



**V2E** | vehicle 2  
everything™

2015 Corporate Social Responsibility Report

# Making it possible.

**DELPHI**

Innovation for the Real World





## At Delphi, we make it possible.

Our drive toward meaningful innovation is reflected in our portfolio of safe, green and connected technologies and products as well as our approach to how we do business around the globe. Ethics, compliance and sustainability influence each decision we make, with social responsibility at the core of the overall success of our business. Delphi values strong relationships with our communities, our employees, the environment and our customers and suppliers.

**It's not about what we make, it's about what we make possible.**

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# From our CEO.



“Through innovation, collaboration and excellence, we believe we can affect positive change.”

Making it possible is what we do. Ethics and integrity, health and safety, respect for all people and environmental responsibility are the core values that help us reach this goal. From engineering meaningful innovations, to creating programs that preserve our natural resources, our team is making progress possible each and every day.

Through innovation, collaboration and excellence, we believe we can bring positive change to our customers, our communities and our planet.

In 2015 we affected positive change through a variety of initiatives including:

- Improving our industry leading safety scores
- Obtaining our first ISO 50001 Energy Efficiency certification at our Powertrain facility in France
- Growing a Delphi-sponsored student competition in Mexico which saw 335 students from 43 universities use classroom knowledge to solve real-world challenges on 52 projects in 11 plants

We are proud of the work we’ve done and will continue to make strides toward a future that is safer, greener and more connected.

**Kevin Clark**  
President & Chief Executive Officer

## Our Business at a Glance.

### Delphi Automotive PLC

NYSE: DLPH

\$26+ Billion

in bookings

\$15.2 Billion

in revenues

\$1.5 Billion

annual engineering investment

20 Billion

lines of software code shipped daily

173,000 employees in 44 countries

14 major technical centers | 126 manufacturing sites

19,000 scientists, engineers and technicians

### Delphi advantages

- Industry-leading, competitive cost structure
- Balanced and disciplined capital allocation
- Significant cash flow generation and returns to shareholders
- Well-positioned in a transformed and growing industry
- Significant global scale

### Diversification by region

2015 sales

40% Americas

25% Asia Pacific

35% EMEA

2015 bookings

36% Americas

31% Asia Pacific

33% EMEA

### Stock performance

Date	Delphi Automotive PLC	S&P 500	Automotive Supplier Peer Group
11/17 2011	100	100	100
12/31 2011	100	95	95
12/31 2012	180	115	115
12/31 2013	285	160	165
12/31 2014	350	175	175
12/31 2015	420	175	175

4

5



# From our CSR Champion.



With this report, we want to recognize Delphi’s accomplishments throughout the year, but also acknowledge the momentum required to continue on our path toward making the future safer, greener and more connected.

Building a strong, sustainable business that makes the world a better place is at the core of who we are. Whether we’re innovating technologies that make cars safer, or making environmentally-friendly improvements to our global facilities, social responsibility is at the forefront of everything we do.

While I am proud to have the title of champion of corporate social responsibility (CSR), it is our employees who are making a difference on a daily basis. They have earned the recognition Delphi continues to receive for the strength of our CSR program. They are making it possible.

We are on the road to creating a safer, greener and more connected planet, and I hope you’ll follow our progress as we continue to make it possible in 2016 and beyond.

