



2022
*DIVERSITY, EQUITY
AND INCLUSION REPORT*
MICHELIN NORTH AMERICA, INC.





BUILDING A BETTER WORLD FOR ALL



Tuscaloosa, Alabama

Even as we face uncertainty in the world around us, Michelin North America, Inc. is focused on what actions we take today to build a better world tomorrow. We believe respect for all people is a key aspect of who we are at Michelin. It is also an essential ingredient for long-term growth and success for us and the communities we serve.

I am proud of what we have achieved so far. Internally, we have trained nearly 100% of our workforce to recognize and eliminate unconscious bias and are working to expand that training to unleash the potential of all employees through opportunities for learning, training and upskilling. We also leverage our Business Resource Groups and Diversity and Inclusion Councils to create supportive communities inside Michelin to build relationships and opportunities for growth for all employees.

Externally, we are developing strategic partnerships with universities to expand our pipeline of talent and have created innovative programs to improve access to careers in manufacturing and technology. We have also created strong relationships with minority- and women-owned suppliers. Additionally, we are a major donor to the International African American Museum in Charleston, S.C., supporting an exhibit called “Free to Move.”

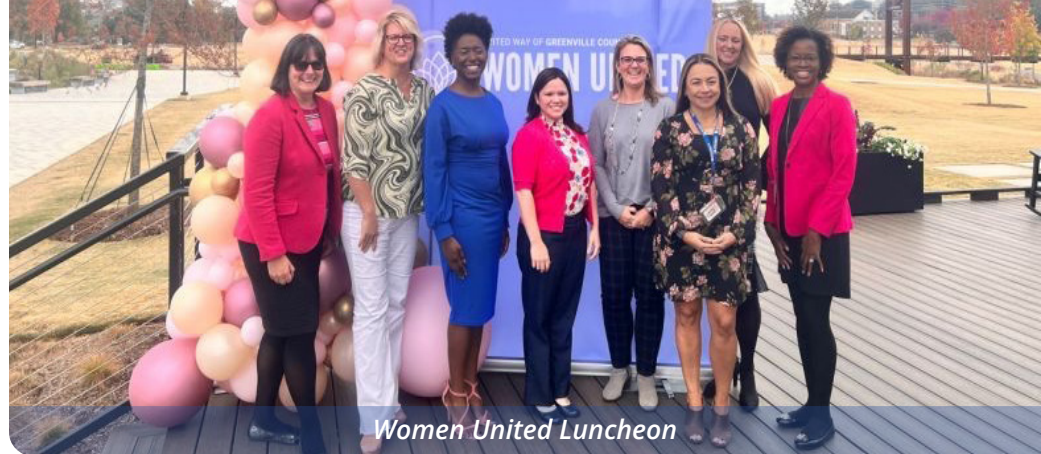
At Michelin North America, we are often recognized for our diversity efforts. While I’m always grateful, I’m also humbled because we know that we still have a long way to go. Lasting change takes time and requires collaboration, intention, determination and accountability to be sustainable.



Waterville, Nova Scotia

This is why the theme of our strategic plan is “People Make It Possible”. I am certain that together we can make Michelin a place where all employees feel like they belong, where their experiences and opinions matter, and where their valuable contributions impact our future. Creating this community where everyone can flourish and belong is our shared responsibility, and you can count on my full determination to get us there. Because each person at Michelin North America makes it what it is today, and because together, we make it all possible.

Alexis Garcin
President and CEO
Michelin North America, Inc.



"There is no question that the work of DE&I is a journey. I am confident we will continue to find ways to shape our culture and communities to be more inclusive and equitable for all."

**—Tiffane Davis,
Chief Diversity, Equity
and Inclusion Officer,
Michelin North America, Inc.**

In 2022, I became Michelin North America's Chief Diversity, Equity and Inclusion Officer. After nearly a year in the role, I am more energized than ever by the Company's commitment to this important topic. That commitment means we are making progress and will continue to do so.

We serve employees, customers, partners and communities whose needs and expectations are evolving and being shaped by the changing world around us. Michelin North America's ambition to build a more diverse and inclusive workplace empowers us to nurture and leverage the rich, diverse talents of all of our employees to better connect with our customers, consumers and communities.

Michelin North America first created a role to lead DE&I more than 20 years ago. As with any endeavor, we never stop learning and growing. We continue to deepen our commitment and broaden our understanding of DE&I. We work with 11 Business Resource Groups, 13 Diversity & Inclusion Councils and many strategic external partners and advisors to advance workplace impact and build a more inclusive community.

