



***MAKING TOMORROW BETTER:***  
**2019 CORPORATE SOCIAL RESPONSIBILITY  
AND SUSTAINABILITY REPORT**

*Reporting Period: January 1, 2019 to December 31, 2019*

# User Guide

This document is interactive, allowing you to access the information you need quickly.

## Eyebrow Navigation



On any page of this report, you can reach the Table of Contents or jump to any section by clicking the corresponding box along the top of the page.

## Sectional Quick Links

On each section title page, a list of key content is linked to corresponding pages, allowing you to jump directly to content you need within that section.

## Links to material/websites

Supplemental policies and relevant documents that are available for download will be listed on the section cover pages under Suggested Links, or indicated by **bold blue font** on light color pages, and **bold yellow font** on darker color pages.

# About this Report

This publication of the first year of Tenneco's combined operations highlights the valuable work underway in each of our businesses. It builds on the baseline established in 2018. We are still at the beginning of our journey and we are excited about the improvements that we will make in the future. The journey is supported by Tenneco's executive management with the oversight of the Nominating and Governance Committee. The next step in our journey will be to perform a formal materiality assessment, including stakeholder interviews, which will enable us to establish more goals. We are committed to:

- Improving our Environmental, Social and Governance (ESG) strategy, including key performance metrics;
- Actively sharing best practices across business groups and functions;
- Evaluating Sustainability Accounting Standards Board (SASB) and other reporting frameworks to determine how to drive long-term stakeholder value;
- Embracing continuous improvement and evaluating program effectiveness; and
- Reporting our progress against our goals and objectives.

To determine content for this report, we reviewed our ESG priorities as set forth by Senior Leadership and relevant stakeholders, to ensure we stay focused on topics that are most important to our stakeholders, and to our business continuity and success. Although we did not undertake a formal materiality assessment in this reporting year, we evaluated ESG topics with our sustainability team and Senior Leadership through internal survey feedback, cross-function workshops and interviews, and data review and validation by subject matter experts.

We do not currently seek independent assurance of report data; we qualitatively review and assess the accuracy of our sustainability documentation and tracking efforts to ensure accuracy and completeness of reported information.

Tenneco's most recent sustainability report was published [December 2019](#). This is Tenneco's second Corporate Social Responsibility Report.

We welcome your comments and feedback at [Sustainability@tenneco.com](mailto:Sustainability@tenneco.com).

## Forward-looking Statements

This report includes forward-looking statements. Please refer to our Annual Report on Form 10-K and subsequent quarterly reports on Form 10-Q and other filings with the United States Securities and Exchange Commission for information regarding the risks and uncertainties that could cause our results to differ materially.



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# From Our CEO

On behalf of our 78,000 team members, I'm proud to welcome you to Tenneco's 2019 Corporate Social Responsibility and Sustainability (CSR) report, and share a few highlights of our sustainable business practices and community contributions.

The safety of our team members continues as our top priority, and I'm pleased to report our 2019 Incident Rate declined to 0.67, an eight percent decrease from 2018. A recent example of safety improvement is our Hand Safety Program, a six week, shop-floor program that empowers team members to work smarter and safer.

We continued to reduce energy consumption and water use in our global operations, and generated less waste by increasing the use of recycled materials and identifying disposal alternatives. I'm happy to report we also reduced emissions intensity by 2.5% in 2019 versus prior year, and I look forward to continued progress in the future.

Tenneco's commitment to operating in a socially responsible and sustainable manner is absolute – whatever challenges come our way – including the current coronavirus crisis.

Our thoughts remain with our team members, families and communities globally who have been impacted by COVID-19. Early in the crisis, Tenneco was designated an essential business in most countries, and introduced a range of new safety protocols in our facilities to help ensure the safety of our team members. Our latest health initiative is aimed at helping team members and their families stay healthy at home and in the community.

Making tomorrow better is something we always strive for at Tenneco, and two significant programs launched in 2020 will help continue our progress. The first one is regarding Inclusion and Diversity. Although we have won numerous awards from our customers for diversity, we must do more. We have chartered a new team, sponsored by me, to put together an action plan to take us to the next level.

The second program focuses on Environmental, Social and Governance (ESG) Strategy. We have formed a council to advise executive management and our Board's Nominating and Governance Committee as we evolve our strategy for the next decade, including SASB standards and other disclosures. You will hear more about both of these in our 2020 report.

I would like to thank our global team members for their commitment to making Tenneco more sustainable, and thank you for taking the time to read their story.



Brian Kessler

Chief Executive Officer, Tenneco

# 2019 at a Glance

## Our Governance



9

Board Members



8

Independent Directors



1

Independent Chairman



33%

of Board Members are Diverse (Race and Gender)

## Our Planet



18.8% Lower  
Energy Use



11.3% Lower  
GHG Emissions Intensity vs.  
2017 Baseline



11% Less ‡  
Water Withdrawal



2.6% Less  
Waste

## Our Products



35

World-leading Brands



15

Brands are 100+ years old



92%

of Plants Certified to IATF 16949 and ISO 9001



ZERO

NHTSA recalls in 2019

## Our People



13% Lower

Lost Day Case Rate



8% Lower

Incident Rate



24%

of Team Members are Women



23%

of Team Members are Ethnically Diverse (U.S.)



14.3%

of Leadership are Women (VP and above)



93%

of Salaried Team Members Received Performance Reviews

## Our Partners



22

Supplier Diversity Awards Since 2014



63

Minority Business Enterprise Suppliers



84

Woman Business Enterprise Suppliers



31

Veteran Business Enterprise Suppliers

‡ Motorparts and Powertrain Business Groups

# OUR COMPANY

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[Global Presence](#)

[Recognition and Awards](#)

## Suggested Links:

[2019 10-K Form](#)

[Global Locations](#)

## Building a Sustainable Future

We are committed to helping our customers, team members and communities build a sustainable future. This focus includes a formal policy that outlines Tenneco's commitment to enabling a healthier and more productive world, and building a sustainable future.


We continuously strive to improve the management of our environmental, health and safety responsibilities, while remaining committed to manufacturing quality products that contribute to cleaner air and smoother, quieter, and safer transportation.

# About Tenneco

Tenneco (NYSE: TEN) is a leading global supplier to original equipment manufacturers and the aftermarket. We are driving advancements in global mobility in our four segments: Motorparts, Ride Performance, Powertrain, and Clean Air. We are designing solutions for clean, efficient, comfortable and reliable performance. Tenneco is headquartered in Lake Forest, Illinois, United States of America.

 **\$17.5B** Revenue

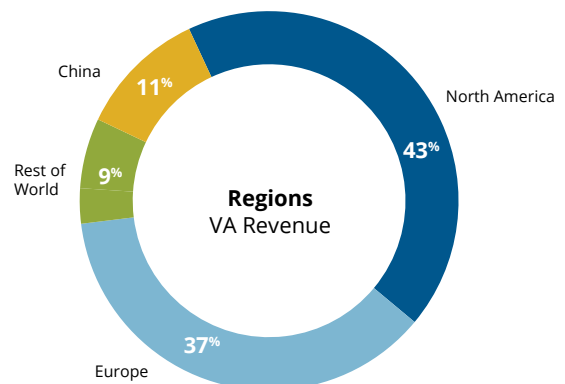
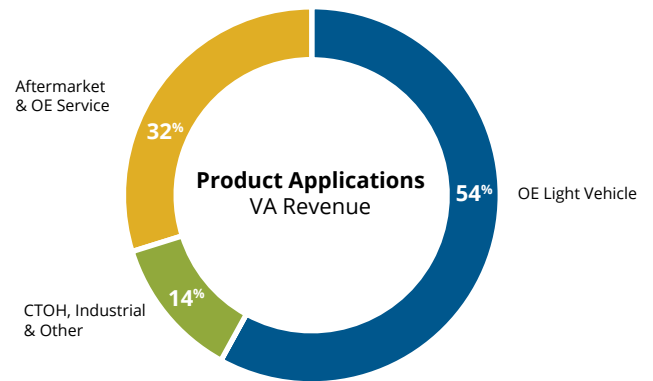
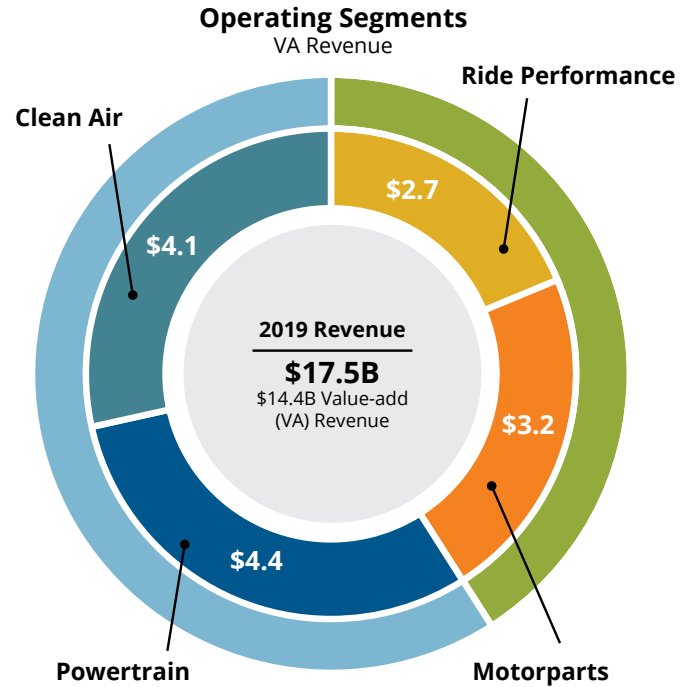
 **78,000** Global team members

 **45** Globally networked engineering & technical centers

 **217** Manufacturing sites worldwide

 **41** Aftermarket distribution centers

2019 was our first full year as a combined entity, including the addition of [Öhlins Racing A.B.](#) ("Öhlins"), a Swedish technology company. Öhlins develops premium suspension systems and components for the automotive and motorsport industries.





# Tenneco Values

As one of the world's leading designers, manufacturers and marketers of automotive products for original equipment and aftermarket customers, what Tenneco makes matters. We know that our business performance and how we compete in the marketplace is critical to our success, however the thing that matters most to us as a company is what we value. In 2019, Tenneco adopted a new set of values that outlines what we stand for. We are continuing this roll out to team members throughout 2020.