**David M. Sherbin**  
Senior Vice President, General Counsel, Secretary and  
Chief Compliance Officer

## Our Key Performance Indicators.

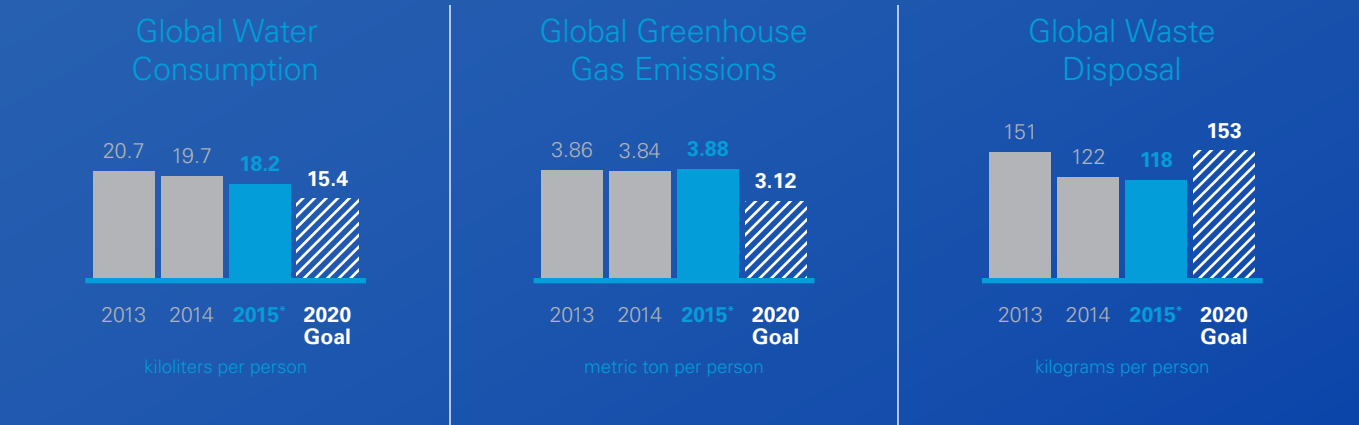
### Product



### People



### Planet



\*Note: In past reporting years Delphi normalized environmental metrics by sales. As of this reporting year, we are normalizing by labor hours, which provides a higher level of statistical correlation. Also, all figures exclude data from Delphi’s former Thermal Division, which was divested in June 2015.



# Making it possible through technology.

Delphi develops technologies that solve tomorrow’s problems today. We stay ahead of the curve with innovations that respect and value people and the planet. From automated driving technologies that make our roads safer, to fuel efficient engine systems that make our planet greener and active safety features that keep vehicles more connected, Delphi is driving a better world through innovation.

## Automated Driving

Delphi is in the driver’s seat when it comes to automated driving. Last year, our automated vehicle drove from San Francisco to New York City, the longest automated drive completed by anyone to date. This year, we debuted our V2Everything™ technologies, which allow vehicles to communicate with practically everything around them- infrastructure, other vehicles and even pedestrians.

It's our commitment to reduce the number of traffic accidents and deaths that occur annually around the globe.

[VIEW STORY ONLINE](#) ➡





Product

48-volt, Mild Hybrid

As vehicle data and content increase, we are seeing a transformational shift in vehicle architecture. A key catalyst for this shift will be with the introduction of 48V technology, which will give vehicles four times more power. More power means more room for automakers to innovate by adding features like the latest infotainment and active safety content. One part of the car that will really benefit from 48V is the performance. With 48V mild hybrids, we can make your car go faster and yet use less fuel, thereby improving fuel economy and reducing emissions by more than 10 percent.

This is particularly critical as emissions standards become increasingly stringent around the globe.

This year, Delphi introduced the 48-Volt system for use with mild hybrid engines that can reduce the percentage of CO2 emissions by double digits.

