

Empowering Our People

Values & Impact Report
2024



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WELCOME

A message from our Chief Human Resources Officer

At TE Connectivity (TE), we know that an inclusive environment enables us to leverage our global workforce in order to solve tomorrow's challenges. To successfully create a safer, sustainable, productive, and connected future, we must fully engage our current team members, attract the best talent, and positively impact the communities we serve.

To achieve our aspirations, we continue to center our work around four key pillars: Employee Experience – with a focus on building inclusion into every part of the employee journey; Employer Brand – which focuses on recruiting the best and most global talent; Community Impact – which focuses on how we give back to our communities; and Business Partnership – impacting policies and processes to increase inclusion across TE.

— Malavika Sagar, CHRO

STATE OF I&D

Making the Connections that Matter

To make the connections that move the world forward, we foster an inclusive workplace that unlocks innovation and creates belonging for every team member.

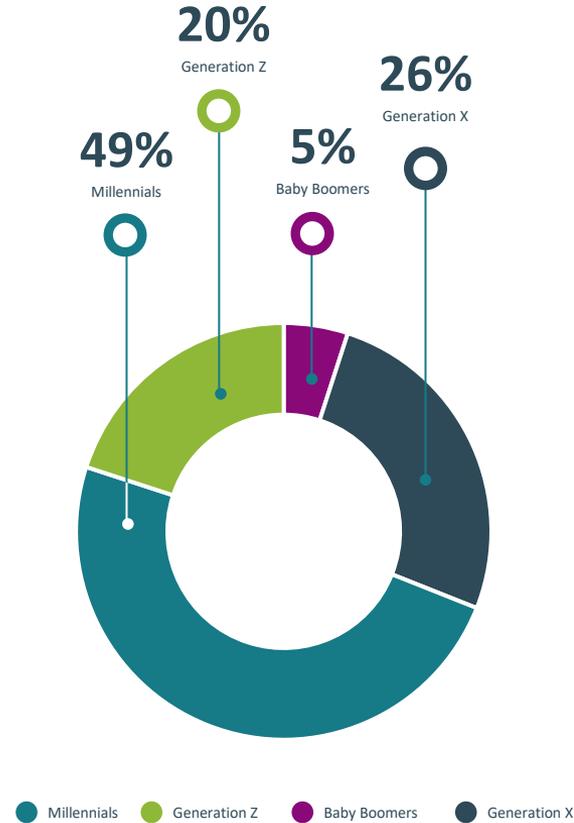
We know that every connection matters. By reflecting the customers we serve and building an inclusive workplace, we unlock the innovation needed to solve today's complex problems. That's why we recruit top talent from all dimensions of diversity. We encourage and embrace everyone's unique differences and look to leverage those differences to create a safer, sustainable, productive, and connected future.

Together we form a global, inclusive community of brilliant and driven people who support, challenge, and encourage each other to be bold and build a better future together.



AGE DIVERSITY OF WORKFORCE

2024



GLOBAL STATISTICS

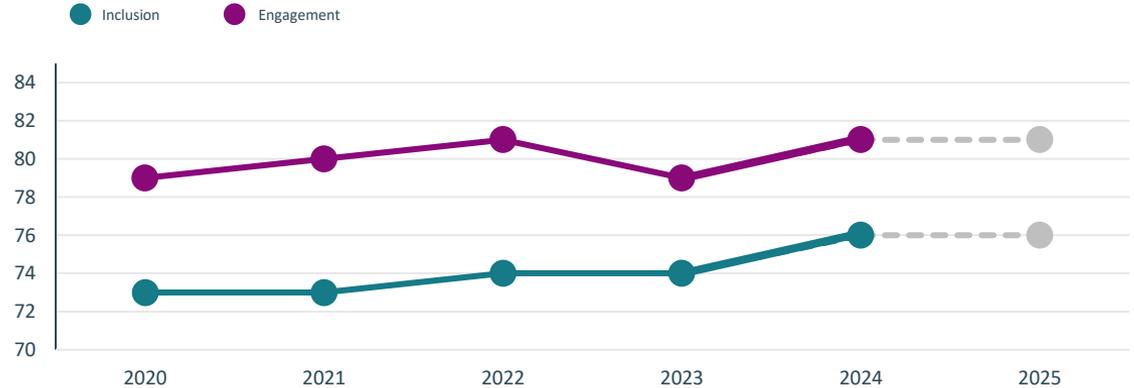
2024



TE INCLUSION & ENGAGEMENT INDEX

2020 — 2025

These are measured and indexed using results from TE's annual Every Voice Counts survey of all employees.



