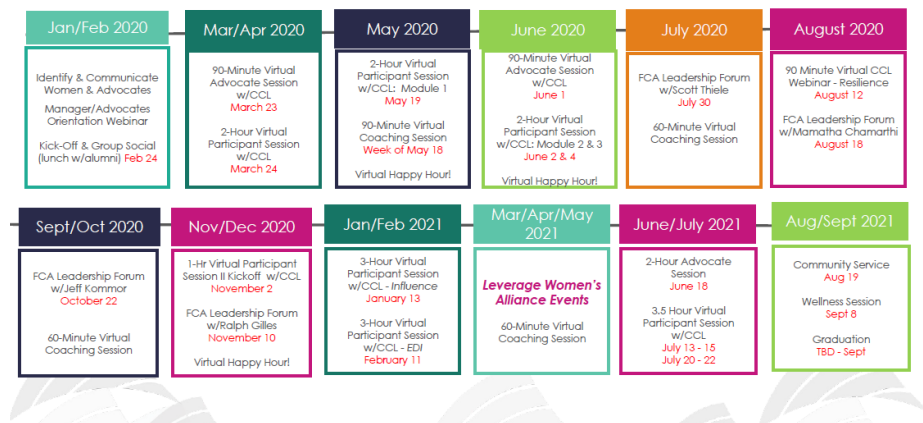
The continued commitment to the Women’s Leadership Experience has resulted in a robust program that addresses the challenges, barriers, and opportunities participants face. The experience includes assessments and feedback, peer learning, executive coaching, leadership opportunities and practice, sponsorship by men and women leaders, manager support, facilitated sessions, and community and industry service.

The goals of the program continue to be met and participants are demonstrating and appreciating the learning outcomes. The three WLE cohorts that have completed the program have already achieved meaningful career success, with 74% experiencing professional growth through promotion or developmental assignments or lateral role changes. The retention rate of WLE participants is also 81%, and retention of female employees overall has improved since the inception of WLE.

Design and Delivery of the Program

The Stellantis Women’s Leadership Experience (WLE) was originally designed as a face-to-face, in-person experience taking place over 9 months. A new cohort met in-person in February 2020 to kick off the program, but soon after, a transition to an online experience was required and additional time was required to allow for adaptation and for participants to navigate their changing work requirements and engage in their development. The final session with a “graduation” was held face-to-face in late 2021.

2020 Women’s Leadership Experience Calendar



The current 2022 cohort’s experience is intentionally 100% virtual, building on and refining the processes, methods, and modules used in the previous programs.

CCL applied the 4Mat design methodology for both virtual and face-to-face experiences:

1. Allowing participants to discover the value of the concept or content by connecting personally to it.
2. Gaining knowledge about the concept or content by being informed.
3. Generating skill in the concept or content by practicing and extending the learning experientially.
4. Adapting the concept or content by refining and performing it in their role.

In addition, CCL applied its long-standing guidance of “70-20-10” to incorporate experience (70%), relationships (20%), and coursework (10%) into the program design, as well as the importance of Assessment, Challenge, and Support (ACS) for effective adult development.

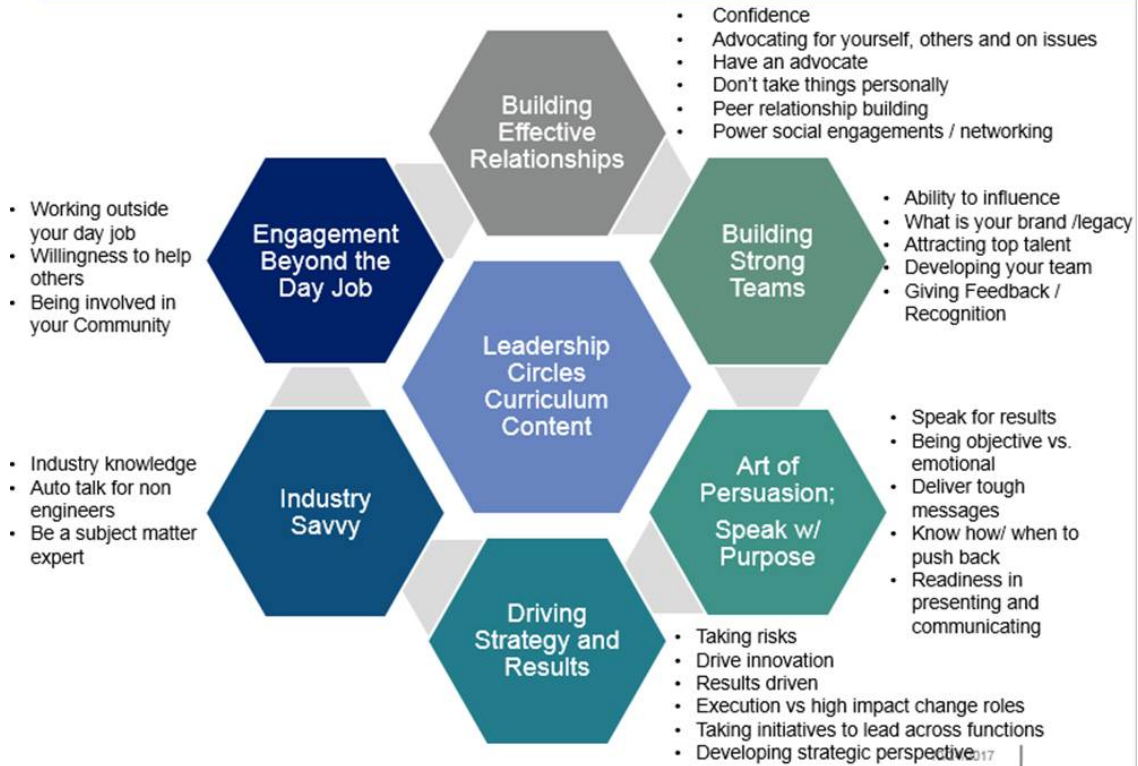
Key design elements of WLE are:

Participant workshops. Content includes challenges, barriers, and opportunities of being a woman leader, defining their unique value brand and learning to manage that brand to gain opportunities they seek, executive presence, identifying opportunities and building skills to create a strategic network, and preventing burnout through personal energy management. The 2022 design includes four, live online workshops, each consisting of two back-to-back days.

The Workshops are designed to explore and strengthen leadership skills identified as critical to all Stellantis leaders, introduce key concepts, and make connections across themes. Specific activities or modules include:

- Perspectives for High-Achieving Women: Choices, Dilemmas, Trade-Offs
- WLE 360 Assessment Results, Reflection, and Application
- Being Your Own Agent
- Leadership Identity Clarity through Social Identity Mapping
- Managing My Unique Leadership Brand Exercise
- Building a Strong Strategic Network
- Resilience
- Influence Tactics Skillset
- The Power of Mental Models
- Life Journey Mapping
- Navigating the Perils of Negative Self-Talk
- Gender Bias Experiential
- Leadership Presence Exercise with Video Recording
- Effectively Giving and Receiving Feedback
- Leadership Framework with Experiential
- Strengthening Interpersonal Relationships

Leadership Development Program Curriculum



Assessments. Several assessments create awareness of strengths and weaknesses, add personal perspective to course concepts, and provide focal points for coaching and peer conversations.

- **Women’s Leadership Experience 360 Assessment:** an assessment customized for women leaders based on competencies identified through three decades of Center for Creative Leadership research. The assessment highlights strengths and development needs and provides a stimulus for change. The survey is a multi-rater assessment that allows a leader to see how they are viewed by other rater groups vs. self and benchmark data. The participants complete the self-survey and identify raters through the assessment system.



- **Leader Network Diagnostic:** a digital self-assessment to help people visualize and understand their professional network.
- **Fundamental Interpersonal Relations Orientation (FIRO):** a 54-item self-assessment to help people understand interpersonal need and how those needs influence their communication style and behavior.
- **Influence Style Indicator (ISI):** a self-assessment designed to understand a person's preferred style as they influence others.

Key Leadership Challenge (KLC). A real business issue or designated stretch opportunity to practice new mindsets, skillsets, and toolsets. A KLC is of primary importance to the participant, work group, and/or the company; involves others who also have a significant investment in the outcomes; persists over time or is likely to do so; and/or possibly requires changes in values, assumptions, or behaviors.

Executive Coaching. Individual coaching to help participants as they apply leadership lessons to their own workplace challenges and manage strengths and weaknesses. The 2022 design includes four sessions with a CCL coach.

Stellantis Advocates. Current leaders/senior sponsors who are committed to a participant's career success. They are knowledgeable of the WLE goals and program elements, meet regularly with their participant, provide opportunities for strategic visibility or connections, and break down barriers to advancement.

Manager Support. Managers engage closely with their direct reports who are WLE participants. They are informed of the WLE goals and program elements and help participants select a Key Leadership Challenge as a practice field to apply new mindsets, skillsets, and toolsets.

Peer Learning Groups. Subsets within the cohort support each other and collaborate during workshops and between sessions as they work on their Key Leadership Challenge and development goals.

Intersession Experiences. Facilitated by the Women’s Alliance, participants are invited to virtual meetings with company leaders and executives to expand their industry knowledge, attend virtual social and networking events, and become involved in community service.

Adoption of the Program

Energized by the vision to do something to address the trends pulling and pushing women away from career growth and leadership roles, the Women’s Alliance scoped out the challenge, developed and secured executive buy-in for a plan of attack, focused expertise and resources, and created a unique talent development experience that would be adopted, supported, and appreciated.

