

Realization of Mid-Long Term Business Strategy with Sustainability at the Core

Human Resources Strategy

Human resources strategy

The Bridgestone Group places great importance on its employees, which are essential for the sustainable growth of its business, and believes the success of its diverse talent will lead to the creation of value as expressed in the “Bridgestone E8 Commitment.” The Group maximizes the value of individuals throughout its strategy, while appropriately aligning and linking human resource approaches with its Mid-Long Term Business Strategy.

The Group is confident that transforming each individual employee’s mindset and behaviors toward becoming a sustainable solutions company will lead to deeper employee engagement and foster a corporate culture that provides social and customer value in a sustainable manner. Furthermore, the Group has established talent development and human resources programs tailored to the characteristics of each region.

Initiatives in Japan

Bridgestone has branded its human resources transformation as B-HRX and is working to create an environment where the company and employees can take on challenges and grow together. B-HRX focuses on maximizing organizational capabilities and results by developing diverse talent and leveraging individual strengths. It seeks to clarify the functional and organizational capabilities and human resources requirements necessary to achieve its Mid-Long Term Business Strategy, to provide training opportunities and optimally allocate employees.

In line with its business strategy, the Company is developing a system of self-directed career development and personal growth, such as reskilling employees to develop digital capabilities and fostering skills through learning and hands-on experience. In addition, it expanded its next-generation leadership development program, which began in 2020, to the global Group as the Bridgestone Next 100 in 2021. It is promoting the succession program in which each senior management and executive level collaborates from the perspective of strategy and global optimization.

The Company also launched an engagement survey in 2020. It is an evolution from traditional employee surveys to gauge and enhance employee engagement. Each site in Japan is taking the initiative to create a better workplace by analyzing survey results, identifying issues and implementing improvements. Opportunities for dialogue between management and employees are also provided to maintain and create an organizational culture that motivates employees.

In terms of people systems, Bridgestone has developed a flexible and diverse talent management program that combines a job-based program based on the roles and responsibilities required to implement business strategy with a conventional program that aims for medium- to long-term development through diverse experiences. It also has introduced a job-matching program, an open posting program, and other programs to match individuals willing to take on challenges with positions that leverage their expertise and skills. It will continue to support the growth of individuals who are taking the initiative in their career and encourage them to lead full and prosperous lives through self-fulfillment in the company.

Initiatives at BSAM

Talent management and development are critical elements of the human resources strategy at BSAM. By investing in its people, BSAM aims to ensure employees are continually developing their capabilities, progressing towards their career goals, and ultimately choose to stay within the Group over the long-term. Its dedicated talent management and development teams design, build and deliver talent solutions in partnership with business divisions to continuously improve the employee

experience and ensure the right capabilities are available to support the business strategy.

BSAM offers many development opportunities to enhance each employee’s career and strengthen its organizational capabilities. In addition to the extensive catalog of training and development programs available to all employees, BSAM also offers a number of accelerated development programs to quickly increase employee skills and

improve organizational capabilities. BSAM also holds an annual Career & Development Week to promote career advancement across its operations and ensure employees know about the opportunities it provides. To enable more employees to participate in this program, an instructor-led, interactive, virtual environment was introduced in 2021, resulting in a 50% year-on-year increase in participants.



BSAM is also committed to ensuring employees have ongoing dialogue with their manager about their performance and development, and receive the support they need to maximize their contributions. To formalize this commitment, a new performance management framework called AMP (Accelerating My Performance) was introduced in 2021. AMP is designed to ensure employees receive the ongoing feedback and support they need to achieve their professional goals. Through AMP, BSAM has created an environment where employees and managers continuously communicate and share feedback to ensure employees are delivering great results and progressing on reaching their career goals. BSAM will continue to improve AMP over the coming years to further enhance the culture of agile, continuous performance and development feedback.

BSAM is also committed to helping employees improve their mental/emotional, physical and economic well-being and offers numerous tools and partnerships. In 2021, BSAM launched an initiative called the Wellbeing Space. This initiative provides employees with an easy and effective way to access resources available when needed by employees to promote a healthy lifestyle and support them through life events.

Initiatives at BSEMIA

BSEMIA has implemented tools including 360° feedback, mentorship programs and targeted training paths with e-learning courses, to support its employees in their development. Additionally, BSEMIA has worked on fostering a culture that emphasizes and stimulates communication by hosting town hall meetings, introducing a recognition system and a goal-setting system, and also conducting monthly pulse surveys. The monthly pulse survey quantitatively measures engagement and self-directed action of employees, and monitors trends over time and at each workplace. One application of the pulse

survey was to develop a systematic action plan focusing on four well-being themes: psychological, social, physical and work environment. Each quarter, BSEMIA selects one theme and provides information and training to help its employees improve their overall well-being.

A structural cultural change management program has been implemented in manufacturing sites over the last year and which has resulted in well-trained and empowered employees, autonomous teams and significantly enhanced operational results.

Initiatives at BSCAP

In 2020, BSCAP implemented the philosophy of Safety First, Show Care and Stay Connected and introduced various activities that prioritize the well-being of employees in all 10 countries where it conducts business. BSCAP also introduced a survey on employee resilience focused on five categories: communication, technology, customers, connections and well-being to assess the organization's ability not only to overcome adversity but to emerge stronger and better prepared to take on new challenges.

