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We gathered feedback from our Ethics Ambassadors and Change Agents

- We need to provide updates on key issues to our organizations. We gave valuable insight for how our organizations may need to send messages and pivot organizational change management activities.
- We need to have active members, as we have low engagement and attendance because of work schedules.
- We need to be more strategic.
- We need clarity and concrete responsibilities.
- We need to make a difference and to help others navigate through change.
- We need more visibility in the organization to share messages.
- We need a more active role in communicating to front-line employees.

Implement a program that engages employees and strengthens our workforce culture (i.e., allows employees to make a connection between our company values and their daily actions)

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What Changed?

- Combined Ethics Ambassadors and Change Agents into a new group known as “Values Ambassadors”
- Program focuses on infusing and reinforcing our company’s values throughout organizations and work locations
- Values Ambassadors are aligned with business strategy

Independent Programs

- Independent, program-specific ambassador programs
- Varying degrees of responsibilities
- Inconsistent messaging and prioritization - program-specific needs
- Engage at enterprise level
- Project specific approach to change

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Values Ambassadors

- Enterprise, integrated program
- Standard, consistent responsibilities
- Alignment on messaging and prioritization with an emphasis on promoting the company’s values
- Engage at all levels including enterprise, project, and individual level

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VALUES AMBASSADOR PROGRAM

SAFETY INTEGRITY EXCELLENCE RESPECT CONTINUOUS IMPROVEMENT TEAMWORK

PURPOSE

To promote a values-based culture by connecting employees to the company values and their daily actions.

APPROACH

The program is comprised of representatives across the company whose focus is on infusing and reinforcing our company's values to positively influence change.

Ambassadors represent both their *organizational unit* and *work location*. Ambassadors are proportional to the number of facilities per region and total employee count.

AMBASSADOR RESPONSIBILITIES

PERFORM OUTREACH

- Serve as a liaison by directing employees to company resources, providing context about change, and proposing ideas to positively influence change in their locations
- Reinforce values-based behavior
- Communicate company values

PROVIDE INSIGHTS

- Assist in identifying problem areas, culture anomalies and mitigating resistance
- Help interpret change assessments for the OCM team
- Share learning, experience, and expectations with other Values Ambassadors

PROVIDE FEEDBACK

- Act as sounding board for messages, training, and tools
- Facilitate a feedback loop between personnel at their locations and E&C/HR

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Proposed Values Ambassador Allocation

Approach

- Proportionate** representation based on the number of facilities per region and aggregate organization personnel counts
- Approximately **70 ambassadors** chosen company-wide (average of 1:175 Values Ambassador to employee ratio)
- Group locations into **36 regions** based upon proximity of locations
- Company facilities with minimal personnel will be represented by a Values Ambassador at a **nearby location**
- Existing Ethics Ambassadors and Change Agents automatically placed in the nomination pool

Regions	Employee Count	Proposed # of VAs
Region 1	440	3
Region 2	171	1
Region 3	230	1
Region 4	147	1
Region 5	55	1
Region 6	550	3
Region 7	461	2
Region 8	384	2
Region 9	272	1
Region 10	258	1
Region 11	68	1
Region 12	412	2
Region 13	420	2
Region 14	1266	7
Region 15	465	2
Region 16	352	2
Region 17	1092	4
Region 18	82	1
Region 19	121	1
Region 20	219	1
Region 21	189	1
Region 22	373	2
Region 23	390	2
Region 24	539	3
Region 25	356	2
Region 26	429	2
Region 27	459	2
Region 28	441	3
Region 29	388	2
Region 30	323	2
Region 31	18	1
Region 32	323	2
Region 33	247	2
Region 34	312	2
Region 35	416	2
Region 36	308	2
TOTAL	12,628	71

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Values Ambassadors Selection Criteria

Who Should be Chosen

- Enthusiastic, energetic, and open about supporting values-based culture
- Respected and credible to positively impact work environment and company culture
- Reputation for being candid, tactful, and objective
- Understand how organization operates and how changes may impact employees; being able to navigate at all levels
- Able to synthesize and present complex ideas and communicate with program, leadership, and project teams