"I am proud to sponsor initiatives that cultivate allyship within TE. By breaking down barriers and creating a supportive network, we enable our team members to reach their full potential, drive innovation, and ultimately improve our business outcomes."

Luis Navarro Llacer

Senior Vice President & General Manager
Executive sponsor of Women in Networking, EMEA region



Women Representation

	FY	Female Leaders	Board of Directors	Total Female
	2024	30%	33%	41%
5Y Change		▲ 30.4%	▲ 43.5%	

% increase from FY19 to FY24

STATE OF I&D

At the close of our fiscal year, we achieved an important milestone for the representation of women in leadership (director level or higher) at TE. We are proud to report that 30% or 284 of leaders identify as women.

This accomplishment reflects our aspiration towards building a global, inclusive community that reflects our customers at every level, including leadership. But it did not happen without strategic efforts including:

- Focus on building leadership pipelines
- Investment in the next generation of leaders through development programs

- Engagement through mentorship and Employee Resource Groups, such as our [Women in Networking](#)
- Building allies through focused events and inspirational leadership

While we celebrate this achievement, we remain committed to continue our focused efforts on building allies, inclusive talent management processes, and equipping leaders with the tools and knowledge to increase mobility and wellbeing for all employees.

EMPLOYEE EXPERIENCE

Fostering Spaces Where Every Idea is Heard

No matter the job or role, we treat each other with respect, value each other’s opinions, and welcome you to the conversation.

When employees feel safe sharing themselves and their ideas, they can challenge the status quo, be creative, and explore new perspectives. To create that safe space, we are embedding inclusion in every part of the employee experience and holding team members accountable for their behaviors.

We are proud to have achieved an Inclusion Index of 76 on our all employee survey last year. This shows that the work we are doing to increase inclusion through policies, investments in training and leadership development, and the engagement of our employee resource groups are moving us in the right direction.



Onintza Otamendi Iza
Senior Global Sales & Marketing Manager
WIN EMEA Chair

“The WIN EMEA team launched a series of safe space conversations to talk about what allyship means, enable self-reflection, and provide practical insights on how male allies can proactively lead change to create a more equitable and inclusive environment.”

Bringing men and women together for these important learning conversations is critical to mitigating bias. We encourage all employees to take part in ERG sessions that enable self-reflection and open dialogue.

Looking Ahead to 2025

Nearly 10 years ago, TE launched its first Safe Space program focused on the LGBTQ+ community. Under the leadership of the ALIGN employee resource group with collaboration from all eight ERGs, we will be relaunching Safe Space, expanding to include all demographics and identities.



TE Galway plant celebrates International Women's Day 2024

Employee Resource Groups

Our eight Employee Resource Groups (ERGs) help our teams build global networks that break down barriers and drive better outcomes for all employees.

All TE employees are encouraged to join one or more of our ERGs. Members are provided opportunities to develop new skills, expand their cultural knowledge, and make connections across businesses, functions, and the globe.

As the voice of the communities they represent, TE leaders rely on our ERGs to provide insight and suggest key actions we can take to increase inclusion for all team members. Some examples of actions taken this year include:

POLICY UPDATES

The African Heritage team initiated a pilot program for two U.S. sites in which all band 6 team members are provided advanced funding to pursue certificates, apprenticeships, or degree programs.

HIRING RESOURCE

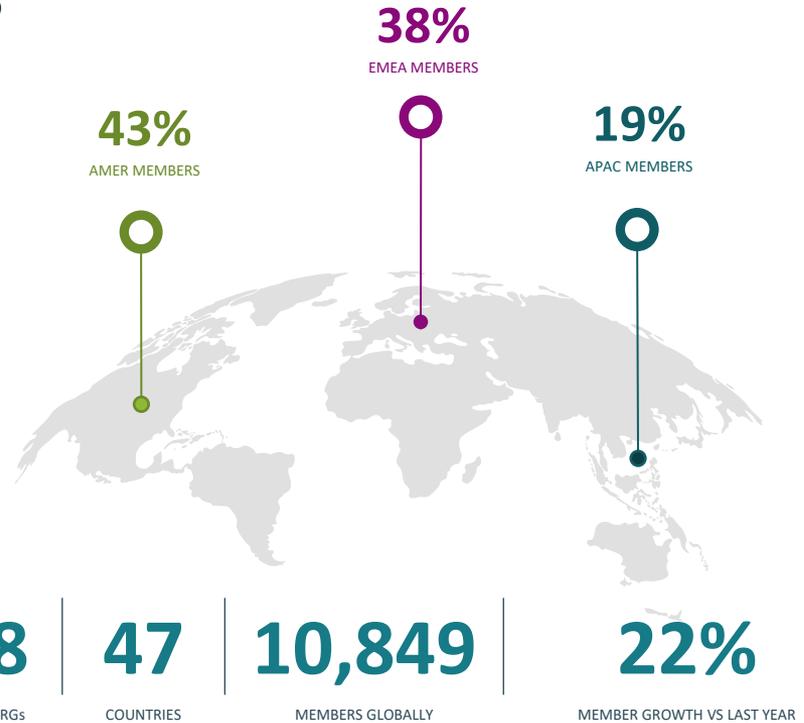
The Veterans ERG created a guide to help leaders recognize the valuable skills veterans bring to TE, aligning their military experience with open positions across our company.