We have centered our DE&I commitment on three strategic pillars: enrich our teams, cultivate a culture of belonging and impact society. It starts inside our walls by enriching our teams and cultivating a culture of belonging for all employees. We want to attract top talent and retain people who bring a wide variety of backgrounds, experiences and perspectives, and reflect the communities where we live, work and serve. This approach allows us to be more innovative and competitive. Further, diverse teams thrive in a culture of belonging, so we are working to address biases, embrace differences and elevate potential.

Our DE&I commitment also extends outside our walls. By prioritizing and investing in the community and diverse and sustainable business partnerships, Michelin contributes to a more vibrant society that benefits everyone.

There is no question that the work of DE&I is a journey. With Michelin's purpose to create a better way forward and our foundation of respect for people, I am confident we will continue to find ways to shape our culture and communities to be more inclusive and equitable for all.



WE'RE GETTING BETTER

I am proud of our progress at Michelin North America. I'm proud of the recognitions that have come our way in recent months because they represent hard work across so many teams every day.

I'm grateful for the openness and humility I hear in conversations about belonging all around our Company. I'm also encouraged that our people consistently agree: We've still got a long way to go.

But we can get there, together.

Since I began in my role, we've focused on becoming an Employer of Choice in our communities. Among other priorities, this effort includes fostering a culture in which every person feels valued, where every person has opportunities to thrive.

Michelin's strong and durable culture has been influenced deeply by the trends around us — remote work, then hybrid work; "The Great Resignation," then unprecedented turnover; shocks of social tragedy, then spasms of political turmoil.

Along the way we're learning: As a counter-balance to social uncertainty, now our employees expect to come to work for a sense of purpose. People expect to be seen and heard as they are, authentically, not fitting a cut-out template that the Company expects them to be.

We're also learning that every person is a leader – whether they are responsible for a team or not – because leadership is influence. Every person brings influence to the table, so we need to hear every voice when we're solving problems and making decisions about the future.

We're keeping our commitments, as you can see in the nearby messages from Alexis Garcin and Tiffane Davis. Among those commitments: In this report you'll see new levels of transparency about Michelin North America's intentional actions to reach DE&I ambitions and to build an inclusive and belonging environment.

We remain transparent, and steadfast, about this as well: At Michelin, we believe in respect for people. All people.

We need to hear every voice, we need to see every hand, to solve the problems of sustainable mobility, to conquer new frontiers.

I'm grateful for the work I see taking place — within ourselves, within our walls, within our communities — that proves we're giving people everywhere a better way forward today. Together, we can give them a better life in motion tomorrow.

Felicia Sanders
VP and Chief Human Resources Officer
Michelin North America, Inc.

MICHELIN NORTH AMERICA'S DIVERSITY, EQUITY AND INCLUSION COMMITMENT

United by our core value – respect for people – Michelin North America is committed to embracing the diversity of all of our employees, customers and partners. Through awareness and continuous action, we are shaping a culture where everyone has a sense of belonging, because everyone is valued, has opportunity to flourish and can contribute to the success of the Company and community.



Enrich Our Teams

By attracting people who bring a wide variety of backgrounds, experiences and perspectives and reflect the communities where we live, work and serve, we will be more innovative and competitive in the marketplace.



Cultivate a Culture of Belonging

By addressing biases, embracing differences and elevating potential, we will cultivate an equitable and inclusive environment where all employees are respected and believe this is a place where they can thrive and find a true sense of purpose in their work.