Tenneco has cultivated a winning culture based on a set of core values that will guide thinking, behaviors and success. We pledge to always operate with integrity and hold ourselves accountable for doing the right things the right way, every day.

Our driving force is our people, and our values require a personal commitment from all of us, which is the only way to bring these values to life.



## Integrity Always

- Do the right thing the right way
- Speak up
- Own it



## One Team

- Take care of each other
- Embrace our differences
- Succeed together



## Make Tomorrow Better

- Turn problems into solutions
- Create what's next
- Passion to learn



## Will to Win

- Seek flawless execution
- Create customer fans
- Make a difference

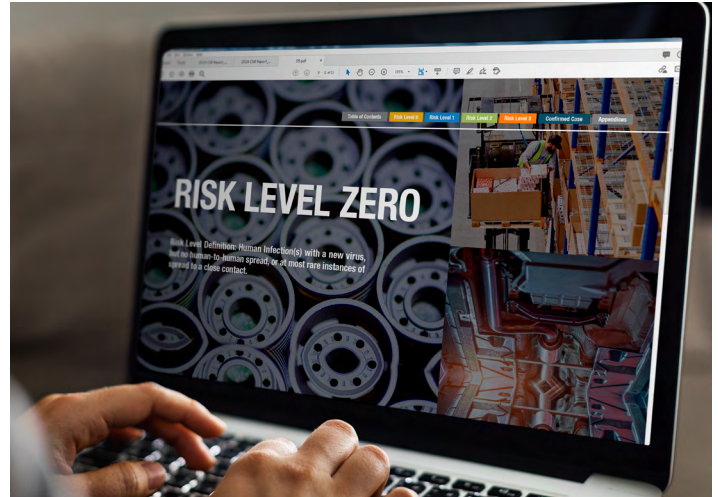
# COVID-19 Response

Like most companies around the world, the effects of the COVID-19 pandemic have had a significant impact on our business. Making our plants, distribution centers and offices safe places to work took on a new meaning. Our operations and EHS teams around the world mobilized to ensure the safety of all of our workplaces by introducing extra health and safety precautions, including rigorous cleaning and sanitation protocols, wellness checks for team members and changes within facilities to comply with social distancing requirements.

Our business teams continued to launch new products, ensure essential businesses were supported, and work with our customers to minimize interruption in spite of challenges up and down the supply chain, winning major customer and industry awards for quality, service and innovation along the way. Further, we've also given back to our communities by providing masks and PPE to local hospitals and health organizations and donating food items to local charities and food pantries around the world. For example, Tenneco's Powertrain Business Group supported a key customer by supplying product used in GM's production of ventilators to address the U.S. shortage of the important medical devices to help those stricken with COVID-19.

To help facilities deal with challenges from the pandemic, the company prepared a detailed Pandemic Preparedness and Response Plan. The document provides practical guidance based on pandemic risk levels for employee education and hygiene practices, business and personal travel, receiving visitors at the facility, alternative work schedules, symptomatic employee isolation, and business continuity and communication. Guidance to reduce absenteeism due to seasonal influenza, the seasonal cold and other communicable illnesses is also provided.

We have also worked to accommodate our team members to manage the impact of COVID-19 to them personally: in addition to existing paid sick leave benefits, we have expanded unpaid time off and allowed use of paid time off for those who need to stay at home because of a vulnerable family member or lack of childcare. Many of our team members are also working remotely, where possible.



# Global Presence



## Diversified profile - serving global and regional customers

Using a combination of leading-edge technology, manufacturing expertise and dedication to customer service, Tenneco penetrated new markets to solidify its leadership in the global supplier industry. We lead by a demonstrated commitment to shareholder value, customers' success, team member engagement and sustainability.

	AMER	EMEA	APAC
<b>Team Members</b>	32,500	30,500	15,000
<b>Manufacturing Plants</b>	75	75	67
<b>Distribution Centers</b>	16	21	4

# Recognition and Awards

**As a 23-time recipient of the Automotive News PACE™ Award, we are honored by the continued recognition of our capabilities and expertise.**

On an ongoing basis, product management and advanced engineering jointly review and create roadmaps of technologies and products necessary to support our customers' fuel type, engine, and exhaust strategies. In 2019, the continuing instability in regulations on fuel economy and a market shift towards light weighting of components used in vehicles influenced our strategy and business decisions for product road maps and prioritized product plans. The success of our innovations within the marketplace demonstrates the tangible impact with measurable benefits they provide to our customers in terms of environmental performance, cost and customer satisfaction.

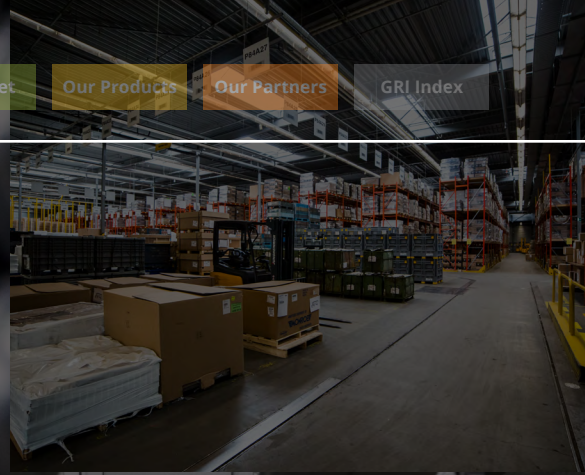
We see hybridization and electrification of powertrains as a key enabler for vehicle manufacturers to reduce emissions. Our research and development processes are in place to develop components that will meet customer and end consumer demand for more efficient vehicles and engines. For example, since its launch in 2010, MicroTorq® seals have been featured on (or are in development) on more than 14 engine programs, including General Motors' Ecotec small displacement engine family, which began production in 2015. The new Ecotec family is designed to improve fuel economy, performance and emissions.

## 2019 Select Awards and Recognitions

- General Motors Supplier of the Year
- PACCAR 10 PPM Quality Award
- Auto-Wares Supplier of the Year Award
- Automotive News PACE™ Award: IROX-2 Bearing Technology
- General Motors Supplier Diversity Top Performer Silver Award
- Toyota Excellent Supplier Diversity Award
- Nissan Supplier Diversity Certificate for achieving Nissan goals
- Six Automotive Communications Awards from The Car Care Council Women's Board/Auto Care Association



# OUR GOVERNANCE



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[\*\*Governance Structure\*\*](#)

[\*\*Stakeholder Engagement\*\*](#)

[\*\*Ethics & Compliance\*\*](#)

[\*\*Anti-corruption and Bribery\*\*](#)

[\*\*Cybersecurity\*\*](#)

Suggested Links:

[\*\*Corporate Governance Plan\*\*](#)

[\*\*Code of Conduct\*\*](#)

[\*\*Ethics & Compliance Hotline\*\*](#)

## **An Essential Element of Our Program**

In addition to this Corporate Social Responsibility report, you can also find information reported through other means, including the annual report, Form 10-K, various regulatory filings, and our Code of Conduct.

# Governance Structure

[Tenneco's comprehensive corporate governance plan](#) defines responsibilities, sets high standards of professional and personal conduct, and assures compliance with these responsibilities and standards.

Environmental, Social and Corporate Governance (ESG) oversight is embedded in this corporate governance plan and integrated into our daily operations. Through oversight by our Board of Directors, our enterprise risk management program and strategic and business planning are some of the tools we use to address ESG and sustainability topics. The Board of Directors monitors developments in the area of corporate governance, including key ESG and sustainability matters.

Our executive management holds ultimate responsibility for ESG and oversees the review, evaluation and updates to Corporate Social Responsibility (CSR) goals and key performance indicators within our business units. In 2019, Tenneco formed a cross-functional ESG Council that advises management periodically on progress. The ESG Council is comprised of functional leaders of Environment, Health & Safety, Compliance & Ethics, Human Resources & Talent Management, Finance, Engineering, Supply Chain and Logistics. The Council is currently reviewing the next step in the evolution of our ESG strategy, including with respect to the Sustainability Accounting Standards Board (SASB) and other reporting frameworks, to determine how to best drive long-term shareholder value. The environmental management system lead position is held by Tenneco's Vice President of Environmental, Health, Safety and Security, who reports environmental sustainability issues into the ESG Council and CEO.

## Our Board of Directors

As of July 15, 2020, the Tenneco Board of Directors is comprised of nine members. Our Board of Directors brings a balance of experience, skills and qualifications and is well-positioned to provide appropriate oversight with respect to Tenneco's policies, direction, strategy and performance. The names, ages and business experience of each director can be found on our website or in our most recent proxy statement filing with the Securities and Exchange Commission (SEC).

Our Board of Directors <small>(as of July 15, 2020)</small>	
Size of Board	9
Independent Directors	8
Independent Chairman	Yes
Separate Chairman and CEO	Yes
Committees Consist of Entirely Independent Members	Yes
Non-Management Executive Sessions Regularly Conducted	Yes
Mandatory Retirement Age	75
Annual Election of Directors	Yes
Majority Voting in Uncontested Director Elections	Yes
Diverse Board Members (Race and Gender)	33%
Comprehensive annual assessments of the Board and Committees	Yes

The Company's Board of Directors has three standing committees: Audit, Compensation, and Nominating and Governance. Each committee has a written charter that governs its roles and responsibilities. These charters can be found on [our website](#) and select committee information is described below.

Eight of nine directors are independent under the New York Stock Exchange (NYSE) listing standards. Independent directors are scheduled to meet separately in executive session after regularly scheduled Board of Directors meetings.

## Communication with Directors

The Audit Committee established a process for confidential and anonymous submissions by team members of the Company, as well as submissions by other interested parties, regarding questionable accounting or auditing matters.

The Board of Directors established a process for stockholders to communicate with the Board of Directors, as a whole, or any independent director.

# Governance Structure, cont'd...

## Audit Committee

All directors serving on the Audit Committee meet the independence standards for Audit Committee membership under the NYSE listing standards and applicable SEC rules.

The Board of Directors has two designated "Audit Committee financial experts" as defined in the SEC rules, and all members of the Audit Committee satisfy the NYSE's financial literacy requirements.

As noted above, a written charter governs the Audit Committee's duties and responsibilities, including its sole authority to appoint, review, evaluate and replace the Company's independent auditors. Policies and procedures govern the pre-approval of all audit, audit-related, tax and other services provided by the Company's independent auditors. The Audit Committee's charter includes responsibility to oversee the Ethics & Compliance program and requires escalation of certain hotline data and reports. A Global Ethics & Compliance Committee of cross-functional executives is chartered to oversee the operations of the program, including a whistleblower hotline. The Global Ethics & Compliance Committee selects initiatives annually to build the program and meets quarterly to monitor initiative progress, key metrics, data analysis, and reports.

