

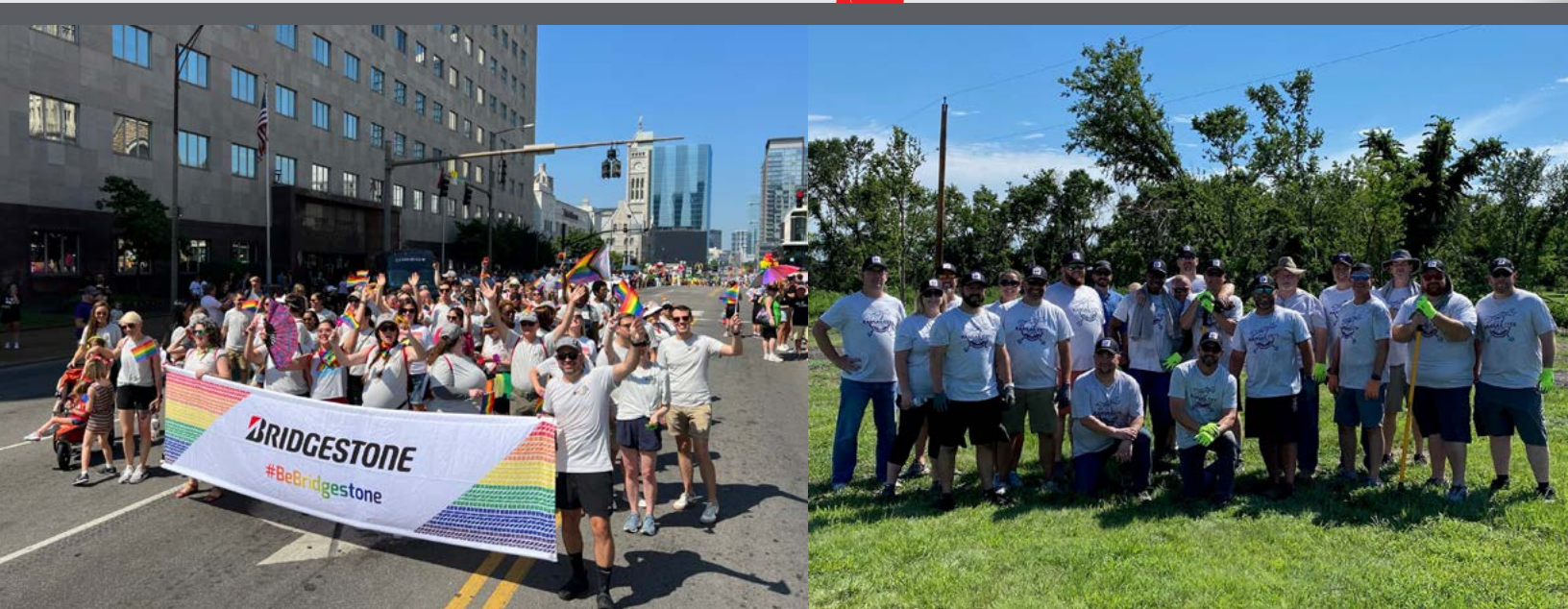
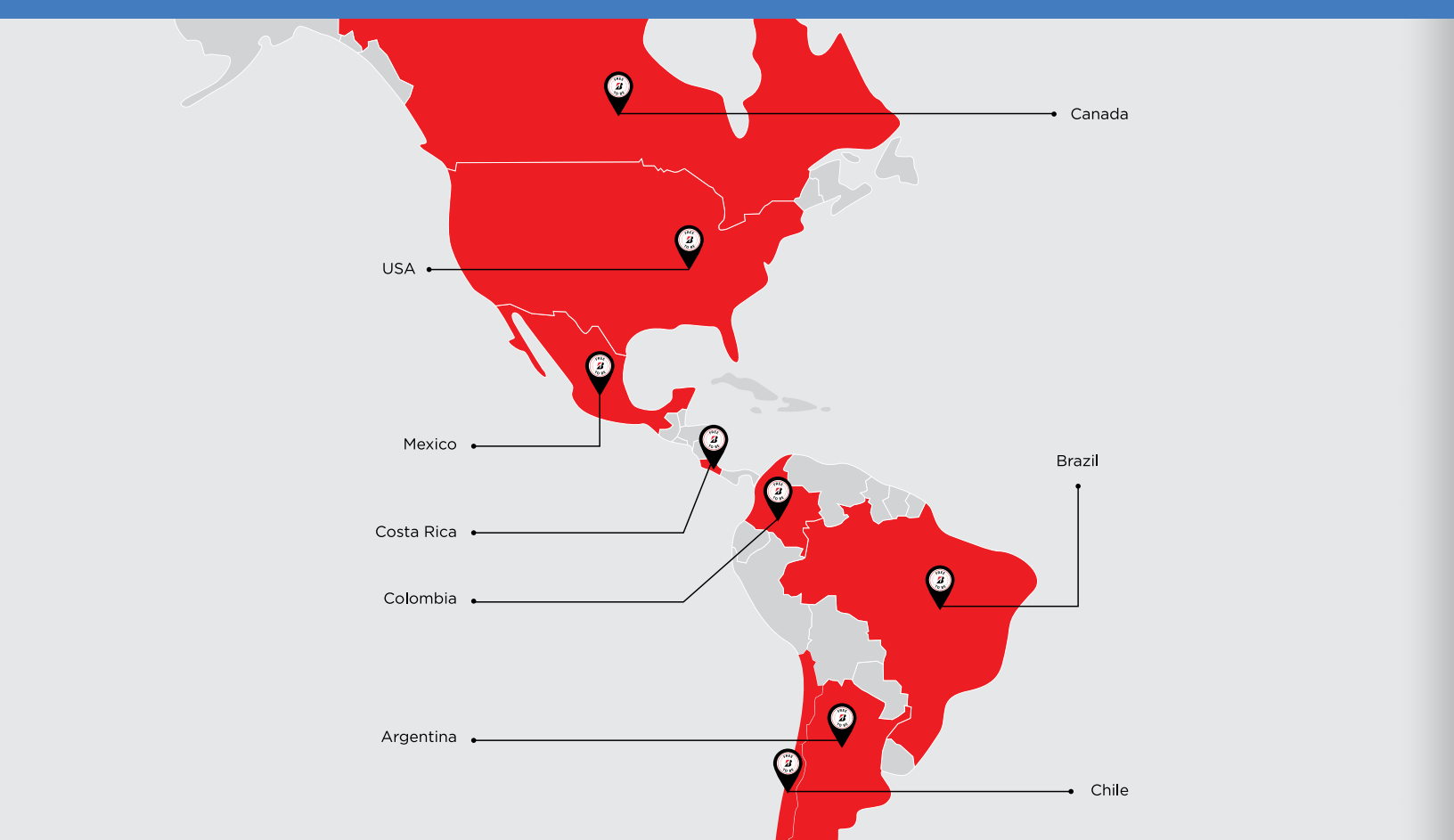
# 2022 DE&I ANNUAL REPORT

## Bridgestone Americas

**BRIDGESTONE**  
*Solutions for your journey*







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# A Message from Paolo Ferrari

In our inaugural DE&I annual report, I stated my full commitment to listen, learn and evolve to make true and lasting change for the betterment of Bridgestone. I challenged our company to accelerate and deepen our commitment to diversity, equity and inclusion (DE&I) by joining our collective efforts to make an even bigger impact.

In 2022, we announced the Bridgestone E8 Commitment, which solidifies our global commitment to a more sustainable world for future generations and focuses our efforts to provide social and customer value through eight fundamental values. It represents the next evolution in our global sustainability journey by embracing and expanding upon our corporate social responsibility priorities to establish eight focus areas where Bridgestone will deliver value – Energy, Ecology, Efficiency, Extension, Economy, Emotion, Ease and Empowerment.

For our teammates, this means that we are committed to not just making best-in-class products, services, and solutions for our customers, but creating work environments and communities where today, tomorrow, together we thrive. Diversity, equity, and inclusion will continue to be instrumental

toward achieving these goals. That is why we launched a DE&I strategic framework that communicates our intent, shares our long-term goals, and transparently details our success criteria for our leaders, teammates, and stakeholders.

Though we know we are on a continuous journey, I am energized by our progress. We continue to make advancements toward our DE&I goals and remain committed to developing leaders who are representative of the teammates we lead and communities we serve. Everything we do has a sole purpose: to create sustainable solutions that will help improve the way people move, live, work and play for generations to come – because that’s what really matters.

As you dive into this year’s report, you will see more about the Bridgestone E8 Commitment and how our teammates and leaders are embracing and improving upon our DE&I efforts and results as a fundamental aspect of this journey.



**PAOLO FERRARI**  
*President and CEO, Bridgestone Americas  
Joint Global COO, Bridgestone Corporation*



# The Bridgestone E8 Commitment

## SOLUTIONS FOR A MORE SUSTAINABLE WORLD DEPEND ON DIVERSITY, EQUITY & INCLUSION

In 2022, we introduced the Bridgestone E8 Commitment, establishing eight areas of focus that will guide our decision-making as we build a more sustainable society for future generations. This global corporate commitment clearly defines the value we are promising to deliver to society and our customers, and it connects to every aspect of our business.

At Bridgestone, our longstanding mission is “Serving Society with Superior Quality.” In our Bridgestone 3.0 journey, this service to society will increasingly come to life through the value we provide as a sustainable solutions company.

