



Empowering Our People

Values & Impact Report
2025

Contents

- 03 Welcome
- 04 Inclusion Snapshot
- 07 Employee Experience
- 12 Employer Brand
- 14 Community Impact
- 15 Business Partnership



WELCOME

A message from our Chief Human Resources Officer

At TE Connectivity, we remain committed to building an environment where every colleague feels valued, included, and empowered to contribute. Over the past year, we have navigated a complex global landscape; one shaped by rapid technological change, shifting workforce expectations, and geopolitical uncertainty. Through it all, our people have demonstrated resilience, collaboration, and an unwavering dedication to our purpose: to create a safer, sustainable, productive, and connected future.

Guided by our four key pillars, Employee Experience, Employer Brand, Community Impact, and Business Partnership, we strengthened inclusive practices across the employee lifecycle, expanded our reach into new talent pools, deepened our partnerships with communities around the world, and embedded inclusion more deliberately into our business processes and decision-making.

We are proud of the progress we have made, yet we know our work is far from finished. Inclusion is not a moment in time, it is an ongoing effort that demands commitment, curiosity, and courage. I am grateful to every TE employee who continues to help us build a workplace where all can thrive, contribute meaningfully, and shape the innovations of tomorrow.

- Malavika Sagar, CHRO

INCLUSION SNAPSHOT

Firm in Our Commitment to TE Values

To power the connections that move the world forward, we remain consistent and firmly led by our values and our purpose.

We succeed because we recognize that innovation begins with people; people who bring different experiences, ideas, and ways of thinking. When our workforce reflects the diversity of the world around us, we are better equipped to understand our customers and address the complex challenges they face. This is why we intentionally seek talent from a wide range of backgrounds and ensure our culture invites every individual to contribute fully.

This year, organizations across the globe faced an increasingly complex landscape amid changes to government guidelines and views on inclusion. At TE, we took this as an opportunity to reaffirm our commitment to our values: Accountability, Inclusion, Innovation, Integrity, and Teamwork. By valuing every perspective, we spark creativity, accelerate problem-solving, and advance our shared purpose of creating a safer, sustainable, productive, and connected future.

Across TE, our employees form a vibrant, global community, one that learns from each other, pushes boundaries, and collaborates with courage. Together, we turn possibilities into progress and build the future we want to see.



GLOBAL STATISTICS

2025



TE INCLUSION, ENGAGEMENT & WELLBEING INDEX

2020 — 2025

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



*Wellbeing Index was added in 2023

INCLUSION SNAPSHOT

Our global teams succeed when every team member lives by our values of integrity, accountability, inclusion, innovation, and teamwork.

We ground our behavior expectations around these values so we can build a workplace where every employee feels engaged, included, and supported in their safety and wellbeing.

This year we hit new records on all our major indexes tracked in our Every Voice Counts (EVC) all employee survey:

- Engagement Index of 84
- Inclusion Index of 79
- Wellbeing Index of 81

This progress does not come from a single initiative or campaign, or from a particular group. It comes from consistent, daily actions from team members around the world.

We are proud of the progress made and look to sustain these results in the years ahead.

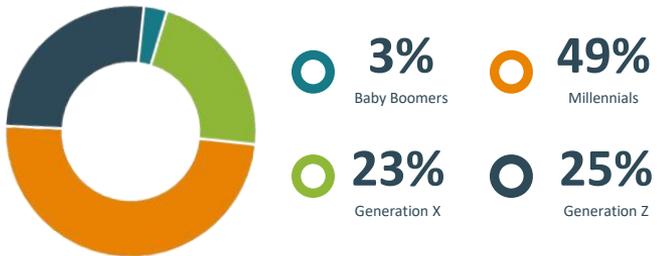
INCLUSION SNAPSHOT

We value perspectives across generations, encouraging them to pursue their passions at every career stage.

