



# 2022-2023 DIVERSITY, EQUITY & INCLUSION **REPORT**

**BRIDGESTONE**  
*Solutions for your journey*





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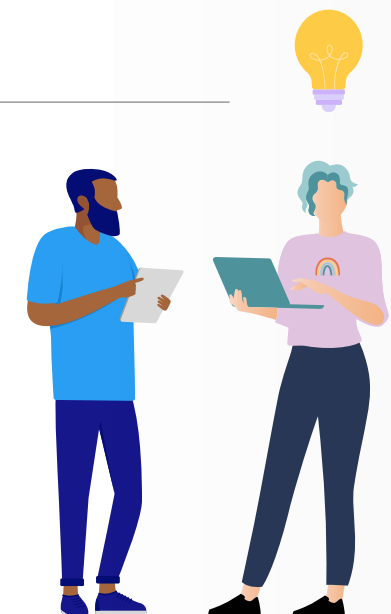
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# WELCOME FROM LAURENT DARTOUX

**“Welcome to the first ever Bridgestone Europe, the Middle East, India and Africa (EMIA) Diversity, Equity and Inclusion (DE&I) report, where we share our most recent measurement on DE&I across the region, and explore some of the actions we’re taking as we make progress in this vital area.**

Last year, we launched the Bridgestone E8 Commitment, which solidifies our global commitment to a more sustainable world for future generations. Our desire to improve DE&I fits perfectly with the Empowerment element of this commitment and is something I’m incredibly passionate about.

Our team of brilliant people brings diverse talents and experiences to the table, and we want to see them empowered to make the difference and reach their potential for the good of our sustainable business, our customers, stakeholders and ultimately themselves.

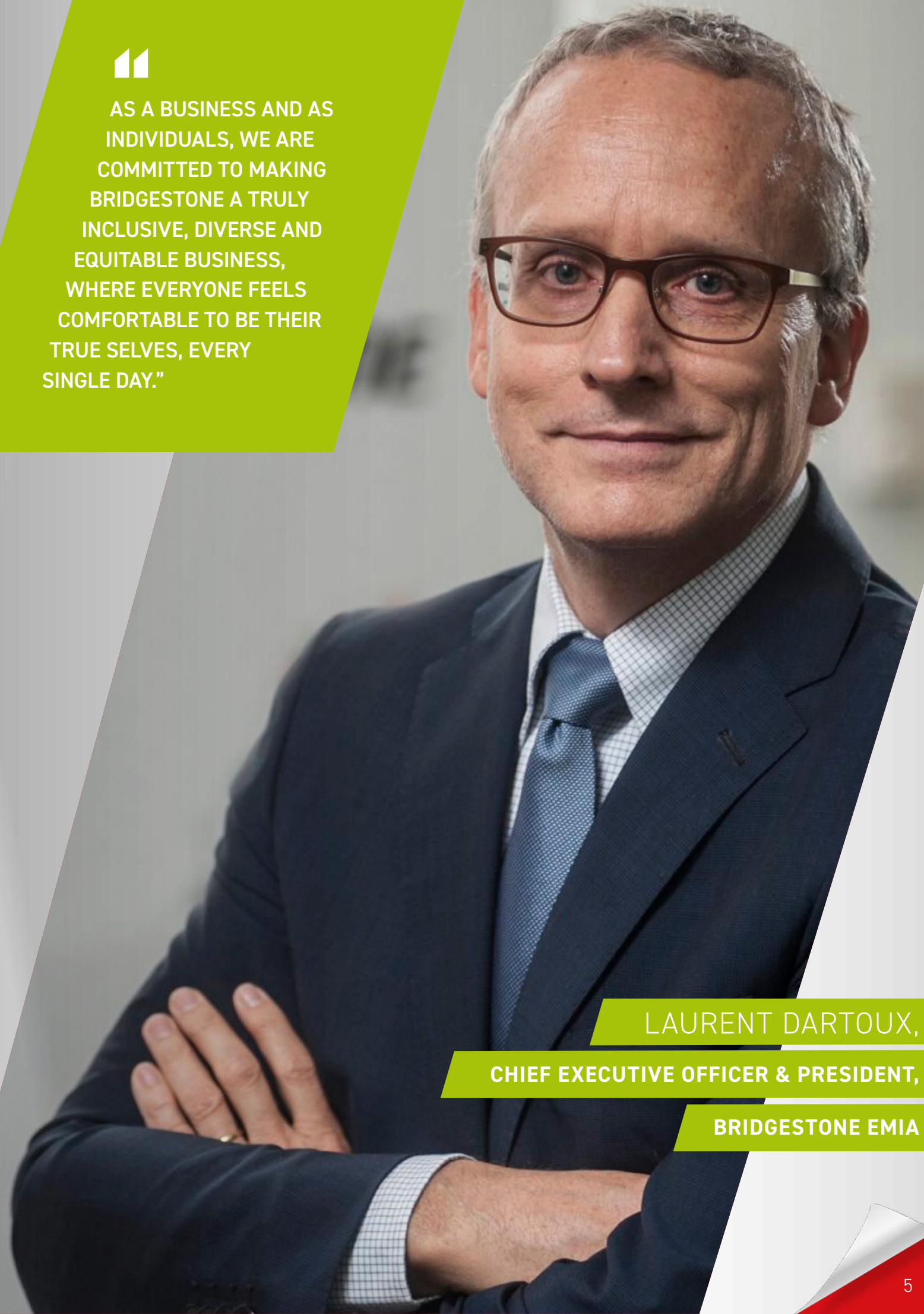
This is the start of a long-term journey. As a business and as individuals, we are committed to making Bridgestone EMIA a truly inclusive, diverse and equitable business, where everyone feels comfortable to be their true selves, every single day.