People are at the heart of everything we do, which is why Empowerment is one of our Bridgestone E8 Commitment values. Empowerment represents initiatives to increase accessibility and dignity for all people by promoting Diversity, Equity and Inclusion (DE&I), solving social issues through support of our local communities, and creating a corporate culture that empowers our teammates.



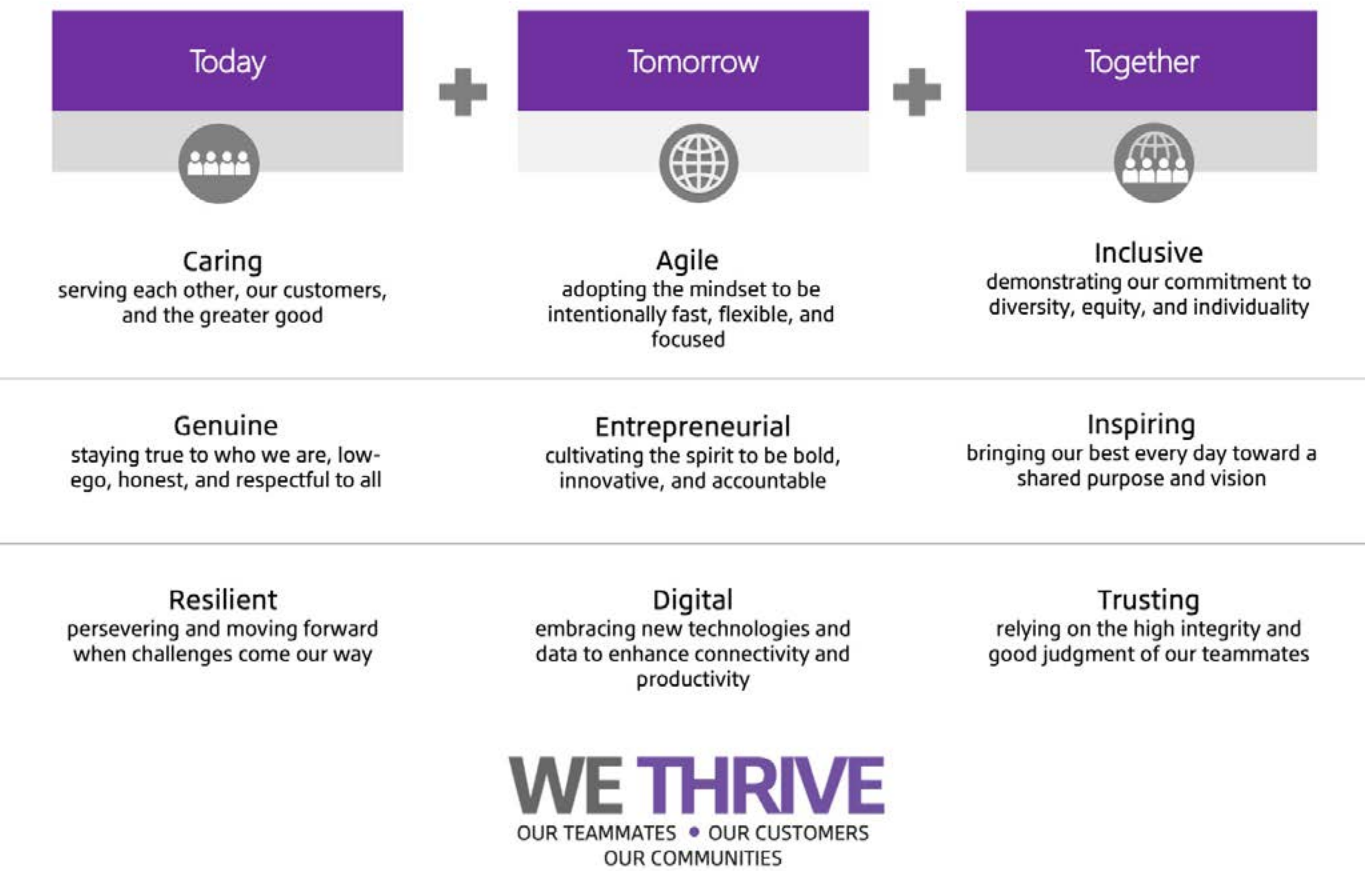
# Diversity, Equity & Inclusion

**It is core to our cultural characteristics.**

At Bridgestone Americas, we strive to be continually **caring**, **genuine and resilient**, to work in increasingly **agile, entrepreneurial and digital ways**, and to cultivate a culture that is truly **inclusive, inspiring and trusting**. Our ultimate goals are to embody these core values, hold each other accountable in order to achieve the promise of our North Star and build the best possible Bridgestone where today, tomorrow, together... we thrive.

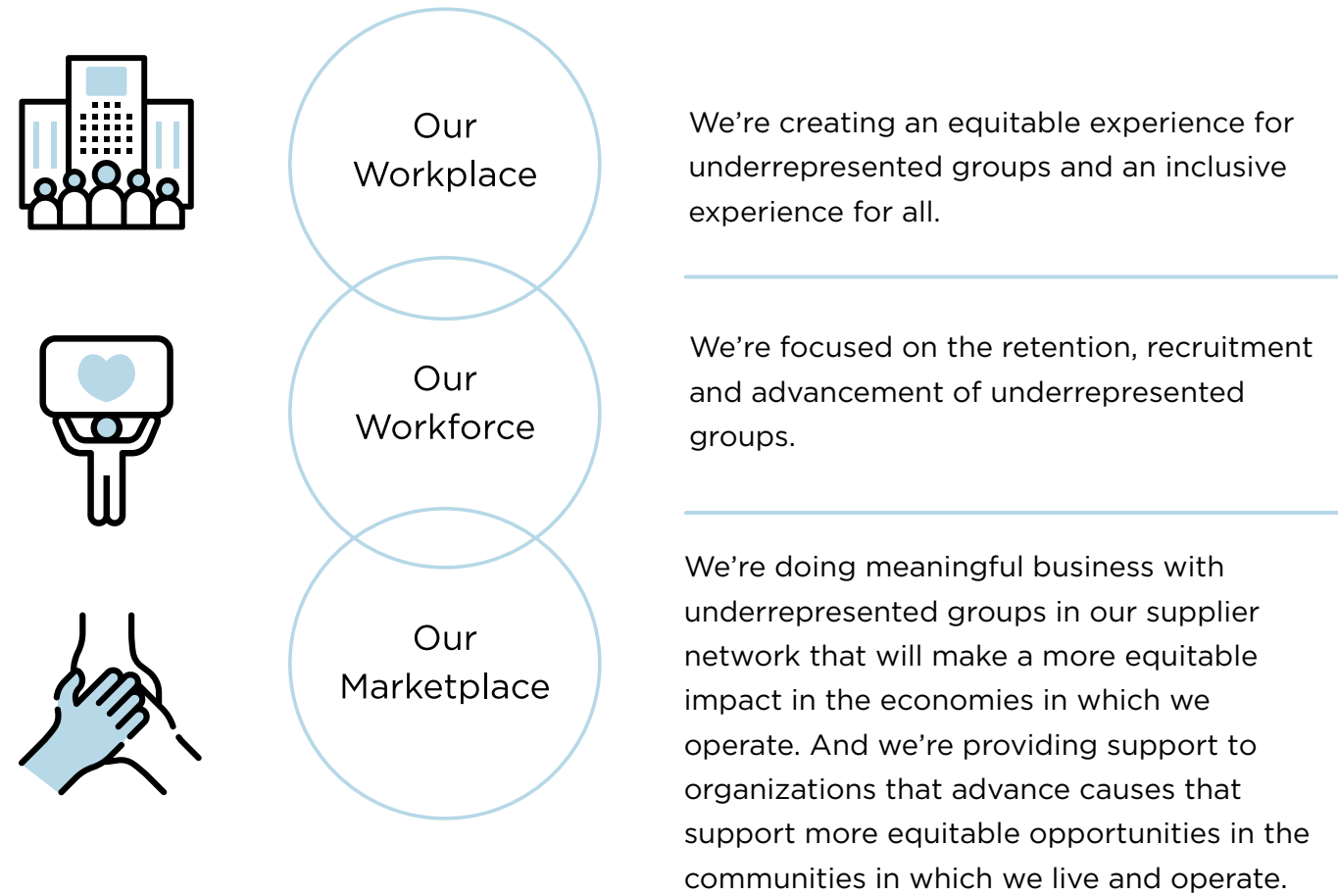
Our commitment to inclusion is about cultivating an even more inclusive culture that advances equity, embraces individuality, and helps our increasingly diverse teammates, customers, and communities thrive. As a key enabler, we established our DE&I Center of Excellence in January 2022 and defined a strategy to build upon the DE&I goals already in place and accelerate Bridgestone's transformation into a sustainable solutions company.

[Learn more about our culture of inclusion](#)



## OUR DE&I FRAMEWORK

To track our progress in building a more Inclusive environment for all, we regularly review meaningful metrics assessing our workplace, our workforce, and our marketplace, with an eye toward long-term 2030 objectives. We review these metrics with our Board of Directors and senior leaders each quarter. You will see some of these metrics detailed throughout the report.