Initially, the challenge was to define the need and create a solution. The societal trends and the specific needs of the business supported the demand to identify and develop women leaders at the first-level manager/Executive career level. CCL’s strong background in leadership development and expertise in creating initiatives tailored to women and women in STEM fields created confidence in the WLE design.

Importantly, the fact that WLE was initiated and developed by women leaders for future women leaders fueled the adoption of the program and its continuity in the face of organizational change (a merger) and unprecedented circumstances (COVID-19 pandemic). The program has gained notice internally as something people want to be a part of and a way to participate in a bigger movement toward greater equity and inclusion for women.

“Sitting back and watching the workforce and career trends play out for women in society or in our company is no longer acceptable,” said Teresa Thiele, director, aftermarket purchasing, global body & interior and North American operations and co-chairwoman for the Women’s Alliance at Stellantis. “We are motivated to build on the momentum created by the Women’s Leadership Experience.”

“This is an outstanding example of how truly empowered people with vision, passion, and selflessness can affect meaningful change ... change that benefits an entire organization,” said Rob Wichman, global planning lead for body on frame vehicles and executive sponsor of the Women’s Alliance.

When the pandemic hit, the challenge was to adapt and flex multiple times to respond to the realities of the world, the business, and the people involved in WLE. The commitment,

however, was unwavering. The goals of the program were endorsed and supported by leaders and sponsors. CCL, the Stellantis team, and the program participants had to be agile, while relying on CCL's experience with digital learning and virtual delivery and learning new methods along the way.

Two digital tools provided depth and continuity of learning as the program remained virtual and the timeline extended. The CCL Leadership Accelerator (CLA) is a digital learning delivery platform designed to provide an outstanding user experience from any device, language support, social and gamified learning, and client-facing reporting. The CCL Compass™ digital assessment interpretation tool complemented the customized 360 assessment, enabling WLE participants to build on their feedback, create goals, plan actions, and track progress.

As the 2020 WLE stretched into 2021 due to the pandemic, additional design work was done to prepare for an intentionally fully virtual program beginning in 2022. Building on the track record of success for women leaders, Stellantis also decided to use the successful design and methodology to support the leadership development of Black and multicultural leaders at Stellantis.

Measurable Benefits

Stellantis has set a goal that women will hold at least 35% of leadership roles by 2030, making the promotion, mobility, and retention of women key metrics for success of the Women's Leadership Program. As of this writing, 24% of leadership roles are held by women, a 4% increase from 2020.

The three cohorts that have completed the program have strong performance on all three metrics, demonstrating positive impact of WLE on both individual careers and the organization:

- 80% of the 74 women who have participated in the program have experienced career growth, either through promotion or lateral moves.
- 45 women (61%) have been promoted to greater leadership roles. Promotions demonstrate confidence in the women (both self-confidence and the confidence of others) to lead effectively and reinforce the strategic imperative to increase the representation, advancement, and influence of women in corporate leadership. Leadership brand, executive presence, and ability to create and sustain partnerships are demonstrated learning outcomes.
- 14 women (19%) have experienced a significant job change. Lateral moves, such as taking a similar role with a different brand, function, or location, support desired learning outcomes of managing strengths and weaknesses, increasing

industry knowledge and perspective, and building and leveraging strategic networks.

- The overall retention rate of this talented group of high-potential women has been 82%. When women see opportunity to learn and grow their careers within the company, and are supported to do so, they are more likely to stay.

	Cohort 1 2018	Cohort 2 2019	Cohort 3 2020/2021
Participants	25	25	24
Promoted	56%	60%	67%
Lateral Move	16%	16%	25%
Retained	80%	76%	92%

Overall

Stellantis is invested in the development of a diverse workforce as a strategic part of its business plan, and the Women’s Leaders Experience offers women the chance to develop leadership skills in a rapidly changing working environment. Feedback from participants reflects desired learning outcomes, the drive to advance their careers, and growth as leaders.

- *“WLE enabled me to take a step back to comprehensively evaluate my overall leadership style and areas of improvement. I also expanded my connections with an amazing group of women in Stellantis.” – Rajani Sinha*
- *“WLE helped me take an in-depth look into my leadership style, professional persona, and current skillset, from which I was able to create a roadmap to achieve my career goals.” – Stephanie Rooks*
- *“WLE reminded me to stand boldly in my authenticity. Our uniqueness is our greatest contribution to everything we do. Each session was empowering and encouraged introspection. Every interaction with the women in our group was uplifting and amplified my courage to challenge myself and pursue my professional goals.” – Lenise McWhorter*
- *“WLE has allowed me to become a stronger leader by enhancing my Leadership Brand, being more in tune with my communication style, and building a strong network of amazing women leaders who I had the pleasure of interacting with and learning from for the last 18 months.” – Gabriela Vasconcelos*