Additionally, a cross-country task force was created in 2021 to develop regional guidelines on hybrid work and employee well-being to provide employees with flexibility and to improve work-life balance.

An integral part of BSCAP's talent management process is the annual Career Development & Discussion (CD&D) process, when employees and their managers identify their strengths and development actions and they are

empowered to take ownership of their careers. Launched in 2020, CD&D is being expanded to more employees each year.

In the area of talent development, BSCAP introduced a Training & Development KPI of a minimum of 40 training hours per employee per year in 2021 and 60% of employees achieved the KPI that year. Specifically, BSCAP designed its 40-hour, High-Potential General Management Program in partnership with Asia's top-ranked business school to help

high-potential employees further develop their strategic thinking and decision-making skills. BSCAP's BE INSPIRED campaign is creating a culture of continuous self-learning through more than 200 e-learning courses. In late 2020, it also started the Critical New Skills for the Future initiative – a bottom-up initiative which empowers employees in its group companies to participate in each country's workshop and identify skills that will be required for upskilling or reskilling.

More information on talent development and human resources programs is available [online](#).

DE&I

Respect for DE&I is a key element of the Bridgestone Group's [Global Human Rights Policy](#) and practiced in various ways across the operation. Equity was added to the 2022 revision of this policy to reinforce and clarify its commitment to providing equitable opportunities, and the Group will

continue to advance initiatives that address potential disparities and other workplace and social issues related to equity.

Initiatives in Japan

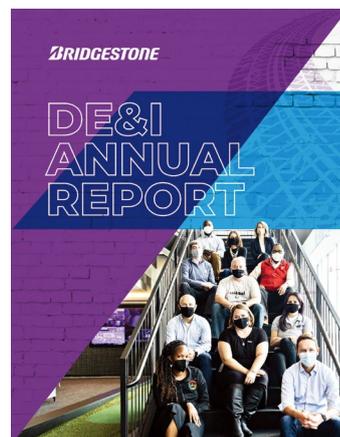
Bridgestone respects differences in cultures and customs and has established a culture that allows all employees to feel safe and included so they can contribute their best. In Japan, Bridgestone recognizes the need to improve female representation in its management structure, and is taking actions to achieve this goal. The Company set a target to increase the ratio of women in all management positions (including those who are seconded to Bridgestone Corporation) from the current 2.6% to 7.5% by 2025. A

mentor system was introduced in 2021 in which leaders work together to support the career development of female manager candidates.

In addition, Bridgestone received the highest rating of Gold for four consecutive years in the PRIDE Index, an indicator of how companies have implemented initiatives to promote LGBTQ+ inclusion in the workplace.

Initiatives at BSAM

BSAM's DE&I strategy consists of three key areas: workplace, workforce and marketplace. In each area, it aims to provide an inclusive work environment, educate leaders and employees, and create equitable opportunities. To help achieve these goals, in 2021 BSAM conducted unconscious bias training as an introductory learning program related to DE&I for over 3,600 participants. BSAM is also committed to improving transparency by reporting various initiatives and progress through its [DE&I Annual Report](#).



In 2021, BSAM also launched its “Free to Be” movement that helps employees understand the importance of inclusion and bringing one’s whole self to work. It will continue to promote initiatives to increase racial and gender diversity, embed DE&I into the business, and create an even more equitable and inclusive work environment. These priorities will be accomplished with direct employee input, including from its employee resource groups (ERGs):

- BBOLD – African American/Black employees
- BWIN – Women employees
- BNEXT – Millennial employees
- BBRAVO – Veteran employees
- BUNIDOS – Latinx/Hispanic employees
- BPROUD – LGBTQ+

Initiatives at BSEMIA

BSEMIA believes that a diverse work environment creates a better understanding of its customers, greater employee engagement, decision-making that includes diverse perspectives, and innovative ideas that lead to better outcomes. It is working to create an environment where all employees feel safe and included so they can contribute at their best. A key element of this work is more fully engaging ERGs to involve employees in building an even-more inclusive culture. In 2022, BSEMIA will promote initiatives to respect diversity with a particular focus on three groups: gender, seniority and experience.

In South Africa, Bridgestone South Africa (Pty) Ltd. (BSAF) achieved Level 1 Broad-Based Black Economic Empowerment (B-BBEE) Contributor status which was the highest rating in the certification. This recognizes BSAF’s efforts to include African people in the workforce, support African businesses and give back to underserved African communities. BSEMIA was also recognized as a Top Employer and Great Place To Work in 2022 in multiple countries.

Initiatives at BSCAP

BSCAP is undertaking DE&I initiatives based on the philosophy of Right Person in the Right Position with the Right Skills. Its intent is to draw out the ambitions and abilities of individuals to the fullest and identify the most suitable talent for each position.

BSCAP set an aspirational goal to have women in 20% of management roles by the end of 2022. On each International Women’s Day (IWD) since 2019, BSCAP has conducted various awareness and educational campaigns for employees to communicate the value of women in the workplace and society. BSCAP also promotes a gender-equal society by encouraging women to play an active role in all BSCAP companies and encouraging these companies to engage women more fully.

More information on DE&I initiatives is available [online](#).