## HOW WE MEASURE

### OUR WORKPLACE

- Participation in DE&I core learning programs
- ERG participation and investment
- Engagement scores

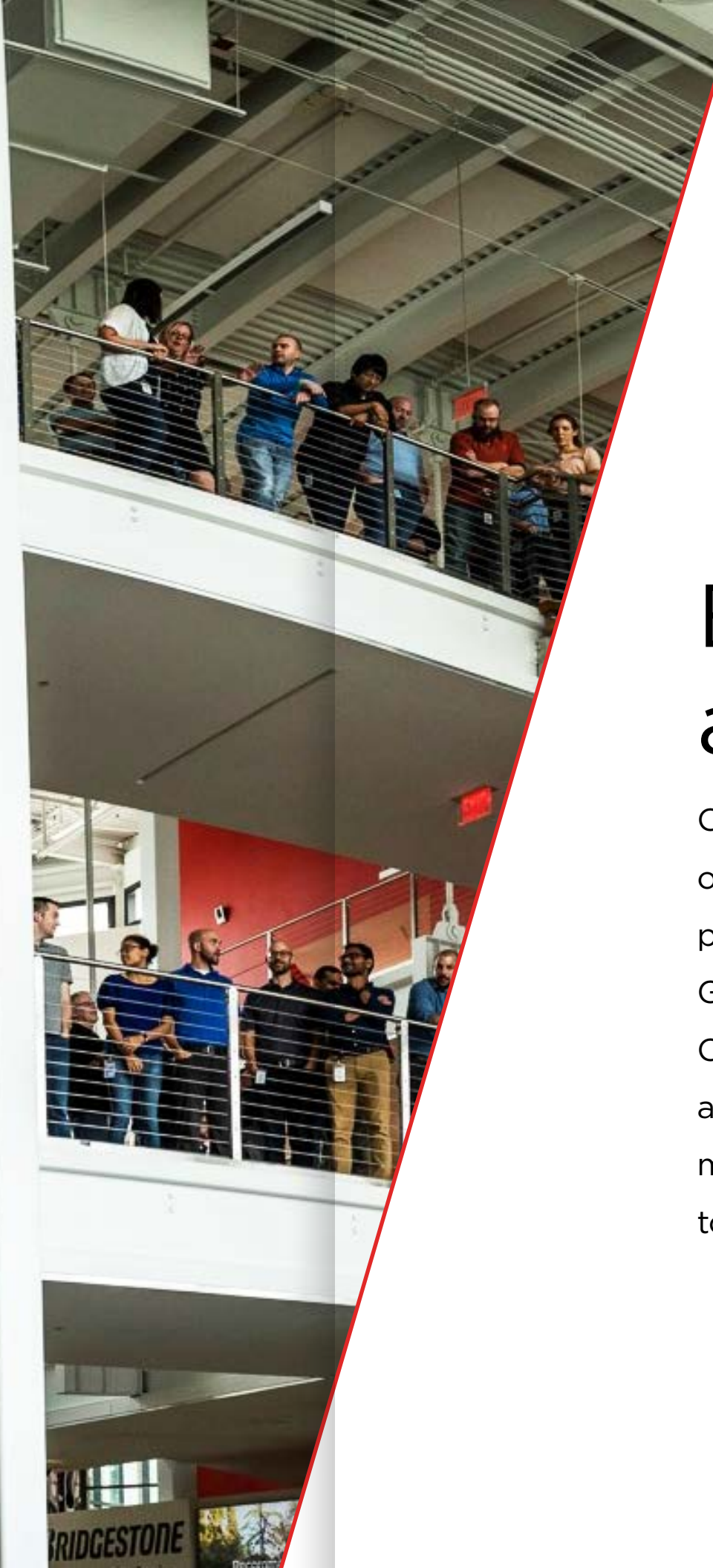
### OUR WORKFORCE

- Diverse candidate slates
- Representation for underrepresented groups
- Promotion rates
- Pay equity

### OUR MARKETPLACE

- Supplier diversity spend with commodity and raw materials
- Programming and education with our dealers and suppliers





# Everyone Plays a Part

Our DE&I strategy is enabled by our Center of Excellence, but everyone at Bridgestone plays a part. From our six Employee Resource Groups, to the members of our DE&I Steering Committee, to our leadership team and each and every Bridgestone teammate, we each must adopt an inclusive mindset and take action to achieve a truly equitable experience for all.



# U.S. Scorecard

“

As part of our E8 Corporate Commitment’s focus on Empowerment, we are genuinely committed to building a workforce that represents and includes the diversity of our communities and world. Thanks to our caring, inclusive, and resilient team, this year we have made meaningful and measurable strides on this pivotal journey.

Our objective is and always will be to share our results with as much transparency, consistency, and precision as possible. Last year, we detailed what we track and report according to our job and compensation structure – Leadership, Management, Professional, Teammate, Sales, and Technical – which we believe is the most meaningful and repeatable segmentation. This year, we continue to track and report those same categories with the addition of our Bridgestone Retail Operations Field Management (BSRO Field Management) organization, which we have separated out from our field and channel sales group. We added this category to ensure we were able to measure our progress with our retail store managers separately from our progress with our field and channel sales population, given the difference in nature of these roles and to ensure clearer visibility into the results of both groups, given that their roles and labor markets are fundamentally different.

As you read the report, you will see we have taken meaningful steps to ensure we are recruiting, developing, advancing, and retaining our underrepresented groups, and these steps have translated into continued progress in our representation results.

We are pleased to share that in 2022 we made progress in increasing representation across the board at almost every level for women, underrepresented racial groups, and women of color. Some of this progress has been more incremental, while we have seen substantial steps forward in other areas, including an increase of two full percentage points in our representation of women in Management levels which has now crossed an important threshold at over 30%. And not shown in the chart, for the first time ever, we have also reached this 30% threshold for representation of women on



JASON FISHER  
Chief Human Resources Officer  
(CHRO), BSAM

the Bridgestone Americas Executive Committee, our highest level leadership group.

Representation of underrepresented racial groups and women of color has increased at every level we measure, and significantly so in some of them. We focus not only on supporting and advancing representation of women and underrepresented racial groups, but also specifically on the intersectionality of the two, as we know that women of color face particularly pronounced challenges and inequities in workplaces everywhere, which we are committed to mitigating and removing in ours.

We celebrate the progress our teammates and leaders have made, but we recognize that our path toward doing our part to create a more diverse, inclusive, and equitable world of work requires sustained, long-term commitment. We are continuing to monitor our retention and recruitment rates for underrepresented groups, and to make the changes needed to ensure that year after year, Bridgestone becomes an ever more inclusive and welcoming culture where each and every teammate can thrive”.

*Note: Our recent business acquisition of fleet management solutions company Azuga positively impacted some results, including women in sales and racial diversity in technical areas, while having a slight negative affect in others (women executives, for example).*

Diversity, Equity and Inclusion							
Underrepresented Groups (URG)					Recruiting External Hires		
	Total	URG: Race	URG: Women	URG: Women of color	People of color	Women	Veterans
Leadership	166	12.0%	21.7%	4.2%	49.6%	12.8%	6.6%
Management	1,175	18.3%	31.7%	6.2%			
Professional	1,955	24.9%	36.7%	9.3%			
Teammate	26,796	38.2%	10.7%	5.1%			
BATO Sales	324	13.9%	11.1%	2.2%			
BSRO Field MGMT	2,219	21.8%	7.0%	1.9%			
Technical	1,174	18.6%	11.0%	2.4%			
GRAND TOTAL	33,809	34.6%	12.8%	5.1%			

Underrepresented Groups (URG) by Ethnicity/Race									
	Asian	Black or African American	Hispanic /Latino	Two or more races	American Indian or Alaska Native	Native Hawaiian or Pacific Islander	I do not wish to identify	Unknown	White
Leadership	4.8%	3.6%	2.4%	1.2%	-	-	2.4%	1.8%	83.7%
Management	5.4%	6.5%	4.9%	1.3%	0.3%	-	1.4%	1.8%	78.5%
Professional	5.5%	13.5%	4.0%	1.6%	0.2%	0.1%	1.2%	1.7%	72.3%
Teammate	3.0%	20.9%	10.4%	5.1%	0.1%	0.4%	1.1%	7.2%	53.5%
BATO Sales	0.3%	5.2%	5.2%	2.5%	1.2%	-	2.8%	1.5%	81.8%
BSRO Field MGMT	1.8%	10.0%	7.0%	1.9%	0.7%	0.5%	0.9%	6.8%	70.5%
Technical	7.7%	5.5%	4.3%	0.7%	0.3%	0.2%	1.2%	1.6%	78.6%
GRAND TOTAL	3.3%	18.4%	9.3%	2.3%	0.9%	0.4%	1.1%	6.4%	57.9%

## CORPORATE EQUITY INDEX:

Bridgestone Americas received a score of 90 out of 100 on the Human Rights Campaign Foundation’s 2022 Corporate Equality Index (CEI), the nation’s foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality.

# Latin America Scorecard



“

In Latin America, we are committed to accelerating our progress with gender representation and driving an even more inclusive culture across the countries we operate in and markets we serve. This helps to ensure we have a team that reflects our customer base. We are innovating and driving diversity for all generations and all genders. Continuing to accelerate our DE&I journey is crucial to our success as a company and business but also to continue providing value as a sustainable company”.