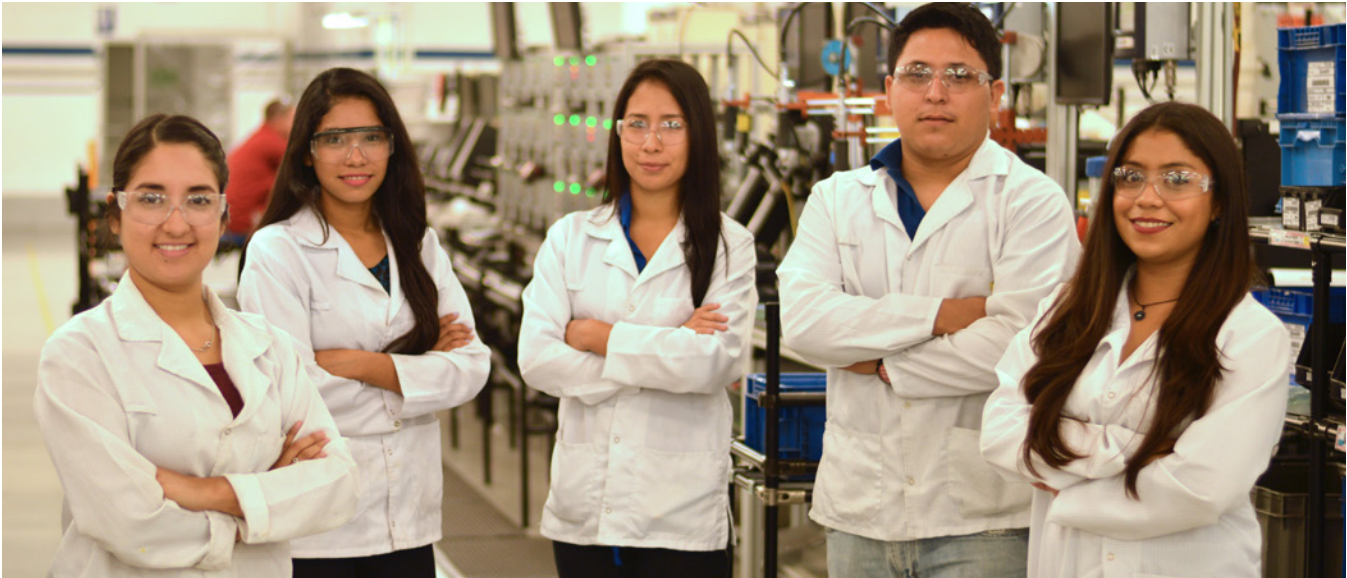
“Some vehicle manufacturers could be faced with hefty annual emissions fines if CO2 emissions requirements are not met,” said Jeff Owens, Delphi’s chief technology officer. “We can design a cost-effective 48V system. That’s especially attractive when you consider the cost of lithium-ion batteries, the lack of range, charging infrastructure and customer demand.”

*By 2025, according to IHS, one out of 10 cars sold globally will be a 48-volt, mild hybrid.*

[VIEW STORY ONLINE](#) ➡







# Making it possible through education.

Knowledge can be power. But the real progress is made when knowledge is combined with possibility. Delphi provides both.

## Lean Championship: Mexico

Launched in 2012, the Delphi Lean Championship is a competition in which university students use classroom knowledge to solve real-world challenges within Delphi plants. In 2015, the Mexico-based project included more than 391 students from 43 universities, collaborating on 52 projects in 11 Delphi plants. Their efforts focused on increasing capacity and productivity.

“The Lean Championship highlights the relationship we have with the educational institutions of our communities and provides opportunities for these students to see the working environment they will face in the industry,” said Reynaldo Delgado, manager, Operations, Electronics and Safety, Delnorte Plant. Students leave the program with the essential skills and knowledge to be able to obtain an internship or future full-time employment with Delphi.

This project involved:

**391 students**  
**43 universities**  
**52 projects**



## FIRST® Robotics: United States

Delphi is a foundation sponsor and strategic partner of FIRST® (For Inspiration and Recognition of Science and Technology), a program that seeks to encourage young students to be science and technology leaders by engaging them in exciting mentor-based programs that build science, engineering and technology skills.

Delphi engineers and skilled tradespeople volunteer their time, skills and talent to mentor FIRST students.

The Delphi-sponsored “TechnoKats” Robotics team has competed for more than 20 years, and is one of the inaugural FIRST® Robotics Competition participants. “Being a part of TechnoKats really changed the way I think. I was given the hands on experience and time to learn more about engineering and the involvement proved to me that engineering can change the lives of people around us,” said Phillip Chauvaux, a former team member and graduate of the program. Chauvaux elected to pursue a mechanical engineering degree following his experience.

Delphi sponsors  
15 teams and  
three Regional  
competitions



*FIRST® Robotics Competition is an international high school robotics competition. Each year, teams of high school students and mentors work during a six-week period to build game-playing robots that weigh up to 120 pounds.*



STEM careers for girls: Europe

Delphi Europe facilities hosted a number of events in 2015 focused on raising awareness of science, technology, engineering and math (STEM) careers among girls.

In the U.K., Delphi's Girl Power event hosted over 100 young women ages 14-19 to highlight the wide variety of careers available within manufacturing and engineering. The day included several presentations from Delphi engineers, interactive workshops, networking and a question and answer session.

Additionally, roughly 50 girls had the opportunity to visit Delphi's Technical Center in Wuppertal, the plant in Engelskirchen or the Customer and Engineering Center in Wiehl. The girls took part in various activities and many experienced their first contact with technical jobs in both the workshop and basic electronics courses provided.