We need to achieve this - not only because it’s the right thing to do and to care for our people - but also because we know it’s vital to recruit and retain the best talent and to empower our great people to be their best. It’s also critical that our people fully represent the customers and communities we’re serving, with a more equal mix of genders, and equal opportunities to excel, whatever their background or age.

I hope you’ll enjoy reading our first DE&I report, are inspired by the many things we’ve achieved in the last couple of years, and I look forward to the areas where we will continue to make progress.”



**AS A BUSINESS AND AS INDIVIDUALS, WE ARE COMMITTED TO MAKING BRIDGESTONE A TRULY INCLUSIVE, DIVERSE AND EQUITABLE BUSINESS, WHERE EVERYONE FEELS COMFORTABLE TO BE THEIR TRUE SELVES, EVERY SINGLE DAY.”**



**LAURENT DARTOUX,  
CHIEF EXECUTIVE OFFICER & PRESIDENT,  
BRIDGESTONE EMIA**



# THE BRIDGESTONE E8 COMMITMENT

At Bridgestone, our longstanding mission is **Serving Society with Superior Quality**, something we want to bring to life through the value we provide as a sustainable solutions company.

In 2022, we introduced the Bridgestone E8 Commitment, designed to guide our decision-making as we build a more sustainable society for future generations. By embracing and expanding upon our corporate social responsibility priorities we are focussing our efforts on eight focus areas where we will deliver value – Energy, Ecology, Efficiency, Extension, Economy, Emotion, Ease and Empowerment.

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.

People are at the heart of everything we do, which is why Empowerment is one of the Bridgestone E8 Commitment values. Diversity, Equity and Inclusion is a core part of this value.

Through detailed measurement and analysis backed by meaningful action, we want to increase accessibility and dignity for all people, solving social issues through support of our local communities, and creating a corporate culture that empowers our teammates and creates a more diverse, equitable and inclusive Bridgestone.



## OUR GLOBAL HUMAN RIGHTS POLICY

In 2022, Bridgestone announced an updated Global Human Rights Policy that defines human rights practices in five specific focus areas across the company.

These include respect for diversity and inclusion, prohibition of discrimination and harassment, focus on workplace safety and health, commitment to responsible labour practices and protection of free speech.

The Global Human Rights Policy is a broad statement of the standards and behaviours that all Bridgestone employees around the globe can and should expect from their company, its managers and fellow employees.



VISIT

[WWW.BRIDGESTONE.COM](http://WWW.BRIDGESTONE.COM)

TO FIND OUT MORE



# BRIDGESTONE EMIA'S DE&I ASPIRATIONS

**NOW**

11% of BSEMIAs workforce are women (all bands)

**BY 2025**

50% of new hires in band 2+\* (excluding band 1 operational or support roles) will be women

**BY 2030**

The demographics of our leadership team will reflect the BSEMIAs population – gender and background

**ONGOING**

We will continue to strive for progress and listen to our people

In **MAY 2022**, we set ourselves milestone aspirations in our efforts to make Bridgestone EMIA a more diverse, equitable and inclusive place to work.



# STATISTICAL ANALYSIS

To help us meet our DE&I aspirations, we identified three areas of focus for our 2022 statistical analysis

- GENDER**
- AGE**
- ORIGIN**

Female representation in Bridgestone EMIA is low at:

**21%**

for band 2\* and above

**11%**

for total EMIA population

(EUROPE, MIDDLE EAST, INDIA, AND AFRICA)

**95%**

of our employees are native to the country where they work for us

**50%**

Our **GOAL** is for **50%\*** of our new hires to be female **BY 2025**

**25%**

The percentage of new hires who are women was **25% IN 2022\***

**ALL AGES** within standard working years are relatively well represented across Bridgestone EMIA

**37%**

of our workforce is aged between **35-45** years old

**25%**

are aged between **25-35** years old

**27%**

are aged between **45-55** years old

\*IN BANDS 2 AND ABOVE (OUR RESEARCH DID NOT INCLUDE BAND 1 OPERATIONAL AND SUPPORT ROLES).



# 2022-2023 HIGHLIGHTS AND ACHIEVEMENTS

**73%**  
OF EMPLOYEES  
COMPLETED  
DE&I TRAINING

A dedicated  
**DE&I CENTRE  
OF EXPERTISE**  
has been  
established in  
EMIA

**77.2%**  
OF EMPLOYEES  
AGREE THAT THEIR  
INPUT IS VALUED  
AND CONSIDERED

An official **DE&I  
STATEMENT**  
was released to all  
official Bridgestone  
recruiters as well as  
dedicated training  
sessions

A **REVISED  
GLOBAL HUMAN  
RIGHTS POLICY**  
has been rolled out  
with an enhanced  
focus on DE&I

BRIDGESTONE  
EMIA IS RANKED  
IN THE TOP  
**1%**  
OF COMPANIES BY  
BUSINESS SUSTAINABILITY  
EXPERTS ECOVADIS

**89.2%\*\***  
OF EMPLOYEES  
BELIEVE THAT  
BRIDGESTONE VALUES  
AND PROMOTES  
DIVERSITY

\*\* AVERAGE THROUGHOUT 2022



Bridgestone has been named a **TOP EMPLOYER** in Belgium, Spain & South Africa and a **GREAT PLACE TO WORK** in India and the Middle-East



We launched **FREE TO BE**, our campaign to promote an inclusive culture and encourage people to be their full selves at work



Our **LEAD4SUCCESS** training programme was launched to help junior managers, including young leaders, take the next step in their personal development



**WOMEN IN MOTION** development programmes were rolled out across EMIA



2 Employee Resource Groups are now established (**B-WIN FOR WOMEN'S INCLUSIVITY** and **B-PROUD FOR OUR LGBTQI+ COMMUNITY**)



The first DE&I Week in EMIA was held from

**6-10**  
March 2023



# GROUP-WIDE HIGHLIGHTS IN DEPTH



RECEIVING THE TOP RATING FROM ECOVADIS FOR THE SECOND CONSECUTIVE YEAR CONFIRMS BRIDGESTONE'S STRONG COMMITMENT TO SUSTAINABILITY. THIS RATING SHOWS THE POSITIVE IMPACT OUR VARIOUS INITIATIVES, INCLUDING THE BRIDGESTONE E8 COMMITMENT, ARE HAVING, AND GIVES US RENEWED ENCOURAGEMENT FOR OUR PLANS FOR THE YEARS AHEAD."