**CHARLIE RULE**  
*President, Bridgestone Latin America*  
*B~UNIDOS Executive Sponsor*

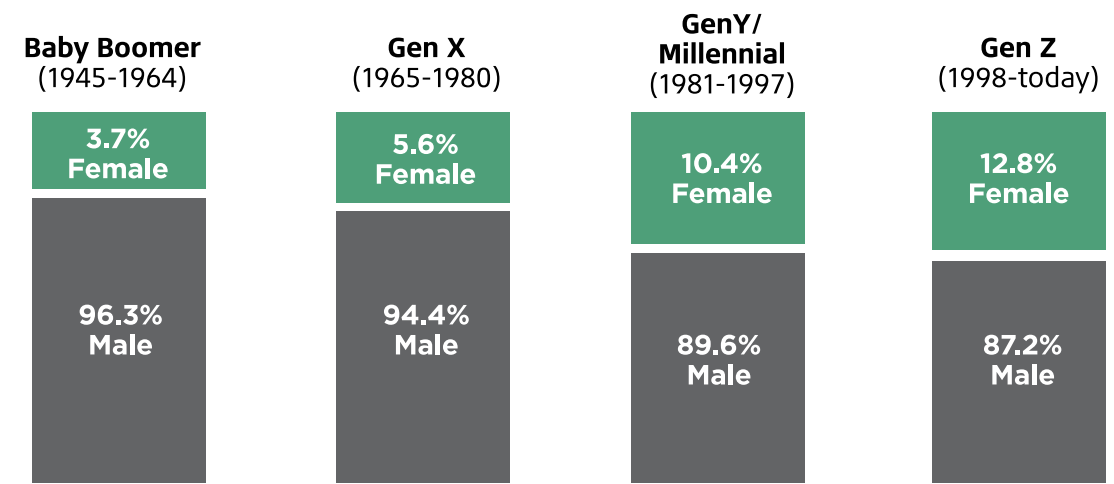
“

In Latin America, we are a multidimensional region, and that helps us connect to the diversity of our customers and stakeholders. I am proud of the cross-regional synergies we have established through our diversity committees and employee resource groups to impact positively our DE&I metrics. Since 2021, in Latin America, we measure gender representation and generational mix of talent to ensure we have the right people to deliver and drive innovative and sustainable solutions. Our employee resource groups foster communities of belonging and create a safe space for all our females, LGBTQ+ and multigenerational teammates to thrive. The diversity of our teammates within each country leads us to better outcomes and builds a diverse and engaged workforce”.

**LUCILA DEL GRANDE**  
*Executive HR Director, LA*



	Female	Male	Total	%Female	%Male
Leadership	3	8	11	27.3%	72.7%
Management	60	170	230	26.1%	73.9%
Professional	665	1,285	1,950	34.1%	65.9%
BATO Sales	47	199	246	19.1%	80.9%
Teammate	110	7,112	7,222	1.5%	98.5%
Total	885	8,774	9,659	9.2%	90.8%



All numbers as of December 1, 2022.

“

To have an inclusion and equity strategy for the business not only ensures to have a team that represents diversity and innovation to drive our vision but highlight our commitment with society and future generations to recognize that we are different and that they all have the right to express their whole selves It and be happy with it. As Bridgestone and in line to our E8 commitment through our DE&I strategies we are committed to empower our society and ensure accessibility and dignity for all and that starts with our culture and teammates, we are committed to give voice to all the differences that unites us as a team and makes us unique as a Company”.

**DIANA VEGA**  
*HR Director, Bridgestone LAN*





# Our Team

## AT BRIDGESTONE, YOU'RE ALWAYS FREE TO BE.

For us, inclusion starts with living our cultural characteristics and ensuring teammates truly feel the freedom to be themselves. Free to Be is more than a motto, it's a movement across Bridgestone to celebrate each of us in all of our complexities. We are cultivating a workplace culture that ensures each voice is heard and that people have what they need to reach their goals. **BECAUSE WHAT REALLY MATTERS IS BEING FREE TO BRING YOUR WHOLE SELF TO WORK.**



[Listen to our Free to Be Anthem.](#)



While we're working to cultivate an even more inclusive workplace, we're proud of the progress we've made to date. According to our 2022 engagement survey, 82% of teammates believe they can be themselves at work today.



“

Employees that show up and share their unique identities find more confidence and satisfaction in both their personal and professional lives. It also allows us to expand our cross-cultural knowledge and appreciate our collective experiences – whether it's being on the autism spectrum, being part of an interracial marriage, or being a caregiver for a parent”.

LATRES JARRETT

Executive Director, Bridgestone Canada

# FREE TO BE CONVERSATIONS

This year we introduced a quarterly series, Free to Be Conversations. In these virtual gatherings, a panel of conversation leaders share their personal experiences and perspectives on diversity, equity and inclusion topics and invite teammates to share their own thoughts and questions. This series is an example of how we are demonstrating our genuine commitment to caring about the concerns of our teammates and connecting in a digital workplace.

“

Activities and actions like this will surely pave the way and lead our organization to a better today and tomorrow”.

“

I truly appreciate the safe space that was created for the conversation”.

“

This was one of the best hours I've spent in 21 years with Bridgestone”.

November 14 1:00-2:00pm CST

## Free to Be Conversations

A Conversation about Well-Being

Conversation leaders:

Kendrick Robinson, Sr. ERG & Inclusion Specialist  
Molly Colli, Director, Benefits Administration & Operations  
Melissa Vaglio, Executive Director, Bridgestone Retail Operations  
Jason Holmes, Director, Aetna Resources for Living  
Mark Cecil, Director, Health & Welfare Benefits Strategy and HRIS Solutions



## FREE TO BE WEEK

In May we celebrated our second annual Free to Be Week! Teammates across our regions took part in programs, both virtual and in person, to learn more about the power of diversity and the importance of equity and inclusion.

Our theme for the week was **Free to Be Multidimensional**, recognizing the many dimensions of diversity that make up each of us and celebrating the freedom to bring all of those dimensions to work.

We hosted educational opportunities around implicit bias and conscious conflict, continued our Free to Be Conversations series, launched a DE&I manager roundtable series and culminated the week with a Free to Be Celebration that incorporated local diverse businesses!



## Special Guest: Team Bridgestone's Brittany Bowe

We believe in the power of sport to excite, unite and inspire people from all backgrounds and across all borders and we're a proud Worldwide Olympic and Paralympic Partner. For Free to Be Week we invited Team Bridgestone athlete and two-time Olympic medalist speed skater Brittany Bowe to share her story with our team. Brittany embodies the intersection between sports and diversity, as a female, a member of the LGBTQ+ community, an ally, and so much more.



“

It was such an honor to be a part of Bridgestone Americas Free to Be Week. Being able to share my story and to witness Bridgestone's commitment to creating a workplace where everyone is recognized and celebrated for being themselves was so empowering. I am so proud to be a part of Team Bridgestone, who is on a mission to build a diverse team and see the world through the eyes of many”.

**BRITTANY BOWE**

*Team USA long track speedskater*



# LEARNING AND GROWING

Developing our teammates’ understanding of diversity, equity and inclusion is ongoing, and learning takes many different forms.

“We recognize that DE&I is not a destination, but a journey that requires our commitment to ongoing DE&I education that supports learning and development for our entire Bridgestone community”.

KENDRICK ROBINSON  
*Sr. ERG and Inclusion Specialist*

This year, we embraced a digital and entrepreneurial mindset when we began developing a new self-guided DE&I learning curriculum, Inclusive Pathways, focused on implicit bias, allyship, and empathy. We used Implicit Bias as the foundational course and added a suite of empathy resources. These resources include a self-developed empathy framework that focuses on using empathy in their daily interactions to cultivate a sense of trust and care. Empathetic care for our teammates in the way they need it is essential to driving DE&I education.

We also piloted a course that will be added to our Inclusive Pathways curriculum called “Conscious Conflict”. That course builds upon Implicit Bias and Empathy, and teaches participants how to intervene or mitigate bias as it is happening and restores trust.



5,000 U.S. TEAMMATES HAVE COMPLETED IMPLICIT BIAS EDUCATION

99% OF LATIN AMERICAN LEADERS AND MANAGERS HAVE COMPLETED IMPLICIT BIAS EDUCATION

90% OF PARTICIPANTS SAID THEY WERE VERY LIKELY TO RECOMMEND THE CONSCIOUS CONFLICT COURSE TO OTHER TEAMMATES.

Across our organization, teams are sharing, learning and listening.

- **Our teams in Latin America offer DE&I panels** throughout the year and mentoring through their Accelerated Women Development Program.
- **Our Law Department has established a DE&I Committee**, focused initially on inclusion, recruiting, law firm retention, and internships. The committee hosts educational and inclusive events, including external speakers and book club discussions, a virtual Walk in My Shoes panel discussion in which department members share personal life experiences, and a department-wide cultural potluck lunch.
- **Our Core Tire Group hosted DE&I Roundtables** where teammates were able to talk to people outside of their normal working groups and ask hard questions and learn best practices, specifically around hiring and retaining underrepresented groups.
- **Our Firestone Direct team held a gathering** at the home of Angie Oleson, Director Firestone Direct, Mobility Solutions, to participate in a powerful and personal discussion about misconceptions related to gender, race, sexuality, and other areas of bias.



“We wanted to challenge common misperceptions and allow ourselves to be comfortable having discussions that sometimes seem uncomfortable or uncommon in the workplace around race, gender, or sexuality. By having these discussions we started to break down barriers, and by sharing our own stories we grew closer and we learned more about how it might feel to walk in the shoes of others. It was powerful and impactful for many of us”.

ANGIE OLESON  
*Director Firestone Direct, Mobility Solutions*



## Walk a Mile in My Shoes

We also invite our teammates to share their personal stories in a video series, Walk a Mile in My Shoes. It's just another way we reach teammates in a hybrid working environment, across many different regions. These videos showcase the many dimensions of diversity across our workforce and give teammates the opportunity to learn about others' identities and experiences directly.

Walk a Mile in My Shoes' Stories



Watching the Walk a Mile in My Shoes videos has reinforced the pride I feel working for Bridgestone. I am so grateful that these teammates feel comfortable sharing their personal stories and bringing their diverse experiences and backgrounds to work every day”.