## Compensation Committee

All members of the Compensation Committee meet the independence standards for compensation committee membership under the NYSE listing standards and the SEC.

The Compensation Committee operates under a written charter that governs its duties and responsibilities, including the responsibility for executive compensation, succession planning and talent management.

The Compensation Committee is also critical in the risk oversight function of the Board by reviewing compensation structures and programs and ensuring there is no excessive risk-taking.

## Nominating and Governance Committee

As part of its responsibilities, the Nominating and Governance Committee regularly assesses the size of the Board, the need for expertise on the Board and whether any vacancies are expected on the Board. The Nominating and Governance Committee and the Board value diversity and believe a diverse Board composition provides significant benefit to our company. Each potential director candidate is reviewed in light of the overall composition and skills of the entire Board at the time, including the varied characteristics of the Board members and candidate in terms of opinions, perspectives, personal and professional experiences and backgrounds. Candidates selected are those whose experience and background are deemed to provide the most valuable contribution to the Board. Currently, three of the nine board members, or 33%, are female, as compared to one female in 2018. This committee's charter also includes oversight of policies and strategies related to environmental, social and governance topics.



# Stakeholder Engagement

Tenneco values regular dialogue with team members, customers, investors, communities, suppliers, government and regulatory agencies, trade associations and third party providers, as well as government and regulatory agencies, trade associations and third-party providers (collectively Stakeholders) who share our values and exhibit an ethical approach to business relationships. We believe communicating with our Stakeholders through formal and informal channels is essential to conducting our business, as well as developing and implementing our sustainability strategies. We stay in regular contact with Stakeholders on emerging sustainability issues and trends, and periodically receive inquiries and requests for engagement from stakeholder groups.

As part of our overall corporate governance, we have an on-going outreach program to develop and maintain communication with our investors regarding governance and compensation issues. We value these discussions and the Board considers pertinent feedback when evaluating corporate governance and compensation issues. In addition, management regularly participates in investor and industry conferences throughout the year to discuss performance, ESG topics, and share its perspective on business and industry developments.

Group	How We Engage	Common Topics of Importance
<b>Team members</b>	<ul style="list-style-type: none"> <li>• Town hall and team member meetings, global webcasts, picnics and special events, training and development, and recognition programs</li> <li>• Euroforum</li> <li>• Corporate Social Responsibility &amp; Sustainability Council</li> <li>• Enterprise Risk Management</li> <li>• Team member engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Business continuity</li> <li>• Training and development</li> <li>• Diversity and inclusion</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Ford's Partnership for a Cleaner Environment (PACE) program</li> <li>• Host Customer Technology Days and step-level meeting with customers</li> <li>• Participation in OEM Sustainability initiatives, e.g. BMW Sustainability Training for Suppliers, Scania Sustainability Supplier Day</li> <li>• Participation in Automotive REACH Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• High product safety and quality</li> <li>• Sustainability-related risks and opportunities impacting customer decisions</li> <li>• Excellent customer service</li> <li>• Management of restricted substance, e.g. REACH</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Annual shareholder meeting</li> <li>• Quarterly webcasts to discuss financial results</li> <li>• Regular participation in global investor and industry conferences</li> <li>• Quarterly/annual Form 10 SEC filings</li> </ul>	<ul style="list-style-type: none"> <li>• Business performance and strategy</li> <li>• Regulatory risks</li> <li>• Corporate governance</li> <li>• Sustainability-related risks and opportunities impacting shareholder value</li> </ul>



# Stakeholder Engagement, cont'd...

Group	How We Engage	Common Topics of Importance
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Providing site visits and plant tours, outreach programs, partnering with local charitable organizations and schools, and environmental stewardship and reforestation projects to communities in which our facilities are located</li> <li>• Many of our US-based locations support United Way and our Southfield, Michigan location provides support through a fundraising campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Environmental impacts</li> <li>• Business stability</li> <li>• Potential pollution</li> <li>• Corporate taxes</li> <li>• Local employment</li> <li>• Education</li> <li>• Giving back to the community and supporting initiatives that benefit the standard of life</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Participation in Automotive Industry Action Group (AIAG) and European Association of Automotive Suppliers (CLEPA) Sustainability/ CSR Expert Group</li> <li>• Supplier Diversity Program</li> </ul>	<ul style="list-style-type: none"> <li>• Suppliers stability and growth</li> <li>• Sustainable business performance</li> </ul>
<b>Government and Regulatory Agencies</b>	<ul style="list-style-type: none"> <li>• The Clean Air Division is currently working with the Environmental Protection Agency (EPA) on emissions reduction strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing emissions and protecting public health and safety</li> </ul>
<b>Trade Associations</b>	<ul style="list-style-type: none"> <li>• Tenneco participates and has a seat on the board of directors of the AIAG, and the Automotive Aftermarket Suppliers Association (AASA)</li> <li>• We are also active within the Motor and Equipment Manufacturers Association, the AutoCare Association and Women in Autocare, the Original Equipment Suppliers Association and the Manufacturers of Emissions Controls, European Automotive Suppliers Association</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for positive change in the automotive industry</li> <li>• Address reputational risk</li> <li>• Align with industry standards and best practices</li> </ul>

# Ethics & Compliance

**Our Code of Conduct** guides us everyday in understanding our policies, living our values, and protecting each other and the company. It steers us toward the principles and resources we need to do what's right. We are expected to understand what matters most and ensure we always stand firm in doing what's right. Violations of the Code can lead to serious consequences and disciplinary actions, including termination of employment.

Salaried team members review and certify compliance with the Code of Conduct annually. In 2019, all Tenneco salaried, non-tariff team members were required to complete a Code of Conduct certification (which included the anti-corruption policy).

## Speaking Up

We provide many resources to make it easy for team members and others to let us know if they suspect a violation of our Values or Code of Conduct. We aspire to build an environment where speaking up is comfortable. We encourage our team members to talk to their managers or their Human Resources representatives in person, but we also provide email, phone, and **web resources as well**. The Tenneco hotline is available 24/7 in multiple languages by a toll-free phone number and **on the Tenneco website**. The hotline is operated by an independent third-party which allows anonymous reports where permitted by law. Similar to the benchmark for a company of our size, we received hundreds of reports in 2019 and the majority of calls pertained to human resources questions and concerns. All reports are investigated according to our investigation manual.

## Non-Retaliation Policy

We do not tolerate retaliation against anyone who honestly raises a concern, reports misconduct or participates in an investigation. Team members that retaliate will be disciplined, up to and including termination. If retaliation is suspected, we encourage individuals to report it to us.



# Ethics & Compliance, cont'd...

## Ethics & Compliance Training

As part of our efforts to ensure team members understand how to comply with our Code, we require team members to complete compliance training annually. We rotate through topics periodically, with



### Online Training

Approximately 23% of team members receive online courses through a learning management system

our training curriculum addressing topics such as: Code of Conduct, ethical decision making, respect in the workplace, privacy, information security, anti-corruption and competition laws. The 2019 courses were accompanied by awareness posters and manager toolkits to facilitate discussion.

In addition to the online courses, we provide live-training to thousands of team members based on trends observed from our hotline, input from our Human Resources, Internal Audit and Legal Departments, law changes and control improvements. This live training is tailored to the particular audiences and occurs at plants, corporate headquarters and more. We also provide on-demand resources and communications on our corporate intranet website.



# Anti-Corruption and Bribery

Tenneco fights against corruption. We prohibit bribes and facilitating payments in connection with our business.

Operations are proactively assessed for risks related to corruption ranging from M&A to daily operations. An anti-corruption risk assessment was included in the 2018 legal and compliance risk assessment and the 2019 annual enterprise risk assessment. Internal Audit also integrates anti-corruption procedures into their regular audit plan. Annually, Tenneco locations must certify to the design and operational effectiveness of controls.

Vendors must comply with our Code of Conduct and are also not allowed to pay bribes or facilitation payments. We use risk-based, third-party due diligence screening to mitigate anti-corruption risk with vendors.

In 2019, we recognized International Anti-corruption Day with targeted communications and also held a contest where team members demonstrated their awareness of where a third party may ask for a bribe and showcased how they would respond if that happened. By practicing what to do in these scenarios, team members strengthen their ability to handle the situation properly.

## Report Process Certification

On a quarterly basis, all plant controllers, plant managers, individuals throughout the finance reporting chain, and key members of senior management are required to sign certifications in support of our quarterly financial reporting process. These certifications cover a variety of topics including (but not limited to):

- Knowledge of any fraud or alleged fraud
- Absence of undue influence by management on financial reporting
- Compliance with FCPA and other applicable anti-bribery laws



# Cybersecurity

At Tenneco, we utilize people, processes and technology controls to protect our IT systems and data through a comprehensive risk-based information security program based on industry best practice frameworks such as The National Institute of Standards and Technology (NIST) and ISO 27001. These programs employ a design approach using overlapping layers of technology protections, standards, and associated business processes to ensure comprehensive coverage and effectiveness.

This approach is designed into IT systems and processes used across the company. Risk-based analysis is used to prioritize deployment of controls, combined with routine assessments conducted to gauge effectiveness of the program controls against our maturity objectives. Visibility of these assessments is maintained up through senior management levels of the organization.

In line with our commitment to building and improving trust with our Stakeholders, we incorporate privacy by design into our personal data processing activities. Our privacy statement outlines our commitment to protecting personal information and describes the rights that individuals have and how they can exercise those rights. We investigate incidents and customer privacy complaints thoroughly in accordance with applicable legislations such as the General Data Protection Regulation (GDPR).



# OUR PEOPLE



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[Health and Safety Drivers](#)

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[Talent Management](#)

[Community Involvement](#)

Suggested Links:

[Health & Safety Policy](#)

[Basic Working Conditions Policy](#)

## Many Ideas, One Common Goal.

We are committed to promoting corporate social responsibility, and demonstrate these commitments through transparent and responsible management of our ESG factors. We provide a safe and healthy work environment for our team members and aim to exceed expectations across our value chain and in communities where we operate.