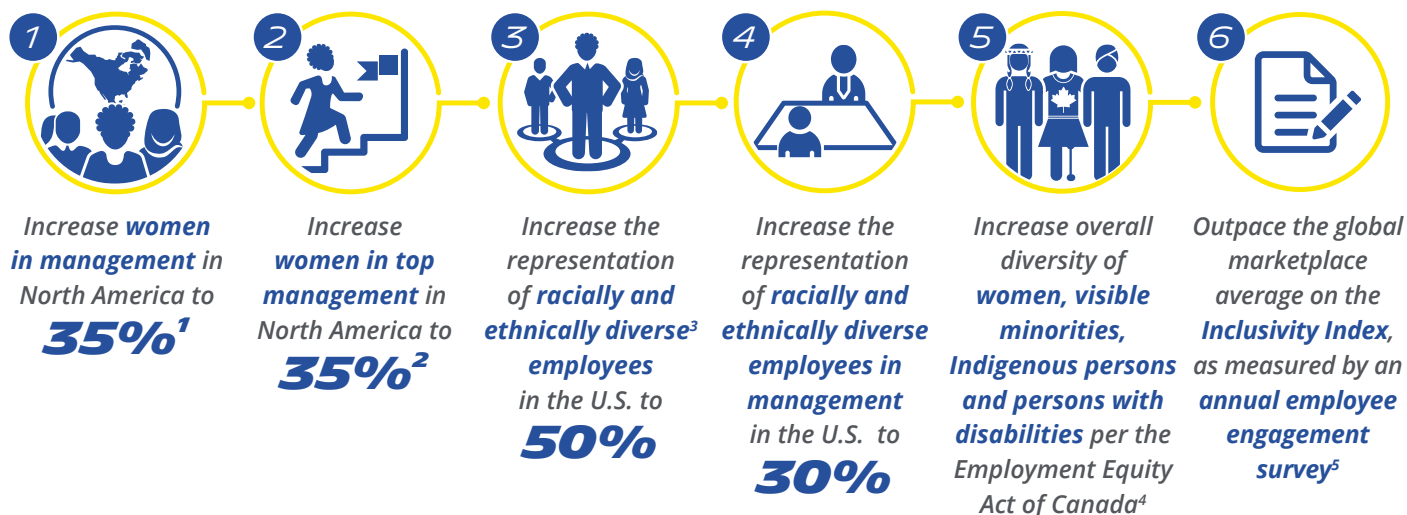


Impact Our Society

By prioritizing and investing in community and diverse and sustainable business partnerships, we contribute to building a vibrant society that in turn makes our business stronger and more innovative.

MICHELIN NORTH AMERICA'S DE&I AMBITIONS BY 2030

Michelin has ambitions to increase diversity, equity and inclusion across the organization. Specifically, by 2030, we aim to:



¹ Managers represent employees with a position level of individual responsibility from A to N, according to the Hay method used by Michelin Group

² Executives/ Top Management represents employees with a position level of individual responsibility from A to G, according to the Hay method used by Michelin Group.

³ Diversity refers to the representation and relative size of different racial and ethnic groups within a population, where diversity is maximized when all groups are represented in an area and have equal shares of the population (U.S. Census Bureau - www.census.gov/newsroom/blogs/random-samplings/2021/08/measuring-racial-ethnic-diversity-2020-census.html)

⁴ See www.canada.ca/en/employment-social-development/corporate/portfolio/labour/programs/employment-equity.html

⁵ Based on the average score of six questions from an annual employee engagement survey administered by an external firm, Mercer Sirota



ENRICH OUR TEAMS

By attracting people who bring a wide variety of backgrounds, experiences and perspectives and who reflect the communities where we live, work and serve, we will be more innovative and competitive in the marketplace.



DE&I IN ACTION

MICHELIN'S HISPANIC NETWORK ATTRACTS NEW TALENT

Minority populations, especially those who speak English as a second language, may be hesitant to apply for jobs with large companies. In some instances, they may have been treated unfairly in the interview process or rejected based on ethnicity.

To ensure these challenges did not hinder us, Michelin's manufacturing plant in Spartanburg, South Carolina collaborated with the Michelin Hispanic Network, a Business Resource Group (BRG) that promotes inclusive hiring initiatives. Together, they worked to translate training documents into Spanish, create digital advertising to reach potential Spanish-speaking applicants and use local job fairs and Hispanic non-profits to increase awareness of job openings.

Michelin also promoted Patricia Vivas to a bilingual recruiter for hourly paid employees at Michelin Spartanburg. Job interviews now include an option for Spanish interpretation. The plant also offers English as a Second Language (ESL) courses for



Spartanburg, South Carolina

pre-qualified Hispanic candidates who want to improve their English language proficiency.

Since collaborating with the Hispanic Network, Michelin Spartanburg has increased its Hispanic employee representation by more than 100%. Michelin has also extended its Hispanic Network to include a chapter at the Spartanburg facility where local team members host bilingual meet-and-greets, welcome new employees and work with local non-profits on community events.



"Through the work we are doing with the Hispanic Network, we are helping people overcome cultural, linguistic and geographical barriers and contribute to building a diverse, culturally rich community inside and outside Michelin."

—Patricia Vivas, Bilingual Recruiter, Michelin Spartanburg



Asian-Pacific Network

ASIAN-PACIFIC NETWORK AND THE MICHELIN INNOVATION LAB

Michelin North America's 11 BRGs are far from social clubs as the Asian-Pacific Network is quick to point out. "We don't want to be known as the group that only has good food at our meetings. Our ambition is to provide real, impactful business value," said Sunita Bhatt, leader of the Asian-Pacific BRG.

Among its contributions, the Asian-Pacific Network hosted LinkedIn training and offered free professional headshots for all employees interested in enhancing their professional profiles and growing their networks. In late 2022, the Asian-Pacific Network decided to tap into Michelin's Innovation Lab, a think-tank used most often to test new business ideas. The Lab eagerly jumped at the opportunity to use its innovative know-how to help boost DE&I initiatives.