**LOUISE BROCK**

*General Counsel, Labor & Employment*



The Walk a Mile in My Shoes videos are such priceless gifts for us to learn more about our teammates and their extraordinary lives. The stories are so touching and authentic. It makes me proud that Bridgestone creates an environment for teammates to share their stories and whole selves”.

**SUSIE LONG**

*Vice President Talent, Engagement, Organization & Culture*



## An Emphasis on Well-Being

### EVOLVING OUR WAYS OF WORKING

Our office-based teammates were sent home during the early days of the pandemic and adjusted to a different way of working. Now that our offices have re-opened, we provide those teammates the genuine flexibility to work when and where they need to based on the work that they do, rather than an arbitrary schedule or requirement. In 2022 we formally announced a “Work From Anywhere” element building on our hybrid working model, which provides consistent, principle-based eligibility guidelines for some teammates, whose work is conducive to it, to move to another location of their choice within the same country and be able to work remotely full-time moving forward.



### INCLUSIVE BENEFITS

#### **Caring for the total well being of you and your loved ones.**

Our focus on supporting total well-being means that our benefits offerings are designed to address the emotional, financial, and physical health of our teammates and their dependents. Additionally, as we consider our teammate benefits, we do it with an eye towards equity and inclusion, meeting teammates and families at their place of need. We strive to provide benefits that are flexible and comprehensive enough to meet the unique needs of each person, while also offering the benefits that are most needed by specific groups of people, based on life stage, gender or other circumstance. We continue to assess and evolve our strategy and benefits to better meet our teammates' diverse needs. For 2023 we have added benefits supporting fertility, diabetes management and prevention, mental health, and more.



Bridgestone’s flexibility is evolving in a way that continues to meet my own evolving needs as a teammate. As hybrid working was becoming the norm, I had my second son. I know I was able to be a better mom and teammate during that season of personal change thanks to the flexibility entrusted to me. The flexibility options that Bridgestone has provided me have enabled my husband and me to support our family goals without putting undue pressure on us to make a choice between family needs and the Bridgestone career I’m so passionate about”.

**JESSICA BELVILLE**

*Senior Manager, M&A HR & Total Rewards Strategy*



Our benefits cover the full spectrum of well-being:

Emotional

- Flexible work options
- Expanded mental health network and employer-paid therapy
- Child and elder care support
- Addiction support services
- Unlimited therapy sessions for autism

Financial

- 2 weeks paid parental leave
- 8 weeks paid medical maternity leave
- Life insurance
- Retirement planning assistance
- Critical illness, accident and hospital indemnity insurance
- Pet insurance and legal insurance
- Identity theft protection

Physical

- 3D mammogram benefits
- Fertility benefits
- Hearing aid coverage for children
- Gender reassignment support
- Diabetes prevention and management

Benefits may vary by location and plan type.

TEAMMATE-LED EVENTS

Our employee resource groups (ERGs) keep well-being top of mind when planning programming for teammates. From financial well-being, to overcoming burnout, to managing diabetes, our ERGs host speakers and events that educate teammates about the many dimensions of well-being.



“THESE CLASSES KEEP GETTING BETTER AND BETTER. THIS WAS SUCH A GREAT CONVERSATION”.



SUPPORTING WOMEN IN RETAIL & MANUFACTURING

Bridgestone’s Wilson, North Carolina plant formed the Wilson Plant Women in Manufacturing organization in July 2021 to help women in the field overcome personal and professional barriers and gain confidence in the workplace. This group encourages women to grow in their career through workshops, activities, network opportunities and celebrations.

BWIN, Bridgestone’s employee resource group for women and allies, offers programming for our retail teams, as well as a monthly newsletter spotlighting female teammates and sharing articles, videos, podcasts and more – all aimed at developing and supporting women in our retail organization.

“

BWIN’s impact in retail affords inspirational and supportive opportunities where our female teammates can then take on breaking barriers and managing gender bias in a meaningful way. It’s powerful to see the impact this resource group has for our Bridgestone women, lifting each other up and continuing to move us forward!”.

SUZANNE COPPOLA

Minneapolis Region Manager, Bridgestone Retail Operations





# Employee Resource Groups

## EMPOWERING INCLUSION AT BRIDGESTONE AND WELCOMING YOU AS YOU ARE

Our employee resource groups (ERGs) are teammate-led groups united by shared identities and interests. ERGs provide a community of support for teammates, as well as opportunities for personal, professional and philanthropic development. Groups that started out based at our Nashville, Tennessee headquarters have grown to reach many more Bridgestone teammates thanks to our more inclusive virtual programming. Our ERGs provide teammates with opportunities for impactful work and a variety of unique experiences



The growth and expansion of our employee resource groups are an active part in advancing diversity and inclusion to provide access for connection, innovation, learning and development, and create space where employees can feel Free to Be. These are essential elements in increasing our cultural capabilities and building a more inclusive workplace”.

**NIZAR TRIGUI**

*Chief Executive Officer, Bridgestone Mobility Solutions*



LEARN MORE ABOUT OUR ERGS ON THESE EPISODES OF **BRIDGESTONE'S THRIVE PODCAST**. SEARCH FOR “BRIDGESTONE AMERICAS THRIVE” WHEREVER YOU GET YOUR PODCASTS TO SUBSCRIBE AND LISTEN.

**BRAVO:** Offering Fellowship, Service and Support to Veterans and Allies at Bridgestone.

[Video Podcast](#)

**From Zoomer to Boomer:** BNEXT helping to grow and connect leaders across all generations at Bridgestone.

[Video Podcast](#)

**Be Bold at Bridgestone:** Cultivating an Empowered, Inclusive Community for Black and African American Teammates.

[Video Podcast](#)

**B-UNIDOS:** Building Community for Hispanic and Latinx Teammates at Bridgestone.

[Video Podcast](#)

**Free to Be Proud:** How Bridgestone creates community for LGBTQ+ teammates and allies.

[Video Podcast](#)



**BRAVO’s mission is to inspire veterans to lead and achieve great results. As a group of both veteran and civilian teammates, they frequently give back to the communities where we live, work and play.**

## SUPPORTING VETERANS

This year BRAVO helped represent Bridgestone at the annual VFW National Convention in Kansas City. Veterans and their family members learned about Firestone Direct as well as the discounts they can receive on Bridgestone and Firestone tires at over 50 military installations in the United States. In addition, attendees learned about BRAVO and how Bridgestone is leveraging veterans’ unique skillsets.

## SERVING THE COMMUNITY

BRAVO partners with several community organizations. In honor of Memorial Day, BRAVO organized a community service event with Operation Stand Down to help address food insecurity among veterans in Middle Tennessee, filling 270 bags with much needed groceries for Project Dash.



2022 has been such a rewarding year to be a part of this outstanding ERG! We have begun to realize our vision of expanding BRAVO beyond Nashville to Bridgestone Retail Operations, Bridgestone Americas Technology Center and CFNA, and in doing so we have seen the incredible impact our teammates have in their communities for Veterans and their families. We salute all of the volunteers who are leading these regional activities!”.

**MARTY MORRISON**

*HR & Payroll Operations Program Manager and BRAVO Vice President*







BWIN helps attract, retain and develop female teammates and promote gender diversity at Bridgestone. Their members – who are not exclusively women – benefit from professional development, networking, and mentoring.

## CELEBRATING WOMEN

BWIN hosts a series of Master Classes throughout the year, as well as special programming for International Women's Day. These sessions provide opportunities for teammates to hear from women and leaders both in and outside of Bridgestone.

## INVESTING IN FUTURE GENERATIONS

BWIN teamed up with Firestone Direct and Nashville-based partner Play Like a Girl to host a clinic for middle school girls from Strive Collegiate Academy to teach them about tires, vehicle maintenance, and different career paths in STEM. In Costa Rica, BWIN is reaching students from the Professional Technical College of Zarcero by bringing them to Bridgestone to learn firsthand about STEM careers and bringing guest speaker and professional boxer Hanna Gabriel to the college to talk about using challenges to shape a better future.



We believe it is important to start the conversation around 'non-traditional' female career paths early to open girls up to different possibilities. Those paths can be technical careers such as our mobile specialists, as well as those in the corporate world that include math and strategy”.

**DANIKA ROJ-WIEDMAN**

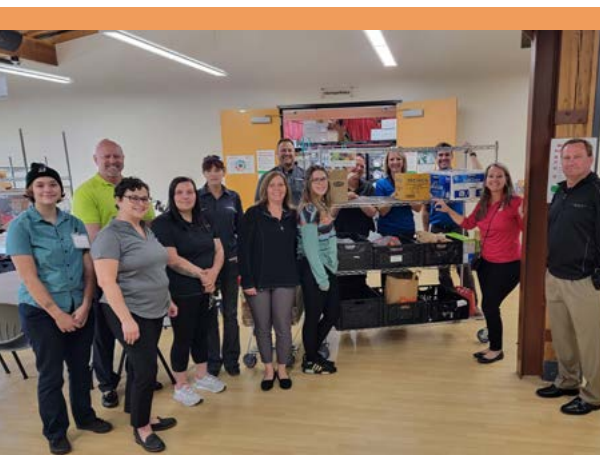
*Sr. Marketing Operations Manager, Mobility Solutions and BWIN member*



For me, BWIN means being part of a transforming process of our culture to contribute to the creation of spaces of greater gender diversity for our Company, through activities in and beyond Bridgestone, achieving greater development of our female teammates and creating more growth opportunities”.

**GRACIELA SÁNCHEZ ORTEGA**

*LA Accounting Senior Manager*



BNEXT supports future leaders and early career professionals at Bridgestone through personal and professional development, connection, and mentorship.