# Health and Safety

Global leadership and the ability to create a strong health and safety culture is the focus that provides a safe environment throughout our organization. We want every team member to return home from work just as safely as they left from home. As highlighted in our [Environment, Health & Safety policy](#), this commitment to environmental, health, and safety excellence applies to all our locations and all leadership levels within the organization.

Aligned with our Make Tomorrow Better Value and the expectation of excellence for our world-class teams, the proper adherence to environmental, health and safety regulations, training, and guidelines become a part of everyday life.

Our manufacturing sites maintain management systems aligned with OHSAS 18001 or ISO 45001 occupational health and safety management system standards. This integrated management system approach provides our foundation to promote team member participation, identify and mitigate risk, implement corrective/preventive actions, and maintain our global proactive approach to a better tomorrow for health and safety.



## ISO 45001 / OHSAS 18001 Certified

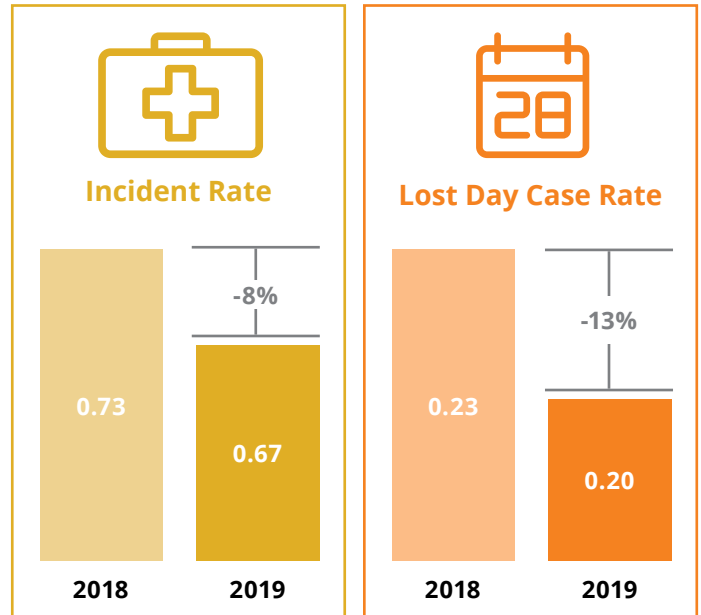
33% of Manufacturing Sites are Third Party Certified; Goal is 100%

As one team, working together, our people are the driving force, so team member engagement in health & safety programs is vital. Common location activities that promote involvement include health and safety committees, ISO certification processes, and communication opportunities to share ideas and observations on a regular basis. At the regional level, operations directors facilitate monthly reviews of EHS performance to discuss and share path forward actions.

Life-Saving Elements are continuously upgraded and modified. The programs provide an elevated level of risk control that reduces team member exposure to potential life-changing events at work. Life-saving Elements provide operational guidelines, as well as team member accountability, to follow these known risk prevention procedures.

## Results

The global impact of our safety commitment across our business is evident. A continued decrease in lost day case rate and incident rate is represented below:



### We utilize a robust tool kit of programs to achieve our health and safety goals:

- **Integrated Management Systems** streamline all standard processes for prevention and mitigation of risks, data collection, action planning, and global communications to continually share Lessons Learned and Best Practices across the globe.
- **Life-saving Elements** provide risk-based focus for controlling circumstances to protect our team members from potential life-changing events at work.
- **Stop Call Wait** empowers team members to halt work when a potential harm to him/herself, a coworker, the environment or property occurs.
- **Continuous Improvement** sustains our business by reporting all EHS events and identifying and following up on all opportunities to improve EHS performance.

# Health & Safety Drivers

## Health and Safety Training

Our commitment to create a safe, injury-free workplace that supports team members is an ongoing investment. Team member training, robust safety programs, and essential compliance measures create the foundation for success. As such, we offer over 75 active courses available online for team members to develop and refine their safety skills.



### Online Training

We offer 75+ active courses for team members to develop & refine their safety skills

Internal safety program initiatives include:

### Policy and Audits

In accordance with our Environment, Health and Safety Policy, we are committed to provide a 100 percent safe workplace with zero work-related injuries and illnesses. Health and Safety Management Systems are regularly audited to verify conformance with applicable EHS, legal, and other requirements by conforming to international standards such as OHSAS18001 and ISO45001.

### Hand Safety Program

In 2019, a global action launched to prevent hand injuries. The Hand Safety Program provides every location with a 6-week introduction platform for team members through shop floor activities. The roll-out platform guides implementation to ensure a diverse and knowledgeable training team, active team member engagement to formalize and visualize the hand safety principles, and ongoing communication that all work to build confidence in each other to do better.

### Ergonomics

Tools and training resources assess ergonomic risks and implement work design improvements. For example, we train process design engineers so new manufacturing processes keep the operator in mind to eliminate identified safety risks before a single part is run.

## Emergency Planning

Control of all workplace emergencies reference documented plans and procedures. In 2019, a significant effort expanded our emergency planning to include business travel and traveler safety.

## Machine & Powered Industrial Truck Safety

Global standards address machine safeguarding and control reliability for legal compliance of all machinery. The Tenneco Machine Safety Standard (TMSS) assesses risk, identifies hazards, and ensures installation of proper safeguard systems. Team member technical expertise is engaged to enhance machine safety through an integrated approach to improve overall equipment effectiveness. In 2019, we simplified the machine safety process to further support risk reduction efforts.

In 2019, the Distribution Centers focused on power industrial truck (PIT) safety. As part of this focus the DC network participated in monthly update calls to take time to review the monthly PIT focus at each facility. These discussions addressed training (classroom as well as hands-on) and any PIT-related incidents in detail, including the investigation process and corrective actions. Through these discussions, sites were able to better address PIT safety risks in a more concise manner.





# Global Human Rights

In addition to our own commitment to fair working conditions, a guiding principle of the Tenneco Code of Conduct states: "Tenneco respects the human rights of all people and expects our suppliers and other business partners to follow the same high standards of social responsibility." Tenneco views compliance with this commitment to human rights as an important responsibility of every Tenneco team member and supplier.

## Freedom of Association

As stated in our [Basic Working Conditions Policy](#), the Company does not discriminate against team members based on specific associations that a team

member may have and further recognizes a team member's right to associate with a legally sanctioned organization, if he/she chooses. We apply unified approaches to interactions with team members in all the countries and regions in which we operate, considering the specific differences of local cultures. In the United States, 17%

of our team members are covered by collective bargaining agreements. Globally, approximately 50% of our 78,000 team members are covered by collective bargaining agreements.

The U.S. sites are subject to compliance under the National Labor Relations Act (NLRA) which means the team members at those sites have a right to consider a third-party to represent them in collective bargaining. Information is posted at all our U.S. sites that advises team members of their rights under the NLRA.



### Collective Bargaining

50% of our global team members (17% in U.S.) are covered by collective bargaining agreements



### No Violations

There were no violations of the NLRA in these facilities during this reporting period.

Our principles and guiding business practices, outlined in our [Basic Working Conditions \(Human Rights\) policy](#), are compatible with the human rights frameworks identified in the following:

- The United Nations Universal Declaration of Human Rights
- The United Nations Global Compact
- The Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises
- The Global Sullivan Principles of Social Responsibility



# Inclusion and Diversity

At Tenneco, we embrace the unique needs of each geographical market — from customer requirements to team member cultures. We have made progress in this area and we continue to strive to be better. We actively cultivate the diverse talents of our team and leverage their extraordinary perspectives and innovative ideas that make Tenneco an industry leader. Since 2016, we increased our female team member count over eight percent, with nine percent of executive promotions being female. Tenneco is committed to inclusion and diversity at the executive level, and considers it vital.



## Females +8%

Female team member count has increased over eight percent since 2016

To drive further changes, Tenneco commissioned an IDEA (Inclusion, Diversity, Equity and Action) Board in 2020. The IDEA Board is partnering with committees from the Board of Directors and with management to build a more robust Inclusion and Diversity strategy for the future. Below is a description of actions taken before the IDEA Board was formed, and we look forward to sharing more about the IDEA Board in our 2020 report.

In addition to the 16,000 diversity partnerships we participate in through the Local Job Network, we partner with over 100 diversified organizations such as Hire our Heroes and the United States Department of Health and Human Services. To increase team member awareness of such efforts, we created our



## Our Diversity

Tenneco maintains 16,000 diversity partnerships

monthly campaign. For example, team members in our Southfield, Michigan office recognized the contributions of those with disabilities to our workforce and our society. For example, team members in our Southfield, Michigan, office recognized the contributions of those with disabilities in our workforce and our society, with the theme being “The Right Talent, Right Now.” To honor and celebrate National Disability Employment Awareness Month (NDEAM), Southfield team members donated funds to benefit the Special Olympics of Michigan.

## Our Workforce

### Women in the Enterprise



### Women in Leadership (VP and above)



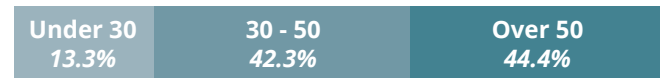
### U.S. Ethnic Diversity



### U.S. Females Employed by Category



### U.S. Females Employed by Age



Hourly and salaried team members

Tenneco’s most important asset is our global workforce — the men and women working hard to serve our customers. Having a skilled, capable and engaged workforce is vital to our continued success. We strive to create a culture in which our team members develop their skills and advance their careers through experiences, coaching and training to become a high-performance team.

We understand that team member engagement is critical to our success which is why, in 2019, we continued to train all Human Resources directors and managers on how to enhance team member engagement using online and workshop blended learning. We also designed the 2020 engagement survey to ask our team members to share their views about their experiences working at Tenneco. The results will help us understand our current engagement levels, develop actions to address areas for improvement, and build upon our strengths to make Tenneco a better place to work.

# Talent Management

We have developed initiatives and opportunities to empower team members to progress their skill sets, focusing on tools and training to build capability and technical, professional and leadership skills throughout our organization, as well as use a progressive learning approach of “learn-do-lead” to develop our future leaders. For example, we have over 120 Tenneco team members who are trainers (our target being a minimum of two in every location) to provide training on any leadership topic to the plant team members. We currently offer over 3,500 training classes and sessions, ranging from First Aid training to Managing Risk.

