Advancing fundamental human rights and responsible labor practices

We will foster an inclusive culture in which all Bridgestone entities and locations adopt and apply ethical labor practices, build trust with our teammates, and model our respect for diversity and for fundamental human rights.

Policy

Our Group’s Stance on Human Rights

In addition to respecting human rights in accordance with Our Group’s Stance on Human Rights, we appointed a Chief Human Rights Officer (CHRO) and are taking steps to ensure the Group’s approach to this issue is well understood throughout the organization.

1. Prohibition of Discrimination

In all corporate activities, Bridgestone prohibits any act that impairs individual dignity or discrimination based on race, ethnicity, nationality, gender, age, language, religion, creed, social status, disability, or any other protected characteristics.

2. No Harassment

No personnel shall speak or act in ways that degrade individual dignity based on protected characteristics such as gender, authority, or any other type of harassment.

3. No Child Labor/Forced Labor

Bridgestone prohibits child labor/forced labor in any country.

The Bridgestone Group’s Stance on “Respect for Diversity”

The Bridgestone Group provides a work environment in which individuals who have diverse values and personalities can work comfortably and demonstrate their abilities. To make this possible:

- We recognize and respect diversity of culture and customs in each country of the world.
- We sympathize with ideas from diverse viewpoints of diverse people and create new value.
- We establish a system in which employees can perform their duties with peace of mind and demonstrate their abilities to the fullest across the various stages of their lives.

And finally, we focus all of these efforts on “improving employee satisfaction,” “activating and improving the Company,” and “increasing stakeholders’ profits.”
Approach to Continued Enhancement of Job Satisfaction and Pride and Related Initiatives

The Bridgestone Group has adopted the following approach to continued enhancement of job satisfaction and pride.

**Employees will strive to create a motivating workplace and to grow through their work as they share the following global and Group values:**

- **Communications:** Encourage mutual communications that build shared understanding and trust.
- **Teamwork:** Operate with a sincere respect for diversity, promote decisive and planned actions that accommodate what is the best for both the team and the company.
- **Compliance:** Encourage sincere actions that comply with both the letter and spirit of all applicable laws, regulations and policies.
- **Customer Orientation:** Consider the internal and external customer perspective, and encourage actions that put customer satisfaction first.
- **Improvement:** Respectfully challenge the status quo, and always strive for excellence without fear of failure. Foster an environment that promotes improvement and innovation, taking into account the importance of both the process and the results.
- **Personnel Training:** Provide a training system that supports proactive learning and encourages employees to develop their own abilities.
- **Evaluation, Compensation:** Build a human resources system that encourages employees to excel by fairly evaluating their achievements and compensating them accordingly.

**Management Structure**

To promote Group-wide sustainability activities, Bridgestone created a structure comprising a global CSR management system, a regional CSR management system, and working groups (WGs) for each area of activity.

The global CSR management system prioritizes initiatives in areas pertaining to a variety of global issues, formulates global sustainability strategies, confirms the progress of activities in each area, reports to the Global EXCO,1 and confirms the internal penetration of CSR activities conducted by the Global CSR Enhancement Committee (GCEC).

In addition to respecting human rights in accordance with the Bridgestone Group’s Stance on Human Rights, we appointed a Chief Human Rights Officer (CHRO) and are working to ensure the Group’s approach to this issue is well understood throughout the organization. In accordance with the Global CSR management system, the Human Rights, Labor Practices WG verifies the content and progress of overall global efforts in human rights, labor practices and diversity, and reports to the GCEC and top management in each SBU2 and region.

1 Global Executive Committee: The highest-level committee associated with Bridgestone Global Group business execution
2 Strategic Business Unit

**Spreading Awareness of Our Group’s Stance on Human Rights Worldwide and Initiatives on Human Rights Due Diligence**

In 2011, we translated Our Group’s Stance on Human Rights into 15 languages and distributed it to all offices, plants and group companies. We then provided education and training which concluded in 2012, with the goal of spreading awareness of this stance among all employees worldwide.

To foster an ongoing awareness and understanding of Our Group’s Stance on Human Rights throughout the Bridgestone Group, we have included this topic in New Hire training and Level-wise training since 2013. To further promote human rights, we have human rights consultation desks in place at each of our offices in Japan, with which employees can consult in cases of facing human rights infringement. We regularly confirm the state of compliance and check that our perspectives are being followed.

We conduct human rights due diligence within the Group. Based on our findings, we have formulated a three-year plan to address each area of human rights, such as discrimination and harassment. In 2016, we continued to define human rights topics for assessment and worked to identify potential human rights risks at each of our offices.
Approach to Respecting Diversity and Related Initiatives

In 2008, the Bridgestone Group established a unit responsible for overseeing the promotion of diversity in Japan and has been applying this approach to respect for diversity throughout the Bridgestone Group since 2009.

Based on the Bridgestone Group’s Stance on Respect for Diversity, for each Bridgestone Group company we will establish diversity-related programs specific to the respective countries or regions and laws.

Bridgestone has held lectures on diversity and work-life balance conducted by outside experts since 2009, with a total of approximately 3,500 employees attending to date.

Initiatives for Female Employees

The Bridgestone Group, based on the Bridgestone Group’s Stance on Respect for Diversity, implements measures for the active participation and advancement of women in the workplace of each SBU.

In Japan, Bridgestone undertakes a variety of initiatives to help female employees succeed. We provide career development training for interested female employees, offer support to help female employees develop networks, and conduct career support training targeting gender diversity awareness for managers. We also have introduced a program in Japan to promote female employees to be in management positions with the goal of developing female managerial candidates over the medium term.