KOJI TAKAGI,

CHIEF SUSTAINABILITY OFFICER,

BRIDGESTONE EMIA

## ECOVADIS RANKING RISES AGAIN

Bridgestone EMIA is currently ranked in the top 1% of over 100,000 companies worldwide by **ECOVADIS**, one of the world's most trusted providers of business sustainability ratings.

EcoVadis uses a system of scorecards to assess a company's sustainability performance, scoring out of 100 in four key areas: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.



WE WERE RANKED IN THE TOP  
**1%**  
IN BOTH 2021 AND 2022



## FREE TO BE

Bridgestone launched the **FREE TO BE** movement in the last year. It helps employees understand the importance of inclusion and bringing one's whole self to work.

**FREE TO BE** will continue to promote initiatives to increase diversity and embed DE&I into the business, and will create an even more equitable and inclusive work environment.



## PROUD TO BE A TOP EMPLOYER AND GREAT PLACE TO WORK

Bridgestone has been named as a **TOP EMPLOYER** in Belgium, South Africa and Spain by the Top Employers Institute, the global authority on recognising excellence in people practices.

Organisations receive the Top Employer certification based on their HR practices – including People Strategy, Work Environment, Talent Acquisition, Learning, Wellbeing and Diversity & Inclusion and more.

Elsewhere, Bridgestone India won recognition as a top employer by Great Place to Work, a global authority on creating, sustaining and recognising top employers.

Chief Human Resource Officer, Bridgestone India, Apurv Choubey commented: "This recognition is a major milestone for all of us. We have a diverse workforce across all levels in the organisation and trust and transparency are the common threads that bind us."





# DE&I AT THE HEART OF OUR RETAIL STRATEGY

Bridgestone EMIA has put DE&I at the heart of its Retail Vision, with one of the 10 pillars of that vision being 'we will become an employer of choice, developing health and safety, diversity and skills leveraging Bridgestone essence and behaviours'.

As part of this vision, Retail has set itself a goal of achieving a 50/50 mix of women in white collar roles and to increase the percentage of women working in our shops compared to men to 15%.

Diversity in senior positions is already well represented, with a 50/50 gender split in the Retail leadership team at Bridgestone EMIA's headquarters in Brussels, Belgium, where the 18-strong team includes people from 11 different countries.

OUR GOAL IN  
RETAIL IS TO ACHIEVE A

**50/50**

MIX OF WOMEN AND MEN  
IN WHITE COLLAR  
ROLES

## DE&I CENTER OF EXPERTISE OPENS

In 2022, Bridgestone EMIA created a dedicated DE&I Center of Expertise with a team focused on enterprise-wide initiatives; creating strategy, tools, and resources for the business; and facilitating training and education to further the DE&I agenda.



**BRIDGESTONE**

WOMEN'S INITIATIVE NETWORK

## ACTIVATING EMPLOYEE RESOURCE GROUPS

Bridgestone EMIA launched its first two employee resource groups (ERGs) in 2022, creating forums for women and LGBTQI+ employees.

The Bridgestone Women's Initiative Network (B WIN) and B Proud groups, have been formed to empower employees to get together, support one another and share experiences, also giving them a voice in the business to drive meaningful change.

Both groups have started by setting up workstreams and project charters, with the B WIN group having launched its mission statement in March 2023.

During 2023, the B-WIN group will hold networking activities, training sessions, and mentoring and coaching events.

Bridgestone EMIA plans to add further ERGs in future.



# EMBEDDING DE&I INTO OUR LEARNING AND DEVELOPMENT

The importance we are putting on DE&I is reflected in changes the business is making to our training resources. Examples include:

## DE&I TRAINING:

Around **73%** of employees have so far completed a DE&I-specific company-wide mandatory training course, since it was launched in November 2022. It covers DE&I awareness and unconscious bias, while explaining our aspirations and the business value of DE&I.

## RECRUITER AWARENESS:

We defined an official DE&I Statement, which was signed off by and shared with external and internal recruiters to help ensure they consider DE&I in all their recruitment campaigns, collateral and decisions.

## LEADERSHIP FOCUS:

Bridgestone EMIA has included DE&I elements in its Global Leader Development programmes



## BRIDGESTONE'S APPROACH TO EQUITABLE PAY

We are committed to ensuring pay equity for our diverse workforce.

We believe in hiring, engaging and developing the right talents that Bridgestone needs for future growth, with key drivers being base pay, short-term and long-term variable pay, and a proper benefit program.

# GENDER, AGE AND ORIGIN INTRODUCTION

"I believe that our DE&I commitment and actions are crucial to sustainable growth. It is vital that we provide a work environment in which individuals have diverse values and personalities and where everyone can reach their potential.

In 2022 we decided to make better use of the data at our disposal to give us a fuller and more complete picture of our Diversity, Equity and Inclusion performance.

Our people are our strength and by increasing our understanding of DE&I through continuous data analysis, we can make Bridgestone EMIA a better place to work while ensuring we reflect the full diversity of the communities in which we operate.

Our initial analysis focused specifically on three areas our research and measurement showed us were pertinent – gender, age and origin.

We've included our headline findings and some of the actions we're already taking in this section of the report.

It gives us a better picture of where Bridgestone EMIA is from a DE&I standpoint and where we need to improve, so we can make meaningful, impactful change to 2030 and beyond."