"We are facing a severe skills shortage for engineers, especially in the U.K. The Girl Power event and other similar events are great opportunities to highlight the wide variety of STEM-based careers available."

- Kathrin Beckerleg, manager, Human Resources.

100+ Girls ages 14-19 at Delphi's Girl Power event in the U.K.

"It has helped me learn what sort of person I am and what job would best suit me. There are no limits in engineering!"

- student participant



Environmental Week: Brazil

For 2015, Delphi Brazil's annual Environmental Week focused on "Water: It's our time to Lead!" Employees volunteered in school classrooms to teach about environmental awareness and sustainability, and hosted plant tours, contests and tree planting events.

Since the start of the annual project, Delphi South America has educated more than 111,000 students and visited more than 230 schools.

"Each year, the Environment Week theme and activities are developed based on areas of focus and challenges we face in our facilities."

- Uerislaine Rodrigues, security technician at Delphi Espírito Santo do Pinhal

Student design competition: China

The fourth annual Engineering Design Competition in China brought together nearly 60 engineering students and professors from three prestigious universities: Shanghai University, East China University of Science & Technology and Tongji University.

The participants, with the guidance of Delphi engineers and university professors, presented 22 projects under the theme of "Product Development/Production System Design Optimization." The top five entries were selected as winners.

"Students get the chance to gain international, functional and intercultural experiences with the help of this program, and Delphi can keep in touch with young students who are potential employees in the future," said Chen Ming of Tongji University. "This is a win-win program."





We cannot be satisfied until we meet our ultimate target for incidents:  
**ZERO.**



# Making it possible through a culture of excellence.



Health and Safety is not just something we do, it is one of the core values that define who we are as a company.

Delphi consistently outperforms other companies inside and outside of our industry when it comes to global safety. In 2015, Delphi reduced its lost workday case rate by 25 percent over 2014. While this represents tremendous progress, ultimately, our safety goal is not about numbers. It's about our most valued asset: people. We cannot be satisfied until we meet our ultimate target for incidents: ZERO.

## The Six Habits of Safety

- | Personal                                | Collaborative                               |
|---|---|
| 1. Think first and then act             | 4. Respect yourself and others              |
| 2. Acknowledge and reward safe behavior | 5. Communicate often and well               |
| 3. Stay mindful                         | 6. Be willing to learn, be willing to teach |

In 2015, we developed a safety initiative called Safety Powers Delphi; which raises the bar on our efforts to make safety a way of life at work and at home.

Safety Powers Delphi is the most comprehensive safety training in Delphi history. It involved the development of the Six Habits of Safety, global safe operating procedures, and establishing robust safety review boards at each plant.

These elements drive us to inspire, inform, train and empower employees to operate using safety as a mindset, belief and behavior – both on and off the job.



“My safety is the most important thing to me and my family”

- Long Pan, a test engineer assistant at Electronics & Safety, Suzhou

When Delphi employee Long Pan thinks of safety, this is how he lives his life.

“They want me to come back home safely every day, just the way I came to work. So, I will take care of myself and never ignore any safety risk.”

“When I see unsafe behaviors, I stop and talk to the people about the risk, with a respectful attitude,” Pan said. “We must support and care for each other to make a safer workplace.”





Ethics and Compliance

At Delphi, we foster a culture of responsibility, guided by integrity and ethics, as outlined in Delphi's Code of Ethical Business Conduct.

In 2015, more than 95 percent of our salaried employees worldwide participated in online ethics training courses, and more than 2,000 attended in-person training sessions. We also remind employees of their ethical obligations through frequent communications, including the "Compliance Chronicle," a regular article highlighting real-world ethical challenges and reinforcing the importance of doing the right thing.

Delphi DRIVE Line (Diversity, Respect, Integrity, Value and Excellence), allows employees to anonymously report any alleged ethical or compliance violation, without fear of retaliation. DRIVE Line is supported by a questionnaire for salaried employees to further report issues. All responses are taken seriously and, where necessary, promptly investigated. Delphi's Enterprise Risk Management (ERM) team assesses more than 100 risks that we face every day as a global company.

Translating words into action is all part of why Delphi continues to be recognized as an ethical leader.



DIVERSITY

We value strength and innovation. Our success depends on the unique skills and perspectives of our richly diverse team.

RESPECT

We maintain a foundation of trust and respect with everyone we interact with, including our colleagues, customers, regulators, suppliers, and stockholders.