Leadership to consider overall organizational unit representation

- Diversity of individuals (e.g., level, location, gender, ethnicity, thought)
- Ability and availability of individuals to represent organization
- Visibility to organizational initiatives
- Engaged employees who have interest in strengthening values culture
- Representation at individual contributor and leader levels across organizations at Edison facilities

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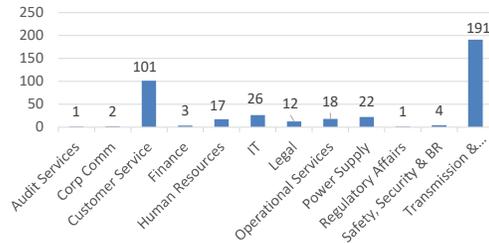
Nominations and Selection Review

- Collaborated with department heads to promote the program through an enterprise-wide campaign
- Collected nominations over the course of two weeks from May 21 – June 1, 2018
 - **398** nominations were submitted with a total of **313** employees (28 represented employees) nominated
 - **45** employees were nominated more than once
 - **122** employees self-nominated
- In 2018, **78** Values Ambassadors were chosen out of 313 employees
 - 70 non-union and 8 union
 - 54 individual contributors and 24 chiefs
- Today, we have **94*** Values Ambassadors
 - 89 non-union and 5 union
 - 70 ICs and 24 chiefs

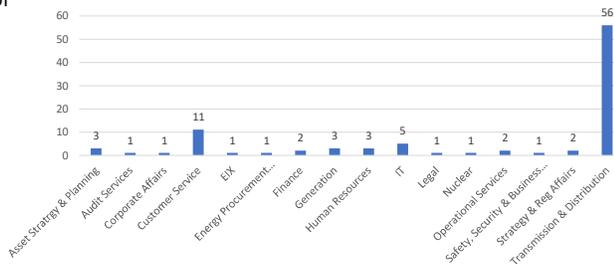
* Since our launch in 2018, 34 VAs have left and 50 additional have joined; currently working on backfilling vacant positions

NOTE: VAs to be in role for 2-3 years; after reaching this term limit, we anticipate attrition to occur to 1/3 of VAs every year thereafter

NOMINATIONS BY ORGANIZATION



CURRENT VA PROFILE



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Selecting New Ambassadors – Guidance for Existing Ambassadors

Notify Program Team of Potential Candidate(s)

- If you need additional ambassadors at your area, you may suggest candidates
- If vacating your role, you may recommend a successor(s)
- The Program Team will also review original nominations list and those on the “waitlist”
- **Note:** Do not inform candidate(s) until the vetting process has been cleared

Vetting Process

- Candidates must be cleared with HR and HelpLine & Investigations
- Candidates must be approved by the organization’s senior leadership

Notify Candidate

- Existing ambassador may notify candidate of consideration of role
- Secure support from immediate manager/supervisor
- Candidate may accept/decline after the introductory/overview conference call