Bridgestone Americas has adopted strategies to increase female representation in management, including support for the WOMEN Unlimited programs to develop leaders by managerial level, as well as development and mentorship programs through the women’s affinity group BWIN. Candidates slate for Leadership level positions, and the top two of the four Management levels must include at least one diversity candidate.

Initiatives for Diverse Workstyles

Based on the Bridgestone Group’s Stance on Respect for Diversity, we aim to create a workplace environment in which diverse individuals can succeed.

To support employees raising children, Bridgestone has established nursery facilities close to its office, and conducts seminars on childcare. In Europe, we offer flexible work schedules for families, and provide opportunities for employees to maintain communication while on childcare leave. Bridgestone also promotes employment for persons with disabilities, including establishing the special exceptional subsidiary Bridgestone Empowerment Co., Ltd. to provide disabled persons with employment opportunities.

Bridgestone will further promote such measures with the aim of establishing an inclusive society where employees can work with an easy mind.

External Assessment

Selected as a “Nadeshiko Brand” for Four Consecutive Years

In March 2017, Bridgestone was selected for the fourth consecutive year as a “Nadeshiko Brand,” by which the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) jointly publicize enterprises that are exceptional in encouraging women’s success in the workplace.

In fiscal 2016, the “Nadeshiko Brand” introduced companies aggressively promoting the utilization of women employees, including the creation of environments in which women are able to continue working, in each industry from among approximately 3,500 companies listed on the Tokyo Stock Exchange.

Bridgestone was recognized for its efforts to increase the ratio of women among new hires and directors (including outside directors), supporting women’s careers and initiatives supporting a work-life balance.
Continued enhancement of job satisfaction and pride

Initiatives for Continued Enhancement of Job Satisfaction and Pride

Based on the approach to continued enhancement of job satisfaction and pride, in 2013, we conducted voluntary checks to determine whether the necessary systems for human resources, compensation, education and training were in place. We then moved forward to establish plans for system improvements at each company, based on the results of the voluntary checks. In addition, we conducted training for each company's human resource coordinators to encourage system improvements at each Group company. We are following this plan to steadily improve the human resource and compensation systems, as well as education and training, and make them consistent throughout the Group.

Ongoing Education for the Next Generation of Management

One of the Bridgestone Group’s personnel policies is to optimally utilize human resources throughout the Group. We conduct selective education over the medium to long term on an ongoing basis for the human resources who will support Group management in the future.

We have identified some 250 posts as Global Key Positions (GKPs) that play an important role in Group management. Since 2004, we have held a Global Development Class (GDC) as a program for training selected personnel for these GKPs.

Under the GDC program, initially, we conduct 360-degree evaluations of selected members from within the Group (approximately 15 to 20 people per year, and recently once every two years), including evaluations by supervisors, colleagues and subordinates, as well as self-evaluations. We then prepared individual educational plans based on the evaluation results. Group training concentrates on skill development and the honing of leadership skills, focusing on the behavioral characteristics the members' desire. By assigning people who have completed this program to management at Group companies in Japan and globally, we cultivate management resources with an international perspective.

In 2014, we introduced the Global Development Network (GDN) to help personnel early in their careers establish global networks. The GDN program targets selected members from within the Group (approximately 20 people per year, selected once every two years). Group training is held twice each year to assist in building global networks.

Developing Manufacturing Human Resources Group-wide

The Global Manufacturing Education Centre (G-MEC) was established in 2007 with a mission of developing manufacturing human resources who can implement the Bridgestone manufacturing way. G-MEC expands global manufacturing human resources through three pillars: “Establish standard human resource development program,” “Train-the-trainer program,” and “Systemization of manufacturing resources development.”

Overseas facilities currently account for 70% of the Group’s production, and Bridgestone focuses on maintaining and enhancing production at all plants to “make and supply quality products consistent with standards” and ensuring self-directed, high levels of production. Accordingly, promotion structures were established in each region: C-MEC (China), AP-MEC (Asia), E-MEC (Europe), BRISA-MEC (Middle East), NA-MEC (North America), and SA-MEC (South America). Promotion leaders (“Masters”) were trained and placed at each SBU/facility as the key person promoting education and post-education activities and improvement efforts at their facility.

<table>
<thead>
<tr>
<th>Number of Masters (as of December 2015)</th>
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<tbody>
<tr>
<td><strong>By Category</strong></td>
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<tr>
<td><strong>Region</strong></td>
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<tr>
<td><strong>Japan</strong></td>
</tr>
<tr>
<td>Production Process Management</td>
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<tr>
<td>Standard Skill Instructor</td>
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<tr>
<td>Equipment Maintenance Management</td>
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<tr>
<td><strong>Total</strong></td>
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In Japan, Bridgestone conducts a satisfaction survey of all employees annually, covering a broad range of personnel policies including work, workplace, and compensation. The results of this survey are reported to the executives and provided as feedback to employees via the intranet and posters.

In 2016, the survey response rate was 96.0%, with “General workplace attractiveness” receiving an average of 3.19 points (compared with 3.22 points in the previous year) out of a possible 5.0 points, while “General attractiveness of the company” earned an average of 3.27 points (from 3.35 points). We will take these results into account as we move forward with efforts to enhance workplace communication.

We will continue to conduct these surveys and to include the results in the formulation and development of new measures and improvements.

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>General workplace attractiveness</td>
<td>3.19</td>
<td>3.22</td>
<td>3.19</td>
</tr>
<tr>
<td>General attractiveness of the company</td>
<td>3.33</td>
<td>3.35</td>
<td>3.27</td>
</tr>
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* Full score: 5