Throughout the year, over 123,000 in-person and virtual training programs were held and completed



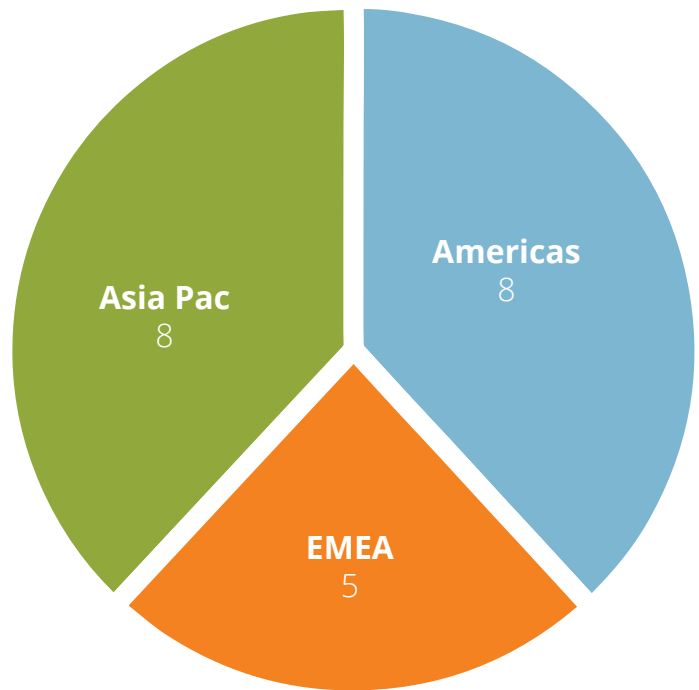
## Team Growth

Over 123,000 in-person and virtual training programs held & completed

across the globe to support the growth of our team members. Training programs are offered in a variety of topics from soft skills such as “Active Listening Skills for Professionals” to technical skills such as “Capital Budgeting.” Close

to 2,300 of the courses are dedicated to soft skills such as diversity, inclusion, ergonomics, on-boarding, new manager, difficult conversation, and some wellness topics such as work life balance and conflict management. Approximately 80 online courses are available for supervisor development such as change, developing self and others, coaching, interaction management, results, and diversity.

**Average Training Hours Per Salaried Team Member**



# Talent Management, cont'd...

## Core Development Programs

### The Crew – Business Line Leader (BLL) Development Program

The Crew is a program specifically designed for BLLs who are leading newly formed business lines. The program aims to give BLLs education, experience, and exposure to become more efficient and effective in their roles. Business leaders, HR leaders, functional heads and even the CEO, CFO, and CHRO train during highly interactive workshops. Broadly, the topics include: Business Model, Category Strategy, Market Intelligence Tools, Strategic Pricing, Forecasting, Innovation Pipeline Development & New Product Development, Product Life-Cycle Management, Revenue Management Process, SIPOC, etc. A portion of the workshop is spent on people leadership and processes, with topics such as: Change Management, Talent Reviews, and Community Services expectations.

### Value Stream Simplification Training

Tenneco's Value Stream Simplification (VSS) training is held globally to create awareness and understand prioritization around products and customers. VSS is how we work. It is integral to our business model and our culture. Simplifying everything we do to create superior financial returns is what we expect. VSS is driven by an analytical methodology built on the 80/20 principle that provides a deep understanding of what areas of the business drive the most value for our stakeholders, and conversely what areas drive complexity and distractions that create waste. This proven methodology guides the strategy of many businesses and drives top-tier financial performance. This approach helps us to develop business specific strategies by identifying our priority markets and customers and creating intense focus on delivering superior product solutions to meet their needs. VSS helps us deliver sustainable, profitable growth by aligning our human and financial capital on these priorities, while minimizing and optimizing the complexity that creates waste.

## Rotational Program

Tenneco has a Rotational Program to identify and invest in high-potential, early-career professionals to ensure the leadership necessary to meet the future needs of our business. The individuals selected to participate in this program complete a rigorous assessment process, receive focused skill development through classroom training and one-on-one mentorships, and experience business challenges across multiple locations and functions of our business.

## Management Development Center

In the company's management development center, participants complete predefined assessment tools including but not limited to: case studies, competency-based interviews, team collaboration exercises, and individual exercises. Detailed feedback is provided at the conclusion of the program and attendees are encouraged to establish a personal development plan.

## Power Up

Power Up is a standardized program for European plants. Key program objectives include pushing entrepreneurial attitude in the organization, increasing capability to adapt agility and to take decisions on a strategic level, and creating awareness about the needs of the change of the business/market.



# Talent Management, cont'd...

## Talent Reviews

Tenneco conducts in-depth Talent Reviews of its salaried workforce on an annual basis. These reviews serve to identify high potential talent to advance in roles with greater responsibility, assess the learning and development needs of the salaried population, as well as establish and refresh succession plans for critical leadership roles across the enterprise.

To ensure a fair and consistent Talent Review process, Tenneco has established criteria and tools to determine an employee's potential based on modern behavioral science principles. The company measures potential by assessing an employee's ability to Learn and Grow, their Emotional Intelligence, and Motivation/Drive to contribute above and beyond their established roles and responsibilities.

Tenneco's annual Talent Review process begins in Spring with leaders discussing front line team members. The reviews progress through the levels of the organization, building on lower level reviews, and conclude with Business Group Presidents and Functional Leaders presenting summaries of their organizations to the CEO in the Fall. By the end of the process, the potential for all salaried team members have been assessed, talent gaps identified, and learning and development needs are summarized. The information collected through the process serves as a talent needs assessment that is used to determine Tenneco's strategies for talent acquisition, learning and development, and movement of talent across the enterprise.

**In 2019, Talent Reviews led to the identification of several key learning and development initiatives to be created in 2020, including new development programs for Front Line Leaders and Business Line Leaders. Additionally, the Talent Reviews facilitated several key personnel moves including the succession for the CFO of Motorparts and the placement of nine Business Line Leaders.**

## Performance Reviews

The transparent communication of team member performance is a key factor in our success. Through ongoing assessments, reviews, and mentoring, we identify career development and training opportunities and establish strategic performance objectives. We are continuing to enhance and refine our review process and plan to continue our increasing trend of reviews performed into the future. In 2019, Tenneco managers completed performance reviews for 93% of salaried team members. Additionally, performance reviews are performed with hourly team members, however, they are not currently tracked centrally. We have a plan in place to improve the tracking of performance reviews for hourly team members. Overall, our goal is to complete performance reviews with 100% of all team members.



### Performance Reviews

93% of Salaried Team Members Received Performance Reviews



# Community Involvement

Tenneco encourages our team members to give back to their communities through participation in local events, fundraisers, and philanthropic contributions. Tenneco supports several organizations which engage in activities to enhance the lives of children and education including Starfish Family Services, Winning Futures, and United Way.

In India, Tenneco’s Powertrain business group spends 2% of aggregate profit before tax of the previous three financial years. Each year, the team carefully chooses social projects in healthcare, education, livelihoods, women empowerment and skill development to support.

In 2019, our Clean Air business group instituted a TEN Star award program to honor team members who exemplify the Tenneco shared values. Individuals are nominated by their peers at all levels of the organization including both hourly and salary team members. Global award recipients designated a charity or cause of their choice to receive a donation from the company. In 2019, donations were made on their behalf to CRIT (Centro de Rehabilitación Infantil Teletón), Education Development Foundation of Nanjing Xiaozhuang University, Detroit Rescue Mission Ministries, Family Restoration Services, Gaozhou Social Welfare Home, Shenyang Municipal Children’s Welfare House and Care for Children Public Charity, SPA (animal protection society) for France and St. Jude Hospital just to name a few.

## 2019 TENStar Award Recipients

**Alejandro Hernandez**

Mexico

**Bradley Ladd**

United States

**Robert Stahrr**

United States

**Haoran He**

China

**Rijian Ouyang**

China

**Fu Xiang Zhou**

China

## Plant Volunteering Highlights



### Aguascalientes, Mexico

The facility collects cigarette butts and provides them to a local organization which developed a biotechnical process to recycle the cellulose in the cigarette butts to produce paper. Cigarette butts take anywhere from six-to-ten years to degrade, they contaminate the water supply, and they could potentially cause fires.



### Patiala, India

We helped to construct a community health center in the village of Bahadurgarh. The center provides much needed medical assistance and dental care for 14 villages.



### Southfield, Michigan, USA

We supported Habitat for Humanity of Oakland County for their Rock the Block program. Team members helped transform their Southfield neighborhood with various landscaping and home improvement needs.

# OUR PLANET



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[Environment Strategy and Management](#)

[Environmental Initiatives and Goals](#)

[2019 Environmental Performance](#)

Suggested Links:

[Environment Policy](#)

## Environmental Stewardship

We recognize the importance of environmental stewardship to our customers and we design and deliver products that enable fuel-efficiency and eliminate emissions in vehicles and engines. This commitment dates back to the early 1990s when both Tenneco and Federal-Mogul supported the EPA 33/50 Program to voluntarily reduce the use of toxic chemicals. Our operation continues to actively reduce resource consumption through energy, water, and waste management initiatives.

# Environmental Strategy and Management

All business groups within Tenneco are united in our mission to preserve the environment and conserve resources. As a global organization, we are committed to supporting local communities and enabling a healthier and more productive world through our risk-based approach.

Tenneco's environmental strategy is focused on reducing the environmental footprint of our facilities while developing and delivering quality products that enable fuel-efficiency to our customers. Our strategy is partially based on risk and partially based on opportunity assessments collected by business systems. For example, customer and regulatory requirements identified by our Sales and Commercial Operations translate into product strategy and development within our Product Development and Launch business system.

To accomplish our short-term strategy, Manufacturing Operations continually invest in higher efficiency for our production assets and lower energy costs for our facilities. In addition, our annual business strategy cycle is linked to regulatory emissions targets through the review of regional, regulatory targets for the next 10+ years, as well as the product choices our customers plan in their future portfolios. This review serves as the linkage between our short and long-term strategy coordination. Greenhouse gases (GHGs) and vehicle propulsion efficiency have been identified as key opportunities for our business lines and feature prominently in our future product roadmaps in support of our customers.