Following a workshop, the team emerged with the idea of providing short video clips to accompany job descriptions. Currently, the Asian-Pacific Network is working with Recruiting to implement this idea more broadly.

"Often, a job description is not enough to attract top talent. People want to know what it's like to work at Michelin. We created prototype videos for open positions with the idea to show the breadth of opportunity while also showcasing the diversity of our workforce."

—Sunita Bhatt, Leader of Asian-Pacific BRG and
IT Customer Integration Domain Manager



Innovation Lab Workshop





Michelin Women's Network

SUPPORT NETWORKS MAKE AN IMPACT

"In 2022, companies saw the rate of employee turnover skyrocket to greater than 20%. For members of Michelin's Women's Network, that rate hovered at 6%. The numbers clearly show that support networks make a difference. The Women's Network includes more than 700 women and allies. The strength of this network empowers us to advance Michelin's ambition to increase gender diversity, particularly in management."

—Cammie Seymour, Executive Sponsor for Michelin's Women's Network and Senior Talent Acquisition Specialist



Magog, Québec

Melissa Pinedo has been involved with the Michelin Women's Network since joining the Company in 2018. She's based in Magog, Québec and decided to supplement the women's network with a local French-Canadian chapter called F.E.M. (Femmes Ensemble Michelin). "F.E.M. offers connection for women working and living in Québec. We focus on networking and creating a support system that includes total wellbeing: physical, mental and professional." Since its founding in 2022, the network has grown to 60 members and works with local universities to attract female candidates.

WHAT'S AHEAD



"Talent acquisition is pivotal to achieve our 2030 DE&I ambitions. Michelin continues to strengthen its recruiting practices by removing potential bias and broadening the diversity of our talent pipeline."

—Monica Johnson, Director of Recruiting

IN 2023, MICHELIN WILL BE:

- Revamping its recruiting and interviewing processes
- Refreshing training for managers and recruiting teams on hiring best practices
- Expanding its applicant pool through:
 - strategic university partnerships
 - a focus on its Intern/Co-Op program
 - digital marketing



CULTIVATE A CULTURE OF BELONGING

By addressing biases, embracing differences and elevating potential, we will cultivate an equitable and inclusive environment where all employees are respected and believe this is a place where they can thrive and find a true sense of purpose in their work.



DE&I IN ACTION

BUSINESS RESOURCE GROUPS (BRGS)

Michelin North America has 11 BRGs that foster connections and shared experiences. We leverage the rich insights of these employee-led organizations to identify unique challenges and opportunities to attract top talent and advance DE&I at Michelin.



"We provide a safe community where employees can learn, grow and collaborate on topics important to the LGBTQ+ community. We believe every employee should feel valued and celebrated for their unique and valuable perspectives."

*—Ashley Tomlinson,
Co-leader of LGBT & Allies
BRG and Senior Director of
Commercial Sales - West*



"We provide a forum for military members to connect over shared experiences and improve their transition to Michelin. We offer guidance on how Michelin can leverage employees with military experience and allocate resources to support military personnel and their families."

*—Dan Porcaro,
Member of Veterans' BRG,
Active Service Member, and
Vice President of Sales for
Michelin Mobility Intelligence*



"We engage new employees to help them make connections and increase their access to resources to help them succeed at Michelin. We host Leadership Q&As, volunteer opportunities, social events and career development programs."

*—Jordan Dotson,
Co-leader of the New Hire
Network and B2C Marketing
Brand Manager*



“The Faith and Beliefs BRG exists to encourage understanding, respect and appreciation for all faiths and beliefs. Michelin desires to promote an empowering environment where people can bring their whole selves to work, and, for many employees, their faith and beliefs are a large part of who they are.”

—Bryan Zeigler, Pillar Leader for Faith & Beliefs BRG and Camso Site Director, Emporia, Kansas

“The Road to Financial Health BRG exists to help employees plan, understand and achieve financial health and well-being. Michelin cares about each employee’s financial health journey, from buying a house, to paying for children’s college tuition, to preparing for retirement. We highlight the range of financial health resources that Michelin provides while giving access and information to additional tools to assist employees.”

—Nenna Akpaete Culliver, Co-leader for Road to Financial Health BRG and Business Segment Director for Light Commercial Vehicles



“The ICARE Leadership BRG’s key purpose is to connect all our leaders to ICARE behaviors and to each other. We have grown and evolved to recognize the need and true value of creating meaningful connections at work. In early 2022, we brought Transformation Tables to life—a 12-week leadership development program designed to create community, develop strong relationships and build a bias for action, all centered on foundational leadership behaviors.”