INTEGRITY

We perform our work with honesty and integrity and we voice concerns when we believe our Company or colleagues are not acting ethically or in compliance with the law.

VALUE

We provide value in everything we do, for our customers, our shareholders, and the communities and institutions with which we interact.

EXCELLENCE

Our future success depends on uncompromising adherence to our vision and the absolutes of excellence.

Global Trade and Compliance

For Delphi, our supply chain is as important as our own facilities. We view our suppliers and their operating procedures and practices as a direct reflection of our own business practices. That's why we go beyond just requiring ethics, environmental and health and safety practices as outlined in our Supplier Code of Conduct and Supplier Terms & Conditions. We also evaluate risks based on a supplier's location, type of operations and overall reputation for integrity. We do this not just to meet regulations, but because it is the right thing to do.

Corporate social responsibility questions have been incorporated within our Manufacturing Capability Assessment, an audit that is conducted onsite at supplier facilities. We also recognize our best suppliers with our "Making a Difference" supplier award.

Diversity

As a global company, transcending race, culture, ethnicity, sex and age demographics is important to our business. With a complexity of people around the world that Delphi both employs and serves, diversity is one of our strongest core values.

This year we were recognized as one of the Top 50 Out Front Companies for Diversity Leadership and named a "Best Place to Work for Diverse and Women Managers" by Diversity MBA.

From a supplier perspective, Delphi is committed to purchasing 5 percent of our United States contracts from Minority Business Enterprises (MBE) and Women Business Enterprises (WBE).

Delphi employees serve in leadership roles on the National Minority Supplier Development Council and the boards of various regional minority and women business councils. As a result of this involvement, Delphi has won numerous supplier diversity development awards. In addition, for several consecutive years, Delphi has hosted an industry-leading Supplier Matchmaker Program that brings minority- and women-owned suppliers together with our other suppliers, our people and our customers.





# Making it possible through environmental responsibility.

From introducing wind and solar power, to reducing water usage and waste in our facilities, Delphi is working to make the world a better place for all.

## Wind Energy: Mexico

In the state of San Luis de Potosí on a central plateau with an average elevation of 6,000 feet, sits a flock of 100 wind turbines capable of generating more than 510 GWh per year (the greenhouse gas emissions equivalent to driving an average car 837 million miles, or powering 48,000 U.S. homes for one year). The Enel Dominica Wind Farm contributed 40 percent of the energy it generates to 27 of the largest Delphi Mexico sites in 2015. That's more than 200 million KWh from wind power, representing 71 percent of Delphi Mexico's total electricity consumption. The remaining Delphi Mexico electricity requirements are supplied by the government-owned Comisión Federal de Electricidad (CFE).

**71%** of Delphi Mexico's total electric consumption comes from wind power

## Energy Management ISO Certification: France

To meet regulations, such as the 2012 EU Energy Efficiency Directive, Delphi's Blois Powertrain facility was chosen to become the first Delphi facility to achieve the Energy Management ISO 50001 certification.

The directive, intended to increase energy efficiency across the European Union and establish a common framework of binding measures, introduced mandatory energy assessments. Certification of ISO 50001 not only provided the necessary tools to conduct audits or energy assessments, but also provided Blois with a management system to further energy effectiveness through targets, objectives and enhanced measurement tools.

The Blois site completed the certification process in just seven months and has already implemented more than half of the 46 projects identified through the ISO certification process.

Delphi's Germany facilities are currently working toward their certification.

## Water savings: United States

In 2015, two water-saving initiatives reduced the total water consumption at the Delphi North River Road facilities in Warren, Ohio, by a total of 29 million gallons per year.

In the Plant 7 extruder water conservation project, installation of a heat exchanger and pump system allowed cooling towers to recycle water used in the cooling trough process, rather than sending it to the drain, drastically reducing wastewater. The heat exchangers added to both lines saves 18 million gallons of water per year with a cost savings of \$180,000.

Total water consumption reduced by  
**29 Million** gal  
at the Delphi North River Road facilities

In the Plant 10 project, 11 continuous vulcanization lines used steam to crosslink the material and create a thermal resistant wire coating. Prior to improvements, city water was used to cool hot water coming off of the process, which decreased the steam and improved the employee work environment. A "P" trap was designed and installed, stopping the steam from entering the work area and allowing the condensation to discharge to the waste drain. This modification resulted in a water use savings of 11 million gallons per year and \$113,000 in cost savings.