Environmental goals are managed through the implementation of the ISO14001 Environmental Management Standard and similar site-level management programs. Currently, 79 percent of our global manufacturing sites are certified in accordance to the ISO 14001 Environmental Management System standard. Additionally, 13 percent of our global manufacturing sites are certified in accordance to



## ISO 14001 Certified

79% of our Global Manufacturing Sites are ISO 14001 Environmental Management System standard certified

## Environmental Strategies

**Long-Term:** Develop and incorporate new technologies that minimize product impact on the environment

**Short-Term:** Reduce our environmental footprint with lower GHG emissions, lower energy use, reduction of water use, and elimination of waste

the ISO 50001 Energy Management System standard. It is our long-term vision that all our manufacturing sites would be certified to these or similar external standards. Commitment to 2019 environmental projects represent Energy, Water, and Waste reductions throughout the company as represented by the following sample list of projects initiated and/or completed:



## ISO 50001 Certified

13% of our Global Manufacturing Sites are ISO 50001 Environmental Management System standard certified

### ENERGY reductions

- Welder ventilation exhaust efficiency (Napoleon, Ohio)
- HVAC control upgrades (Napoleon, Ohio)
- Lighting occupancy sensors (Napoleon, Ohio)
- Boiler Room steam meter (Napoleon, Ohio)
- Air Compressor upgrade (Napoleon, Ohio)

### WATER conservation

- Paint Line condensate return recovery (Napoleon, Ohio)
- Cooling Tower upgrade (Paragould, Arkansas)
- Boiler Manifold replacement (Paragould, Arkansas)
- WW Treatment Laboratory Installation (Changzhou, China)
- Wastewater Analysis Protocol (Gliwice, Poland)
- Paint Process rebuild (Hodkovice, Czechia)

### WASTE elimination

- Scrap and rework reduction (Napoleon, Ohio)
- WW Treatment Plant Installation (Celaya, Mexico)



# Environmental Initiatives and Goals

We focus our operations leadership on continuous environmental improvement as a corporation. The following sections highlight our corporate environmental initiatives and performance tracking within our operations.

The reuse and recycling of all resources, effective waste management, and the conservation of energy and water are the foundation. Clearly defined goals within each business group drive our environmental performance. In 2019, we established a new three-year goal for a 3 percent reduction of global GHG emissions by 2021. This goal was established after Federal-Mogul became a part of Tenneco and includes the former Federal-Mogul operations. Additional goals have been established for energy reduction, water use, and waste generation.

We have established a cross-functional committee to develop a renewable energy strategy. As we develop our long-term strategy, we will continue to analyze the renewable opportunities that currently exist for our global manufacturing footprint.

Communication of goals and objectives at our manufacturing locations go beyond corporate goals to include specific ISO 14001 and ISO 50001 management system risk controls and improvements. Global internal communications of our shared goals and site goals are monitored at least monthly. Environmental performance to our Stakeholders is reported through the Carbon Disclosure Project (CDP) and other frameworks annually.

## Three-Year Environmental Goals (2019-2021)

In 2019, we set the following goals for 2021 compared to our 2018 performance as a baseline:

**3%**  
↓

- Energy Use
- GHG Emissions (Scope 1 + 2)
- Water Withdrawal
- Industrial Waste

*(Normalized by Sales)*



# 2019 Environmental Performance



## 18.8% Reduction in Energy Use

We measure, monitor, and analyze our carbon footprint year-over-year and continue to invest in energy reduction efforts and improvement of data collection. In 2019, we made progress on several initiatives such as:

- Upgrading building systems, such as HVAC and heating controls, to be more efficient
- Process optimization for machinery in various locations
- Consolidation of operations

### 2019 Data

**Energy Consumption**  
2,412,829 MWh

**Scope 1 GHG Emissions**  
383,267 mt CO<sub>2</sub>e

**Scope 2 GHG Emissions**  
1,178,751 mt CO<sub>2</sub>e



## 11% Reduction in Water Withdrawal\*

Our current water stewardship goals include completing a detailed assessment of the importance of sufficient amounts of quality freshwater across our value chain by 2021.

We are currently working to balance our water-related risks with our energy use goals to optimize our overall environmental footprint.

### 2019 Data

#### Water Withdrawal

16,467 megaliters

\* Motorparts and Powertrain Business Groups



## 2.6% Reduction in Waste

Waste generation and disposal management includes tracking diverse waste streams to identify reduction, collection, recycling and alternative disposal alternatives.

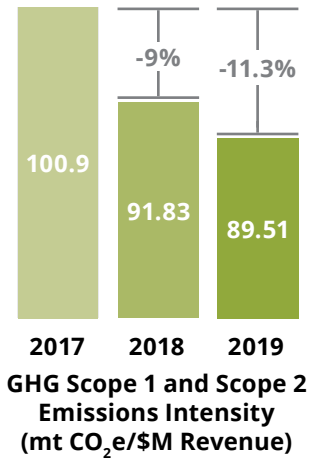
### 2019 Data

#### Waste

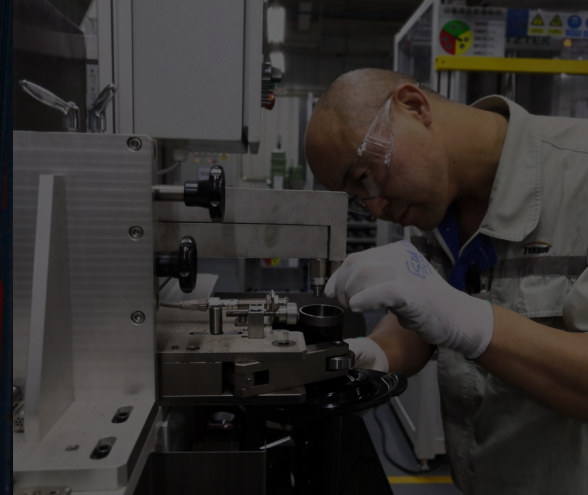
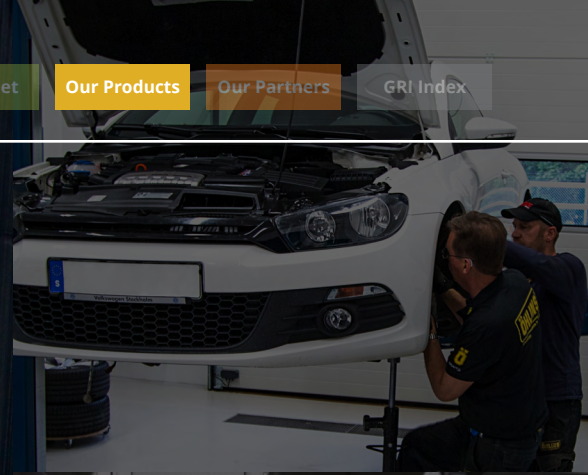
15,530 thousand lbs.



## 11.3% Reduction in GHG Emissions Intensity vs. 2017 Baseline



# OUR PRODUCTS



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[Innovation](#)

[Innovative Technologies](#)

[Development Process](#)

[Product Safety and Quality](#)

Suggested Links:

[Quality Policy](#)

## Leading Technology & Innovation

Our consumers, customers, and governments worldwide continue to focus and increase expectations to develop innovative technologies that support fuel efficiency and CO<sub>2</sub> reduction.

This is why our commitment to the environment is not solely limited to the development of sustainable technologies that reduce emissions. We are among the first in the world to introduce a complete line of low- and zero-copper brake pads more than ten years ahead of mandated legislation that phased out the use of copper due to its adverse environmental impact. To date, more than 2.5 million vehicles throughout the world have been equipped with our Eco-Friction® branded brake pads.

# Our Brands

With our world-leading stable of brands, ranging from the highest level of performance to the broadest everyday use, Tenneco tailors solutions to our markets and customers. We have successfully built a foundation of brands that have reached from the Model T to the Model E, including 15 brands that are more than 100 years old.

In addition to this vast portfolio of branded products, Tenneco also manufactures original equipment products for ride performance, emission systems and the powertrain for nearly all OEMs worldwide.

## Century Brands



## Market-Leading and Service Brands

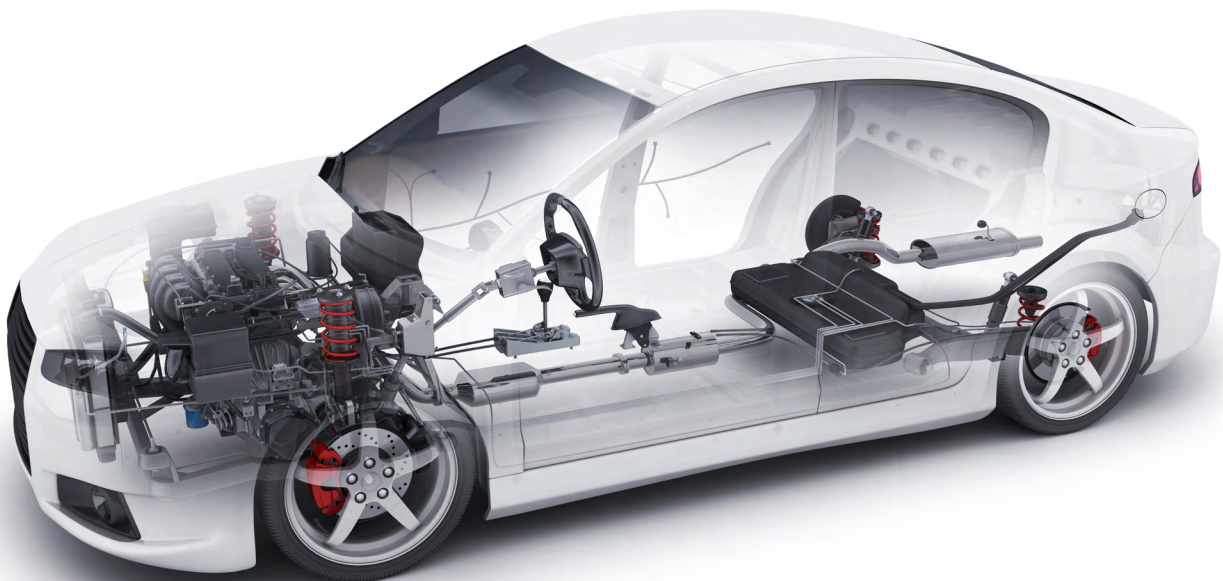


# Innovation

As personal and commercial vehicles become increasingly more sophisticated, innovative technology solutions are needed to stay ahead of a transforming industry. Our products help reduce vehicle mass, improve fuel economy and meet emissions targets without compromising vehicle performance, which has become critical for vehicle manufacturers. Innovation is measured by the success of the new product or process in the market, and that it has made a tangible impact, with measurable benefits to the customer in terms of environmental performance, cost and customer satisfaction.

