Building Diversity through Access
With approximately 29,000 employees in 67 locations and 17 countries, BorgWarner is an internationally diverse company and a global product leader in clean and efficient propulsion system solutions for combustion, hybrid and electric vehicles. Our company's strength comes from serving nearly every automaker in every region of the world. To achieve this strength and support our shareholders and customers, we actively develop, retain and attract a diverse employee population in the locations where we do business. We understand the power of diversity and have created a company culture, programs and actions that support this.

A Strategy of Access
In the next several years we need to scale up operations in order to meet the growing demand for advanced vehicle propulsion systems. This will require promoting those most qualified to lead. It means maintaining our culture of learning from experiences. It also means a commitment to grow and place the right talent for today and tomorrow. The common denominator along the talent spectrum is access. By promoting a strategy of equal access for our diverse employees, and for future engineers and leaders, we are creating opportunities for success. Here are a few examples of our access strategy:

- **BorgWarner Women in Leadership:** This effort, focused on operation and engineering, was established and championed by me personally. This council is led by Isabelle McKenzie, vice president of engineering for transmission systems, for our promising female science, technology, engineering and math (STEM) talent. Our chief human resources officer, Tonit Calaway, and I also sponsor the Women Executive Forum — one of the many ideas formulated by the Women’s Council. Forum members gain exposure to senior women colleagues, clients and outside high-profile female speakers and mentors.

- **Recruiting diverse candidates:** BorgWarner recruiters took an innovative approach to talent acquisition — extending immediate job offers to the most qualified candidates at both the Society of Women Engineers October 2017 job fair in Texas and the
The National Society of Black Engineers March 2018 job fair in Pittsburgh, PA. The approach was so successful it will continue, including Society of Hispanic Professional Engineers job fairs as well.

- **Women in Science and Engineering (WISE):** This year, Sara Mohon, an electrified powertrain engineer at our Technical Center in Auburn Hills, MI, initiated WISE for the 50 female employees at her location. Sara’s goal is to support the personal and professional growth of women employees in STEM fields by providing social, community outreach and engineering career development. I applaud individuals taking such initiatives and encourage similar grassroots programs.

- **BorgWarner Leadership Forward:** These development programs, including Skills for Success, Financial Principles and Coaching Edge, provide experiences for top leaders.

- **BorgWarner employee development:** At BorgWarner, development is employee owned, manager led and organizationally championed. We offer cross-business transfers, international assignments, short-term talent exchanges, continuing education, tuition reimbursement and 200 eLearning courses in 15 languages.

- **Face time with leadership:** This is a powerful 360-degree communications tool. We offer opportunities including Time with Fred, fireside chats with senior leaders, and lunch and learn sessions.

- **Mentoring programs:** These programs include an onboarding buddy system.

- **Student internships and co-ops:** BorgWarner secures hundreds of high school and college interns as well as graduate students who are assigned real projects, exposing them to true job experiences.

- **STEM education:** Employee participation and company funding of the SAE Foundation promote STEM education in classrooms around the world.

**Example Results**

Ensuring a diverse workforce and work environment is good for business, our people and the communities in which we are located. BorgWarner and our employees demonstrate this in all we do.

- **2018 and 2017 Women in Manufacturing STEP Ahead Award recipients.** STEP stands for science, technology, engineering and production. The award honors women who have demonstrated excellence and leadership in their manufacturing careers. In 2017, this honor was presented to Skotti Fietsam, plant manager, BorgWarner Morse Systems, in El Salto, Mexico. In 2018, the honor went to Sonia Civeira, senior manager, engineering, BorgWarner Emissions and Thermal Systems.

- **GM 2015 Supplier Impact Award.** This award was presented to BorgWarner for making a positive impact on GM’s supply chain by using certified, diverse suppliers.

- **Member of the National Minority Supplier Development Council.** BorgWarner works with more than 70 businesses certified by a U.S. national diversity board as owned by minorities, women or veterans.
To continue our success, we will continue our strategy of access, remain engaged, be innovative in attracting people, be inclusive when hiring, be optimistic about the future and — above all — be passionate about our people!

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