## Solar Panels: Austria

A system of photovoltaic solar panels was installed on the roof of Delphi's E/EA plant in Grosspetersdorf, Austria.

The system is capable of producing  
**350,000** KWH  
of electricity every year

Made of more than 26,000 square feet (2,500 square meters) of solar panels, the system is capable of producing 350,000 kilowatts of electricity every year – that's enough to power 70 European homes for one year. "The idea, introduced by Gerhard Kasper, an environmental management representative, seemed brilliant to me, and the team worked diligently to turn the idea into reality," said Wolfgang Balla, plant manager, Grosspetersdorf. "It is amazing to see how much enthusiasm it raised amongst employees."



Waste Management: Brazil



100%  
of the organic cafeteria  
waste is transformed into  
usable compost.

As of May 2015, 100 percent of the organic waste generated in the cafeteria of Delphi Jambeiro has been used to generate compost, adding up to more than 42,000 pounds (19,215 kg).

This effort not only reduced the amount of waste sent to landfills, it generated a new deliverable product in the process. The compost is then sold to the community from the waste management facility.

Green business models: China

Since 2014, a number of Shanghai plants have cut carbon emissions significantly through green business models, distributed renewable energy systems, energy-saving lighting systems and upgraded product line injection molding systems.

Sustainable Initiative	Electricity saved
Distributed Renewable Energy System	12,448,800 KWH (per year)
Energy-saving lighting system	1,350 KWH (per year)
Upgraded product line injection molding system	248,000 KWH (per year)
Energy-saving LED street lights	9,000 KWH (per year)
Energy-saving exhaust fan	630,000 KWH (per year)

Renewable Energy: India

Delphi Powertrain TVS Mannur increased its use of renewable energy while decreasing reliance on less environmentally friendly sources, such as diesel generators.

Energy consumption in 2015 was reduced by more than 4.5 million kilowatt hours and energy cost was reduced by nearly \$600,000.

Reduced energy consumption by **4.5 Million KWH**

Reduced energy cost by nearly **\$600,000 USD**

Energy reductions: India

The Delphi DTVS-Vaipur site implemented a variety of energy conservation and energy efficiency initiatives including upgrading equipment and improving operation systems.

Some of the initiatives included changing from an air chiller to a water-cooled chiller, reducing energy consumption upon start-up, modifying shift schedules to reduce the load on air conditioning units and changing the facility layout to reduce the distance of energy transmission.

Reduced energy cost by **\$300,000**

In 2015, these changes reduced energy consumption by more than 2.2 million kilowatt hours and reduced energy cost by nearly \$300,000.

Pollutant reductions: China

Delphi's Electronics and Safety Suzhou facility updated the site's exhaust treatment systems with new Regenerative Catalytic Oxidizer technology. Total Volatile Organic Compound (TVOC) is a non-methane hydrocarbon and through initiatives, Delphi not only decreased the TVOC by 30 percent, but also saw a decrease in hazardous waste by 20 tons, both leading to saving \$40,000 annually.

2015	Decrease
TVOC	30%
Hazardous Waste	20 tons (per year)

Reduced TVOC by **30%**

Water savings: Singapore

To conserve water, the Singapore Electronics and Safety site adjusted their water efficient flow rates/flush volumes at various water fittings, saving nearly two million gallons of water per year. The significance of the project was recognized by the Singapore Public Utilities Board, which awarded the Delphi site with a certificate in appreciation of the efforts toward conserving the nation's precious water resources.



# Awards



“At Delphi, we foster a culture of responsibility and ethics throughout our organization. These are values that are integral to how we do business each day and we are proud to be recognized for this work.”

- David M. Sherbin, Senior Vice President, General Counsel, Secretary and Chief Compliance Officer

## Ethisphere

Delphi earned the prestigious honor of being named one of the “World’s Most Ethical Companies” (WME) for the fourth year in a row in 2016, demonstrating our ongoing commitment and leadership in ethical business practices.