Tenneco's technology roadmap ensures that we have the right technologies at the right times to meet, and exceed, the needs of our customers in all markets. Our emission control engineering centers share global expertise and capabilities to design and develop solutions for passenger car, light truck, commercial vehicle, locomotive, power generation, marine, and specialty vehicle applications. Research and development efforts focus on innovations to support immediate and anticipated mandates and customer demand for diesel-engine vehicles as well as gasoline. On an ongoing basis, product management and advanced engineering teams jointly review and create roadmaps of technologies and products necessary to support our customers' fuel type, engine, and exhaust strategies.

As an example of investment in clean technology, our Clean Air business group has recently commercialized aftertreatment solutions for large engine diesel engines in the marine, off-highway, industrial and power generation segments. The aftertreatment solution includes a selective catalytic reduction (SCR) system that reduces the nitrogen oxide emissions from these critical infrastructure engines by greater than 90%. The adoption of these high efficiency emission control technologies is growing in the large engine segments in response to the implementation of the latest IMO III marine emission standards and Stage V off-highway, industrial and power generation emission regulations. Further, the emission control devices are being offered to localities to better meet local inventory standards under the national ambient air quality standards. Tenneco's solution integrates SCR catalyst with diesel emission fluid (DEF) delivery and injection system that is controlled in accordance with the engine loading to convert over 90% of the nitrogen oxides in the exhaust gas stream into harmless substances. At the same time, Tenneco's aftertreatment system is fully optimized to assure the best fuel efficiency of the engine while the air quality in our communities is significantly improved.



# Innovative Technologies

## DuraForm® G91 Aluminum Alloy

Specifically developed for highly-loaded light vehicle aluminum pistons, it provides industry-leading strength and fatigue resistance for unmatched durability. The improved material properties allow for design flexibility to minimize overall reciprocating mass and leads to reduced overall friction and fuel economy benefits.

## Monosteel® HIW (Hybrid Induction Welding)

Creates unique steel piston architectures due to its assured weld quality and accurate weld orientation. This provides a solution for complex crown geometries adopted by major diesel engine manufacturers for emissions and fuel economy improvements. HIW is also used for light vehicle diesel pistons, where the ability to weld thin wall steel sections is essential for optimal piston cooling.

## IROX® Polymer Coated Washers

Have demonstrated beneficial results for engines with superior wear-resistance and significantly lower coefficient of friction. This provides vehicle manufacturers, especially those with hybrid engines, durability and fuel economy advantages.

## MicroTorq® Elastomeric Shaft Seal

Addresses the need for reduced parasitic power losses. The MicroTorq seal reduces frictional losses by up to 80 percent versus conventional dynamic seals. This translates into potential improvements in vehicle fuel economy of up to 0.15 mpg and reduction in CO2 emissions of up to 1.5g/km. The new design is capable of performing under all application conditions.

## Compact Ford Panther Mixer

Decreased use of precious metals, lowering weight, and increasing efficiency and reducing total cost for the customer.

## Alpine Lightweight Exhaust

Decreased weight of 3.3 kg per vehicle over a traditional system.

## Lightweight Material for Optimum Isolation

Weight is a critical factor in decreasing the carbon footprint for all transportation types. Our Ride Performance business is currently developing lighter weight isolation materials to be used for different applications, including Electric vehicles. The new material will improve NVH performance and reduce the overall energy consumption of all modes of transportation.

## Reduced Brake Particulate Emissions

As the world starts to understand the next steps in environmental protection, the study of dust, and how it affects all of us is critical to understand. A development project from our Ride Performance business is underway that is focusing on understanding the effect of brake wear particulates in sub-millimeter to nanoscale size on the environment to increase our knowledge and possibly help guide future legislation.

## Compact Cold End Exhaust System

Hybridization allows for downsizing diesel and gasoline engines, less fuel consumption and lower emissions overall. Tenneco is a partner in developing hybrid engine and exhaust solutions. Our compact exhaust system is an excellent example of the lightweight, space saving solutions that can be designed to meet vehicle requirements.



# Development Process

As a result of growing customer requirements, changes in consumer behavior, industry evolution, and environmental regulations, Tenneco's innovation strategy has focused to increase product range to support internal combustion and hybrid engine needs. Our technical and regulatory expertise provides a strategic advantage in identifying opportunities that allow us to seamlessly translate business growth and new technologies.

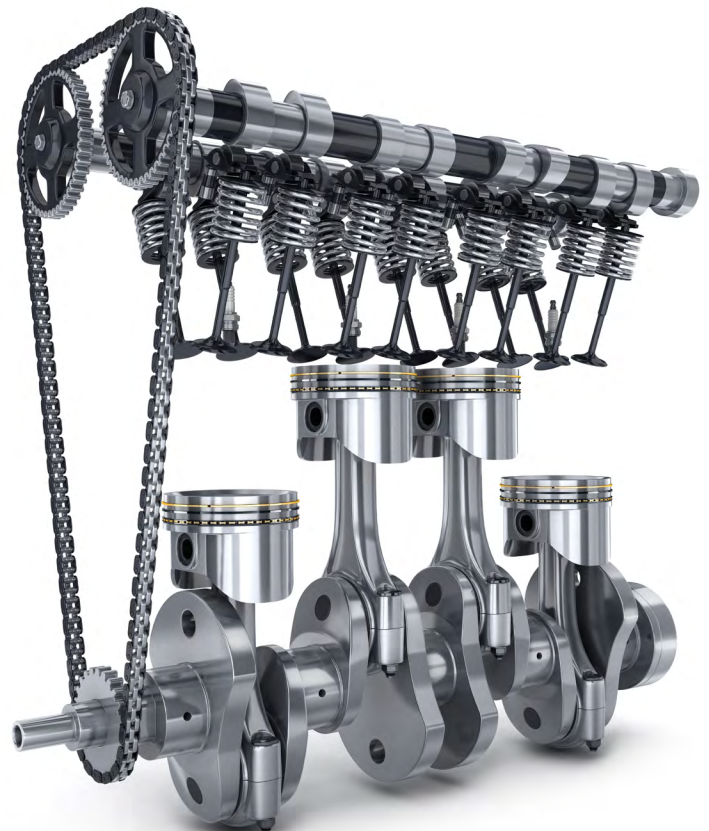
Greenhouse gas emissions and vehicle propulsion efficiency are key defining opportunities and feature prominently in our future product roadmaps in support of our customers. For example, the product management component of our Sales and Commercial Operations reviews customer feedback, assesses reputational risk, and translates customer and market requirements into product strategies, road maps and prioritized product plans. Our Product Development and Launch system identifies regulatory risks and opportunities and considers these in the strategies and roadmap to develop new products through the Tenneco Product Launch System (TenPLUS).

Our Innovation team developed a cross-functional, phase-gate business process to manage investment risk as well as gauge market acceptance and Technical Readiness Level (TRL) of new products under development. Not only does this program focus on identifying regulatory market opportunities, as described in our Environmental Strategy section, it increases the probability that our research and development investments will result in successful customer adoption of targeted new high margin products to drive top and bottom line growth, evaluate the customer voice and roadmaps, and anticipate development opportunities for the next five years.

This formal evaluation process consists of gates and milestones to ensure the **quality and integrity of new innovations** is maintained in addition to ensuring appropriate internal resources are allocated to streamline project completion. At a high level, many of our innovations are driven by fuel economy standards (i.e. to reduce CO<sub>2</sub>, exhaust recovery, etc.) which will help us be prepared for regulations that will be in place in 2025. To achieve these, we make our

products more "efficient" by reducing waste, reducing scrap, and continuous improvement programs driven through a formal process at the manufacturing level. We continue to monitor payback on these initiatives.

**Product innovation is assessed through product cost leadership, superior functionality, advancement of technology, vehicle dynamics/integrated systems expertise, being a Noise, Vibration, and Harshness (NVH) solutions provider, and leading aftermarket brands. Each business group within the organization has unique measures and metrics that indicate successful innovation. For example, our Ride Performance business group has the goal of facilitating a superior driving experience. To achieve this, they must meet the increasing demand for advanced suspension technologies that enhance vehicle performance.**



# Product Safety and Quality

Tenneco is committed to quality excellence and customer satisfaction. Ensuring the safety of customers who purchase and use our products is key to maintaining a successful business, founded on trust and reliability. We achieve this by implementing our [global quality policy](#)



## 92% Certified

92% of our Global Manufacturing Sites are IATF 16949 and ISO 9001 standards certified

and leveraging continuous improvement and a disciplined quality management systems. 92 percent of our manufacturing locations are certified in accordance to the IATF 16949 and ISO 9001 standards, the industry's most widely used international standards for quality management.

## Product Safety Oversight

Tenneco established a Global Warranty Committee (GWC), a cross-functional group representing C-suite executives and functional leaders including Engineering, Quality, Operations and Legal. The committee holds management oversight for Product Safety and Quality issues, at the corporate level. The GWC is governed by a formal policy document, including communication and escalation of warranty and product safety issues. The GWC obtains legal advice from the Legal Department about the Company's regulatory and financial reporting obligations concerning potential Warranty Events, TREAD Events, and Recall Events after soliciting and receiving information from many sources within the Company, including information elevated by our business groups.



## No Recalls

In 2019, Tenneco had no National Highway Traffic Safety Administration (NHTSA) recalls.

## Product Safety Process

We benchmarked best practices and current state of product safety to better develop processes for identifying risks and preventing issues. We assessed roadmaps for product risks and opportunities, identifying immediate process improvements in addition to holding several workshops to improve the way we assess product safety risk in our engineering process. Additionally, the GWC created and implemented an internal escalation procedure that requires escalation of potential product safety issues.

Location managers, quality managers, or designated person(s) are required to notify management of potential issues, which are then reviewed through the escalation process and generally brought to the Quality and/or Legal departments to determine the level of escalation and corrective action process required to address the issue.