**ALL OUR ANALYSIS INCLUDES  
EMPLOYEES IN BAND 2+ (NOT  
INCLUDING EMPLOYEES IN BAND 1  
OPERATIONAL AND SUPPORT ROLES)**



OUR PEOPLE  
ARE OUR  
STRENGTH AND BY  
INCREASING OUR  
UNDERSTANDING  
OF DE&I THROUGH  
CONTINUOUS DATA  
ANALYSIS, WE CAN  
MAKE BRIDGESTONE  
EMIA A BETTER  
PLACE TO WORK."



WIM VAN DER MEERSCH,  
CHIEF HR OFFICER  
BRIDGESTONE EMIA



# FINDINGS

## GENDER

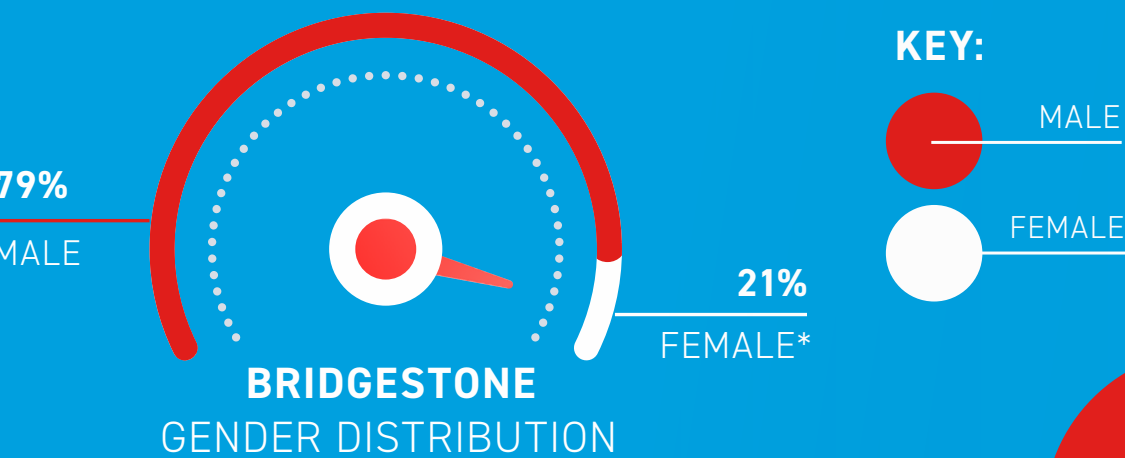
Following our data analysis of the whole of Bridgestone EMIA in 2022, we conclude that...

- ! Female representation in Bridgestone EMIA is low, but varies depending on business area and region
- ✓ Representation is steadily improving through more inclusive hiring practices
- ✓ There is no significant gender-based difference related to career length
- ✓ Performance ratings do not differ significantly across genders
- ✓ There was no evidence of a gender wage gap when considering career length, age, level and functional area
- ! Gender differences in employee experience tend to increase in higher salary bands with men in those bands having a better experience than women, especially in areas related to work pressure, work recognition and self-realisation
- ! Analysis shows some gender differences in employee experience in areas related to
  - Collaboration
  - Fit with the company mission, values, and goals
  - Work pressure

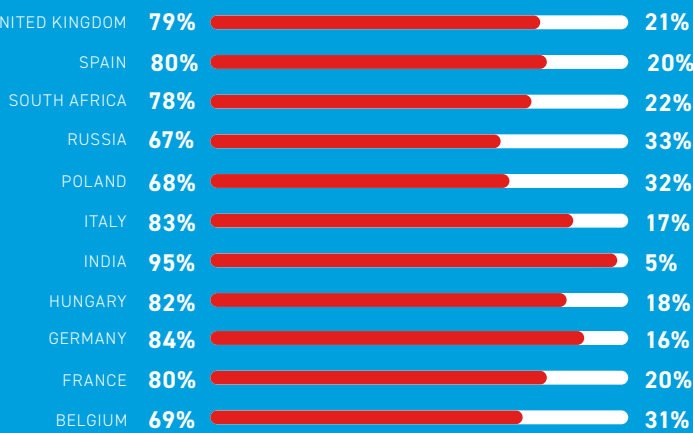


# GENDER: REPRESENTATION

Our employee base is still predominantly made up of men and the percentage of women decreases with length of service. We are beginning to address this with more balanced hiring practices, and this is already having a positive impact.



Our research found that female representation differed depending on country



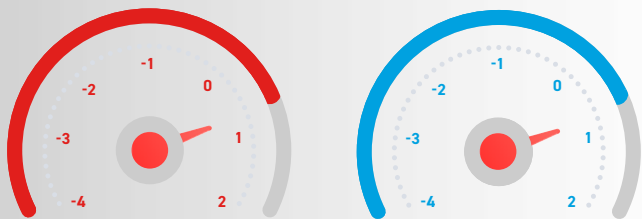
PERCENTAGE OF MALE AND FEMALE EMPLOYEES

**OUR GOAL:**  
**50%**  
OF NEW HIRES BEING FEMALE BY 2025



## GENDER: PERFORMANCE AND SALARY EQUALITY

Our research revealed that there is little difference in performance between genders.