—David Coggins, ICARE Leadership Network Chair and Customer Service Operations Manager

“The plant’s D&I Council has a positive impact on both our tire operators and the community. We work with employees to engage in community outreach, including Habitat for Humanity, March of Dimes, Back to School Supply Drive and the Tuscaloosa Civil Rights Tour.”

—Lonnie Golightly, III, Leader of D&I Council and Site Safety Specialist at BFGoodrich Tires plant in Tuscaloosa, Ala.

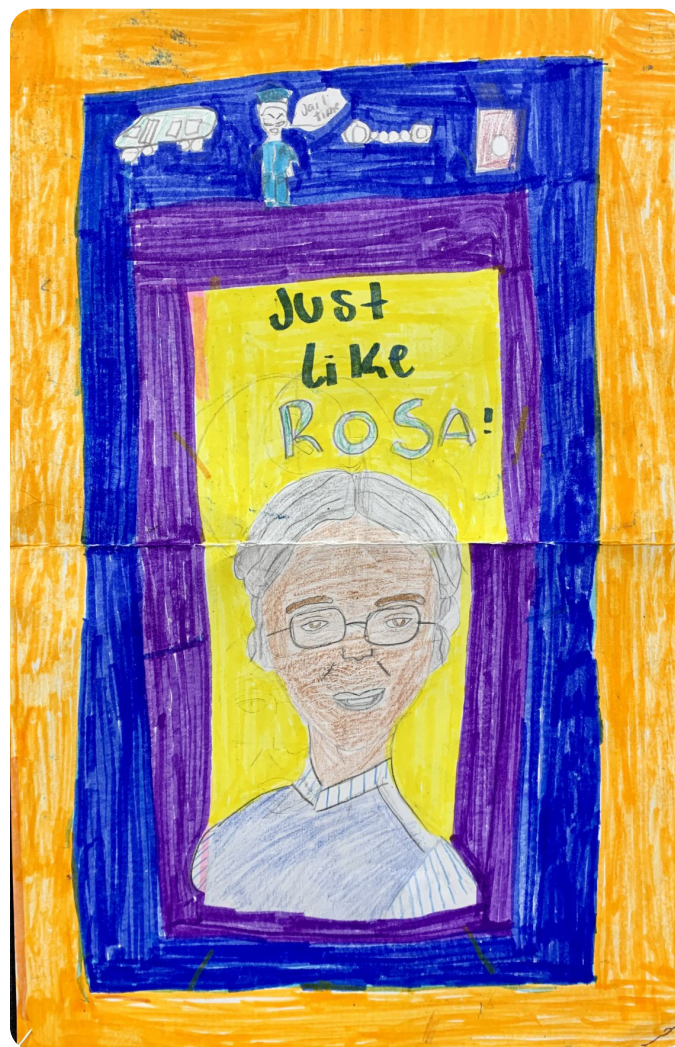




African American Network

LISTEN TO UNDERSTAND

Michelin's African American Network boasts 400 members and strives to improve Michelin's performance by increasing representation, development, promotion and retention of African Americans and others with diverse backgrounds. Its vision is to foster an environment where African Americans can leverage their unique skills and talents to reach their full potential while contributing to the success of Michelin. The Network also strives to create a platform for the voices and experiences of African Americans to be heard. Last year, it hosted monthly conversations centered on various themes from different movies that delve into impactful DE&I topics with all employees. The Network also launched the inaugural Story Art Contest to celebrate Black History Month. Local elementary school students used written and visual art to express a significant moment in Black History.





Bridgewater, Nova Scotia

MEET EMPLOYEES WHERE THEY ARE

More than 63 nationalities are represented at Michelin Canada's 10 sites. This rich diversity, paired with Canada's vibrant history and dynamic culture, means that DE&I efforts should be unique to the needs of employees based there. Michelin Canada took its first step toward defining DE&I initiatives with an Employment Equity Survey to gain a better understanding of the different backgrounds, perspectives and interests of employees. Based on insights from this survey, Michelin Canada's DE&I Board and two regional councils identified DE&I actions to be undertaken in 2023, including:

- Participating for the first time in Pride parades and marches in Halifax, Bridgewater and the Annapolis Valley
- Developing a cultural mentorship program to help new hires from different countries with cultural integration
- Exploring DE&I Awareness training for council members, managers and employees
- Participating as a corporate sponsor for the 2023 North American Indigenous Games to be held in Nova Scotia



Bridgewater, Nova Scotia



Waterville, Nova Scotia

WHAT'S AHEAD



"The capABLE BRG works with Michelin to help the Company be more open and accessible for people with disabilities and their families. But where do we start with such a big task? We decided to use the Disability:IN Disability Equality Index questionnaire as an objective benchmark to identify a starting point and the best path forward. Drawing on the experience of external experts helps us be more focused and more successful."