## Product Safety Process Objectives

Our Product Safety process works across functions of our businesses groups through our GWC to improve the relevant business processes that put safe products on the market, aiming to:

- Reduce risk of future safety defects
- Reduce risk of launch delay due to compliance
- Respond to safety issues over the product life





# Product Safety and Quality, cont'd...

## Risk Assessment and Mitigation

Risk assessments inclusive of safety metrics were incorporated within all our product manufacturing processes, such as our New and Leading Technology Introduction processes. These processes are consistent with ISO 26262. For example, our safety program was continuously evaluated using the following nine components:

- Traceable safety decision process
- Show safety is highest priority
- Include product safety in PDP
- Independent auditing
- Integrate safety upfront
- Train organization in product safety
- Outside eyes/diversity in reviews
- Continuous improvement
- Controlled process at all levels

We monitor and create mitigation plans for key risks in our industry. Here are two examples:

1. Vehicle automation/autonomous driving
2. Air emissions moving from passive to active (actuators/electronics built into products can "misbehave" and short circuit)

## Sub Supplier Audits and Quality Certification

Tenneco expects all direct material suppliers to certify to, at minimum, ISO 9001 quality management system. Additionally, as part of the supplier approval process, new direct material suppliers are audited by Tenneco on Quality Management Systems (QMS) topics to ensure conformance to the Company's QMS requirements as highlighted in the [Tenneco's Supplier Manual](#).

## Raw Material Reporting and Compliance

Tenneco reports on materials used in our products to IMDS for traceability and compliance. Additionally, we issued a restricted substance management standard (RSMS) to help ensure that Tenneco's customers are using parts and components that fully meet applicable legal and customer standards regarding materials used in our products and theirs. This standard seeks to inform our suppliers of the materials we must exclude from Tenneco's products altogether and the limits we have on the amount of certain other materials. These restrictions are primarily based on environmental or other related concerns.



# OUR PARTNERS



Skip to:

[\*\*Supply Chain Transformations\*\*](#)

[\*\*Responsible Sourcing\*\*](#)

[\*\*Conflict Minerals\*\*](#)

[\*\*Supplier Diversity\*\*](#)

Suggested Links:

[\*\*Supplier Quality Manual\*\*](#)

[\*\*Conflict Minerals Statement\*\*](#)

## **A Commitment to Excellence**

Commitment to ethical and lawful conduct is our utmost priority. We are dedicated to partnering with suppliers that not only have superior ethical and safety track records but are environmentally responsible. Tenneco recognizes that increasing fuel efficiency regulations continually impact the market and our customers and drive our strategy to improve fuel efficiency technologies. As a part of this strategy, we are seeking out more vendors that can support innovation. To meet these commitments, all of our direct and indirect materials and processes are described within our global purchasing procedures.

# Supply Chain Transformation

In our evolution to operational excellence, we aim to become a high velocity Supply Chain, obsessed with waste elimination and execution excellence. Greenhouse gas emissions are waste; therefore, reducing them drives down operational costs.

We are committed to implementing a process to measure and track the performance of our operations at every single facility focusing on developing reduction targets for energy, greenhouse gases, water and waste. We do believe that with the mindset of continuous improvement we will continue to foster a culture of innovation and unlock opportunities to become the high velocity end-to-end Supply Chain we envision.

Optimizing our utilization of resources and minimizing waste will reduce our impact on the environment and increase our ability to improve our bottom line. At the end of the day, operating our business in a sustainable fashion is not only the right thing to do but it also makes good business sense.

Our Supply Chain organization believes that Sustainability is not an event; it is an ongoing journey. Our goal is continuous improvement and not perfection. It is something we work on day-to-day and understand quite well.



# Responsible Sourcing

We aim to positively impact individuals and communities through our direct operations and products; however, we acknowledge that by working with our supply chain we can indirectly work to ensure sustainability and responsible sourcing and are key commitments. We enforce our commitment to human rights and responsible sourcing in our supply chain through the publication, distribution, and enforcement of rules outlined in our [Code of Conduct](#) and [Basic Working Conditions Policy](#), along with our [Supplier Manual](#). These documents detail our supplier expectations to oppose any form of forced or compulsory labor and support zero tolerance of harassment or discrimination against team members in any form. Our Basic Working Conditions outlines our policy statements on human rights, including freedom of association. Suppliers are required, as a condition of doing business with Tenneco, to sign-off on the Tenneco Code of Conduct and Supplier Basic Working Conditions. Human rights clauses or human rights screenings are included or performed prior to completing significant investment agreements and contracts. Our statements on efforts to prevent slavery and human trafficking are available on [our website](#). Tenneco expects our suppliers to conduct internal audits and self-assessments as a condition of our contracts. We use a supplier management software to manage our suppliers.

To ensure these policies are communicated to our team members, we conduct internal training related to forced labor and fair working conditions and provide relevant training materials to team members on our intranet site. Furthermore, we require that each direct material supplier maintain a training program concerning Tenneco's commitment to forced labor and working conditions. We encourage all suppliers to take the Automotive Industry Action Group (AIAG) Supply Chain Sustainability Knowledge Assessment and the AIAG Supply Chain Sustainability e-Learning.

To the extent that ethics or compliance issues are noted in the context of any interaction with a supplier, we have procedures in place to take appropriate and necessary action to address and resolve such issues. To promote accountability, we are committed to taking appropriate actions to urgently remediate or discontinue relationships with suppliers and other third parties who fail to meet our standards for lawful and ethical conduct, including prohibitions on the use of forced labor in any of its forms, such as human trafficking and slavery. Our [Ethics and Compliance Hotline](#) can be accessed through multiple reporting channels and is available to anyone to report any concerns or potential deviations from our expected values. Such reports are promptly investigated, and appropriate actions taken.

We use risk-based third party due diligence screening. Mitigation actions include items such as background checks, contract clauses, training and monitoring.



# Conflict Minerals

Tenneco is committed to sourcing components and materials from companies that share our values around human rights, ethics and environmental responsibility. We are committed to complying with the Dodd-Frank Wall Street Reform and Consumer Protection Act, supporting the elimination of the use of tantalum, tin, tungsten and gold from improper sources that could promote abuses in the Democratic Republic of the Congo Region (DRC) or one of the DRC nine adjoining countries. We have implemented a due diligence process to meet these obligations including review of mandatory responses to our supplier questionnaires. Tenneco takes appropriate corrective action if an issue is identified, ranging from training to investigation to remediation. Tenneco also expects its suppliers to exercise due diligence on the source and chain of custody of these minerals and make their due diligence findings available to Tenneco. To ensure compliance with these requirements, each company in our supply chain must request information regarding the use of conflict minerals from their direct suppliers, who, in turn, must solicit that information from the next tier of suppliers. More information about our conflict minerals reporting is in our [Conflict Minerals Policy](#).

As part of Tenneco's continuous efforts to source responsibly and to align with AIAG and Original Equipment Manufacturers, Tenneco has included Cobalt reporting as part of our annual due diligence process and reporting.

## Supply Chain Reporting Requirements

Tenneco imposes reporting requirements on its global supply chains, regardless of where the components and materials are purchased. Tenneco has been working closely with AIAG, Responsible Minerals Initiative (RMI), and our Original Equipment Manufacturers and tier-one colleagues to ensure consistency in the tools used to establish this process. We will continue to:

- Educate suppliers with respect to the requirements on conflict minerals
- Use an industry-wide identified approach to develop a centralized means of collecting, tracking and responding to customer requests
- Assess products and identify those for which conflict minerals are or may be necessary to their functionality or production
- Develop processes to determine if such necessary conflict minerals originated in the covered countries or to confirm that they are from recycled or scrap sources. This will include supporting the Conflict-Free Smelter Program developed by the Responsible Minerals Initiative (RMI) obtaining information and assistance from suppliers to trace the origin of any necessary conflict minerals.



# Supplier Diversity

Tenneco recognizes the value of diversity and actively seeks opportunities to create diverse supplier partnerships. We are committed to maintaining a diverse supplier base and continue to implement business practices that will provide equal access to procurement opportunities for minority- and women-owned businesses. In the past six years, we are proud to have received 22 supplier diversity awards from partners such as FCA, GM, Ford, Nissan, and Toyota.

Our goal is to increase the number of qualified vendors, representing both racial and gender diversity, that meet the standards for quality and value. We have a commitment throughout our corporation that, as a team, we can succeed in reaching this goal.

In 2019, there was a reduction in spend with diverse suppliers compared to the prior year. This decrease was due to a number of factors including suppliers selling their businesses to non-diverse owners, losing certification, internal supply chain consolidation and/or diverse suppliers no longer being competitive. We continue to be committed to helping suppliers to regain their certification and developing diverse suppliers.

Our commitment extends to identifying, developing, and sustaining our relationships with diverse business enterprises to support our growth in line with evolving business environments. To ensure this, we only accept supplier certification from the National Minority Supplier Development Council, the Women’s Business Enterprise National Council, National Veterans Business Development Council, the Center for Verification and Evaluation (CVE) and other LGBT, HUBZone, and Disabled-owned businesses.

Tenneco connects with diverse suppliers through memberships, partnerships, conferences, and tradeshows with customers, as well as diversity advocacy organizations such as the Michigan Minority Supplier Diversity Council, Great Lakes Women’s Business Council, Asian Pacific American Chamber of Commerce, Michigan Hispanic Chamber of Commerce, National Veteran’s Business Development Council, and the National Minority Supplier Development Council.

Supplier Group	2019 Suppliers (#)	2018 Suppliers (#)	2019 Spend (\$M)	2018 Spend (\$M)
Minority Business Enterprise (MBE)	63	95	63.5	75
Woman Business Enterprise (WBE)	84	111	49.2	54.8
Veteran Business Enterprise (VET)	31	27	69.2	92.1

**Our efforts have been acknowledged through the following awards received throughout 2019:**

- GM Top Performer Silver Award
- Toyota Excellent Supplier Diversity Award
- Nissan Supplier Diversity Certificate for achieving Nissan goals



# Next Steps in Our Journey

The next step in Tenneco's Environmental, Social and Governance (ESG) journey will be to perform a formal materiality assessment, including research and benchmarking, stakeholder interviews and topic prioritization. This will enable us to further develop and drive our ESG goals and ambitions for the next decade.

## We are committed to:

- Improving our ESG strategy, including key performance metrics;
- Actively sharing best practices across business groups and functions;
- Evaluating Sustainability Accounting Standards Board (SASB) and other reporting frameworks to determine how to drive long-term stakeholder value;
- Embracing continuous improvement and evaluating program effectiveness; and
- Reporting our progress against our goals and objectives.

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406-1	Incidents of discrimination and corrective actions taken	Ethics and Compliance	In 2019, we had no confirmed incidents of discrimination in EEOC or state fair employment practices agency matters.
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417-2	Incidents of non-compliance concerning product and service information and labeling	Product Innovation	In 2019, we had no incidents or fines that were material regarding non-compliance concerning product and service information and labeling.
<b>Customer Privacy</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity	21



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