## GIVING BACK

BNEXT gives back to the community throughout the year, partnering with Cumberland River Compact in Middle Tennessee to host creek cleanups and with the YMCA to collect books, food, and more for people in our community.

## LESSONS ON LEADERSHIP

BNEXT hosts a virtual monthly series called Lessons on Leadership where teammates can hear directly from leaders across the organization. This series provides teammates the unique opportunity to connect and learn from Bridgestone leaders as well as gain key insights on paths to leadership and growth across all stages of their career.



BNEXT has provided a key environment for my professional development, from leading a peer mentoring group a few years ago to now serving on the board. Both opportunities came at pivotal points in my growth at Bridgestone and when I was looking for opportunities to complement my day-to-day experience”.



**MATTHEW TRAUTMAN**

*Director, Financial Planning Analysis and BNEXT President*







**BPROUD encourages an environment of inclusiveness and collaboration between Bridgestone's LGBTQ+ community and allies. BPROUD encourages all teammates to take part in championing transformation through networking opportunities, community service and community events.**

## SHOWING OUR PRIDE

Bridgestone has been the presenting sponsor of Nashville's Pride Festival for the last 9 years, and a sponsor of the Akron, Ohio Pride Festival since its inception in 2017. BPROUD leads the way in this colorful show of support for the LGBTQ+ communities where we live, work, and play

## ... ALL YEAR LONG

BPROUD provides support and programs for teammates across the Americas throughout the year. From virtual webinars to cultural experiences, as well as campaigns for all teammates such as "No es Broma" (Not a joke!) in Latin America, focused on creating a more inclusive work environment for all.



BPROUD has given me a big boost in my confidence that I can show up for work authentically without constant worry of negative bias. Knowing that the company supports and celebrates this group makes a world of difference to create a culture of inclusivity".

### ROSS WIDENOR

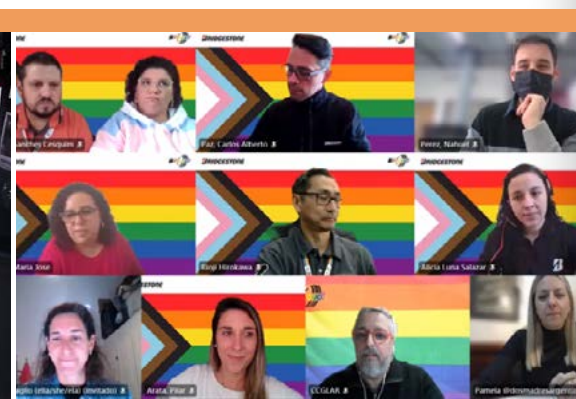
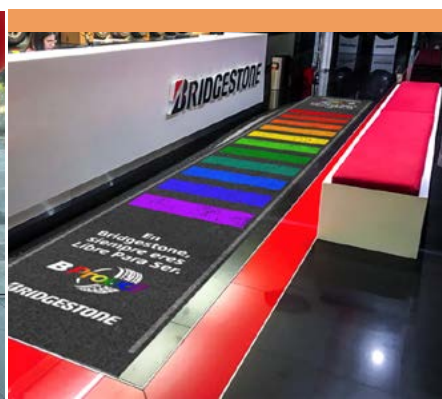
*Sustainability Solutions Business PMO and BPROUD Chapter Leader*



At BProud Latin America we are very proud of our progress during 2022; based on our 2021 learning, we were able to open more spaces to speak more naturally about topics relevant to the LGBTQ+ community. The participation of external guests and our own teammates, expressing their thoughts and experiences, gives us the opportunity as allies to learn, and to actively contribute to the transformation of our culture towards a place where no one feels they have to hide who they are, where everyone can share their dreams and are Free to Be".

### VANESSA TINOCO

*HR LA Operational Excellence Manager*



**BBOLD cultivates an empowered and inclusive community of Black and African American teammates and allies through mentorship, networking, education, cultural events, and community involvement.**

## PROMOTING WELL-BEING

BBOLD has focused many of their events on teammate well-being. From webinars about burnout, personal finance and diabetes management, to education during Hydration Awareness Week and Colorectal Cancer Awareness Month, this group promotes holistic well-being.

## EMPOWERING OTHERS

BBOLD supports many community organizations across its membership's communities. Bridgestone's Retail Operations members embark on a "season of giving" to raise money and take donations for children in need, and even donated a van to Boys and Girls Club of America. In Kansas City, members organized a community clean up after a tornado hit Andover, Kansas in April 2022.



I am grateful for the opportunity to lead BBOLD here at CFNA. Being a member of this diverse group of African American professionals and our allies inspires me to do my best work every day. I hope to inspire others to share the valuable asset of being themselves".

### REGGIE JACKSON

*BMX Supervisor, CFNA and BBOLD Chapter Leader*







**B~UNIDOS is committed to making Bridgestone an inclusive and diverse environment for current and future Hispanic, Latin, and ally teammates. B~UNIDOS encourages cultural awareness, development and community engagement for all members, regardless of their heritage, in order to facilitate inclusion, understanding and empathy.**

## EMBRACING MANY CULTURES

B~UNIDOS hosts year-round events for teammates, covering professional and personal development, from resumé workshops and volunteering, to piñata making and cooking lessons.

## AMIGXS

One of B~UNIDOS' signature programs, Amigxs, partners two teammates from different parts of the Americas for a 6-month period. Teammates share and learn about each other's culture and local activities, and often continue meeting after the 6-month period!



“

B~UNIDOS has given me the opportunity to interact with so many diverse people that, if it wasn't for this group, I would never have the privilege to know them. My leadership skills have grown incredibly and I have gained so much confidence. I feel rewarded, recognized, and seen. I'm very proud of what this Employee Resource Group has achieved”.

### PAOLA MENDOZA

*Lead Talent Acquisition Partner and B~UNIDOS Co-President*

“

I feel so proud to work for an organization that not only allows, but encourages, me to be myself. Being part of B~UNIDOS has given me the opportunity to showcase my heritage and the heritage of other Latin American countries in a corporate setting. B~UNIDOS is helping bridge the cultural gap across LA and NA and I'm excited for what's to come in the future!”.

### GRISCILLE ANACKER

*Strategic Business Planning Manager and B~UNIDOS Co-President*

[Hear more from Paola and Griscille](#)



# Our Business

As a sustainable solutions company, we are co-creating the future of mobility together with our partners and customers. Our Business is comprised of products, services and solutions that make mobility safer, cleaner, more accessible, and more efficient.

[Learn more](#)



[Listen to our journey](#)



Diversity, Equity and Inclusion shows up wherever we do business to seek out diverse talent and suppliers and demonstrate our commitment to an inclusive society for all. **BECAUSE WHAT REALLY MATTERS IS BUILDING VIBRANT COMMUNITIES THROUGH OUR COMMERCE.**

## SUPPLIER DIVERSITY

The Bridgestone E8 Commitment values of Economy, Emotion and Empowerment inspire us to pursue co-creation opportunities with like-minded partners. Supplier diversity is an integral part of this commitment, and we believe in the economic importance of developing, mentoring, and supporting the long-term growth of diverse businesses. We continue to create a more diverse and sustainable supply base and have been recognized by our customers and partners for our commitment and diverse supplier sourcing portfolio growth. In the last year, we continued to grow our diverse supply base and increase our spend with our current diverse supplier partners. Our sustained and active participation in local, regional and national events has extended our current relationships and led to new relationships with diverse supplier partners. We remain focused on our Supplier Diversity Commitment as well as our commitment to provide equal opportunities for all suppliers to engage Bridgestone.

[Learn more](#)



“

This year has been no exception to our continued commitment to creating a more diverse and sustainable supply base. We have expanded our diverse supplier network and we continue to create value for our business and our supplier partners through new relationships and enhancing our existing relationships. We remain grateful to all of our supplier partners and the many local, regional and national organizations that work tirelessly to support supplier diversity”.

### JOHN CASON

*Executive Director, Procurement*

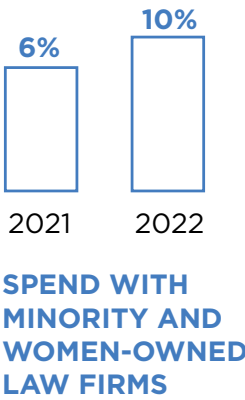


# DRIVING DE&I ACCOUNTABILITY IN OUR LAW FIRMS

Our Law Department is committed to ensuring that the law firms with which we have the deepest relationships and greatest spend prioritize DE&I as we do. To this end, we sent detailed surveys to our top 20 law firms by spend and then engaged them in meaningful discussions regarding their results and potential partnership opportunities.

We are endeavoring to increase our spend with minority and woman-owned law firms and set a goal to increase our spend from six percent in 2021 to ten percent by 2023. We're proud to have reached our goal early, after each law department leader was challenged to engage at least one new minority or woman-owned law firm in 2022. Given our current spend with minority-owned firms, we are considered a Platinum Partner of the National Association for Minority and Woman-Owned Law Firms (NAMWOLF), whose annual conference we proudly sponsored for the first time this year.

We joined the Leadership Council on Legal Diversity (LCLD) in 2021, and in 2022 we nominated two law department members for the LCLD Pathfinder Program and two for LCLD Fellows program. Bridgestone Executive Vice President and Chief Legal Officer Chris Nicastro also published his LCLD Leaders at the Front Pledge, a public commitment to personal and organizational DE&I goals.