—*Matt Hall, Leader of the capABLE BRG and Progress Leader at Michelin Americas Research Center*

IN 2023, MICHELIN NORTH AMERICA WILL:

- Implement annual Company-wide Diversity Awareness Day
- Launch Inclusion Advisory Committee
- Continue to build and implement Inclusive Leadership training
- Complete external benchmarking assessments, including Human Rights Campaign and Disability:IN



IMPACT OUR SOCIETY

By prioritizing and investing in community and in diverse and sustainable business partnerships, we contribute to building a vibrant society that in turn makes our business stronger and more innovative.



DE&I IN ACTION

FREE TO MOVE

The Michelin Corporate Foundation is one of the top donors to the International African American Museum (IAAM), which is set to open in 2023 in Charleston, South Carolina. The IAAM is designed to honor the untold stories of the African American journey at one of our country's most sacred sites where many Africans first set foot in America. The museum documents the journey that began in Africa centuries ago, and still continues today.

Michelin North America and the Michelin Corporate Foundation have collaborated with IAAM since 2018. The Company's \$1.5 million gift supports an exhibit called "Free to Move". The exhibit explores the intersections of mobility, race and culture in America's Black history, paying homage to those whose movements have not always been free and teaches the value of being "free to move" in every sphere of life. The exhibit includes a mobile component that's designed to bring aspects of the museum experience to communities far away.

As part of Michelin's work with the museum, a group of 10 Michelin employees had the opportunity to explore their genealogy through the museum's Center for Family History. This program is dedicated to helping individuals and families advance their understanding of their family's history and the role their ancestors played in shaping American history.



Marco Holt and family



International African American Museum



"The stories we uncovered shed light on why words like resilience and perseverance are part of the African American story. This experience was incredibly enriching and fulfilling."

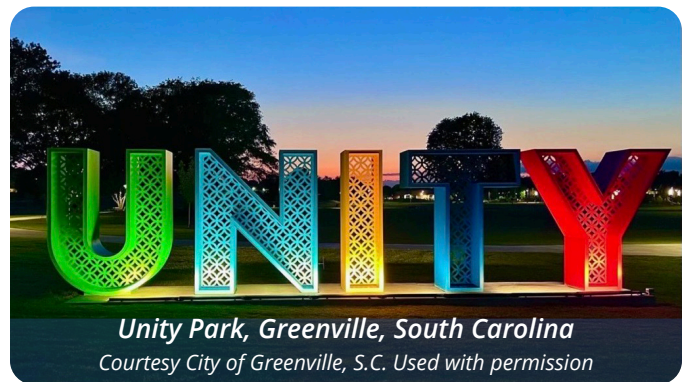
—Marco Holt, Key Account Manager, B2B On-Road



Unity Park, Greenville, South Carolina
 Courtesy City of Greenville, S.C. Used with permission

A UNIFYING FUTURE

Unity Park in Greenville, South Carolina, opened in May 2022 and symbolizes equity and inclusion. The park merges two formerly segregated parks into an expansive greenspace and recreational area welcoming to all. Michelin Corporate Foundation donated \$1 million to support the restoration of this half-mile section of the Reedy River, including 9 acres of greenspace called Michelin Green. Michelin Green serves as Unity Park's gathering place. The city also set aside land along the park's edges for affordable housing.



Unity Park, Greenville, South Carolina
 Courtesy City of Greenville, S.C. Used with permission

SUPPLIER DIVERSITY ELEVATES EQUITY



Warehouse Services, Inc.

Annually Michelin North America spends more than \$250 million directly with minority- and women-owned business suppliers. For nearly 20 years, Michelin North America has worked with woman-owned business Warehouse Services, Inc. We began our partnership with WSI with one warehouse and today they are Michelin North America's largest service provider with nearly 1,200 WSI employees in Michelin's network. WSI operates three of Michelin's national distribution centers, including the largest one for Michelin worldwide.



Ardmore, Oklahoma

Michelin's community relations strategy strengthens ties with the communities where we live, work and serve by contributing to the vitality of the Region and encouraging employees to get involved. Thousands of employees volunteered in 2022 in local elementary schools, community clean-up projects, home builds and school supply drives, improving the lives and making a difference in 34 communities across the U.S. and Canada.



Louisville, Kentucky

WHAT'S AHEAD



"In my role, I see first-hand the needs in local communities and the impact of Michelin North America's and its employees' investments. I am proud of the difference we make and proud to work for a company that considers how its decisions impact people, profit and planet."