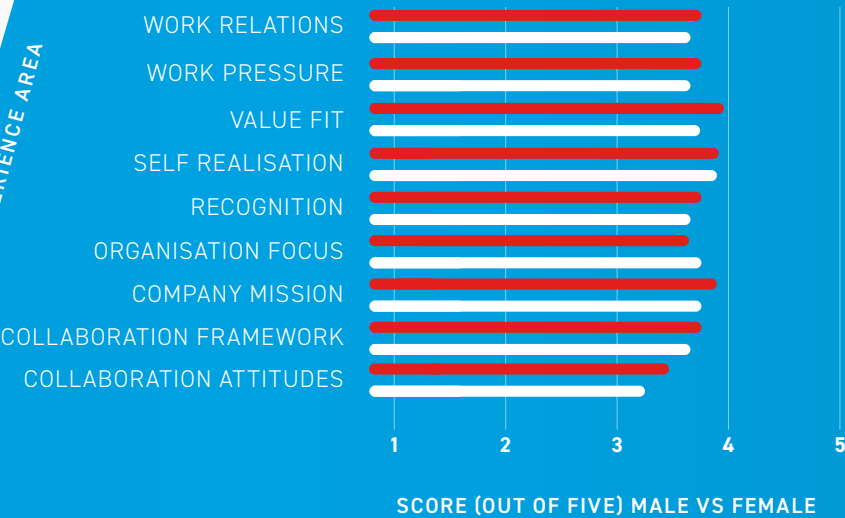
**PERFORMANCE**  
MALE AND FEMALE

Overall, there was a difference between salaries of men and women, however this difference disappears when origin, business area, band, country, business unit and age are considered.

## GENDER: THE EMPLOYEE EXPERIENCE

In terms of employee experience, there are statistically significant differences between males and females relating to:

- **COLLABORATION ATTITUDES AND FRAMEWORK**
- **VALUE FIT**
- **WORK PRESSURE**
- **COMPANY MISSION**



## GENDER: NEW HIRES

Our data suggests that more women are joining the company. The proportion of female hires was **25% IN 2022** (band +2, not including band 1 employees in operational and support roles) so we are on track to achieve our 2025 aspiration of **50% OF OUR NEW HIRES BEING FEMALE (BAND 2+) BY 2025.**

\*BAND 2+ (THE FIGURE IS 15% INCLUDING BAND 1 OPERATIONAL AND SUPPORT ROLES)



## OUR THREE AREAS OF FOCUS: GENDER, AGE AND ORIGIN



THE 2022 WOMEN IN MOTION GRADUATION CEREMONY

60  
WOMEN

EXPECTED TO GRADUATE  
AT THE END OF 2023

## WOMEN IN MOTION MAKES ITS MARK

An innovative personal development scheme, specifically for women, has been a major success since its launch in the Sales business unit of Bridgestone EMIA in July 2021.

Called **WOMEN IN MOTION** – Lead, Inspire, Connect, the 12-month programme is tailored for our female employees. It focuses on workshops, networking and collaboration, providing development and opportunities as Bridgestone EMIA drives to improve the number of women in the business from 21% towards a more equal split.

The first graduation, which was specific to Sales, took place in December 2022 with 20 graduates. In the same month, Women in Motion was rolled out to other areas of Bridgestone EMIA, with 60 women expected to graduate at the end of 2023.

DANIEL GIROUD,  
CHIEF SALES OFFICER  
BRIDGESTONE EMIA



“I’M A STRONG BELIEVER THAT WE CAN BEST SOLVE BUSINESS PROBLEMS IF WE HAVE A TRULY DIVERSE RANGE OF PERSPECTIVES. AS SPONSOR AND INITIATOR OF OUR WOMEN IN MOTION SCHEME, I’M PROUD OF THE POSITIVE IMPACT IT’S HAD SO FAR.”

## LEARNING COLLECTIONS LAUNCHED



We marked International Women’s Day 2022 by launching two new learning collections – Women in Leadership and Allyship and Inclusion.

Women in Leadership covers a variety of topics, including how to become a courageous female leadership strategies for women, and proven success strategies for women.

The Allyship and Inclusion collection included tips on becoming a male ally at work, diversity, inclusion, and belonging, inclusive mindset for committed allies, and bystander training: from bystander to upstander.

ASTRID RAHN,  
CHIEF FINANCE OFFICER  
BRIDGESTONE EMIA



“I’M PROUD TO BE THE EXECUTIVE SPONSOR OF OUR EMPLOYEE RESOURCE GROUP FOR WOMEN, B-WIN, WHICH AIMS TO CREATE A NETWORK FOR FEMALE EMPLOYEES TO SUPPORT AND INSPIRE ONE ANOTHER.”



# IMPROVING GENDER DIVERSITY IN ENGINEERING AND MANUFACTURING ROLES



Bridgestone EMIA's team in Technical Centre Europe (TCE) has launched several initiatives to attract women into technical and manufacturing roles.

Our Inspiring Girls project sees volunteer female engineers go into schools to share their experiences with young women with the aim of driving up interest in careers at Bridgestone EMIA.

We've also launched Women in Production, a three-month onboarding programme for female employees which is currently being piloted at our plant in Rome ahead of potential rollout to other sites.

Our Women in Tech internship scheme is making an early impact, with more than 15 women taking part in the six-month programme, which includes online, classroom and practical training.

The Valore D Talks Academy (an association dedicated to promoting gender balance and an inclusive culture) has also held more than 21 courses since its launch in Bridgestone in 2020, with a specific focus on the personal development of young women in middle and senior management roles.

In addition, employees continue to benefit from dedicated DE&I training paths, virtual training and cross-company mentoring.



SEVERAL WOMEN FROM TCE HAVE TAKEN PART IN WOMEN IN MOTION

14

FEMALE CANDIDATES  
ARE TAKING PART IN  
THE TEAMLEASE  
PILOT TRAINING



## INDIA TEAM TACKLES GENDER GAP

In India, our manufacturing team has been working hard to encourage more women to join manufacturing and improve diversity, particularly in relation to its National Apprenticeship Promotion Scheme.

Hoping to increase gender diversity on the shopfloor, the team has started a TeamLease Skill University pilot training programme at its Chakan Plant. A total of 14 female candidates are already taking part.

The scheme aims to make joining the team a much easier process for female employees and, as part of the initiative, a chat group has been set up to allow participants to support each other and stay in touch. Facilities at the factory have also been improved to provide separate breakrooms and washrooms and a creche.