SELECTION CRITERIA FOR CONSIDERATION

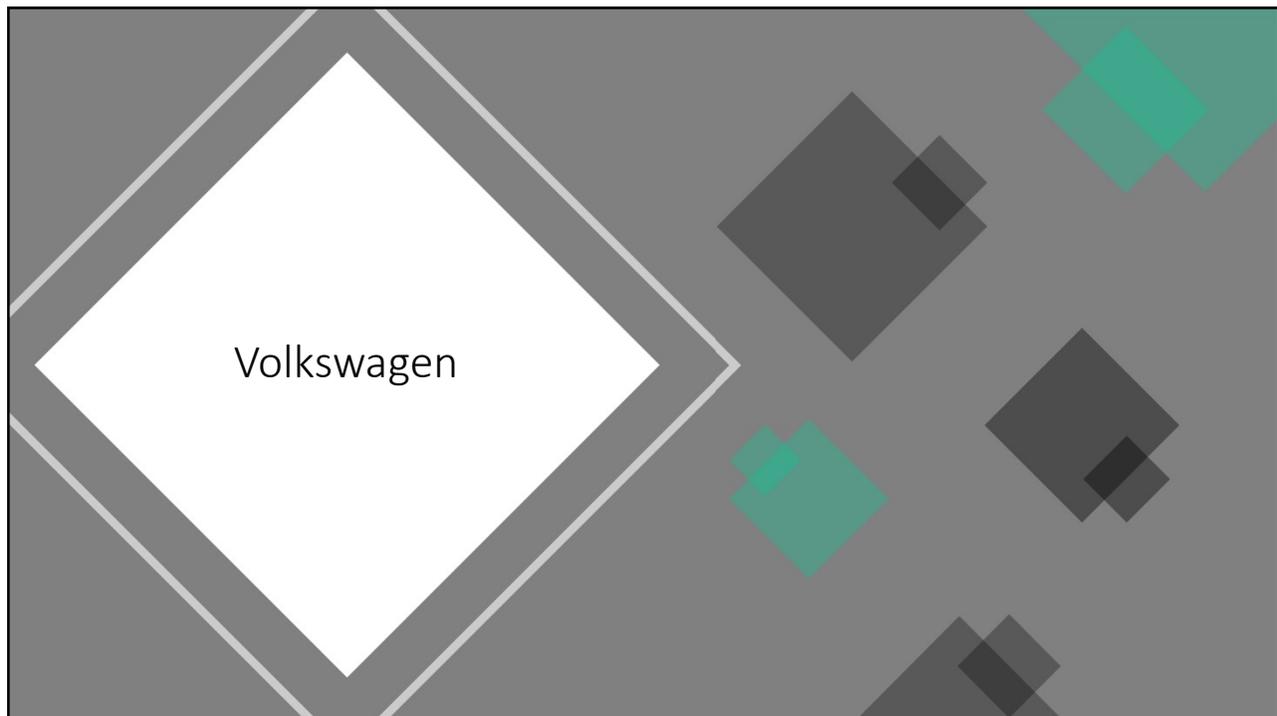
- **CREATES A POSITIVE WORK ENVIRONMENT** – how does the employee influence or create a positive work environment that reflects our company values?
- **INFLUENCE** – do people value the employee’s opinion or point of view?
- **APPROACHABILITY** – is the employee an individual that all employees feel comfortable talking to?
- **LIAISON** – are you comfortable with the candidate speaking on your behalf about your work environment?

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VOLKSWAGEN
AKTIENGESELLSCHAFT

INTEGRITÄT

BOTSCHAFTER NETZWERK

Everyone is at all times and everywhere, consciously or unconsciously, a role model. Be aware of it!

23.07.2021
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Integrity ambassadors: Our global network supports employees and managers in creating a culture of integrity

Background & ambition

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Networking events held with the participation of the Board of Directors for all ambassadors

>1500
ambassadors worldwide

+ 400%
Growth in ambassadors since 01.01.2019

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With our ambassador program we go through 4 steps

Approach

From a rough idea we went through multiple concrete steps, chose the fitting people as ambassadors and gave them clear tasks to look forward to a prospering future.



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To keep the engagement at a continuously high level and ensure the success of the network we have identified several critical factors

Critical success factors



- Embed your network as **part of a holistic change program**
- Select ambassadors with natural affinity** to influence and broadcast
- Create a **good mixture** of supporters & critical minds
- Respect **cultural & country specifics** (hierarchy level, maturity, etc.)
- Ensure certain grade of standardized approach**, tooling & input to ensure unified messaging and impact
- Set-up central steering** to ensure communication flow
- Implement intense multidirectional exchange** with regular feedback loops from ambassadors to central team (not only one way)
- Foster **best practice sharing** between ambassadors
- Provide user-friendly tooling** for daily usage with digital toolbox, tracking & reuse of valuable data information
- Consider option to **change the ambassadors**

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Our multiplier network drives the change from within

Conclusion

For a change towards a strong culture of integrity a “tone from the top” is essential – however, to really drive the change from within, a “tone from the bottom” is needed:

Our ambassadors are....



...ON THE GROUND

Close to other employees and able to create positive impulses for integrity



...CONNECTIVE TISSUE

Facilitating communication between upper management and employees and thus supporting Integrity Management



...ROLE MODELS FOR INTEGRITY

Embracing the change thereby encouraging and motivating others to do the same



...INFORMAL PEERS

Easily accessible contact persons for integrity



...REPRESENTATIVE

Regularly gather feedback, get insights and able to understand their colleagues' daily challenges

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