The recognition is awarded by the Ethisphere Institute, an international organization that honors companies that not only embrace, but lead the way in ethical behavior. According to Ethisphere, the WME designation recognizes companies that have had a material impact on the way business is conducted by fostering a culture of ethics and transparency at every level. Companies are evaluated by their performance in five key areas:

- Reputation, Leadership and Innovation
- Ethics and Compliance Programs
- Corporate Citizenship and Responsibility
- Culture of Ethics
- Governance



## Dow Jones Sustainability Index

Delphi is proud to have recently been acknowledged by the Dow Jones Sustainability Index (DJSI) for exceptional commitment to corporate social responsibility.

DJSI considers social responsibility initiatives to be elements of a superior business model that can result in stronger long-term financial performance. This, in turn, can lead to greater investment in our business.

DJSI awards take into account economic, environmental and social criteria. Delphi’s combined assessment score was high enough to be honored alongside just two other automotive companies on the North American Index: General Motors and Johnson Controls.

“Being recognized by the DJSI is an honor that further validates Delphi’s longstanding commitment to social responsibility as one of our core values. It is important for companies and investors to see the correlation between corporate social responsibility and long-term value creation.”

- David M. Sherbin, Senior Vice President, General Counsel, Secretary and Chief Compliance Officer

## Honda Recognizes Delphi for Exceptional Corporate Citizenship

Delphi’s Matamoros, Mexico facility was recognized by Honda North America as one of two companies awarded as a top supplier in the category of Corporate Citizenship.

Along with BASF, Honda of America Manufacturing recognized Delphi’s Matamoros facility for its demonstration of an exceptional commitment to social responsibility through site programs and regional sustainability initiatives. As the first supplier in Mexico to receive this award, the recognition was confirmation of the site’s outstanding performance in the areas of environment, diversity, government relations, community involvement, health and safety, and ethics and compliance.



# Corporate Information

## Board of Directors

**Rajiv L. Gupta**  
Chairman of the Board,  
Former Chairman and  
Chief Executive Officer,  
Rohm and Haas Company

**Joseph S. Cantie**  
Former Executive Vice President  
and Chief Financial Officer,  
ZF TRW

**Kevin P. Clark**  
President and Chief Executive Officer,  
Delphi Automotive PLC

**Gary L. Cowger**  
Former Group Vice President,  
Global Manufacturing and Labor Relations,  
General Motors

**Nicholas M. Donofrio**  
Former Executive Vice President,  
Innovation and Technology,  
International Business Machines Corporation

**Mark P. Frissora**  
President and Chief Executive Officer,  
Caesars Entertainment Corporation

**J. Randall MacDonald**  
Former Senior Vice President,  
Human Resources,  
International Business Machines Corporation

**Sean O. Mahoney**  
Private Investor

**Timothy M. Manganello**  
Former Chairman and  
Chief Executive Officer,  
BorgWarner Inc.

**Bethany J. Mayer**  
President and Chief Executive Officer,  
Ixia

**Thomas W. Sidlik**  
Former Member, Board of Management,  
DaimlerChrysler AG

**Bernd Wiedemann**  
Senior Advisor,  
IAV GmbH

**Lawrence A. Zimmerman**  
Former Vice Chairman and  
Chief Financial Officer,  
Xerox Corporation

## Senior Leadership

**Kevin P. Clark**  
President and Chief Executive Officer

**Jeffrey J. Owens**  
Chief Technology Officer and  
Executive Vice President

**James A. Spencer**  
Executive Vice President, Operations and  
President, Latin America

**Majdi B. Abulaban**  
Senior Vice President and President,  
Electrical/Electronic Architecture  
and President, Asia Pacific

**Liam Butterworth**  
Senior Vice President and President,  
Powertrain Systems

**Elena Doom Rosman**  
Vice President, Investor Relations

**Michael Gassen**  
President, Europe, Middle East, Africa and  
Russia  
Vice President, Sales

**Sidney Johnson**  
Senior Vice President,  
Global Supply Management

**Joseph R. Massaro**  
Chief Financial Officer and  
Senior Vice President

**Matthew Peterson**  
Senior Vice President and  
Chief Information Officer

**J. Christopher Preuss**  
Senior Vice President,  
Marketing and Communications

**David M. Sherbin**  
Senior Vice President, General Counsel,  
Secretary and Chief Compliance Officer

**Susan M. Suver**  
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**Jugal K. Vijayvargiya**  
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# **DELPHI**

Innovation for the Real World

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