# INVESTMENTS FOR GOOD

Since August 2021, we've invested \$100 Million of cash in the JPMorgan U.S. Treasury Plus Money Market Fund Empower, which allows institutional investors to further their commitment to ESG/DE&I-related holdings while contributing toward a new income stream provided to the program's Empowering Change partners (four Minority and Diverse-Led Depository Institutions selected by JPMorgan). We selected Liberty Bank & Trust Company, one of the largest Black-owned banks in the U.S., to receive JPMorgan's donation of a percentage of fees associated with our investment. Their mission is to provide cost-effective delivery of high quality, innovative, customer-driven financial products and services to diverse markets with a focus on minority communities who have traditionally been underserved.

I am proud of the way we have prioritized diversity, equity and inclusion into our business activities. We are excited to engage with our banking partners and minority-owned financial institutions through the Empowering Change program. I was inspired by Liberty Bank and Trust's growth story and mission to serve diverse and challenged communities. Our \$100 million investment in this Empower share class is one way that Bridgestone is showing our commitment to helping sustainable equity and opportunities for all".

**JOSE ANES**  
*Sr. Vice President, Corporate Treasurer*



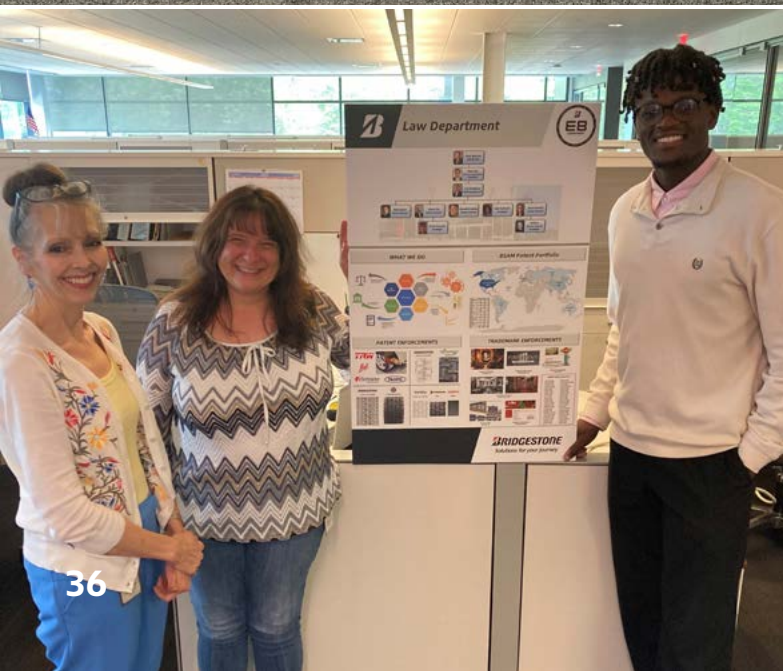
# SUSTAINABLE, ACCESSIBLE CREDIT



CFNA (Credit First National Association), a Bridgestone company, delivers trusted and powerful payment

solutions to customers at Firestone Complete Auto Care, Wheel Works, Tires Plus retail locations and other independent auto tire and service providers. For many years CFNA has been extending credit lines to card holders in a diverse spectrum of lending categories, giving purchase power to individuals who may not qualify for many payment options. Over 145,000 new accounts were approved in 2022 for customers in sub-prime categories, empowering access to mobility for those in need.





## DIVERSIFYING THE NEXT GENERATION OF BRIDGESTONE TALENT

Bridgestone teammates are redefining what's possible and finding solutions in unexpected places every day, and we know that diversity is key to innovation.

We partner with **the National Society of Black Engineers** and **the Society of Women Engineers** to recruit the best and brightest emerging technical talent.

We also sponsor and participate in **the Global Business Leaders in Mining Diversity Conference** to spotlight our Off the Road business and culture for women in mining.



Our Law Department's internship program focuses on advancing diversity in the legal profession and providing underrepresented law students with valuable exposure to a corporate legal department. In 2022 we provided a spring semester-in-residence internship, a one-week secondment to a diverse intern from one of our outside law firms, and two summer internships. It's rare for law students to have the opportunity to work "in-house," and our legal team is proud to serve as ambassadors and mentors for these interns.

Firestone Polymers, LLC (FSPC) partners with the Lake Charles / Sulphur community in Louisiana to advance the recruitment and employment of women, minorities, veterans and the disabled by participating in local job fairs as well as site visits from the Louisiana Workforce Commission, McNeese State University Engineering Program, and Louisiana Rehabilitation Services. Through partnerships like these, FSPC has achieved a strong representation (nearly 40%) of women in their non-technical professional roles, which compares favorably to the labor market availability for women in these roles.

In 2022 Bridgestone Americas became a member of the Governing Board of Tennessee State University's Supply Chain Management whose mission is to offer students and professionals relevant education, training, and research through close cooperation between business and academia. Tennessee State University is a Historically Black College and University (HBCU), and our Logistics and Supply Chain Management team partnered with BBOLD, our employee resource group for Black and African American teammates and allies, to visit TSU and discuss career opportunities, review resumés and conduct mock interviews for students. This partnership has already led TSU students to full time employment and internships with Bridgestone Americas.



## THOUGHT LEADERS IN LATIN AMERICA

Our Latin America teams participate in thought leadership forums that impact thousands of other professionals in their marketplace.

- **Over 2,500 attendees joined “Keys to Grow Your Business” focused on the inclusion of the LGBTQ+ community,** women and people with disabilities featuring Ana Maria Souza, Supply Chain Director, Bridgestone Latin America North.
- **Over 1,500 HR professionals attended the “Growing Exceptional Talent” forum,** featuring Diana Vega, Human Resources Director, Bridgestone Latin America North.
- **Over 1,200 attendees joined the “How to be a DE&I ally”** roundtable featuring Miguel Pacheco, Country Manager for Bridgestone Mexico.
- **Ana Karol Duran, President of the Latin America chapter of BWIN, was a panelist at “Being a woman today”** organized by the International Commission for the Promotion of Gender Equality and the Empowerment of Women and Girls.
- **Latin America’s BWIN chapter promoted a forum for female dealers in the automotive industry** from across Latin America to share their experiences and challenges and create action plans aligned with Bridgestone’s DE&I strategy.



## BRINGING GENDER DIVERSITY TO TRANSPORTATION WITH WIT

Bridgestone partners with The Women in Trucking Association (WIT), a non-profit organization that encourages the employment of women in the trucking industry, promoting their accomplishments and working to minimize obstacles often faced by women. Together, we’re empowering women and their allies in the transportation industry and ensuring they have a voice. Bridgestone is a platinum sponsor of WIT’s annual Accelerate Conference and proud to partner with others in our industry to celebrate the success of women in transportation.



The Commercial Truck Group began partnering with Women in Trucking in 2021. Enhancing our level of engagement and sponsorship is exciting and aligns to our Bridgestone E8 Commitment. By actively participating and partnering with WIT, we amplify our own internal community, as well as women in the larger transportation industry”.

**STEVE HOEFT**

*COO, Commercial Truck Group*



Bridgestone Americas was named a 2022 Top Company for Women to Work For in Transportation by *Redefining the Road*, the official magazine of WIT. We are honored to receive this distinction, an endorsement of the Bridgestone E8 Commitment and our contributions to a society that ensures accessibility and dignity for all.



# Our Community

Since our founding in 1931, we've demonstrated a commitment to our founder's deeply held values of quality, safety and improving society.

Bridgestone is so much more than the products, services, and solutions we offer. We are committed to empowering communities through local and national partnerships, service, and commerce, and this foundational commitment is at the heart of why we do what we do. **GETTING PEOPLE FROM POINT A TO POINT B MATTERS, BUT WHAT REALLY MATTERS IS HELPING PEOPLE THRIVE.**

## BRIDGESTONE AMERICAS TRUST FUND

Through our Trust Fund, Bridgestone Americas makes financial contributions to more than 100 organizations each year, and DE&I is a key consideration in the grant approval process. We support organizations across the U.S. that are actively contributing to a society that ensures accessibility and dignity for all – it's another way we deliver on the Bridgestone E8 Commitment of Empowerment.



Through the Bridgestone Americas Trust Fund, we invest in many organizations like United Way, which supports diverse organizations actively engaged in improving the quality of life for people in the communities where we work and live. The Trust Fund is the Bridgestone E8 Commitment in action”.

### REBECCA VEST

*Senior Vice President, Procurement and Strategic Sourcing Partnerships*



The United Way envisions a community where every person—no matter their background, their circumstances or their zip code—has an equal chance at a bright future. Bridgestone has partnered

with United Way for nearly 30 years, and our work with Nashville and Akron/Cleveland affiliates is our primary corporate charitable initiative. We support the organization through multiple initiatives, including employee giving and volunteering, and our annual charitable giving campaign has raised more than \$11 million for the United Way of Greater Nashville since 2012, with over \$2.6 million in 2022 alone.



## TRUCKERS AGAINST TRAFFICKING

Human Trafficking is a global crisis fueled by discrimination based on race, gender, and sexuality, and exploitation of marginalized groups. Bridgestone has partnered with Truckers Against Trafficking (TAT) since 2013 to ensure our sales team, fleet, and dealers all receive anti-trafficking training and are able to disrupt human trafficking when it is identified.

In 2022 we amplified our engagement with TAT by increasing our sponsorship level to Freedom Driver Level to help bring an end to this global crisis. Our mission is to leverage the broader Bridgestone enterprise, including Bridgestone customers and partners, to educate and create awareness around human trafficking. Bridgestone's goals include providing education to at least 70% of teammates and implementing a formal anti-trafficking policy.



## WOMEN IN TECHNOLOGY OF TENNESSEE (WITT)

Bridgestone Americas is a proud partner of WITT, an organization committed to promoting women throughout Middle Tennessee in technology through scholarships, education, community outreach and networking. This year we increased our sponsorship level to allow for an unlimited number of Bridgestone teammate members. We also participate on the Board of Directors and sponsors events like the WITT monthly meeting talk “Gender Representation in Tech Occupations.”



Bridgestone has been a long-time sponsor and advocate of WITT in the community. I was first introduced to WITT as a mentor for the college mentoring program, then served on the Scholarship Committee, and now on the Board of Directors as the Director of Scholarships. There is no shortage of volunteer opportunities with WITT to elevate women in the technology field”.

### SARAH DALEY

*Director, Information Security Risk & Compliance*





## BOYS & GIRLS CLUBS OF AMERICA

One of the greatest challenges kids and families face in accessing out-of-school programming is transportation – and that’s a problem we can help solve. Seven years ago, Bridgestone began a partnership with Boys & Girls Clubs of America (BGCA), providing grants for Clubs to purchase new vans or maintain existing fleets. Since then, the **Driving Great Futures partnership** has evolved to bridge divides of all kinds – including technology, nutrition and more.

Each year, our retail customers and teammates donate and raise money to support BGCA, and in 2022 we reached a monumental milestone: \$20M donated at Bridgestone stores across the country since the inception of the partnership in 2015. In celebration of this milestone – and to raise even more funding – Bridgestone partnered with Tight End University where NFL players competed against one another in a social media contest to see who could raise the most funds for their hometown Boys & Girls Club. In the end, \$681,000 was donated from the NFL players, Tight End University and Bridgestone to Boys & Girls Clubs across the country to help meet critical transportation needs.



*Driving Great Futures* 

*Tight End University* 



Teammates from our retail stores also participated in 20 Car Care Clinics nationwide in celebration of the \$20M milestone during National Tire Safety Week. The BSRO team demonstrated and taught the essentials of car maintenance to Club youth, preparing the next generation of drivers. We’ve extended our support of Driving Great Futures through 2024 to continue bridging critical divides for Club kids and families nationwide.

## EMPOWERING AUTOMOTIVE CAREERS AFTER HIGH SCHOOL

We are empowering the next generation of Firestone technicians through educational automotive programs at two high schools in our communities. In collaboration with Metro Nashville Public Schools, Bridgestone launched our first Automotive Training Center at Maplewood High School in 2015, and in 2018 set up our second program at East High School in Akron, Ohio where the Bridgestone Americas Technology Center is located.

In addition to providing a fully operational Firestone Complete Auto Care store onsite where students can service vehicles and learn customer service skills, we connect students with mentorship opportunities and fund technician certification.



“

Every single graduate is a testament to the power and importance of practical, hands-on learning. Our hope is that each one is able to successfully pursue a career in the automotive industry, and if it’s with us, even better”.

**MARKO IBRAHIM**

President, Bridgestone Retail Operations



“

Bridgestone is committed to creating new pathways for students to thrive and find their place in the future of mobility, and these automotive programs reflect our dedication to the next generation of automotive and retail professionals by ensuring accessible and inclusive educational opportunities that provide students with valuable skills for future success”.

**BOB LUX**

Director, Program Engineering (Akron, Ohio)



# NASHVILLE PREDATORS CORE: CREATING OPPORTUNITIES FOR RACIAL EQUITY

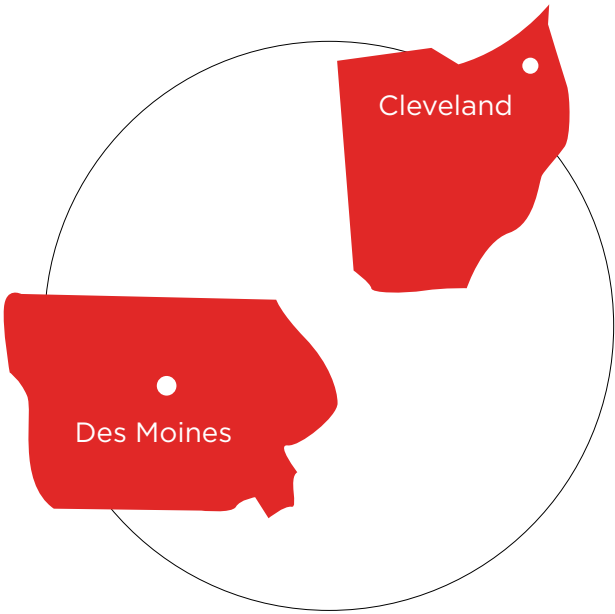
Bridgestone provides funding for the Nashville Predators’ Creating Opportunities for Racial Equity (CORE) program, which introduces the game of hockey to new players ages 4 to 9 at no cost. CORE features eight weeks of on-ice instruction, a full set of equipment and dinner after each practice. This program offers equal access to hockey for groups often underrepresented in this sport, developing fundamental skills to help them succeed both on and off the ice.



# GIVING BACK WHERE WE DO BUSINESS

CFNA (Credit First National Association), a Bridgestone company, is proud to support their local community of **Cleveland, Ohio** through volunteering and financial support. In 2022, CFNA increased their giving from \$100,000 to \$120,000 and was able to support eight organizations. They also partnered with Bridgestone’s IT department to donate used iPads to local organizations’ career centers and after-school programs.

One of their partners is Building Hope in the City and teammates volunteer at their Rally CLE event, which seeks to unite and engage residents around the ideas they have for improving their communities by supporting projects & grassroots programs that promote connection, equity and grassroots leadership.



“Volunteering is a great opportunity to learn about what’s going on in the community and what’s needed in Cleveland, to connect with others (both in and out of work) and to make a small but noticeable difference in just one day”.

**SUZANNE MILLER**  
*Sr. Business Project Manager, Strategy & Program Development, CFNA*

Our Firestone agriculture tire plant in **Des Moines, Iowa** sponsors and participates in the local Latino Heritage Festival, as well as the annual Iowa Asian Alliance CelebrAsian event each year.





## OUR LIBERIA COMMUNITY

Since its founding by Harvey Firestone in 1926, Firestone Liberia LLC, a wholly owned subsidiary of Bridgestone Americas, has worked with the government and people of Liberia to create a sustainable natural rubber industry. Firestone Liberia has been a trusted partner of the people and country of Liberia and has made unparalleled contributions to the economic and social development of the country, leading Liberia's private sector in employment, education and healthcare opportunities for thousands of its citizens.

Firestone Liberia's Community Department is empowering the people in their community through economic and social development.

### **WHAT REALLY MATTERS IS ENSURING ACCESSIBILITY AND DIGNITY FOR ALL, ESPECIALLY IN OUR OWN BACKYARD.**

Firestone Liberia helped build four new market stalls and 20 stores to encourage free trade in the community. Two acres of land were graded, repaired and covered to improve business activities.



The Community Department also pays for a one-day working visit to deliver resources to the Liberia Children Village in the township of Shefflin, Margibi County, which provides accommodations, schooling, and medical care for physically challenged and abused children. This team also provides resources such as food, clothing and charcoal to the Danny Fenny Orphanage.



This year the Community Department rehabilitated the Owensgrove Clinic in Grand Bassa County and rehabilitated the only hand pump in Poinnah Town, one of the communities bordering the concession.





# A Message from Eboney Davis Ifeobu

Last year, we made a commitment to listen, learn and evolve as we continue on our DE&I journey. Our teammates told us they wanted lasting impact and change, and while this is a never-ending journey, we have made progress.

Thanks to the feedback of our teammates, we've ramped up our education offerings with the launch of a new empathy framework and continue to educate our teammates through our foundational Implicit Bias course with over 5,000 U.S. teammates and 99% of Latin American leaders and managers having completed the course. We created innovative ways to connect with and celebrate our geographically dispersed workforce with our Walk a Mile in My Shoes videos, manager roundtable sessions, Free to Be Conversations, and a powerful Yammer community whose membership has grown over 30% this year.

Thanks to our leaders and recruitment partners we've been able to engage with organizations like the National Society of Black Engineers and Society of Women Engineers to build a pipeline for underrepresented groups in key engineering roles. We continue to make strides in our underrepresented group populations with steady improvement in our leadership, management and professional racial and gender groups.

With our business, suppliers, and organization partners, we have been able to care for communities through our time, talents, and treasures. We have raised \$20M for the Boys and Girls Club since 2015, contributed more than \$100K to Truckers Against Trafficking, and raised over \$11 million for the United Way of Greater Nashville since 2012.

We have accomplished a lot, but our work is far from over. Our teammates scored us 66% favorable in our 2022 engagement survey on an enhanced set of diversity, equity and inclusion questions we added. Although our scores exceed relevant benchmarks that are available, they are not nearly as high as they need to be and reinforce that we must continue to work on our processes, increase our representation so that every voice is heard at every level, and ensure our leaders and teammates have the necessary education to build an even more inclusive culture. The work is challenging, but we are encouraged by the fact that 82% of our teammates do feel Free to Be themselves at work.

We are and will continue to work relentlessly to seek solutions for every teammate to be their best, brightest, whole self at Bridgestone. Thank you to our many DE&I champions – especially our DE&I Steering Committee and our ERG leaders – for your dedication to our teammates and for embodying the Free to Be spirit.

I am proud of the progress made thus far and look forward to what's to come.



**EBONEE DAVIS IFEObU**

*Vice President Diversity, Equity  
& Inclusion*