—Will Whitley, Director of Community Relations
and Local/State Government Affairs

IN 2023, MICHELIN NORTH AMERICA WILL:

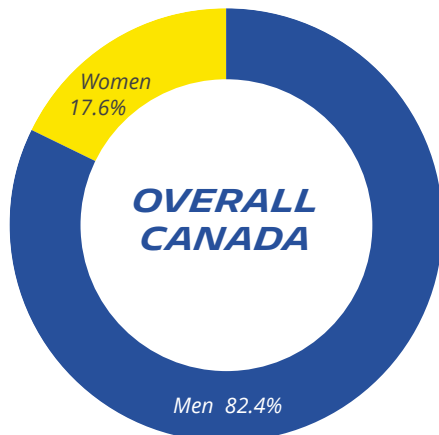
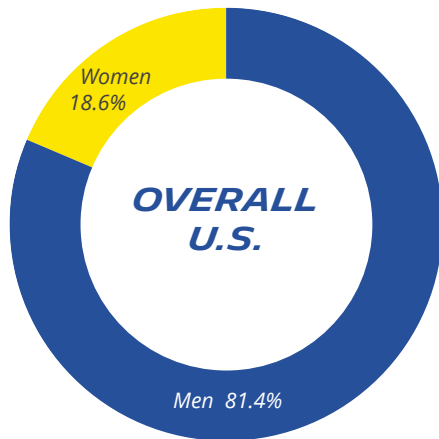
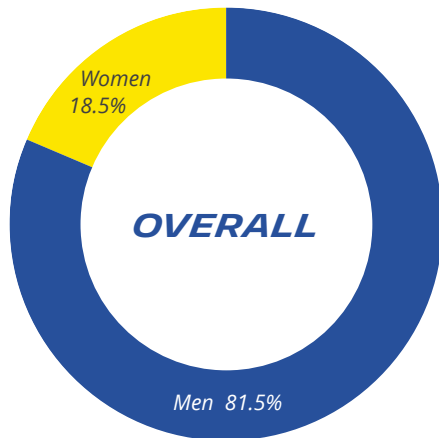
- Implement a process to capture indirect spending with minority- and women-owned suppliers
- Expand Michelin Tech Scholars and Apprenticeship Programs with new partnerships throughout the U.S. and Canada
- Continue our work with the International African American Museum as a founding investor



OUR 2022 DATA¹

Michelin North America believes that respect for all people is an essential ingredient to our long-term growth and success. We want to be an agent of change for diversity, equity and inclusion inside our walls and outside in the community. We recognize that diversity is more than simply gender and ethnicity. As we grow and mature, we aim to expand how we capture and track data to encompass more diversity dimensions.

GENDER REPRESENTATION (NORTH AMERICA – U.S. AND CANADA)