EXPANDED BENEFITS

At the urging of the Women in Networking ERG, HR benefits leaders adopted a new digital platform, *Inflection*, that provides critical information on fertility, menopause, and how best to support people through both.

TRAINING

The ALIGN team partnered with HR to update our onboarding training and added a new, optional training, the *Intersectional Learning Journey*.



EMPLOYEE EXPERIENCE

COLLABORATING ACROSS CULTURES

As a global company working across over 140+ countries, building connections and collaborating across cultures is key to our success.

TE employees have many opportunities to learn about culture. We know that confusion and misunderstandings can arise without training and awareness of cultural nuances.

Team members can build their personal culture profile, map country averages, and collaborate to create a team profile using the Culture Wizard suite.

Our Heritage ERGs also play a major role in bringing culture to life with deep dives into our businesses in various countries, sharing local traditions, and enabling connections across the globe.



Jeanne Swanson
Logistics Analyst
Asian Heritage chapter leader

Asian Heritage aspires to foster a vibrant Asian community at TE where innovation, leadership, and cultural heritage converge. We are excited about our continued expansion of chapters at plants and across Asia.

“By activating chapters in our plants, we provide a unique opportunity for everyone to learn about and celebrate Asian cultures and traditions.”



Asian Heritage celebrates Lunar New Year at our Minnesota site



Julio Garamvolgyi
Director of Human Resources
Latin Heritage Development Lead

To fulfill the Latin Heritage vision of empowering and connecting members by promoting cultures across all businesses, Latin Heritage supports cultural inclusion with events, holiday spotlights, and collaborations with the business.

“By partnering with our businesses, we can focus on creating an open dialogue about cultural differences, bridge communication gaps and create more agile and effective teams.”



Employees celebrate Orange Day and Dia de Muertos at our Mexico plants

EMPLOYEE EXPERIENCE

Creating Workplaces Where Everyone THRIVES

With more than 16% of the world’s population experiencing some form of disability, either visible or invisible, TE is committed to creating a safe and supportive environment for all team members.

TE’s THRIVE employee resource group has seen rapid expansion since it launched three years ago. With a commitment to fostering disability inclusion, THRIVE recognizes the importance of not only keeping pace with best practices but also ensuring that we share the stories and experiences of how our colleagues living with disabilities contribute to our success.

In recognition of International Day of Persons with Disabilities, the THRIVE team spotlighted stories of employees working at sites across the globe, shared a practical guide with tips on interacting with people with disabilities, and examples of actions sites have taken to improve accessibility.

The THRIVE team leads the effort to benchmark their U.S. sites with the Disability:IN Disability Equality Index and is looking forward to expanding those efforts to other countries in 2025.



“By embracing accessibility and providing meaningful accommodations, we unleash the incredible talents of all employees, regardless of disabilities, and enable them to maximize their impact.”

Todd Bearman

Vice President and Chief Information Security Officer



Orange Day celebration

EMPLOYEE EXPERIENCE

Pay Transparency and Equity

At TE, our compensation programs and policies are thoughtfully designed to ensure both competitive and equitable pay, grounded in the responsibilities of individual roles, company performance, and individual achievements—and agnostic of gender, race/ethnicity, or other individual demographics.

Progress made this year includes the adoption of the Global Fair Pay Policy, giving employees the right to inquire about pay ranges and our approach to pay transparency and compensation. We introduced Pay Transparency training in the U.S. and enhanced the pay range disclosure in job postings, building on initiatives from 2023. Additionally, we implemented the Pay Finder Tool in several countries, providing managers and recruiters with data-driven insights to support equitable pay decisions.

We view pay transparency and pay equity as critical aspects of an inclusive and equitable work environment. Reinforcing our dedication to both, we regularly publish pay gap reports in multiple countries where we operate, including the United Kingdom, Ireland, Japan, and France.