# FINDINGS

## AGE

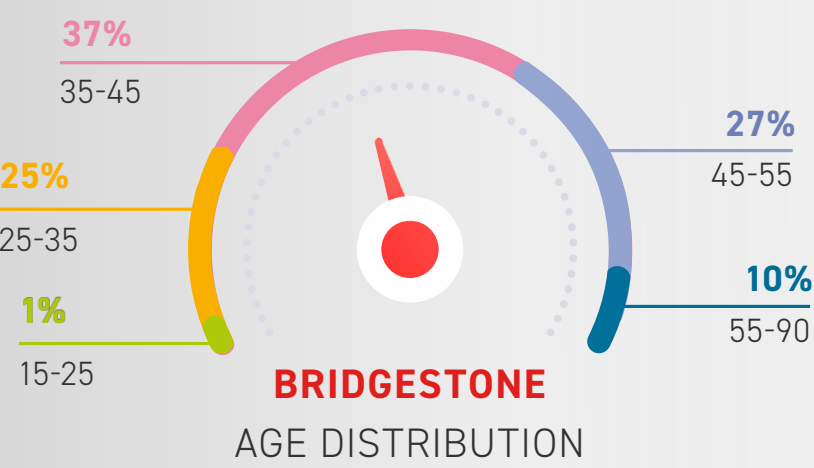
Tracking statistics related to age is important because, to be a more inclusive business we need to represent the full age mix of society. In a workforce that is now represented by five generations, we have a rich spectrum of talent and experience to draw on.

- ✓ All ages within standard working years are relatively well represented across the organisation
- ! There is a marked increase of older employees (55+) in some parts of Bridgestone EMIA
- ✓ The proportion of senior (+55) and junior employees (below 25) we are recruiting has remained constant over time
- ✓ There is not a clear link between age and the likelihood of someone leaving the business
- ✓ In general, senior employees (+55) tend to report employee experiences that are at least as positive as other employees

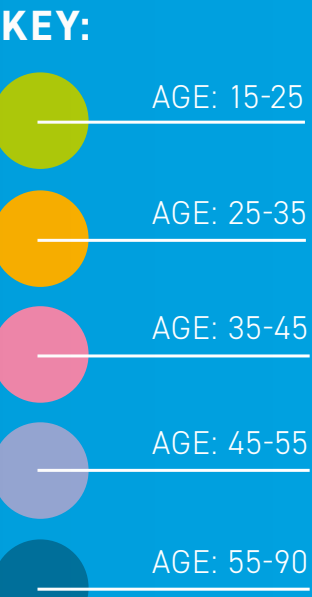
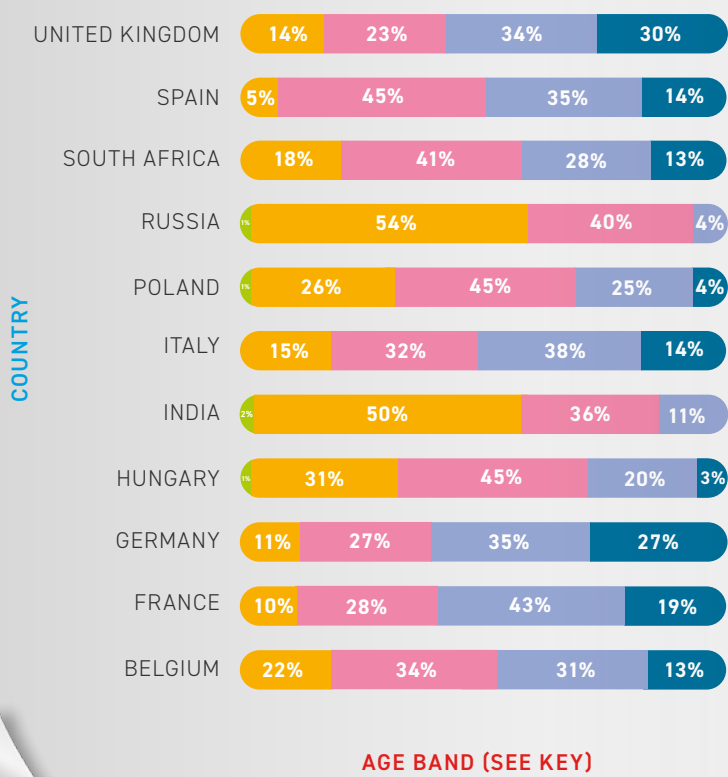


# AGE: REPRESENTATION

The mix of ages at Bridgestone EMIA is varied, with the biggest percentage of people (37%) aged between 35-45, but with 37% above the age of 45:

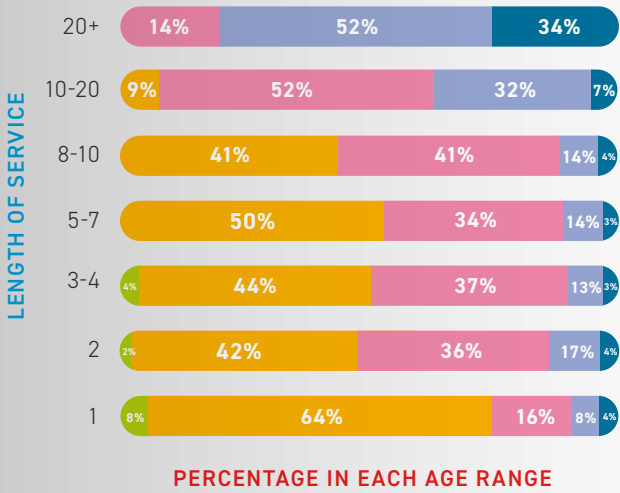


There are strong differences in age depending on location:



## AGE: PERFORMANCE AND EQUALITY

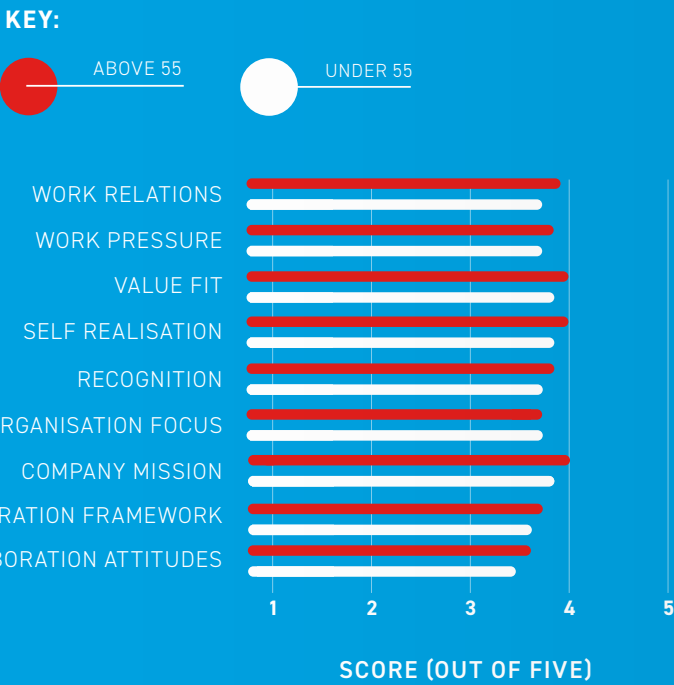
As we might expect, there is a link between age and length of service:



Hiring of junior (below 25) and senior employees (+55) remained relatively stable in recent years.

## AGE: THE EMPLOYEE EXPERIENCE

In general, senior employees (aged 55+) tend to report employee experiences that are at least as positive as other employees:





## LEAD4SUCCESS

Our Lead4Success training program aims to help junior managers, including young leaders, to take the next step in their personal development, including making sure DE&I issues are front of mind for the next generation of leadership talent.

Lead4Success aims to move leaders from average to high performing by developing four fundamental skills that are vital to their success: self-awareness, learning agility, influence and communication.



## YOUNG ADVISORY BOARD ESTABLISHED

We have established a Young Advisory Board to make sure young people's views are heard at a senior level, so decisions can be made based on a more diverse range of perspectives.

The group includes around 12 members from across Bridgestone EMIA and, having started at Our Technical Center Europe (TCE) in Italy in Research and Development, has since been extended to include members from other areas. It is already contributing to several projects across the business.

## HELPING YOUNG PEOPLE FIND EMPLOYMENT



Bridgestone EMIA's Technical Center Europe (TCE) team in Italy is helping young people who are not engaged in education, employment and training (NEET) become more employable.

The road safety and mentoring programme, CulTire, was launched to tackle two issues – high road fatality rates for young people and high youth unemployment. As well as helping young people in the NEET group, CulTire is also aimed at refugees and young people on probation.

The programme includes road safety seminars led by TCE volunteers and mentoring, including one-to-one job interview exercises.

Eight seminars have been held in schools so far involving **450 participants** with **12 sessions** for NEET participants reaching **250 young people**. Around **150 volunteers** from TCE have taken part.



“DE&I IS SOMETHING WE ARE TAKING VERY SERIOUSLY IN MANUFACTURING. ADDRESSING GENDER, AGE AND ORIGIN ISSUES CREATES VARYING CHALLENGES DEPENDING ON COUNTRY BUT WE'RE MAKING GOOD PROGRESS AND ARE COMMITTED TO CONTINUAL IMPROVEMENT.”



EMILIO TIBERIO,  
COO AND CTO, BRIDGESTONE EMIA



## FINDINGS

# ORIGIN

Bridgestone Europe, Middle East, India and Africa (EMIA) is made up of many, highly diverse countries, so it is important our people reflect the diversity of those communities and that their experience of Bridgestone EMIA is consistently good. By tracking our employee's origin, we can make sure we are truly representative, and that our people are treated fairly.

- ! Non-native representation in Bridgestone is low, except for the Bridgestone EMIA headquarters in Brussels, Belgium
- ✓ There is no significant general difference in career length between native and non-native employees
- ✓ Average performance ratings were similar for both native and non-native employees
- ✓ There is no substantial evidence for wage difference related to origin
- ! There are some differences across pay bands:
  - Band 2 employees (specialists and supervisors) tend to report less positive employee experiences if they are non-native compared to native
  - Those in bands 5 and 6 (directors and executives) tend to report more positive employee experiences if they are non-native compared to native

Advanced  
Workshop

BRIDGESTONE



# ORIGIN: REPRESENTATION

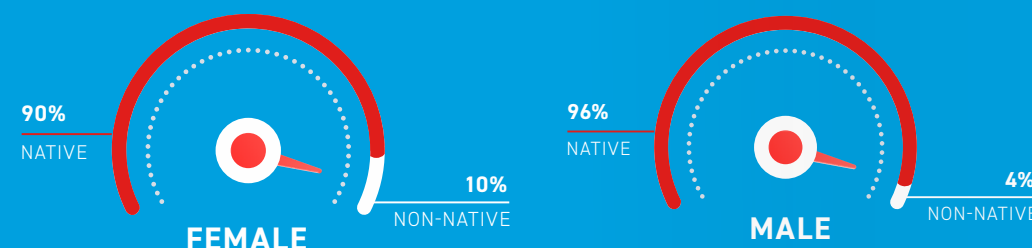
Employees at our locations predominantly originate from the home country:



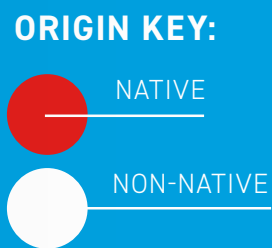
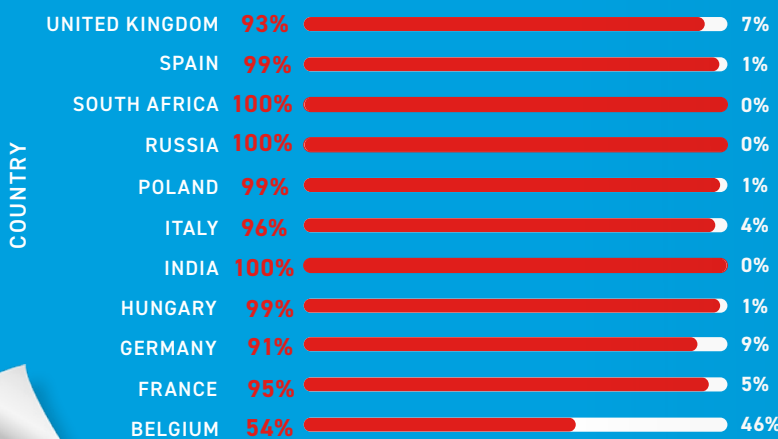
## ORIGIN: NEW HIRES

Hiring of non-native employees has increased over the last four years

There is little difference between native and non-native employees in relation to gender:



When it comes to geographical differences, each country has similar percentages of non-native employees, apart from at our HQ in Belgium:



## ORIGIN: PERFORMANCE AND SALARY

No significant differences in performance ratings were observed between employees of different origins

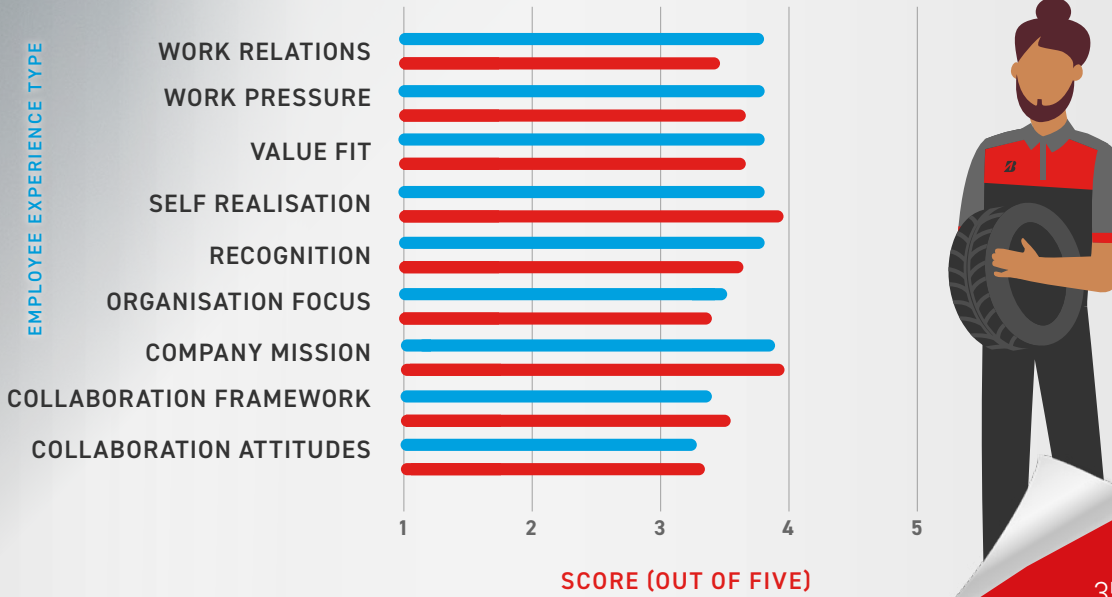
Non-native employees are slightly more prominent in higher salary bands:



## ORIGIN: EMPLOYEE EXPERIENCE

When gathering data on the employee experience, we restricted our measurement to Bridgestone EMIA headquarters due to the larger percentage of non-natives.

In general, non-native employees tend to have a similarly positive employee experience.





# BRIDGING THE LANGUAGE GAP

Bridgestone EMIA is aiming to break down language barriers with the launch of a language learning platform.

Called **GOFLUENT**, the platform will allow our employees to learn English, Spanish, German, French, Italian and Portuguese via unlimited online activities and conversation classes. Online activities in Japanese, Chinese, Dutch, Arabic, Korean and Russian are also available.

Talent Center of Excellence Leader Sébastien Tranchant explains: "We want to remove language barriers so people can embrace being part of our diverse community at Bridgestone EMIA."



## SOUTH AFRICA EARNs TOP B-BBEE RANKING

Bridgestone EMIA has been awarded the highest possible ranking in a South African government accreditation programme aimed at stimulating participation of previously disadvantaged groups in the economy to lead to increased economic growth.

We were awarded Level 1 accreditation in the Broad-Based Black Economic Empowerment (B-BBEE) programme. This recognises our work to improve diversity and gender equality in the workplace.



## BILBAO WIDENS NET WITH TRAINING PROGRAMME

The launch of our B-Kampus programme at our Bridgestone plant in Bilbao, in conjunction with Basque Employment Service, Lanbide, has been giving unemployed people and those from other backgrounds, ages, genders and origins, the skills and knowledge to work in manufacturing.

The first intake included a female-only group. 29 female industrial workers completed the training course of which 70% had the option to start working as operators in the factory.



**70%**  
OF FEMALE WORKERS HAD THE OPTION TO START WORKING AS OPERATORS





# IN SUMMARY WITH **NICOLAS VAN DEN STEEN**



I hope you have enjoyed reading our 2022-2023 DE&I report and trust it goes some way to illustrate the importance we are putting on DE&I as a business and some of the early progress we've made.

The Bridgestone E8 Commitment is an enabler of what we're doing to make our business more sustainable and the data analysis we've done has given us a good understanding of where we stand in certain areas.

We'll be expanding our efforts to other areas in the coming years and will continue to empower our people to help us make Bridgestone EMIA a more diverse, equitable and inclusive place to work.

NICOLAS VAN DEN STEEN,

**HR LEADER, EMERGING MARKETS**

**DE&I EMIA**