By bridging across all four generations and valuing the experience and knowledge that each brings we can better fulfill our purpose while enabling team members to pursue their passion. This may look different for each career stage. To enable people leaders to have proactive conversations with team members in advanced stages of their career, our Aerospace, Defense, and Marine (AD&M) business teamed up with the center led inclusion team to publish a new conversation guide. With positive feedback from both leaders and team members, we look to expand the availability of the guide to additional countries.

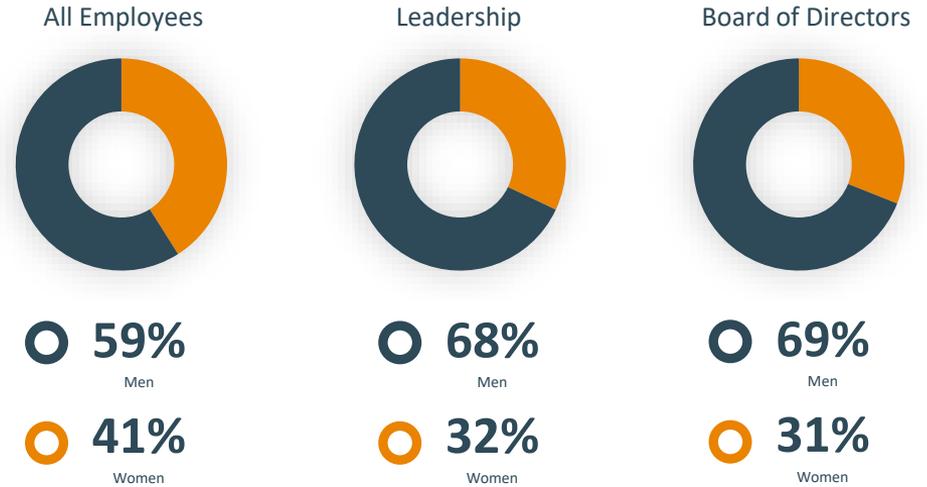
AGE DIVERSITY OF WORKFORCE

2025



GLOBAL GENDER DIVERSITY OF WORKFORCE

2025



We build teams that reflect the customers and markets we serve.

We are firm in our belief that a global team that reflects our customers at every level, including leadership, will enable us to deliver better results. To achieve this, we provide holistic training that focuses on topics such as allyship, building trust, and wellbeing. We encourage mentorship and expansion of networks through our Employee Resource Groups, such as Women in Networking, which are open to every employee.

EMPLOYEE EXPERIENCE

Empowering Every Voice to Drive Innovation

Your voice matters here. Our culture shows it through respect, openness, and meaningful dialogue.

A great employee experience begins with trust, support, and the ability to contribute meaningfully. This year, we strengthened the everyday interactions and processes that make inclusion a consistent part of how we work.

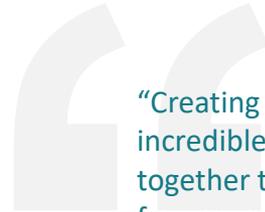
Collaboration is key to advancing our culture. ERGs partnered with HR, business units, and cross-functional teams to combine skills and perspectives for greater impact.

One standout example: TE Young Professionals (TEYP) launched an ERG education series with monthly career-growth webcasts, aiming to boost internal mobility from 25% to 40% by FY30. The series reached over 8,000 employees, increased mentorship connections by 29% and expanded use of TE’s career platform – creating more opportunities for growth.

Next year we look to build a global network of employees who will help embed inclusion into everyday moments across our sites and teams. This initiative will empower local teams with tools, visibility, and support to spark meaningful culture change within their site and across the globe.



Phoebe Geoghegan
Senior Branding and Communications Specialist
TE Young Professionals ERG Global Chair



“Creating this learning series has been an incredible opportunity to bring all our ERGs together to support real, tangible career growth for our employees. Seeing thousands of people engage, build new skills, and gain confidence in navigating their careers has been one of the most rewarding parts of this work.”