We are committed to a proactive, strategic approach to preventing pay disparities through:

1

Continuous Reviews:

We constantly monitor our pay practices, job classifications, and performance and talent management processes to ensure that all employees are paid fairly and competitively.

2

Third-party Expertise:

We engage unbiased experts to conduct pay equity analyses, to keep pace with the ever-evolving regulatory landscape and industry best practices, as well as ensure that our methodologies align with the latest accepted standards.

3

Addressing Disparities:

We are deeply committed to addressing the underlying root causes of pay gaps, so that we can take swift and decisive action to rectify any disparities when they are identified.

4

Prevention Mechanisms:

Our primary objective is to have policies and programs in place that prevent pay inequities from arising in the first place. Continuous reviews of our processes help, but so do unbiased performance evaluation practices, as well as ongoing training.



Looking Ahead to 2025

As we continue to strengthen pay transparency, we are introducing new initiatives to further empower employees and managers:

- Launching a pilot for electronic pay range access in the United States, allowing employees to independently view their pay range information without needing to contact their manager or HR. Following a successful pilot, we plan to expand this initiative to additional countries.
- Expanding Pay Transparency Training to all managers globally, ensuring a shared understanding of our approach to fair and equitable pay across our workforce.

EMPLOYER BRAND

Recruiting Top Talent

At TE, we look for people who want to pursue their passions in a global, inclusive network. We know that by focusing in creating a workplace where every idea can be shared and every individual feels included, top talent will come to us.

To build a workforce of top talent, we work with a number of key partners to enlarge our talent pools so that we can hire the best talent. This includes college campus visits, attending recruiting fairs, and ongoing communications with external pipeline talent.

We know that talented individuals have many choices of where to work. We pursue workplace certifications through third party organizations so that potential employees recognize our commitment to an inclusive workplace.

We are proud to be recognized for the first time as a:

- Top Employer for the United States
- Military Friendly Employer

We will continue to pursue external recognitions that we feel help us on our journey to being an employer of choice for all talent.

Life at TE Spotlight

Ann Li began her career at our Shenzhen plant in production management. Nearly three decades later, she remains with TE, but is now focused on her passion area, human resources management.

During Ann’s tenure, she’s seen the company’s efforts around creating an inclusive workplace, and is proud to see it enable employees to live out their career dreams.

The global community at TE is one of her favorite parts, saying she “can interact with colleagues from all different backgrounds, fostering mutual respect and appreciation for cultural differences” and that “by valuing different perspectives, we’re building a stronger, more innovative and more competitive organization ready to tackle global challenges”.



Ann Li joined TE in October 1990

Ann Li

Manager of Business Support



EMPLOYER BRAND

Life at TE spotlights how our employees make the connections that move the world forward.

Life at TE is our employee value proposition describing why TE should be the employer of choice for any team member. As an innovative and inclusive employer of creative doers, we enable our teams to pursue their passions, make connections across the globe, and help transform the world of tomorrow.

With Life at TE, we share employee story spotlights that inspire both existing and prospective team members. From early career talent to those who have built a decades long journey at TE, we love sharing a glimpse of our TE culture that fosters spaces where every idea can be shared and every individual feels included.

We encourage you to follow us and look for our posts with the #LifeAtTE hashtag.

TE Insiders Give Candidates a Glimpse of Life at TE

This year, TE launched the new Insiders Program to enhance the hiring experience for candidates. Employees from each of our eight employee resource groups (ERGs) volunteer their time to engage with candidates during the final stages of the interview process.

Candidates are given the opportunity to have confidential conversations which have no impact on the interview or hiring process. By connecting with a TE team member who shares similar ethnic or social backgrounds, gender, interests or passions, candidates will get a glimpse of what Life at TE is like and be even more excited about taking their career further with TE.



Orange Day celebration— Kunshan, China



Michael Warren
Senior Manufacturing Engineer
TE Insider

“This experience was a differentiator for the candidate I spoke to - he was very pleasantly surprised the company offered the chance to talk to someone not involved in the hiring process.”



Ashlee Jones
Senior Manager of Inclusion & Diversity
TE Insider Program Owner

“Every connection you make truly matters at TE. This program is an exciting opportunity for candidates to get an authentic, inside look at what it feels like to be part of the TE community. At the same time, our Insiders have the chance to connect with incredible talent with unique backgrounds across the globe.”

COMMUNITY IMPACT

Creating Positive Change Where We Live and Work

Our TE employees believe in building a better world, supporting organizations both local and global. The TE Community Connection enables employees to receive \$100 for every 10 hours volunteered and matches personal donations dollar for dollar up to \$10,000.