- *“Like most people, especially women, I allowed certain mental narratives impact how I perceived my competence and professional abilities. WLE helped me learn to identify and work on overcoming them.” – Lauren Sanchez-Murphy*
- *“This program gave me the confidence to lead my own way during a year of so much uncertainty and change.” – Abby Jones*
- *“WLE provided effective training, coaching, and networking to develop stronger and more confident leaders. I often utilize the ‘toolbox’ we built during the program and am grateful for the opportunity to connect with such an outstanding group of women at Stellantis.” – Donna Farella*

As the women participants grow in their careers, many continue to be involved in the Women’s Alliance, which now is a community of 3,000 women in 26 countries renamed Women of Stellantis. The men and women who have been WLE Advocates are also better equipped and eager to continue to improve the representation and advancement of women – and foster diversity and inclusion more broadly.

- *“WLE trains the advocates as well as the women in the program – truly a game changer! I learned the importance of proper advocacy and how much I can do to support the future of women leaders in our company ... It was very well organized even while remote.” – Amy McLain, Head of Process, Methods / IT*
- *“WLE provides significant development to both the participants as well as the advocates to create a unique win-win scenario. While the participants are exercising their new skills and insight to grow, the advocates practice methods to challenge and uplift the participants. The training simulates the cycle we want to leverage and expand in our work environment. This is very impactful.” – Teresa Lang, Manager, Supplier Technical Assistance – Driveline*
- *“I firmly believe we need to aggressively and actively develop our future leaders ... My participation in the WLE program has personally increased my knowledge and exposure, and effectiveness of being a sponsor and advocate.” – Thomas Burgess, Head of NA Model Chief Engineers*
- *“The creation of the Women's Leadership Experience has truly been one of the most rewarding experiences in my career. Experiencing the year-over-year results and impact the program is having in developing remarkable women leaders in the organization has been outstanding. I can say we are truly making a difference and changing the statistics of the leadership team. Every leader wants to leave behind a legacy, I can say this program will be at the top of my list.” - Daniela Antovski, Global Human Resources Business Partner*
- *“I have had the privilege of watching many women flourish as they walk through the Women's Leadership Experience. They gain confidence, build a network, and*

are often immediately ready for the next level in their career.” - Jessica LaFond, Senior VP - North America Technical Center

- *“The Women’s Leadership Experience program has been a great vehicle for Stellantis to develop and grow high-potential women. The women in the program receive great development and coaching which position them for future leadership opportunities. A significant amount of the graduates have quickly moved to higher level positions, helping to build out Stellantis’ talent pipeline.” - Scott Thiele, SVP - Technology Strategic Partnerships*

The value of WLE has been so apparent that Stellantis is applying the same approach and methodology to deepen its commitment to developing diverse talent. In addition to continuing WLE in 2022, Stellantis and CCL have launched parallel leadership development initiatives for Black and diverse leaders. Both the Black Leaders Advancement Collective (BLAC) and the Leaders Embracing All Diversity (LEAD) experiences will provide critical training and development for future leaders by enriching participants’ perspectives of the business, establishing connections to senior leaders, and enhancing their individual leadership tool kit.

The three leadership programs share key design elements and core topics of leadership brand, executive presence, strategic networking, influence, and feedback. All programs recognize and engage participants around social identity and intersectionality, allowing the stories and experiences of diverse talent to be told and understood. Some sessions will combine all 60 participants (The Power of WE) or all 60 advocates (Lifting Our Talent to Full Potential) from the three programs to connect, unite, and inspire a cadre of leaders.

“The launch of these two new programs is just another outstanding accomplishment of our four-year North America Diversity & Inclusion Strategy,” said Lottie Holland, Director – Diversity, Inclusion, Engagement, and EEO Compliance, Stellantis North America. “Our leaders know that building a sustainably successfully company requires being intentional about identifying, developing, and fully engaging diverse future leadership talent and providing tangible growth opportunities for diverse people and communities.”

Raising the Bar on Developing Diverse Talent

Women's Leadership Experience (WLE) – 4th Cohort
Black Leaders Advancement Collective (BLAC) – NEW for 2022
Leaders Embracing All Diversity (LEAD) – NEW for 2022

Program Importance

- Supports key component of the Stellantis 4-year North America Diversity & Inclusion Strategy
- Provides critical training and development to emerging Black and Multicultural talent for future leadership opportunities
- Enriches participants' perspectives of the business, connections to Senior Leaders and enhancement their individual leadership tool kit

Program Goals

- Build deeper and more robust bench of diverse talent for future leadership opportunities
- Increase promotional opportunities, stretch assignments and BRG engagement
- Expand participants' network and visibility to Leadership
- Garner recognition as Industry Leader in engaging, developing and retaining top diverse talent



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