EXECUTIVES / TOP MANAGEMENT²

Gender	Percentage
Men	76.5%
Women	23.5%

MANAGERS³

Gender	Percentage
Men	75.2%
Women	24.8%

HOURLY PAID

Gender	Percentage
Men	85%
Women	15%

EXECUTIVES / TOP MANAGEMENT²

Gender	Percentage
Men	76.1%
Women	23.9%

MANAGERS³

Gender	Percentage
Men	75.6%
Women	24.4%

HOURLY PAID

Gender	Percentage
Men	84.7%
Women	15.3%

EXECUTIVES / TOP MANAGEMENT²

Gender	Percentage
Men	80%
Women	20%

MANAGERS³

Gender	Percentage
Men	73%
Women	27%

HOURLY PAID

Gender	Percentage
Men	86.1%
Women	13.9%

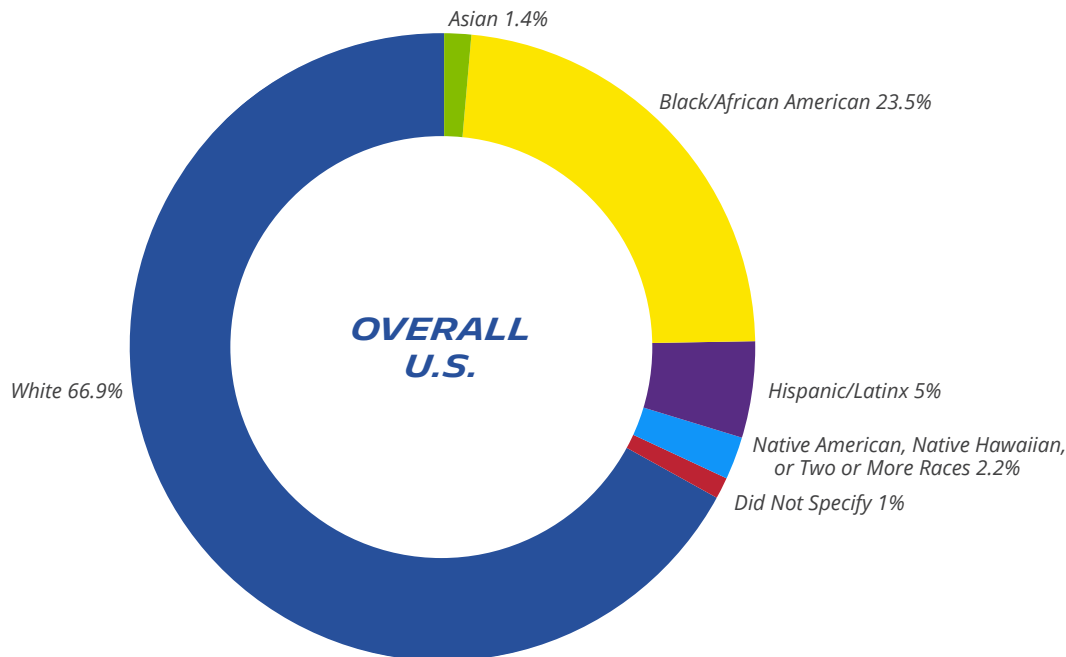
¹Data include people on payroll as of December 31, 2022, in the consolidated companies, under any form of work contract, with the exception of interns, work-study trainees, apprentices and temporary workers.

²Executives/ Top Management represents employees with a position level of individual responsibility from A to G, according to the Hay method used by Michelin Group.

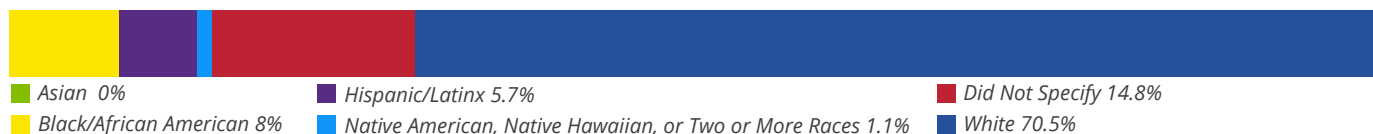
³Managers represent employees with a position level of individual responsibility from A to N, according to the Hay method used by Michelin Group.

⁴Data reported on ethnicity is U.S. only. This information is not currently reported in Canada. "Did Not Specify" includes employees working in the U.S. from countries outside the U.S. or employees who elected not to disclose; therefore, they are not reflected in some charts showing underrepresented communities in the U.S.

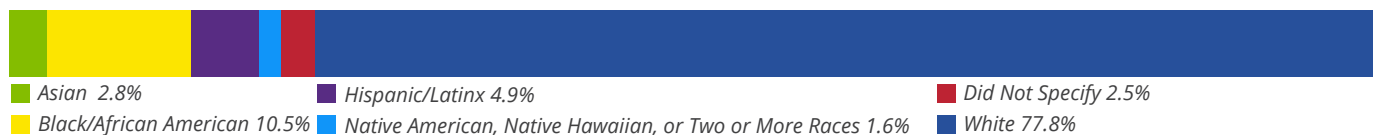
ETHNIC AND RACIAL REPRESENTATION (U.S. ONLY)⁴



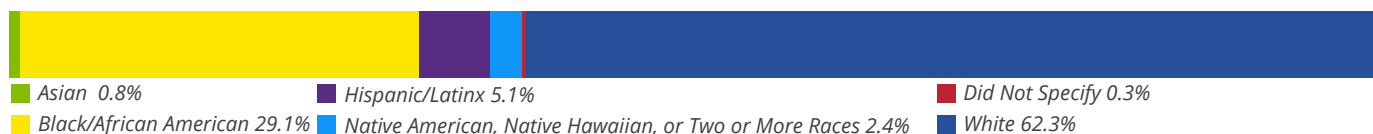
EXECUTIVES / TOP MANAGEMENT²



MANAGERS³



HOURLY PAID



INCLUSIVITY INDEX: 71.8/100

The Inclusivity Index helps Michelin gauge our progress as compared to other global companies, ensuring our efforts are impactful and make a meaningful difference.

¹Data include people on payroll as of December 31, 2022, in the consolidated companies, under any form of work contract, with the exception of interns, work-study trainees, apprentices and temporary workers.

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PARTNERS FOR PROGRESS

We are proud of our progress. In fact, Michelin ranks among the “most awarded” employers in the DE&I category. However, we recognize that there is always room for growth. We lean on our internal Business Resource Groups and Diversity and Inclusion Councils as well as external experts to provide guidance on how to evolve our policies, practices and processes to better meet the needs of our diverse employee base.

RECOGNITIONS



PROUD TO PARTNER WITH:

