

# 2023 DE&I Annual Report

Bridgestone EMEA





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## Glossary of Terms

### Diversity

Encompassing all the characteristics that make one individual or group different from another. A broad definition includes not only race, ethnicity, and gender, but also gender identity and expression, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and physical appearance, ideas, perspectives and values.

### Equity

Treating everyone the same and giving everyone access to the same opportunities. Working toward genuine fairness, removing barriers and providing support to those whose opportunities have been limited by individual circumstances and societal obstacles. Equity does not guarantee success, but it does give everyone an equal chance to succeed.

### Inclusion

Genuinely putting excluded individuals and/or groups at the heart of processes, activities and decision/policy making. At Bridgestone, this means creating a work environment that not only recognises and celebrates our differences but enables all teammates to participate in a culture where they are Free to Be and able to thrive.

### Underrepresented Groups

Describing a group whose representation in a company, organisation, profession or department for instance, does not match their representation in society at large. Typically, this refers to gender.

### Job Categories

Job groupings with comparable responsibilities within an organisation.

- Band 6: Executive
- Band 5: Director
- Band 4: People Management: Senior manager, manager. Individual contributor: expert
- Band 3: People Management: Team leader. Individual contributor: specialist
- Band 2: People Management: supervisor. Individual contributor: Entry level, experienced, senior
- Band 1: Individual contributor: Support entry, support experienced, support senior, support specialist

### Geographic Scope

The EMEA report includes case studies and metrics for Europe, the Middle East and Africa.



# Executive Summary EMEA

## Vision

Guided by the Bridgestone E8 Commitment, our business in Europe, the Middle East and Africa is on a journey to create an equitable experience for colleagues from underrepresented groups. The goal is to offer an inclusive experience for every colleague and customer in the communities the business serves. This will be achieved by focusing on the employee experience, pay and workforce indicators.

## Employee Experience

91%

Salaried Employees<sup>1</sup>

feel Bridgestone EMEA values diversity.

65%

Total Population<sup>2</sup>

The employee experience is measured and monitored across age, country of origin, and gender. This data has revealed that Bridgestone EMEA offers equitable experiences in all three priority areas.

In 2023, Bridgestone EMEA continued to develop to invest in leadership development for underrepresented groups and multiple DE&I programmes, including: Women in Motion, Women in Tech, BWIN, BPROUD, and the Young Professionals programme.

## Pay

Having seen no significant pay gap relating to age, gender, or country of origin in our 2022 report, Bridgestone EMEA was disappointed to record a 2.0% gender difference in favour of men in 2023<sup>3</sup>. Though this was only evident in higher management bands and isolated to a small group of countries, the reasons are being investigated and will be addressed as the team strives towards equity in 2024.

<sup>1</sup> Average from 3989 respondents throughout 2023 from monthly Pulse survey to salaried employees in BSEMEA

<sup>2</sup> Results from 14,854 respondents to 2023 Bridgestone EMEA Employee Engagement survey conducted in September 2023.

<sup>3</sup> Wage gap analysis is based on an employee with average age and length of service, weighted over countries, business areas, and salary bands. This is important as women tend to be younger and have less tenure in the company. Representation also differs significantly between countries and business areas.

<sup>4</sup> Out of 52 teammates onboarded during 2023 including interns, temporary, salaried and hourly .

88%

Colleagues

have completed DE&I training.

## Workforce

A specific focus on women in technology is delivering positive results as in 2023, 71% of new hires<sup>4</sup> at our Technical Center and Roma plant in Rome, Italy were women.

Bridgestone EMEA measures female representation by Band 2+ level and overall population. The business set an aspirational target to make 50% of hires at band 2+ women by 2025. While it fell short of this goal, 34% has been achieved, representing a 6.1 percentage point increase year on year.

Female representation overall remains low (14%) due to the historically heavily dominated male frontline colleague population, but band 2+ (typically salaried positions) representation for women is 24%, which is **approximately a 1 percentage point increase versus the prior year.**

In 2023, Bridgestone EMEA trained all of its internal HR business partners and representatives from 87% of its external recruitment supplier network in DE&I recruitment training. The company also introduced enhanced talent review sessions **focused on succession planning for female talent at EMEA Management Board level.**

Bridgestone EMEA continuously measures and monitors different groups to ensure the business benefits from diverse colleague perspectives from across all age demographics.

71%+

6.1pp ↑

1pp ↑

87%

## Next Steps, DE&I Mission & Priorities

Going forward, Bridgestone EMEA is focusing on cultivating an even more inclusive culture that advances equity, embraces individuality, and helps increasingly diverse teammates, customers, and communities thrive.

The business is excited to pursue its DE&I goals for the coming year. These goals are aligned with Bridgestone EMEA's values, mission, and vision, and will create value for our business, its stakeholders and society.

# A Message from Laurent Dartoux

Welcome to our 2023 Diversity, Equity and Inclusion (DE&I) annual report, which is the second report created and published by Bridgestone's Europe, the Middle East and Africa (EMEA) region.

Last year, we shared the work we had done to embed DE&I into our culture. We also shared the research that informed our 2025 goals, showcasing examples of our progress during 2022.

For this 2023 report, we'll be sharing updated figures and highlighting our initiatives, events and achievements, made across Bridgestone EMEA during the past year.

I believe the report illustrates how we are uniting our efforts across different countries to empower our people to bring their whole selves to work, regardless of where they work or who they work with.

From the beginning, Bridgestone has had a history of innovation. We believe that this pioneering spirit comes from harnessing the diverse views, perspectives, backgrounds and skills of our people.

Geographically, the company is naturally a diverse place to work, with almost 15,000 people from 35 different countries and many backgrounds, faiths, genders and sexual orientation.

However, we appreciate that there is significant room for improvement as we strive to more fairly represent the communities we serve. We are far from perfect, which is why we'll continue to be honest in sharing the areas we need to work, while taking pride in the progress we've made.

Our mission is to ensure our people and customers feel free to be themselves at Bridgestone, regardless of race, background, gender, sexual orientation, gender identity, faith or any other unique aspect of their being.

We'll continue to do that, despite the increasingly challenging and uncertain political, regulatory, and economic climate we face. Why? Because we passionately believe it benefits Bridgestone, our people, customers and the communities we work within.

I hope you enjoy our 2023 DE&I Report as you read about our progress and key achievements. These include an increase in diverse promotions and the number of women in the business, the growth of our Employee Resource Groups, (which unite people with shared interests, beliefs or attributes), and the launch of our new Employee Value Proposition.

**This is a long-term journey, but we're passionate about contributing to a better Bridgestone EMEA and a better society.**



**Laurent Dartoux**  
Group President, Bridgestone EMEA

# The Bridgestone E8 Commitment

## Sustainable Solutions Depend on Diversity, Equity & Inclusion

In 2022, Bridgestone introduced the Bridgestone E8 Commitment: eight focus areas to build a more sustainable society for the future. It is a global corporate commitment that clearly defines the value Bridgestone will deliver to society, our customers and future generations.

The Bridgestone E8 Commitment connects to every aspect of the business and guides decision making through the development and delivery of our products, services, and solutions.

At Bridgestone, the mission has always been 'Serving Society with Superior Quality' – it's why it exists.

Bridgestone creates solutions for the areas in which our people live, move, work and play and aspires to create value for people. People are at the heart of all the company does, and that's why Empowerment is a value of the Bridgestone E8 Commitment.

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 local communities and creating a corporate culture that empowers colleagues. Because increasing accessibility and dignity (not just for this generation, but for future generations) is what really matters.





# Global Human Rights Policy Commitment

In 2022, Bridgestone announced an updated Global Human Rights Policy that defines human rights practices in five specific focus areas. These include respect for diversity and inclusion, a zero-tolerance approach to discrimination and harassment, a focus on workplace safety and health, a commitment to responsible labor practices, and protection of free speech.

The Global Human Rights Policy is a broad statement of the standards and behaviors that all Bridgestone employees around the globe can and should expect from the company, its managers and teammates. Mandatory training on this policy is planned for all Bridgestone teammates within the first quarter of 2024.

[Read more on Bridgestone.com](https://www.bridgestone.com) 

# Employee Value Proposition

Bridgestone is committed to serving society with superior quality beyond the caliber of innovations. The Bridgestone team across the Americas, Europe, the Middle East and Africa is the driving force behind the business's core pillars: uniting, empowering and pioneering.

These pillars are at the heart of Bridgestone's Employee Value Proposition (the experience we promise colleagues and what is expected of them in return), which guides all corporate activities and represents a commitment to the team, the work they all do, and the impact they leave on the world. Whether Bridgestone is pioneering revolutionary product technology to support the future of mobility or showing up for colleagues when they need it most, together we can help the world discover what really matters.

The three core pillars of the Bridgestone Employee Value Proposition are:

**Uniting** individuals with diverse perspectives to create a world-class team where you can thrive

**Empowering** you with unique opportunities to make a meaningful impact and shape your career

**Pioneering** innovative solutions together to make mobility safer, more efficient and more sustainable



# Our Journey

In 2022, Bridgestone EMEA conducted an analysis to understand where it stood on DE&I and to identify focus areas of particular significance: age, gender, and country of origin.

The intent was to gather baseline data for each of these areas and to understand if there was disparity in:

- **The employee experience:** how Bridgestone invests in talent from underrepresented groups and how people feel about working at Bridgestone EMEA.
- **Pay:** how people are compensated for their work.
- **Workforce:** how Bridgestone EMEA recruits and retains teammates.

The resulting analysis showed:

## The employee Experience

In our 2022 analysis, Bridgestone EMEA found that the employee experience was relatively the same for all colleagues regardless of age, country and origin. Women, however, tended to rate collaboration, value fit, work pressure and company mission lower than males.

**2023 UPDATE:** The 2023 report showed improvement in this area, with no strong gender differences bar two questions in the monthly pulse survey where women scored lower. Furthermore, 91%<sup>5</sup> of the EMEA salaried population and 67%<sup>6</sup> of total population feel Bridgestone EMEA values diversity.

## Pay

In 2022, the business did not find pay inequities across the EMEA region related to age, gender, or country of origin. There was also little to no variation in performance across the dimensions of age, gender and country of origin.

**2023 UPDATE:** Bridgestone EMEA found a pay gap of 2.0% open between men and women<sup>6</sup>. Though significant and something that will be addressed in the coming months, the gap is isolated and not present in new hires.



## Workforce

In the 2022 Report, representation was spread appropriately across age demographics. Female representation and non-native representation was lower than anticipated.

**2023 UPDATE:** 2023 data showed increased female representation at all levels, particularly in the senior management job categories, which is good progress. However, having set a stretch target to make 50% of new hires women by 2025, it is now clear that the business will fall short of this goal. The team will continue its efforts to reach for this target in the coming years as it remains fully committed to increasing female representation in the business.

**Based on these results and further analysis, three areas of improvement were identified**

- Continue to measure and maintain pay equality.
- Increase female representation with a focus on hiring and retaining women.
- Maintain an inclusive workplace in Bridgestone EMEA's 35 countries ensuring that teammates can be their whole selves, while building towards a leadership population reflective of the demographics they lead.

<sup>5</sup> Average from 3989 respondents throughout 2023 from monthly Pulse survey to salaried employees in BSEMEA

<sup>6</sup> Results from 14,854 respondents to 2023 Bridgestone EMEA Employee Engagement survey conducted in September 2023.





# Scorecard

**In 2022, Bridgestone EMEA published its first DE&I annual report with a desire to be fully transparent around our initiatives, focus areas, areas in need of improvement, and progress.**

The report, which is available at the [Bridgestone EMEA newsroom](#), contained the results of statistical analysis in three focus areas: age, gender and country of origin.

Moving forward into 2023, the way we select focus areas as being evolved to align with other parts of Bridgestone. The scorecards will measure representation, pay practices, and the employee experience with a greater level of transparency. This change will allow us to clearly communicate not only the findings, but the impact of the work done to address those findings. Another change from our 2022 report reflects the fact that, since a global re-organisation, our business in India has moved into Bridgestone's Asia Pacific India China strategic business unit and is no longer featured in our analysis or highlights.

It is imperative that Bridgestone EMEA's communities and employees understand the progress being made as the company aspires to an even more inclusive environment.

As you review the findings, you will see that we've committed to hiring 50% of women at band 2+ level (see glossary of terms) by 2025 and have committed to having a leadership team that is more representative of the entire work population by 2030.

While we're making progress in our efforts to grow the percentage of female hiring, we realise that we likely will not reach our 50% stretch target by 2025.

However, although the company's total female population remains lower than our goals, it is improving. This is a result of our increased focus on finding and hiring the right talent and ensuring we carefully consider DE&I during the full recruitment process.



Leaders across the region are also being encouraged to consider diversity in their promotion decisions, leading to an improved promotion rate, with 91%<sup>1</sup> of our salaried employees feeling that we value and promote diversity – something I'm very proud of. This is an increase of 2% compared to the previous year. As Bridgestone EMEA looks to 2024, we will continue to focus on retaining and developing female talent and growing efforts to find female talent in the hourly salary band. We'll also continue our pioneering efforts to enhance the development of female talent through programmes such as Women In Motion, Women in Tech and our B-WIN employee resource group. Age and country of origin remain stable dimensions of diversity that are necessary for inclusion and we'll continue to monitor this.

Lastly, Bridgestone EMEA must be vigilant to maintain pay equity for all employees. Diversity, equity and inclusion is something we are incredibly passionate about. While we know this is a long-term journey, we are fully committed to achieving DE&I for the benefit of our people, customers, society and the business.

Representation	Male		Female		Year	Average Headcount
	2022	2023	2022	2023		
% New Hires Total Population	79.1%	75.0%	20.9%	25.0%	2022	12300.08
% Population	86.4%	85.8%	13.6%	14.2%	2023	12460.67
% Band 2+ New Hires	71.9%	65.8%	28.1%	34.2%		
% Band 2+ Population	77.0%	76.0%	23.0%	24.0%		
Age (total population)	Male		Female			
	2022	2023	2022	2023		
18-25	2.6%	2.8%	2.7%	2.5%		
25-35	20.2%	19.6%	30.1%	29.3%		
35-45	35.7%	34.2%	40.0%	38.4%		
45-55	30.5%	32.5%	21.4%	24.1%		
55-90	10.9%	10.9%	5.8%	5.7%		
Country of Origin (total population)	Male		Female			
	2022	2023	2022	2023		
Native	3.5%	3.7%	8.4%	8.9%		
Non-Native	96.5%	96.3%	91.6%	91.1%		

<sup>1</sup> Average from 3989 respondents throughout 2023 from monthly Pulse survey to salaried employees in BSEMEA



## Free to Be

### Empowering Our People to Be Themselves at Work.

Bridgestone is passionate about creating an environment where people feel Free to Be themselves, regardless of race, culture, sexuality, gender, faith or background.

Diversity is a strength, because it helps Bridgestone better represent the communities it serves and gives the business a unique range of opinions, ideas and talents from all areas of society.

### That's the inspiration behind the Free to Be initiative, which continued in 2023. Highlights included:

- Running an EMEA-wide Free to Be campaign in March with the theme 'Because who you are is what we need'. The week was used to launch a dedicated Free to Be hub on the intranet. The hub includes links to useful resources and information on two EMEA employee resource groups, BWIN and BPROUD, which were established in 2022. Panel and learning events were held in sites across the region.
- Launching the first Bridgestone EMEA DE&I Report on International Women's Day, showing the business's commitment to DE&I across the region, the progress made, and areas identified for improvement.
- Holding a 'What's your DE&IQ' quiz on the intranet to encourage colleagues to measure their knowledge of DE&I related issues.
- Continuing Free to Be Conversations and extending them to include panelists from the United States, EMEA and Latin America. The virtual events saw panel leaders and colleagues raise and discuss DE&I related issues. Topics in 2023 included embracing equity, gender, and a discussion on the legal and business aspects of DE&I.



We are passionate about making Bridgestone EMEA a truly inclusive, diverse and equitable business, where everyone feels comfortable to be their true selves, every single day"

### Nicolas Van Den Steen

HR Leader for DE&I



# Embedding DE&I Into Our Culture

At Bridgestone, we appreciate that learning and development is critical to attracting diverse talent, empowering people to reach their potential, and to embed a culture where DE&I is prioritised.

## Diversity as a Strength

During 2023, the company made meaningful progress in bringing diverse talent into the organisation and in developing and advancing diverse talent in some areas, including:

- +800 people downloading the Psychological Safety training guide, launched during Pride Month.
- 152 women joining 'Women in Motion – Lead Inspire Connect' programme since launch in 2021, which is focused on improving business results through leveraging gender-diverse approaches. Bridgestone believes it can make a difference collectively by empowering female talent. Graduates have created six taskforces to improve employee experience for women.
- Running dedicated Women in Tech and Women in Production programmes to reduce the gender gap in STEM functions and grow talent pipelines.
- Running our Young Professionals Programme, which helps develop, empower and connect young colleagues across Bridgestone EMEA.



- The Be Future Ready ACTIVE8 Wellbeing campaign in EMEA saw +2,500 take part in training sessions aimed at readying them for the challenges of the future.
- Launching a mandatory DE&I training course in EMEA, which was completed by 88% of colleagues across the business.
- Providing DE&I training to all HR business partners and recruitment partners with participants earning a DE&I recruitment badge and certification. 87% of HR business partners and recruitment partners have completed the training.

- Introducing enhanced talent review sessions focused on succession planning for female talent as part of Bridgestone EMEA's talent management programme.
- Sharing the Bridgestone EMEA Commitment to DE&I with recruiters, detailing the business's manifesto and explaining the vital role recruiters play in helping realise DE&I goals across Bridgestone EMEA.
- Encouraging colleagues to complete a 'What's Your DE&IQ' quiz during Free to Be Week.
- Increasing DE&I awareness with the launch of a dedicated Free to Be hub.
- Providing the language learning platform GoFluent, which breaks down language barriers and aids collaboration by helping colleagues learn languages including English, Spanish, German, French, Italian and Portuguese, Dutch, Arabic, Chinese, Russian and Korean. GoFluent currently has around 5,300 active users who spent a combined 6,500 hours on the platform in 2023.
- Offering Lead4Success training, including a launch pilot for women. The programme, which was completed by more than 80 leaders in 2023, helps aspiring and new leaders in the next stage of their development and aims to embed DE&I into the thinking of future leaders.



*A big challenge for a technical center is to build an environment in which diversity is a value that's embraced by all teammates. With this in mind, we put in place several initiatives, including unconscious bias training, a Young Advisory board in TCE and operation, Women in Tech, and Women in Production. We will continue to nurture this DEI culture in 2024."*

**Silvia Brufani**

HR Leader Technology, Manufacturing, Quality

# Well-Being

Giving people access to wellbeing support whatever their background or wherever they work is something Bridgestone is passionate about.

The 2023 ACTIVE8 Wellbeing campaign in November saw Bridgestone EMEA offer four weeks of wellness-related learning and development, with 2,559 participants in 15 learning sessions.

One of the top priorities of the campaign was to empower people to be ready for the challenges of the future, with a range of training on offer to participants, including for personal resilience. Topics also included physical and mental health and time management.

Earlier in the year, we offered psychological safety training to colleagues, with a particular focus on inclusion of LGBTQIA+ colleagues.



# Employee Resource Groups

**Bridgestone is passionate about promoting a culture of diversity and inclusion. One way this is achieved is through Employee Resource Groups (ERGs), which unite teammates and allies based on shared characteristics, life experiences and interests.**

The groups are colleague led, championed by the executive team, and open to everyone. In addition to instilling cultural competence and awareness in teammates, ERGs help the business thrive by bringing unique voices to the forefront and enabling the team to grow. This ultimately delivers stronger results and enables Bridgestone EMEA to better serve its diverse customer base.



**Astrid Rahn**

Chief Financial Officer and sponsor of BWIN

“

Employee resource groups are an important step towards our people feeling free to be themselves at Bridgestone. By connecting colleagues and allies, they create a support network that empowers individuals to be their best.”

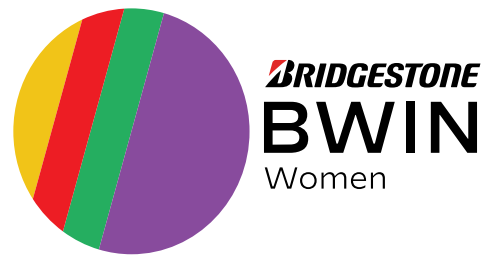


**Liesbeth Denys**

Director Corporate Communications and Sponsor of BPROUD

“

“Our ERGs provide a supportive community and the chance to network and learn from each other as well as offering valuable feedback for Bridgestone to improve its practices in the future.”



Bridgestone's Women's Initiative Network (BWIN) employee resource group (ERG) provides a platform for women to reach their full potential.

Its mission is to champion diversity, foster gender equity and empower female colleagues to excel and lead with excellence.

## Empowering Female Talent

Members of BWIN benefit from professional development, networking, and mentoring. The fully inclusive group is open to anyone. This collaborative approach is key to the group's mission to transform Bridgestone into a company of choice for women. BWIN structures its activities around four pillars: networking, awareness and training, mentoring, and communication.

During 2023, the group made significant progress in all these areas, including:

- **Networking:** internal networking training was held and BWIN ran a networking E-Coffee event where participants shared stories and experiences.
- **Awareness and training:** a 'Leadership Strategies For Women' course on LinkedIn Learning was followed by a reflection event aimed at tackling the imposter syndrome and tendency for women leaders to apologise more often compared to male counterparts.

The session helped to build a sense of togetherness, courage and self-belief. BWIN also launched a [wo]men's talk event, attended by more than 140 people, where male and female leaders shared their experiences of tackling bias and working towards gender equality.

- **Mentoring:** the BWIN group is introducing Mentoring Circles to build mutual encouragement, support and growth. The initiative will gather momentum in 2024.
- **Communication:** BWIN membership increased from less than 100 to more than 300 in 2023. This was aided by increased communication through a dedicated intranet hub, Viva Engage community, regular newsletter, three events and one targeted communications campaign focused on manufacturing: Women in Plants.



The BWIN mission statement, shared in 2023, is to help Bridgestone become a company of choice for women, empowering them to play a key role in our future success. It will help create a culture where women can thrive, accelerating achievement, encouraging constant improvement, and championing equality, encouragement and inclusivity.

## Supporting International Women's Day

Bridgestone EMEA marked International Women's Day 2023 with the theme of 'Embrace Equity'.

- Things kicked off with a panel discussion titled Increasing Gender Diversity – Opportunities and Obstacles, which included a panel member from valued Bridgestone partner, Maserati. Nearly 900 people attended the event.
- Sites across the region including in Germany, Italy, the UK, Spain, France, the Middle East and South Africa held events including International Women's Day breakfasts, round table sessions, online seminars, and charity fundraisers.
- The day was also used to promote EMEA's ACTIVE8 DE&I campaign, which encouraged colleagues to bring DE&I to life across the region.



*"We're delighted to have seen BWIN membership and engagement increase so much in 2023 and we hope to build on that in 2024. Creating a sense of community and support will help Bridgestone continue to become a place where women can thrive and reach their potential."*

**Brenda Barrios**  
BWIN Chair,  
Bridgestone EMEA



The BPROUD employee resource group (ERG) is a vibrant platform for LGBTQIA+ colleagues and allies, embodying the principles of equality, diversity, and inclusion.

The group organises networking opportunities, events, and supports community events and services across EMEA. Highlights in 2023 included:

- **Marking Pride Month** with a month-long promotion of the BPROUD group and LGBTQIA+ awareness. This included a panel event with members of the leadership team in EMEA.
- **Running an EMEA-wide campaign** in June and launching a dedicated BPROUD hub on the intranet. The hub not only promoted the group and useful support details, but also provided answers to frequently asked questions, an explanation of allyship and a guide to Pride Month.
- **Producing a guide for leaders on improving psychological safety** in their teams, which was particularly focused on LGBTQIA+ matters. The guide was downloaded by +800 people.
- **Agreeing and sharing the BPROUD mission statement** with leadership and colleagues.



*I'm delighted with the progress we made in 2023 to build a community for Bridgestone teammates who identify as LGBTQIA+. In 2024, we plan to introduce further initiatives that will increase the voice of our LGBTQIA+ colleagues and allies and help the wider Bridgestone community to be more conscious and aware of how to support them."*

**Stuart Attfield**  
BPROUD Chair, Bridgestone EMEA

# DE&I in Business

## Focus on Women In Tech

The Women in Tech programme at Bridgestone's Technical Centre Europe (TCE) aims to attract young female talent to the company, increase diversity and prepare a talent pipeline using a fast-track approach, empowering colleagues.

**The six-month programme was completed by 14 female trainees in 2023 who received training, job shadowing, tours of different functions and benefited from monthly meetings with mentors across the company.**

Furthermore, 71% of new employees hired at our Technical Centre and Roma plant during 2023 including interns, temporary workers, salaried and hourly teammates were women.



## Young Professionals Programme

**The Young Professionals Programme gives young colleagues the chance to identify their personal leadership direction.**

The year-long course helps them develop skills while empowering them with mentorship opportunities and connecting them with other young professionals and leaders.

The programme's four modules include Leading Self, Interacting in Teams, Leading Projects Career Reflection, and Navigating Through Change.

Around 18 young colleagues have graduated so far, with many others still completing the programme.



*I found the Young Professionals Programme invaluable to my personal development, giving me a lot more confidence, improving my connections and empowering me for the next step in my career journey."*

**Pascal Mueller**  
Trade Marketing Specialist,  
Regional Marketing (Sales)





## Insights Shape Action in Spain

In Spain, the team began the year by defining a DE&I action plan to increase awareness and empower colleagues to make a difference. Analysis was carried out to measure the team's record in areas such as the employment of people with disabilities and gender representation, which shaped the action plan for 2023. This included continuing to comply with regulations and researching an Equality Plan for gender representation and remuneration, which will be launched in 2024.

### Highlights of the year included:

- Holding Unconscious Bias training sessions attended by 138 people. The goal was to understand what unconscious biases are, where they come from and how to mitigate them.
- Training on Leading With DE&I which helped more than 50 leaders and recruiters understand the importance of DE&I in leadership and decision making.
- A session where more than 80 Bridgestone leaders learned from the stories of Google and Ikea who provided insights into their DE&I journeys and the challenges they've overcome.



- Holding a week of Free to Be events in Bilbao with workshops and training covering culture, age, origin and gender as well as celebrating International Women's Day.
- Promoting Disability Week through internal communication and social networks. The event aimed to challenge prejudice and stress the importance of incorporating people with disabilities into the workplace.
- Launching the Aflora Programme, which offers support to colleagues and close family with disabilities. The programme is already helping 14 Bridgestone and First Stop colleagues and eight family members apply for disability certification with one certificate already granted.
- Activating the BPROUD employee resource group (ERG) and running a campaign to raise awareness of LGBTQIA+ issues during Pride Month, including an interactive whiteboard where colleagues could share their stories and messages of support.
- Celebrating International Women's Day and Free to Be Week with an inspiring session led by women leaders from Bridgestone and First Stop. 182 people attended.



*As part of LGBTQIA+ community and B Proud ERG, I'm proud of the progress we've made in 2023. Together, we're striving to make Bridgestone an employer of choice for everyone while ensuring diversity, equity is front of mind when we make recruitment decisions, so our team fully represents society.*

### Diego Montes

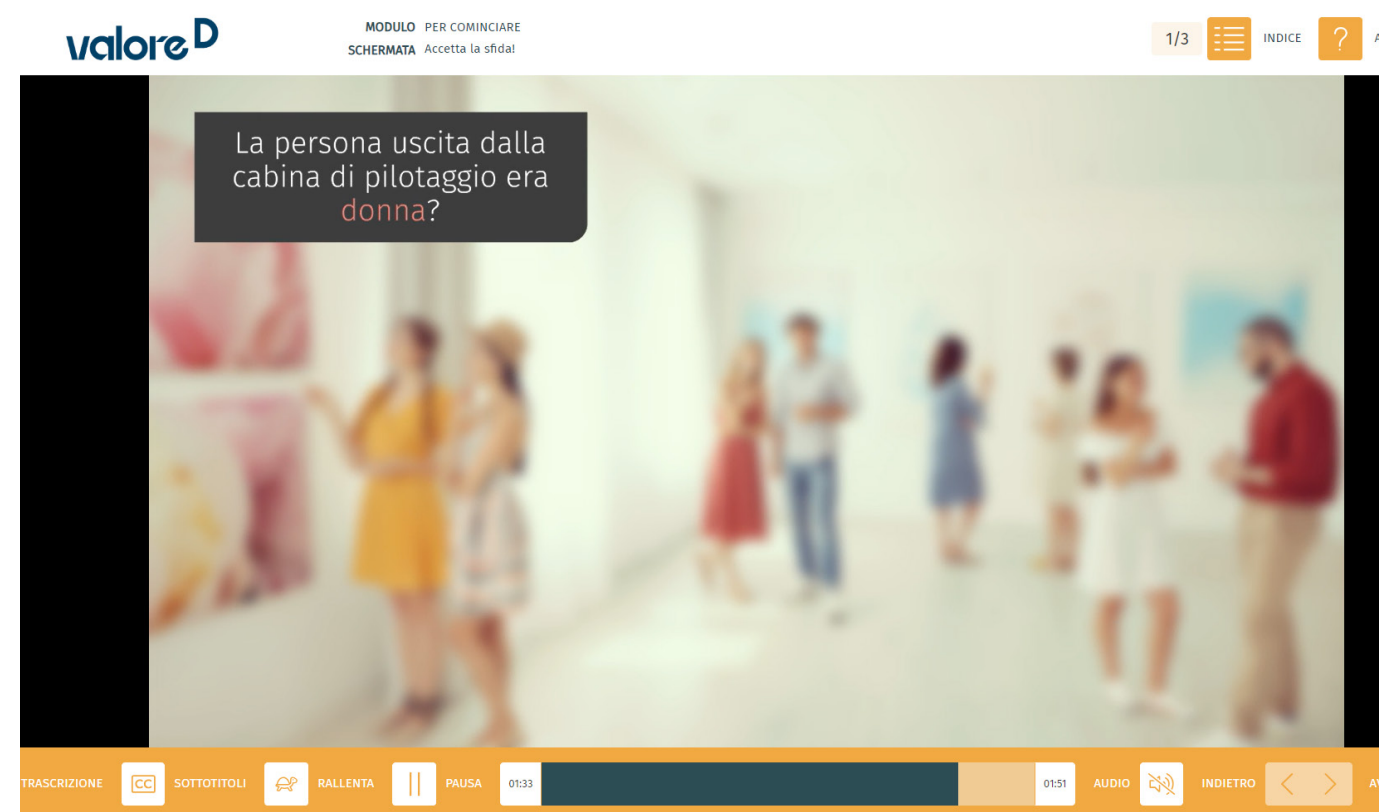
HR Support South West Region



## Valore D Partnership

Bridgestone's Technical Centre Europe (TCE) continued several DE&I training initiatives in partnership with Valore D. These included:

- The Valore D Talks Academy, which is dedicated to promoting gender balance and inclusion and covers topics including unconscious bias, the significance of purpose, and techniques for handling challenging conversations.
- Diversity-focused development sessions, including participants from other organisations.
- Access to an intercompany mentoring programme.



## DE&I in Focus in Hungary

B-International Week in 2023 was a chance for the Hungary team to celebrate other cultures and enhance collaboration. Following events focused on Japan and Spain in 2022, 2023's theme was Italy. The Hungary team also marked Integrity Day with a panel discussion and took part in International Women's Day with several events.

Throughout the year, the team set up a private DE&I Facebook group and ran a series of posts, opening DE&I conversations.

## Reaching the Next Generation

Bridgestone EMEA's Young Advisory Board was established to empower young colleagues across operations and technology functions to make an impact on business issues and decisions, giving Bridgestone the benefit of a broad range of perspectives, while aiding personal development and growth.

Members discuss business ideas, strategy and processes and offer insights and recommendations through cross-functional collaboration.

The initiative aims to help Bridgestone benefit from diverse perspectives and innovation while contributing to members' personal development. Members serve a minimum of two years on the Young Advisory Board.

## Tackling Under Representation in Production Roles

The Women in Production programme was launched at Bridgestone EMEA's Roma Plant to increase diversity by onboarding female operators. Participants join the company with an internship aimed to train them on different topics, both on the job and in the training room. Eight women completed Women in Production in 2023.

## Fighting Stereotypes and Discrimination

Women colleagues in Italy have completed a programme aimed at preventing and overcoming gender discrimination and its consequences.

The course was open to everyone and included four modules giving participants an understanding of the issue, how to identify cases, the legal aspects and creating an inclusive workplace through communication.





*Ensuring that everyone feels welcome at Bridgestone in the Middle East, whether they're colleagues or customers, is something we're dedicated to achieving."*

## Kenza Mernissi

LSCM CoE Manager,  
Bridgestone Middle  
East and Africa

## Prioritising DE&I in the Middle East and Africa

Bridgestone teams in the Middle East and Africa put DE&I at the forefront of several initiatives in 2023. These included:

- Celebrating International Women's Day with a communications campaign, a 'Break The Bias' workshop, Lean-In Circle, and a hygiene workshop for female students in the Ivory Coast.
- Offering Women in Leadership Training.
- Raising awareness of Bridgestone's Code of Conduct, including factors relating to DE&I with sessions for men and women.
- Holding a Diversity Cultural Breakfast in May.
- 40% of new hires were women.

## Celebrating Diverse National Cultures

Bridgestone teams in South Africa marked Culture Week in September by promoting and appreciating the diverse national cultures of South Africa, Botswana, Namibia, Zambia, and eSwatini. Highlights included:

- Holding an intercultural panel discussion featuring diverse panelists who shared the commonalities and differences of their respective cultures.
- Organising a Voice of Our Leaders event showcasing the stories and diversity of the senior team at multiple locations.
- Running a cultural video competition challenging teams to share videos showcasing their unique team culture, won by the Supa Quick retail team.
- Inviting the South African College of Applied Psychology (SACAP) to deliver a presentation on the integration of individual and team culture.
- Holding a games event that saw colleagues at headquarters and in manufacturing get together to play popular board games, fostering multi-cultural interaction.

Throughout the year, the South African team also showed its commitment to DE&I in several ways, including:

- Celebrating Pride Month by raising the rainbow flag at HQ and encouraging LGBTQIA+ colleagues and others to share their workplace and life experiences.
- Launching the Men's Panel, which ran events throughout the year, including an online discussion focused on fatherhood and a session on suicide prevention and mental health. The Men's Panel also teamed up with the Women's Forum for an event aimed at raising awareness among men on how to better support women at home and at work.
- Running financial education sessions covering topics such as savings, investments, tax and retirement, which were attended by nearly 500 people and promoted financial thinking to people of all backgrounds.
- Offering an education assistance subsidy, which aims to give family members equitable access to education. During 2023, 228 children of colleagues benefitted from paid school fees to the value of R1,7 million.
- Celebrating Women's Day, when colleagues got to hear from organisations such as A21 (dedicated to tackling human trafficking) and TEARS (an NGO that provides support to survivors of sexual violence).

communications technology equipment by launching a fully equipped Learning Hub at the Brits manufacturing plant.



# DE&I Brought to Life

Bridgestone Mobility Solutions (BMS), the business unit focused on data-driven mobility solutions including Europe's leading fleet management solution Webfleet, made significant progress towards DE&I in Europe during 2023.

It achieved a target to ensure 50% of its intern hires were women, which is an important step in building equity across the business. This commitment went beyond interns, with 32% of overall new hires being women, an increase on 2022.

During 2023, BMS in Europe offered specific programmes to support professional growth among women.

These included the mentorship programme, Shine Forward, the Women in Leadership programme for managers, and participation in Women in Motion, Bridgestone EMEA's training programme for women.

The benefits of investing in female talent were evidenced in March, when Manager of Business Development Mariska Matadin was named among the top 10 women in the electric vehicle (EV) industry at the EV Summit.

BMS also increased awareness and support around DE&I topics with online training completed by 865 people.

It held cultural lunches in its offices to promote diversity, with colleagues enjoying diverse flavours and traditions from around the world. Multiple webinars were held throughout the year, sparking meaningful dialogues around gender and sexuality.

Employees also shared their 'ExPat Stories' on social media and internal communications channels.



*Reflecting on our past initiatives, our DE&I webinars sparked crucial conversations. Diversity, equity, inclusion and belonging are at the heart of what we do and we'll continue to strive to improve in these areas."*

## Cecilia Clech

Director of People BMS, Europe



The employees of the Bridgestone Mobility Solutions business unit are part of a separate business unit and as such are not included in the overall Bridgestone EMEA scorecard earlier in the report, due to differences in reporting HR data in 2023.



# Community

## Encouraging Volunteering

Bridgestone EMEA's Volunteering Policy was introduced to encourage colleagues to make an active contribution to their communities and the causes they are passionate about.

All Bridgestone EMIA regular full-time, part-time, fixed-term and temporary colleagues are eligible to use the volunteering benefit, which offers one full paid day off a year (pro rata for part-time and temporary colleagues) to dedicate to volunteering.

## Active in the Community

Bridgestone teams in Italy ran multiple community initiatives during 2023. These included:

- Partnering with Inspiring Girls, an organisation that raises awareness among school children of the career opportunities open in a diverse range of careers. During 2023, colleagues from Bridgestone's Technical Centre in Rome visited schools to share their career stories and loaded video testimonies to the Inspiring Girls Video Hub.
- Rugby training for young people with and without disabilities to facilitate inclusion and physical activity. The event was run with the help of 15 Bridgestone volunteers and attracted 100 attendees.
- Donating tyres to staff at six Komen mobile breast cancer prevention clinics that perform checks across Italy. Colleagues also participated in Komen's 'Race For The Cure' fundraising activity.
- Running a social farming volunteering activity for people with mental disabilities, which attracted 45 participants over three sessions.
- Collaborating with a local community partner on training for young refugees and people not engaged in education, employment or training (NEET). The initiative included mentoring and a simulated job interview with 27 volunteers and 70 attendees.



*Whether it's inspiring the next generation of female talent through our Inspiring Girls initiative, hosting training for young refugees or running our social farming programme for people with mental disabilities, we're proud of our community involvement in 2023 and aim to build on that in the year ahead."*

### Daniel Muro

R&D Engineer and CSR champion, Technical Center Europe

## Engaging with our Community

The Bridgestone South Africa team participated in the government's Yes4Youth graduate programme, which aims to give young graduates work experience that will enhance their prospects of permanent employment.

The initiative saw the company take on 100 graduates (50% of them female) across all departments for a one-year placement, teaching them vital work-place skills and exposing them to 'on the job' learning.

Other community initiatives the South African team completed in 2023 included:

- Expanding community support by planting trees and creating food gardens in Tembisa and Cape Town, extending the commitment beyond Brits. Partnering with NGOs, the team planted trees and established three food gardens at various schools, addressing nutrition challenges for better learning outcomes in collaboration with Food & Trees for Africa.
- Donating R500,000 to PinkDrive for gender-related cancer awareness. The team's support of PinkDrive also extended to volunteering and maintenance of PinkDrive's mobile units, which are essential for reaching remote communities.
- Working with Wheel Well to enhance road safety, with a particular focus on children and young adults.
- Running an annual disability awareness week at First Stop outlets including webinars and online learning.



# Wim Van der Meersch Letter

I hope you've enjoyed reading our 2023 DE&I Report for Bridgestone EMEA, which reflects our progress, challenges, and goals in promoting a culture of respect, genuine fairness, and belonging for all members of Bridgestone.

I believe we made significant strides in 2023 to advance our DE&I initiatives, such as continuing to grow our diversity in management and leadership roles, celebrating our annual Free to Be week, and activating the Bridgestone E8 Commitment through activities that also support the mental and physical wellbeing of our teammates and communities.

We made significant progress in embedding our employee resource groups during 2023 and continued to pioneer with forward-thinking learning and development programmes such as Women in Motion and Women in Tech. I'm particularly proud that in 2023, 71% of new hires<sup>8</sup> at our Technical Center and plant in Rome were women – a fantastic achievement in roles that have, traditionally, been male dominated.

These efforts and achievements are ours to share with our leaders and teammates and would not be possible without the dedication, creativity, collaboration and commitment of teammates across the business.

While we realise we now likely won't meet our stretch target of achieving 50% of female hires in band 2 positions and above by 2025, it's a commitment that we are still dedicated to reaching in the future as we put diversity at the heart of our recruitment and promotion decisions.

We are passionate about cultivating an inclusive culture. We know our work is far from over, but we are committed to growing, learning, listening, and providing an environment where everyone is truly free to be their whole self at work.

<sup>8</sup> Out of 52 teammates onboarded during 2023 including interns, temporary, salaried and hourly .

As the report shows, we have identified some areas of improvement, such as representation in frontline leadership and continuing to promote and retain talent in our underrepresented groups.

This issue is not unique to our company, but we are committed to finding ways to attract, advance and retain the best talent.

Looking ahead, we are excited to pursue our DE&I goals for the coming year. We believe that these goals are aligned with our values, mission and vision, and will create value for our stakeholders and society.

Importantly, we appreciate that improvements in DE&I will be driven by our people, so we'll continue to empower them to help us build a Bridgestone that embraces difference and champions inclusion – which will continue to be a focus of our people strategy.

We'll only deliver meaningful change by working as a team, listening to diverse perspectives and harnessing the power of teammates, customers and community.

**We look forward to updating you on the next stage of this exciting journey in 2024.**



**Wim Van der Meersch**  
Chief Human Resources Officer, EMEA