29%

Increase in mentorship connections

8,000+

Employees reached through the ERG Education series

Employee Resource Groups

Our eight ERGs create global networks that enhance collaboration, reduce barriers, and support an inclusive employee experience.

All TE employees are invited to participate in one or more of our ERGs, where they can build new skills, deepen cultural understanding, and connect with colleagues across functions, businesses, and regions.

Our ERGs also serve as important thought partners to TE leadership. As representative voices of their communities, they provide insight, elevate opportunities, and help shape actions that strengthen inclusion across the company. This year, their partnership contributed to several key initiatives, including:

WELLBEING

Our Latin Heritage and Asian Heritage ERG leaders collaborated with our legal team and external immigration vendor to host a forum for employees who were impacted by changes to US immigration laws.

HIRING RESOURCE

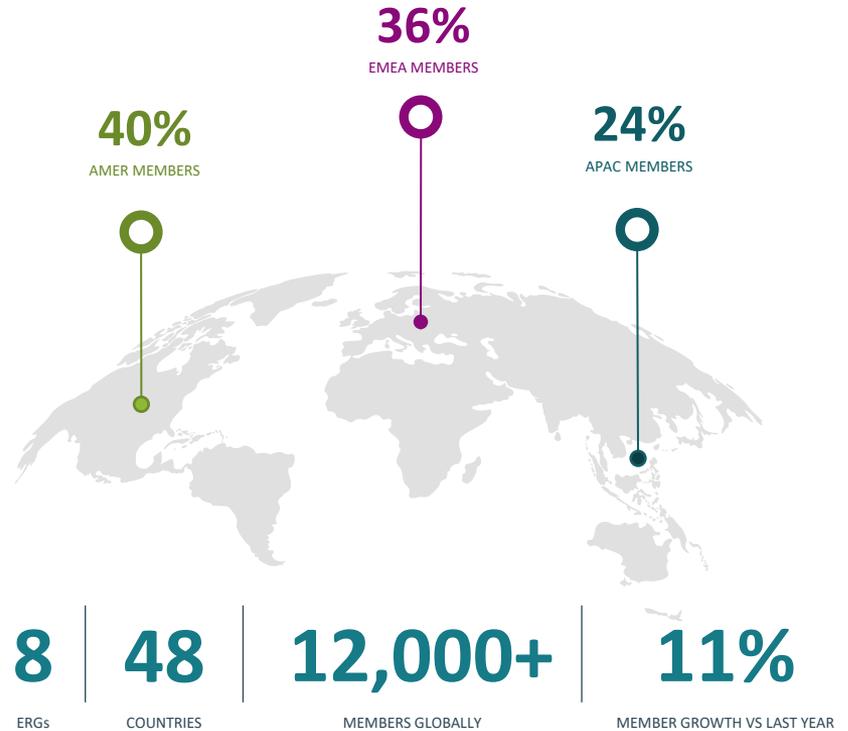
ERG members continue to support our Insiders Program, volunteering their time to connect with final candidates and improving the overall interview experience.

CAREER DEVELOPMENT

WIN's Level Up series supported the growth and career development of all TE Employees who wanted to learn more about topics like Finance and Creative Design, allowing employees to upscale in their areas of interest.

TRAINING

THRIVE hosted several trainings and panel discussions aimed at breaking the stigma surrounding mental health and a focus on suicide prevention.



EMPLOYEE EXPERIENCE

Safe Space 2.0: Elevating How We Listen, Learn, and Lead

Safe Space 2.0 represents our refreshed global commitment to creating an environment where every employee feels heard, respected, and empowered to speak openly. In 2025, our global inclusion and diversity council recognized a need to build upon the original Safe Space foundation in order to expand this important commitment to groups beyond the LGBTQ+ community. The team also saw an opportunity to provide clearer guidance, practical tools, and a consistent global standard for how we engage in inclusive, constructive conversations across teams and cultures.

Developed through a collaborative, enterprise-wide effort led by the ALIGN ERG who launched the original Safe Space, Safe Space 2.0 reflects the insights and expertise of employees around the world. ALIGN partnered closely with leaders across all eight ERGs, HR partners, and Inclusion & Diversity advocates to ensure the framework addressed real workplace needs while reinforcing TE values. Their leadership ensured the updated model is actionable, modern, and aligned with how our teams work today.

Launched first in English and then expanded to include all of our core languages, we are excited to see the impact Safe Space 2.0 will have on our culture of belonging. Together we cultivate spaces where every voice can contribute, be respected, and drive meaningful impact.



TE Employees at a Costa Rican Pride event

"With safe spaces throughout TE, we contribute our best ideas, move forward together and make TE a great place to work."

Shad Kroeger
President, Industrial Solutions



EMPLOYEE EXPERIENCE

Pay Transparency That Strengthens Trust

By increasing transparency around compensation and career pathways, we're helping employees make informed decisions about their growth.

This year, we continued advancing our commitment to pay transparency, strengthening the clarity and consistency that are foundational to a culture of integrity at TE. By expanding visibility into how compensation is structured and ensuring our leaders are equipped to communicate openly and confidently about pay, we are helping employees better understand the connection between their contributions, development, and rewards. We also introduced new tools and practices that reinforce fairness in our processes and support more equitable outcomes over time.

These efforts deepen trust, promote accountability, and empower employees to navigate their careers with greater confidence. As we continue to evolve our approach, we remain committed to building a workplace where transparency is the standard, equity is intentional, and every team member feels valued and informed about their future at TE.

1

Internal Pay Transparency:

We completed the US rollout of internal pay range transparency, strengthening our commitment to fair pay and a culture built on clarity and trust. As part of this effort, all U.S.-based employees can now view their pay ranges directly, providing clear, accessible compensation information that empowers employees to understand their pay and explore future career opportunities.

2

Training for Leaders:

This year, we launched mandatory Global Pay Transparency training for all people leaders, equipping them with the knowledge and tools to navigate compensation discussions with confidence and consistency. By strengthening leader capability, we are building a more open, accountable environment where employees feel respected, informed, and supported in understanding their growth and earning potential.

3

New Tool Adoption:

To promote equitable compensation practices, we introduced PayFinder in the United States, Ireland, Poland, and the United Kingdom, helping HR teams develop internally consistent and fair offer packages. This tool strengthens our ability to prevent pay gaps, uphold equity in hiring and promotions, and ensure that every offer reflects our commitment to integrity and fairness in how we compensate talent.

» Looking Ahead to 2026

As we continue to strengthen pay transparency across TE, we are taking meaningful next steps to empower both employees and managers with clearer, more accessible compensation information. In summer 2026, we will expand internal pay range transparency to employees across the EU—further aligning our practices globally and reinforcing our commitment to equity and openness. These advancements reflect our ongoing dedication to building a culture where clarity drives confidence, fairness drives opportunity, and every team member can navigate their career with informed insight.

EMPLOYEE EXPERIENCE

Supporting Life's Biggest Moments With Inflection

This year, TE expanded its wellbeing foundation with Inflection, a new digital platform helping employees and leaders navigate life's most defining moments with confidence and care.

Available in 50+ countries and languages, Inflection offers expert-led courses fertility, menopause, mental wellbeing, and more, empowering our global teams with knowledge that reflects diverse experiences and needs.

Every employee receives instant access plus two gift memberships to share with loved ones, extending wellbeing beyond the workplace. By turning empathy into action, Inflection reinforces TE's commitment to supporting employees through every stage of life.

Wellbeing as a Shared Commitment

At TE, wellbeing is more than a benefit, it's a shared commitment to supporting people as whole individuals. This year, we strengthened that promise by expanding access to inclusive, life-stage benefits with Inflection and empowering our ERGs to champion mental, physical, and social wellbeing across our teams.



AFRICAN HERITAGE

The Pennsylvania Chapter hosted line dancing for the TE Soul event that encouraged participants to get up and move in a way that was fun and challenging.



ASIAN HERITAGE

The Wilsonville Plant employees are invited to weekly 10-minute guided meditations and 30-minute walks that are organized and led by the Asian Heritage ERG.

THRIVE

The "Light & Blindness – Inclusive Leadership: Seeing Through the Dark" workshop, hosted by Thrive China, IS I&D Council, and Wellbeing Connection, offered an immersive experience to explore inclusive leadership in complete darkness.

WOMEN IN NETWORKING (WIN)

Our Zhuhai plant, in collaboration with Wellbeing and WIN China, successfully hosted an outdoor hiking activity, attracting 80 participants. The event featured a series of sessions aimed at enhancing employee wellbeing.

EMPLOYER BRAND

Attracting Talent That Moves the World Forward

Building an external brand that attracts the best talent and a culture that retains the best talent.

We believe the best talent is drawn to places where values are lived, opportunities are visible, and every team member can make an impact. To do that we build strong partnerships with universities, community organizations, and professional networks while pursuing awards and recognitions from prestigious third-party organizations.

This year, TE was honored with several new recognitions, including:

- **Forbes World’s Best Employers**
- **Forbes America’s Best Places to Work for Veterans**
- **Great Places to Work, Brazil**
- **Seramount’s Global Inclusion Index**

Meanwhile we sustained our recognitions from standard setting groups such as Top Employer and Disability:IN.

These recognitions remind us that our efforts to create a great workplace are real and visible to everyone who is part of TE today and those who may join us tomorrow.



EMPLOYER BRAND

Life At TE: Connecting Service to Success

Warren Bosch's journey to TE is grounded in leadership, resilience, and a deep commitment to service. Raised in New York by a single mother who modeled hard work and accountability, Warren built the foundation that shaped both his military and professional paths. After serving as a Chemical Officer in multiple leadership roles across the U.S. and overseas, he transitioned from the Army in 2022, earned a graduate degree in Sports Management, and continued mentoring young leaders through Junior ROTC.

Warren discovered TE through our Veterans ERG partnership with Transition Overwatch, a veterans employment group. The open role at TE for a Production Supervisor felt like a natural extension of his military experience—leading teams, coaching others, and driving mission-focused results. Being able to work near his hometown made the opportunity even more meaningful. With strong support from his manager and TE's commitment to developing its people, Warren successfully navigated the shift into manufacturing and quickly built momentum in his career.

At TE, Warren has found purpose both in his work and in giving back. He actively supports veteran hiring, helps transitioning service members explore careers at TE, and played a key role in organizing his site's Veterans Day event. Professionally, he's proud of contributing to military specification qualification efforts, supporting a successful external audit, and leading initiatives that strengthen plant culture.

Drawing on the values shaped during his military service—teamwork, problem solving, and motivating others—Warren knows TE is the right place to turn his service into success.



Warren Bosch
Production Supervisor



The TE Veterans Employee Resource Group (ERG) partners with the business to support veteran recruitment, onboarding, and retention, while creating opportunities for professional development, mentorship, and leadership growth. Leaders of the ERG aim to turn service into success through events, advocacy, and collaboration across sites.

Together they reinforce TE's commitment to inclusion, teamwork, and values-driven leadership.

COMMUNITY IMPACT

Empowering Employees to Make a Difference

The Grow@TE Games brought thousands of employees together for three weeks of learning, collaboration, and connection, anchored in the belief that growth is stronger when shared. New for this year, the Give to Gain challenge inspired employees to support TE-partnered NGOs and to volunteer in their local communities. In just three weeks, employees contributed to 350 community initiatives, turning purpose into global impact.

Results included:

- Career advice viewed by more than 13,000 students on [Career Village](#)
- Support for nine NGOs
- Contributions to organizations like [Lemontree](#) that helped provide food to over 200 households

One winning team went further, donating their prize to help fund medical treatment of a colleague’s daughter. Their choice reflects the true spirit of the Games: success is shared, compassion leads, and together we lift each other up. Together each team’s small actions create powerful ripple effects that move our world forward.



“This inspiring act reminds us that when we come together, we can make a real difference: at work and beyond.”

Malgorzata Polonis
Human Resource Manager



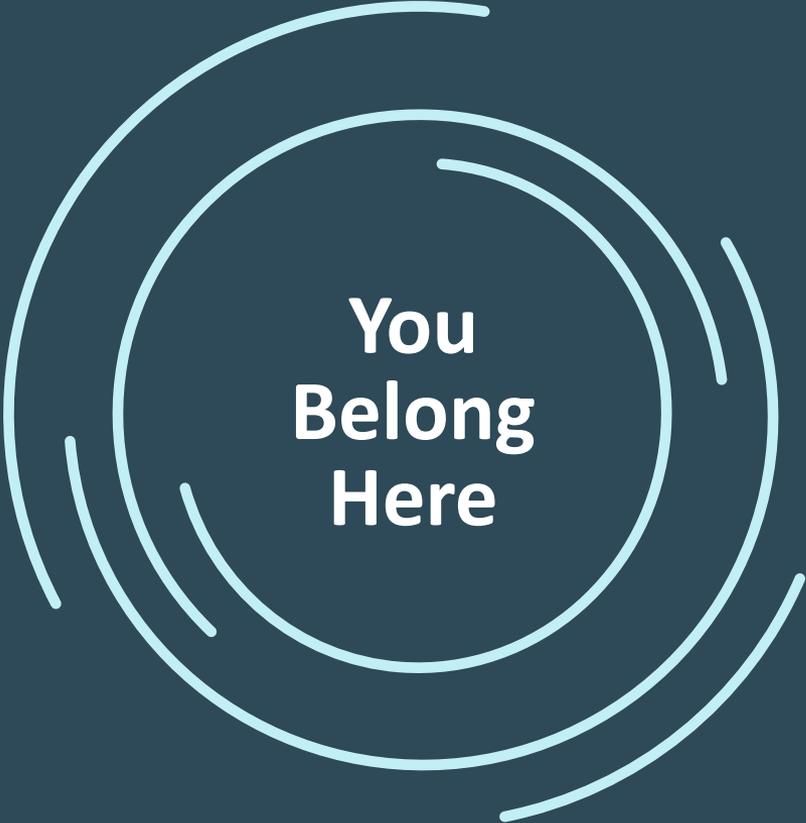
BUSINESS PARTNERSHIP

The Power of Cross-Cultural Collaboration

When one of our sites in Hungary, Tát, faced an urgent labor shortage, the team turned challenge into opportunity. Guided by HR Business Partner Katalin Boglár's bold idea, the site welcomed 150 skilled colleagues from the Philippines, stabilizing operations and proving how inclusion fuels resilience and growth.

What began as workforce support became something greater. Hungarian and Filipino team members built trust through curiosity and respect, transforming smiles into friendships and collaboration into a vibrant cross-cultural community. This strengthened teamwork, boosted performance, and created a more connected workplace for all.

Today, Tát stands as a model of what's possible when challenges are met with inclusive thinking and courageous leadership - a business need evolving into a thriving culture of belonging that enriches people and drives success.

Three concentric white circles with gaps, centered on the page. The text 'You Belong Here' is centered within the innermost circle.

**You
Belong
Here**

Values & Impact 2025 Report

AUTHORS

NANCY DRAGONE, Vice President of Talent Management

LINDSAY BERTELL, Senior Manager of Talent Management

AMBER RORRIS-CROW, Senior Talent Management Specialist

[CONTACT US](#)

[JOIN US](#)