Our ERGs also are empowered to identify organizations to support that support the diverse communities and populations that they represent. Last year, each ERG was provided \$25,000 to donate to one or more groups. Each ERG can decide how to dedicate their funds and often pairs their outreach with time or other donations, sometimes in particularly unique ways.

Our Veterans ERG not only uses their TE Foundation funding but also looks for ways to get members involved. Last year the team sold TE pet bandanas with proceeds going to Team Foster, a nonprofit organization that provides service dogs and lifetime support for veterans. See the winner, Bay, to the right, proudly displaying her scarf.

We are proud of our team members who work together and individually to support positive change in our communities.

\$100K

VETERANS ERG
DONATION MILESTONE

In 2024, the Veterans ERG hit a milestone of \$100K in donations to veterans related non-profits.

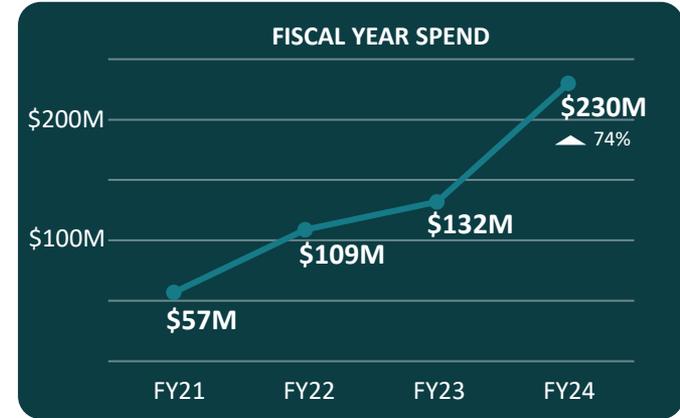


BUSINESS PARTNERSHIP

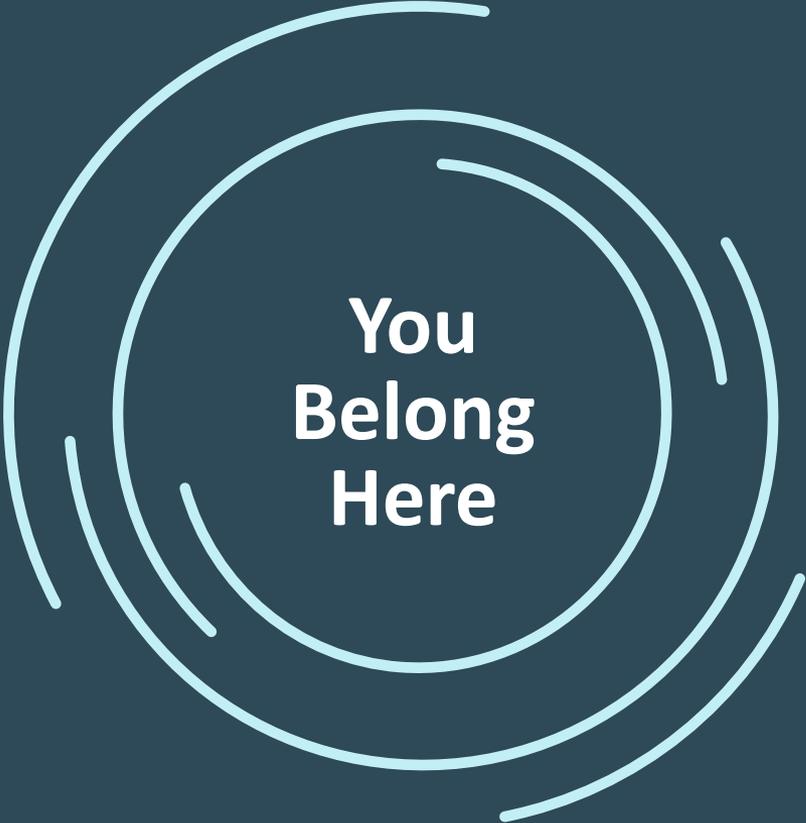
Driving Toward a More Diverse and Inclusive Marketplace

TE's Global Supplier Diversity Program has grown dramatically again this year. We far exceeded our aspiration of \$150M in spend, reaching \$230M.

Achieving this growth did not happen by accident. By continuing key partnerships, setting clearly defined aspirations, and keeping engagement high across all teams, we enhance our global supply network.



We're proud to also be recognized by WeConnect as a Gold Top Global Champion in 2024 for demonstrating a high level of commitment to global supplier diversity and inclusion.

A decorative graphic consisting of three concentric, light blue circles. The circles are not perfectly closed, with small gaps at the top and bottom, creating a sense of motion or an open circle.

**You
Belong
Here**

Values & Impact 2024 Report

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